CITY OF TIGARD, OREGON

FY 2016-17
ADOPTED BUDGET

BUDGET COMMITTEE

Bill Bigcraft	Mayor John L. Cook
Don Fisher	Councilor John Goodhouse
Quinton Harold	Councilor Marland Henderson
Nathan Rix	Councilor Jason Snider
Clifford Rone	Councilor Marc Woodard
Thomas Schweizer,	

City Manager	Marty Wine
Assistant City Manager	Liz Newton
Central Services Director	Nadine Robinson
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Community Development Director	Kenny Asher
Finance and Information Services Director	Toby LaFrance
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A special thank you to departments and staff for their contributions to the Budget Document
www.tigard-or.gov

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Tigard for its annual budget for the fiscal year beginning July 1, 2015.

In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Tigard Skate Park, located near Tigard City Hall.
Photo by SkateOregon

FY 2016-2017 BUDGET TRANSMITTAL

I am pleased to present the adopted FY 2017 budget. This city budget continues to move Tigard toward a stronger financial future and creates opportunities for us to begin to shore up resources for day-to-day city services.

Setting the Landscape: The Fiscal Cliff

In last year's budget message I stressed the dangers of eroding day-to-day city services if we continue on our current financial path. Tigard's day-to-day service levels are steadily declining due to several factors.

First, Tigard's population since 2009 has grown over eight percent and will continue to grow with development on our on our western boundary in River Terrace. At the same time, our staffing has decreased by 19 FTE, or six percent. We have fewer Police Officers and Librarians today than we did eight years ago. The city continues to employ the best people, improve and make our processes efficient and use technology, yet our capacity to serve the public will decline as the population grows and staffing shrinks.

A major factor in the city's service provision is the structural financial imbalance that the city faces. In the 2011 State of the City, former Mayor Dirksen called this a "fiscal cliff" over which all local governments would fall. Some of the factors that create the cliff include:

- Tigard's low permanent property tax levy rate ($2.51/1,000 AV), second lowest of any city in Washington County with a population over 5,000. That rate was set when Measure 50 was approved in 1997 and will not change without property tax reform.
- City expenditures that grow at a rate about one-half of one percent faster than our resources grow (4.0% vs 3.5%), even with the actions that we have taken to curb spending cost growth.
- Growth in River Terrace will provide a temporary bump in Tigard's revenue growth, providing an additional 0.5% in revenue growth annually. Instead of an additional 200 homes a year allowing Tigard to add services to meet the demands of growth, that development simply provides enough additional revenue to stave off future service cuts.

Our fiscal landscape is that of a growing city unable to grow day-to-day services to keep up with its growth. Through community surveys, our residents continually ask for more and improved city services than that which we now provide. And we are not maintaining our infrastructure systems and public facilities as we should. We have not yet reached the fiscal cliff, but it is closer.

Table 1. Permanent Property Tax Rate Comparison

City	Cities with Population 10,000+	Permanent Rate (per $1,000 AV)
Lake Oswego	37,610	$4.9703
Portland	609,456	$4.5770
Beaverton	93,542	$4.6180
Cornelius	12,161	$3.9836
Forest Grove	22,419	$3.9554
Hillsboro	97,368	$3.6665
Sherwood	18,884	$3.2975
Wilsonville	21,484	$2.5206
Tigard	**50,444**	**$2.5131**
Tualatin	26,879	$2.2665
	Average Washington County	*$3.6369*
Statewide Comparison		
Eugene	159,190	$7.0100
Albany	51,583	$6.3984
Woodburn	24,395	$6.0534
Salem	160,614	$5.8315
Medford	77,677	$5.2953
Corvallis	55,298	$5.1067
McMinnville	33,131	$5.0200
Springfield	60,177	$4.7400
Redmond	27,427	$4.4100
Newberg	22,508	$4.3827
Grants Pass	35,076	$4.1335
Gresham	109,397	$3.6129
Bend	81,236	$2.8035
Tigard	**50,444**	**$2.5131**
Keizer	37,064	$2.0838
	Average Statewide	*$4.6263*

One Solution: Park and Recreation Utility Fund & Fee

The FY 2015-16 budget provided a hopeful step back from the fiscal cliff. I proposed – and the Budget Committee and City Council later approved – treating parks as a utility, with the creation of a park and recreation utility fund along with an associated utility fee. This served two purposes. First, parks would have a stable funding source that would grow with the needs of a growing park system, and allow development and maintenance of the city's 2010 Park Bond land acquisitions. Second, $2.2 million of General Fund resources that previously funded parks could be available to be reprogrammed to enhance day-to-day services and bring financial stability to the General Fund. During the budget deliberations, the Budget Committee recommended that:

- $100K of the General Fund would be reprogrammed to library services. This funding plus more than $160K of resources from the passage of the WCCLS levy in November, allowed the Library to provide public counter services on Thursday.
- $400K of the General Fund would not be spent on services, but would go to bolster the reserves in the General Fund to help pay for the 0.5% annual gap between revenues and expenditures.
- The remaining $1.7 million would be allocated to service enhancements during the FY 2016-17 budget cycle.

The City Council chose to approve a park and recreation fee at a level that would generate $1.0 million annually. One reason was a concern about overburdening utility bills with additional fees. A second priority of the City Council was to advance a local option levy to pay for growth in day-to-day services. The rationale for a voter-approved local option levy is that this funding would be less regressive, provide a federal tax deduction, and permit more room for growth. In the end, City Council decided that fully implementing a Park and Recreation Fee was not the right answer to our current fiscal problem, but could provide short-term relief.

Choices for FY 2016-17

The Proposed Budget honored the Budget Committee's request to provide choices for allocating the General Fund that was freed up by the park and recreation fee. Based on 2015-16 council action on the Park and Recreation Fee, the Proposed Budget was structured so that $1M of General Fund that once supported Parks could be invested in other day-to-day services, and the Budget Committee allocated $100,000 to the Library and $400,000 to bolster General Fund Reserves. At the Park and Recreation Fee hearing during 2015, the City Council agreed that $100,000 for the Library would be included in the base budget and would not be considered for reallocation. The City Council later brought the question of $400,000 for reserves to sustain the General Fund back to the Budget Committee, meaning that the Budget Committee had the choice to allocate up to $900,000 in General Fund resources for the 2016-17 budget.

The Proposed 2016-17 budget considered by the Budget Committee was divided into three categories. The first category included immediate short-term investments could be addressed in the FY 2016-17 Budget. The second category included near-term needs that could be addressed through a local option levy and capital bond, which I proposed that Tigard voters may consider in the fall of 2017. The third category included longer-term investments in programs and services would be addressed through other revenues than the General Fund.

The twelve immediate short-term service needs that were proposed to the Budget Committee represented important operational investments, including one-time and ongoing costs that would exceed the $900,000 allocation by more than four times. These needs were proposed with the acknowledgement that not all could be funded, so the remaining items would be considered for funding with a future voter-approved property tax levy or bond. The needs included:

- Adding police officers to improve response times for high priority public safety calls
- Library staff to allow the city to provide patrons more timely access to new and popular items, improve communication to engage the public, and provide services and programs in Spanish for kids
- Analytical support for city internal services such as property, finance and fleet management
- City building maintenance, repairs and space needs
- Supporting public use of city facilities through room reservation services
- Land use, permit and design review resources
- Address unfunded parks maintenance
- Continue to expand city recreation programs
- Support for the Tigard Downtown Alliance
- Sustaining General Fund reserves
- Roof and locker room repair for the Police Department

2016-17 Approved and Adopted Budget

Given the complexity of Tigard's budget, the Budget Committee was asked to discuss and decide on allocating short-term resources freed up by the creation of the Park and Recreation Fee by allocating $900,000 toward the city's greatest needs. In addition, the Budget Committee was asked to consider recommending that Tigard voters consider a local option levy and a capital facilities bond in November 2017. By doing so, the city would be able to determine whether to retain the Park and Recreation Fee long-term, and address Tigard's very low permanent property tax rate by increasing it with a future Local Option Levy. There is room to increase Tigard's permanent local option levy rate. (For example, a local option levy of $1.00/$1,000 of assessed value would still keep Tigard's rate below average in Washington County and would raise approximately $6,000,000 annually for more and better city services, allowing service delivery to increase by nearly 20 percent.)

The 2016-17 budget recommended by the Budget Committee sought to be fiscally responsible with the resources we currently have and recognized that current resources are inadequate to meet the needs of a growing city. The Budget Committee recommended sustaining reserves in the General Fund in excess of the minimum required; recommended adding three patrol officers in the Police Department, to address increasing response times for highest-priority calls; and funding three one-time maintenance and repair projects for city facilities and parks (Police Department roof, Summerlake Park irrigation system, and a building condition assessment). The Budget Committee acknowledged that at this time, Tigard cannot afford to take on larger maintenance needs. Finally, the Budget Committee expressed support for moving forward with a local option levy to improve city services and a capital facilities bond to create building space to meet current public service needs.

The City Council adopted a 2016-17 budget that funds the city's day-to-day services and additionally boosted Police and Recreation services. The approved $177 million budget allocates more than $123 million to fund city services, handles the city's debt obligations and pays for improvements to the community, including city roads and the water system. In addition to the Budget Committee recommendation, the City Council opted to hire another police officer, four total, to support the department's goal for patrols during highest call volumes and improving call response times for highest-priority calls. The City Council approved an increase in funding for the city's new recreation program. And the City Council affirmed that Tigard should plan for a possible local option levy to improve city services, and a capital facilities bond to better meet current public service needs.

Future Needs

There is still work to be done. Tigard will develop a local option levy request to place before voters in November 2017 to address the city's parks, library, public safety and walkability needs. In addition to the needs for expanded services outlined above that were considered in the FY 2016-17 budget, City of Tigard faces other demands to provide day-to-day services to residents and businesses that could be included in a local option levy proposal. The levy could include services such as:

- Expanded community outreach and Neighborhood Network program to support resident and neighborhood connection and engagement
- Increase Library outreach to the public and expand library programming and services.
- Analytical support including contracting, franchise management, grant acquisition and administration, technology workflow and software implementation, annexation analysis and support, budget/CIP preparation, managing indirect cost plan, and general central management and support
- Engineering staff to support private development activity and long-range planning
- Enhancing the city's appearance with more proactive enforcement to respond to Code complaints
- Downtown parking, planning and enforcement
- Multilingual, translation and interpretation services to expand services, outreach, and materials in multiple languages

- Public safety services including Community Policing Neighborhood Response Team, bicycle patrol for trails and parks; and traffic safety team
- Trail safety, lighting needs and vegetation maintenance
- Annexation resources to identify resources required for expansion areas
- Parks planning & development to make acquired park lands useful to the public
- Neighborhood park and trail connections
- Grounds maintenance for city facilities
- Pedestrian planning for investments in the city's walking network and Safe Routes to School program
- Asset management plan to repair or replace aging infrastructure, including water, sewer and stormwater systems
- Extended library hours

In last year's budget message, I asked the Budget Committee and City Council to either maintain the status quo by making small changes that continue to erode city services, or to take bolder action. I appreciated that the committee and Council resoundingly chose to take bolder action. When Former Mayor Dirksen discussed the fiscal cliff, these were the options:

> "…The cliff is still there in front of us, we're just further away from it than some of our sister cities and counties. However, to avoid a similar fate, in the next three years one of three things must happen: 1) the state legislature must reform the state revenue system to be more responsive to economic fluctuations. 2) The City of Tigard will need to pass its own local option levy to supplement our base tax rate, or 3) The City will have to make significant cuts to city services like police, library, and public works. This would include extensive personnel layoffs including police officers, library staff, and planning and engineering staff."

The time has come to prepare Tigard for passing a local option levy to supplement our base tax rate. Without bolder decisions to increase resources, the services that citizens tell us that they want through interactions, meetings, and surveys will continue to erode. I appreciate the Budget Committee and City Council's consideration of these measures to set Tigard on a more sustainable financial path.

Respectfully,

Marty Wine
City Manager

1. Provide Recreation Opportunities for the People of Tigard

Objectives	Estimated Timeline
Establish city recreation program in 2015-16 adopted budget	
Recreation clearinghouse and program guide	Completed July 2015
Grants & scholarships	
Recreation coordinator – staff position	Spring 2016
Programs and classes (beginning Year 2)	Spring 2016
Outdoor events (Year 2)	2017
Indoor events (Year 3)	
Explore feasibility of partnership opportunities, including THPRD, YMCA, TTAD, TTSD, other city, or non-profit opportunities; establish facility partnership if feasible	December 2016
Consider a voter-approved measure to fund recreation	November 2016
Complete the city's facilities strategic plan to identify future facility needs for a recreation/community center.	September 2016

2. Make Downtown Tigard a Place Where People Want to Be

Objectives	Estimated Timeline
Support residential and mixed use development in walkable and transit-supported areas by completing the Ash Ave/Burnham Redevelopment project	Completed in 2015
Increase walkable access to open space by advancing plans for new downtown open space, including the Tigard Street Trail plaza, the Fanno Creek Overlook, and a Main Street plaza, including programming	December 2016
Strengthen downtown's identity by completing gateway improvements and install art at both Main Street entrances	Completed in 2015
Support walkability by completing two Strolling Street projects	
Secure brownfields cleanup grant (if eligible) to facilitate infill or open space development enabling a more walkable and interconnected downtown	Completed in 2015 Spring 2016
Promote downtown as a place to shop, dine and recreate	
Through communications and support of Tigard Downtown Alliance activities.	Summer 2016

3. Adopt and Begin Implementation of Tigard Triangle Strategic Plan

Objectives	Estimated Timeline
Tigard Triangle Strategic Plan	
Plan Development	Completed Spring 2015
Council consideration and adoption (code and plan amendments)	September 2016
Consider Lean Code and Plan Amendments	September 2016
Zoning	
Community Development Code	
Transportation System Plan	
Parks and Trails Master Plans	
Infrastructure Planning	
Citywide Stormwater Master Plan	June 2017
Triangle Stormwater Implementation Plan	FY 2017-18
Streetscape Design Plan	August 2016
72nd Avenue Study (pending CIP approval)	June 2017
Development of Funding Tools	
Urban Renewal	
Plan Development	October 2016
Plan Adoption	December 2016
Public Vote	May 2017
LID – consider continuance of existing	April 2016
Vertical Housing Development Zone	Completed 2014
Tigard Enterprise Zone	Completed 2014

4. Enable Groundbreaking in River Terrace by Summer 2015

Objectives	Estimated Timeline
Infrastructure Financing Project (RT SDCs)	Completed
River Terrace Community Plan Implementation	Completed
Permitting Early assistance for land use applications (ongoing) Land use applications Building and site permits	 Completed Winter 2015 and ongoing into 2016
Public Facilities Clean Water Services pump station City of Tigard downstream stormwater conveyance analysis River Terrace Stormwater Master Plan Amendments (updates, direction, and Council adoption) Transportation Utility Fee adopted Stormwater Utility Fee adopted City of Tigard 550-Zone Water Improvements	 Winter 2016 Completed Spring 2016 Spring 2016 Summer 2016 Summer 2016
Strategic Plan Implementation Achieve walkability aims of Strategic Plan in River Terrace by following through on pedestrian planning efforts	 Summer 2016

5. Expand Opportunities to Engage People in the Community

Objectives	Estimated Timeline
Citywide Communications Plan (will include suggested engagement improvements)	Completed Spring 2015
Continue Council outreach meetings	Quarterly throughout each year
Seek input on and outreach about the sidewalk connection program	Prepare for May 2017 ballot
Community education; identify timing and content of measures for voter approval	June 2016
Organize community engagement through increased work with Neighborhood Networks, in-person and online forums	June 2016

6. Define and Establish the City's Role in Addressing Homelessness

Issues for Further Council Discussion

[Topics will be scheduled for workshop meetings (3rd Tuesday) or study sessions]

- SW Corridor – Mayor will brief Council during Council Liaison reports
- Pacific Highway/congestion and aesthetics (May 2016)
- Annexation (Incentives Resolution in February, discussion June 2016)
- Charter review (July 2016)
- Future possible ballot measures (April 2016)
- Strategic Plan Updates
- Sustainability (August 2016)

Form of Government:

The City of Tigard was incorporated in 1961.

An elected Mayor and four Council members who comprise the City Council govern the City of Tigard. The city's charter establishes a Mayor/Council form of government.

Members of the City Council are elected at large to serve four-year terms. The Mayor presides at council meetings and is elected at-large for a four-year term. Together, the Mayor and council provide community leadership, develop policies to guide the city in delivering services and achieving community goals, and encourage citizen awareness and involvement.

The City Council appoints the City Manager, who acts as the administrative head of the city government. The City Manager is responsible for ensuring council policies are implemented using resources appropriated by the Council to achieve desired service results in the community. The Mayor and Council are responsible for establishing city policies.

Services Provided:

Department	Services
Central Services	City Recorder/Records, Communications, Facilities, Fleet, Municipal Court
City Management	City Manager's Office, Human Resources, Risk Management
Community Services	Police, Library, Social Services & Community Events
Community Development	CD Planning, Building, Economic Development
Finance and Information Services	Finance Administration, Financial Operations, Utility Billing, Information Technology, Contracts/Purchasing
Mayor and Council	
Public Works	PW Administration, PW Engineering, Parks & Rec, Sanitary Sewer, Streets, Storm Water, Water

CITY INFORMATION

Tigard is located in Washington County and is the thirteenth largest city in Oregon. It is centrally located, surrounded by Portland, Lake Oswego, Beaverton and Tualatin. It is conveniently located, directly off of the I-5 and Highway 217. One of area's largest shopping malls, Washington Square, is located in Tigard.

Population Facts:

Population Estimate (2016):	50,787
Median Age (2014):	38.4
Average Household Size (2014):	2.50
High School Education or higher (2014):	91.9%

Population by year:

2015	50,444
2014	49,774
2013	48,695
2012	48,415
2011	48,035
2010	47,700
2009	47,470
2008	46,715
2007	46,400
2006	46,300
2005	45,500

Cost of Living Facts:

Median Household Income (2014):	$60,849
Unemployment Rate (2015):	3.9%
Estimated Median House Value (2014):	$294,000
Home Ownership Rate (2014):	61.1%
Total Housing Units (2010):	20,068

Climate:

Elevation:	300 ft.
Average Daily High Temperature-Jul:	79 F
Average Annual Low Temperature:	34 F
Average Annual Rainfall:	39.0"

Economy:

Land Use ~

Commercial (Acres, %):	7.4%
Industrial (Acres, %):	9.7%
Mixed-Use (Acres, %):	11.2%
Residential (Acres, %):	64.7%*
Parks& Recreation (Acres, %)	6.7%

*Total does not equal 100% because zoning has not been assigned to the River Terrace area.

Number of businesses (March, 2016): 2,976

Top Employers in 2016:

Employer	# of Employees
Tigard-Tualatin School District	779
Nordstrom	422
Macy's Department Stores, Inc.	372
Oregon Public Employees Retirement	364
Costco Wholesale Corporation	273
City of Gerber Legendary Blades	232
Comcast Cable	228
ServiceMaster Solutions	220

Source: US census Bureau, City of Tigard-Community Development & Finance

Tigard Vision and Values

In 2014, City Council adopted a Strategic Plan for Tigard with the emphasis on ***connecting people and places-with a goal of making Tigard the most walkable community in the Pacific North-west where people of all ages and abilities enjoy healthy and interconnected lives***.

In addition to this vision, the city maintains its three values for staff to reflect and embody. These values are:

Respect and Care
We will treat people well

Do the Right Thing
We will go the extra mile to exceed expectations

Get it Done
We will focus on solutions-not excuses

CITY OF TIGARD

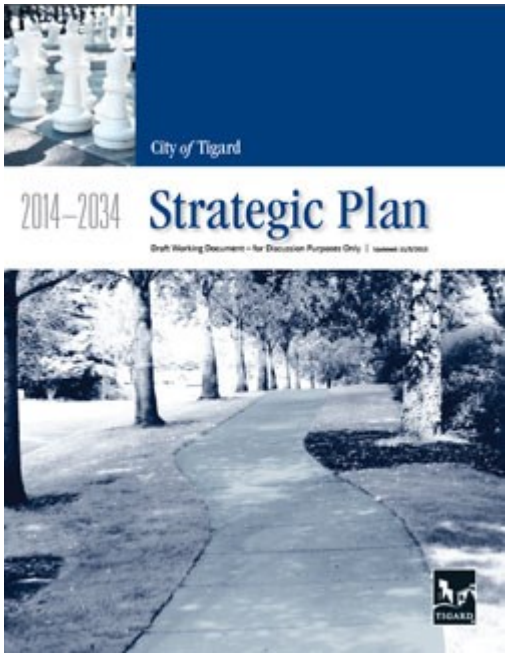
CITIZENS OF TIGARD

Mayor & City Council

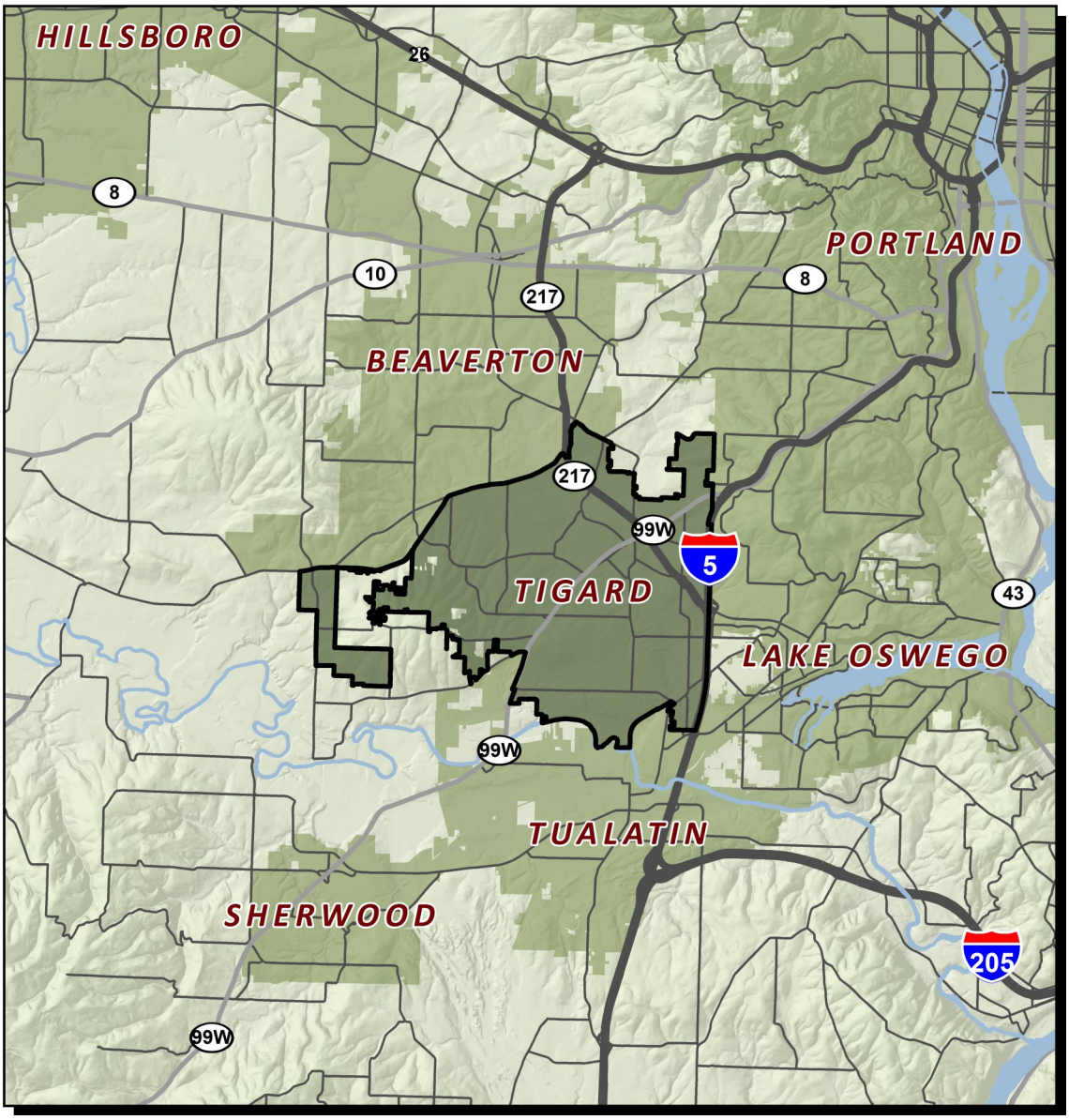
City Attorney

City Manager

Central Services	City Management	Community Development	Finance & Information Services	Library	Police	Public Works
Communications	Human Resources	Community Development Planning	Administration	Administration	Administration	Administration
City Recorder/ Records	Risk Management	Building	Financial Operations	Circulation	Support Services	Public Works Engineering
Fleet Maintenance	City Manager's Office	Economic Development	Information Services	Reader Services	Police Operations	Parks & Recreation
Municipal Court			Utility Billing	Technical Services		Storm Water
Property Management			Contracts & Purchasing			Water
						Sanitary Sewer
						Street Maintenance
						Street Lights & Signals



Tigard
Oregon


HILLSBORO
26
8
10
217
PORTLAND
8
BEAVERTON
217
99W
5
TIGARD
43
LAKE OSWEGO
99W
TUALATIN
SHERWOOD
205
99W

Fall colors at the City Hall in Tigard, Oregon

The budget document describes how the City of Tigard plans to meet the needs of the community. It is also a resource for citizens interested in learning more about the operation of their city government.

The city budget fulfills several functions:

- The budget is a communication tool. It explains the various demands, needs, constraints, resources and opportunities it faces. It communicates the choices made and the direction in which the city is headed.

- The budget is an important policy document. Through the annual budget process, city operations and processes are reviewed in a comprehensive manner. The city reviews the needs of the community, priorities and goals, and then matches resources against those needs, priorities, and goals. Resources are limited, so choices must be made. The annual budget reflects those choices.

- The budget also serves as an operational guide. It identifies work programs and goals to be achieved for each city department or division in the coming fiscal year.

- The budget is an accounting document. It establishes guidelines that the city uses to measure and control expenditures and to track its revenues.

The budget document has been organized to assist the reader in understanding how and why the city budgets and to provide summary level information at the beginning of the budget document with more detailed information at the end. The document provides high level summary in further detail, each section of the document is also arranged in this manner.

The City of Tigard's budget document is divided into the following sections:

Introduction

The Introduction contains the Budget Transmittal from the City Manager. This letter summarizes the major provisions that have been included in the FY 2016-17 Adopted Budget. It includes a discussion of the major policy issues that were considered and major changes from last year. This section also contains what the council plans to focus on through 2016, providing the foundation and direction for many of the choices made in constructing this budget. Also included is general city information about Tigard, including a map that shows the city's boundaries.

Reader's Guide

Reader's Guide provides an overview of the budget process, the basis of budgeting, and the budget structure. This section is designed to help familiarize the reader with the city and the budget.

Budget Summary

The Budget Summary is designed to give the reader an overall view of the entire city budget.

This section contains summary charts and information to provide a one-stop picture of the budget. These high-level summaries provide an easy reference for overall city trends and conditions.

This section also presents the Comprehensive Long Term Financial Forecast. The Financial Forecast projects city revenues and expenses for major operational areas of the city over the next five years, based on current conditions. The city uses the forecast to identify future trends, needed corrective action, and to forecast the success of current financial efforts.

Revenue Analysis

The Revenue Analysis section contains information about the city's primary sources of revenue across all funds. This section explains Oregon's property tax system and summarizes the City of Tigard's property tax revenues and assessed valuation. This section also provides historical trend information for each of the city's major revenue categories.

Program Summaries

The city's operating budget is organized by major functional program areas: Community Services, Public Works, Community Development and Policy and Administration. Each functional area contains one or more operating departments or budget units. The Program Summaries section provides detailed information for each program area by department and budget unit. The information in this section includes a program-level narrative and summary expenditures and authorized position counts.

The following subsections within the Program Summaries section include a narrative for each budget division presenting the long term results the unit is working to achieve, a description of the unit's services and activities, FY 2016-17 goals and objectives, accomplishments for the prior fiscal year, and major highlights of the unit's budget. This section also includes workload indicators for each unit showing how much work it has accomplished in the past and how that workload is expected to change in FY 2016-17. Performance measures show the progress of each unit in achieving its long term results.

Community Services Program

Community Services includes budget appropriations and explanatory material for the Community Services Program. The Community Services Program includes Police, Library and Social Services and Community Events.

Public Works Program

Public Works section includes budget appropriations and explanatory material for the Public Works Program. The Public Works Program includes Public Works Administration, Engineering, Parks and Recreation, Sanitary Sewer, Stormwater, Street Maintenance, Street Lights and Signals, and Water.

Community Development Program

Community Development section includes budget appropriations and explanatory material for the Community Development Program which includes Community Development Planning, Building and Economic Development.

Policy and Administration Program

Policy and Administration section includes budget appropriations and explanatory material for the Mayor and Council, City Management, Central Services and Finance and Information Services.

Capital Improvement Plan

This section provides information about the city's six-year capital improvement program. It includes information about major construction and capital acquisition projects that are planned during FY 2016-17 as well as projections of capital needs over the following five years.

Debt Service

The Debt Service section presents information on the City of Tigard's outstanding long term debt. This section shows current and future debt service requirements, calculations of debt ratios, the comparison to statutory debt limitations, and debt service schedules.

Fund Summaries

The Fund Summaries section shows the city's fund structure and detailed fund reconciliations for each fund managed by the city. A fund is a self-balancing set of accounts and is used to track revenues and expenditures for specific operations. Under Oregon law and "accounting principles generally accepted in the United States of America," revenues and expenditures of individual funds may not be co-mingled. This section shows current and historical information on the resources and requirements of each of the city's funds.

Appendix

The Appendix section contains a variety of other budget-related information to assist the reader, such as salary schedules, staffing summary, the city's financial policies, and a glossary of terms used in the budget. This section also includes a listing of advisory board and committee members.

Budget Process

The annual budget begins several months prior to adoption. In November and December, staff completes a six year forecast of all revenues, expenditures and fund balances. The forecast takes the budget and known future changes in fees, technology, laws and impact of capital construction on operating costs. The forecast does not assume future decisions in staffing levels or proposed programs. By producing a forecast on known items, it allows the city to see the size of decisions that need to be made. As the city works through the budget process in the following months, the forecast is continually updated.

The City Manager reviews the forecasts for all funds and directs which future expenditures must be postponed or eliminated to ensure a stable financial future, but still provide the necessary resources to continue to provide current services at the same level of service in the future and accomplish city goals that are set by council in December.

Budget parameters and guidelines for the coming fiscal year are set in relation to the finalized six year forecast. Guidelines can include the number of additional or reduced staffing allowed in the budget requests, changes in programs, equipment replacement, etc. In January, department staff prepares their requested budgets to fulfill City Council goals set for the coming year. These goals and the necessary resources to accomplish them are included in the budget requests and may require adjustments to the forecast and budget guidelines.

After departments submit their requested budgets, Finance staff, and the City Manager reviews the requests and meets with the departments to discuss the requests and obtain additional information to assist with their analysis. In March and April, Finance staff finalizes their budget analyses and meets with the City Manager and department directors to review the requests. The City Manager makes decisions on the requested budgets, which are then incorporated into the proposed budget.

In April and into May, the City Manager presents the proposed budget to the Budget Committee. The Budget Committee, in accordance with Oregon Budget Law, is made up of the City Council and an equal number of citizen members. In Tigard's case, the Budget Committee is comprised of the Mayor, four council members, and five citizens. All budget meetings are open to the public and are required to be advertised as such. At each budget meeting, time for public comment and input is provided. After all input has been received, the Budget Committee approves the budget with any changes and forwards it to the City Council for adoption.

In June, the City Council holds another public hearing to allow for additional public comment. After the public hearing, the approved budget is adopted by City Council resolution. The adopted budget takes effect on July 1. According to Oregon Budget Law, a budget must be adopted prior to July 1.

Budget Timeline	
November-December	• Finance staff updates the six year revenue and expenditure forecasts and sets growth trends and baselines. • City Manager reviews forecasts and sets guidelines and policy. • City Council establishes goals for the year. • Finance staff prepares budget instructions, provides training as required, and distributes budget guidelines to department staff.
January	• Departments prepare budget requests for review by Finance staff. • Finance staff reviews requests and prepares budget analysis. • Departments and Finance staff review budget requests
February	• The six year forecast is updated based on requested budget amounts and projections for the current fiscal year. • Requested budgets and budget analyses are submitted to the City Manager. Budget discussions between the City Manager, department directors, and Finance staff take place.
March-April	• Finance staff updates six year forecast based on proposed budget. • The proposed budget document is produced by Finance staff. • Budget Committee meetings are advertised.
April-May	• The City Manager's proposed budget is submitted to the Budget Committee. Public meetings are held to present the proposed budget to the Budget Committee to discuss and to allow citizen comment. The Budget Committee makes changes and then approves the budget before forwarding it to the City Council for adoption. • Finance staff updates six year forecast based on approved budget and revised projections for current fiscal year revenues and expenditures. • Public Hearing Notice for Budget Adoption is advertised.
June	• A public hearing before City Council is held to allow citizens to comment on the approved budget. After the public hearing, the Approved Budget is adopted by City Council resolution. • Finance staff updates six year forecast based on adopted budget.
July	• The adopted budget document is produced by Finance staff. • The adopted budget takes effect.

Budget Revision Procedures

Oregon Local Budget Law establishes procedures to revise the budget as events occur after budget adoption. The type of event determines the procedures to be followed.

Budget Amendment

The adopted budget appropriates contingencies in several funds. As allowed by Oregon Local Budget Law, contingencies cannot be used unless transferred to a specific appropriation by Council Resolution amending the budget.

Budget amendments during a fiscal year cannot exceed 15% of fund appropriations without approval of a supplemental budget.

Supplemental Budgets

In accordance with Oregon Local Budget Law, a supplemental budget is required to appropriate increased resources within a fund (except for gifts, grants, and donations), or if total budget amendments in a fund exceed 15% of the existing appropriations. If at least ten taxpayers make a written request within ten days of the notice, the council must refer the supplemental budget to the Budget Committee prior to consideration and action.

The basis of budgeting is largely the same as the basis of accounting with a few exceptions. Budgets are prepared in accordance with the modified accrual basis of accounting for Governmental Fund Types. Proprietary Fund Type budgets follow the accrual basis of accounting, with the exception that depreciation is not shown as a budgetary expense. Proprietary funds also accrue compensated absences when incurred and become a fund liability. In the governmental funds, compensated absences are paid from current resources and are reported as an expenditure in the year they are paid. And finally, both governmental and proprietary funds show debt service proceeds as a resource and debt service payments as an expense under the budgetary basis of accounting.

Activities of the general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, and internal service funds are included in the annual appropriated budget. Annual appropriations lapse at the end of each fiscal year (June 30). The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount), is established at the program level within each individual fund. The city maintains an encumbrance accounting system as one technique of accomplishing budgetary control.

Tigard City Council adopted a Strategic Plan to make Tigard the most walkable city in the Pacific NW where people of all ages and abilities enjoy healthy and interconnected lives. In honor and celebration of this goal, the city hosts walking events that feature different parts of the city and share new and interesting places to walk that residents might not know about.

The City of Tigard uses various funds to account for its revenues and expenditures. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. Also, funds are categorized by fund type as defined by generally accepted accounting principles (GAAP) and Oregon Budget Law.

The revenues in each fund may be spent only for the purpose specified by the fund. For example, the revenues in the Water Fund may be used only for purposes related to water operations. However, the General Fund is the primary exception to this rule. The General Fund is used to account for general-purpose revenues and operations of the city. City operations budgeted in the General Fund include, Police, Library , Parks, Planning and Mayor and Council. In FY 2016-17, the city will use the following fund types:

- ◊ **General:** account for resources not accounted for in other funds. These resources support most central business services, public safety services, cultural/leisure services and some public development services.

- ◊ **Enterprise:** account for goods or services which are provided on a continuing basis to the general public and are financed primarily through user charges. Enterprise funds in Tigard include: Sanitary Sewer, Stormwater, Water, Water CIP, Water Debt Service, Water Quality/Water Quantity, and Water SDC.

- ◊ **Special Revenue:** account for restricted resources designated for specific uses. In Tigard, these funds are Building, City Gas Tax, Criminal Forfeiture, Electrical Inspection, Gas Tax, Library Donation and Bequests, Parks Bond, Parks SDC, Park Utility, Street Maintenance, Transportation Development Tax, Transportation SDC, Underground Utility and Urban Forestry.

- ◊ **Debt Service:** account for the accumulation of resources for the payment of debt principal and interest. Bancroft debt service and general obligation debt service fall into this category.

- ◊ **Capital Funds:** account for financial resources for the acquisition, construction and maintenance of capital facilities. These funds include Facilities Capital Projects, Parks Capital and Transportation CIP.

- ◊ **Internal Service:** Account for goods or services provided internally from one department to another. The Central Services Fund, Fleet and Property Management Fund, and Insurance Fund are the three internal service funds in Tigard.

A Summary of All Funds is provided in the Budget Summary section to show a summary of each of the funds resources and requirements as budgeted and more detailed breakdown is shown in the Fund Summaries section. Resources include beginning fund balances, current revenues and transfers in from other funds. Requirements include operating expenditures, debt service, loans, capital improvements, transfers out to other funds contingencies and ending fund balances or reserves. The FY 2016-17 budget is a balanced budget where total resources equal total requirements in each fund.

The city adopts and manages its budget by program. Each program is an aggregation of departments and their divisions that are similar in nature or function

Program	Department	Division
Community Services	Police	Administration Operations Support Services
	Library	Administration Readers' Services Technical Services Circulation
	Social Services/Community Events	Social Services Community Events
Public Works	Public Works	Administration PW-Engineering Park & Recreation Sanitary Sewer Streets Stormwater Water
Community Development	Community Development	Community Development - Planning Building Economic Development
Policy and Administration	City Management	City Manager's Office Human Resources Risk Management
	Mayor and Council	Mayor and Council
	Central Services	Communications City Recorder/Records Municipal Court Property Management Fleet Maintenance
	Finance and Information Systems	Administration Financial Operations Utility Billing Information Technology Contracts and Purchasing

A breakdown of each of these programs, departments, and budget units' expenditures can be found in the individual program sections.

In addition to the operating programs, the budget includes the following functions:

- Debt Service includes appropriations for interest and principal on all types for debt, i.e. general obligation, local improvement districts, loans and both short term and long-term debt for construction projects.

- Loans to the City Center Development Agency (CCDA), the city's urban renewal district, are for catalyst projects in the downtown plan. As the Urban Renewal District generates more tax increment financing revenues in the future, it will be able to finance its own projects. Until then, the city may loan monies to the CCDA, which will be repaid as outlined in the intergovernmental agreement between the two entities.

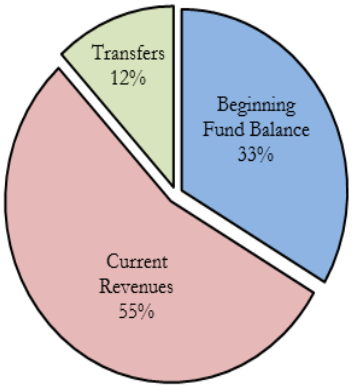
- Capital Improvement includes appropriations for all major construction project expenditures. Capital improvement projects are included in the long range plan for city facilities and infrastructure.

- Transfers will be made between funds when the revenue received in one fund for an expense that occurs in another fund or when city functions have more than one funding source. Another primary reason for transfers is for a fund to pay for services provided by another fund.

- Contingency includes allowance for unforeseen needs that have not been planned for in the current budget and some reserves. Contingency can only be accessed by City Council resolution.

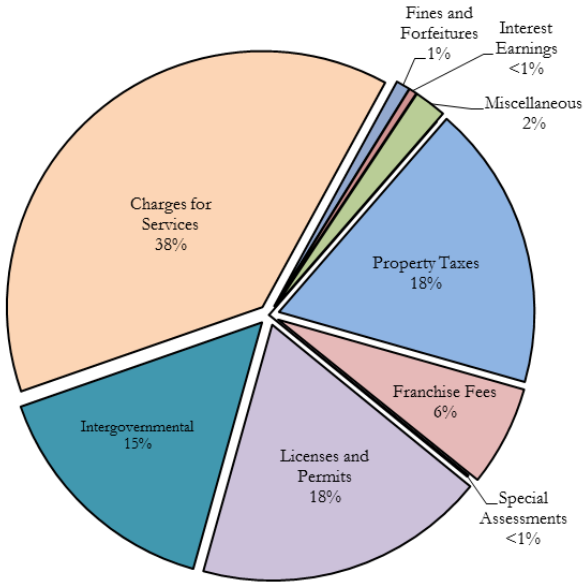
Summerfield Golf Course in Tigard, Oregon

Resources to meet the City of Tigard's obligations and service needs are derived from three primary sources: beginning fund balance, annual revenues and fund transfers. Beginning fund balance consists of revenues carried forward from previous fiscal years, including reserves for specific purposes (e.g., debt reserves and capital improvements) and monies used for cash flow. Annual revenues are those earned from city operations or taxes collected during the fiscal year. The principal sources of annual revenues are property taxes, utility fees and charges, other financing sources (bond proceeds), and building and development fees and charges. The third source is a transfer between funds to pay for direct or indirect costs.



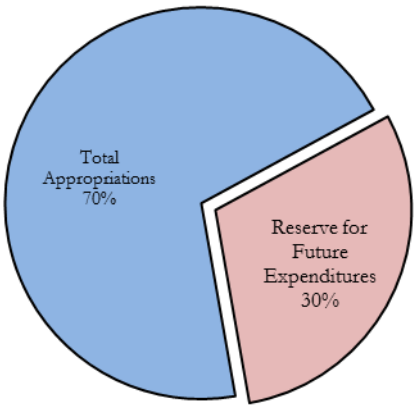
Total Resources $177,121,095

Current Revenues $96,400,614



Resources		
Beginning Fund Balance	$	59,186,798
Current Revenues		
Property Taxes		17,324,855
Franchise Fees		6,112,431
Special Assessments		120,000
Licenses and Permits		17,795,140
Intergovernmental		14,922,387
Charges for Services		36,838,499
Fines and Forfeitures		850,789
Interest Earnings		479,639
Miscellaneous		1,956,874
Other Financing Sources		-
Subtotal Current Revenues		96,400,614

City budgetary requirements fall into three primary categories: requirements, appropriations, and program expenditures (or operating expenditures). Requirements consist of all funds appropriated for use during the fiscal year plus reserve for future expenditures (ending fund balances), which are not appropriated and are not intended to be used. Reserve for future expenditures are available, but are intended for use in future fiscal years. Appropriations consist of funds available for use during the fiscal year and include program expenditures, debt service, capital improvements, transfers and contingencies. Program expenditures reflect the ongoing operating budget for the delivery of services. The following charts provide information about each of these major categories.

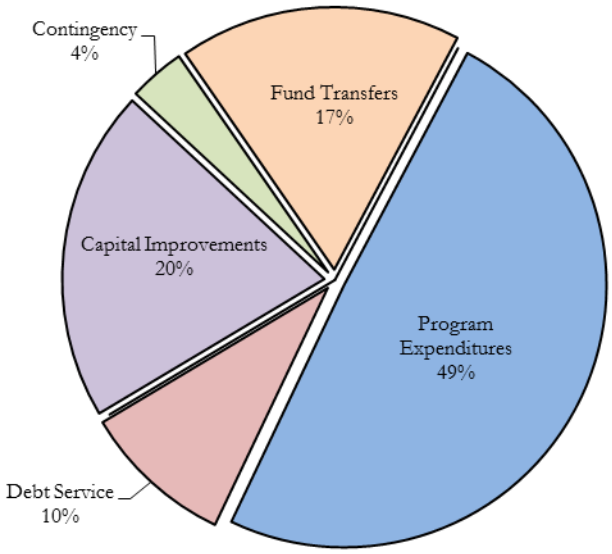


Total Requirements $177,121,095

Requirements	
Current Expenditures	
Operating Budget	$ 61,000,380
Debt Service	11,582,044
Loan to CCDA	-
Capital Improvements	25,313,243
Contingency	4,295,681
Subtotal Current Expenditures	102,191,348
Fund Transfers	21,533,683
Subtotal Total Appropriations	123,725,031

The total requirements of the FY 2016-17 city budget are $177,121,095. Of that amount, 69% is actually appropriated for use during the fiscal year. The remaining 29% is reserved for future expenditures. The reserves are available but are not intended to be used during the fiscal year.

Total Appropriations $123,725,031

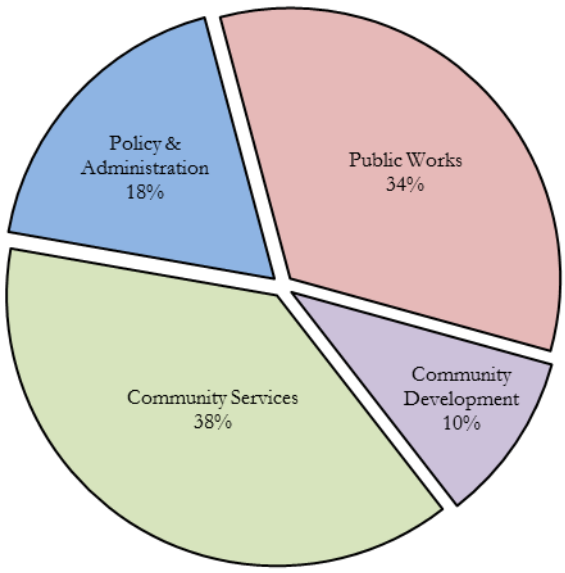


Fiscal Year 2016-2017 total appropriations are $123,725,031 and consist of several subcategories of use. Of this amount, Program Expenditures, the city's operating budget, account for 49% of the total. Appropriations are also established for debt service, capital improvements, transfers between funds, and contingencies. Debt service accounts for 10% of total city appropriations and pays principal and interest on outstanding assessment bonds, loans, voter-approved General Obligation bonds and revenue bonds.

Capital improvements account for 20% of total appropriations and consist of major construction or acquisition projects that add to or extend the life of major city facilities and assets. Transfers between funds total roughly 17% of appropriations. Money is transferred between funds to share resources or to pay expenses incurred in one fund that also benefit the program in one or more additional funds. Contingencies account for 4% of total appropriations and are used to pay for unexpected expenses. No money may be spent directly out of a contingency account; if needed, money must be transferred from contingency to another expenditure category by resolution of the City Council.

Program expenditures are the operating budget of the city and are the heart of the city's budget. Program expenditures pay for the day-to-day costs of running the city and providing services to citizens. Program expenditures may be looked at from several different perspectives. Each perspective provides a different view of the use of these dollars. The following charts provide three different analytical views of the city's program expenditures.

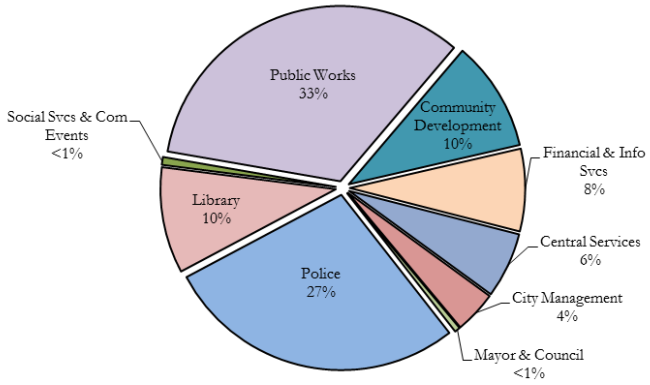
Program Expenditures
Total Operating Budget by Program
$61,000,380



Program Expenditures by program shows the major functional areas that make up the total city operating budget. The largest functional areas within the operating budget are the Community Services (38%) and Public Works (34%) programs. The Community Services program consists of Police services, Library services, and city grants to social service agencies and community events. The Public Works program consists of services that operate and maintain the city's infrastructure (streets, water, parks and grounds, sanitary sewer, and storm water). The Policy and Administration program accounts for 18% of the total operating budget and includes the central city management, administrative functions, fleet maintenance, city facilities maintenance, Finance, and Information Technology. The Community Development program accounts for 10% of the total operating budget. This program area includes building permits and inspections, and land use planning.

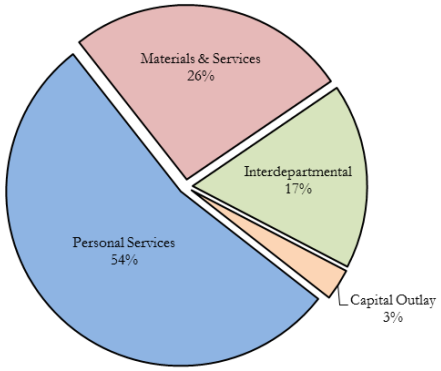
Another way of looking at the city's program expenditures is by department. This view reflects the administrative structure of the city. The largest city department is Public Works with 33% of the budget. Public Works is followed by Police with 27%, Library with 10%, Community Development with 10%, Financial and Information Services 8%, Central Services with 6%, City Management with 4%, and the Mayor and City Council along with Social Services and Community Events at less than 1%.

Program Expenditures
Total Operating Budget by Department
$61,000,380

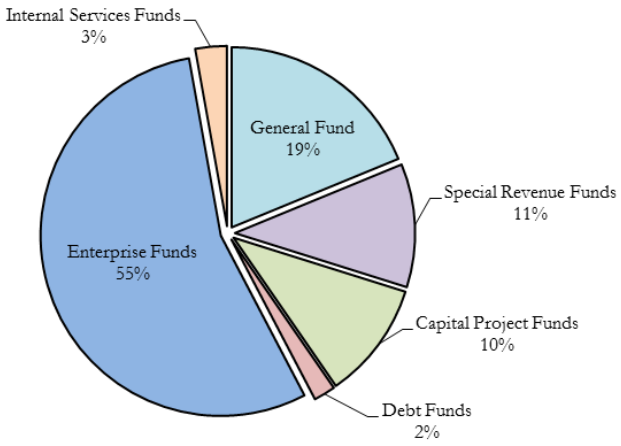


Finally, the third way to view the Program Expenditures is by major object category. Roughly 54% of the operating budget is for Personal Services which are the salaries and benefits for staff who are operating the programs and providing services to the public. Materials and Services, supplies, professional services, small equipment, etc., account for 26% of the operating budget. Capital Outlay (purchases of equipment or vehicles) necessary to running programs and providing services accounts for about 3% of the operating budget. Finally, Interdepartmental expenses pay for services provided within the city and make up 17% of operating expenses.

Program Expenditures
Total Operating Budget by Category
$61,000,380



Beginning Fund Balances
$59,186,798



For the 2016-2017 Fiscal Year, the total beginning fund balance of all city funds is $59,186,798. The above chart breaks this total out into the following fund categories:

- General Fund,
- Enterprise Funds,
- Capital Project Funds,
- Special Revenue Funds,
- Debt Funds, and
- Internal Service Funds.

The General Fund beginning fund balance is projected to be $11,121,468 for fiscal year 2016-2017. A beginning fund balance is maintained to provide cash flow for specific operations until current year revenues are received. In the General Fund, enough beginning fund balance needs to be held in order to make payroll and pay bills until Property Tax collections arrive in November. The amount needed is roughly 25% of the operating budget. In addition, the fund balance provides funding stability to meet the city's needs projected in the Six Year Financial Forecast.

The largest portion of the beginning fund balances is made up of $32.46 million in the Enterprise Funds. These funds are dedicated to the operation, maintenance, and capital investment of the city's sanitary sewer, storm water, and drinking water systems. This category has seen a significant reduction from last year due to the payments made for the Lake Oswego / Tigard Water Partnership Project to jointly update and expand the water treatment plant and secure a water source for the City of Tigard. Bonds were issued in 2015 and FY 2015-2016 saw large payments make for the project thereby reducing the fund balance. The overall fund balance of the Enterprise Funds will continue to decline as the project nears completion and payments are made.

The Capital Project Funds have a budget FY 2016-2017 combined beginning fund balance of $6.23 million for parks development, transportation capital improvement projects, and facilities projects. The purpose of the capital project funds are to provide a single fund in effort to better track the expenditures related to the projects.

Special Revenue Funds combine for a beginning fund balance of $6.55 million in 2016-2017. Special Revenue Funds include the Gas Tax Funds, Parks Utility Fund, Urban Forestry Fund, Building Fund, Electrical Inspection Fund, and Criminal Forfeiture Fund. The largest contributor to fund balance in this group is the $2.2 million in the Building Fund. The primary revenue for the Gas Tax Fund is from a tax on motor vehicle fuel imposed by Washington County and the State of Oregon. The City Gas Tax Fund was created to account for a local fuel tax imposed by the city, which went into effect in April 2007. Currently, the roughly half of the revenues in that fund are dedicated to repaying debt for the Greenburg Road/Pacific Highway intersection. In addition a portion of City Gas Tax will be used for the Hunziker Industrial Core capital improvement project during the 2016-2017 fiscal year.

The city has two debt funds, General Obligation Debt Service Fund and the Bancroft Bond Debt Service Fund. With a combined beginning fund balance of just over $1.15 million, these funds are specifically dedicated to the retirement of both General Obligation and Bancroft debt outstanding.

The city's Internal Service Funds provide services to other city departments on a reimbursable basis. The have a combined beginning fund balance of $1.67 million for fiscal year 2016-2017. A significant portion of this fund balance is in the Insurance Fund. This fund provides coverage for losses unfunded by traditional insurance policies, management of insurance/claim activity, and reduction of significant liability exposures.

Where the prior page described the beginning fund balances, the schedule below outlines the budgeted reserves of the city anticipated at the end of FY 2015-2016, as well as information on the prior three years of history. General Fund Reserves are steady. Overall reserves for the city are decreasing, with the bulk of the decrease in the Enterprise Funds related to use of bond proceeds on the Lake Oswego/Tigard Water Partnership project.

ENDING FUND RESERVES SUMMARY BY FUND

Where the prior page detailed the beginning fund balances, the schedule below outlines the anticipated budgeted reserves (ending fund balance) of the city at the end of the 2016-2017 fiscal year. The schedule also includes the previous three years of history for the funds. The General Fund appear to have a large increase in reserves largely due to an underestimation on development charges associated with the River Terrace subdivision in the 2015-2016 fiscal year as well as lower than anticipated expenditures during the same fiscal year.

Funds	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	% Change from Revised
General Fund	11,378,275	11,988,448	5,954,950	10,498,018	9,857,881	9,627,881	61.68%
Total General Fund	$11,378,275	$11,988,448	$5,954,950	$10,498,018	$9,857,881	$9,627,881	61.68%
Sanitary Sewer Fund	5,230,317	4,242,650	2,237,837	2,083,291	2,083,291	2,037,180	-8.97%
Stormwater Fund	3,538,989	4,623,172	2,744,561	3,462,108	3,462,108	3,360,717	22.45%
Water Quality/Quantity Fund	1,253,044	1,260,969	776,978	1,187,327	1,187,327	1,187,327	52.81%
Water Fund	16,233,500	22,967,613	5,139,072	7,970,990	7,620,990	7,919,192	54.10%
Water SDC Fund	3,910,001	4,571,596	4,871,899	1,153,660	1,153,660	1,153,660	-76.32%
Water CIP Fund	48,200,050	17,223,215	7,479,397	3,023,678	3,023,678	3,023,678	-59.57%
Water Debt Service Fund	6,641,441	6,678,704	7,041,099	6,670,795	6,670,795	6,670,795	-5.26%
Total Enterprise Funds	$85,007,341	$61,567,919	$30,290,843	$25,551,848	$25,201,848	$25,352,548	-16.30%
Gas Tax Fund	985,270	1,565,112	811,551	1,320,384	1,320,384	1,315,104	62.05%
City Gas Tax Fund	1,736,934	38,456	186,149	141,709	141,709	141,709	-23.87%
Electrical Inspection Fund	124,136	163,401	79,222	293,767	293,767	293,767	270.81%
Building Fund	1,968,281	2,064,577	2,021,099	4,455,879	4,455,879	4,455,879	120.47%
Criminal Forfeiture Fund	182,978	216,275	146,174	86,255	86,255	86,255	-40.99%
Urban Forestry Fund	1,349,861	1,369,010	865,019	987,524	987,524	987,524	14.16%
Parks Utility Fund	0	0	6,586	131,174	131,174	131,174	1891.71%
Traffic Impact Fee Fund	506,899	0	0	0	0	0	0.00%
Underground Utility Fund	576,579	498,666	110,931	66,935	66,935	42,135	-62.02%
Street Maintenance Fund	1,370,438	1,394,391	1,185,002	1,253,853	1,253,853	1,253,853	5.81%
Transportation SDC Fund	0	0	4,000	1,397,735	1,397,735	1,397,735	34843.29%
Parks Bond Fund	2,395,068	2,162,990	322,007	16,997	16,997	16,997	-94.72%
Parks SDC Fund	1,568,420	1,731,819	210,649	1,400,599	1,400,599	1,400,599	564.90%
Library Donations and Bequests Fund	474,648	474,648	274,648	374,648	374,648	374,648	36.41%
Total Special Revenue Funds	$13,239,512	$11,679,344	$6,223,037	$11,927,458	$11,927,458	$11,897,378	91.18%
Central Services Fund	425,173	505,053	152,905	259,701	259,701	249,533	63.19%
Fleet/Property Management Fund	87,009	102,486	18,133	93,526	93,526	93,526	415.78%
Insurance Fund	858,592	888,809	798,151	861,626	861,626	855,626	7.20%
Total Internal Services Funds	$1,370,773	$1,496,348	$969,189	$1,214,853	$1,214,853	$1,198,685	23.68%
Bancroft Debt Service Fund	151,315	127,229	577,319	158,894	158,894	158,894	-72.48%
General Obligation Debt Service Fund	532,328	722,540	1,120,697	1,378,361	1,378,361	1,378,361	22.99%
Total Debt Service Funds	$683,643	$849,770	$1,698,016	$1,537,256	$1,537,256	$1,537,256	-9.47%
Facilities Capital Projects Fund	905,167	1,156,788	513,234	438,038	438,038	438,038	-14.65%
Transportation Development Tax	1,474,749	1,148,199	1,040,422	2,738,083	2,738,083	2,738,083	163.17%
Parks Capital Fund	497,494	368,378	177,823	428,373	428,373	428,373	140.90%
Transportation CIP Fund	247,331	161,559	332,209	177,821	177,821	177,821	-46.47%
Total Capital Project Funds	$3,124,740	$2,834,924	$2,063,688	$3,782,316	$3,782,316	$3,782,316	83.28%
Total Revenue	$114,804,284	$90,416,753	$47,199,723	$54,511,749	$53,521,612	$53,396,064	13.13%

	General Fund	Gas Tax Fund	City Gas Tax Fund	Electrical Inspection Fund	Building Fund
RESOURCES					
Beginning Fund Balance	11,121,468	1,980,093	198,126	169,394	2,219,492
Taxes	14,762,850	0	0	0	0
Franchise fees	6,112,431	0	0	0	0
Special Assessments	0	0	0	0	0
Licenses and Permits	3,375,552	14,974	0	476,287	4,565,141
Intergovernmental	5,809,893	3,103,699	619,514	0	8,281
Charges for Services	2,568,504	0	0	0	7,035
Fines & Forfeitures	807,789	0	0	0	0
Interest Earnings	103,722	55,732	34,584	1,207	19,782
Miscellaneous	56,432	62,818	32,052	0	932
Other Financing Sources	0	0	0	0	0
Total Revenues	33,597,173	3,237,223	686,150	477,494	4,601,171
Transfers In	54,125	150,000	200,000	0	300,000
TOTAL RESOURCES	44,772,766	5,367,316	1,084,276	646,888	7,120,663
REQUIREMENTS					
Program Expenditures	32,126,446	2,243,370	0	0	2,414,784
Debt Service	0	584,561	307,899	0	0
Loan to CCDA	0	0	0	0	0
Capital Improvement	0	0	0	0	0
Transfers Out	1,845,439	1,024,281	334,668	303,121	0
Contingency	1,173,000	200,000	300,000	50,000	250,000
Total Budget	35,144,885	4,052,212	942,567	353,121	2,664,784
Reserve for Future Exp	9,627,881	1,315,104	141,709	293,767	4,455,879
TOTAL REQUIREMENTS	44,772,766	5,367,316	1,084,276	646,888	7,120,663

	Criminal Forfeiture Fund	Urban Forestry Fund	Parks Utility Fund	Bancroft Debt Service Fund	General Obligation Debt Service
RESOURCES					
Beginning Fund Balance	194,107	1,154,033	156,757	143,530	1,006,296
Taxes	0	0	0	0	2,562,005
Franchise fees	0	0	0	0	0
Special Assessments	0	0	0	120,000	0
Licenses and Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges for Services	0	0	1,000,000	0	0
Fines & Forfeitures	43,000	0	0	0	0
Interest Earnings	1,892	4,060	0	0	4,612
Miscellaneous	0	32,813	0	0	0
Other Financing Sources	0	0	0	0	0
Total Revenues	44,892	36,873	1,000,000	120,000	2,566,617
Transfers In	0	0	1,535,000	0	0
TOTAL RESOURCES	238,999	1,190,906	2,691,757	263,530	3,572,913
REQUIREMENTS					
Program Expenditures	150,000	0	2,460,582	0	0
Debt Service	0	0	0	103,100	2,193,200
Loan to CCDA	0	0	0	0	0
Capital Improvement	0	0	0	0	0
Transfers Out	2,744	153,382	0	1,536	1,352
Contingency	0	50,000	100,000	0	0
Total Budget	152,744	203,382	2,560,582	104,636	2,194,552
Reserve for Future Exp	86,255	987,524	131,174	158,894	1,378,361
TOTAL REQUIREMENTS	238,999	1,190,906	2,691,757	263,530	3,572,913

	Facilities Capital Projects Fund	Transportation Development Tax	Underground Utility Fund	Street Maintenance Fund	Transportation SDC Fund
RESOURCES					
Beginning Fund Balance	502,454	1,279,290	234,297	1,510,308	54,000
Taxes	0	0	0	0	0
Franchise fees	0	0	0	0	0
Special Assessments	0	0	0	0	0
Licenses and Permits	0	1,785,000	124,817	2,239,103	1,614,750
Intergovernmental	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines & Forfeitures	0	0	0	0	0
Interest Earnings	3,212	11,279	7,160	2,043	0
Miscellaneous	0	0	0	1,299	0
Other Financing Sources	0	0	0	0	0
Total Revenues	3,212	1,796,279	131,977	2,242,445	1,614,750
Transfers In	314,166	0	0	0	0
TOTAL RESOURCES	819,832	3,075,569	366,274	3,752,753	1,668,750
REQUIREMENTS					
Program Expenditures	0	0	0	0	0
Debt Service	0	0	0	0	0
Loan to CCDA	0	0	0	0	0
Capital Improvement	315,000	0	0	1,985,000	0
Transfers Out	16,794	87,486	324,139	313,900	221,015
Contingency	50,000	250,000	0	200,000	50,000
Total Budget	381,794	337,486	324,139	2,498,900	271,015
Reserve for Future Exp	438,038	2,738,083	42,135	1,253,853	1,397,735
TOTAL REQUIREMENTS	819,832	3,075,569	366,274	3,752,753	1,668,750

	Parks Capital Fund	Parks Bond Fund	Parks SDC Fund	Transportation CIP Fund	Sanitary Sewer Fund
RESOURCES					
Beginning Fund Balance	405,039	784,997	1,295,574	167,821	3,609,850
Taxes	0	0	0	0	0
Franchise fees	0	0	0	0	0
Special Assessments	0	0	0	0	0
Licenses and Permits	0	0	1,218,969	0	42,200
Intergovernmental	572,000	515,000	0	3,911,000	383,000
Charges for Services	0	0	0	0	1,664,796
Fines & Forfeitures	0	0	0	0	0
Interest Earnings	3,015	2,000	19,782	0	100,333
Miscellaneous	0	0	0	1,526,000	143,091
Other Financing Sources	0	0	0	0	0
Total Revenues	575,015	517,000	1,238,751	5,437,000	2,333,420
Transfers In	2,558,638	0	0	2,033,044	0
TOTAL RESOURCES	3,538,692	1,301,997	2,534,325	7,637,865	5,943,270
REQUIREMENTS					
Program Expenditures	0	0	0	0	2,181,253
Debt Service	0	0	0	0	0
Loan to CCDA	0	0	0	0	0
Capital Improvement	3,110,319	0	0	7,260,044	1,160,111
Transfers Out	0	1,285,000	1,086,045	200,000	164,726
Contingency	0	0	47,681	0	400,000
Total Budget	3,110,319	1,285,000	1,133,726	7,460,044	3,906,090
Reserve for Future Exp	428,373	16,997	1,400,599	177,821	2,037,180
TOTAL REQUIREMENTS	3,538,692	1,301,997	2,534,325	7,637,865	5,943,270

	Stormwater Fund	Water Quality/Quantity Fund	Water Fund	Water SDC Fund	Water CIP Fund
RESOURCES					
Beginning Fund Balance	4,050,732	1,259,242	6,832,798	1,746,414	8,291,199
Taxes	0	0	0	0	0
Franchise fees	0	0	0	0	0
Special Assessments	0	0	0	0	0
Licenses and Permits	0	0	74,808	2,227,973	0
Intergovernmental	0	0	0	0	0
Charges for Services	2,676,445	0	19,667,528	0	0
Fines & Forfeitures	0	0	0	0	0
Interest Earnings	7,936	15,102	30,644	233	13,096
Miscellaneous	3,100	0	10,933	0	5,318
Other Financing Sources	0	0	0	0	0
Total Revenues	2,687,481	15,102	19,783,913	2,228,206	18,414
Transfers In	93,500	0	58,751	0	5,198,158
TOTAL RESOURCES	6,831,713	1,274,344	26,675,462	3,974,620	13,507,771
REQUIREMENTS					
Program Expenditures	1,999,819	0	7,249,963	0	0
Debt Service	0	0	0	0	0
Loan to CCDA	0	0	0	0	0
Capital Improvement	1,050,611	0	0	0	10,432,158
Transfers Out	220,566	37,017	11,006,307	2,720,960	51,935
Contingency	200,000	50,000	500,000	100,000	0
Total Budget	3,470,996	87,017	18,756,270	2,820,960	10,484,093
Reserve for Future Exp	3,360,717	1,187,327	7,919,192	1,153,660	3,023,678
TOTAL REQUIREMENTS	6,831,713	1,274,344	26,675,462	3,974,620	13,507,771

	Water Debt Service Fund	Central Services Fund	Fleet/Property Management Fund	Insurance Fund	Library Donations and Bequests Fund	Total All Funds
RESOURCES						
Beginning Fund Balance	6,670,796	705,819	85,948	882,276	474,648	59,186,798
Taxes	0	0	0	0	0	17,324,855
Franchise fees	0	0	0	0	0	6,112,431
Special Assessments	0	0	0	0	0	120,000
Licenses and Permits	0	35,566	0	0	0	17,795,140
Intergovernmental	0	0	0	0	0	14,922,387
Charges for Services	0	7,326,403	1,927,788	0	0	36,838,499
Fines & Forfeitures	0	0	0	0	0	850,789
Interest Earnings	0	22,593	0	15,620	0	479,639
Miscellaneous	0	13,400	29,686	39,000	0	1,956,874
Other Financing Sources	0	0	0	0	0	0
Total Revenues	0	7,397,962	1,957,474	54,620	0	96,400,614
Transfers In	8,393,283	478,001	167,017	0	0	21,533,683
TOTAL RESOURCES	15,064,079	8,581,782	2,210,439	936,896	474,648	177,121,095
REQUIREMENTS						
Program Expenditures	0	8,082,249	2,041,913	50,000	0	61,000,380
Debt Service	8,393,284	0	0	0	0	11,582,044
Loan to CCDA	0	0	0	0	0	0
Capital Improvement	0	0	0	0	0	25,313,243
Transfers Out	0	0	0	31,270	100,000	21,533,683
Contingency	0	250,000	75,000	0	0	4,295,681
Total Budget	8,393,284	8,332,249	2,116,913	81,270	100,000	123,725,031
Reserve for Future Exp	6,670,795	249,533	93,526	855,626	374,648	53,396,064
TOTAL REQUIREMENTS	15,064,079	8,581,782	2,210,439	936,896	474,648	177,121,095

The FY 2016-17 budget includes contingency appropriations for most operating funds. Contingencies are built into the budget to ensure that funds are available for unforeseen events and to build a cushion into revenue estimates.

Contingencies may not be spent directly; if needed, they must be transferred to a program expenditure by resolution of the City Council. If not transferred to a program expenditure during the fiscal year, the contingency amount becomes part of the ending fund balance.

Fund	FY 2017 Fund Budget	FY 2017 Fund Contingency	Contingency as % of Budget
100-General Fund	$ 35,144,885	$ 1,173,000	3.3%
200-Gas Tax Fund	$ 4,052,212	$ 200,000	4.9%
205-City Gas Tax Fund	$ 942,567	$ 300,000	31.8%
220-Electrical Inspection Fund	$ 353,121	$ 50,000	14.2%
230-Building Fund	$ 2,664,784	$ 250,000	9.4%
240-Criminal Forfeiture Fund	$ 152,744	$ -	0.0%
260-Urban Forestry Fund	$ 203,382	$ 50,000	24.6%
270-Parks Utility Fund	$ 2,560,582	$ 100,000	3.9%
300-Bancroft Debt Service Fund	$ 104,636	$ -	0.0%
350-General Obligation Debt Service Fund	$ 2,194,552	$ -	0.0%
400-Facilities Capital Fund	$ 381,794	$ 50,000	13.1%
405-Transportation Development Tax	$ 337,486	$ 250,000	74.1%
411-Underground Utility Fund	$ 324,139	$ -	0.0%
412-Street Maintenance Fund	$ 2,498,900	$ 200,000	8.0%
415-Transportation SDC	$ 271,015	$ 50,000	18.4%
420-Parks Capital Fund	$ 3,110,319	$ -	0.0%
421-Parks Bond Fund	$ 1,285,000	$ -	0.0%
425-Parks SDC Fund	$ 1,133,726	$ 47,681	4.2%
460-Transportation CIP	$ 7,460,044	$ -	0.0%
500-Sanitary Sewer Fund	$ 3,906,090	$ 400,000	10.2%
510-Stormwater Fund	$ 3,470,996	$ 200,000	5.8%
511-Water Quality/Quantity Fund	$ 87,017	$ 50,000	57.5%
530-Water Fund	$ 18,756,270	$ 500,000	2.7%
531-Water SDC Fund	$ 2,820,960	$ 100,000	3.5%
532-Water CIP Fund	$ 10,484,093	$ -	0.0%
533-Water Debt Service Fund	$ 8,393,284	$ -	0.0%
600-Central Services Fund	$ 8,332,249	$ 250,000	3.0%
650-Fleet/Property Management Fund	$ 2,116,913	$ 75,000	3.5%
660-Insurance Fund	$ 81,270	$ -	0.0%
980-Library Donation & Bequests	$ 100,000	$ -	0.0%
Total	**$ 123,725,030**	**$ 4,295,681**	3.5%

Introduction

The City of Tigard has developed a comprehensive long term financial forecast every year since the 1980's. This forecast allows the city to project expected revenues and expenditures for each of its funds to help anticipate financial requirements. This tool continues to be central to Tigard's financial management strategy. By forecasting and anticipating financial trends, Tigard can develop strategies to respond to emerging issues.

The city forecasts operating and capital fund revenues and expenditures over a six-year period. The forecast is adjusted as each year's final results are known and as new years are budgeted. There are some key assumptions in the design of Tigard's forecasts:

- The forecasts only assume known decisions and do not presume future decisions of Council. This means that the operating budgets only include those staff and related materials and services that are currently approved, or are proposed in this document.
- Revenues are forecast based on best information available for future annual rate of change.
- Budgeted expenditures and forecasted expenditures are different. Budgeted expenditures represent the maximum expense allowed by council. Actual expenses are always less than budget because the budget cannot be legally exceeded. The forecast is based on an estimate of actual expenditures. Recent history shows that the city spends approximately 95 percent of operating budget (e.g. payroll, supplies, services, and equipment). This is the basis for forecasting operating expenditures.

The intent of the forecast is to show the relative size and impact of current decisions and what decisions will be required in the future. It is not uncommon for a forecast to show a declining fund balance. That does not mean that the fund balance will be where we have forecasted it to be in five years; it means that the city will need to take actions of a proportionate size to ensure that the fund balance stays above minimum requirements.

There are some significant financial issues facing the city over the next six years. One key issue is the inability to grow our day-to-day services to meet the growth of the city due to constraints on how our revenues grow. A second key issue relates to the city's capital improvement needs. The city has identified capital project needs, but does not have the resources to implement all of them. The following charts do not include the all the needed projects that do not have funding source. The reason for this is because almost all the funds would show large negative fund balances, which is not realistic or practical. The city will continue to prioritize the needed services and capital projects, seek alternative revenue sources, and develop financing strategies to provide the best possible services and construct as many of the needed capital projects as the city can afford.

General Fund Recent History
As a result of these forecasting efforts and a projected decline in general fund balances due to the recession, the city took steps to reduce expenditures prior to the end of FY 2010 and FY 2012.

The general fund is unique in that, unlike the city's other funds, it is unrestricted in nature and can therefore be used for any valid purpose to provide government services. Because these funds are unrestricted there are also great demands for these resources to fund projects and programs for which other, restricted monies are insufficient or unavailable. It is therefore critical that these funds be used judiciously and a sufficient reserve balance be maintained for unforeseen expenditures.

General fund needs a minimum of 25 percent of budget in fund balance; this is represented as the orange line in the following graph. Nearly half of the general fund's revenue comes from property tax which is mostly received in late November and December. From the beginning of the fiscal year in July until the property tax collection in late November, the general fund expends more than it receives. The fund balance is used in order to make payroll and other regular expenses. Further, the Budget Committee has set a goal to have fund balance that is at least $1.0 million in excess of the minimum reserve requirement.

By performing the forecast, Tigard has been able to navigate through some important decisions. Some of the key financial decisions that Tigard has implemented include:

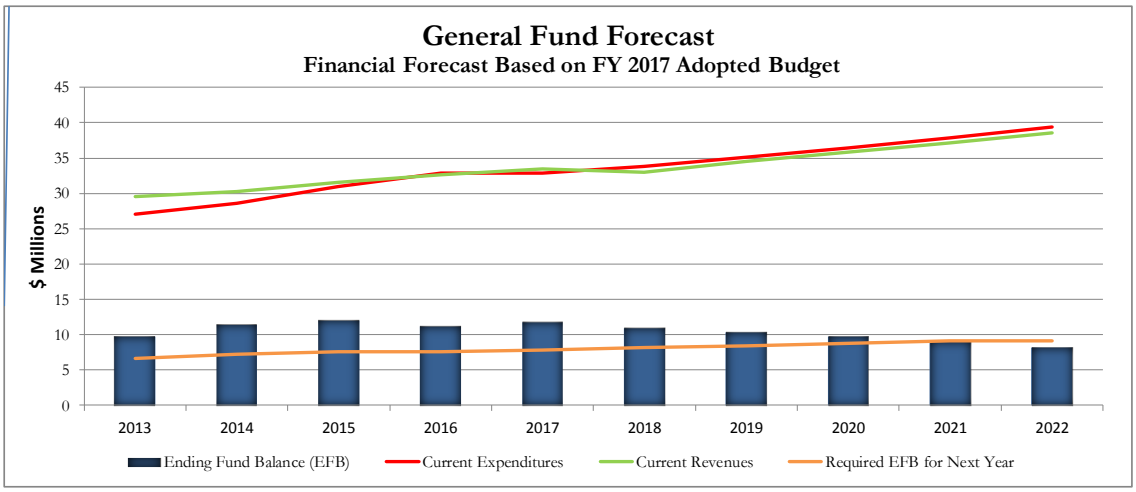
- Toward the end of Fiscal Year 2010, the city implemented significant cuts in services, reducing the General Fund budget by $2.6 million and 17.20 FTE citywide.
- Entering FY 2013, it was apparent that the recession would not have a robust recovery and revenues growth would remain muted. The adopted budget for FY 2013 instituted the second round of financial and service level cuts including:

    a. Significant reductions of $1.9 million in General Fund and central service funds and 18.0 FTE citywide.
    b. One of the key components to making the forecast sustainable is changing the growth in medical / dental benefits for the non-represented employees paid by the City from ten to five percent annually. Non-represented employees will pick up the difference by contributing more toward these benefits.
    c. The Electrical Franchise Fee is increased from 3.5% to 5.0%. In addition, the Budget Committee recommended increasing the Solid Waste Franchise Fee to 5%.

- During FY 2014, the city and the SEIU Union agreed to a medical/dental benefit cost sharing structure similar to the one implemented with non-represented employees the year before. When the two employee groups are combined, the change in the growth of the city's cost in medical/dental benefits going from 10% annually to 5% has lowered overall annual growth rate in all expenditures from 3.5% to 3.0%. Over the course of the forecast, this saves approximately $1.5 million in the General Fund.

General Fund based on FY 2017 Adopted Budget ($Millions)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Current Expenditures	27.1	28.6	30.9	32.9	32.9	33.8	35.1	36.5	37.9	39.3
Current Revenues	29.5	30.2	31.5	32.7	33.5	33.0	34.6	35.8	37.2	38.6
Required EFB for Next Year	6.6	7.2	7.6	7.6	7.8	8.1	8.4	8.8	9.1	9.1
Ending Fund Balance (EFB)	9.7	11.4	12.0	11.1	11.7	10.9	10.3	9.7	9.0	8.2



As discussed in the FY 2016-17 Budget Message, Tigard is heading toward a fiscal cliff. Some of the key points that are pushing us toward the edge of the cliff include:

- Since 2009, Tigard's population has grown over 8 percent and will continue to grow with the development occurring in the River Terrace area of west Tigard.
- At the same time, our staffing has decreased by 19 FTE, representing a decline in the people who serve Tigard residents of over 6 percent.
- We have fewer Police Officers and Librarians today than we did 8 years ago.
- The city has the second lowest permanent property tax levy rate ($2.51/1,000 AV) of any city in Washington County with a population over 5,000. That rate was set when Measure 50 was approved in 1997.
- Even with the work we have done to curb cost growth, our city expenditures still grow at a rate about one-half of one percent faster than our resources grow (4.0% vs 3.5%).
- Growth in River Terrace will provide a temporary bump in Tigard's revenue growth, providing an additional 0.5% in revenue growth annually. Instead of an additional 200 homes a year allowing Tigard to add to services to meet the demands of growth, that development simply provides enough additional revenue that the city is able to stave off future service cuts.

During the FY 2017 budget process the Budget Committee and City Council held robust discussions regarding how to spend the General Fund made available by funding a portion of parks through the Parks and Recreation Fee. That Fee has made $900,000 available to be allocated. As outlined in the Budget Message, the discussions resulted in the following decisions:

- Adding four patrol officers in the Police Department, to address increasing response times for highest-priority calls;
- Three one-time maintenance and repair projects for city facilities and parks (Police Department roof, Summerlake Park irrigation system, and a building condition assessment);
- One half-time position to support the Recreation Program in Parks.

The cumulative impact of these additions is that Tigard's General Fund reserves are forecasted to fall below minimum policy requirements by FY 2021.

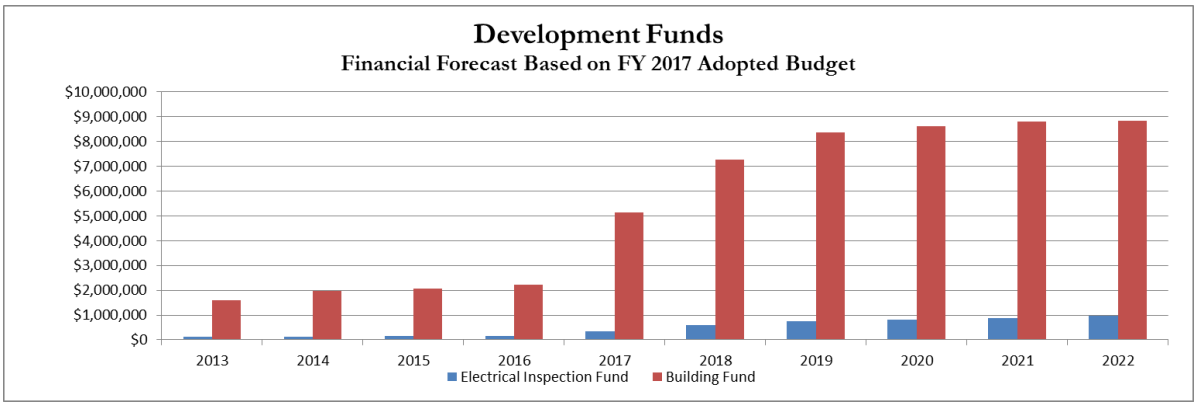
Due to the current financial situation where Tigard cannot expand services to meet the demand of a growing city, Tigard is planning to ask voters to approve a local option levy in November 2017. Tigard's tax rate is the second lowest in Washington County for a city over a population of 5,000. Tigard has room to grow its tax rate and still be below the average tax rate in the county and statewide. While the amount of the levy has yet to be determined, a local option levy of $1.00/$1,000 of assessed value would still keep Tigard's rate below average in Washington County and would raise approximately $6,000,000 annually for more and better city services, allowing service delivery to increase by nearly 20 percent.

Tigard is still heading toward the "Fiscal Cliff". The Adopted Budget forecast does not add any services beyond FY 2016-17. With growth in River Terrace and the rest of the city adding over 200 homes annually and census figures of 2.65 persons per household in Washington County, the population that the City of Tigard serves will grow by over 500 people or 1% annually. Tigard is going to need bolder action soon. When Former Mayor Dirksen discussed the fiscal cliff, he had these options to address it:

> *"While Tigard isn't facing a deficit at this time, the cliff is still there in front of us, we're just further away from it than some of our sister cities and counties. However, to avoid a similar fate, in the next three years one of three things must happen: 1) the state legislature must reform the state revenue system to be more responsive to economic fluctuations. 2) The City of Tigard will need to pass its own local option levy to supplement our base tax rate, or 3) The City will have to make significant cuts to city services like police, library, and public works. This would include extensive personnel layoffs including police officers, library staff, and planning and engineering staff."*

The time has come to prepare Tigard for passing a local option levy to supplement our base tax rate. Without some bolder decisions, the services that citizens tell us that they want through interactions, meetings, and surveys will continue to erode.

Development Funds

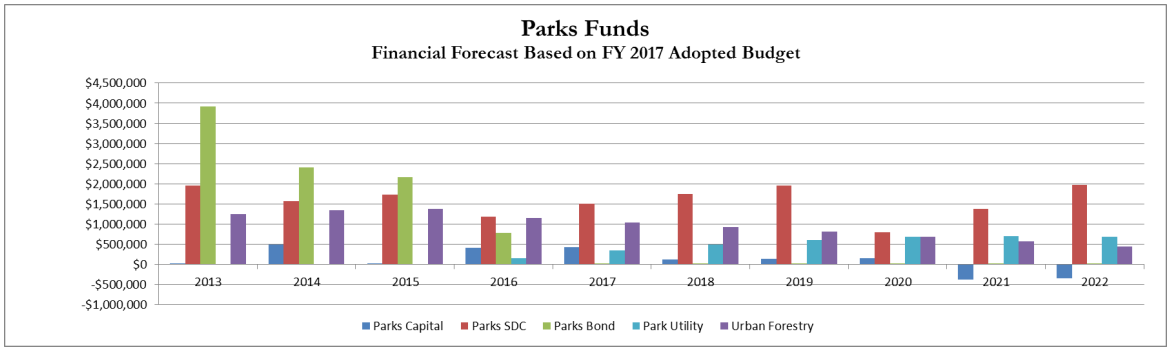


The projections for the city's development funds (building and electrical inspection funds) show these funds are growing. In 2008-09, building ended the year with a fund balance near zero even after laying off seven staff and reducing hours for the remaining staff in this fund. In FY 2009-10, the building fund was further stabilized by a one-time $300,000 resource transfer from general fund and a fee increase designed to generate an additional $250,000 annually.

Activity in the Building Division has had some steady increases. Over the last several years, staff has been steadily added back to address the activity increases. On top of the more robust infill activity already occurring, River Terrace development is in full swing. Tigard anticipates that River Terrace will add approximately 200 homes per year during the forecast period. The Adopted FY 2017 budget includes 1.5 FTE to aid in building inspection and counter staff. With the development of the River Terrace area, it is anticipated that even more staff may be added in the near future, but that cost is not yet reflected in the forecast.

Expenses of all the building inspection services are charged to the building fund. The electrical inspection fund transfers money into the building fund to pay for those costs associated with electrical inspection services. The transfer is evaluated and updated each year based upon the actual activity.

Park Funds



The revenues in the parks funds include the system development charge (SDC), the Park and Recreation Fee in the Parks Utility Fund, urban forestry revenues, grants, and the Parks Bond that was approved by voters in November 2010. Resources from the Park SDC Fund are transferred to the Parks Capital Fund to pay the SDC portion of the capital projects. These projects have been identified in the city's Parks Master Plan. The most recent SDC methodology and fee is scheduled to be approved by the City Council in April 2015 as part of a review of infrastructure costs and fees related to development in River Terrace.

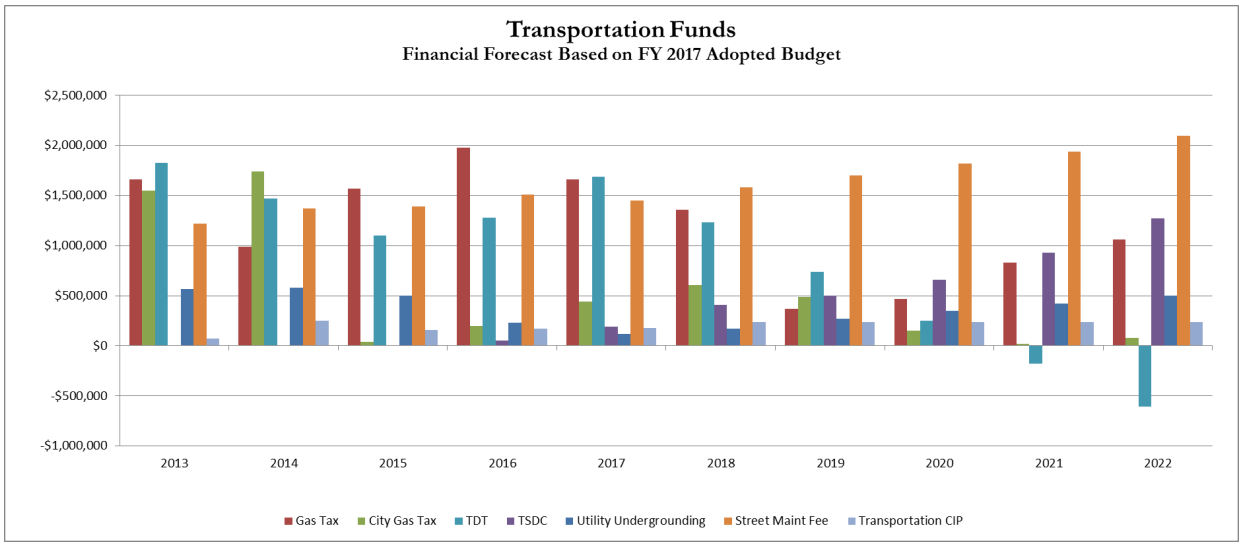
In FY 2015-16, the city established the Park Utility Fund. The fund collects the revenue from the Park and Recreation Fee that generates approximately $1,000,000 annually and was established in April 2016. The remaining resources for parks maintenance and recreation comes from a transfer of approximately $1.35 million from the General Fund.

In FY 2008-09 the Urban Forestry Fund (formerly known as the Tree Replacement Fund) was established to account for revenue collected from developers in lieu of planting trees. The fund is then used to plant trees in Tigard. In FY 2010-11, a significant number of commitments from developers who failed to plant were called, increasing the fund balance over $1 million.

In November 2010 Tigard voters approved a $17 million Parks Bond to help the city acquire and develop additional parks, with at least 80 percent to be used to acquire land and the remaining amount to develop parks. Of the total, ten percent can be used in downtown. By the end of FY 2017, most of the parks bond will be spent on development and land acquisition, including Dirksen Nature Park, Sunrise Park, Potso Dog Park, and East Butte Heritage Park.

The Parks CIP Fund is showing a negative balance due to the Dirksen Nature Park – Interpretive Shelter and Restroom project being partially funded. For the nature park, an additional $1,460,000 will be needed for parks construction and $1,1750,000 will be needed for half-street improvements as reflected in the negative fund balance in the Transportation CIP fund in the following discussion. These will be a priority when working with our regional partners.

Transportation Funds



The city's transportation funds include the Gas Tax, Transportation Development Tax (TDT), Tigard Transportation System Development Charge (TSDC), Street Maintenance Fee, City Gas Tax, and the Transportation CIP Fund.

There are some funding challenges. First, Gas Tax revenues are flattening due to leveling of fuel purchases caused by more efficient vehicles. With steadily increasing maintenance operations, street light and signal energy bills, and steady debt service payments through FY 2020, the ability to pay for capital out of this fund is being compromised. Second, while there is significant development in Tigard, it is difficult to know exactly how much revenue will be received in the TDT and Tigard TSDC due to credits that will be earned by developers who build needed transportation infrastructure.

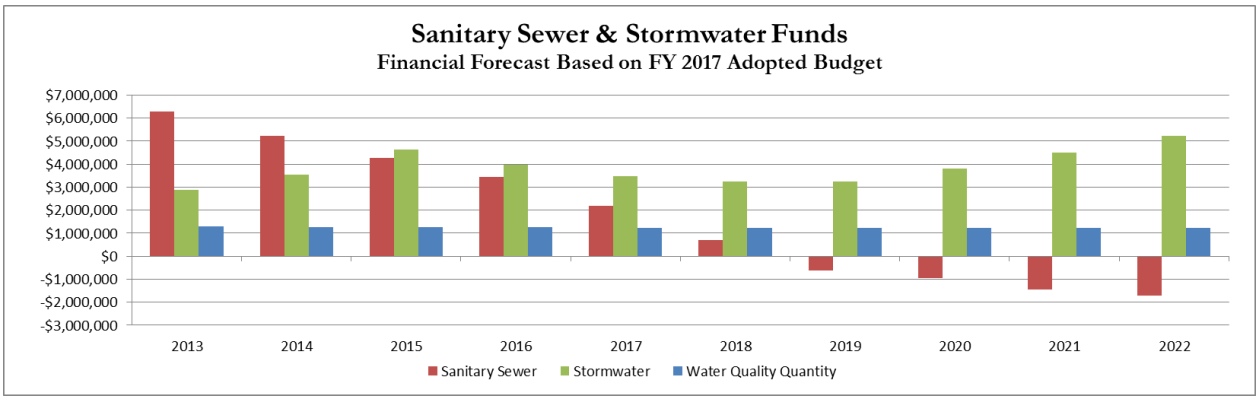
The city gas tax was established to account for revenues generated from Tigard's local gas tax. The 3-cent tax was developed by a citizen task force who recommended it as a way to fund improvements to the Greenburg Rd./Pacific Hwy./Main St. intersection. All proceeds generated are currently dedicated to this one project. Repaying the debt service for this project will take about half of the funds resources allowing the fund balance to grow. This fund has also helped to pay for improvements at the 72nd/Dartmouth intersection and Pacific Hwy/McDonald/Gaarde intersection. The Adopted Budget seeks funding from the City Gas Tax for a number of projects including Phase 2 of the Main Street / Green Street project and the North Dakota Bridge Replacement.

The fees collected from the TDT and Tigard TSDC may only be used for roadway and transit capital improvements that provide additional capacity to major transportation systems, and to pay the costs of administering the program. Like the gas tax fund, the forecast includes only those street projects that the fund can afford. The TDT fund is showing a future deficit due to conservative forecast assumptions.

Much of the transportation infrastructure in the River Terrace area will be built by developers, including expanding Roy Rogers Road. The developers will receive credits for this work instead of paying the fee. At the same time, Tigard is partnering with Washington County to expand Roy Rogers Road at a cost of $900,000 annually for ten years. For each dollar that a developer adds to the Roy Rogers project, Tigard's cost will go down accordingly. At this time, Tigard is taking a conservative approach by maximizing TDT credits, which lower forecasted revenues while not decreasing the costs of the Roy Rogers project. As we gain experience, Tigard will be able to refine both revenue and costs estimates. TSDC revenues have not been fully programmed at this time. One possible use may be to help pay an allowable share of the Roy Rogers project. A primary factor for delay in programming the TSDC is a current lawsuit by the Home Builders Association. Until that is settled, Tigard is limited in its ability to use this important resource.

The city took steps to address existing local street conditions by adopting a Street Maintenance Fee in November 2003 with updates approved in January 2010 and March 2016. This fee provides a stable source of revenue designated for use in the maintenance of existing streets. The Tigard Municipal Code requires that the fee be evaluated every five years and Council is currently evaluating the fee. It is anticipated that the fee will be increased to address the backlog of streets that are in poor condition and increase the city's pavement condition from a measurement of about 70 to 80+ where it is most cost effective to maintain streets. The fund balance is needed, since most of the program's expenditures happen in the beginning of the fiscal year when the weather is good for construction.

Sanitary and Stormwater Funds

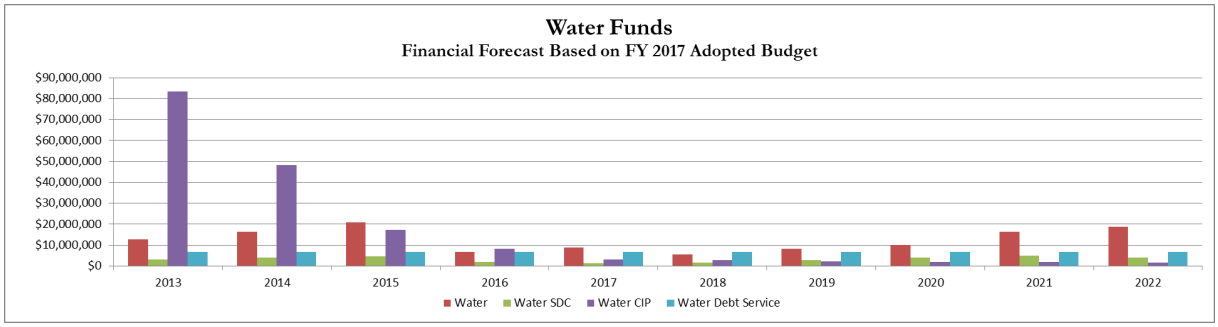


These funds support all of the sanitary sewer and stormwater collection and detention systems in the city. The city provides these services based upon an Intergovernmental Agreement (IGA) with Clean Water Services (CWS), which is a local service district in Washington County that provides both sanitary sewer treatment and stormwater management services. The Board of Directors of CWS sets all service charges and system development charges for both sanitary sewer and stormwater services throughout the service district.

Tigard is responsible for maintaining local sewer lines; however, sewer revenues have not kept up with increasing costs of maintaining this vital infrastructure. Without a change, the Sewer Fund is able to afford operational maintenance, but is unable to perform needed capital projects. The financial forecast reflects that a modest number of capital projects in the sewer fund quickly results in a negative fund balance. With the projects added, the fund balance quickly becomes negative. Sewer rates and the city's share of the revenues are set by the region's sewer provider, Clean Water Services (CWS). For every dollar that a customer pays, $0.84 goes to CWS, $0.05 goes to the General Fund as the Franchise Fee, and $0.11 goes to the Sewer Fund. The City of Tigard is the only city inside of CWS's service area that hasn't implemented a sewer surcharge. The city is in the midst of reviewing implementation of a sewer surcharge to ensure funding for this vital infrastructure.

The stormwater fund shows a stable moderate fund balance in the coming years. In an effort to offset little or no increases from CWS over the past few years, the city has implemented a $2.00 per month charge to stormwater fees. This surcharge allows the city to maintain a sustainable cash flow position and to construct needed capital projects in future years.

Water Funds



The water funds include the water, the water system development charge (SDC), the water Capital Improvement Plan (CIP), and water debt service funds. The water CIP Fund is reserved for a long-term water source and other water distribution system capital projects. The costs of the Water Division are funded solely by the revenues in the water fund.

The financial condition of the water funds is driven by both the needs in the capital program as well as the cost of the day-to-day operation and maintenance of the water system in the city. The most important factor in the city's capital program remains the need for a long-term source of water. In August 2008 the city entered into an agreement with the city of Lake Oswego for a long-term water source. The project to upgrade Lake Oswego's water treatment plant is underway.

In November 2010, City Council adopted a Water Financing Plan through 2020 to fund the LO/Tigard partnership project with a subsequent update to the plan in March 2012. Since then, Tigard has agreed to buy an additional 4 million gallons per day (mgd) of capacity from Lake Oswego, bringing Tigard's share to 18 mgd. The forecast is based on a modified version of the financing plan which includes issuance of a second water bond of $30.8 million in FY 2015. The first debt issuance of $97.7 million was issued in May 2012.

Along with the Water Financing Plan, Council adopted revised water utility charges and System Development Charges. This plan was updated for the additional 4 mgd during FY 2015. The initial plan implemented water utility charges that roughly doubled over a five year period and SDCs will roughly triple over the next four years. The update includes an additional 10.5 percent increase in water rates that took effect on January 1, 2016. This will be followed by four years of 2.5 percent increases to water rates.

Synopsis

The city's Six Year Financial Forecast shows that the city has some service level and capital challenges. The General Fund is unable to support needed service level growth to meet the needs of a growing city. Without major change the services that General Fund supports will slowly decline due to the inability of revenue to keep up with the cost of meeting the demand for services. Action is needed and is included in this FY 2017 budget. The Building Fund is stable and will support staffing growth that will be needed to serve growth in the River Terrace area. Available transportation funding sources to pay debt service on Burnham St and the Greenburg / Main Street / Pacific Highway intersection as well as some projects on Walnut and McDonald/Gaarde/Pacific Hwy Intersection. A major transportation need is to find regular funding for sidewalks. Funding a long-term water source for Tigard is a necessary and expensive process that required significant borrowing coupled with significant rate increases to repay the debt. The Sewer Fund has insufficient revenues to maintain the city's local infrastructure and a change will be made in late FY 2016. The city will continue to monitor its revenues and expenditures and will develop plans and options to manage its resources to continue to provide quality services to its citizens.

Bridge crossing at Summerlake Park
Tigard, Oregon

CURRENT REVENUE SUMMARY BY FUND

Funds	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted
General Fund	$30,267,599	$31,389,134	$31,191,834	$33,488,173	$33,488,173	$33,597,173
Total General Fund	$30,267,599	$31,389,134	$31,191,834	$33,488,173	$33,488,173	$33,597,173
Sanitary Sewer Fund	$1,808,825	$1,865,090	$2,072,675	$2,288,420	$2,288,420	$2,333,420
Stormwater Fund	2,748,442	2,909,335	2,606,985	2,687,481	2,687,481	2,687,481
Water Quality/Quantity Fund	4,874	7,926	14,849	15,102	15,102	15,102
Water Fund	16,025,425	18,867,388	18,900,090	19,783,913	19,783,913	19,783,913
Water SDC Fund	832,110	822,043	873,948	2,228,206	2,228,206	2,228,206
Water CIP Fund	289,103	35,400,724	18,414	18,414	18,414	18,414
Water Debt Service Fund	35,639	34,370	0	0	0	0
Total Enterprise Funds	$21,744,417	$59,906,876	$24,486,961	$27,021,536	$27,021,536	$27,066,536
Gas Tax Fund	$3,337,528	$3,349,311	$3,224,539	$3,237,223	$3,237,223	$3,237,223
City Gas Tax Fund	678,244	594,490	679,438	686,150	686,150	686,150
Electrical Inspection Fund	177,885	219,265	187,986	477,494	477,494	477,494
Building Fund	1,585,225	1,481,662	1,827,269	4,601,171	4,601,171	4,601,171
Criminal Forfeiture Fund	68,382	129,522	44,892	44,892	44,892	44,892
Urban Forestry Fund	145,987	49,373	36,873	36,873	36,873	36,873
Parks Utility Fund	0	0	0	1,000,000	1,000,000	1,000,000
Traffic Impact Fee Fund	34,926	5,725	0	0	0	0
Underground Utility Fund	46,618	44,739	56,108	131,977	131,977	131,977
Street Maintenance Fund	2,013,333	2,120,769	2,083,152	2,242,445	2,242,445	2,242,445
Transportation SDC Fund	0	0	65,000	1,614,750	1,614,750	1,614,750
Parks Bond Fund	17,570	11,544	4,020	517,000	517,000	517,000
Parks SDC Fund	437,950	529,537	497,809	1,238,751	1,238,751	1,238,751
Library Donations and Bequests Fund	0	0	0	0	0	0
Total Special Revenue Funds	$8,543,647	$8,535,935	$8,707,086	$15,828,726	$15,828,726	$15,828,726
Central Services Fund	$5,711,973	$6,397,479	$7,062,846	$7,397,962	$7,397,962	$7,397,962
Fleet/Property Management Fund	1,488,400	1,563,873	1,812,710	1,957,474	1,957,474	1,957,474
Insurance Fund	47,689	44,272	41,950	54,620	54,620	54,620
Total Internal Services Funds	$7,248,062	$8,005,625	$8,917,506	$9,410,056	$9,410,056	$9,410,056
Bancroft Debt Service Fund	$333,747	$79,658	$120,000	$120,000	$120,000	$120,000
General Obligation Debt Service Fund	2,331,272	2,384,912	2,480,174	2,566,617	2,566,617	2,566,617
Total Debt Service Funds	$2,665,019	$2,464,570	$2,600,174	$2,686,617	$2,686,617	$2,686,617
Facilities Capital Projects Fund	$139	$2,077	$3,212	$3,212	$3,212	$3,212
Transportation Development Tax	519,138	438,734	711,279	1,796,279	1,796,279	1,796,279
Parks Capital Fund	139,651	17,507	13,015	542,015	542,015	575,015
Transportation CIP Fund	116,708	34,047	0	5,437,000	5,437,000	5,437,000
Total Capital Project Funds	$775,637	$492,365	$727,506	$7,778,506	$7,778,506	$7,811,506
Total Revenue	$71,244,382	$110,794,505	$76,631,067	$96,213,614	$96,213,614	$96,400,614

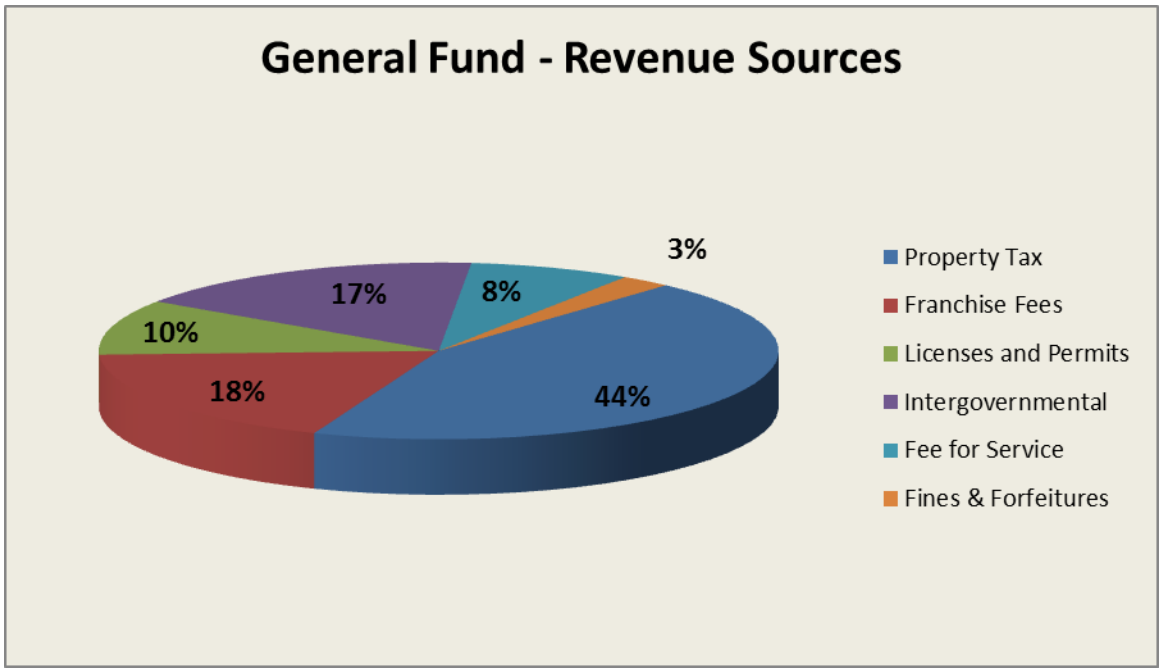
With no sales or income tax revenues, city general funds in Oregon are funded primarily by property taxes, franchise fees, state-shared revenues (e.g., cigarette tax and liquor tax revenues), and some charges/fees for services.

Our property tax system has changed significantly over the past 20 years. Limitations on property taxes were put in place twice during the 90's. These two major changes were:

Ballot Measure 5 - Taxes from fiscal year 1991-92 to 1995-96 were increasingly limited until the limit of $5 per $1,000 Real Market Value for school taxes and $10 per $1,000 Real Market Value for general government taxes was reached.

Ballot Measure 50 - This is a property tax limitation measure which was approved by Oregon's voters in May 1997. The provisions in this measure rolled 1997 assessed values back to 90 percent of the 1995 value, established permanent rate limits for each tax district, allowed voters to approve local option levies outside these rates, established a method for taxing new property at a ratio of market value to the Maximum Assessed Value (giving similar tax savings to the new property), and limited the growth of Maximum Assessed Value for existing property to a maximum of 3% each year.

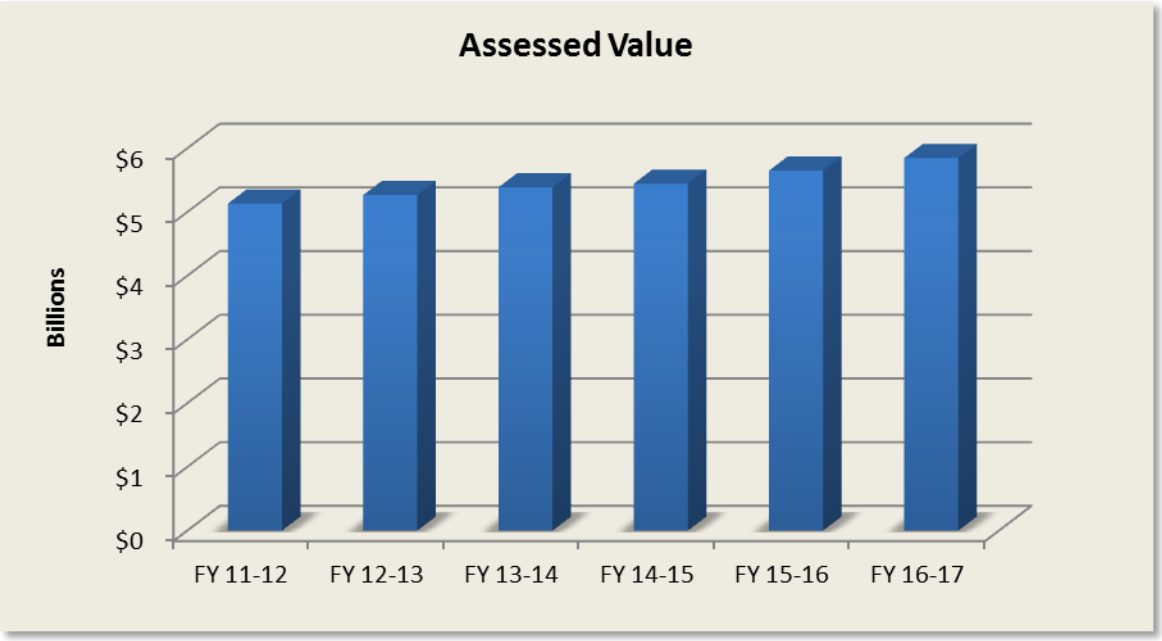
These limitations have reduced the city's main source of revenue for core services such as police, library and parks.



The purpose of this section is to describe the city's major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends. Throughout this budget document there are revenue trend graphs for the city in total as well as for each of the major fund types. The revenue sources and assumptions used in the budget are summarized on the following pages.

ASSESSED VALUE REVENUE

Property taxes are assessed by Washington County and are based on a property's **assessed value** not the property's **real market value**. Assessed values were established under Measure 50 and are based on the 1995-96 tax roll value less 10%. These values generally can't increase more than 3% per year unless major improvements are made to the property or voters have authorized a new levy. For FY 2016-17, Tigard's total assessed value is projected to be roughly 77% of its real market value.



The city's permanent operating tax rate is $2.5131 per $1,000 of assessed value. For FY 2016-17, it is assumed that the city's assessed property values will increase by 3.50%. This is a lower adjustment from prior year due to actual property tax collections being lower than anticipated. In turn, the assumptions used for FY 2016-17 were adjusted accordingly.

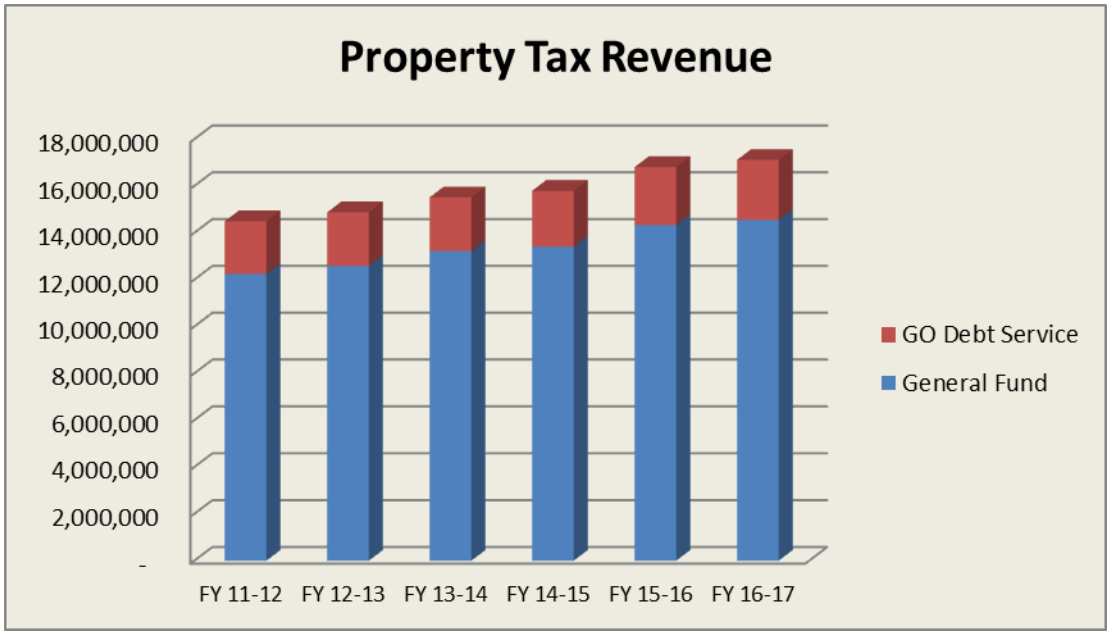
PROPERTY TAX SUMMARY

The property tax system in Oregon has been heavily influenced by Measures 5 and 50, passed in 1990 and 1997 respectively. Because both rates and growth in assessed value are constrained, the economy has a limited effect on property tax revenue. However there has been recent interest by local governments in developing a more flexible tax system within the State of Oregon.

The property tax levy continues to be the General Fund's single largest revenue source, estimated at $14.8 million for FY 2016-17. Property taxes, including prior years' taxes, account for 44% of all available resources estimated for FY 2016-17. Property taxes pay for police, parks, library, planning, municipal court, and several other services.

Tax Information		Actual 2013-2014	Actual 2014-2015	Est. Actual 2015-16	Adopted 2016-2017
Property Taxes					
	General Fund	$ 13,297,201	$ 13,404,815	$ 14,330,765	$ 14,762,850
	GO Debt Service	2,311,214	2,386,688	2,475,757	2,562,005
	Total Tax Levied	$ 15,608,415	$ 15,791,503	$ 16,806,522	$ 17,324,855
Assessed Values					
	Prior Year Assessed Value	$ 5,253,663,684	$ 5,444,705,020	$ 5,683,006,297	$ 5,869,656,352
	Increase (up to 3%)	124,178,486	117,261,446	154,384,751	134,061,707
	Est. Annexations & New Const.	33,431,425	46,079,705	58,727,985	71,376,265
	Total Assessed Value	$ 5,444,705,020	$ 5,608,046,171	$ 5,896,119,033	$ 6,075,094,324
Tax Rates/$1,000 AV					
	General Fund Permanent Rate	$ 2.51310	$ 2.51310	$ 2.51310	$ 2.51310
	GO Debt Service	0.43140	0.45762	0.45150	0.44392
	Tax Rate	$ 2.94450	$ 2.97072	$ 2.96460	$ 2.95702
Assessed Value of Average Home		$ 228,700	$ 235,561	$ 237,276	$ 244,395
	General Fund	574.75	591.99	596.30	614.19
	GO Debt Service	98.66	107.80	107.13	108.49
	Total Estimated Tax per Household	$ 673.41	$ 699.78	$ 703.43	$ 722.68

The city has two voter approved GO Bond property tax levies. In May 2002 Tigard voters approved a $13 million General Obligation Bond to construct a new library. In November 2010 Tigard voters approved a parks bond measure allowing the city to issue up to $17 million in General Obligation Bonds for parks land acquisition. To date, the city has spent approximately $15.7 million of the parks bond. The remaining money will be used to fund additional acquisitions in the city including the downtown area.

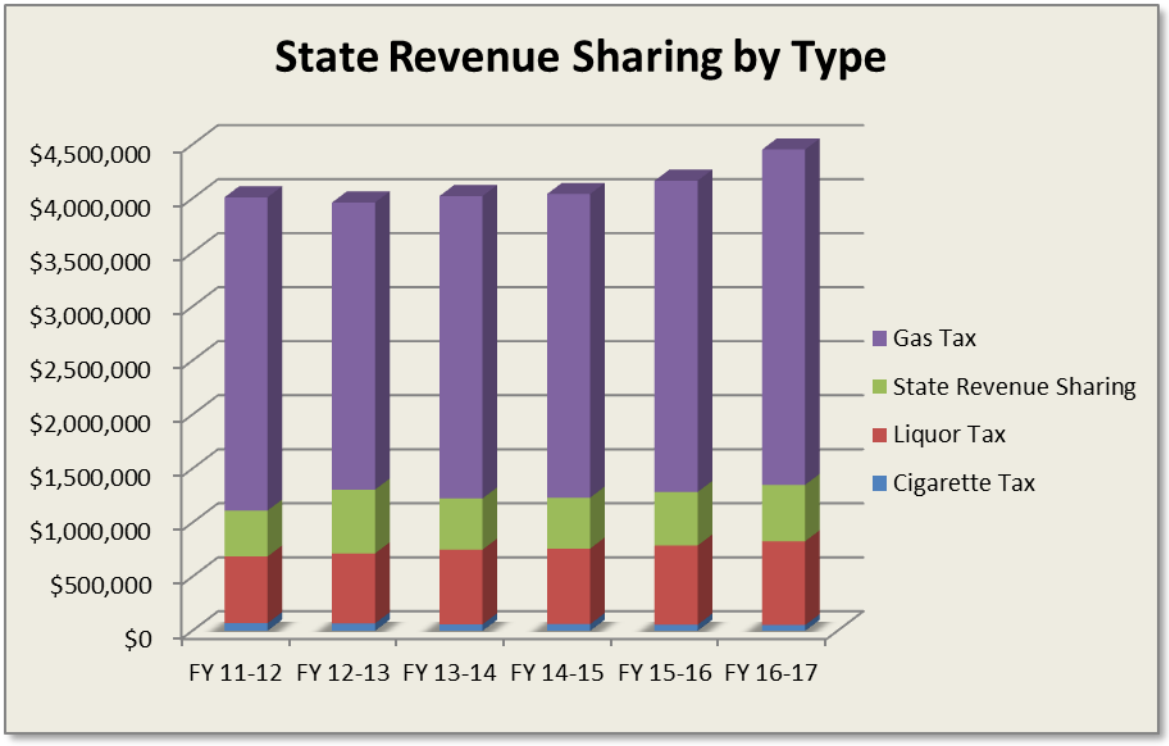


The City of Tigard has a permanent tax rate of $2.5131 per thousand. Compared to other municipalities in the state, Tigard has one of the lowest rates making it difficult to pay for day-to-day services (See table on next page). The average tax rate for comparable cities Washington County is $3.6369 and statewide is $4.6263. This is a difference between Tigard's tax rate and County average of $1.1238 and the state's average of $2.1132 per thousand.

Tigard will be considering a local option tax levy to increase services. The current plan is to address this in a vote in November 2017. As seen in the following table, Tigard has room to grow its tax rate and still be below the average tax rate in the county and statewide. For example, a local option levy of $1.00/$1,000 of assessed value would still keep Tigard's rate below average in Washington County and would raise approximately $6,000,000 annually for more and better city services, allowing service delivery to increase by nearly 20 percent.

City	Washington County Population over 10,000	Permanent Rate (per $1,000 AV)
Lake Oswego	37,610	$4.9703
Portland	609,456	$4.5770
Beaverton	93,542	$4.6180
Cornelius	12,161	$3.9836
Forest Grove	22,419	$3.9554
Hillsboro	97,368	$3.6665
Sherwood	18,884	$3.2975
Wilsonville	21,484	$2.5206
Tigard	**50,444**	**$2.5131**
Tualatin	26,879	$2.2665
	Average Washington County	*$3.6369*
Statewide Comparison		
Eugene	159,190	$7.0100
Albany	51,583	$6.3984
Woodburn	24,395	$6.0534
Salem	160,614	$5.8315
Medford	77,677	$5.2953
Corvallis	55,298	$5.1067
McMinnville	33,131	$5.0200
Springfield	60,177	$4.7400
Redmond	27,427	$4.4100
Newberg	22,508	$4.3827
Grants Pass	35,076	$4.1335
Gresham	109,397	$3.6129
Bend	81,236	$2.8035
Tigard	**50,444**	**$2.5131**
Keizer	37,064	$2.0838
	Average Statewide	*$4.6263*

State revenue sharing monies, which include gas, liquor and cigarette taxes, are allocated to cities based on population with an adjustment for local taxing efforts. Using state projections, the League of Oregon Cities has produced the per capita estimates of State Shared Revenues for cities for the coming years.



Cigarette tax is generated by two cents of the state-imposed $1.32 per pack cigarette tax. Revenue from the tax is allocated as follows: $0.17 to the state's general fund; $0.65 to the Oregon Health Plan; $0.10 is dedicated to mental health services; $0.02 to cities; $0.02 to counties; $0.02 to the Oregon Department of Transportation for transportation services to the elderly and disabled; and $0.02 to the state's tobacco use reduction account. Cities may use their share for general government purposes without program restrictions on their use.

Liquor tax revenue may be used by cities for general government purposes. It is distributed by the Oregon Liquor Control Commission in two different manners:

- 20% of the state's liquor receipts are allocated as revenues to cities on a per capita basis and distributed monthly; and
- 14% of state liquor receipts are allocated to cities on a formula basis, as outlined in ORS 221.770.

These estimates for FY 2016-17 assume no increase in the tax rates for beer, wine or distilled spirits, and no changes in the proportional allocation of revenues. Revenue will closely track the upward and downward trends in Tigard's 20% per capita liquor tax distribution

Gas tax is allocated to cities from vehicle title and registration fee and the gas tax. In 2009 the Oregon legislature approved the Jobs and Transportation Act which raised driver license and vehicle registration fees, sets date for raising fuels taxes and created stable funding base of $300 million/year for city, county and state transportation infrastructure projects. The legislation generated an additional $54.6 million annually to be allocated to cities from vehicle title and registration fee increases and an increase in the gas tax. The change in funding was phased in, reaching 100% in 2013.

Since the bulk of the gas taxes in Oregon are based on a per-gallon fee, the amount of money raised by gas taxes is declining. This is due to more fuel efficient cars, including electric cars, and people driving fewer miles. The Oregon legislature is starting to look at ways to change the state gas tax. One possibility is to change to a rate charged per mile driven.

Tigard will be attempting to address this issue by presenting a ballot measure in the November 2016 election. This ballot will raise the local City Gas Tax from $0.03 per gallon to $0.08 per gallon if approved. This is not included in the budget.

State Revenue Sharing is allocated to cities based on population with an adjustment for local taxing effort. It is anticipated that receipts from state revenue sharing will be much the same as actually received in FY 2015-16.

Historical Tigard

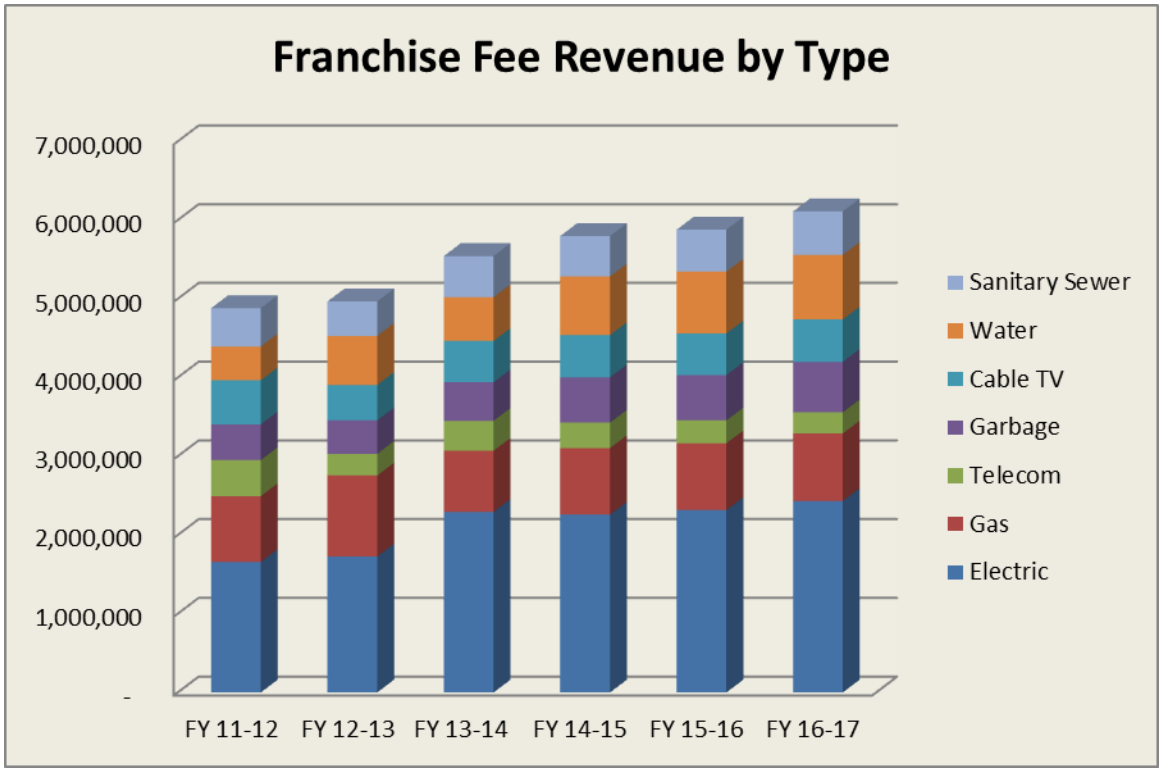
Tigard Today

Picture courtesy of the Tigard Historical Association

Franchise fees are charged as part of an agreement between local governments and utilities that use public rights-of-way. These agreements ensure that companies receiving special use of rights-of-way are paying fees to reimburse local governments for use of public services, and to prevent general tax-payers from subsidizing extraordinary use. Franchise agreements outline the terms under which utility companies use city rights-of-way, including compensation requirements. Franchise fees are typically calculated on a percentage of the revenues derived from sales of the utility company to customers in that service area or territory.

Current franchisees and franchise rates are:

Service	Provider	Rate
Cable Television	Comcast	5%
Electric	Portland General Electric	5%
Garbage	All Haulers	5%
Natural Gas	Northwest Natural Gas	5%
Sanitary Sewer	City of Tigard	5%
Telecommunications	All providers	5%
Water	City of Tigard	5%



- **Cable TV –** The Metropolitan Area Communications Commission (MACC), a consortium of cities in the metro area, administers the cable television franchise. While revenues from telecom franchise fees have been decreasing in recent years, cable franchises have increased.

- **Electricity** - Portland General Electric (PGE) pays a franchise fee representing 5 percent of their gross revenues to Tigard.

- **Garbage** – Pride Disposal and Waste Management are responsible for solid waste and recycling in Tigard. Each pays a 5% franchise fee. During FY 14 the City Council increased the solid waste franchise from 4% to 5%.

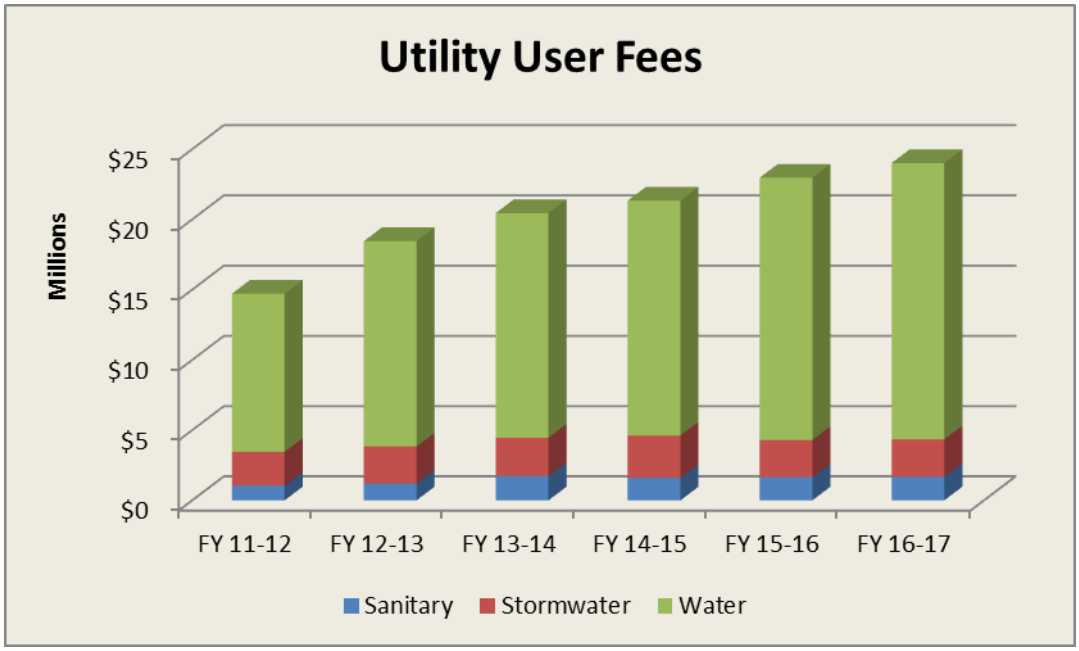
- **Natural Gas** - Northwest Natural Gas pays 5% of gross revenues as a franchise fee to Tigard. Revenue projections remain steady for FY 2016-17.

- **Sanitary Sewer** - The Sanitary Sewer Fund pays 5% of gross revenues as a franchise fee to the General Fund. As the fee is based on gross revenue, the fee will grow in relation to sewer rate increases.

- **Telecommunications** – The shift from land line telephones to wireless technologies continues to erode telecommunications franchise revenues in Tigard and throughout Oregon cities. Over the last few years, Tigard has seen a decrease in telecommunications franchise revenues.

- **Water -** New water rates took effect on January 1, 2016. Water customer charge and water usage charge increased by 3.2%. Rate increases applied to all water customers, including non-residential customers. The average residential customer experienced an increase of about $1.20. The increase in water rates will increase franchise fee revenue proportionately.

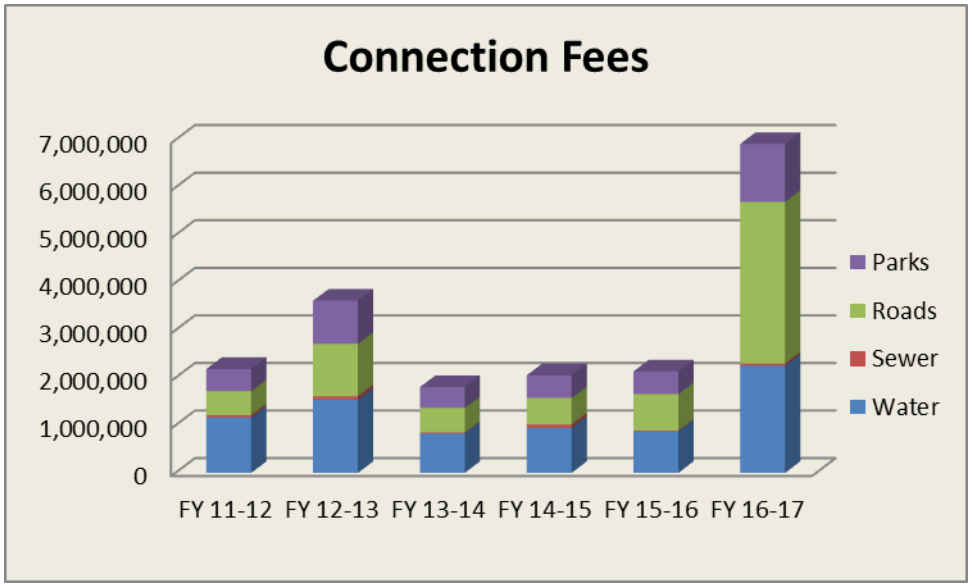
User fees include water, sanitary sewer, and storm drainage fees charged to all users of such services. The sanitary and storm fees are established by the Clean Water Services Agency (CWS) and updated by the agency each year. The City Council, through an intergovernmental agreement with other system participants, sets the water rates.



Per the intergovernmental agreement with CWS, the city retains only a portion of the sanitary and storm fees it collects. It is anticipated that the sanitary sewer and stormwater revenues will see minimal growth during FY 2016-17.

In 2008, Tigard entered into a water partnership with the City of Lake Oswego for a long-term water source. In order to pay for the debt that is necessary to complete the project, water rates in the Tigard Water Service Area increased approximately 34% in fiscal year 2010-11 and then increased 14% per year each January through 2014. During FY 2013-14, the City of Tigard negotiated with the City of Lake Oswego to take an additional 4 million gallons per day of the capacity generated by this partnership project resulting in increased project costs for the city. Analysis determined that the city would need additional rate increases of 10.5% in January 2015 with annual increases of 3.25% starting in 2016 to alleviate the need to add more debt to the project and cover all project costs.

Connection fees include traffic development tax (TDT), storm and sanitary sewer connection charges, water connection and system development charges, parks system development charges and transportation system development charges. The TDT is assessed on new development to help provide funds for the increased capacity transportation improvements needed to accommodate the additional vehicle traffic and demand for transit facilities generated by that development.



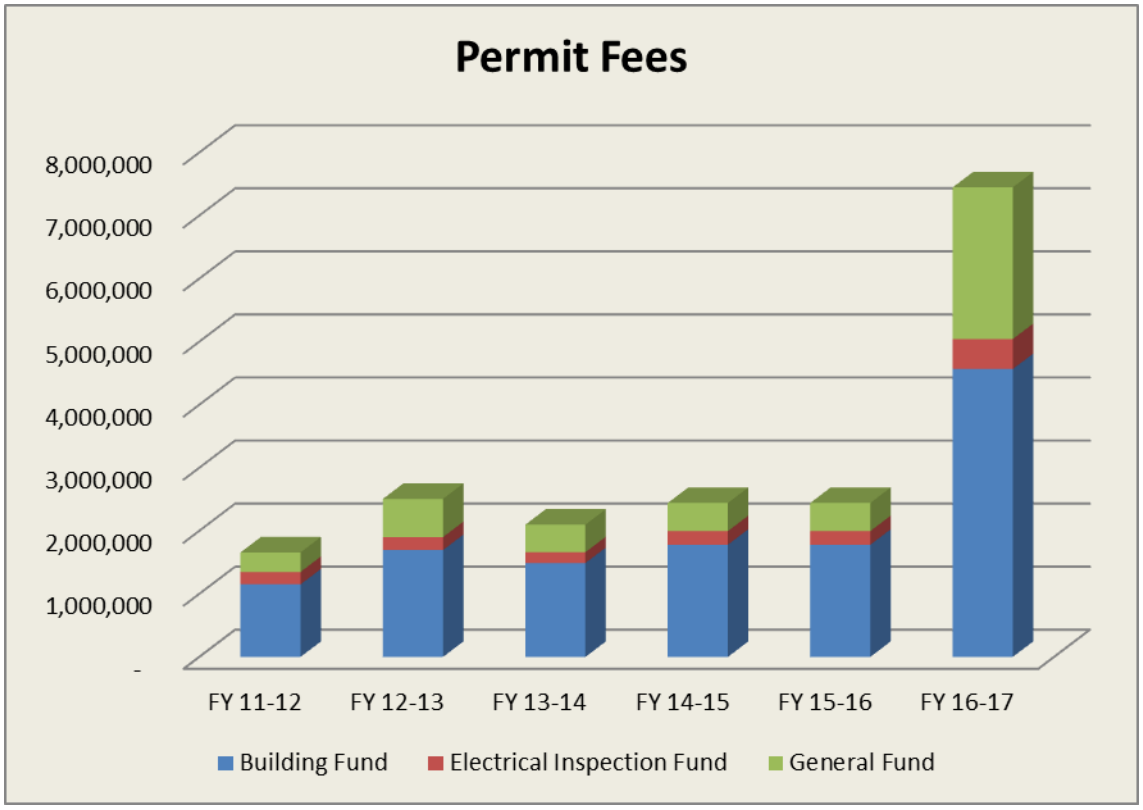
This revenue category is showing major increases primarily due to the expected development of an estimated 200 homes annually in the River Terrace Subdivision. This development will yield a total of 1,800 homes for the city after 6 years.

The TDT provides funds for capacity improvements to county and city arterials, certain collectors, and certain state and transit facilities as listed in the County's Capital Improvements Project List. The TDT is categorized as an Improvement Fee. Revenue must be dedicated to capital improvements that expand capacity and may not be used for maintenance, repair, or other non-capital improvements. The Transportation SDC was added in FY 2016 in Tigard. It has a similar purpose as the TDT and will add to Tigard's ability to fund roads.

As part of the funding of the water project with Lake Oswego, water system development charges (SDC) increased. In February 2011, the water SDC increased 87%. The increase fully implemented the reimbursement portion of the water SDC. Over a four year period, the improvement portion of the water SDC will be phased in, resulting in increased water SDC fees.

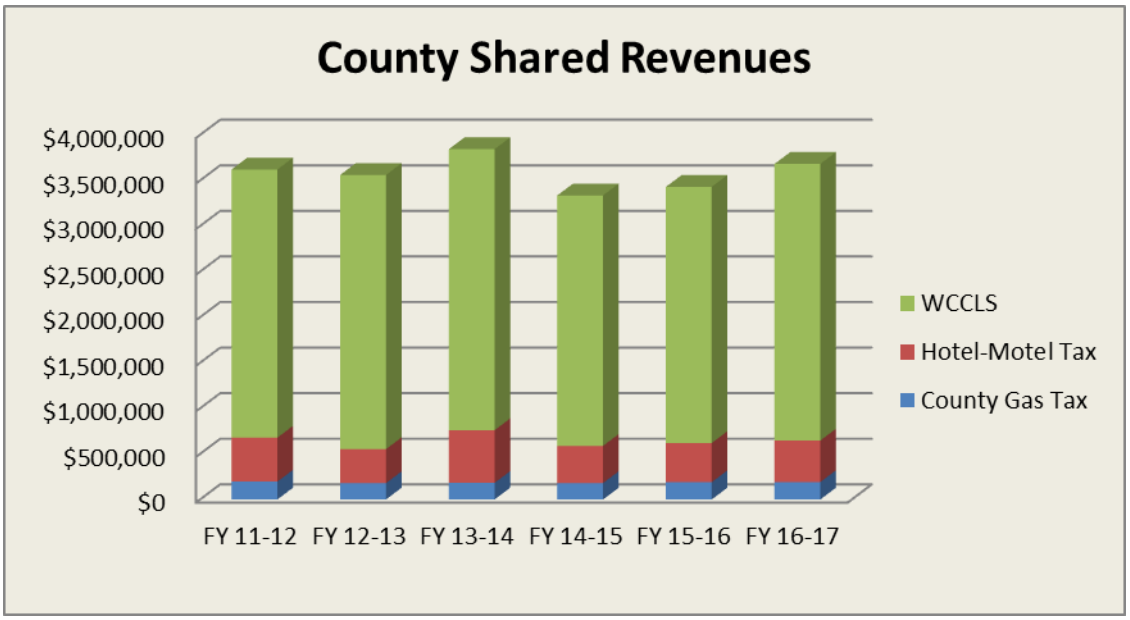
PERMIT FEE

Permit fee revenues are recorded in the Building Fund, the Electrical Inspection Fund and the General Fund. The primary fees that are represented in the chart include: Engineering Public Improvement Fee, Sign Permits, Land Use Planning Application Fees and all related Building Permit Fees. Nearly all fees are related to development activity and, therefore, reflect the level of that activity.



In October 2010, building fees increased to bring them in line with area communities. Due to the development of the River Terrace Subdivision, an estimated 200 homes will be built in FY 2016-17. This accounts for the dramatic increase in overall development related fees. However, this revenue is not sustainable over the long term due to the nature of building related fees in which the expenditures occur in later years.

County Shared Revenues include the Washington County gas tax, the Washington County Cooperative Library System (WCCLS) levy, and a countywide hotel/motel tax.



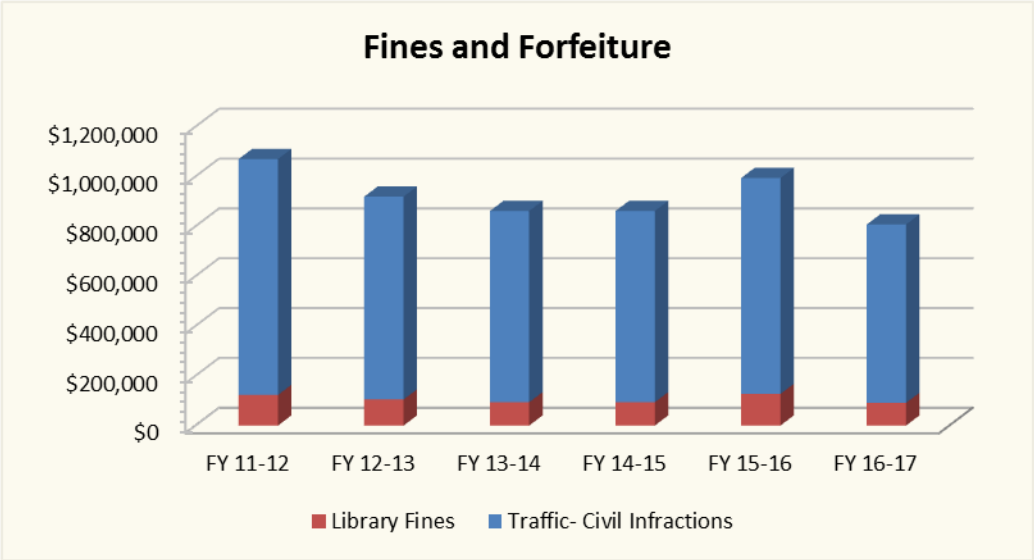
Washington County collects a one-cent per gallon tax on gasoline and distributes it to cities in the county to use for road maintenance activities. This revenue source has seen very minor growth over the past few years because under current state law the tax per gallon cannot be increased, and as mentioned in the gas tax section, higher mileage vehicles and reduced driving are leading to less overall gas tax revenue.

The hotel/motel tax is collected by Washington County at a 7% rate and is distributed to all participating jurisdictions. Tigard receives about one-third of the amount collected in the city limits. Tax collections are directly related to room rental rates, the number of hotel and motel rooms within the city, and the economy. With the slow economic recovery, the city projects that this revenue source will remain stagnant.

WCCLS funds come from the county property taxes generated from the county's permanent property tax rate. On November 3, 2015, voters approved the renewal of the local option levy that maintained and expanded countywide operating support of the libraries at a rate of $0.22 per $1,000 of assessed value for the next five years. This is an increase of $0.05 per $1,000 from the previous rate. Due to th WCCLS allocation formulas, Tigard Library will see an increase of about $165,000 in FY 2016-17.

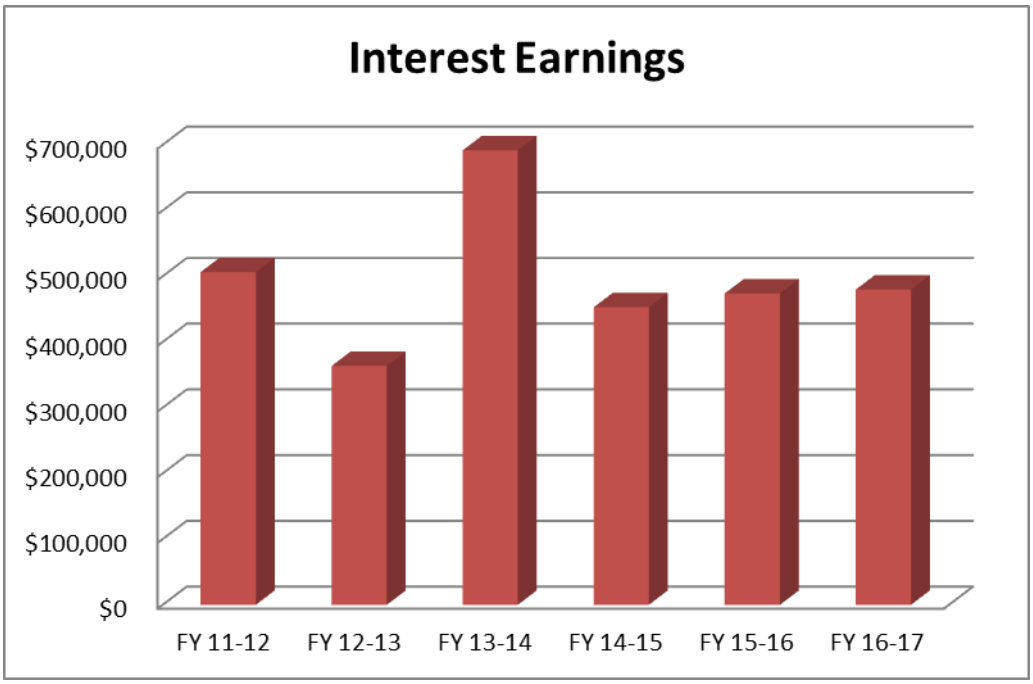
FINE AND FORFEITURE REVENUE

This source of revenue includes traffic and civil infraction citations, which are processed by the Municipal Court, and fines for late and lost materials at the Library. Fine collections are directly related to the number of citations issued. The bail schedule is updated annually by the Municipal Court Judge.



Revenue from fines and forfeitures are variable from year to year, but do not change significantly over the long-range timeframe.

Interest earnings are generated from the investment of cash on hand in various funds of the city. Interest earnings are directly attributable to the amount of cash available for investment and current interest rates.



The city is assuming an interest rate of 0.75% for its investments, and anticipates that interest earnings will be relatively flat in FY 2016-17 as interest rates remain historically low

Interfund transfers are the transfer of revenues between funds when the revenue is received in one fund for an expense that occurs in another fund or when city functions have more than one funding source. Another primary reason for transfers is for a fund to pay for services provided by another fund (for example, Financial Operations Division providing utility billing services for the Water, Sanitary Sewer, Stormwater, and Street Maintenance Funds).

A transfer-out is an expense to the fund that is transferring the money out or buying services. A transfer-in is a resource to the fund that is receiving the money or selling the service. For every expense transfer-out, there is a corresponding resource transfer-in. The corresponding transfers must show the same dollar amount. The various types of interfund transfers are defined below:

General Resource Transfer

Transfer of resources from one fund to another which are not based upon a cost allocation plan, actual expenditure, or any expectation of a payment for services provided. This type of transfer is simply a transfer of resources from one fund to another.

Direct Resource Transfer/Capital Improvement Plan (CIP) Transfer

Transfer of resources from one fund to another which are based upon a cost allocation plan and actual expenditures or an expectation of a payment for services provided. This type of transfer is typically based upon actual expenditure needs by a certain fund and are "trued up" from the budget figure based upon actual expenditures.

Debt/Loan Repayment Transfer

Transfer of resources from one fund to another to pay either all or a portion of an interfund loan. This type of transfer is typically based upon a five-year repayment schedule for capital loans.

Indirect Cost Transfer

The Indirect Cost Transfers Out is typically budgeted along with a division's operating budget to show the true cost for that division to the city. In turn, transfers received for services provided, are allocated based upon a cost allocation plan.

Division	Indirect Cost Pool	Allocation Factors
City Management	Mayor & Council, City Management	Agenda Items, Total Actual Expenditures (Excl. Debt), FTE's, Web Services
Finance Administration	Budget/CIP	Total Actual Expenditures, CIP Budget
Financial Operations	Reporting, Accounting/ General Ledger, Accounts Payable, Payroll	Total Actual Expenditures (Excl. Debt & Capital), Journal Entries, # of Invoices, FTE's
Human Resources	Human Resources	FTE's
Risk Management	Insurance Premiums, Claims & Misc.	FTE's, # of Autos, Property Value, Other Insurance Costs, 3 yr. Avg. # of Insurance Incidents
Information Technology	IT-Support, IT-Geographic Information Systems (GIS)	# of Computers, # Printers/Copiers, Help Desk Tickets, GIS Data Layers
Communications	Mail, Graphics, Copiers, Web Services	Graphics Staff Time, FTE's & Actual Expenditures (Excl. Debt), # of Printers/Copiers, Total Copier Costs
City Recorder/Records	Records Management, Council Support, Records Requests	Time on Records Requests, Agenda Items, Electronic Records, # of Record Boxes, # of Microfiche
Property Management	Property Management	Square Footage
Fleet Maintenance	Fleet Maintenance	Fleet Work Order Expenses
Contracts & Purchasing	Contracts & Purchasing	P-Card Transactions, # of Purchase Orders, $ of Purchase Orders
Utility Billing	Utility Billing, Meter Reading	Meter Reading, Utility Accounts, Utility Revenues

Since the internal transfers are complex and can be difficult to follow and trace through the budget document, the following explanation is provided for each transfer, by fund. The budget document reflects a decrease in the number of transfers that are related to the Capital Improvement Plan (CIP) due to the implementation of the federally approved indirect cost plan.

From	To	Amount	Type	Description
Bancroft Debt Service Fund	Central Services Fund	1,536		Fund Level Indirect Transfer to Central Service Fund
Total Bancroft Debt Service Fund Transfer Out		1,536		
City Gas Tax Fund	Transportation CIP Fund	40,000	CIP	CIP - 95042 : Commercial Street Sidewalk and Storm Detention Facility (Main to Lincoln)
City Gas Tax Fund	Central Services Fund	4,668		Fund Level Indirect Transfer to Central Service Fund
City Gas Tax Fund	Transportation CIP Fund	280,000	CIP	CIP - 97017 : Main Street Green Street Retrofit (Phase 2)
City Gas Tax Fund	Transportation CIP Fund	10,000	CIP	CIP - 17CIP-21 : North Dakota Street (Fanno Creek) Bridge Replacement
Total City Gas Tax Fund Transfer Out		334,668		
Criminal Forfeiture Fund	Central Services Fund	2,744		Fund Level Indirect Transfer to Central Service Fund
Total Criminal Forfeiture Fund Transfer Out		2,744		
Electrical Inspection Fund	Central Services Fund	3,121		Fund Level Indirect Transfer to Central Service Fund
Electrical Inspection Fund	Building Fund	300,000	Direct	Transfer of funds to support electrical inspections by Building Division
Total Electrical Inspection Fund Transfer Out		303,121		
Facilities Capital Projects Fund	Central Services Fund	16,794		Fund Level Indirect Transfer to Central Service Fund
Total Facilities Capital Projects Fund Transfer Out		16,794		

From	To	Amount	Type	Description
Gas Tax Fund	Transportation CIP Fund	75,000	CIP	CIP - 17CIP-20 : Hall Boulevard Study
Gas Tax Fund	Transportation CIP Fund	70,000	CIP	CIP - 17CIP-15 : Durham Road School 20 When Flashing
Gas Tax Fund	Central Services Fund	4,707		Fund Level Indirect Transfer to Central Service Fund
Gas Tax Fund	Transportation CIP Fund	250,000	CIP	CIP - 17CIP-11 : 72nd Avenue / Tigard Triangle Transportation Study
Gas Tax Fund	General Fund	12,625	Direct	Environmental Compliance for CIP projects (One Time)
Gas Tax Fund	Transportation CIP Fund	15,000	CIP	CIP - 17CIP-14 : Commercial Street Sidewalk (Lincoln Avenue to 95th Avenue)
Gas Tax Fund	Transportation CIP Fund	45,000	CIP	CIP - 17CIP-13 : Bridge Assessment and Master Plan
Gas Tax Fund	Facilities Capital Projects Fund	27,345	General	Transfer of Funds for New City Facility
Gas Tax Fund	Transportation CIP Fund	22,560	CIP	CIP - 95023 : Walnut Street Improvements
Gas Tax Fund	Transportation CIP Fund	202,044	CIP	CIP - 8XXXX : System Infrastructure CIP-Transportation
Gas Tax Fund	Transportation CIP Fund	300,000	CIP	CIP - 95027 : Pedestrian and Cyclist Connections Program
Total Gas Tax Fund Transfer Out		1,024,281		
General Fund	Parks Utility Fund	1,350,000	General	Establish Parks Utility Fund. Transfer over to new fund amount of Parks and Maintenance Division
General Fund	Fleet/Property Management Fund	55,000	Direct	17TABC_05: One Time transfer from General Fund for short term fix of the Police roof.
General Fund	Parks Utility Fund	85,000	Direct	17TABC_03: One Time transfer from General Fund for replacement of irrigation system at Summerlake Park
General Fund	Central Services Fund	20,372		Fund Level Indirect Transfer to Central Service Fund
General Fund	Parks Utility Fund	100,000	Direct	Transfer from General Fund to Park Utility Fund for Yr-2 of MIG Study recreation
General Fund	Facilities Capital Projects Fund	132,607	General	Transfer of Funds for New City Facility
General Fund	Water Fund	27,460	Direct	Water Building Lease: Year 8 of 10
General Fund	Fleet/Property Management Fund	75,000	Direct	17TABC_02: One Time transfer from General Fund for a building conditions assessment to aide in a future capital facilities bond
Total General Fund Transfer Out		1,845,439		

From	To	Amount	Type	Description
General Obligation Debt Service Fund	Central Services Fund	1,352		Fund Level Indirect Transfer to Central Service Fund
Total General Obligation Debt Service Fund Transfer Out		1,352		
Insurance Fund	Central Services Fund	31,000		ONE TIME TRANSFER:Limited Duration Risk Assistant
Insurance Fund	Central Services Fund	270		Fund Level Indirect Transfer to Central Service Fund
Total Insurance Fund Transfer Out		31,270		
Library Donations and Bequests Fund	Facilities Capital Projects Fund	100,000	Direct	Transfer of funds for needed miscellaneous library improvements
Total Library Donations and Bequests Fund Transfer Out		100,000		
Parks Bond Fund	Parks Capital Fund	1,285,000	CIP	CIP - 92028 : Downtown Land Acquisition
Total Parks Bond Fund Transfer Out		1,285,000		
Parks SDC Fund	Parks Capital Fund	50,319		System Infrastructure Projects. Per Eng 5/10/16 email for an additional $30K.
Parks SDC Fund	Parks Capital Fund	80,000	CIP	CIP - 17CIP-26 : Bull Mountain Park Trail
Parks SDC Fund	Parks Capital Fund	23,000	CIP	CIP - 92013 : Fanno Creek Remeander (City/CWS)
Parks SDC Fund	Central Services Fund	11,407		Fund Level Indirect Transfer to Central Service Fund
Parks SDC Fund	Parks Capital Fund	67,000	CIP	CIP - 92016-05 : Dirksen Nature Park - Forested Restoration and Boardwalks
Parks SDC Fund	Parks Capital Fund	69,000	CIP	CIP - 92035 : City of Tigard / Tigard-Tualatin School District Park Development
Parks SDC Fund	Parks Capital Fund	505,000	CIP	CIP - 92046 : Fanno Creek Trail Connection (RFFA Grant)
Parks SDC Fund	Parks Capital Fund	110,000	CIP	CIP - 92034 : Tigard Street Trail and Public Space (Main St. to Tiedeman Ave. / Tigard St.)
Parks SDC Fund	Parks Capital Fund	150,000	CIP	CIP - 92026 : Park Land Acquisition
Parks SDC Fund	Parks Capital Fund	20,319	General	System Infrastructure Projects. Based on PW Engineering estimate of 185 hours of system infrastructure work per PW staff load from 02/18/2015.
Total Parks SDC Fund Transfer Out		1,086,045		

From	To	Amount	Type	Description
Sanitary Sewer Fund	Facilities Capital Projects Fund	18,736	General	Transfer of Funds for New City Facility
Sanitary Sewer Fund	Stormwater Fund	93,500	CIP	CIP - 94016 : Slope Stabilization (Derry Dell/118th Court)
Sanitary Sewer Fund	Water Fund	13,413	Direct	Water Building Lease: Year 8 of 10
Sanitary Sewer Fund	General Fund	15,250	Direct	Environmental Compliance for CIP projects (One Time)
Sanitary Sewer Fund	Central Services Fund	23,827		Fund Level Indirect Transfer to Central Service Fund
Total Sanitary Sewer Fund Transfer Out		164,726		
Stormwater Fund	Central Services Fund	4,400		Fund Level Indirect Transfer to Central Service Fund
Stormwater Fund	Parks Capital Fund	15,000	CIP	CIP - 92016-05 : Dirksen Nature Park - Forested Restoration and Boardwalks
Stormwater Fund	General Fund	15,250	Direct	Environmental Compliance funds for CIP projects (One Time)
Stormwater Fund	Water Fund	17,878	Direct	Water Building Lease: Year 8 of 10
Stormwater Fund	Parks Capital Fund	10,000	CIP	CIP - 92016-02 : Dirksen Nature Park - Oak Savanna Restoration
Stormwater Fund	Parks Capital Fund	15,000	CIP	CIP - 92016-03 : Dirksen Nature Park - Oak Savanna Overlook
Stormwater Fund	Parks Capital Fund	5,000	CIP	CIP - 92016-04 : Dirksen Nature Park - Nature Play Areas
Stormwater Fund	Transportation CIP Fund	22,560	CIP	CIP - 95023 : Walnut Street Improvements
Stormwater Fund	Facilities Capital Projects Fund	35,478	General	Transfer of Funds for New City Facility
Stormwater Fund	Transportation CIP Fund	80,000	CIP	CIP - 95042 : Commercial Street Sidewalk and Storm Detention Facility (Main to Lincoln)
Total Stormwater Fund Transfer Out		220,566		
Street Maintenance Fund	Central Services Fund	163,900		Fund Level Indirect Transfer to Central Service Fund
Street Maintenance Fund	Gas Tax Fund	150,000	Direct	Transfer of funds to support right-of-way maintenance costs totalling $100K.
Total Street Maintenance Fund Transfer Out		313,900		
Transportation CIP Fund	City Gas Tax Fund	200,000	Direct	Reimbursement from State Earmark grant for Hunziker Project
Total Transportation CIP Fund Transfer Out		200,000		

From	To	Amount	Type	Description
Transportation Development Tax	Central Services Fund	17,486		Fund Level Indirect Transfer to Central Service Fund
Transportation Development Tax	Transportation CIP Fund	45,000	CIP	CIP - 17CIP-10 : 121st Avenue (Whistlers Lane to Tippitt) Sidewalks and Bike Lanes
Transportation Development Tax	Transportation CIP Fund	20,000	CIP	CIP - 95041 : Upper Boones Ferry Road / Durham Road Adaptive Signal Coordination
Transportation Development Tax	Transportation CIP Fund	5,000	CIP	CIP - 95048 : Roy Rogers Road
Total Transportation Development Tax Transfer Out		87,486		
Transportation SDC Fund	Central Services Fund	1,015		Fund Level Indirect Transfer to Central Service Fund
Transportation SDC Fund	Transportation CIP Fund	140,000	CIP	CIP - 17CIP-16 : Fanno Creek Trail Alignment Study (Bonita Road to Tualatin River)
Transportation SDC Fund	Transportation CIP Fund	70,000	CIP	CIP - 17CIP-18 : Hall Boulevard / Pfaffle Street New Traffic Signal
Transportation SDC Fund	Transportation CIP Fund	10,000	CIP	General Support of Transportation Projects
Total Transportation SDC Fund Transfer Out		221,015		
Underground Utility Fund	Central Services Fund	4,539		Fund Level Indirect Transfer to Central Service Fund
Underground Utility Fund	Transportation CIP Fund	319,600	CIP	CIP - 95023 : Walnut Street Improvements
Total Underground Utility Fund Transfer Out		324,139		
Urban Forestry Fund	Parks Capital Fund	27,000	CIP	CIP - 92017 : Tree Canopy Replacement Program
Urban Forestry Fund	Central Services Fund	3,382		Fund Level Indirect Transfer to Central Service Fund
Urban Forestry Fund	Parks Capital Fund	96,000	CIP	CIP - 92016-02 : Dirksen Nature Park - Oak Savanna Restoration
Urban Forestry Fund	Parks Capital Fund	27,000	CIP	CIP - 92037 : Damaged Tree Replacement Program
Total Urban Forestry Fund Transfer Out		153,382		
Water CIP Fund	Central Services Fund	51,935		Fund Level Indirect Transfer to Central Service Fund
Total Water CIP Fund Transfer Out		51,935		

From	To	Amount	Type	Description
Water Fund	Central Services Fund	93,586		Fund Level Indirect Transfer to Central Service Fund
Water Fund	Water CIP Fund	185,000	CIP	CIP - 96033 : Well Abandonment (Tigard High School)
Water Fund	Water CIP Fund	90,000	CIP	CIP - 96031 : Fire Flow Improvement Program
Water Fund	Water CIP Fund	354,000	CIP	CIP - 96046 : Red Rock Creek Waterline Relocation
Water Fund	Transportation CIP Fund	11,280	CIP	CIP - 95023 : Walnut Street Improvements
Water Fund	Water CIP Fund	49,158		System Infrastructure Projects
Water Fund	Water CIP Fund	100,000	CIP	CIP - 96028 : Fire Hydrant Replacement Program
Water Fund	Water Debt Service Fund	161,183	Debt/Loan Repayments	ARRA Loan
Water Fund	Water Debt Service Fund	1,670,300	Debt/Loan Repayments	Water System Revenue Bonds Series 2015
Water Fund	Water CIP Fund	875,000	CIP	CIP - 96040 : Cach Reservoir and Pump Station Design
Water Fund	Parks Capital Fund	4,000	CIP	CIP - 92016-02 : Dirksen Nature Park - Oak Savanna Restoration
Water Fund	Water CIP Fund	140,000	CIP	CIP - 96024 : Waterline Replacement Program
Water Fund	Water Debt Service Fund	6,561,800	Debt/Loan Repayments	Water System Revenue Bonds Series 2012
Water Fund	Water CIP Fund	150,000	CIP	CIP - 96008 : Water Main Line Oversizing Program
Water Fund	Water CIP Fund	200,000	CIP	CIP - 96003 : Water Meter Replacement Program
Water Fund	Water CIP Fund	350,000	CIP	CIP - 17CIP-32 : Canterbury Pump Station
Water Fund	General Fund	11,000	Direct	Environmental Compliance funds for CIP projects (One Time)
Total Water Fund Transfer Out		11,006,307		
Water Quality/Quantity Fund	Fleet/Property Management Fund	16,147	In-Direct	Fund Level Indirect Transfer to Central Service Fund
Water Quality/Quantity Fund	Fleet/Property Management Fund	20,870	In-Direct	Fund Level Indirect Transfer to Central Service Fund
Total Water Quality/Quantity Fund Transfer Out		37,017		
Water SDC Fund	Central Services Fund	15,960		Fund Level Indirect Transfer to Central Service Fund
Water SDC Fund	Water CIP Fund	2,500,000	CIP	CIP - 96018 : Lake Oswego/Tigard Water Partnership
Water SDC Fund	Water CIP Fund	205,000	CIP	CIP - 96040 : Cach Reservoir and Pump Station Design
Total Water SDC Fund Transfer Out		2,720,960		
		21,533,683		

EXPENDITURE SUMMARY BY PROGRAM

The city adopts and manages its operating expenditures by program. The city has four operating programs: Policy & Administration, Community Development, Community Services, and Public Works. Within each of these programs are one or more departments and budgets units, or divisions. A more detailed explanation of the city's program structure can be found in the Reader's Guide section.

The following charts give a summary of the expenditures for the programs, budget classifications, and staffing levels.

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted
Expenditure by Program						
Policy and Administration	$7,071,531	$7,321,666	$10,601,001	$10,840,589	$10,970,589	$11,011,757
Community Development	4,219,481	4,640,737	6,063,276	6,060,827	6,100,827	6,209,827
Community Services	19,420,335	20,325,635	22,370,288	22,839,234	23,224,371	23,354,371
Public Works	18,823,213	19,574,814	20,868,553	20,239,425	20,324,425	20,424,425
Total Expenditures by Progam	$49,534,561	$51,862,853	$59,903,118	$59,980,075	$60,620,212	$61,000,380
Number of FTE by Program						
Policy and Administration	43.95	45.85	53.35	54.35	54.35	54.35
Community Development	25.60	25.80	28.50	30.00	30.00	30.00
Community Services	119.30	117.30	122.80	122.80	125.80	126.80
Public Works	68.00	73.00	69.00	70.00	70.00	70.50
Number of FTE by Program	256.85	261.95	273.65	277.15	280.15	281.65
Expenditure per FTE						
Policy and Administration	$160,899	$159,687	$198,707	$199,459	$201,851	$202,608
Community Development	164,823	179,874	212,747	202,028	203,361	206,994
Community Services	162,786	173,279	182,168	185,987	184,613	184,183
Public Works	276,812	268,148	302,443	289,135	290,349	289,708
Total Expenditure per FTE	$225,958	$228,890	$218,904	$216,417	$216,385	$216,582

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Proposed 2017	Approved 2017	Adopted 2017
Number of FTE	256.85		273.65	277.15	280.15	281.65
Budget by Category						
Personal Services	$27,407,951	$28,324,337	$31,753,176	$32,328,995	$32,656,860	$32,852,075
Materials & Supplies	12,970,483	13,807,355	17,264,775	15,404,470	15,716,742	15,901,695
Interdepartmental Services	8,142,927	8,821,375	10,023,108	10,472,020	10,472,020	10,472,020
Capital Outlay	1,013,200	909,786	862,059	1,774,590	1,774,590	1,774,590
Total by Category	$49,534,561	$51,862,853	$59,903,118	$59,980,075	$60,620,212	$61,000,380
Budget by Program						
Policy and Administration	$7,071,531	$7,321,666	$10,601,001	$10,840,589	$10,970,589	$11,011,757
Community Development	4,219,481	4,640,737	6,063,276	6,060,827	6,100,827	6,209,827
Community Services	19,420,335	20,325,635	22,370,288	22,839,234	23,224,371	23,354,371
Public Works	18,823,213	19,574,814	20,868,553	20,239,425	20,324,425	20,424,425
Total by Program	$49,534,561	$51,862,853	$59,903,118	$59,980,075	$60,620,212	$61,000,380
Budget by Department						
Mayor and Council	$240,747	$271,510	$322,824	$310,749	$310,749	$310,749
City Management	2,003,237	2,019,260	2,462,486	2,337,165	2,337,165	2,378,333
Finance & Information Services	3,430,238	3,708,382	4,387,873	4,631,245	4,631,245	4,631,245
Community Development	4,219,481	4,640,737	6,063,276	6,060,827	6,100,827	6,209,827
Police	14,048,009	14,509,452	15,984,500	16,427,381	16,812,518	16,942,518
Library	5,016,003	5,437,422	5,976,131	5,971,146	5,971,146	5,971,146
Social Service / Community Events	356,323	378,761	409,657	440,707	440,707	440,707
Public Works	18,823,213	19,574,814	20,868,553	20,239,425	20,324,425	20,424,425
Central Services	1,397,310	1,322,514	3,427,818	3,561,430	3,691,430	3,691,430
Total by Department	$49,534,561	$51,862,853	$59,903,118	$59,980,075	$60,620,212	$61,000,380

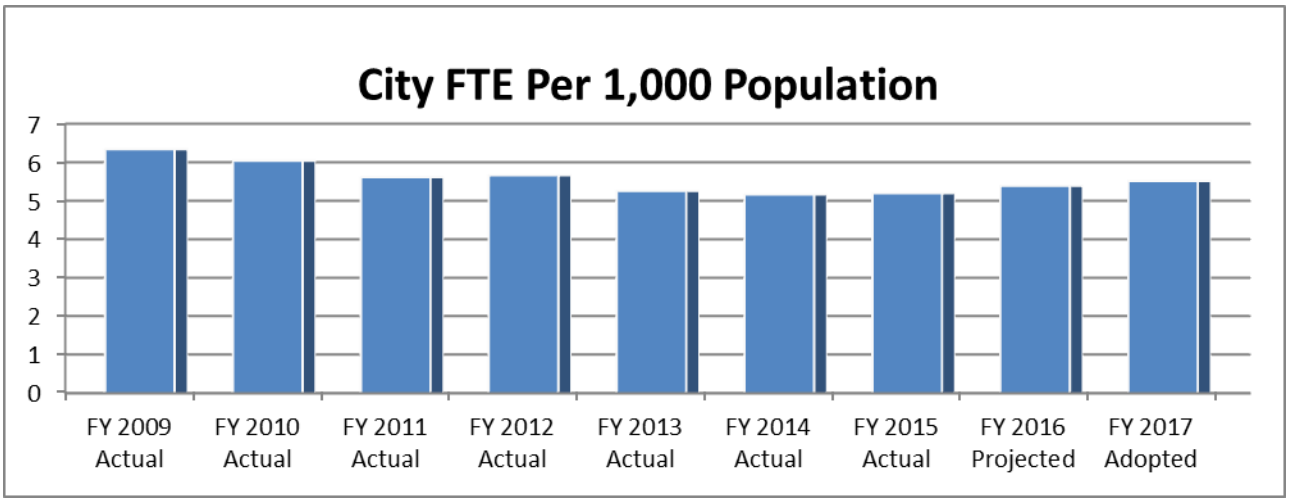
Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Proposed 2017	Approved 2017	Adopted 2017
Number of FTE	256.85		273.65	277.15	280.15	281.65
51001 - Salaries - Management	$8,295,909	$8,492,229	$9,405,134	$9,499,682	$9,499,682	$9,499,682
51002 - Salaries - General	3,812,882	4,261,370	4,765,189	5,132,393	5,132,393	5,098,499
51003 - Salaries - Police	4,080,173	4,049,934	4,385,024	4,236,764	4,418,579	4,479,184
51004 - Part Time - Regular	1,278,769	1,217,589	1,421,376	924,860	924,860	995,410
51005 - Part Time - Temporary	345,513	361,475	564,641	592,022	592,022	605,188
51006 - Overtime	503,630	654,004	612,439	797,164	810,964	815,564
51007 - Incentive Pay	439,506	426,753	495,286	465,215	474,760	477,942
52001 - Unemployment	261,226	220,351	108,907	21,914	22,097	22,328
52002 - Worker's Compensation	281,452	359,187	360,863	408,650	414,752	417,060
52003 - Social Security/Medicare	1,413,074	1,443,074	1,655,187	1,652,324	1,666,232	1,674,092
52004 - Tri-Met Tax	135,066	139,758	156,204	156,234	157,554	158,299
52005 - Retirement	2,589,844	2,667,439	3,039,693	3,166,709	3,195,781	3,207,132
52006 - Retirement - 3% ER Match	0	0	0	0	0	710
52007 - VEBA - ER	210,549	211,711	226,613	237,315	240,015	242,452
52008 - Life Ins/ADD/LTD	20,715	20,617	86,447	87,894	88,314	89,560
52009 - Long Term Disability	43,427	43,249	0	0	0	0
52010 - Medical/Dental/Vision	3,310,134	3,359,623	4,262,017	4,690,423	4,759,423	4,809,541
52011 - Dental Benefits	391,865	390,499	0	40,405	40,405	40,405
52012 - Accrued Vacation	-5,782	5,473	208,156	219,026	219,026	219,026
Total Personal Services	$27,407,951	$28,324,337	$31,753,176	$32,328,995	$32,656,860	$32,852,075
53001 - Office Supplies	246,977	171,827	300,055	302,633	302,633	302,633
53002 - Small Tools & Equipment	158,557	381,516	359,203	418,733	443,483	451,733
53003 - Fuel	281,498	226,502	363,641	354,021	360,921	363,221
53004 - Books & Circulation Materials	489,910	501,680	518,000	538,000	538,000	538,000
53005 - Ammunition and Range Supplies	16,035	60,540	56,553	42,723	42,723	42,723
53006 - Technology Equipment under $5,000	150,333	168,548	198,971	218,139	232,511	237,301
53007 - Grant Expenditures	6,960	8,170	8,392	7,987	7,987	7,987
53008 - Library Contribution Materials	18,850	12,710	5,100	0	0	0
53316 - CCIS-Worksite Wellness Funds	0	0	0	4,000	4,000	4,000
53530 - Water Costs: L.O. & Ptld	3,199,292	2,644,691	3,890,245	2,000,000	2,000,000	2,000,000
54001 - Professional/Contractual Services	3,141,697	3,511,785	4,243,706	3,901,640	4,156,640	4,309,094
54002 - Water Costs: Sampling	25,111	32,917	40,000	45,000	45,000	45,000
54003 - Legal Fees	290,579	282,226	399,099	369,049	369,049	369,049
54004 - Printing Services	1,060	150	3,750	5,275	5,275	5,275
54006 - Software License and Maintenance	451,272	457,498	576,302	620,065	620,065	620,065
54007 - Parks and Recreation	6,400	54,075	76,612	76,612	76,612	76,612
54101 - R & M - Facilities	256,967	278,912	328,092	316,192	316,192	316,192
54102 - R & M - Water Lines	37,234	55,319	32,000	32,000	32,000	32,000
54103 - R & M - Control Valves	20,990	28,811	28,000	28,000	28,000	28,000
54104 - R & M - Reservoir	2,247	4,993	6,000	6,000	6,000	6,000
54105 - R & M - Grounds	81,483	63,640	107,520	115,020	115,020	115,020
54106 - R & M - Pump Station	8	3,537	8,500	8,500	8,500	8,500

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Proposed 2017	Approved 2017	Adopted 2017
54107 - R & M - SCADA	680	1,260	8,000	8,000	8,000	8,000
54108 - R & M - Wells	12,593	11,926	11,500	11,500	11,500	11,500
54109 - R & M - Meters	25,474	17,609	25,000	25,000	25,000	25,000
54110 - R & M - Service Lines	10,477	26,561	15,000	15,000	15,000	15,000
54112 - R & M - Fire Hydrant	245	7,782	20,000	20,000	20,000	20,000
54113 - R & M - Vehicles	298,693	353,839	377,445	360,770	360,770	360,770
54114 - R & M - Office Equipment	42,261	55,121	69,415	67,565	67,565	67,565
54115 - Vehicle Usage	0	345	25	25	25	25
54201 - Utilities - Electric	884,080	908,837	1,148,738	1,141,253	1,141,253	1,141,253
54202 - Utilities-Water/Sewer/SWM	197,895	251,491	401,187	396,037	396,037	396,037
54203 - Utilities - Natural Gas	67,886	62,749	73,410	78,000	78,000	78,000
54204 - Utilities - Garbage	0	0	250	1,000	1,000	1,000
54205 - Utilites - Phone/Pager/Cells	185,841	237,200	250,468	262,928	262,928	262,928
54300 - Advertising & Publicity	73,674	72,848	76,705	81,125	81,125	81,125
54301 - Fees and Charges	37,485	40,246	98,936	101,154	101,154	101,154
54302 - Dues & Subscriptions	118,681	116,925	172,298	177,704	177,704	177,704
54303 - Travel and Training	173,452	192,594	337,035	380,638	383,938	385,038
54304 - Election Expenses	43,247	0	0	0	0	0
54305 - Conservation Expenses	28,516	16,571	18,700	18,700	18,700	18,700
54306 - Credit Card Fees	0	251,767	345,300	273,500	273,500	273,500
54307 - Insurance	288,556	391,144	440,592	503,820	503,820	503,820
54308 - Property Damage	0	0	11,250	24,750	24,750	24,750
54309 - Rents and Leases	56,082	101,468	166,843	179,591	179,591	179,591
54310 - Bad Debt Expense	2,585	1,364	11,492	11,492	11,492	11,492
54311 - Special Department Expenses	1,252,989	1,444,549	1,311,395	1,487,206	1,495,156	1,511,215
54312 - Bank Fees	4,094	3,816	3,450	50,400	50,400	50,400
54402 - Contributions to Community Org	274,336	289,297	320,600	317,724	317,724	317,724
54900 - Drug Enforcement Expenses	7,200	0	0	0	0	0
Total Materials & Supplies	$12,970,483	$13,807,355	$17,264,775	$15,404,470	$15,716,742	$15,901,695
56001 - Land	0	0	15,000	15,000	15,000	15,000
56002 - Buildings & Improvements	25,540	90,150	127,187	127,000	127,000	127,000
56003 - Vehicles	348,348	277,832	322,900	632,500	632,500	632,500
56004 - Computer Hardware and Software	525,455	223,306	281,892	463,585	463,585	463,585
56006 - Equipment	33,831	317,219	49,000	479,225	479,225	479,225
56007 - GIS Hardware and Software	80,025	1,279	66,080	57,280	57,280	57,280
Total Capital Outlay	$1,013,200	$909,786	$862,059	$1,774,590	$1,774,590	$1,774,590
58000 - Interdepartmental Costs	1,064,602	1,043,258	1,253,603	1,217,829	1,217,829	1,217,829
58100 - Indirect Charges- City Management	729,520	700,220	977,732	1,138,987	1,138,987	1,138,987
58110 - Indirect Charges- Human Resources	763,611	762,851	804,442	708,146	708,146	708,146
58120 - Indirect Charges- Risk Management	536,971	663,093	706,755	713,481	713,481	713,481
58130 - Indirect Charges- Office Services	399,055	379,783	456,549	560,034	560,034	560,034
58150 - Indirect Charges- Records	275,499	351,113	344,926	361,537	361,537	361,537

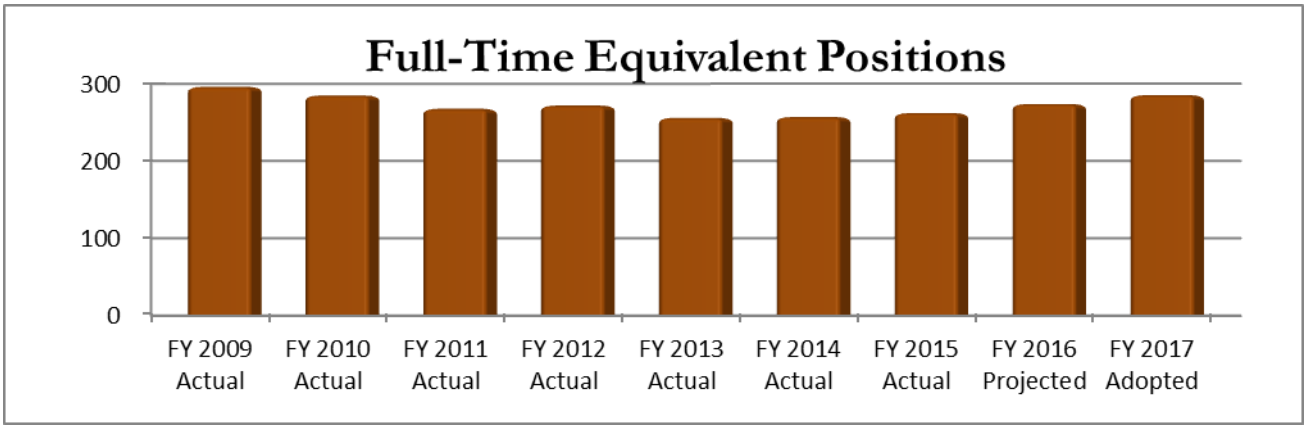
Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Proposed 2017	Approved 2017	Adopted 2017
58200 - Indirect Charges- Finance Administra	34,038	27,445	40,778	61,855	61,855	61,855
58210 - Indirect Charges- Financial Operation	615,824	657,304	682,241	632,660	632,660	632,660
58220 - Indirect Charges- Utility Billing	926,113	1,009,384	1,195,470	1,282,930	1,282,930	1,282,930
58230 - Indirect Charges- Technology	1,152,718	1,534,845	1,619,249	1,709,924	1,709,924	1,709,924
58250 - Indirect Charges- Contracts and Purc	160,360	131,491	158,339	156,849	156,849	156,849
58630 - Indirect Charges- Fleet Maintenance	236,075	219,106	213,404	341,228	341,228	341,228
58640 - Indirect Charges- Property Manageme	1,248,541	1,341,481	1,569,620	1,586,560	1,586,560	1,586,560
Total Interdepartmental Services	$8,142,927	$8,821,375	$10,023,108	$10,472,020	$10,472,020	$10,472,020
Total Operating Budget	$49,534,561	$51,862,853	$59,903,118	$59,980,075	$60,620,212	$61,000,380

City staff gather for several events throughout the year-the Wellness Fair and the Opening Day staff-sponsored picnic are a couple of examples.

The City of Tigard made reductions to its budget in 2010 and 2012 that reduced the level of core services that were available to the public. Since FY 2009, Tigard's population has grown from 46,715 to 50,787, representing a growth of 9 percent. Over the same period of time, Tigard's work force has decreased from 296.05 FTE to 281.65 FTE in the Adopted Budget, representing a decrease of 5 percent.



The Adopted Budget for FY 2017 reflects an increase in staffing from the FY 2016 Revised Budget of 273.65 FTE to 281.65 FTE. This increase of 8 FTE equates to a 3% increase in staffing. This FTE count includes those changes that were made during FY 2015-16.



City Management & Central Services

City Management and Central Services budgets reflect a reorganization of the departments. There is no increase in the FTE in the FY 2016-17 Adopted Budget for the two departments combined, but a shift of portions of positions totaling 1.7 FTE from City Management to Central Services. One change to note is that in FY 2016, the FTE count for Municipal Court was increased by .10 with the reclassification of a Court Clerk position that was budgeted at a .90 FTE to an Operations Supervisor budgeted at 1.0 FTE. Although the departments are reorganized, there is no change in FTE in the FY 2017 Adopted Budget.

Community Development

Due to the increased permit activity resulting from the development of River Terrace, total FTE for Building will increase by 2.50 in FY 2017 compared to the previous fiscal year. The Building Inspector I/Code Compliance position at 1.0 FTE has been added along with the addition of a Plans Examiner/ Inspector 1 position at 1.0 FTE. Also, the limited duration .50 FTE Permit Technician Assistant position will become permanent with an increase of .50 FTE making it a 1.0 full-time position.

Police

During FY 2016, the city signed an intergovernmental agreement with TriMet for a 1.0 FTE Transit Officer. Police FTE increased by 4.0 with the addition of 4 sworn officers in the Police Operations division. This action increased overall FTE in the Police to 88.50 in FY 2017.

Public Works

The Engineering Division increased by 2.0 FTE in FY 2016 by adding a 1.0 FTE Engineering Technician II and a 1.0 FTE Management Analyst. This brought the division total to 16.00 and remains the same in FY 2017. In addition, because of a change in the city's process for calculating position FTE's, a Utility Worker II position at 1.0 FTE in the Street Maintenance division was inadvertently omitted. This issue was corrected in FY 2016. The Parks and Recreation division FTE will increase by .50 with the addition of an Administrative Specialist II position to assist with the expansion of the recreation program. Therefore, the overall FTE total for Public Works is 70.50 in FY 2017.

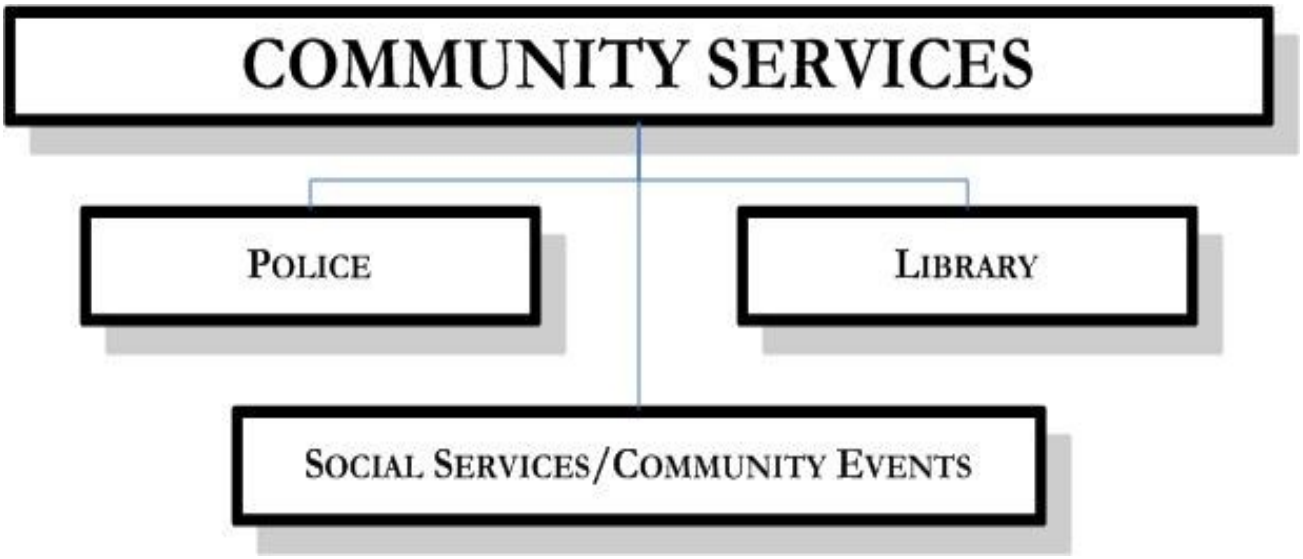
Finance & Information Services

During FY 2016, the Accounting position was increased from .80 to 1.00. The full-time equivalent for Information Technology increased by 1.0 FTE due to the addition of a Microcomputer Support Technician to assist with citywide helpdesk tickets.

Library

With the passage of the Washington County Cooperative Library Services levy in November 2015, Library FTE increased by 3.50 in FY 2016. Although there are shifting of portions of positions within Circulation, Reader Services, and Administration, there is no increase in total FTE in FY 2017.

Public Works Department hosts their annual employee picnic at one of the city's parks.


COMMUNITY SERVICES
POLICE
LIBRARY
SOCIAL SERVICES/COMMUNITY EVENTS

COMMUNITY SERVICES PROGRAM

The Community Services Program consists of programs provided by the Police Department and the Library, and several Social Services and Community Event grants made by the city.

Police programs include traditional public safety efforts (patrol, enforcement, traffic safety, etc.), but also include work with community groups to increase public safety awareness.

Library programs include circulation of a wide variety of print and other media materials and the offering of a few programs designed to increase reading, computer skills, and lifelong learning.

Social Service and Community Event grants provide funding to a variety of community organizations and groups that provide services to those in need in the community or which offer events that promote a greater sense of community.

The primary source of funding for this program area is the General Fund.

Tigard Public Library

Baxter

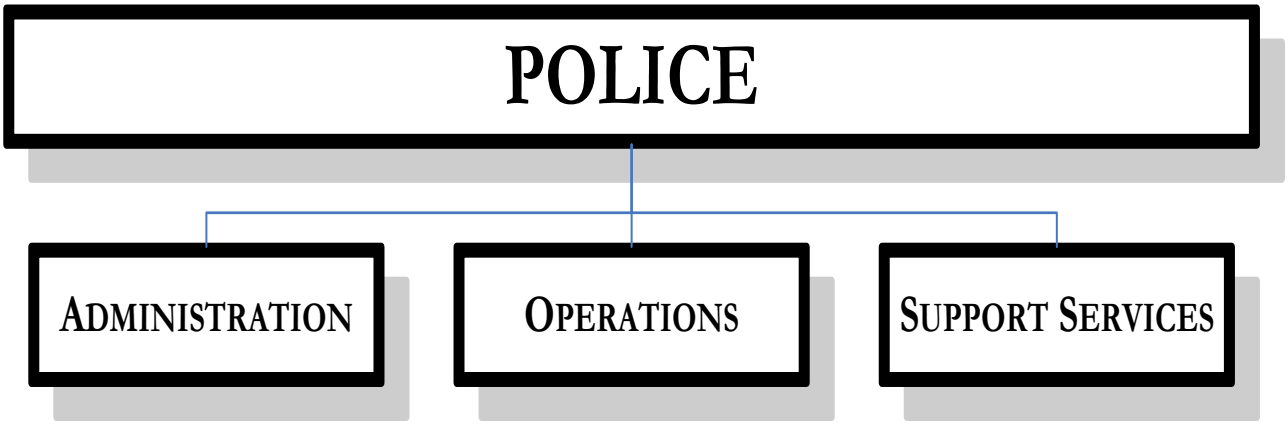
Tigard Canine Department

Tigard Police

COMMUNITY SERVICES PROGRAM

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	119.30	117.30	122.80	122.80	125.80	126.80	2.4%
Budget By Category							
Personal Services	13,483,946	13,707,698	15,016,309	15,218,270	15,546,135	15,655,424	4.3%
Materials & Services	2,342,873	2,664,127	3,145,235	3,197,221	3,254,493	3,275,204	4.1%
Interdepartmental Costs	3,104,710	3,390,913	3,911,679	4,174,078	4,174,078	4,174,078	6.7%
Capital Outlay	488,807	562,897	297,065	249,665	249,665	249,665	-16.0%
Total All Category	19,420,335	20,325,635	22,370,288	22,839,234	23,224,371	23,354,371	4.4%
Budget By Division							
Police Administration	713,751	1,389,934	1,557,771	1,569,940	1,569,940	1,569,940	0.8%
Police Operations	8,219,110	8,128,133	8,797,909	9,247,632	9,632,769	9,762,769	11.0%
Support Services	5,115,148	4,991,385	5,628,820	5,609,809	5,609,809	5,609,809	-0.3%
Library Administration	615,767	958,910	813,978	724,697	724,697	724,697	-11.0%
Reader Services	2,412,007	2,456,400	2,804,738	2,816,978	2,816,978	2,816,978	0.4%
Technical Services	692,051	671,436	785,494	705,126	705,126	705,126	-10.2%
Circulation	1,296,177	1,350,676	1,571,921	1,724,345	1,724,345	1,724,345	9.7%
Social Services	268,123	286,561	326,657	351,387	351,387	351,387	7.6%
Community Events	88,200	92,200	83,000	89,320	89,320	89,320	7.6%
Total All Division	19,420,335	20,325,635	22,370,288	22,839,234	23,224,371	23,354,371	4.4%
Budget by Fund							
General Fund - 100	19,409,836	20,229,847	22,300,288	22,689,234	23,074,371	23,204,371	4.1%
Criminal Forfeiture Fund - 240	10,499	95,788	70,000	150,000	150,000	150,000	114.3%
Library Donations and Bequests F	0	0	0	0	0	0	0.0%
Total All Fund	19,420,335	20,325,635	22,370,288	22,839,234	23,224,371	23,354,371	4.4%

POLICE ORGANIZATION CHART



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	84.50	82.50	84.50	84.50	87.50	88.50	4.7%
Budget By Category							
Personal Services	10,527,509	10,784,546	11,672,035	11,922,142	12,250,007	12,359,296	5.9%
Materials & Services	1,456,054	1,733,761	2,096,842	2,148,314	2,205,586	2,226,297	6.2%
Interdepartmental Costs	1,575,640	1,725,856	1,978,723	2,124,425	2,124,425	2,124,425	7.4%
Capital Outlay	488,807	265,288	236,900	232,500	232,500	232,500	-1.9%
Total All Category	14,048,009	14,509,452	15,984,500	16,427,381	16,812,518	16,942,518	6.0%
Budget By Division							
Police Administration	713,751	1,389,934	1,557,771	1,569,940	1,569,940	1,569,940	0.8%
Police Operations	8,219,110	8,128,133	8,797,909	9,247,632	9,632,769	9,762,769	11.0%
Support Services	5,115,148	4,991,385	5,628,820	5,609,809	5,609,809	5,609,809	-0.3%
Total All Division	14,048,009	14,509,452	15,984,500	16,427,381	16,812,518	16,942,518	6.0%
Budget by Fund							
General Fund - 100	14,037,510	14,413,664	15,914,500	16,277,381	16,662,518	16,792,518	5.5%
Criminal Forfeiture Fund - 240	10,499	95,788	70,000	150,000	150,000	150,000	114.3%
Total All Fund	14,048,009	14,509,452	15,984,500	16,427,381	16,812,518	16,942,518	6.0%

PROGRAM DESCRIPTION:

The Administration Division carries out the mission and vision of the Police Department through strategic management. The division is dedicated to continuously evaluating the structure, strategies, and programs of the Police Department in light of crime trends and resource levels as well as maintaining, and furthering strategic relationships with other government agencies. Roles and duties include:

- Police Chief
- Assistant Police Chief
- Police Captain
- Administrative support
- Public information and Strategic communications
- Crime analysis
- Business management

The Chief is accountable for the overall success of the department by providing direction and overseeing all departmental functions and activities. The Chief officially represents the department internally with the City Manager and Council and externally with partner jurisdictions and outside agencies.

The Assistant Chief assists with planning, organizing, managing and providing oversight for the objectives and activities of the department. Specifically, he manages two mid-level managers in the direct administration of the Services division. The Assistant Chief fosters cooperative working relationships among City departments as well as external agencies and provides professional assistance to the Chief, serving as second in command.

The Captain designs and implements plans for proactive anticrime and traffic safety patrols, public service, and administrative support activities. The Captain formulates policies, goals and objectives and administers the department's budget. The primary duties of the Captain include day-to-day management of the Operations division, including the coordination of activities with other City departments and law enforcement agencies. The Captain directly supervises two mid-level managers, and provides oversight of professional standards, hiring and selections, all facets of training, audit and inspection functions.

The Executive Assistant to the Chief of Police provides executive level administrative support as well as administers and manages several department-wide processes and programs. These efforts include managing the sworn and non-sworn hiring process, the Tigard High School Area parking permit program, Special Event Permits, Social Gaming licenses and the alarm permit program.

The Public Information Officer (PIO) works closely with both traditional and social media daily to disseminate timely and accurate information regarding the actions and plans of the Tigard Police. The PIO coordinates citizen involvement programs including the Neighborhood Watch, the Citizen's Police Academy, the Safety Academy, National Night Out, I Can Do This! Trainings and Landlord Training forums.

The Crime Analyst researches, collects and analyzes timely information to assist officers and detectives detecting crime patterns and solving crimes within the city and throughout the region. The Crime Analyst supports management's efforts to allocate resources appropriately and effectively by providing tactical and strategic analysis. The analyst collaborates with law enforcement partners

to ensure regional anti-crime efforts are coordinated through information sharing.

The Business Manager provides financial and specialized administrative support to the Chief and division commanders. The Business Manager coordinates the preparation of the department's annual budget, facilitates the acquisition of equipment and professional services, applies for and manages grant funds and monitors the department's overall financial health. Additional duties include the coordination of the department's annual report and the monthly administration of the Distracted Driver Diversion program.

PROGRAM RESULTS:

Tigard Police Department

MISSION

The Tigard Police Department strives to create the highest level of livability possible by working with our citizens to preserve and protect life, liberty and property.

VISION

The Tigard Police Department is committed to achieving our mission by:
- Partnering with citizens and other departments.
- Developing well- trained, ethical, and accountable employees.
- Earning public trust and confidence through our actions and values.

GOALS

The goals of the Tigard Police Department are:
- To reduce crime and the fear of crime.
- To become the most walkable city in the Pacific Northwest
- To assist the City of Tigard in the accomplishment of municipal goals and objectives.
- To enhance the safety and security of Tigard's residents, visitors, and businesses.
- To preserve constitutional and civil rights, and foster good citizenship in our youth.

ACCOMPLISHMENTS:

FY 2015-2016:

The department has embraced modern policing strategies designed to maximize staffing effectiveness and focused impact on crime and traffic related issues. The department continues to see the benefits from employing law enforcement best practices within the resources and staffing we currently have, specifically the District Car concept as our central guiding principle for community policing in the City of Tigard. This approach matches teams of officers across all shifts to the five geographic areas of the City, and empowers the respective district officer to take ownership of neighborhood issues to fully employ all aspects of the City of Tigard's community policing resources and work towards solving reoccurring problems.

In conjunction with the district officer concept effort, the department utilizes the Data-Driven Approaches to Crime and Traffic Safety. This nationally recognized strategy focuses law enforcement resources on criminal and traffic crash activity hotspots throughout the City, and establishes patterns targeted by command staff for resource allocation. While these combined approaches have yielded positive results, full implementation and expanded success depend upon the availability of additional patrol officers to reach optimal staffing levels, allowing an officer to be assigned to one district every

day instead of having to cover more than one routinely.

The department has a long tradition of working collaboratively with community groups and neighboring law enforcement agencies. We value these *connections*. Internally, the department prioritizes *investments* in its officers and support staff. We are stewards of the public's trust and demonstrate this in our actions and values. We look for *efficiencies* in order to leverage all of our available resources.

We continue to build upon our successes in these areas as we work to implement City's vision toward becoming "The most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives". The commanders challenge staff at all levels to find ways to incorporate this community vision into how we police, removing barriers and finding creative options to ensuring we are reducing crime and the fear of crime along our paths, trails and in our parks.

Connections

- Chief Orr continued his membership with the Law Enforcement Council, WCCCA Board of Commissioners, and the Westside Interagency Narcotics User Board.
- As an active member, and President-elect, of the Tigard Rotary, the Assistant Chief collaborated with the organization to galvanize community support to raise funds to purchase a second police dog.
- Captain Rogers is President of the Oregon Executive Development Institute and the Sergeant at Arms for the Oregon and Washington Lawmen's Association.
- The Chief's advisory panel continues to provide community perspective and feedback on proposed department changes and requests.

Investments

- Our command staff and supervisory teams attend local and regional networking seminars, professional development and best-practices trainings to ensure we are looking at the challenges we face in the most informed way.
- Our Business Manager, Public Information Officer and Crime Analyst have attended various topical trainings and conferences to ensure the City remains a leader in the areas of community policing, fiscally sound and legally appropriate management of business practices, analytics and anti-crime strategies.
- All levels of the department's supervisory team are encouraged to seek out opportunities for succession planning and professional growth in our respective professions to ensure we remain one of the cutting edge and most innovative law enforcement agencies in the area.

Efficiencies

- Continued improvement on tactical and strategic briefings for command officers by providing a weekly update where resources should be coordinated and allocated for the greatest impact.
- Repackaged how community policing projects and directed traffic patrols are recorded to increase command's ability to evaluate effectiveness.
- Performance measurements tied to merit increases, positional assignments and promotional selection

GOALS & OBJECTIVES:

FY 2016-2017:

Although the department was able to expand its investigative strength by adding an additional detective to the Commercial Crimes Unit, a gap remains between the department's current resources and future City of Tigard public safety needs. The department has reacted prior budget shortfalls with a reduction in personnel. As a result, officers have had to scale back on the more proactive aspects of their jobs in order to concentrate on priority calls for service.

Residential construction has begun in the River Terrace area with developer plans for steady build outs over the next five or more years. As hundreds of additional families make Tigard their new home each year, demand for public safety will significantly increase. Additional officers, vehicles, equipment and a larger, modern, police facility are needed to meet this need.

It is our goal to provide the highest quality of police services that our resources will allow.

Note regarding performance measures:

* The Tigard Police Department, along with most law enforcement agencies within the five-county metro area, have recently transitioned to a new records management system to better link information between the agencies. Although this transition does not impact our response to police calls for service, it has impacted our ability to provide real-time statistics on an aggregate basis. Additionally, the State of Oregon has recently adopted the FBI's categorization method for criminal offenses. Oregon no longer tracks "Part I" and "Part II" crimes. Crimes are now recorded based on the National Incident-Based Reporting System (NIBRS). The Police Department is in the process of reviewing all crime-based performance measures and will reissue measures during the FY 2017-18 Adopted Budget.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Alarm Permits Processed	2,582	2,622	2,682	2,700
Crime Prevention Presentations	51	50	45	45
Number of Neighborhood Watch Groups	117	119	121	121
Review Planned Development Proposals for Community Development Based on Crime Statistics	6	15	30	30

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Crime Prevention - % Change in Stolen Vehicles	41%	-14%	0%	*
Crime Prevention - % Change in Larceny	0%	-30%	0%	*
Crime Prevention - % Change in Residential Burglary	-18%	-22%	0%	*
Change In Number of Alarm Permits Processed	-1.0%	2%	2%	1%
% of Planned Development Proposals Not Requiring Comments or Recommendations	100%	NA	NA	NA
Change in Number of Crime Prevention Presentations	2%	-2%	0%	0%
Change in Number of Neighborhood Watch Groups	0%	3%	1%	0%
All Submitted Planned Development Proposals Reviewed Within One Week From Receipt	100%	NA	NA	NA

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Police Chief	1.00	1.00	1.00	1.00
Assistant Police Chief	0.00	1.00	1.00	1.00
Police Captain	0.00	1.00	1.00	1.00
Confidential Executive Assistant	1.00	1.00	1.00	1.00
Crime Analyst	0.00	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
Business Manager	0.00	1.00	1.00	1.00
Total FTE	3.00	7.00	7.00	7.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.00	7.00	7.00	**Total FTE**	7.00	7.00	7.00	
304,681	695,596	725,581	**51001 - Salaries - Management**	701,330	701,330	701,330	-3.3%
12,584	16,689	9,679	**51006 - Overtime**	18,602	18,602	18,602	92.2%
317,265	712,285	735,260	**Total Personal Services - Salaries**	719,932	719,932	719,932	-2.1%
4,424	8,144	3,735	**52001 - Unemployment**	733	733	733	-80.4%
4,043	13,945	15,469	**52002 - Worker's Compensation**	17,110	17,110	17,110	10.6%
22,359	50,962	57,072	**52003 - Social Security/Medicare**	56,167	56,167	56,167	-1.6%
2,291	5,170	5,402	**52004 - Tri-Met Tax**	5,314	5,314	5,314	-1.6%
58,259	137,065	145,949	**52005 - Retirement**	142,881	142,881	142,881	-2.1%
2,100	4,200	4,200	**52007 - VEBA - ER**	4,200	4,200	4,200	0.0%
358	725	3,717	**52008 - Life Ins/ADD/LTD**	3,717	3,717	3,717	0.0%
1,042	2,317	0	**52009 - Long Term Disability**	0	0	0	0.0%
53,686	103,976	123,587	**52010 - Medical/Dental/Vision**	132,598	132,598	132,598	7.3%
7,041	14,231	0	**52011 - Dental Benefits**	0	0	0	0.0%
0	0	11,170	**52012 - Accrued Vacation**	15,000	15,000	15,000	34.3%
155,603	340,735	370,301	**Total Personal Services - Benefits**	377,720	377,720	377,720	2.0%
2,121	3,307	6,000	**53001 - Office Supplies**	5,625	5,625	5,625	-6.3%
100	3,449	450	**53002 - Small Tools & Equipment**	1,500	1,500	1,500	233.3%
3,688	2,588	10,000	**53003 - Fuel**	5,000	5,000	5,000	-50.0%
5,909	9,344	16,450	**Total Supplies**	12,125	12,125	12,125	-26.3%
3,166	5,844	33,785	**54001 - Professional/Contractual Services**	33,785	33,785	33,785	0.0%
6,226	1,459	15,000	**54003 - Legal Fees**	15,000	15,000	15,000	0.0%
12,378	10,047	13,400	**54006 - Software License and Maintenance**	13,400	13,400	13,400	0.0%
831	0	2,000	**54101 - R & M - Facilities**	2,000	2,000	2,000	0.0%
5,279	2,760	8,000	**54113 - R & M - Vehicles**	8,000	8,000	8,000	0.0%
1,209	0	750	**54114 - R & M - Office Equipment**	750	750	750	0.0%
3,886	6,107	6,200	**54205 - Utilites - Phone/Pager/Cells**	6,500	6,500	6,500	4.8%
987	350	4,000	**54300 - Advertising & Publicity**	4,000	4,000	4,000	0.0%
1,042	1,667	4,368	**54301 - Fees and Charges**	5,743	5,743	5,743	31.5%
970	3,626	1,261	**54302 - Dues & Subscriptions**	2,215	2,215	2,215	75.7%
8,210	13,896	15,450	**54303 - Travel and Training**	17,500	17,500	17,500	13.3%
442	368	1,702	**54309 - Rents and Leases**	1,710	1,710	1,710	0.5%
10,544	22,381	17,900	**54311 - Special Department Expenses**	16,640	16,640	16,640	-7.0%
55,170	68,505	123,816	**Total Services**	127,243	127,243	127,243	2.8%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
37,326	17,515	25,720	**58100 - Indirect Charges- City Management**	34,625	34,625	34,625	34.6%
10,901	25,072	26,334	**58110 - Indirect Charges- Human Resources**	21,504	21,504	21,504	-18.3%
6,116	10,792	12,550	**58120 - Indirect Charges- Risk Management**	12,546	12,546	12,546	0.0%
12,290	19,458	28,129	**58130 - Indirect Charges- Office Services**	35,783	35,783	35,783	27.2%
27,073	12,303	11,640	**58150 - Indirect Charges- Records**	16,072	16,072	16,072	38.1%
344	712	1,186	**58200 - Indirect Charges- Finance Administration**	1,795	1,795	1,795	51.3%
18,096	26,914	28,346	**58210 - Indirect Charges- Financial Operations**	26,638	26,638	26,638	-6.0%
15,567	92,906	106,570	**58230 - Indirect Charges- Technology**	107,573	107,573	107,573	0.9%
3,699	649	827	**58250 - Indirect Charges- Contracts and Purchasing**	2,339	2,339	2,339	182.8%
271	1,045	4,178	**58630 - Indirect Charges- Fleet Maintenance**	2,871	2,871	2,871	-31.3%
48,118	51,700	66,464	**58640 - Indirect Charges- Property**	71,174	71,174	71,174	7.1%
179,801	259,066	311,944	**Total Internal Services**	332,920	332,920	332,920	6.7%
713,748	**1,389,934**	**1,557,771**	**Total Police Administration**	**1,569,940**	**1,569,940**	**1,569,940**	**0.8%**

Tigard Police use bicycle patrol for their parks and trail work.

PROGRAM DESCRIPTION:

The division consists of three shifts operating 24 hours a day, 365 days a year. The Operations Division is responsible for follow-up investigation of misdemeanor, traffic crimes, and many non-person felony crimes. This division is comprised of uniformed Patrol, Traffic Officers and Community Service Officers who specialize as first responders to calls for service. The division includes the Reserve Officers program, which is comprised of volunteer officers who are trained and certified to supplement patrol officer efforts as directed. Officers connect with citizens and business owners in proactive community-based policing efforts utilizing the *District Officer* concept. The practice of permanently assigning officers to particular districts enhances their knowledge of geographic specific problems related to safety and security of Tigard's neighborhoods.

The Department has one sergeant and five outsourced officers with TriMet as part of the inter-jurisdictional transit police force that patrol bus, MAX and WES lines throughout the Portland metro region. The salaries and benefits of these positions are reimbursed by TriMet.

PROGRAM RESULTS:

The Operations Division successfully carried out the directives of Police Department in support of our mission, vision and goals by:

- Providing rapid patrol response to Priority 1 calls for service as well as non-emergency response to routine calls for service.
- Solving and preventing community issues and working in partnership with citizens, businesses, and neighboring agencies to create the highest level of livability possible; and
- Coordinating the department's training to ensure compliance with the Department of Public Safety and Standards Training requirements and changes in best-practices in law enforcement

There continues to be a decline in the department's self-initiated call levels from the prior year due to decreased staffing levels.

Self-initiated calls, the cornerstone of community policing, include any proactive action an officer takes in order to evaluate and address community concerns before they develop into more serious problems. These are the types of encounters that remove historical barriers between the community and its police officers. Examples include directed traffic stops into areas identified as hot spots by our DDACTS analysis, trail and pathway patrols to reduce quality-of-life barriers to full and safe usage, security checks and target hardening assessments where officers can interact in advance to issues business and citizens see as important to them, and other general livability issues based on changes to seasonal patterns or crime trends. Reasons for the decline include increased dispatched 911 calls for service as well as fewer existing officers patrolling a larger geographic area. This combination leads to more time spent driving between calls and less discretionary problem solving time where officers can directly interact with the citizens they serve.

ACCOMPLISHMENTS:

FY 2015-2016:

Connections

The department reconstituted its formal bicycle patrol with 17 new and re-certified officers. Officers ride in pairs patrolling the trails and parks all year round in order to enhance pedestrian safety. This new patrol group has met with great success, providing a visual deterrent to crime while allowing the officers more opportunities to speak with citizens about concerns in their immediate neighborhoods. In inclement weather these same officers can be assigned to our All Terrain Vehicles to allow them to continue patrolling when a bicycle is not practical.

Members of the division participated in numerous community events throughout the year strengthening ties with citizens and businesses. Events included:

- Festival of Balloons
- Fourth of July parade and fireworks display
- Trick-or-Treat on Main Street
- City of Tigard Christmas tree lighting
- Tigard High School athletic events and graduation
- Prescription drug take back events
- Oregon Special Olympics Tip-A-Cop fundraiser
- "Coffee with a Cop" events
- Distract Driver Diversion classes

Additional community connections successfully maintained throughout the year include:

- Partnered with Oregon Department of Transportation (ODOT) and Oregon Impact to targeted Driving Under the Influence of Intoxicants (DUII) enforcement, Child Safety Seat inspections, Pedestrian Safety Enhancement enforcement as well as Seat Belt enforcement missions and targeted Construction Workzone traffic enforcements.
- Continued All-Terrain Vehicle (ATV) Team patrols in the city parks and the Westside Express rail alignment. The ATV Team worked during festivals, city events, and when inclement weather necessitated their use to get to locations where patrol vehicles were unable to negotiate to render aid and police services.

Investments

- Participated in several multi-agency active shooter table-top and tactical exercises.
- Participated with the Tigard Tualatin School District in the Emergency Planning exercises including lock-in, lock-out and reunification drills.
- Maintained training requirements for all patrol officers for DUII and State required Intoxilyzer testing procedures, provided follow-up refreshers for Standardized Field Sobriety Testing
- Continued to assign patrol officers to established patrol beats every six months across three shifts, allowing increased familiarity and ownership of specific areas they work.
- Continued to lead the metropolitan area with a highly desirable police motorcycle training program involving multiple outside agencies. Leading several inter-agency motor training events and participated in regional and local traffic details.

Efficiencies

- Continued to work with our regional partners refining and learning from the new Regional Justice Information Network (RegJIN) data system.
- The department has begun to recognize the impact of two fully functioning canine teams with the addition of Diesel.
- Refined tools to measure performance and performance measurement through the crime analyst. Continued to meet weekly with department command staff to assist supervisors with direction of divisional patrol efforts and assets.
- Department's Drug Recognition Expert continues to provide specialized consultations as a resource to patrol officers in the detection and apprehension of impaired drivers.
- When fully staffed, placed additional emphasis on traffic safety and heightened enforcement through the use of assigned "wild" cars on shift overlaps and when all patrol districts are filled day-to-day. These officers have the ability to perform the same mission as a extra Traffic Safety Officer during commute hours, focusing enforcement efforts on problem areas for increased police visibility.
- Continued participation in TriMet's transit police program with six dedicated officers enhancing rider safety along the platforms and the alignment.

GOALS & OBJECTIVES:

FY 2016-2017:

Connections

- Hold district car meetings monthly, bi-monthly, and quarterly to ensure that patrol lieutenants and patrol sergeants are assigned areas of responsibilities based on the district cars for reporting and response to citizen needs and project coordination.
- Refine Coffee-with-a-Cop program in order to interact with a wider audience of citizens.
- Watch Commanders to continue to focus on accountability for the Crime Analyst and District Officers to address crime 'hot spots' from Data Driven Approaches to Crime and Traffic Safety (DDACTS) intelligence briefings.

Investments

As law enforcement technology requirements continue to evolve at an ever increasing pace, the department will continue its strategic review of short and medium term technology needs to develop the most cost effective solutions. The department will continue replacement of all mobile and portable radios by January 2018 in order to comply with security mandates requiring digital and encryption capabilities.

Additional investments include:

- Continue crisis intervention training to better address community mental health issues and continued collaboration with mental health service providers to address problem areas within the community.
- Continue implementation of intermediate and advanced training for response to Weapons of Mass Destruction (WMD) and Active Shooter events.
- Focus training efforts on relocation planning and logistics for continuity of operations in staff coordination with the City of Tigard Emergency Operations Plan.
- Continue to pursue training opportunities for supervisory and management staff in the areas of tactical response, police liability, emergency and incident management and best practice management skills for developing internal management candidates.

Efficiencies

The division will continue to:

- Respond to Priority 1 calls for service within four minutes.
- Evaluate problem solving projects and make changes to maintain effectiveness.
- Continue to work with fleet management to identify and implement cost saving processes while evaluating department's future vehicle needs.

* Please see note on performance measures at the end of Police Administration "Goals & Objectives" section.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Dispatched Calls for Service (911 and Sgt)	19,685	20,105	19,948	20,000
Self-Initiated by Officer During Uncommitted Time	29,155	27,142	23,351	25,000
Total Calls for Service	48,840	47,247	43,299	45,000
Number of Traffic Citations Issued	7,177	6,462	5,745	6,000
Number of Traffic Enforcement Events	10	6	NA	NA
Number of Problem-Solving Projects	8	32	33	35
Number of Special Events Covered	19	19	22	22

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Change in Part I Crimes	-1.0%	-17%	*	*
Change in Part II Crimes	-12.0%	-7%	*	*
Clearance of Problem Solving Cases	75%	53%	88%	90%
Traffic Complaints Responded To	100%	100%	100%	100%
Average response Time to Priority 1 Calls (Minutes)	5.1	4.2	5.2	4.0
Change In Number of Total Citations	-20%	-9%	7%	-11%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Assistant Police Chief	1.00	0.00	0.00	0.00
Community Service Officer	2.00	2.00	2.00	2.00
Police Lieutenant	2.00	2.00	2.00	2.00
Police Officer	37.00	36.00	37.00	42.00
Police Sergeant	8.00	7.00	7.00	7.00
Total FTE	50.00	47.00	48.00	53.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
50.00	47.00	48.00	Total FTE	49.00	52.00	53.00	
1,004,199	871,665	907,852	**51001 - Salaries - Management**	879,469	879,469	879,469	-3.1%
2,634,214	2,601,165	2,798,923	**51003 - Salaries - Police**	2,743,020	2,924,835	2,985,440	6.7%
252,624	326,512	308,504	**51006 - Overtime**	413,230	427,030	431,630	39.9%
232,927	226,123	254,250	**51007 - Incentive Pay**	248,549	258,094	261,276	2.8%
4,123,964	4,025,465	4,269,529	**Total Personal Services - Salaries**	4,284,268	4,489,428	4,557,815	6.8%
57,430	45,910	21,817	**52001 - Unemployment**	4,376	4,559	4,620	-78.8%
100,382	119,615	114,259	**52002 - Worker's Compensation**	139,406	145,508	147,542	29.1%
313,603	304,314	333,696	**52003 - Social Security/Medicare**	334,884	348,792	353,428	5.9%
29,694	29,169	31,561	**52004 - Tri-Met Tax**	31,711	33,031	33,471	6.1%
771,049	725,831	788,550	**52005 - Retirement**	916,737	945,809	955,500	21.2%
40,952	39,911	40,500	**52007 - VEBA - ER**	41,400	44,100	45,000	11.1%
3,325	3,150	10,200	**52008 - Life Ins/ADD/LTD**	10,339	10,759	10,899	6.9%
6,299	5,742	0	**52009 - Long Term Disability**	0	0	0	0.0%
752,720	786,642	912,939	**52010 - Medical/Dental/Vision**	1,093,055	1,162,055	1,185,055	29.8%
84,314	84,950	0	**52011 - Dental Benefits**	0	0	0	0.0%
0	0	97,623	**52012 - Accrued Vacation**	102,000	102,000	102,000	4.5%
2,159,768	2,145,235	2,351,145	**Total Personal Services - Benefits**	2,673,908	2,796,613	2,837,515	20.7%
6,770	13,961	14,375	**53001 - Office Supplies**	14,875	14,875	14,875	3.5%
84,270	173,232	157,050	**53002 - Small Tools & Equipment**	143,680	168,430	176,680	12.5%
104,485	77,352	132,000	**53003 - Fuel**	132,000	138,900	141,200	7.0%
16,035	59,850	56,553	**53005 - Ammunition and Range Supplies**	42,723	42,723	42,723	-24.5%
94,161	94,720	129,500	**53006 - Technology Equipment under $5,000**	148,669	163,041	167,831	29.6%
305,721	419,115	489,478	**Total Supplies**	481,947	527,969	543,309	11.0%
6,187	22,044	16,925	**54001 - Professional/Contractual Services**	16,925	16,925	16,925	0.0%
25,236	19,267	11,341	**54006 - Software License and Maintenance**	15,115	15,115	15,115	33.3%
320	1,514	1,000	**54101 - R & M - Facilities**	1,000	1,000	1,000	0.0%
83,815	102,590	110,000	**54113 - R & M - Vehicles**	85,000	85,000	85,000	-22.7%
1,530	0	0	**54114 - R & M - Office Equipment**	0	0	0	0.0%
18,880	48,176	56,000	**54205 - Utilites - Phone/Pager/Cells**	58,500	58,500	58,500	4.5%
0	0	0	**54300 - Advertising & Publicity**	0	0	0	0.0%
810	2,934	12,850	**54301 - Fees and Charges**	12,100	12,100	12,100	-5.8%
465	490	1,725	**54302 - Dues & Subscriptions**	1,855	1,855	1,855	7.5%
16,689	22,134	28,060	**54303 - Travel and Training**	30,800	34,100	35,200	25.4%
0	1,170	1,300	**54306 - Credit Card Fees**	1,300	1,300	1,300	0.0%
41,111	57,086	69,000	**54311 - Special Department Expenses**	80,000	87,950	92,221	33.7%
195,043	277,405	308,201	**Total Services**	302,595	313,845	319,216	3.6%
286,306	219,491	232,098	**56003 - Vehicles**	232,500	232,500	232,500	0.2%
200,850	11,826	0	**56004 - Computer Hardware and Software**	0	0	0	0.0%
487,156	231,317	232,098	**Total Capital Improvement**	232,500	232,500	232,500	0.2%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
99,622	102,644	146,859	**58100 - Indirect Charges- City Management**	172,160	172,160	172,160	17.2%
181,682	171,919	176,814	**58110 - Indirect Charges- Human Resources**	150,531	150,531	150,531	-14.9%
156,449	192,884	201,856	**58120 - Indirect Charges- Risk Management**	189,141	189,141	189,141	-6.3%
26,700	25,035	30,435	**58130 - Indirect Charges- Office Services**	29,364	29,364	29,364	-3.5%
1,439	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
3,931	4,321	6,795	**58200 - Indirect Charges- Finance Administration**	11,270	11,270	11,270	65.9%
78,004	91,950	92,326	**58210 - Indirect Charges- Financial Operations**	87,775	87,775	87,775	-4.9%
120,018	137,100	132,984	**58230 - Indirect Charges- Technology**	158,117	158,117	158,117	18.9%
14,922	5,883	8,229	**58250 - Indirect Charges- Contracts and Purchasing**	20,202	20,202	20,202	145.5%
97,621	68,353	85,390	**58630 - Indirect Charges- Fleet Maintenance**	106,731	106,731	106,731	25.0%
167,070	179,505	230,770	**58640 - Indirect Charges- Property**	247,123	247,123	247,123	7.1%
947,458	979,596	1,112,458	**Total Internal Services**	1,172,414	1,172,414	1,172,414	5.4%
8,219,110	**8,078,133**	**8,762,909**	**Total Police Operations**	**9,147,632**	**9,532,769**	**9,662,769**	**10.3%**

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary Total FTE	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
0	50,000	35,000	**53002 - Small Tools & Equipment**	100,000	100,000	100,000	185.7%
0	50,000	35,000	**Total Supplies**	100,000	100,000	100,000	185.7%
0	**50,000**	**35,000**	**Total Police Operations**	**100,000**	**100,000**	**100,000**	**185.7%**

A small portion of Police Operations is funded from the Criminal Forfeiture fund. Prior to FY 2014, these funds were transferred to the General Fund. In FY 2017, the expenditures are being made directly out of the Criminal Forfeiture fund.

PROGRAM DESCRIPTION:

The detectives in the Criminal Investigations Unit (CIU) investigate serious crimes against persons and property including investigations of all manners of death, assault, arson in collaboration with fire investigators, sex abuse, child abuse, hate crime, elder abuse, rape, pattern burglary, major theft, fraud and computer crime, as well as cases that require specialized training and experience.

The department has three out-sourced detectives working with regional interagency teams:

- Washington County Westside Interagency Narcotics Team – one detective
- Drug Enforcement Administration's anti-narcotics task force – one detective
- METRO's Solid Waste Enforcement Team – one detective

The Commercial Crimes Unit (CCU) detectives use a team-oriented policing partnership specifically addressing commercial and business crimes, particularly in the expanding occurrences of organized retail crime. CCU meets this objective by conducting focused, proactive investigations; providing training and educational opportunities to local businesses, and working directly with business owners to reduce their security risks.

School Resource Officers (SROs) serve the Tigard-Tualatin School District at elementary, junior and high school levels by visibly interacting with staff and students at their corresponding schools and after-school events. The SROs provide investigative assistance to the Operations Division on matters involving schools, investigate reports of child abuse and neglect, and conduct follow-up investigations relating to school-age missing persons. SROs teach Gang Resistance Education to fourth and sixth grade students as well as Internet safety, "I Can Do This!" child safety classes, suicide prevention, and self-defense. The SROs manage the department's Cadet Program.

The Cadet Program provides young people between the ages of 16 and 20 the opportunity to explore a potential career in law enforcement. Cadets complete 80 hours of academy training including topics such as report writing, traffic stops, defensive tactics and criminal law.

The Records Management Unit supports sworn personnel by providing timely information used in the apprehension and prosecution of criminals. Records specialists process internal and external records requests as well as manage data with various law enforcement records management systems, processing traffic citations, field interrogations cards, false alarm notifications, incident cards and liquor license applications.

The Property and Evidence Specialists record and maintain the chain of custody for evidence and found property, ensuring the proper release of items to owners, and manage the destruction of evidence per statute of limitations and court orders. The unit supports all sworn personnel with the release of by evidence for court presentations.

The Youth Services Program Specialist administers the Tigard Youth Peer Court program, coordinates referrals to juvenile courts, and supports the SROs. The Youth Services Program Specialist functions as the department's liaison to the Tigard Youth Advisory Council as well as other local youth-focused programs.

PROGRAM RESULTS:

Services Division

The Services Division carries out the directives of the Police Department in support of our mission, vision and goals with the following units and services:

- Criminal Investigations
- Commercial Crimes
- School Resource Officers
- Cadet Program
- Records Management
- Property and Evidence
- Peer Court

ACCOMPLISHMENTS:

FY 2015-2016:

Connections

Officers have continued successful involvement with multi-jurisdictional groups and agencies. Participation with the highlighted organizations below continues to be beneficial for Tigard and regional law enforcement efforts:

- Crisis Negotiation Unit
- Tactical Negotiations Team
- Vulnerable Adult Multi-Disciplinary Team
- Child Abuse Multi-Disciplinary Team
- Sex Abuse Multi-Disciplinary Team
- Metro Area Robbery Team
- FBI Lost Innocence Task Force
- FBI Joint Terrorism Task Force
- Major Crimes Team
- Intellectual Property Crime Enforcement Task Force
- Oregon Department of Justice Terrorism Intelligence and Threat Assessment Network
- Oregon Liquor Control Commission and State of Oregon
- Tigard Tualatin School District

The Commercial Crimes Unit has leveraged the resources of other law enforcement organizations in order to successfully close several high priority cases. Partnerships, such as these, have demonstrated positive signs of reducing theft activity for Tigard's higher-end retailers.

Investments

The Cadet Program has been expanded and strengthened over the past year. The program now has 12 active cadets who support the department by patrolling community events including the annual Tree Lighting, Trick-or-Treat on Main Street and the Tigard High School Homecoming parade. The volunteer cadets create a positive public image while assisting with traffic control and providing a visual security presence – they are linked to police officers via the radio and can call for law enforcement assistance quickly. Many of the cadets attended the recent Law Enforcement Challenge

cadet competition for Oregon and southwest Washington. Tigard cadets won awards in the "Crime Scene Investigation" event and in the team "Firearms" competition.

Based on the overwhelming success of the women's self-defense class that had been in place for several years, Tigard PD created a self-empowerment and self-defense class for girls between the ages 13 to 18. The result is "Be That Girl!", a two hour presentation and workshop that covers topics such as dating, dating violence, identifying risk and finding your voice. The workshop explores options for dealing with potential threats while developing confidence while giving the girls an opportunity to practice physically defending themselves. The classes to date have been sold out.

Efficiencies
Tigard's School Resource Officers have been working closely with the Tigard Tualatin School District to refine the law enforcement / school coordination and implement a protocol known as "I Love You Guys" in order to better prepare for reunifying students and parents after a potential critical incident. Tigard PD and Tigard High School have run drills with students and attended trainings with other first responders and school representatives.

This has been an unprecedented time for members of Tigard PD's Criminal Investigations Unit. The detectives have investigated four homicides over a 12 month timeframe, each with an investigation period that can last up to several years. Even though homicides are, thankfully, not common in Tigard, our detectives keep up-to-date on critical investigative and technical skills. Our CIU detectives participate in several regional law enforcement task forces including Major Crimes, the Crisis Negotiations Unit and other multi-disciplinary teams as well as attending annual best practices trainings and reviewing high-profile case studies from other jurisdictions.

GOALS & OBJECTIVES:
FY 2016-2017:

Connections
The division will continue its connections with the community through partnerships established by the Criminal Investigations Unit, Commercial Crimes Unit, School Resource Officers and Tigard Peer Court.

Investments

- Continue focus on the Elder Victims Response Program where a staff member assists a detective with follow-up on vulnerable adults and elder abuse cases. The program targets victim support services and provides resources.
- Prepare for succession of executive staff members by investing in the International Public Safety Leadership and Ethics Institute, the Oregon Executive Development Institute as well as other statewide executive level classes for managers and supervisors.

Efficiencies
The Services Division will continue to focus on leveraging technology and system consistencies with respect to changes in scheduling (inTime), Citation/Crash investigations and Court coordination (Report Beam e-Ticketing), changes to dispatching (new CAD platform Tiburon), data management (upgrades to RegJIN), and paperless report writing (MRE).

* Please see note on performance measures at the end of Police Administration "Goals & Objectives" section.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Commercial Crimes Unit - Number of Cases Investigated	252	208	134	150
Commercial Crimes Unit - Number of Problem Solving Projects	25	26	20	25
Commercial Crimes Unit - Number of Business Contacts Made	550	440	440	440
Number of Cases Assigned to SROs and Detectives	309	208	236	250
Number of Cases Cleared from SRO's and Detectives	187	84	108	110
Number of Graffiti Incidents Reported	155	171	118	125
Number of Reports Processed (Records Unit)	10,660	10,600	11,205	11,300
Number of Training Requests Processed	510	743	938	950

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Commercial Crimes Unit - % Cases Cleared	60%	65%	65%	*
Commercial Crimes Unit - % Change in Foregery/Counterfeit Crimes Reported	-50%	-18%	*	*
Commercial Crimes Unit - % Change in Burglary Crimes Reported	-15%	-28%	*	*
Commercial Crimes Unit - % Change in Larceny Crimes Reported	-5.0%	-19%	*	*
Commercial Crimes Unit - % Change in Fraud Crimes Reported	0%	14%	*	*
Commercial Crimes Unit - % Change in Embezzlement Crimes Reported	0%	-33%	*	*
Commercial Crimes Unit - % Businesses Contacted Participating in Hardening Programs	60%	60%	60%	NA
Compliance with Graffiti Removal	100%	NA	NA	NA
PPDS Cases Entered within 48 Hours	85%	50%	NA	NA

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Business Manager	1.00	0.00	0.00	0.00
Crime Analyst	1.00	0.00	0.00	0.00
Detective Secretary	1.00	1.00	1.00	1.00
Police Captain	1.00	0.00	0.00	0.00
Police Lieutenant	1.00	2.00	2.00	2.00
Police Officer	15.00	15.00	16.00	15.00
Police Records Specialist	5.00	5.00	5.00	5.00
Police Records Supervisor	1.00	1.00	1.00	1.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Technology Specialist	1.00	0.00	0.00	0.00
Property Evidence Specialist	2.00	2.00	2.00	2.00
Youth Services Program Specialist	0.50	0.50	0.50	0.50
Total FTE	31.50	28.50	29.50	28.50

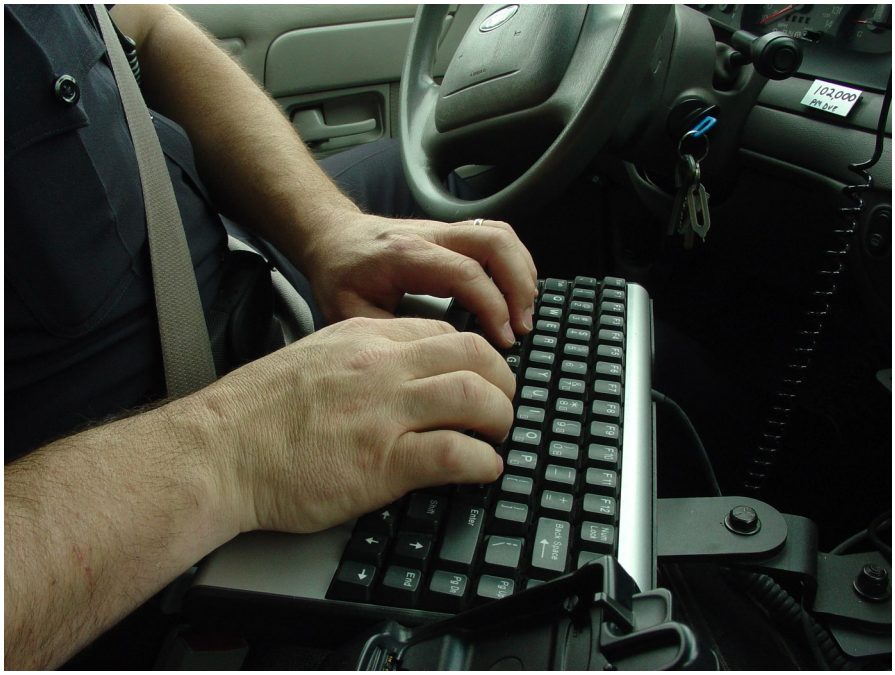
FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
31.50	28.50	29.50	Total FTE	28.50	28.50	28.50	
683,160	505,095	502,303	**51001 - Salaries - Management**	486,050	486,050	486,050	-3.2%
1,445,959	1,448,770	1,586,101	**51003 - Salaries - Police**	1,493,744	1,493,744	1,493,744	-5.8%
0	0	26,445	**51004 - Part Time - Regular**	0	0	0	-100.0%
28,057	17,576	38,813	**51005 - Part Time - Temporary**	45,000	45,000	45,000	15.9%
139,323	209,934	185,236	**51006 - Overtime**	241,015	241,015	241,015	30.1%
198,486	192,812	228,950	**51007 - Incentive Pay**	203,021	203,021	203,021	-11.3%
2,494,985	2,374,186	2,567,848	**Total Personal Services - Salaries**	2,468,830	2,468,830	2,468,830	-3.9%
34,956	27,246	12,849	**52001 - Unemployment**	2,517	2,517	2,517	-80.4%
48,235	58,803	54,152	**52002 - Worker's Compensation**	67,181	67,181	67,181	24.1%
189,387	180,329	196,282	**52003 - Social Security/Medicare**	192,700	192,700	192,700	-1.8%
18,080	17,252	18,584	**52004 - Tri-Met Tax**	18,235	18,235	18,235	-1.9%
445,747	440,159	485,421	**52005 - Retirement**	481,974	481,974	481,974	-0.7%
26,131	23,282	25,500	**52007 - VEBA - ER**	24,600	24,600	24,600	-3.5%
2,132	1,787	6,131	**52008 - Life Ins/ADD/LTD**	5,991	5,991	5,991	-2.3%
4,245	3,256	0	**52009 - Long Term Disability**	0	0	0	0.0%
453,761	392,627	517,826	**52010 - Medical/Dental/Vision**	544,086	544,086	544,086	5.1%
53,248	41,899	0	**52011 - Dental Benefits**	0	0	0	0.0%
0	0	61,207	**52012 - Accrued Vacation**	60,200	60,200	60,200	-1.6%
1,275,922	1,186,640	1,377,952	**Total Personal Services - Benefits**	1,397,484	1,397,484	1,397,484	1.4%
20,633	22,782	45,080	**53001 - Office Supplies**	42,830	42,830	42,830	-5.0%
10,133	12,000	36,335	**53002 - Small Tools & Equipment**	24,230	24,230	24,230	-33.3%
29,637	29,718	36,500	**53003 - Fuel**	41,500	41,500	41,500	13.7%
0	690	0	**53005 - Ammunition and Range Supplies**	0	0	0	0.0%
21,623	30,151	15,000	**53006 - Technology Equipment under $5,000**	15,000	15,000	15,000	0.0%
82,026	95,341	132,915	**Total Supplies**	123,560	123,560	123,560	-7.0%
645,145	627,782	737,350	**54001 - Professional/Contractual Services**	729,950	729,950	729,950	-1.0%
16,456	10,664	40,509	**54006 - Software License and Maintenance**	40,929	40,929	40,929	1.0%
1,913	95	4,000	**54101 - R & M - Facilities**	4,000	4,000	4,000	0.0%
19,064	24,976	31,000	**54113 - R & M - Vehicles**	25,000	25,000	25,000	-19.4%
95	0	500	**54114 - R & M - Office Equipment**	500	500	500	0.0%
0	0	0	**54115 - Vehicle Usage**	0	0	0	0.0%
37,872	31,507	36,000	**54205 - Utilites - Phone/Pager/Cells**	36,000	36,000	36,000	0.0%
121	187	0	**54300 - Advertising & Publicity**	0	0	0	0.0%
3,632	963	3,413	**54301 - Fees and Charges**	3,420	3,420	3,420	0.2%
2,009	1,544	2,485	**54302 - Dues & Subscriptions**	2,500	2,500	2,500	0.6%
21,126	21,113	31,825	**54303 - Travel and Training**	31,825	31,825	31,825	0.0%
29,878	32,658	32,000	**54309 - Rents and Leases**	44,800	44,800	44,800	40.0%
17,176	16,774	36,900	**54311 - Special Department Expenses**	31,920	31,920	31,920	-13.5%
7,200	0	0	**54900 - Drug Enforcement Expenses**	0	0	0	0.0%
801,687	768,263	955,982	**Total Services**	950,844	950,844	950,844	-0.5%
0	32,099	4,802	**56003 - Vehicles**	0	0	0	-100.0%
1,650	1,872	0	**56004 - Computer Hardware and Software**	0	0	0	0.0%
1,650	33,971	4,802	**Total Capital Improvement**	0	0	0	-100.0%

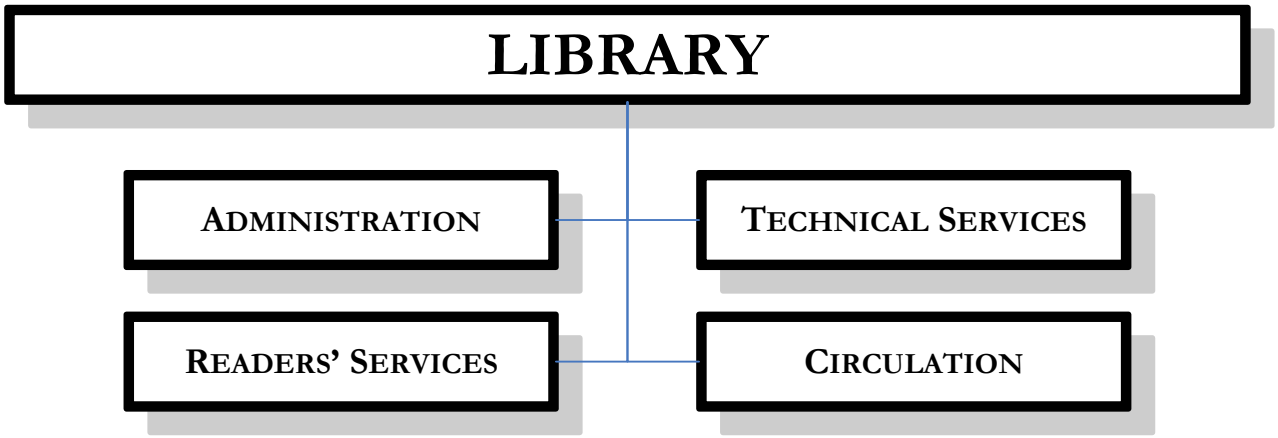
FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
63,428	61,821	90,641	**58100 - Indirect Charges- City Management**	103,271	103,271	103,271	13.9%
114,460	102,077	107,217	**58110 - Indirect Charges- Human Resources**	87,554	87,554	87,554	-18.3%
38,853	45,619	49,736	**58120 - Indirect Charges- Risk Management**	48,350	48,350	48,350	-2.8%
19,145	16,784	23,805	**58130 - Indirect Charges- Office Services**	24,490	24,490	24,490	2.9%
955	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
2,610	2,736	4,366	**58200 - Indirect Charges- Finance Administration**	7,079	7,079	7,079	62.1%
61,162	74,270	75,757	**58210 - Indirect Charges- Financial Operations**	68,879	68,879	68,879	-9.1%
104,601	157,058	177,415	**58230 - Indirect Charges- Technology**	245,783	245,783	245,783	38.5%
8,840	6,305	6,064	**58250 - Indirect Charges- Contracts and Purchasing**	7,700	7,700	7,700	27.0%
34,325	20,524	19,320	**58630 - Indirect Charges- Fleet Maintenance**	25,985	25,985	25,985	34.5%
448,379	487,195	554,321	**Total Internal Services**	619,091	619,091	619,091	11.7%
5,104,649	**4,945,597**	**5,593,820**	**Total Support Services**	**5,559,809**	**5,559,809**	**5,559,809**	**-0.6%**

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary Total FTE	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
2,499	43,288	35,000	**53002 - Small Tools & Equipment**	50,000	50,000	50,000	42.9%
2,499	43,288	35,000	**Total Supplies**	50,000	50,000	50,000	42.9%
3,500	0	0	**54001 - Professional/Contractual Services**	0	0	0	0.0%
4,500	2,500	0	**54311 - Special Department Expenses**	0	0	0	0.0%
8,000	2,500	0	**Total Services**	0	0	0	0.0%
10,499	**45,788**	**35,000**	**Total Support Services**	**50,000**	**50,000**	**50,000**	**42.9%**

A small portion of Police Support Services is funded from the Criminal Forfeiture fund. Prior to FY 2014, these funds were transferred to the General Fund. In FY 2017, the expenditures are being made directly out of the Criminal Forfeiture fund.

The average lifespan of a Tigard police car is about 5-6 years. Each car is equipped with a Mobile Data computer. For safety reasons, this computer shuts off automatically when the car's speed gets up to a certain level. Additionally, each car has a camera in the front and back that is activated once an officer turns on their lights and siren. Each car tracks its speed, braking and turn signal usage, which is used when needed for investigative purposes.





Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	38.30	34.80	38.30	38.30	38.30	38.30	0.0%
Budget By Category							
Personal Services	2,956,437	2,923,151	3,344,274	3,296,128	3,296,128	3,296,128	-1.4%
Materials & Services	623,470	656,066	771,793	751,183	751,183	751,183	-2.7%
Interdepartmental Costs	1,436,096	1,560,596	1,799,899	1,906,670	1,906,670	1,906,670	5.9%
Capital Outlay	0	297,609	60,165	17,165	17,165	17,165	-71.5%
Total All Category	5,016,003	5,437,422	5,976,131	5,971,146	5,971,146	5,971,146	-0.1%
Budget By Division							
Library Administration	615,767	958,910	813,978	724,697	724,697	724,697	-11.0%
Reader Services	2,412,007	2,456,400	2,804,738	2,816,978	2,816,978	2,816,978	0.4%
Technical Services	692,051	671,436	785,494	705,126	705,126	705,126	-10.2%
Circulation	1,296,177	1,350,676	1,571,921	1,724,345	1,724,345	1,724,345	9.7%
Total All Division	5,016,003	5,437,422	5,976,131	5,971,146	5,971,146	5,971,146	-0.1%
Budget by Fund							
General Fund - 100	5,016,003	5,437,422	5,976,131	5,971,146	5,971,146	5,971,146	-0.1%
Criminal Forfeiture Fund - 240	0	0	0	0	0	0	0.0%
Library Donations and Bequests	0	0	0	0	0	0	0.0%
Total All Fund	5,016,003	5,437,422	5,976,131	5,971,146	5,971,146	5,971,146	-0.1%

PROGRAM DESCRIPTION:

The Tigard Library acquires, organizes and provides customer assistance in accessing materials, data and services to meet the informational, educational and recreational needs of the community. The library fosters life-long learning with an array of programs and services to encourage development of well-rounded citizens.

Library Administration oversees the operations of the library. It manages volunteer and public information activities. Both volunteer and public information efforts were essential in managing the impacts of closing on Thursdays. The public information arm of the division spearheaded the successful library levy information campaign for Tigard voters. Volunteers are instrumental in providing timely shelving after the automated check-in system was installed. The public information function informs the public and the media about changes in operations, programs and services, such as re-opening on Thursdays.

Library publications have informed patrons about library services. With emerging technologies altering the ways people get information, the library has incorporated online resources into its promotional efforts, including Facebook and Twitter.

The volunteer program relied on 425 people to provide services to the library. The volunteer corps is as diverse as our community, ranging in ages from pre-teens to seniors. New volunteers are sometimes unemployed or looking for new jobs. Volunteering helps them learn new skills, feel productive and boost their résumés.

Library Administration is the liaison between the Friends of the Tigard Library, the Tigard Foundation and library staff. The Friends continued their generous contributions to enable the library to provide a robust variety of programs, as well as provide books and other materials for children's and teens' book discussion groups. In fiscal year 2014-15, the Friends provided $20,000 to the library which was used to sponsor programs for adults and books for children's and teens' book discussion groups, as well as equipment and materials. The Library Foundation has been reinvigorated and has engaged in long-term planning efforts for the library.

PROGRAM RESULTS:

- The library serves the Tigard community by promoting reading and providing materials in all formats to meet residents' informational, cultural, educational and recreational needs.
- The library has adequate space for programs and services.
- The Tigard community is aware of and participates in library programs and services.
- Internal and external customers receive efficient and timely service.
- The library plays an important role in helping people become knowledgeable and keep current in a fast-paced, information-driven society.
- The community can become closely involved in the library through its volunteer program.

• Offered several programs to support the City's Strategic Plan goals related to walkability and helping people connect to the city and each other.

ACCOMPLISHMENTS:

FY 2015-2016:

• With public and staff input, the library completed and began to implement *Tomorrowland*: the Library's new Strategic Plan for 2015-2020. Coordinated publicity efforts to educate the public and encourage participation.
• Developed and spearheaded the library's information campaign for the successful countywide library levy. Countywide, the measure was approved 64 percent to 36 percent. The levy passed in every Tigard precinct.
• Responded to inquiries about being closed on Thursdays until the library levy passed.
• When the levy passed, the library mounted a public information campaign to inform people about when it would re-open on Thursdays. On the first Thursday, patrons checked out nearly 1,800 items.
• After approval of the levy, the library hired staff to assist with the additional workload as a result of re-opening on Thursdays, as authorized by the Budget Committee.
• Conducted annual patron survey in both English and Spanish. In Fiscal Year 2014-2015, the library received 2,781 responses. By offering several ways for people to fill out the survey in the library and on-line, the library encouraged people to respond whether or not they used the library. Patrons who receive the ***Books and Bits*** e-newsletter could also access the survey from their email.
•The survey asked people how they learned about library programs and services. The results were used to expand ways of informing the public about the library, ranging from new services like the automated check-in system to the library levy.
• Ran a series in the ***Books and Bits*** e-newsletter to address questions and concerns from survey respondents' open-ended comments and to inform and correct misconceptions. The newsletter is emailed monthly to more than 30,000 subscribers.
• Initiated and publicized library activities that helped promote goals of City's Strategic Plan, particularly those related to walkability and community outreach.
• Assisted with citywide communications efforts to promote the City's Strategic Plan.
Installed an automated check-in system (AMH) to improve efficiency of operations. Initiated a vigorous public information campaign to educate the public about the new system and encourage them to use it. Publicity included a video that was produced in-house showing how to use the system and how it worked behind -the-scenes.
• Continued to provide training to educate staff on responding to emergencies.
• Continued to track volunteer retention rates.
• Recruited and managed 425 volunteers.
• Several volunteers took on new duties to accommodate operational changes necessitated by the installation of the automated check-in system (AMH), including sorting bins, shelving or searching for reserved items.
• Fine-tuned the summer teen volunteer program to better meet the needs of the library.
Continued to refine the Teen Leader aspect of summer volunteering. A total of 65 teens volunteered 2,091 hours during the summer. At the end of the summer, 92 percent said they planned to volunteer at the library again.

- Held volunteer recognition event to acknowledge the dedication and hard work of the supportive volunteers who are so important to library operations.
- Continued successful relationship with the Friends of the Library who raise funds through their popular book sales. Among the programs they supported were the Adult Summer Reading program, kids and teens book groups and adult musical and cultural programs throughout the year.
- Collaborated with new city graphic designer to continue to enhance the professional design of publications to communicate with the public about library programs and services.
- Continued to update and enhance the library's pages on the City website.
- Continued popular Food for Fines program, which allowed patrons to reduce or eliminate their fines by donating a can of food for each dollar of fines owed up to $10.
- Installed a self-checkout machine in Children's Room.
- Provided wireless printing for the public.
- Developed partnership with Tigard Tualatin Aquatic District to provide reading incentives for the 2015 children's and teens' summer reading programs.
- Continued to collaborate with the Tigard Library Foundation in their efforts to assess future needs for the library.

GOALS & OBJECTIVES:

FY 2016-2017:

- Publicize and implement goals and objectives of *Tomorrowland*, the library's 2015-2020 Strategic Plan.

- Analyze the effectiveness of the automated materials handling system (AMH) in improving efficiency of operations.

- Continue to build relationships with young people throughout the community through school groups, Peer Court referrals, Scouts and others who volunteer in groups at the library.

- Continue to host groups of all ages to expand the volunteer community and introduce library services to more people through volunteering.

- Explore Instagram and other social media formats to expand efforts to educate the public about library programs and services.

- Identify new ways to publicize the library in addition to social media.

- Investigate additional ways to promote the Library as a community gathering place.

- Continue to work with the Friends of the Tigard Library and The Tigard Library Foundation to generate funds in order to further support the library.

- Implement changes in programs, or operations based on feedback from the annual survey.

- Continue to coordinate with other city staff to implement and publicize the city's Strategic Plan.

- Create more partnerships between the library and organizations in the community to heighten community awareness of and participation in both library and other city programs and to determine how the library might assist other organizations with their missions.

- Participate in the city's Facility Planning and Visioning study that will focus on planning for the community's future facility needs.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Value of volunteer hours *Hourly calculation rate changed	612,318	544,692	418,000	440,000
Number of volunteer hours per year	28,680	24,770	19,000	20,000
Annual visits	374,117	347,163	340,000	365,000
Population served (includes non-city residents)	69,300	62,000	62,000	62,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Weekly open hours	58	58	69	69
Increase in annual circulation	1%	-.07%	-2.0%	1%
Volunteers rating their experience as satisfying	95%	95%	95%	95%
Patrons who rate overall service as good or excellent	96.8%	98.5%	98.5%	98%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Library Volunteer Coordinator	0.80	0.80	0.80	0.80
Library Communications Coordinator	0.50	0.50	0.50	0.70
Library Director	1.00	1.00	1.00	1.00
Confidential Executive Assistant	0.90	0.90	0.90	1.00
Total FTE	3.20	3.20	3.20	3.50

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.20	3.20	3.20	**Total FTE**	3.20	3.20	3.50	
257,012	260,479	285,165	**51001 - Salaries - Management**	274,545	274,545	274,545	-3.7%
257,012	260,479	285,165	**Total Personal Services - Salaries**	274,545	274,545	274,545	-3.7%
3,585	2,984	1,427	**52001 - Unemployment**	274	274	274	-80.8%
829	763	782	**52002 - Worker's Compensation**	872	872	872	11.5%
19,357	19,575	21,817	**52003 - Social Security/Medicare**	21,002	21,002	21,002	-3.7%
1,853	1,890	2,066	**52004 - Tri-Met Tax**	1,987	1,987	1,987	-3.8%
35,304	35,819	39,924	**52005 - Retirement**	38,436	38,436	38,436	-3.7%
2,400	2,400	2,400	**52007 - VEBA - ER**	2,400	2,400	2,400	0.0%
994	994	2,124	**52008 - Life Ins/ADD/LTD**	2,124	2,124	2,124	0.0%
813	813	0	**52009 - Long Term Disability**	0	0	0	0.0%
27,805	28,816	37,141	**52010 - Medical/Dental/Vision**	35,574	35,574	35,574	-4.2%
3,562	3,622	0	**52011 - Dental Benefits**	0	0	0	0.0%
96,502	97,676	107,681	**Total Personal Services - Benefits**	102,669	102,669	102,669	-4.7%
9,128	7,915	17,000	**53001 - Office Supplies**	17,000	17,000	17,000	0.0%
0	0	1,000	**53002 - Small Tools & Equipment**	1,000	1,000	1,000	0.0%
195	180	300	**53003 - Fuel**	300	300	300	0.0%
18,850	12,710	5,100	**53008 - Library Contribution Materials**	0	0	0	-100.0%
28,173	20,805	23,400	**Total Supplies**	18,300	18,300	18,300	-21.8%
2,230	1,053	6,000	**54001 - Professional/Contractual Services**	7,000	7,000	7,000	16.7%
1,548	0	4,000	**54003 - Legal Fees**	4,000	4,000	4,000	0.0%
498	109	1,500	**54113 - R & M - Vehicles**	1,500	1,500	1,500	0.0%
571	2,074	500	**54114 - R & M - Office Equipment**	1,000	1,000	1,000	100.0%
0	0	12,250	**54202 - Utilities-Water/Sewer/SWM**	0	0	0	-100.0%
1,900	2,672	2,000	**54205 - Utilites - Phone/Pager/Cells**	2,500	2,500	2,500	25.0%
145	344	1,500	**54300 - Advertising & Publicity**	1,500	1,500	1,500	0.0%
2,000	0	2,500	**54301 - Fees and Charges**	2,500	2,500	2,500	0.0%
6,280	1,629	2,000	**54302 - Dues & Subscriptions**	2,000	2,000	2,000	0.0%
2,201	898	2,500	**54303 - Travel and Training**	3,000	3,000	3,000	20.0%
0	3,291	3,500	**54306 - Credit Card Fees**	3,500	3,500	3,500	0.0%
1,106	3,106	3,500	**54309 - Rents and Leases**	3,500	3,500	3,500	0.0%
4,704	31,994	61,794	**54311 - Special Department Expenses**	13,500	13,500	13,500	-78.2%
23,183	47,170	103,544	**Total Services**	45,500	45,500	45,500	-56.1%
0	0	50,000	**56004 - Computer Hardware and Software**	15,000	15,000	15,000	-70.0%
0	296,175	0	**56006 - Equipment**	0	0	0	0.0%
0	296,175	50,000	**Total Capital Improvement**	15,000	15,000	15,000	-70.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
11,571	11,017	14,961	**58100 - Indirect Charges- City Management**	18,211	18,211	18,211	21.7%
11,627	11,462	12,038	**58110 - Indirect Charges- Human Resources**	10,752	10,752	10,752	-10.7%
11,053	7,421	8,532	**58120 - Indirect Charges- Risk Management**	9,315	9,315	9,315	9.2%
52,249	46,218	41,928	**58130 - Indirect Charges- Office Services**	55,301	55,301	55,301	31.9%
3,201	2,486	3,159	**58150 - Indirect Charges- Records**	2,036	2,036	2,036	-35.5%
292	435	591	**58200 - Indirect Charges- Finance Administration**	1,147	1,147	1,147	94.1%
15,721	17,152	16,669	**58210 - Indirect Charges- Financial Operations**	17,393	17,393	17,393	4.3%
75,971	108,507	107,929	**58230 - Indirect Charges- Technology**	105,821	105,821	105,821	-2.0%
2,741	3,462	648	**58250 - Indirect Charges- Contracts and Purchasing**	9,438	9,438	9,438	1356.5%
0	0	1,168	**58630 - Indirect Charges- Fleet Maintenance**	113	113	113	-90.3%
26,472	28,443	36,565	**58640 - Indirect Charges- Property**	39,156	39,156	39,156	7.1%
210,898	236,604	244,188	**Total Internal Services**	268,683	268,683	268,683	10.0%
615,768	**958,910**	**813,978**	**Total Library Administration**	**724,697**	**724,697**	**724,697**	**-11.0%**

The Tigard Library is the largest lender of materials to other Washington County libraries, which includes books, CDs and DVDs. They have been the highest net lender for six years in a row, which is a testament as to how robust is their collection

PROGRAM DESCRIPTION:

Readers Services is responsible for selecting and managing all library materials, providing professional assistance using the library's collections and electronic resources and accessing additional resources through Interlibrary Loans. The division also provides children's, young adult, adult and intergenerational programming to enhance lifelong learning and recreational experiences.

PROGRAM RESULTS:

- Patrons receive accurate, timely and courteous reference service
- Reference staff assist patrons in using library materials in all formats, including electronic resources
- Sufficient staffing is present at all reference desks, including adult, children's and young adult
- Patrons have access to materials that reflect their needs and interests
- Division staff plans and provides a rich variety of classes, workshops and programs for all ages. Feedback from programs evaluations, the annual library survey and informal patron comments help guide program planning, as well as attendance statistics
- Division staff assists job seekers and provides outreach to underserved populations
- Division staff are trained and supported in professional development opportunities to maintain and expand knowledge and skills in the ever-changing world of information and library services

ACCOMPLISHMENTS:

FY 2015-2016:

- Through responsive and conscientious selection and collection maintenance, we continued to provide patrons with materials that reflect their needs and interests. We have circulated over 610,000 physical items and 28,856 e-books and e-audiobooks since July 1. While circulation of physical items was down 13% for July-December 2015 compared to the same period last year, circulation of e-books and e-audiobooks increased by 35%. This reflects circulation patterns in libraries in general. We encourage and support patron use of downloadable content, while also seeking ways to promote our physical materials. Efforts include displays of high quality but lesser known books, implementing and promoting Staff Picks, and using social media and our e-newsletter to link patrons to book suggestions.
- 98.7% of patrons rated reference service as excellent or good in the Library's 2015 survey, a significant increase from 2014's 96.9%. We have had 23,981 service transactions at our three reference desks (Children's, Young Adult, and Adult) in the first half of FY16. This reflects and ongoing downward trend in service interactions. We are proud to be providing high-quality service to our patrons and hope to have even more opportunities to do so with the re-introduction of Thursday hours in January 2016.

• At the mid-point of FY16, we have reached approximately 12,400 children, teens, and adults with 471 program offerings, including story times for ages 0-6, music and dance performances, how-to workshops, book clubs for kids and teens, local history presentations and more. This is a 3% increase in overall attendance and an 18% increase in the number of programs offered compared to this point in FY15. We're on target to provide 850-875 programs in FY16, exceeding the goal of 800 that we set at this time last year.

• The relatively larger increase in programs compared to attendance is due to our introduction of Tech Help appointments in April 2015, which provide one-on-one help with basic computer skills, using a new tablet or other device, downloading library e-books, using specific applications, and more. We have offered 56 Tech Help appointments so far in FY16, and patron response has been enthusiastic and grateful.

• 3,662 kids, teens and adults signed up for the 2015 Summer Reading Program, a 12% increase from 2014 and another all-time record high! Gains were especially high for adults, with a 22% increase in registration. Encouraging everyone to read for fun and enrichment is an integral part of our mission, reflected by the selection of "Stimulate Imagination: Reading, Viewing and Listening for Pleasure" as one of three major goals in the 2015-2020 Library Strategic Plan.

GOALS & OBJECTIVES:

FY 2016-2017:

• Work with library-wide teams to plan and provide programs and services to support the three goals in our new 2015-20 Library Strategic Plan:
  - Stimulate Imagination: Reading, Viewing and Listening for Pleasure
  - Express Creativity: Create and Share Content
  - Be an Informed Citizen: Local, National and World Affairs

• Through responsive and conscientious selection and collection maintenance, continue to provide patrons with materials that reflect their needs and interests.

• Plan and provide a rich variety of classes, workshops, and programs for all ages, including approximately 585 programs for children and teens and 310 for adults.

• Continue outreach to schools, Head Start classes, facilities serving seniors, and community events, with an additional focus on events or venues with potential to reach younger adults/millennials.

• Continue to look for ways to support and promote the City's Strategic Plan focusing on increased walkability and healthy, interconnected lives.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Adult Services programs	297	285	300	310
Adult Services programs attendance	4,531	4,431	4,650	4,750
Computer class attendance (includes open labs & one-on-one tech help)	580	505	515	525
Youth Services programs	564	549	575	585
Youth Services programs attendance	24,739	23,157	25,000	25,500
Contacts with children in school and childcare	7,141	5,766	6,000	6,200
Summer Reading Program registrants (includes children, teens & adults)	3,281	3,662	3,662	3,662
Service interactions	63,244	53,981	55,000	56,000
Public computer user sessions	68,933	56,103	55,000	50,000
Wireless user sessions *NOTE: Report changed in July 2014, resulting in much higher session count	21,287	131,468	135,000	140,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Adult Services programs attendance % change	-12%	-2%	+5%	+2%
Computer class attendance % change	-5%	-13%	+2%	+2%
Youth Services programs attendance % change	+12%	-6%	+8%	+2%
Summer Reading Program registrants % change	+2%	+12%	0%	0%
Service interactions % change	-1%	-15%	+2%	+2%
Library patrons who rated reference service as good or excellent	96.9%	98.7%	98%	98%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Senior Library Assistant	1.60	1.60	1.60	1.60
Librarian	7.20	7.20	8.20	8.00
Senior Librarian	0.90	0.90	0.90	1.00
Library Services Supervisor	2.00	2.00	2.00	2.00
Library Division Manager	1.00	1.00	1.00	1.00
Total FTE	12.70	12.70	13.70	13.60

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
12.70	12.70	13.70	**Total FTE**	13.70	13.70	13.60	
213,443	205,659	236,911	**51001 - Salaries - Management**	230,487	230,487	230,487	-2.7%
0	0	36,720	**51002 - Salaries - General**	302,654	302,654	302,654	724.2%
570,204	562,539	608,189	**51004 - Part Time - Regular**	304,383	304,383	304,383	-50.0%
33,311	38,725	43,560	**51005 - Part Time - Temporary**	43,543	43,543	43,543	0.0%
58	51	0	**51006 - Overtime**	0	0	0	0.0%
0	0	0	**51007 - Incentive Pay**	605	605	605	100.0%
817,016	806,974	925,380	**Total Personal Services - Salaries**	881,672	881,672	881,672	-4.7%
11,366	9,225	4,886	**52001 - Unemployment**	986	986	986	-79.8%
1,947	2,403	5,240	**52002 - Worker's Compensation**	2,864	2,864	2,864	-45.3%
61,305	60,084	67,989	**52003 - Social Security/Medicare**	67,488	67,488	67,488	-0.7%
5,877	5,844	6,701	**52004 - Tri-Met Tax**	6,383	6,383	6,383	-4.7%
82,139	78,590	97,734	**52005 - Retirement**	93,035	93,035	93,035	-4.8%
12,886	12,596	13,463	**52007 - VEBA - ER**	13,838	13,838	13,838	2.8%
880	831	4,041	**52008 - Life Ins/ADD/LTD**	4,081	4,081	4,081	1.0%
2,174	1,996	0	**52009 - Long Term Disability**	0	0	0	0.0%
137,869	127,754	180,142	**52010 - Medical/Dental/Vision**	176,848	176,848	176,848	-1.8%
14,771	13,729	0	**52011 - Dental Benefits**	0	0	0	0.0%
331,214	313,051	380,196	**Total Personal Services - Benefits**	365,523	365,523	365,523	-3.9%
1,184	1,119	1,131	**53001 - Office Supplies**	1,000	1,000	1,000	-11.6%
1,710	1,126	1,850	**53002 - Small Tools & Equipment**	4,000	4,000	4,000	116.2%
0	0	100	**53003 - Fuel**	100	100	100	0.0%
489,910	501,482	518,000	**53004 - Books & Circulation Materials**	538,000	538,000	538,000	3.9%
220	781	1,500	**53006 - Technology Equipment under $5,000**	1,500	1,500	1,500	0.0%
6,960	8,170	8,392	**53007 - Grant Expenditures**	7,987	7,987	7,987	-4.8%
499,984	512,677	530,973	**Total Supplies**	552,587	552,587	552,587	4.1%
6,630	6,585	10,315	**54001 - Professional/Contractual Services**	14,616	14,616	14,616	41.7%
0	448	190	**54114 - R & M - Office Equipment**	190	190	190	0.0%
783	480	780	**54300 - Advertising & Publicity**	800	800	800	2.6%
1,565	2,414	2,175	**54302 - Dues & Subscriptions**	2,175	2,175	2,175	0.0%
895	1,459	3,993	**54303 - Travel and Training**	6,010	6,010	6,010	50.5%
5,812	6,536	7,400	**54311 - Special Department Expenses**	7,400	7,400	7,400	0.0%
15,685	17,923	24,853	**Total Services**	31,191	31,191	31,191	25.5%
0	1,434	9,600	**56004 - Computer Hardware and Software**	1,600	1,600	1,600	-83.3%
0	1,434	9,600	**Total Capital Improvement**	1,600	1,600	1,600	-83.3%
31,860	31,758	46,840	**58100 - Indirect Charges- City Management**	54,821	54,821	54,821	17.0%
46,147	45,487	47,777	**58110 - Indirect Charges- Human Resources**	41,780	41,780	41,780	-12.6%
18,353	27,822	30,190	**58120 - Indirect Charges- Risk Management**	32,544	32,544	32,544	7.8%
83,296	64,946	60,630	**58130 - Indirect Charges- Office Services**	77,891	77,891	77,891	28.5%
448	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
1,224	1,041	2,077	**58200 - Indirect Charges- Finance Administration**	2,623	2,623	2,623	26.3%
55,982	40,662	43,886	**58210 - Indirect Charges- Financial Operations**	37,156	37,156	37,156	-15.3%
141,706	203,366	202,450	**58230 - Indirect Charges- Technology**	201,509	201,509	201,509	-0.5%
10,277	3,732	4,260	**58250 - Indirect Charges- Contracts and Purchasing**	5,334	5,334	5,334	25.2%
358,818	385,527	495,626	**58640 - Indirect Charges- Property**	530,747	530,747	530,747	7.1%
748,111	804,340	933,736	**Total Internal Services**	984,405	984,405	984,405	5.4%
2,412,010	**2,456,400**	**2,804,738**	**Total Reader Services**	**2,816,978**	**2,816,978**	**2,816,978**	**0.4%**

PROGRAM DESCRIPTION:

The Technical Services Division orders, receives, catalogs, processes and maintains Tigard Public Library holdings in the countywide catalog, and mends all books for the library collection.

PROGRAM RESULTS:

- Provide new materials to the public quickly.
- Bibliographic and item records accurately identify the materials so that the public can easily find them in the catalog.
- Materials are processed consistently and accurately so that the public can easily find them on the shelf.
- Processing enhances the item's durability so that it will withstand substantial public use.

ACCOMPLISHMENTS:

FY 2015-2016:

Between July and December 2015, Technical Services staff placed orders for 17,274 items, added 18,885 new items, mended 953 items, withdrew 19,133 items and added 3,625 bibliographic records manually to the Washington County Cooperative Library System (WCCLS) shared catalog. The average number of days to place an order was 2.79 and the average number of days to process and catalog new materials was 32.93. Placing orders met the goal of less than 3 days. The goal for processing and cataloging came close to meeting the goal of 30 days. The Calendar Year 2015 turnover rate of items circulated was 81.73%.

Technical Services is committed to improving efficiencies. Proof of improved efficiencies is that the average turnaround during the first six months of FY16 continues to be strong at 32.93 days. In order to continue to improve efficiencies of work flow, Technical Services implemented additional free preprocessing for books on cd with the vendor and eliminated two labels on CDs. We also began using fewer workslips for multiple copies while the items are in Technical Services, this saves us time at unpacking and cataloging as well as using a lot less paper. We continue to support each other by helping when there is a task that needs additional resources, which has helped us keep the workflow balanced.

Technical Services continues to utilize volunteers in prepreocessing and special projects with 0.35 FTE of volunteer hours.

GOALS & OBJECTIVES:

FY 2016-2017:

- Average cataloging time for new materials at 30 days or less.
- Average time for placement of orders at 3 days or less.
- Assist with maintaining collection vitality demonstrated through turnover rate of actual items that circulated in collection of 85% or higher.
- Maintain use of volunteers for processing of new library materials and special projects.
- Assist with implementation of Library's Strategic Plan 2015-2020.
- Assist with continued implementation of the City of Tigard's Strategic Plan Vision to make Tigard "The most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives."
- Continue to transition to new cataloging standard, Resource Description and Access (RDA) from previous standard, Anglo-American Cataloguing Rules, Second Edition (AACR2).

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
New items added	37,259	35,018	37,000	36,000
New titles added to catalog	5,964	5,262	5,500	5,500
Orders placed	35,461	35,528	35,000	35,000
Orders received	34,835	31,463	34,500	34,000
Materials withdrawn	39,277	31,448	37,000	36,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Average number of days between orders received and circulation	21	32	30	30
Average number of days between orders submitted and placed	4	3	3	3
Turnover rate of actual items that circulated in collection	84%	83%	85%	85%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Library Division Manager	1.00	1.00	1.00	1.00
Acquisitions Supervisor	0.80	0.80	0.80	0.80
Librarian	0.80	0.80	0.80	0.80
Senior Library Assistant	1.60	1.60	1.60	1.60
Library Assistant	1.00	1.00	1.00	1.00
Library Aide	0.50	0.50	0.50	0.50
Total FTE	5.70	5.70	5.70	5.70

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
5.70	5.70	5.70	Total FTE	5.70	5.70	5.70	
138,636	128,071	162,282	**51001 - Salaries - Management**	141,760	141,760	141,760	-12.6%
38,270	32,787	46,069	**51002 - Salaries - General**	0	0	0	-100.0%
138,092	142,475	149,513	**51004 - Part Time - Regular**	174,372	174,372	174,372	16.6%
603	602	611	**51007 - Incentive Pay**	605	605	605	-1.0%
315,601	303,935	358,475	**Total Personal Services - Salaries**	316,737	316,737	316,737	-11.6%
4,392	3,496	1,798	**52001 - Unemployment**	316	316	316	-82.4%
724	885	1,040	**52002 - Worker's Compensation**	1,072	1,072	1,072	3.1%
23,210	22,657	27,428	**52003 - Social Security/Medicare**	24,230	24,230	24,230	-11.7%
2,270	2,200	2,600	**52004 - Tri-Met Tax**	2,289	2,289	2,289	-12.0%
35,672	54,903	42,279	**52005 - Retirement**	37,346	37,346	37,346	-11.7%
6,750	6,253	6,600	**52007 - VEBA - ER**	6,600	6,600	6,600	0.0%
372	429	2,178	**52008 - Life Ins/ADD/LTD**	2,178	2,178	2,178	0.0%
931	892	0	**52009 - Long Term Disability**	0	0	0	0.0%
78,540	53,807	83,419	**52010 - Medical/Dental/Vision**	42,528	42,528	42,528	-49.0%
8,717	5,705	0	**52011 - Dental Benefits**	0	0	0	0.0%
161,578	151,227	167,342	**Total Personal Services - Benefits**	116,559	116,559	116,559	-30.3%
7,997	8,572	13,050	**53001 - Office Supplies**	13,050	13,050	13,050	0.0%
0	540	500	**53002 - Small Tools & Equipment**	500	500	500	0.0%
0	0	192	**53003 - Fuel**	384	384	384	100.0%
0	198	0	**53004 - Books & Circulation Materials**	0	0	0	0.0%
7,997	9,310	13,742	**Total Supplies**	13,934	13,934	13,934	1.4%
36,295	36,301	48,827	**54001 - Professional/Contractual Services**	48,613	48,613	48,613	-0.4%
120	125	125	**54302 - Dues & Subscriptions**	125	125	125	0.0%
995	382	4,023	**54303 - Travel and Training**	3,920	3,920	3,920	-2.6%
628	574	490	**54311 - Special Department Expenses**	615	615	615	25.5%
38,038	37,382	53,465	**Total Services**	53,273	53,273	53,273	-0.4%
0	0	250	**56004 - Computer Hardware and Software**	250	250	250	0.0%
0	0	250	**Total Capital Improvement**	250	250	250	0.0%
13,317	13,552	18,889	**58100 - Indirect Charges- City Management**	21,163	21,163	21,163	12.0%
20,712	20,416	21,443	**58110 - Indirect Charges- Human Resources**	17,511	17,511	17,511	-18.3%
13,228	13,321	14,415	**58120 - Indirect Charges- Risk Management**	14,881	14,881	14,881	3.2%
2,987	2,600	3,202	**58130 - Indirect Charges- Office Services**	2,689	2,689	2,689	-16.0%
129	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
352	331	603	**58200 - Indirect Charges- Finance Administration**	797	797	797	32.2%
26,000	15,561	15,429	**58210 - Indirect Charges- Financial Operations**	14,932	14,932	14,932	-3.2%
32,827	44,591	42,814	**58230 - Indirect Charges- Technology**	51,584	51,584	51,584	20.5%
6,339	2,326	2,294	**58250 - Indirect Charges- Contracts and Purchasing**	2,503	2,503	2,503	9.1%
52,944	56,885	73,131	**58640 - Indirect Charges- Property**	78,313	78,313	78,313	7.1%
168,835	169,582	192,220	**Total Internal Services**	204,373	204,373	204,373	6.3%
692,049	**671,436**	**785,494**	**Total Technical Services**	**705,126**	**705,126**	**705,126**	**-10.2%**

PROGRAM DESCRIPTION:

The Circulation Division of the library is responsible for checking materials out at the Circulation Desk; checking materials in, manually and using the Automated Materials Handling (AMH) system; answering users' questions about library facilities and programs; shelving all library materials; renewing materials; collecting fines; issuing new library cards; reconciling patron records; answering the phone at the entry point and routing calls to their appropriate destination; answering directional and general questions.

The Circulation service desks are often the patron's first and last contact with library staff. Excellent customer service is a vital aspect of circulation operations. Circulation staff promotes programs verbally and by distributing printed materials.

Circulation staff helps patrons search for items and place hold requests on the public catalog computers. The staff also shows patrons how to use the self-checkout machines and where to pick up their reserved books.

Circulation staff searches for and retrieves lost and missing items and maintains accurate patron records on Polaris, the countywide shared library database. The Circulation division is also responsible for processing patrons' hold requests and handling all materials donated to the library.

Circulation staff train and work with volunteers on a daily basis, including Community Service and Peer Court volunteers.

In addition to their regular responsibilities, Circulation staff actively participates in the Annual Patron Survey, which is conducted during the first two weeks in February.

The Circulation Division also participates in activities related to, and helps promote, the City's Strategic Plan, a vision to be "the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives."

PROGRAM RESULTS:

- Patrons receive library materials in a timely and accurate manner.
- Patrons receive courteous, respectful and helpful service from circulation staff.
- Patrons are able to easily access library materials through accurate and timely check-in and shelving.
- Patrons have the option for self-sufficiency in checking out and checking in their own materials, accessing their account online to renew and reserve items and picking up their own book holds.
- Patrons know how to find, evaluate and use all types of information.
- Patrons receive accurate and helpful information about using the library.

- Patrons are kept well-informed about library programs and activities.
- Patrons are kept up to date on new technologies and services offered.
- Patrons will have a satisfying experience every time they visit the library.

ACCOMPLISHMENTS:

FY 2015-2016:

- The library will re-open on Thursdays in January 2016.
- Circulated over 1,200,000 items.
- Installed and implemented a new state of the art Automated Materials Handling (AMH) system, which allows patrons to check in their own materials 24/7. All items are typically checked in and re-shelved within 24 hours.
- Maintained Circulation Service Desks coverage and customer service standards by adjusting staffing schedules based on hourly, daily and weekly circulation data.
- Improved the Summer Teen Volunteer and regular year-round Volunteer programs through additional, innovative training and testing.
- Self-check machine usage was over 30% of first-time checkouts.
- Received a 98% feedback rating of "Good" or "Excellent" from the library's Annual Patron Survey.

GOALS & OBJECTIVES:

FY 2016-2017:

- Improve established service response times for checking in and reshelving returned materials and pulling requested items from the shelves for patrons.
- Refine current workflow for the new AMH system, to improve efficiency and our patron's experience using it.
- Circulate over 1,200,000 items.
- Maintain Circulation Desk coverage and customer service levels by continuing to analyze hourly, daily and weekly circulation data, adjusting staff scheduling and workflow as needed.
- The library will re-open on Thursdays in January 2016. Provide the same high level of service to our patrons on Thursdays.
- Continue to enhance the Volunteer program through improved recruiting, training, testing and retention.
- Increase self-check machine usage to 32% of first-time checkouts.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Materials checked out per year	1,327,014	1,280,376	1,243,774	1,323,623
First-time checkouts	894,859	855,770	828,650	881,684
Materials checked in per year	870,140	841,118	873,926	929,857
Yearly circulation per staff member	100,531	96,998	87,590	85,395
Library cards issued per year	4,068	3,826	3,394	3,611
Cultural Passes checked out per year	860	991	775	825
Intra-library crates delivered per year	11,809	11,789	11,256	11,976

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Library patrons who rated service received at checkout counter as "Excellent" or "Good"	97%	97%	97%	98%
% of materials returned to shelf within 48 hours	75%	75%	80%	90%
Materials checked out on self-checkout machines-% of 1st time checkouts	30%	31%	33%	33%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Circulation Supervisor	2.00	2.00	2.00	2.00
Library Aide	1.50	1.50	2.50	2.50
Library Assistant	7.40	7.40	8.90	8.70
Library Division Manager	1.00	1.00	1.00	1.00
Senior Library Assistant	1.30	1.30	1.30	1.30
Total FTE	13.20	13.20	15.70	15.50

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
13.20	13.20	15.70	**Total FTE**	15.70	15.70	15.50	
217,130	222,406	240,479	**51001 - Salaries - Management**	233,549	233,549	233,549	-2.9%
72,369	75,767	120,745	**51002 - Salaries - General**	157,514	157,514	123,620	2.4%
330,747	346,137	378,546	**51004 - Part Time - Regular**	422,517	422,517	448,361	18.4%
68,668	64,747	64,122	**51005 - Part Time - Temporary**	61,716	61,716	61,716	-3.8%
1,170	1,291	1,567	**51006 - Overtime**	1,629	1,629	1,629	4.0%
603	602	611	**51007 - Incentive Pay**	605	605	605	-1.0%
690,687	710,949	806,070	**Total Personal Services - Salaries**	877,530	877,530	869,480	7.9%
9,608	8,132	4,318	**52001 - Unemployment**	1,077	1,077	1,061	-75.4%
2,104	2,613	2,161	**52002 - Worker's Compensation**	2,713	2,713	2,802	29.7%
50,636	52,645	61,549	**52003 - Social Security/Medicare**	65,323	65,323	64,120	4.2%
4,968	5,147	5,829	**52004 - Tri-Met Tax**	6,173	6,173	6,059	3.9%
67,632	69,453	83,709	**52005 - Retirement**	90,950	90,950	89,376	6.8%
16,558	17,424	19,950	**52007 - VEBA - ER**	22,537	22,537	23,099	15.8%
720	1,019	5,346	**52008 - Life Ins/ADD/LTD**	5,858	5,858	5,974	11.7%
1,514	1,945	0	**52009 - Long Term Disability**	0	0	0	0.0%
117,841	108,808	131,103	**52010 - Medical/Dental/Vision**	166,262	166,262	176,452	34.6%
15,248	11,674	0	**52011 - Dental Benefits**	0	0	0	0.0%
286,829	278,860	313,965	**Total Personal Services - Benefits**	360,893	360,893	368,943	17.5%
703	500	7,568	**53001 - Office Supplies**	7,568	7,568	7,568	0.0%
649	107	2,800	**53002 - Small Tools & Equipment**	2,800	2,800	2,800	0.0%
0	0	100	**53003 - Fuel**	100	100	100	0.0%
1,352	607	10,468	**Total Supplies**	10,468	10,468	10,468	0.0%
7,826	7,126	7,568	**54001 - Professional/Contractual Services**	22,310	22,310	22,310	194.8%
0	0	0	**54114 - R & M - Office Equipment**	0	0	0	0.0%
0	196	0	**54300 - Advertising & Publicity**	0	0	0	0.0%
0	0	160	**54302 - Dues & Subscriptions**	0	0	0	-100.0%
310	952	1,620	**54303 - Travel and Training**	1,620	1,620	1,620	0.0%
730	1,624	2,000	**54311 - Special Department Expenses**	2,000	2,000	2,000	0.0%
194	293	0	**54312 - Bank Fees**	0	0	0	0.0%
9,060	10,191	11,348	**Total Services**	25,930	25,930	25,930	128.5%
0	0	315	**56004 - Computer Hardware and Software**	315	315	315	0.0%
0	0	315	**Total Capital Improvement**	315	315	315	0.0%
30,019	30,652	44,610	**58100 - Indirect Charges- City Management**	56,098	56,098	56,098	25.8%
47,964	47,278	53,420	**58110 - Indirect Charges- Human Resources**	49,768	49,768	49,768	-6.8%
20,023	30,477	34,085	**58120 - Indirect Charges- Risk Management**	37,454	37,454	37,454	9.9%
7,977	5,892	7,648	**58130 - Indirect Charges- Office Services**	7,403	7,403	7,403	-3.2%
238	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
650	623	1,124	**58200 - Indirect Charges- Finance Administration**	1,589	1,589	1,589	41.4%
18,843	21,406	24,340	**58210 - Indirect Charges- Financial Operations**	22,667	22,667	22,667	-6.9%
49,739	71,521	81,680	**58230 - Indirect Charges- Technology**	78,391	78,391	78,391	-4.0%
450	21	38	**58250 - Indirect Charges- Contracts and Purchasing**	75	75	75	97.4%
132,349	142,199	182,810	**58640 - Indirect Charges- Property**	195,764	195,764	195,764	7.1%
308,252	350,069	429,755	**Total Internal Services**	449,209	449,209	449,209	4.5%
1,296,180	**1,350,676**	**1,571,921**	**Total Circulation**	**1,724,345**	**1,724,345**	**1,724,345**	**9.7%**

Program Description:

Each year the city appropriates funds to support Social Service and Community Event activities that assist or benefit Tigard citizens. Community organizations are invited to submit requests in January of each year. A subcommittee of the Budget Committee meets to review Social Service requests and to recommend funding in the Proposed Budget. Community Event requests are reviewed informally by the Council. The Proposed Budget presents the results of both reviews.

The budget committee guideline is to set total events and social service appropriations at approximately one-half of 1% of the prior year's operating budget. Also, the city budgets three set asides within this appropriation in addition to the target amount for grants: the Housing Program "emergency fund" to assist occupants of housing declared to be unsafe; the Affordable Housing Set-Aside to assist providers of low-income housing; and the Residential Services Agency Emergency Set-Aside to assist agencies that provide emergency food and housing to those in need.

In addition to direct grants, some of the grant recipients also receive in-kind services from the city. These services range from provision of a building and its operating costs for the Loaves and Fishes/ Tigard Senior Center to Tigard Public Works and Police time to support community events.

Tigard's 4th of July celebration culminates with a fire-works display at Tigard High School

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary Total FTE	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
175,150	182,100	193,600	**54402 - Contributions to Community Org**	208,404	208,404	208,404	7.6%
175,150	182,100	193,600	**Total Services**	208,404	208,404	208,404	7.6%
245	1,117	1,960	**58100 - Indirect Charges- City Management**	2,610	2,610	2,610	33.2%
16	0	0	**58120 - Indirect Charges- Risk Management**	0	0	0	0.0%
22	63	104	**58130 - Indirect Charges- Office Services**	10	10	10	-90.4%
18	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
49	218	302	**58200 - Indirect Charges- Finance Administration**	436	436	436	44.4%
751	4,490	3,969	**58210 - Indirect Charges- Financial Operations**	4,225	4,225	4,225	6.4%
116	0	0	**58230 - Indirect Charges- Technology**	0	0	0	0.0%
15	0	0	**58250 - Indirect Charges- Contracts and Purchasing**	0	0	0	0.0%
91,743	98,573	126,722	**58640 - Indirect Charges- Property**	135,702	135,702	135,702	7.1%
92,975	104,461	133,057	**Total Internal Services**	142,983	142,983	142,983	7.5%
268,125	**286,561**	**326,657**	**Total Social Services**	**351,387**	**351,387**	**351,387**	**7.6%**

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary Total FTE	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
88,200	92,200	83,000	**54402 - Contributions to Community Org**	89,320	89,320	89,320	7.6%
88,200	92,200	83,000	**Total Services**	89,320	89,320	89,320	7.6%
88,200	**92,200**	**83,000**	**Total Community Events**	**89,320**	**89,320**	**89,320**	**7.6%**

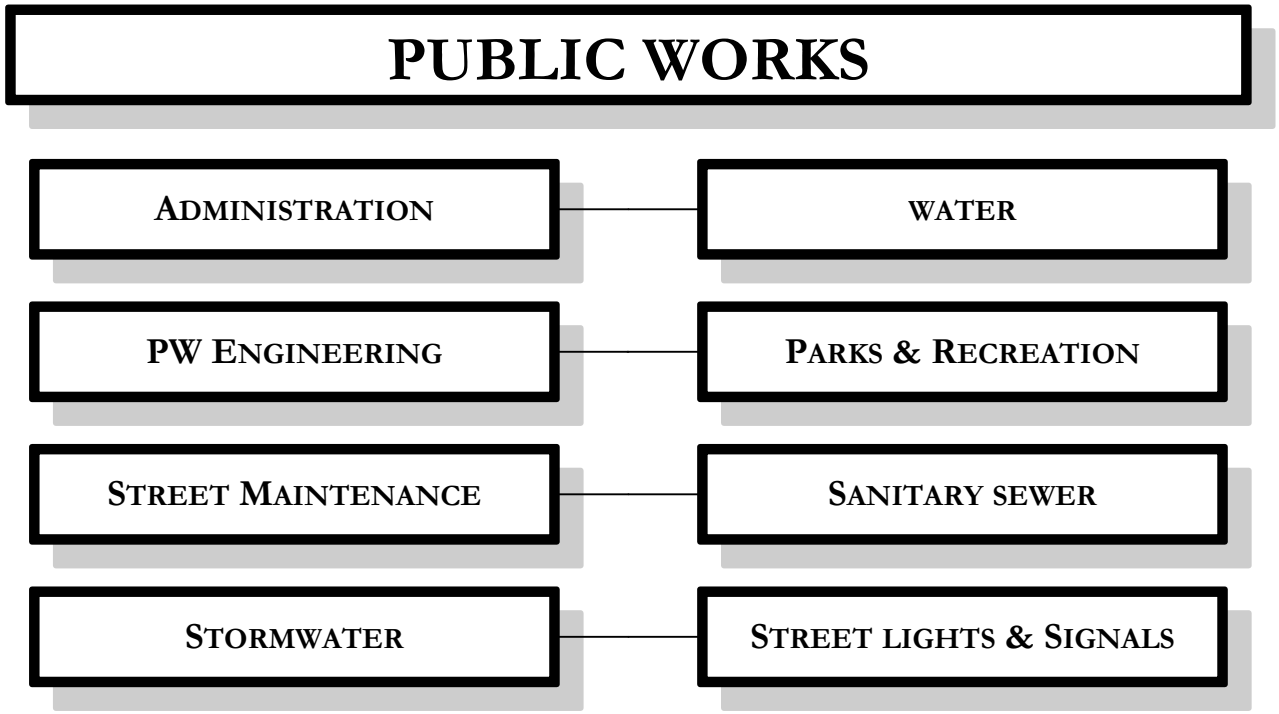
City of Tigard
FY 2016-17
Community Events Grant Requests

Agency			Recommended
Broadway Rose*	Direct	$	10,000
Festival of the Balloons**	Direct	$	20,000
	In-Kind	$	65,000
Tigard 4th of July***	Direct	$	19,485
7/1-12,000 issued	In-Kind	$	1,600
Undesignated Set-Aside		$	-
Set Aside Total			
	Direct	**$**	**49,485**
	In-Kind	**$**	**66,600**
Downtown Tigard Events	Direct	$	11,335
John Tigard House	Direct	$	1,000
Mask & Mirror	Direct	$	6,000
Picnic in the Park at Bull Mtn Park	Direct	$	2,000
Relay for Life of Tigard/Tualatin	Direct	$	1,000
Tigard Area Farmers Market	Direct		$8,500
Tigard Bull Mtn Farmers Market	Direct	$	4,000
Tigard Safety Town	Direct	$	2,000
Tualatin Riverkeepers	Direct	$	2,000
	In-Kind	$	1,000
Tualatin Valley Community Band	Direct	$	1,000
Washington Co Bicycle Trans	Direct	$	1,000
Sub-total			
	Direct	**$**	**39,835**
	In-Kind	**$**	**1,000**
Total (Set asides and others)			
	Direct	**$**	**89,320**
	In-Kind	**$**	**67,600**

City of Tigard
FY 2016-17
Social Services Grant Requests

Agency			Recommended
Affordable Housing Set-Aside	Direct	$	1
Housing Prog Emergency Fund	Direct	$	1
Residential Services Agency	Direct	$	1
Undesignated	Direct	$	1
Set Aside Total			
	Direct	**$**	**4**
	In-Kind	**$**	**-**
Bethlehem House of Bread	Direct	$	1,000
Boys & Girls Aid	Direct	$	4,000
Calvin Presbyterian Church Backpack Supply	Direct	$	3,700
Caring Closet	Direct	$	6,000
Catalyst Partnership	Direct	$	4,000
Community Acition Organization	Direct	$	8,000
Compassion Connect	Direct	$	10,000
Domestic Violence Resource Center	Direct	$	5,000
Fairhaven Recovery Homes	Direct	$	5,000
Good Neighbor Center	Direct	$	15,000
Jubilee Transition Homes	Direct	$	7,600
Just Compassion of East Washington Co	Direct	$	5,000
Lifeworks	Direct	$	10,000
Love, Inc	Direct	$	10,800
Luke Dorf Inc	Direct	$	25,000
Meals On Wheels/Tigard Senior Center	Direct	$	29,000
	In-Kind	$	101,335
My New Red Shoes	Direct	$	1,300
Oregon Human Development Corp	Direct	$	24,000
Rebuilding Together Washington County	Direct	$	2,000
Sexual Assault Resource Center	Direct	$	6,000
St. Anthony Severe Weather Shelter	Direct	$	5,000
St. Vincent De Paul-St. Anthony Tigard	Direct	$	5,000
Tigard Area Chamber of Commerce	Direct	$	4,000
Tigard Grange #148	Direct	$	2,000
Tigard Tualatin Family Resource Ctr	Direct	$	6,500
Washington County Project Homeless Connect	Direct	$	3,500
Sub-total			
	Direct	**$**	**208,400**
	In-Kind	**$**	**101,335**
Total (Set asides and others)			
	Direct	**$**	**208,404**
	In-Kind	**$**	**101,335**

As part of the Social Services/Community Events grant program, the city donates to the organization that puts on the annual Tigard Balloon Fest. This event draws people from all over the region and is very popular with the citizens of Tigard as well.


PUBLIC WORKS
ADMINISTRATION
WATER
PW ENGINEERING
PARKS & RECREATION
STREET MAINTENANCE
SANITARY SEWER
STORMWATER
STREET LIGHTS & SIGNALS

The Public Works Department encompasses the planning, design, construction, operation and maintenance of the public infrastructure. That infrastructure includes domestic water, sanitary sewer conveyance, storm water management, public parks, streets, city buildings and fleet.

From a broad perspective, the department is made up of two groups: 1) operational staff who handle the day-to-day operation, maintenance and repair of the infrastructure; and 2) engineering staff who manage the city's capital improvement program and handle traffic/transportation management and long-term master planning of infrastructure, as well as private development review.

Public Works employees cleaning out a manhole on a Tigard street

Bishop Scheckla Pavilion at Cook Park

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	68.00	73.00	69.00	70.00	70.00	72.50	1.4%
Budget By Category							
Personal Services	6,661,957	7,107,607	7,296,400	7,454,159	7,454,159	7,500,705	2.8%
Materials & Services	7,957,584	8,257,831	8,965,228	7,341,264	7,426,264	7,479,718	-16.6%
Interdepartmental Costs	3,943,518	4,059,053	4,461,025	4,542,877	4,542,877	4,542,877	1.8%
Capital Outlay	260,154	150,323	145,900	901,125	901,125	901,125	517.6%
Other	0	0	0	0	0	0	0.0%
Total All Category	18,823,213	19,574,814	20,868,553	20,239,425	20,324,425	20,424,425	-2.1%
Budget By Division							
Public Works Administration	1,479,851	1,557,005	1,790,613	1,817,707	1,817,707	1,817,707	1.5%
Parks and Grounds	1,535,848	1,747,339	0	0	0	0	0.0%
Parks and Recreation	0	0	2,203,414	2,275,582	2,360,582	2,460,582	11.7%
Street Maintenance	1,288,980	1,239,753	1,491,631	1,566,262	1,566,262	1,566,262	5.0%
PW Engineering	2,036,136	2,433,555	2,327,709	2,471,731	2,471,731	2,471,731	6.2%
Healthy Streams	7,095	0	0	0	0	0	0.0%
Fleet Maintenance - PW	147,427	163,103	0	0	0	0	0.0%
Property Management - PW	1,341,067	1,385,291	0	0	0	0	0.0%
Water	7,239,686	7,177,970	8,682,558	7,249,963	7,249,963	7,249,963	-16.5%
Sanitary Sewer	1,732,462	1,864,271	1,960,087	2,181,253	2,181,253	2,181,253	11.3%
Stormwater	1,441,293	1,471,734	1,738,126	1,999,819	1,999,819	1,999,819	15.1%
Street Lights and Signals	573,370	534,794	674,415	677,108	677,108	677,108	0.4%
Total All Division	18,823,213	19,574,814	20,868,553	20,239,425	20,324,425	20,424,425	-2.1%
Budget by Fund							
General Fund - 100	5,051,835	5,737,899	4,118,322	4,289,438	4,289,438	4,289,438	4.2%
Gas Tax Fund - 200	1,862,350	1,774,546	2,166,046	2,243,370	2,243,370	2,243,370	3.6%
Parks Utility Fund - 270	0	0	2,203,414	2,275,582	2,360,582	2,460,582	11.7%
Parks Capital Fund - 420	0	0	0	0	0	0	0.0%
Sanitary Sewer Fund - 500	1,732,462	1,864,271	1,960,087	2,181,253	2,181,253	2,181,253	11.3%
Stormwater Fund - 510	1,448,387	1,471,734	1,738,126	1,999,819	1,999,819	1,999,819	15.1%
Water Quality/Quantity Fund - 51	0	0	0	0	0	0	0.0%
Water Fund - 530	7,239,686	7,177,970	8,682,558	7,249,963	7,249,963	7,249,963	-16.5%
Water CIP Fund - 532	0	0	0	0	0	0	0.0%
Fleet/Property Management Fund	1,488,494	1,548,395	0	0	0	0	0.0%
Total All Fund	18,823,213	19,574,814	20,868,553	20,239,425	20,324,425	20,424,425	-2.1%

PROGRAM DESCRIPTION:

The Public Works Department is responsible for emergency management and the planning, design, construction, operation and maintenance of the city's major infrastructure systems. These systems include parks and recreation, streets, sanitary sewers, storm drainage, and water. The administrative function of the department provides oversight and support to all operational divisions.

PROGRAM RESULTS:

The Administration Division of the Public Works Department:

- **Emergency Management** provides training for staff that will operate the city's Emergency Operations Center (EOC), and provides Community Emergency Response Team (CERT) and 72-hour emergency preparedness training for citizen volunteers.

- **Communication and Administrative Support** manages the implementation of departmental communication, such as assisting with *Cityscape* articles, *KnowH20* publication, press releases, communication plans, etc., for the various divisions within the department. Manages city council agenda items for all divisions within the department.

- **Engineering** is responsible for the design and construction of capital improvement projects, the improvement of transportation circulation, and safety; including bike and pedestrian trails and routes.

- **Parks Division** provides maintenance and activities for more than 540 acres of parks, greenways and natural areas. The City of Tigard provides a variety of options for recreation, while protecting the area's natural beauty and providing valuable wildlife habitat.

- **Parks and Recreation:** Tigard recreation exists to provide healthy and diverse recreational opportunities through programs, events, parks, and natural areas, for all ages and abilities, ensuring that the City of Tigard is a desirable place to live and play.

- **Street Division** provides routine maintenance and repair services for the city's street network and its various components. Street Division is responsible for the city's street lights and signals.

- **Water Division** has the primary responsibility to operate, maintain, repair, and expand the water system while at the same time providing a high-quality, dependable water supply to its customers.

- **Stormwater Division** is responsible for operating and maintaining the city's stormwater management collection system.

- **Sanitary Sewer Division** manages and operates 167 miles of pipe in the wastewater collection system within the city limits of Tigard.

ACCOMPLISHMENTS:

FY 2015-2016:

- Held the department's first Public Works Day on May 17th. The event sought to educate the community about the infrastructure and services collectively known as public works; approximately 300 people attended the free event and comments were overwhelmingly positive.

- Revised, updated and migrated the department's web pages to the new city website.

- Developed a public works service request method in order for citizens to report issues/problems via the city's website.

- Held the 5th Annual Community Preparedness Night, adding all aspects of preparedness, increased booth and vendor participation; estimated 650 attendees during the four-hour event.

- Reestablished consistent and structured emergency management quarterly training program for the year.

- Completed the entire rewrite of the city's new National Incident Management System (NIMS).

- Continued to reorganize the city's emergency management (EM) program including: staffing, storage, training, exercise participation at city/county/state levels and rebuilt partnering relationship with county jurisdictions, as well as private industry.

- Continued to develop the CERT program to include training 40 citizens and conducted 10 Enhanced Training opportunities to active volunteers; worked with citizen lead committee on coordinating, planning, and execution of the 2nd Washington County (WC) full-scale CERT Response exercise, completed 3rd Senior CERT course for local, private senior living community—graduating 15 students.

- Worked with an Asanté consultant and Risk Management to provide a base awareness training opportunity related to the Industrial Athlete, which is the beginning framework for a thorough hiring piece, establishing a job analysis and the right fit for the position.

- Partnered with Tigard-Tualatin School District (TTSD) and the Tigard Police Department to conduct a full-scale student/parent "Reunification" drill; solicited Tigard CERT volunteers who assisted in producing a training video for Count LE and TTSD school leadership for future training.

- Participants established new standardized protocols through a WC working group to conduct "Windshield Survey's" and report to local and county EOC's. The new procedures were further developed at the City of Tigard to provide real-time reporting from the field; the procedures were tested during the annual EM exercise with favorable results.

- Participants established a new county standardized very high frequency (VHF) radio template through a WC/PW working group that will allow interoperability when needed during and after a significant incident impact.

GOALS & OBJECTIVES:

FY 2016-2017:

Support implementation of Tigard's Strategic Vision Goals as follows:

Goal 1: Facilitate walking connections to develop an identity.

- Support recreation program development and destinations for City of Tigard walking connections.

- Infrastructure management between Engineering and Operations staff will be seamless.

Goal 2: Ensure development advances the vision.

- Support management of the Lake Oswego Tigard Water Partnership (LOTWP) projects.

- Lead in the development of a space and facilities strategic plan.

- Analyze and develop "Green Team" approach and identify solutions to address cross-departmental maintenance needs.

- We take care of what we have well before we add more. We are forward thinking in the management of our utilities and infrastructure and poised for the next 20 years of development and growth. We have the leadership, staffing, facilities, and systems in place that show we are clearly thinking ahead.

- We will consistently and efficiently deliver excellent projects and lead a Capital Improvement Program process that is seen as well connected to our master plans and vision, while maintaining a healthy dose of public involvement.

- Our employees will continue to be empowered to make every effort to positively connect with our citizens in the course of their work, and will recognize that the health of our infrastructure depends on our citizens believing they are receiving excellent value for the money they spend.

- We embrace sustainable practices in how we design, build and maintain the City's infrastructure.

- Our vision and priorities are in line with and support the City's vision. We will look for creative ways to support the strategic plan.

Goal 3: Engage the community through dynamic communication.

- We are an active and integral part of the City's emergency management program and invest the time and resources each year to improve our preparedness and ability to respond.

- We will have excellent public outreach methods and practices that effectively tell our story while coordinating closely with the City's communication strategy and policies.

- We are a trusted and valued partner to other governmental entities and special districts. We advocate for our needs through good communication while also trying to find win-win solutions that promote the needs of all involved. We understand, value and work diligently to foster and maintain long-term collaborative relationships.

- We work hard, we work smart, and we take the time to have fun and celebrate our successes.

- Continue to engage the public with events like Public Works Day, Leaf Event, Farmers Market, Fun Runs, etc.

Goal 4: Fund the vision while maintaining core services.

- We take pride in a great safety record with very few time loss injuries.

- We are well trained and have employees that are skilled in their professions. We engage in succession planning and continuously develop Public Works staff.

- Our operation and maintenance practices meet or exceed industry and/or mandated performance standards.

- We will be the first to: initiate discussion and collaboration; discuss our frustrations with the right people; work to build each other up and never undermine; and be quick to recognize excellence and address problems.

- We look for ways to minimize costs while not compromising on quality. We are great stewards of the public money.

- Effectively lead franchise management responsibilities transitioning from the Risk Department.

- Enhance organizational systems and structure used to manage the 18 Public Works Department funds.

- Continue efforts to coordinate and link information systems infrastructure.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of customer service requests	2,100	2,100	2,100	2,100
Number of Cityscape and KnowH2O articles published each year	75	95	95	95
Number of data features and system assets maintained in CMMS	141,145	135,471	140,000	141,700
Number of data features and system assets maintained in Geographic Information System (GIS)	174,536	169,442	170,000	172,100
Number of citizens trained in CERT program	460	600	600	600
Number of citizen training sessions in individual and family preparedness	6	6	6	6
Number of council agenda items managed	52	50	50	50

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of CERT teams maintained through enhanced training	8	10	10	10
Number of citizens trained in individual and family preparedness	1,250	1,400	1,400	1,400
Overall system asset data match between CMMS and GIS	99%	99%	99%	99%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Public Works Director	1.00	1.00	1.00	1.00
Asst. Public Works Director	1.00	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00
Confidential Office Manager	1.00	1.00	0.00	0.00
Confidential Executive Assistant	0.00	0.00	1.00	1.00
CMMS Software Specialist	1.00	1.00	1.00	1.00
Emergency Services Coordinator	1.00	1.00	1.00	1.00
Sr. Administrative Specialist	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Administrative Specialist II	1.20	1.20	1.00	1.00
Total FTE	9.20	9.20	9.00	9.00

Dirksen Nature Park-Within the park, natural areas will be preserved and enhanced, and a ball field and interpretive center will be constructed. The development plan will be phased in with the construction plan to include restroom and shelter, parking lot, and educational center upgrades.

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
9.20	9.20	9.00	Total FTE	9.00	9.00	9.00	
433,170	430,055	474,485	**51001 - Salaries - Management**	463,435	463,435	463,435	-2.3%
193,911	236,631	235,806	**51002 - Salaries - General**	229,483	229,483	229,483	-2.7%
1,830	0	10,680	**51005 - Part Time - Temporary**	10,680	10,680	10,680	0.0%
1,588	2,602	3,148	**51006 - Overtime**	3,176	3,176	3,176	0.9%
0	0	2,624	**51007 - Incentive Pay**	2,648	2,648	2,648	0.9%
630,499	669,288	726,743	**Total Personal Services - Salaries**	709,422	709,422	709,422	-2.4%
8,766	7,660	3,598	**52001 - Unemployment**	690	690	690	-80.8%
5,218	8,376	4,361	**52002 - Worker's Compensation**	7,770	7,770	7,770	78.2%
48,164	49,753	54,906	**52003 - Social Security/Medicare**	52,854	52,854	52,854	-3.7%
4,534	4,842	5,200	**52004 - Tri-Met Tax**	5,002	5,002	5,002	-3.8%
77,349	78,863	90,787	**52005 - Retirement**	87,549	87,549	87,549	-3.6%
6,214	6,614	6,600	**52007 - VEBA - ER**	6,600	6,600	6,600	0.0%
764	668	3,399	**52008 - Life Ins/ADD/LTD**	3,399	3,399	3,399	0.0%
1,946	1,859	0	**52009 - Long Term Disability**	0	0	0	0.0%
103,646	112,157	129,358	**52010 - Medical/Dental/Vision**	155,783	155,783	155,783	20.4%
12,028	13,008	0	**52011 - Dental Benefits**	0	0	0	0.0%
0	0	3,000	**52012 - Accrued Vacation**	3,000	3,000	3,000	0.0%
268,629	283,801	301,209	**Total Personal Services - Benefits**	322,647	322,647	322,647	7.1%
11,522	9,715	20,000	**53001 - Office Supplies**	20,000	20,000	20,000	0.0%
106	3,068	500	**53002 - Small Tools & Equipment**	500	500	500	0.0%
2,177	1,493	3,000	**53003 - Fuel**	2,500	2,500	2,500	-16.7%
0	0	0	**53004 - Books & Circulation Materials**	0	0	0	0.0%
13,805	14,276	23,500	**Total Supplies**	23,000	23,000	23,000	-2.1%
50,129	44,608	62,029	**54001 - Professional/Contractual Services**	62,029	62,029	62,029	0.0%
512	4,223	6,000	**54003 - Legal Fees**	6,000	6,000	6,000	0.0%
5,000	10,000	5,000	**54006 - Software License and Maintenance**	5,000	5,000	5,000	0.0%
0	0	0	**54101 - R & M - Facilities**	0	0	0	0.0%
692	76	4,000	**54113 - R & M - Vehicles**	2,500	2,500	2,500	-37.5%
0	0	1,500	**54114 - R & M - Office Equipment**	1,500	1,500	1,500	0.0%
11,146	13,207	13,192	**54205 - Utilites - Phone/Pager/Cells**	13,192	13,192	13,192	0.0%
230	1,410	1,400	**54300 - Advertising & Publicity**	1,400	1,400	1,400	0.0%
725	1,114	610	**54301 - Fees and Charges**	610	610	610	0.0%
35,648	34,852	53,752	**54302 - Dues & Subscriptions**	53,752	53,752	53,752	0.0%
9,533	4,892	7,175	**54303 - Travel and Training**	7,175	7,175	7,175	0.0%
23,756	31,464	46,331	**54311 - Special Department Expenses**	46,331	46,331	46,331	0.0%
137,371	145,846	200,989	**Total Services**	199,489	199,489	199,489	-0.7%
29,168	0	0	**56003 - Vehicles**	0	0	0	0.0%
4,471	16,914	67,000	**56004 - Computer Hardware and Software**	67,000	67,000	67,000	0.0%
33,639	16,914	67,000	**Total Capital Improvement**	67,000	67,000	67,000	0.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
44,417	43,147	58,633	**58100 - Indirect Charges- City Management**	94,664	94,664	94,664	61.5%
33,430	32,951	33,858	**58110 - Indirect Charges- Human Resources**	27,648	27,648	27,648	-18.3%
15,930	15,187	15,836	**58120 - Indirect Charges- Risk Management**	15,368	15,368	15,368	-3.0%
14,683	14,983	13,885	**58130 - Indirect Charges- Office Services**	16,008	16,008	16,008	15.3%
20,410	26,719	29,854	**58150 - Indirect Charges- Records**	64,687	64,687	64,687	116.7%
781	762	1,381	**58200 - Indirect Charges- Finance Administration**	1,794	1,794	1,794	29.9%
25,819	27,382	28,792	**58210 - Indirect Charges- Financial Operations**	24,818	24,818	24,818	-13.8%
103,357	120,209	139,749	**58230 - Indirect Charges- Technology**	134,801	134,801	134,801	-3.5%
5,940	5,433	12,874	**58250 - Indirect Charges- Contracts and Purchasing**	11,244	11,244	11,244	-12.7%
1,147	430	1,231	**58630 - Indirect Charges- Fleet Maintenance**	79	79	79	-93.6%
129,995	139,675	135,079	**58640 - Indirect Charges- Property**	105,038	105,038	105,038	-22.2%
395,909	426,880	471,172	**Total Internal Services**	496,149	496,149	496,149	5.3%
1,479,852	**1,557,005**	**1,790,613**	**Total Public Works Administration**	**1,817,707**	**1,817,707**	**1,817,707**	**1.5%**

PROGRAM DESCRIPTION:

The Parks and Recreation Division maintains safe, clean parks and open space, and continues to provide a variety of outdoor recreational opportunities to the growing Tigard community. Park facilities are maintained to a standard that fosters and encourages their use. As park facilities are added and upgraded, the division's maintenance responsibilities increase.

PROGRAM RESULTS:

The Parks and Recreation Division ensure the city's park and open space system:

- Is safe, clean and well maintained.
- Is aesthetically pleasing and hospitable to users.
- Expands through the purchase of additional park / open space properties.
- Provides increased outdoor recreational opportunities for the community.

ACCOMPLISHMENTS:

FY 2015-2016:

- Continued implementation of Park System Master Plan and Greenway Trails Master Plan including land acquisition (TTSD IGA, Lasich) and development through use of park bond funds, park SDCs, and outside funding sources.
- Completed construction of new Summerlake restroom building.
- Moved Parks Division operations from old Ash Avenue yard to leased space on Ash and Burnham.
- Moved Ash Avenue Dog Park to facilitate development.
- Started oak savannah restoration at Dirksen Nature Park.
- Purchased equipment and finished playground construction at Senn Park.
- Supported events including the Tigard Festival of Balloons, fund-raising runs, soccer and baseball league practice and tournaments, etc.
- Hired a Recreation Coordinator in December, 2015 to start the first city sponsored recreation program.
- Created a mission statement for Tigard Recreation.
- Created an internship program for Tigard Recreation.

- Developed criteria for the grants and scholarships for recreation.

- Worked as a stakeholder with Community Development on planning the River Terrace park and trail designs, public improvement design standards, and funding strategies.

- Identified needs and collected information to assist the Park and Recreation Advisory Board and the City Council in meeting their respective goals, such as land acquisition and development, and funding future maintenance.

- Continued to identify new methods to improve and manage open spaces.

- Fully implemented Computerized Maintenance Management Systems (CMMS) to better track work order performance, maintenance tasks, asset data, and identify staffing and maintenance needs.

- Started a new Park Utility Fee system to help fund park and open space maintenance.

GOALS & OBJECTIVES:

FY 2016-2017:

- Park Development: continue implementation of Park System Master Plan and Greenway Trails Master Plan including land acquisition and development through use of park bond funds, park SDCs, and outside funding sources.

- Use established standards and CMMS work load tracking to calculate staffing and maintenance needs for the new acquisitions including trails, open space and developed parks.

- Identify needs and collect information that will help the Park and Recreation Advisory Board and the City Council meet their respective goals, such as land acquisition, development, and maintenance funding.

- Develop interpretive signage for the Fanno Creek Trail in cooperation with the Intertwine and continue signage upgrades onto other trail systems.

- Work with Community Development personnel to review and track park, trail, and open space designs submitted by developers in River Terrace.

- Recreation department will host or sponsor five special events.

- Create digital and hard copy of a city wide activity guide for fall/winter and spring/summer.

- Create useful ways to incorporate the recreation finder and our website.

- Expand current park reservation program to take class and event registrations, track & collect data (for future marketing potential) and collect revenue.

- Partner with the Tigard school district to offer after school programs.

- Develop recommendations for a room reservation system throughout the city where recreation programs, citizens, and city employees can reserve city room spaces.

- Create a catalog of Tigard events past, future, and present.

- Develop business liaisons and contacts to help find advertisers for future funding of the guide.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Acres of open space under stewardship of the division	247	247	247	252
Acres of park land managed (developed and undeveloped)	248	269	301	301
Annual number of hours of shelter reservations	3,246	4,099	4,200	4,200
Annual number of hours of sports fields reserved	6,552	10,563	10,600	10,600
Estimated park acres purchased using parks and open space bond funds	6	0	28	0
Miles of pedestrian paths inspected/maintained weekly	12	13.8	13.9	14
Number of playground areas meeting ASTM standard inspected weekly	14	15	16	16
Number of sports fields renovated three times per year	9	9	9	10

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Acres of community parks under city stewardship/ 1,000 residents (Goal: 3.0 acres/1,000 residents)	3.5	3.5	4.0	4.0
Acres of linear parks under city stewardship/ 1,000 residents (Goal: 1.25 acres/1,000 residents)	1.05	1.05	1.05	1.1
Acres of neighborhood parks under city stewardship/ 1,000 residents (Goal=1.5 acres/1,000 residents)	1.0	0.97	1.1	1.1
Acres of open space under city stewardship/ 1,000 residents (Goal: 4.25 acres/1,000 residents)	5.0	4.95	4.95	5.0
Playgrounds that meet ASTM Standards (%)	93%	93%	100%	100%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Admin Specialist II	0.00	0.00	0.00	0.50
Environmental Program Coordinator	1.00	1.00	1.00	1.00
Parks & Recreation Manager	0.75	0.75	0.67	0.67
Parks Supervisor	1.00	1.00	1.00	1.00
Recreation Coordinator	0.00	0.00	1.00	1.00
Sr Utility Worker	2.00	2.00	2.00	2.00
Utility Worker I	0.00	1.00	0.00	0.00
Utility Worker II	5.00	5.00	6.00	6.00
Total FTE	9.75	10.75	11.67	12.17

Woodard Park in Tigard, Oregon

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
		11.67	Total FTE	11.67	11.67	12.17	
0	0	145,466	**51001 - Salaries - Management**	239,311	239,311	239,311	64.5%
0	0	594,531	**51002 - Salaries - General**	500,696	500,696	500,696	-15.8%
0	0	0	**51004 - Part Time - Regular**	0	0	21,046	100.0%
0	0	151,831	**51005 - Part Time - Temporary**	160,297	160,297	173,463	14.2%
0	0	12,588	**51006 - Overtime**	12,701	12,701	12,701	0.9%
0	0	904,416	**Total Personal Services - Salaries**	913,005	913,005	947,217	4.7%
0	0	4,526	**52001 - Unemployment**	875	875	943	-79.2%
0	0	23,874	**52002 - Worker's Compensation**	23,755	23,755	23,885	0.0%
0	0	69,161	**52003 - Social Security/Medicare**	67,061	67,061	69,678	0.7%
0	0	6,550	**52004 - Tri-Met Tax**	6,345	6,345	6,593	0.7%
0	0	81,274	**52005 - Retirement**	78,274	78,274	78,905	-2.9%
0	0	10,002	**52007 - VEBA - ER**	9,702	9,702	10,152	1.5%
0	0	2,747	**52008 - Life Ins/ADD/LTD**	3,092	3,092	4,082	48.6%
0	0	0	**52009 - Long Term Disability**	0	0	0	0.0%
0	0	176,015	**52010 - Medical/Dental/Vision**	193,326	193,326	200,526	13.9%
0	0	0	**52011 - Dental Benefits**	13,142	13,142	13,142	100.0%
0	0	374,149	**Total Personal Services - Benefits**	395,572	395,572	407,906	9.0%
0	0	800	**53001 - Office Supplies**	800	800	800	0.0%
0	0	6,350	**53002 - Small Tools & Equipment**	6,350	6,350	6,350	0.0%
0	0	30,494	**53003 - Fuel**	35,000	35,000	35,000	14.8%
0	0	37,644	**Total Supplies**	42,150	42,150	42,150	12.0%
0	0	112,675	**54001 - Professional/Contractual Services**	99,485	184,485	227,939	102.3%
0	0	2,000	**54003 - Legal Fees**	2,000	2,000	2,000	0.0%
0	0	76,612	**54007 - Parks and Recreation**	76,612	76,612	76,612	0.0%
0	0	5,200	**54101 - R & M - Facilities**	5,600	5,600	5,600	7.7%
0	0	94,800	**54105 - R & M - Grounds**	94,800	94,800	94,800	0.0%
0	0	35,000	**54113 - R & M - Vehicles**	40,000	40,000	40,000	14.3%
0	0	25,185	**54201 - Utilities - Electric**	25,185	25,185	25,185	0.0%
0	0	192,500	**54202 - Utilities-Water/Sewer/SWM**	192,400	192,400	192,400	-0.1%
0	0	6,120	**54205 - Utilites - Phone/Pager/Cells**	6,120	6,120	6,120	0.0%
0	0	300	**54300 - Advertising & Publicity**	300	300	300	0.0%
0	0	1,046	**54301 - Fees and Charges**	1,046	1,046	1,046	0.0%
0	0	2,200	**54302 - Dues & Subscriptions**	2,200	2,200	2,200	0.0%
0	0	3,200	**54303 - Travel and Training**	3,200	3,200	3,200	0.0%
0	0	6,250	**54309 - Rents and Leases**	6,250	6,250	6,250	0.0%
0	0	4,700	**54311 - Special Department Expenses**	4,700	4,700	14,700	212.8%
0	0	567,788	**Total Services**	559,898	644,898	698,352	23.0%
0	0	15,000	**56001 - Land**	15,000	15,000	15,000	0.0%
0	0	0	**56003 - Vehicles**	0	0	0	0.0%
0	0	34,000	**56006 - Equipment**	64,000	64,000	64,000	88.2%
0	0	49,000	**Total Capital Improvement**	79,000	79,000	79,000	61.2%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
0	0	37,812	**58100 - Indirect Charges- City Management**	48,353	48,353	48,353	27.9%
0	0	40,141	**58110 - Indirect Charges- Human Resources**	38,344	38,344	38,344	-4.5%
0	0	42,564	**58120 - Indirect Charges- Risk Management**	45,218	45,218	45,218	6.2%
0	0	9,652	**58130 - Indirect Charges- Office Services**	11,090	11,090	11,090	14.9%
0	0	1,724	**58200 - Indirect Charges- Finance Administration**	2,508	2,508	2,508	45.5%
0	0	32,480	**58210 - Indirect Charges- Financial Operations**	37,637	37,637	37,637	15.9%
0	0	44,044	**58230 - Indirect Charges- Technology**	51,549	51,549	51,549	17.0%
0	0	8,574	**58250 - Indirect Charges- Contracts and Purchasing**	11,303	11,303	11,303	31.8%
0	0	29,118	**58630 - Indirect Charges- Fleet Maintenance**	35,753	35,753	35,753	22.8%
0	0	24,308	**58640 - Indirect Charges- Property**	4,202	4,202	4,202	-82.7%
0	0	270,417	**Total Internal Services**	285,957	285,957	285,957	5.7%
0	**0**	**2,203,414**	**Total Parks and Recreation**	**2,275,582**	**2,360,582**	**2,460,582**	**11.7%**

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
9.75	10.75	0.00	Total FTE	0.00	0.00	0.00	
143,993	145,611	0	**51001 - Salaries - Management**	0	0	0	0.0%
397,603	488,377	0	**51002 - Salaries - General**	0	0	0	0.0%
116,360	105,740	0	**51005 - Part Time - Temporary**	0	0	0	0.0%
14,029	-5,620	0	**51006 - Overtime**	0	0	0	0.0%
671,985	734,108	0	**Total Personal Services - Salaries**	0	0	0	0.0%
9,343	8,541	0	**52001 - Unemployment**	0	0	0	0.0%
17,674	25,862	0	**52002 - Worker's Compensation**	0	0	0	0.0%
50,839	56,710	0	**52003 - Social Security/Medicare**	0	0	0	0.0%
4,839	5,473	0	**52004 - Tri-Met Tax**	0	0	0	0.0%
58,521	66,559	0	**52005 - Retirement**	0	0	0	0.0%
7,620	9,162	0	**52007 - VEBA - ER**	0	0	0	0.0%
551	631	0	**52008 - Life Ins/ADD/LTD**	0	0	0	0.0%
1,491	1,654	0	**52009 - Long Term Disability**	0	0	0	0.0%
119,632	135,193	0	**52010 - Medical/Dental/Vision**	0	0	0	0.0%
14,097	15,912	0	**52011 - Dental Benefits**	0	0	0	0.0%
284,607	325,697	0	**Total Personal Services - Benefits**	0	0	0	0.0%
212	184	0	**53001 - Office Supplies**	0	0	0	0.0%
4,410	7,265	0	**53002 - Small Tools & Equipment**	0	0	0	0.0%
31,773	26,102	0	**53003 - Fuel**	0	0	0	0.0%
36,395	33,551	0	**Total Supplies**	0	0	0	0.0%
91,527	79,829	0	**54001 - Professional/Contractual Services**	0	0	0	0.0%
3,303	2,317	0	**54003 - Legal Fees**	0	0	0	0.0%
6,400	54,075	0	**54007 - Parks and Recreation**	0	0	0	0.0%
2,514	3,102	0	**54101 - R & M - Facilities**	0	0	0	0.0%
81,483	63,340	0	**54105 - R & M - Grounds**	0	0	0	0.0%
39,158	34,366	0	**54113 - R & M - Vehicles**	0	0	0	0.0%
0	67	0	**54114 - R & M - Office Equipment**	0	0	0	0.0%
1,732	12,605	0	**54201 - Utilities - Electric**	0	0	0	0.0%
6,863	111,126	0	**54202 - Utilities-Water/Sewer/SWM**	0	0	0	0.0%
5,254	5,562	0	**54205 - Utilites - Phone/Pager/Cells**	0	0	0	0.0%
101	101	0	**54300 - Advertising & Publicity**	0	0	0	0.0%
101	2,430	0	**54301 - Fees and Charges**	0	0	0	0.0%
1,140	2,845	0	**54302 - Dues & Subscriptions**	0	0	0	0.0%
3,183	3,716	0	**54303 - Travel and Training**	0	0	0	0.0%
2,289	4,668	0	**54309 - Rents and Leases**	0	0	0	0.0%
4,281	3,730	0	**54311 - Special Department Expenses**	0	0	0	0.0%
249,329	383,879	0	**Total Services**	0	0	0	0.0%
3,048	0	0	**56002 - Buildings & Improvements**	0	0	0	0.0%
5,805	0	0	**56003 - Vehicles**	0	0	0	0.0%
26,510	10,781	0	**56006 - Equipment**	0	0	0	0.0%
35,363	10,781	0	**Total Capital Improvement**	0	0	0	0.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
22,605	24,049	0	**58100 - Indirect Charges- City Management**	0	0	0	0.0%
35,428	34,921	0	**58110 - Indirect Charges- Human Resources**	0	0	0	0.0%
39,021	37,922	0	**58120 - Indirect Charges- Risk Management**	0	0	0	0.0%
10,105	9,365	0	**58130 - Indirect Charges- Office Services**	0	0	0	0.0%
294	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
803	973	0	**58200 - Indirect Charges- Finance Administration**	0	0	0	0.0%
32,198	29,281	0	**58210 - Indirect Charges- Financial Operations**	0	0	0	0.0%
35,554	44,967	0	**58230 - Indirect Charges- Technology**	0	0	0	0.0%
10,379	6,378	0	**58250 - Indirect Charges- Contracts and Purchasing**	0	0	0	0.0%
22,344	18,351	0	**58630 - Indirect Charges- Fleet Maintenance**	0	0	0	0.0%
49,437	53,118	0	**58640 - Indirect Charges- Property**	0	0	0	0.0%
258,168	259,324	0	**Total Internal Services**	0	0	0	0.0%
1,535,847	**1,747,339**	**0**	**Total Parks and Grounds**	**0**	**0**	**0**	**0.0%**

For FY 2016, the budget committee approved the creation of a Parks Utility Fund which takes the place of the Parks and Grounds Fund. This report is showing historical data from previous years.

PROGRAM DESCRIPTION:

The Street Maintenance Division provides routine maintenance and repair services for the city's street network and its various components. There are many activities and programs managed in this division including the following:

- Pavement preservation and patching in coordination with the Pavement Management Program (PMP)
- Street and traffic signs
- Guardrails and barricades
- Off-street bicycle paths
- Pavement markings
- Snow and ice management
- Oversight of the right of way maintenance program
- Oversight of a right of way mowing contract
- Oversight of the free street tree program
- Oversight of the adopt-a-street program

PROGRAM RESULTS:

The various street maintenance programs result in a transportation system that is safe and aesthetically pleasing for pedestrians, bicyclists and the motoring public.

ACCOMPLISHMENTS:

FY 2015-2016:

- Completed all dig out repairs prior to PMMP and from other divisions. 1,609 SY total.
- Operated a transportation system in cooperation with the city's transportation planning, maintenance and improvement programs that is safe for pedestrians, bicyclists and the motoring public.
- Provided outstanding service to internal and external customers.
- Continued to manage the right of way maintenance program with funds received from the street maintenance fee.

- Managed the street sweeping, ROW mowing, Adopt-a-Street, and street tree programs.

- Completed several Strategic Plan LQC projects, including: 135th sidewalk, Atlanta/Haines sidewalk, Oak Way path, North Dakota sidewalk.

- Moved the entire Streets division to a new location. Offices, equipment, materials, sign shop, vehicles, supplies.

- Assisted with building a new Public Works bulk storage facility at the Hunziker location.

- Refreshed thermoplastic markings in all school zones as needed.

- Installed 10 bike racks, 8 benches, 20 pieces of art, 16 banners, 2 bike fix-it stations for the Tigard Downtown.

- Performed paving repairs at the library and PW parking lot prior to seal coating.

GOALS & OBJECTIVES:

FY 2016-2017:

- Complete all dig out repairs prior to PMMP and from other divisions. 3,000 SY total.

- Operate a transportation system in cooperation with the city's transportation planning, maintenance and improvement programs that is safe for pedestrians, bicyclists and the motoring public.

- Provide outstanding service to internal and external customers.

- Continue to manage the right of way maintenance program with funds received from the street maintenance fee.

- Manage the ROW mowing, Adopt-a-Street, and street tree programs.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of right of ways improved	3	4	4	5
Number of right of ways maintained	35	40	44	49
Number of street trees planted	24	40	45	50
Freshen street markings in sections	5	5	5	5
Dig-out pothole repairs (square yards)	3,425	1,870	1,609	3,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of complaints regarding high weeds and grass obstructing visibility	5	5	5	5
Number of complaints regarding street conditions	10	10	10	10
Overall Pavement Condition Index (PCI) of street system (Goal: meet or exceed 67.0 PCI)	70.0	70.5	70.5	71

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Park & Recreation Manager	0.25	0.25	0.33	0.33
Street Supervisor	1.00	1.00	1.00	1.00
Senior Utility Worker	1.00	1.00	1.00	1.00
Utility Worker II	5.00	5.00	4.00	5.00
Total FTE	7.25	7.25	6.33	7.33

The intersection of Burnham and Main is in the center of downtown Tigard.

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
7.25	7.25	6.33	Total FTE	7.33	7.33	7.33	
96,873	97,963	111,069	**51001 - Salaries - Management**	107,914	107,914	107,914	-2.8%
270,661	245,114	297,469	**51002 - Salaries - General**	314,747	314,747	314,747	5.8%
4,059	1,139	8,392	**51006 - Overtime**	8,468	8,468	8,468	0.9%
371,593	344,216	416,930	**Total Personal Services - Salaries**	431,129	431,129	431,129	3.4%
5,176	3,950	2,087	**52001 - Unemployment**	431	431	431	-79.3%
16,833	19,750	18,039	**52002 - Worker's Compensation**	17,396	17,396	17,396	-3.6%
28,152	25,717	31,898	**52003 - Social Security/Medicare**	32,980	32,980	32,980	3.4%
2,675	2,493	3,021	**52004 - Tri-Met Tax**	3,122	3,122	3,122	3.3%
41,058	38,397	46,137	**52005 - Retirement**	46,581	46,581	46,581	1.0%
5,250	4,575	5,298	**52007 - VEBA - ER**	6,198	6,198	6,198	17.0%
331	292	1,636	**52008 - Life Ins/ADD/LTD**	1,822	1,822	1,822	11.4%
1,016	915	0	**52009 - Long Term Disability**	0	0	0	0.0%
83,202	87,297	111,856	**52010 - Medical/Dental/Vision**	131,610	131,610	131,610	17.7%
9,024	9,427	0	**52011 - Dental Benefits**	0	0	0	0.0%
192,717	192,813	219,972	**Total Personal Services - Benefits**	240,140	240,140	240,140	9.2%
74	80	250	**53001 - Office Supplies**	250	250	250	0.0%
6,141	3,033	5,960	**53002 - Small Tools & Equipment**	5,960	5,960	5,960	0.0%
13,585	8,347	30,000	**53003 - Fuel**	20,000	20,000	20,000	-33.3%
19,800	11,460	36,210	**Total Supplies**	26,210	26,210	26,210	-27.6%
149,571	200,549	239,268	**54001 - Professional/Contractual Services**	285,268	285,268	285,268	19.2%
0	197	1,000	**54003 - Legal Fees**	1,000	1,000	1,000	0.0%
78,987	60,426	131,036	**54101 - R & M - Facilities**	131,036	131,036	131,036	0.0%
28,129	8,655	26,000	**54113 - R & M - Vehicles**	26,000	26,000	26,000	0.0%
6,168	10,615	24,637	**54202 - Utilities-Water/Sewer/SWM**	24,637	24,637	24,637	0.0%
3,960	5,462	6,480	**54205 - Utilites - Phone/Pager/Cells**	6,480	6,480	6,480	0.0%
101	0	300	**54300 - Advertising & Publicity**	300	300	300	0.0%
142	0	300	**54302 - Dues & Subscriptions**	300	300	300	0.0%
2,236	986	2,470	**54303 - Travel and Training**	2,470	2,470	2,470	0.0%
0	2,701	2,800	**54306 - Credit Card Fees**	2,800	2,800	2,800	0.0%
0	0	1,000	**54308 - Property Damage**	1,000	1,000	1,000	0.0%
0	570	11,000	**54309 - Rents and Leases**	11,000	11,000	11,000	0.0%
1,511	1,062	2,000	**54311 - Special Department Expenses**	2,000	2,000	2,000	0.0%
270,805	291,222	448,291	**Total Services**	494,291	494,291	494,291	10.3%
0	0	0	**56003 - Vehicles**	25,000	25,000	25,000	100.0%
22,503	3,670	0	**56004 - Computer Hardware and Software**	0	0	0	0.0%
22,503	3,670	0	**Total Capital Improvement**	25,000	25,000	25,000	100.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
212,850	191,266	186,425	**58000 - Interdepartmental Costs**	176,231	176,231	176,231	-5.5%
17,526	17,595	20,543	**58100 - Indirect Charges- City Management**	31,180	31,180	31,180	51.8%
26,344	25,966	23,813	**58110 - Indirect Charges- Human Resources**	24,084	24,084	24,084	1.1%
32,242	39,818	40,529	**58120 - Indirect Charges- Risk Management**	40,948	40,948	40,948	1.0%
3,382	3,223	3,546	**58130 - Indirect Charges- Office Services**	3,788	3,788	3,788	6.8%
378	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
1,032	667	1,194	**58200 - Indirect Charges- Finance Administration**	2,729	2,729	2,729	128.6%
23,230	24,467	24,030	**58210 - Indirect Charges- Financial Operations**	26,450	26,450	26,450	10.1%
13,398	19,627	16,791	**58230 - Indirect Charges- Technology**	25,578	25,578	25,578	52.3%
15,242	3,433	8,996	**58250 - Indirect Charges- Contracts and Purchasing**	9,500	9,500	9,500	5.6%
11,401	11,713	14,610	**58630 - Indirect Charges- Fleet Maintenance**	9,004	9,004	9,004	-38.4%
54,537	58,597	29,751	**58640 - Indirect Charges- Property**	0	0	0	-100.0%
411,562	396,371	370,228	**Total Internal Services**	349,492	349,492	349,492	-5.6%
1,288,980	**1,239,753**	**1,491,631**	**Total Street Maintenance**	**1,566,262**	**1,566,262**	**1,566,262**	**5.0%**

City workers install a crosswalk on a street with high foot traffic

PROGRAM DESCRIPTION:

The Engineering Division provides professional services within the city in two key areas: public capital project delivery and development related infrastructure permitting. Services provided include project management, design, plan review, construction oversight, inspection, environmental permitting coordination, and public infrastructure standards development.

PROGRAM RESULTS:

The Engineering Division ensures the city's Capital Improvement Plan (CIP) is delivered in an efficient and cost-effective manner. The Division also ensures that private development projects are constructed such that new public infrastructure meets or exceeds city standards.

ACCOMPLISHMENTS:

FY 2015-2016:

- Pavement Management Program: During the summer of 2015, completed 3 street miles of pavement overlays and 15 street miles of crack sealing. This represents approximately 12% of city streets.

- Issued 200 Public Facilities Infrastructure permits for development projects and conducted plan reviews and inspections for those projects.

- Implemented use of new public improvement design standards for stormwater in River Terrace. Reviewed plans for 7 regional stormwater pond facilities and associated community amenity elements.

- Led or assisted in preparation of 7 grant applications to support infrastructure and park development from sources including Metro, Clean Water Services, the federal Economic Development Agency, Oregon State Parks, and ODOT.

- Prepared monthly CIP project management reports sharing up-to-date project status, budget and schedule information citywide.

- Managed a repair process for the North Dakota Bridge that resulted in re-opening the bridge only 7 weeks after closure was mandated for structural safety reasons. The re-opened bridge includes a new pedestrian walkway addition. Additionally submitted a grant application to ODOT for permanent bridge replacement funding; this has been ranked as highest priority by ODOT staff.

- Managed 29 planning, design and construction projects that included the following results:
  - New reservoir, pump station and transmission piping to allow for delivery of drinking water from the Lake Oswego – Tigard Water Partnership project.

  - Improvements at Dirksen Nature Park: remodeled education center building, improved parking lot, and began the first round of measures to restore the Oak Savanna.

- New sanitary sewer line in Barrows Road (designed and built as a partnership with Clean Water Services and City of Beaverton) to serve new development in River Terrace and South Cooper Mountain areas.

- Repairs, painting, re-landscaping, and addition of a programmable information sign at the City Hall/Permit Center buildings.

- Preliminary design of a new street connection from Hunziker to Tech Center Drive.

GOALS & OBJECTIVES:

FY 2016-2017:

Support implementation of Tigard's Strategic Vision Goals as follows:

Goal 1: Facilitate walking connections to develop an identity.

- Support strategic creation of trail, sidewalk and crossing improvements and connections.

- Support development and implementation of greenway system best management practices and improvement projects.

- Promote infrastructure design that is visually appealing as well as functional, that helps create a unique, vibrant identity for the city.

Goal 2: Ensure development advances the vision.

- Continue to encourage and permit development projects that incorporate appropriate and sustainable bike, pedestrian and other community amenities into public infrastructure.

- Customer phone calls and inspection requests responded to within 24 hours of contact (during the work week).

Goal 3: Engage the community through dynamic communication.

- Develop and implement stakeholder communication plans for capital projects.

- Continue to produce weekly construction project activity reports for internal and public distribution.

- Provide timely, professional and courteous responses to public inquiries and issues.

Goal 4: Fund the vision while maintaining core services.

- Actively participate in targeting and applying for grant funding for public projects that support the Strategic Vision.

- Actively and efficiently manage capital projects with an eye to scope, schedule and costs, resulting in long term beneficial public assets.

- Manage strategic planning for city facilities that will efficiently and effectively support provision of services to city customers into the future.

- Provide timely infrastructure data to Public Works Operations.

- Continue to work with Public Works Operations staff to ensure that long-term maintainability is considered during infrastructure design.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Public Facility Permits (PFIs) issued	90	166	200	200
Customers served by Engineering Division staff at the Permit Counter	424	445	450	450
Number of Capital Improvement Plan projects managed by Engineering Division	NA	36	29	29
Pavement Management Program Overall Dollars Invested Per year	$1,660,000	$1,800,000	$1,900,000	$1,985,000
Pavement Management Program street miles maintained	28	20	18	20
Average number of CIP projects per Project Manager	NA	7	6.0	NA
Pavement Management Program Miles of Overlay Per Year	4	3.5	3.5	NA
Pavement Management Program Miles of Slurry Seal Per Year	14	0	0	NA

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Overall Pavement Condition Index (PCI) of Street System: (Goal, based upon Council approval of SMF increase in January 2010, is to meet or exceed a PCI of 67.0)	70.0	70.3	70.3	70.3%
Capital Improvement Plan projects managed by the Engineering Division for which percent spent of the approved total project budget does not exceed the project percent complete by more than 5%	NA	NA	100%	100%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
City Engineer	1.00	1.00	1.00	1.00
Assistant City Engineer	1.00	1.00	1.00	1.00
Senior Project Engineer	2.00	3.00	3.00	3.00
Project Engineer	1.00	1.00	1.00	1.00
Project Coordinator	0.00	2.00	2.00	2.00
Senior Engineering Technician	4.00	4.00	4.00	4.00
Engineering Technician II	0.00	0.00	1.00	2.00
Engineering Technician I	1.00	1.00	1.00	0.00
Management Analyst	0.00	0.00	1.00	1.00
Administrative Specialist II	0.00	0.00	1.00	1.00
Environmental Program Coordinator	1.00	0.00	0.00	0.00
Engineering Inspection Supervisor	1.00	0.00	0.00	0.00
Senior Administrative Specialist	1.00	1.00	0.00	0.00
Total FTE	13.00	14.00	16.00	16.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
13.00	14.00	16.00	**Total FTE**	16.00	16.00	16.00	
543,310	560,643	606,679	**51001 - Salaries - Management**	627,978	627,978	627,978	3.5%
523,677	539,325	558,450	**51002 - Salaries - General**	580,351	580,351	580,351	3.9%
8,470	10,302	7,344	**51006 - Overtime**	7,410	7,410	7,410	0.9%
1,075,457	1,110,270	1,172,473	**Total Personal Services - Salaries**	1,215,739	1,215,739	1,215,739	3.7%
14,960	12,851	5,878	**52001 - Unemployment**	1,207	1,207	1,207	-79.5%
13,867	16,393	17,009	**52002 - Worker's Compensation**	15,910	15,910	15,910	-6.5%
81,055	82,547	89,848	**52003 - Social Security/Medicare**	92,376	92,376	92,376	2.8%
7,735	8,114	8,482	**52004 - Tri-Met Tax**	8,741	8,741	8,741	3.1%
125,972	126,484	141,786	**52005 - Retirement**	145,839	145,839	145,839	2.9%
10,800	10,350	10,800	**52007 - VEBA - ER**	12,300	12,300	12,300	13.9%
977	891	4,674	**52008 - Life Ins/ADD/LTD**	5,391	5,391	5,391	15.3%
2,984	2,548	0	**52009 - Long Term Disability**	0	0	0	0.0%
198,390	177,145	224,291	**52010 - Medical/Dental/Vision**	232,897	232,897	232,897	3.8%
25,155	22,515	0	**52011 - Dental Benefits**	0	0	0	0.0%
0	0	2,796	**52012 - Accrued Vacation**	2,796	2,796	2,796	0.0%
481,895	459,838	505,564	**Total Personal Services - Benefits**	517,457	517,457	517,457	2.4%
4,114	3,311	9,350	**53001 - Office Supplies**	8,000	8,000	8,000	-14.4%
3,309	7,929	5,378	**53002 - Small Tools & Equipment**	6,000	6,000	6,000	11.6%
6,740	4,818	8,319	**53003 - Fuel**	8,000	8,000	8,000	-3.8%
14,163	16,058	23,047	**Total Supplies**	22,000	22,000	22,000	-4.5%
36,688	393,803	91,651	**54001 - Professional/Contractual Services**	241,000	241,000	241,000	163.0%
13,634	1,951	4,000	**54003 - Legal Fees**	4,000	4,000	4,000	0.0%
7,720	4,278	16,082	**54006 - Software License and Maintenance**	16,000	16,000	16,000	-0.5%
3,044	1,946	7,875	**54113 - R & M - Vehicles**	7,000	7,000	7,000	-11.1%
0	0	2,000	**54114 - R & M - Office Equipment**	1,000	1,000	1,000	-50.0%
6,131	8,062	5,820	**54205 - Utilites - Phone/Pager/Cells**	9,000	9,000	9,000	54.6%
0	25	0	**54300 - Advertising & Publicity**	0	0	0	0.0%
0	0	1,500	**54301 - Fees and Charges**	0	0	0	-100.0%
2,285	1,035	2,140	**54302 - Dues & Subscriptions**	3,000	3,000	3,000	40.2%
8,152	6,816	10,271	**54303 - Travel and Training**	12,000	12,000	12,000	16.8%
738	3,084	4,450	**54311 - Special Department Expenses**	4,000	4,000	4,000	-10.1%
78,392	421,000	145,789	**Total Services**	297,000	297,000	297,000	103.7%
3,173	776	0	**56004 - Computer Hardware and Software**	0	0	0	0.0%
3,173	776	0	**Total Capital Improvement**	0	0	0	0.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
67,193	65,710	88,743	**58100 - Indirect Charges- City Management**	58,767	58,767	58,767	-33.8%
47,237	50,143	52,668	**58110 - Indirect Charges- Human Resources**	49,153	49,153	49,153	-6.7%
30,213	35,210	37,505	**58120 - Indirect Charges- Risk Management**	37,601	37,601	37,601	0.3%
29,735	36,827	32,073	**58130 - Indirect Charges- Office Services**	39,163	39,163	39,163	22.1%
32,489	43,333	47,855	**58150 - Indirect Charges- Records**	9,744	9,744	9,744	-79.6%
984	1,052	1,791	**58200 - Indirect Charges- Finance Administration**	2,679	2,679	2,679	49.6%
28,625	29,651	29,634	**58210 - Indirect Charges- Financial Operations**	27,450	27,450	27,450	-7.4%
117,530	129,754	145,550	**58230 - Indirect Charges- Technology**	144,257	144,257	144,257	-0.9%
3,966	5,116	8,468	**58250 - Indirect Charges- Contracts and Purchasing**	13,337	13,337	13,337	57.5%
1,179	3,133	3,530	**58630 - Indirect Charges- Fleet Maintenance**	2,025	2,025	2,025	-42.6%
23,905	25,684	33,019	**58640 - Indirect Charges- Property**	35,359	35,359	35,359	7.1%
383,056	425,612	480,836	**Total Internal Services**	419,535	419,535	419,535	-12.7%
2,036,136	**2,433,555**	**2,327,709**	**Total PW Engineering**	**2,471,731**	**2,471,731**	**2,471,731**	**6.2%**

The intersection of Pacific Hwy, Gaarde and McDonald is one of the busiest in the city. A recent $11,000,000 facelift made travel through this area much easier and safer for all.

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary Total FTE	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
64	0	0	**53003 - Fuel**	0	0	0	0.0%
64	0	0	**Total Supplies**	0	0	0	0.0%
6,895	0	0	**54001 - Professional/Contractual Services**	0	0	0	0.0%
6,895	0	0	**Total Services**	0	0	0	0.0%
41	0	0	**58100 - Indirect Charges- City Management**	0	0	0	0.0%
3	0	0	**58120 - Indirect Charges- Risk Management**	0	0	0	0.0%
4	0	0	**58130 - Indirect Charges- Office Services**	0	0	0	0.0%
3	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
8	0	0	**58200 - Indirect Charges- Finance Administration**	0	0	0	0.0%
55	0	0	**58210 - Indirect Charges- Financial Operations**	0	0	0	0.0%
20	0	0	**58230 - Indirect Charges- Technology**	0	0	0	0.0%
2	0	0	**58250 - Indirect Charges- Contracts and Purchasing**	0	0	0	0.0%
136	0	0	**Total Internal Services**	0	0	0	0.0%
7,095	**0**	**0**	**Total Healthy Streams**	**0**	**0**	**0**	**0.0%**

The Healthy Streams division was created in FY 2013, but was consolidated with the Stormwater division in FY 2014. This page is for historical purposes only.

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
0.95	1.95		Total FTE				
36,656	32,397	0	**51001 - Salaries - Management**	0	0	0	0.0%
21,456	55,998	0	**51002 - Salaries - General**	0	0	0	0.0%
34,727	7,557	0	**51005 - Part Time - Temporary**	0	0	0	0.0%
1,590	1,170	0	**51006 - Overtime**	0	0	0	0.0%
94,429	97,121	0	**Total Personal Services - Salaries**	0	0	0	0.0%
1,311	1,111	0	**52001 - Unemployment**	0	0	0	0.0%
1,027	2,057	0	**52002 - Worker's Compensation**	0	0	0	0.0%
7,123	7,195	0	**52003 - Social Security/Medicare**	0	0	0	0.0%
680	703	0	**52004 - Tri-Met Tax**	0	0	0	0.0%
7,483	4,381	0	**52005 - Retirement**	0	0	0	0.0%
705	1,548	0	**52007 - VEBA - ER**	0	0	0	0.0%
73	95	0	**52008 - Life Ins/ADD/LTD**	0	0	0	0.0%
136	155	0	**52009 - Long Term Disability**	0	0	0	0.0%
13,397	24,682	0	**52010 - Medical/Dental/Vision**	0	0	0	0.0%
1,088	3,333	0	**52011 - Dental Benefits**	0	0	0	0.0%
33,023	45,260	0	**Total Personal Services - Benefits**	0	0	0	0.0%
267	48	0	**53001 - Office Supplies**	0	0	0	0.0%
5,332	1,267	0	**53002 - Small Tools & Equipment**	0	0	0	0.0%
2,066	1,808	0	**53003 - Fuel**	0	0	0	0.0%
7,665	3,123	0	**Total Supplies**	0	0	0	0.0%
234	8,707	0	**54001 - Professional/Contractual Services**	0	0	0	0.0%
6,809	3,021	0	**54101 - R & M - Facilities**	0	0	0	0.0%
4,110	3,405	0	**54113 - R & M - Vehicles**	0	0	0	0.0%
67	0	0	**54114 - R & M - Office Equipment**	0	0	0	0.0%
668	712	0	**54205 - Utilites - Phone/Pager/Cells**	0	0	0	0.0%
357	355	0	**54300 - Advertising & Publicity**	0	0	0	0.0%
0	849	0	**54303 - Travel and Training**	0	0	0	0.0%
67	551	0	**54311 - Special Department Expenses**	0	0	0	0.0%
12,312	17,600	0	**Total Services**	0	0	0	0.0%
147,429	**163,103**	**0**	**Total Fleet Maintenance - PW**	**0**	**0**	**0**	**0.0%**

The Fleet Maintenance division was moved to the Central Services department in FY 2016. This page is for historical purposes only.

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.85	4.85		Total FTE				
36,656	32,396	0	51001 - Salaries - Management	0	0	0	0.0%
165,413	214,803	0	51002 - Salaries - General	0	0	0	0.0%
16,951	12,676	0	51005 - Part Time - Temporary	0	0	0	0.0%
5,288	3,441	0	51006 - Overtime	0	0	0	0.0%
224,308	263,317	0	Total Personal Services - Salaries	0	0	0	0.0%
3,112	2,977	0	52001 - Unemployment	0	0	0	0.0%
4,359	7,092	0	52002 - Worker's Compensation	0	0	0	0.0%
16,755	19,459	0	52003 - Social Security/Medicare	0	0	0	0.0%
1,609	1,906	0	52004 - Tri-Met Tax	0	0	0	0.0%
22,183	23,836	0	52005 - Retirement	0	0	0	0.0%
3,315	4,104	0	52007 - VEBA - ER	0	0	0	0.0%
223	253	0	52008 - Life Ins/ADD/LTD	0	0	0	0.0%
527	613	0	52009 - Long Term Disability	0	0	0	0.0%
49,208	65,837	0	52010 - Medical/Dental/Vision	0	0	0	0.0%
5,327	8,440	0	52011 - Dental Benefits	0	0	0	0.0%
1,533	-3,767	0	52012 - Accrued Vacation	0	0	0	0.0%
108,151	130,752	0	Total Personal Services - Benefits	0	0	0	0.0%
1,730	1,530	0	53001 - Office Supplies	0	0	0	0.0%
2,518	1,522	0	53002 - Small Tools & Equipment	0	0	0	0.0%
2,445	2,871	0	53003 - Fuel	0	0	0	0.0%
6,693	5,922	0	Total Supplies	0	0	0	0.0%
387,773	292,525	0	54001 - Professional/Contractual Services	0	0	0	0.0%
0	338	0	54003 - Legal Fees	0	0	0	0.0%
101,603	155,998	0	54101 - R & M - Facilities	0	0	0	0.0%
9,353	16,020	0	54113 - R & M - Vehicles	0	0	0	0.0%
87	199	0	54114 - R & M - Office Equipment	0	0	0	0.0%
198,513	239,264	0	54201 - Utilities - Electric	0	0	0	0.0%
176,910	115,462	0	54202 - Utilities-Water/Sewer/SWM	0	0	0	0.0%
67,886	62,509	0	54203 - Utilities - Natural Gas	0	0	0	0.0%
2,758	3,386	0	54205 - Utilites - Phone/Pager/Cells	0	0	0	0.0%
235	295	0	54300 - Advertising & Publicity	0	0	0	0.0%
794	336	0	54302 - Dues & Subscriptions	0	0	0	0.0%
576	1,825	0	54303 - Travel and Training	0	0	0	0.0%
0	5,750	0	54309 - Rents and Leases	0	0	0	0.0%
3,065	1,244	0	54311 - Special Department Expenses	0	0	0	0.0%
949,553	895,150	0	Total Services	0	0	0	0.0%
22,492	90,150	0	56002 - Buildings & Improvements	0	0	0	0.0%
27,068	0	0	56003 - Vehicles	0	0	0	0.0%
2,801	0	0	56004 - Computer Hardware and Software	0	0	0	0.0%
52,361	90,150	0	Total Capital Improvement	0	0	0	0.0%
1,341,066	**1,385,291**	**0**	**Total Property Management - PW**	**0**	**0**	**0**	**0.0%**

The Property Management division was moved to the Central Services department in FY 2016. This page is for historical purposes only.

PROGRAM DESCRIPTION:

The Public Works Water Division has the primary responsibility to operate, maintain, repair, and expand the water system while at the same time providing a high-quality, dependable water supply to its customers. The Tigard Water Service Area is comprised of the cities of Durham, King City, two thirds of Tigard, and unincorporated areas to the south and west of Tigard (Tigard Water District). The service area has 18,651 service connections supplying approximately 60,000 customers.

PROGRAM RESULTS:

The Public Works Water Division provides safe and reliable water that meets or exceeds all Environmental Protection Agency (EPA) and State of Oregon standards for water quality. The division holds to these standards under normal, peak and emergency situations.

The Public Works Water Division provides safe and reliable water that meets or exceeds all Environmental Protection Agency (EPA) and State of Oregon standards for water quality. The division holds to these standards under normal, peak and emergency situations.

The division encourages efficient water use with a goal of reducing water consumption by implementing the benchmarks as described in the approved 2011 Tigard Water Management and Conservation Plan. The division receives high quality drinking water from the Lake Oswego-Tigard Water Treatment Plant through the Lake Oswego-Tigard Water Partnership.

As part of the Lake Oswego-Tigard Water Partnership, the division completed a water financial plan update in November 2014 that estimated the revenue requirements for project expenditures, debt service, and operations for the next 20-year period. Through this planning, the City Council adopted the following:

- 10.5-percent rate increase in 2015.
- 3.5-percent rate increases programmed for 2016, 2017, 2018, and 2019.

The council has approved authority to bond $160,000,000 to fund the 2010 Water Master Plan and Lake Oswego-Tigard Water Partnership that will provide 14 million gallons of water per day by June 2016. Additionally, the city can expand its capacity through the partnership to 18 million gallons per day.

ACCOMPLISHMENTS:

FY 2015-2016:

- Operated and maintained the water distribution system utilizing Best Management Practices.

- Continued to meet the obligations of the Lake Oswego-Tigard Water Partnership to increase water supply capacity to meet both cities daily water demands.

- Operated the city's Aquifer Storage Recovery system in the most economical and efficient manner to meet the peak seasonal water needs of our customers.

- Developed and began implementing a system wide unidirectional flushing program to provide smooth transition to the new LOT source water.

- Continued to improve asset data information and track work order performance through the Computerized Maintenance Management System (CMMS).

- Completed pipe improvements needed to convert the current 24" 410-zone water main to a 470-zone transmission main from the Milton Ct. pump station to the 10 million gallon reservoir.

- Provided outstanding customer service.

- Provided financial and technical support for the Lake Oswego-Tigard Water Partnership. Provided public notification of 3.5 percent water rate increase effective January 1, 2016.

GOALS & OBJECTIVES:

FY 2016-2017:

- Provide outstanding customer service to the Tigard Water Service Area.

- Operate and maintain the water distribution system utilizing Best Management Practices.

- Continue to meet the obligations of the Lake Oswego-Tigard Water Partnership to meet both cities daily water demands.

- Determine the best operations strategy for the city's Aquifer Storage Recovery system that is economical and efficient within the Lake Oswego-Tigard Water Partnership.

- Determine the best strategy of providing enhanced water quality and asset management utilizing a unidirectional flushing program that incorporates valve and hydrant maintenance.

- Continued to improve asset data information and track work order performance through the Computerized Maintenance Management System (CMMS), including new assets through the Lake Oswego-Tigard Water Partnership.

- Provide technical support in developing an operations plan for the Lake Oswego-Tigard Water Partnership.

- Implement and provide enhanced water quality utilizing Ozone treatment scheduled for completion in December 2016 at Lake Oswego-Tigard Water Treatment Plant.

- Provide public notification of 3.25 percent water rate increase effective January 1, 2017.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Water Conservation presentation given	22	20	20	20
Number of bacteriological water samples taken during the year	745	732	900	900
Miles of distribution piping maintained with BMPs	245	246	248	250
Time spent by staff managing water sampling (work weeks)	12	12	14	14

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Percentage of residential backflow customers who comply with annual testing requirements (Goal: 85%)	88%	97%	95%	95%
Percentage of water samples taken that meet or exceed water quality standards as set by US EPA (Goal: 100%)	97%	100%	100%	100%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Utility Worker I	0.00	0.00	0.00	0.32
LOT WP Project Director	0.00	1.00	1.00	1.00
Public Works Manager	0.50	0.50	0.50	0.50
Water Operations Supervisor	2.00	2.00	2.00	2.00
Backflow Cross Connections Specialist	1.00	1.00	1.00	1.00
Environmental Program Coordinator	1.00	1.00	1.00	1.00
Senior Utility Worker	1.00	1.00	1.00	1.00
Utility Worker II	4.50	4.50	4.50	4.50
Senior Water Utility Technician	1.00	1.00	1.00	1.00
Water Utility Technician	1.00	1.00	1.00	1.00
Total FTE	12.00	13.00	13.00	13.32

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
12.00	13.00	13.00	Total FTE	13.00	13.00	13.32	
0	0	2,000	**45105 - Fire Hydrant Flow Testing Srvc**	0	0	0	-100.0%
0	0	2,000	**Total Charges for Services**	0	0	0	-100.0%
273,793	299,458	343,289	**51001 - Salaries - Management**	328,103	328,103	328,103	-4.4%
502,159	703,827	546,184	**51002 - Salaries - General**	544,974	544,974	544,974	-0.2%
0	6,529	0	**51005 - Part Time - Temporary**	0	0	0	0.0%
32,943	41,833	32,545	**51006 - Overtime**	32,838	32,838	32,838	0.9%
808,895	1,051,647	922,018	**Total Personal Services - Salaries**	905,915	905,915	905,915	-1.7%
11,264	9,626	4,454	**52001 - Unemployment**	886	886	886	-80.1%
19,984	25,319	28,047	**52002 - Worker's Compensation**	28,195	28,195	28,195	0.5%
60,006	62,482	68,089	**52003 - Social Security/Medicare**	67,767	67,767	67,767	-0.5%
5,822	6,120	6,446	**52004 - Tri-Met Tax**	6,414	6,414	6,414	-0.5%
90,437	91,431	102,734	**52005 - Retirement**	98,408	98,408	98,408	-4.2%
9,467	10,258	10,650	**52007 - VEBA - ER**	10,650	10,650	10,650	0.0%
1,099	1,258	3,626	**52008 - Life Ins/ADD/LTD**	3,626	3,626	3,626	0.0%
1,980	2,131	0	**52009 - Long Term Disability**	0	0	0	0.0%
155,566	157,079	210,470	**52010 - Medical/Dental/Vision**	195,145	195,145	195,145	-7.3%
19,725	20,256	0	**52011 - Dental Benefits**	16,322	16,322	16,322	100.0%
375,350	385,959	434,516	**Total Personal Services - Benefits**	427,413	427,413	427,413	-1.6%
802	271	2,000	**53001 - Office Supplies**	2,000	2,000	2,000	0.0%
16,041	29,067	21,150	**53002 - Small Tools & Equipment**	21,150	21,150	21,150	0.0%
25,813	27,958	35,000	**53003 - Fuel**	35,000	35,000	35,000	0.0%
3,199,292	2,644,691	3,890,245	**53530 - Water Costs: L.O. & Ptld**	2,000,000	2,000,000	2,000,000	-48.6%
3,241,948	2,701,986	3,948,395	**Total Supplies**	2,058,150	2,058,150	2,058,150	-47.9%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
280,306	267,354	324,383	**54001 - Professional/Contractual Services**	307,883	307,883	307,883	-5.1%
25,111	32,917	40,000	**54002 - Water Costs: Sampling**	45,000	45,000	45,000	12.5%
2,053	35,708	30,000	**54003 - Legal Fees**	30,000	30,000	30,000	0.0%
6,299	722	6,800	**54006 - Software License and Maintenance**	6,800	6,800	6,800	0.0%
3,722	3,227	9,000	**54101 - R & M - Facilities**	9,000	9,000	9,000	0.0%
37,234	55,319	32,000	**54102 - R & M - Water Lines**	32,000	32,000	32,000	0.0%
20,990	28,811	28,000	**54103 - R & M - Control Valves**	28,000	28,000	28,000	0.0%
2,247	4,993	6,000	**54104 - R & M - Reservoir**	6,000	6,000	6,000	0.0%
0	300	12,720	**54105 - R & M - Grounds**	12,720	12,720	12,720	0.0%
8	3,537	8,500	**54106 - R & M - Pump Station**	8,500	8,500	8,500	0.0%
680	1,260	8,000	**54107 - R & M - SCADA**	8,000	8,000	8,000	0.0%
12,593	11,926	11,500	**54108 - R & M - Wells**	11,500	11,500	11,500	0.0%
25,474	17,609	25,000	**54109 - R & M - Meters**	25,000	25,000	25,000	0.0%
10,477	26,561	15,000	**54110 - R & M - Service Lines**	15,000	15,000	15,000	0.0%
245	7,782	20,000	**54112 - R & M - Fire Hydrant**	20,000	20,000	20,000	0.0%
46,184	48,686	55,000	**54113 - R & M - Vehicles**	70,000	70,000	70,000	27.3%
396	643	0	**54114 - R & M - Office Equipment**	0	0	0	0.0%
196,483	214,677	350,000	**54201 - Utilities - Electric**	350,000	350,000	350,000	0.0%
5,271	8,443	22,000	**54202 - Utilities-Water/Sewer/SWM**	22,000	22,000	22,000	0.0%
8,617	11,435	12,160	**54205 - Utilites - Phone/Pager/Cells**	12,160	12,160	12,160	0.0%
22,585	35,066	39,000	**54300 - Advertising & Publicity**	39,000	39,000	39,000	0.0%
410	591	9,000	**54301 - Fees and Charges**	9,000	9,000	9,000	0.0%
1,537	3,623	12,000	**54302 - Dues & Subscriptions**	12,000	12,000	12,000	0.0%
10,080	9,267	9,500	**54303 - Travel and Training**	9,500	9,500	9,500	0.0%
28,516	16,571	18,700	**54305 - Conservation Expenses**	18,700	18,700	18,700	0.0%
0	450	600	**54306 - Credit Card Fees**	600	600	600	0.0%
100	0	0	**54307 - Insurance**	0	0	0	0.0%
0	0	8,000	**54308 - Property Damage**	8,000	8,000	8,000	0.0%
264	23,518	10,000	**54309 - Rents and Leases**	10,000	10,000	10,000	0.0%
1,365	601	10,000	**54310 - Bad Debt Expense**	10,000	10,000	10,000	0.0%
567,943	654,946	508,000	**54311 - Special Department Expenses**	685,000	685,000	685,000	34.8%
10,986	14,997	20,000	**54402 - Contributions to Community Org**	20,000	20,000	20,000	0.0%
1,328,176	1,541,539	1,660,863	**Total Services**	1,841,363	1,841,363	1,841,363	10.9%
0	0	0	**56003 - Vehicles**	100,000	100,000	100,000	100.0%
77,420	0	13,300	**56004 - Computer Hardware and Software**	13,300	13,300	13,300	0.0%
0	0	0	**56006 - Equipment**	100,000	100,000	100,000	100.0%
77,420	0	13,300	**Total Capital Improvement**	213,300	213,300	213,300	1503.8%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
361,505	360,725	394,262	**58000 - Interdepartmental Costs**	391,635	391,635	391,635	-0.7%
63,953	54,690	86,535	**58100 - Indirect Charges- City Management**	94,934	94,934	94,934	9.7%
43,604	46,561	48,906	**58110 - Indirect Charges- Human Resources**	42,714	42,714	42,714	-12.7%
65,884	98,153	103,140	**58120 - Indirect Charges- Risk Management**	109,571	109,571	109,571	6.2%
29,864	29,005	25,671	**58130 - Indirect Charges- Office Services**	31,174	31,174	31,174	21.4%
15,809	7,753	9,228	**58150 - Indirect Charges- Records**	0	0	0	-100.0%
3,824	4,050	6,666	**58200 - Indirect Charges- Finance Administration**	9,666	9,666	9,666	45.0%
62,332	70,800	74,456	**58210 - Indirect Charges- Financial Operations**	68,701	68,701	68,701	-7.7%
623,674	691,651	823,443	**58220 - Indirect Charges- Utility Billing**	907,129	907,129	907,129	10.2%
43,083	47,209	49,221	**58230 - Indirect Charges- Technology**	46,746	46,746	46,746	-5.0%
24,071	18,485	6,544	**58250 - Indirect Charges- Contracts and Purchasing**	6,012	6,012	6,012	-8.1%
38,244	33,325	32,557	**58630 - Indirect Charges- Fleet Maintenance**	50,652	50,652	50,652	55.6%
32,047	34,433	42,837	**58640 - Indirect Charges- Property**	44,888	44,888	44,888	4.8%
1,407,894	1,496,840	1,703,466	**Total Internal Services**	1,803,822	1,803,822	1,803,822	5.9%
7,239,683	**7,177,970**	**8,682,558**	**Total Water**	**7,249,963**	**7,249,963**	**7,249,963**	**-16.5%**

PROGRAM DESCRIPTION:

The Sanitary Sewer Division manages and operates 167 miles of pipe in the wastewater collection system within the city limits of Tigard. This division provides a wide range of services to the community, such as:

- Sanitary Service Line Repairs/Replacements – repairs or replaces damaged sanitary sewer lines in the public right of way and repairs damaged sanitary sewer lines identified by video inspection.

- Customer Service and 24/7 Emergency Response – provides outstanding customer service on wastewater related issues and round-the-clock emergency response to overflows, blocked main and service lines, etc.

- Sanitary Sewer Line Cleaning – cleans over 42 miles of pipe per year (about one-quarter of the city's wastewater lines) to prevent blockages and overflows.

- Video Inspection of Sanitary Lines – inspects 24 miles of pipe per year (about one-eighth of the city's wastewater lines) for structural integrity, location of service connections, root blockages, etc.

- Utility Locates – assures public sanitary sewer lines are marked with green paint prior to excavation.

- The city operates and maintains the public sanitary sewer system in accordance with an intergovernmental agreement with CWS. CWS acts as the overall permit holder with the Department of Environmental Quality (DEQ) and sets the performance standards for operation and maintenance best management practices. Cities within CWS's boundaries are expected to meet or exceed those performance standards and provide CWS with periodic reports to keep them updated and to fulfill our obligation as a co-implementer of the permit. The City of Tigard participates with CWS and the other cities through a variety of periodic meetings to ensure ongoing cooperation and collaboration as to any necessary changes in performance standards.

PROGRAM RESULTS:

The Sanitary Sewer Division maintains a safe and reliable wastewater system that protects public health, protects the environment and meets or exceeds all regulatory standards.

- Continue maintenance programs in accordance with Clean Water Services (CWS) performance standards and requirements.

- Provide outstanding customer service to our internal and external customers.

- Maintain an accurate mapping and database management system.

- Continue to improve asset data information and track work performance through the Computerized Maintenance Management System (CMMS).

- Avoid/prevent sanitary overflows or backups within Tigard's sanitary collection system.

ACCOMPLISHMENTS:

FY 2015-2016:

- Completed five sanitary mainline repairs
- Completed five sanitary service lateral repairs
- Cleaned 56.8 miles of sanitary main line
- Inspected 21.3 miles of sanitary main line

GOALS & OBJECTIVES:

FY 2016-2017:

- Continue maintenance programs in accordance with CWS performance standards.
- Provide outstanding customer service to our internal and external customers.
- Maintain an accurate mapping and database management system.
- Contract with CWS to insure that food establishments are adhering to the Fats, Oils and Grease (FOG) Program.
- Continue to improve asset data information and track work order performance through the Computerized Maintenance Management Systems (CMMS).
- Although the division meets or exceeds annual TVI work rates related to CWS performance measures, there are a number of lines in the system that are out of compliance with that requirement due to a shift in how the department organizes the work. Tigard Sanitary division contracts outside resources to bring those particular lines up to standard as far as the TVI cycle.
- Zero overflows or backups.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Miles of sanitary sewer lines cleaned annually	60	42	42	42
Miles of sanitary sewer system	167	167	168	168
Miles of sewer lines video inspected annually	35	21	24	24

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of overflows or backups (Goal: 0)	0	0	0	0
Percentage of sewer line system cleaned (Goal: 25% of system annually)	36%	25%	25%	25%
Percentage of sewer line video inspected (Goal: 14% of system annually)	21%	14%	14%	14%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Utility Division Manager	0.25	0.25	0.25	0.25
Wastewater Operations Supervisor	1.00	1.00	1.00	1.00
Senior Utility Worker	1.50	1.00	1.00	1.00
Utility Worker II	3.75	3.25	3.75	3.75
Total FTE	6.50	5.50	6.00	6.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
6.50	5.50	6.00	Total FTE	6.00	6.00	6.00	
86,248	84,404	103,068	**51001 - Salaries - Management**	100,145	100,145	100,145	-2.8%
224,830	234,007	266,442	**51002 - Salaries - General**	242,317	242,317	242,317	-9.1%
0	0	33,741	**51005 - Part Time - Temporary**	33,741	33,741	33,741	0.0%
3,734	3,636	8,992	**51006 - Overtime**	9,073	9,073	9,073	0.9%
314,812	322,047	412,243	**Total Personal Services - Salaries**	385,276	385,276	385,276	-6.5%
4,391	3,653	2,064	**52001 - Unemployment**	387	387	387	-81.3%
7,299	9,467	10,689	**52002 - Worker's Compensation**	11,493	11,493	11,493	7.5%
24,303	24,180	31,540	**52003 - Social Security/Medicare**	29,496	29,496	29,496	-6.5%
2,266	2,334	2,986	**52004 - Tri-Met Tax**	2,791	2,791	2,791	-6.5%
32,648	32,510	42,029	**52005 - Retirement**	38,251	38,251	38,251	-9.0%
4,211	4,911	5,025	**52007 - VEBA - ER**	5,025	5,025	5,025	0.0%
306	341	1,548	**52008 - Life Ins/ADD/LTD**	1,548	1,548	1,548	0.0%
764	820	0	**52009 - Long Term Disability**	0	0	0	0.0%
73,557	79,704	108,884	**52010 - Medical/Dental/Vision**	111,972	111,972	111,972	2.8%
9,897	10,055	0	**52011 - Dental Benefits**	0	0	0	0.0%
159,642	167,974	204,765	**Total Personal Services - Benefits**	200,963	200,963	200,963	-1.9%
50	155	400	**53001 - Office Supplies**	400	400	400	0.0%
6,098	10,127	9,400	**53002 - Small Tools & Equipment**	9,400	9,400	9,400	0.0%
25,393	18,309	27,997	**53003 - Fuel**	27,997	27,997	27,997	0.0%
31,541	28,591	37,797	**Total Supplies**	37,797	37,797	37,797	0.0%
8,016	59,414	137,626	**54001 - Professional/Contractual Services**	106,119	106,119	106,119	-22.9%
282	197	0	**54003 - Legal Fees**	0	0	0	0.0%
0	0	1,500	**54006 - Software License and Maintenance**	1,500	1,500	1,500	0.0%
11,609	11,533	10,600	**54101 - R & M - Facilities**	10,600	10,600	10,600	0.0%
35,052	74,773	38,000	**54113 - R & M - Vehicles**	38,000	38,000	38,000	0.0%
0	120	0	**54203 - Utilities - Natural Gas**	0	0	0	0.0%
2,469	3,829	4,186	**54205 - Utilites - Phone/Pager/Cells**	4,186	4,186	4,186	0.0%
373	0	600	**54300 - Advertising & Publicity**	3,600	3,600	3,600	500.0%
301	236	500	**54301 - Fees and Charges**	500	500	500	0.0%
142	440	150	**54302 - Dues & Subscriptions**	120	120	120	-20.0%
3,064	2,912	3,000	**54303 - Travel and Training**	3,000	3,000	3,000	0.0%
0	8,103	8,200	**54306 - Credit Card Fees**	8,200	8,200	8,200	0.0%
0	0	1,000	**54308 - Property Damage**	14,500	14,500	14,500	1350.0%
334	1,616	1,500	**54309 - Rents and Leases**	1,500	1,500	1,500	0.0%
916	609	1,200	**54310 - Bad Debt Expense**	1,200	1,200	1,200	0.0%
514,102	542,756	448,500	**54311 - Special Department Expenses**	461,850	461,850	461,850	3.0%
576,660	706,537	656,562	**Total Services**	654,875	654,875	654,875	-0.3%
0	26,242	0	**56003 - Vehicles**	80,000	80,000	80,000	100.0%
11,513	1,789	0	**56004 - Computer Hardware and Software**	0	0	0	0.0%
5,250	0	7,500	**56006 - Equipment**	157,725	157,725	157,725	2003.0%
16,763	28,030	7,500	**Total Capital Improvement**	237,725	237,725	237,725	3069.7%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
195,026	182,204	175,521	**58000 - Interdepartmental Costs**	151,477	151,477	151,477	-13.7%
35,629	23,729	24,630	**58100 - Indirect Charges- City Management**	29,884	29,884	29,884	21.3%
23,619	19,699	22,572	**58110 - Indirect Charges- Human Resources**	19,714	19,714	19,714	-12.7%
34,009	37,250	39,944	**58120 - Indirect Charges- Risk Management**	39,311	39,311	39,311	-1.6%
5,762	2,657	3,148	**58130 - Indirect Charges- Office Services**	2,554	2,554	2,554	-18.9%
3,910	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
10,927	5,375	1,489	**58200 - Indirect Charges- Finance Administration**	2,128	2,128	2,128	42.9%
24,232	24,604	20,507	**58210 - Indirect Charges- Financial Operations**	26,105	26,105	26,105	27.3%
192,888	206,256	237,326	**58220 - Indirect Charges- Utility Billing**	238,244	238,244	238,244	0.4%
46,810	24,753	25,803	**58230 - Indirect Charges- Technology**	27,298	27,298	27,298	5.8%
15,187	5,384	38,385	**58250 - Indirect Charges- Contracts and Purchasing**	13,521	13,521	13,521	-64.8%
20,306	52,603	17,727	**58630 - Indirect Charges- Fleet Maintenance**	77,792	77,792	77,792	338.8%
24,737	26,578	34,168	**58640 - Indirect Charges- Property**	36,589	36,589	36,589	7.1%
633,042	611,091	641,220	**Total Internal Services**	664,617	664,617	664,617	3.6%
1,732,460	**1,864,271**	**1,960,087**	**Total Sanitary Sewer**	**2,181,253**	**2,181,253**	**2,181,253**	**11.3%**

PROGRAM DESCRIPTION:

The Stormwater Division is responsible for operating and maintaining the city's stormwater management collection system. The program has two primary objectives: 1) convey stormwater effectively to prevent localized flooding; and 2) provide adequate water quality treatment of stormwater runoff to meet regulatory requirements.

PROGRAM RESULTS:

The Stormwater Division provides a safe and reliable stormwater collection system, and implements watershed protection and restoration actions that consistently promote surface water quality and stream health. Our primary goals are to prevent property damage, enhance public safety, and support a healthy environment for fish, wildlife and the community. The division works hard each year to meet all Clean Water Services (CWS) permit compliance standards as directed by federal, state and local standards. Other program results include:

- Continuous partnership with Computerized Maintenance Management System (CMMS) and Geographic Information System (GIS) staff by field checking asset locations and data to ensure that mapping and asset tracking databases remain accurate.

- Reduction of contaminants into wetlands and waterways via the stormwater collection system to reduce environmental harm to the community.

- Operating the stormwater collection system at optimal performance regarding conveyance cleaning, TV inspection, manhole and constructed wetland maintenance, and asset management.

ACCOMPLISHMENTS:

FY 2015-2016:

- Inspected 113 stream corridor Man Holes
- Cleaned 20 miles of storm main line
- Inspected 18 miles of storm main line
- Cleaned 4,569 catch basins
- Cleaned 88 water quality Man Holes
- Inspected 126 vegetated water quality facilities four times - for a total of 504 inspections
- Replaced filters in 36 of 54 filter structures
- Swept 2,868 miles of curbed streets and 2,681 non-curbed - for a total of 5,549 miles
- Collected 325 cubic yards of road debris from street sweeping activities

- Completed three catch basin repairs
- Completed six storm main line repairs
- Completed three storm lateral repairs
- Held four leaf collection/food drive events collecting 800 yards of leaves and 1,200 pounds of non-perishable food items
- Retrofitted nine "non-sumped" catch basins to "sumped" to enhance water quality

GOALS & OBJECTIVES:

FY 2016-2017:

- Retrofit nine "non-sumped" catch basins to "sumped" as per CWS annual goals
- Extend two outfalls to stop erosion issues where a problem has been identified
- Continue to develop ways to work with beavers in our waterways that enhances the community and natural environment.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of water quality facilities (WQFs) rehabilitated/enhanced	2	2	2	2
Number of public WQFs*	126	127	126	146
Yards of leaves collected	1,200	1,000	1,100	1,100
Fall leaf collection events	4	4	4	4
Sumped catch basins cleaned	2,840	2,840	2,917	2,944
Miles of stormwater line video inspected	16	16	16	16
Miles of system cleaned	21	21	21	22
Total miles of stormwater system	129	129	130	131

*Footnote: Data clean up through the GIS sytem is improving the accuracy of Public Works data.

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Amount of storm line system cleaned (Goal: 25% of system annually)	16.6%	16.6%	16.6%	16.6%
Catch basin cleaning (Goal: Clean 100% of catch basins annually)	100%	100%	100%	100%
Amount of storm line system video inspected (Goal: 12.5% of system annually)	28.5%	12.5%	12.5%	12.5%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Utility Worker I	0.00	0.00	0.00	0.68
Utility Division Manager	0.25	0.25	0.25	0.25
Wastewater Operations Supervisor	1.00	1.00	1.00	1.00
Environmental Program Coordinator	1.00	1.00	1.00	1.00
Senior Utility Worker	0.50	1.00	1.00	1.00
Utility Worker II	2.75	3.25	3.75	4.75
Total FTE	5.50	6.50	7.00	8.68

Stream Restoration Hiteon

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
5.50	6.50	7.00	**Total FTE**	7.00	7.00	8.68	
86,247	84,688	103,068	**51001 - Salaries - Management**	100,145	100,145	100,145	-2.8%
274,990	256,393	344,142	**51002 - Salaries - General**	384,062	384,062	384,062	11.6%
5,452	3,699	14,496	**51006 - Overtime**	14,626	14,626	14,626	0.9%
366,689	344,780	461,706	**Total Personal Services - Salaries**	498,833	498,833	498,833	8.0%
5,106	3,939	2,310	**52001 - Unemployment**	520	520	520	-77.5%
9,633	10,296	13,428	**52002 - Worker's Compensation**	17,403	17,403	17,403	29.6%
27,477	25,822	35,324	**52003 - Social Security/Medicare**	39,666	39,666	39,666	12.3%
2,640	2,497	3,344	**52004 - Tri-Met Tax**	3,754	3,754	3,754	12.3%
40,203	37,905	50,291	**52005 - Retirement**	54,394	54,394	54,394	8.2%
5,319	4,536	5,925	**52007 - VEBA - ER**	6,765	6,765	6,765	14.2%
379	333	1,734	**52008 - Life Ins/ADD/LTD**	1,854	1,854	1,854	6.9%
997	878	0	**52009 - Long Term Disability**	0	0	0	0.0%
94,078	81,009	127,340	**52010 - Medical/Dental/Vision**	155,351	155,351	155,351	22.0%
13,445	11,502	0	**52011 - Dental Benefits**	10,941	10,941	10,941	100.0%
199,277	178,718	239,696	**Total Personal Services - Benefits**	290,648	290,648	290,648	21.3%
48	125	400	**53001 - Office Supplies**	400	400	400	0.0%
7,179	9,422	7,755	**53002 - Small Tools & Equipment**	16,213	16,213	16,213	109.1%
18,394	12,960	25,090	**53003 - Fuel**	25,090	25,090	25,090	0.0%
25,621	22,506	33,245	**Total Supplies**	41,703	41,703	41,703	25.4%
326,508	417,992	391,954	**54001 - Professional/Contractual Services**	287,184	287,184	287,184	-26.7%
306	197	500	**54003 - Legal Fees**	500	500	500	0.0%
0	0	1,458	**54006 - Software License and Maintenance**	1,458	1,458	1,458	0.0%
48,244	35,832	54,956	**54101 - R & M - Facilities**	54,956	54,956	54,956	0.0%
11,573	27,039	24,620	**54113 - R & M - Vehicles**	24,620	24,620	24,620	0.0%
2,683	5,845	6,000	**54202 - Utilities-Water/Sewer/SWM**	6,000	6,000	6,000	0.0%
0	120	0	**54203 - Utilities - Natural Gas**	0	0	0	0.0%
3,991	5,049	2,040	**54205 - Utilites - Phone/Pager/Cells**	2,040	2,040	2,040	0.0%
121	7,244	700	**54300 - Advertising & Publicity**	3,700	3,700	3,700	428.6%
600	379	625	**54301 - Fees and Charges**	625	625	625	0.0%
360	0	210	**54302 - Dues & Subscriptions**	210	210	210	0.0%
2,845	3,420	3,410	**54303 - Travel and Training**	3,410	3,410	3,410	0.0%
0	450	600	**54306 - Credit Card Fees**	600	600	600	0.0%
0	0	1,250	**54308 - Property Damage**	1,250	1,250	1,250	0.0%
0	700	4,500	**54309 - Rents and Leases**	4,500	4,500	4,500	0.0%
304	154	292	**54310 - Bad Debt Expense**	292	292	292	0.0%
3,849	1,072	2,300	**54311 - Special Department Expenses**	2,300	2,300	2,300	0.0%
401,384	505,491	495,415	**Total Services**	393,645	393,645	393,645	-20.5%
0	0	0	**56003 - Vehicles**	120,000	120,000	120,000	100.0%
18,932	0	1,600	**56004 - Computer Hardware and Software**	1,600	1,600	1,600	0.0%
0	0	7,500	**56006 - Equipment**	157,500	157,500	157,500	2000.0%
18,932	0	9,100	**Total Capital Improvement**	279,100	279,100	279,100	2967.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
155,216	143,402	202,129	**58000 - Interdepartmental Costs**	171,176	171,176	171,176	-15.3%
19,728	17,648	25,721	**58100 - Indirect Charges- City Management**	34,284	34,284	34,284	33.3%
19,986	23,281	26,334	**58110 - Indirect Charges- Human Resources**	23,000	23,000	23,000	-12.7%
19,265	23,629	25,241	**58120 - Indirect Charges- Risk Management**	25,563	25,563	25,563	1.3%
5,520	4,492	4,984	**58130 - Indirect Charges- Office Services**	5,103	5,103	5,103	2.4%
1,259	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
3,505	1,444	3,955	**58200 - Indirect Charges- Finance Administration**	6,550	6,550	6,550	65.6%
25,698	26,265	29,383	**58210 - Indirect Charges- Financial Operations**	28,277	28,277	28,277	-3.8%
109,551	111,477	134,701	**58220 - Indirect Charges- Utility Billing**	137,557	137,557	137,557	2.1%
31,912	23,219	20,065	**58230 - Indirect Charges- Technology**	26,736	26,736	26,736	33.2%
19,120	22,034	23,743	**58250 - Indirect Charges- Contracts and Purchasing**	9,513	9,513	9,513	-59.9%
4,521	8,186	2,708	**58630 - Indirect Charges- Fleet Maintenance**	28,131	28,131	28,131	938.8%
14,110	15,160	0	**58640 - Indirect Charges- Property**	0	0	0	0.0%
429,391	420,238	498,964	**Total Internal Services**	495,890	495,890	495,890	-0.6%
1,441,294	**1,471,734**	**1,738,126**	**Total Stormwater**	**1,999,819**	**1,999,819**	**1,999,819**	**15.1%**

Water main improvements during the Burnham Street Project in Tigard, Oregon

PROGRAM DESCRIPTION:

The Street Maintenance Division is responsible for the street lights and signals. This budget item provides for the maintenance, repair, and energy costs for street lighting and traffic signals on public streets. Street lights and signals are entirely funded by the city's share of state and county gas taxes. The city contracts with Washington County signal technicians to perform signal maintenance.

PROGRAM RESULTS:

- Public streets are adequately lit for vehicular and pedestrian safety.
- Major intersections have traffic signal systems that provide for safe and efficient movement of all modes of transportation.

ACCOMPLISHMENTS:

FY 2015-2016:

- Managed the city street light program and the division's budget.

GOALS & OBJECTIVES:

FY 2016-2017:

- Assume energy and maintenance costs for traffic signal systems installed through the Capital Improvement Program.
- Work with PGE to install essential street lights as needed throughout the city.
- Ensure that existing systems are maintained properly for optimum operation.
- Continue to work on our "LED street light" replacement program.

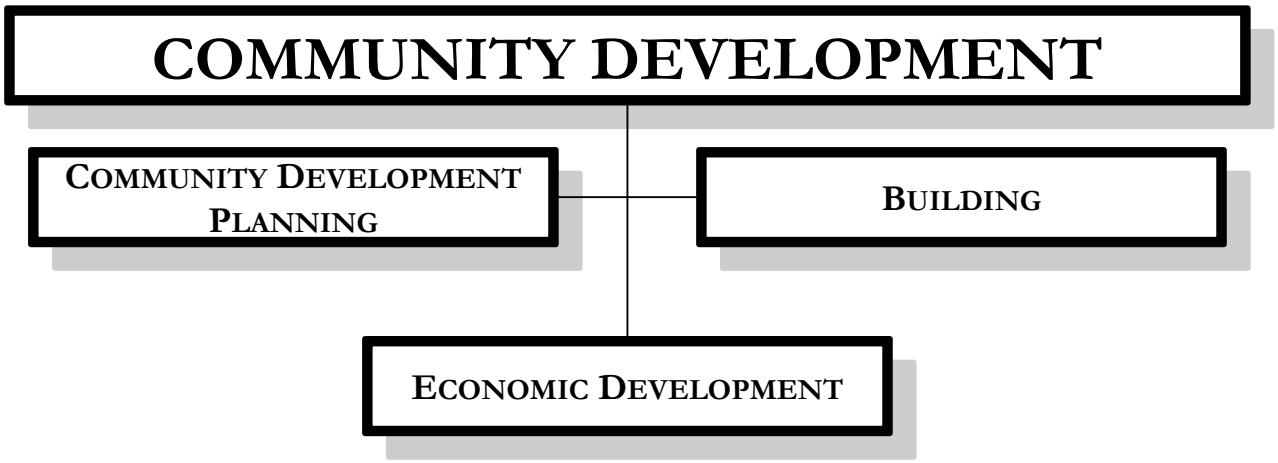
WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Total number of street lights in the system.	4,144	4,184	4,200	4,235
Total number of street lights replaced with LED fixtures	1,012	1,681	1,681	1,700
Total number of wooden street light poles replaced	25	20	20	25

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of wooden street light poles remaining in the system (Goal = 0)	694	681	661	636

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary Total FTE	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
61,243	65,778	105,000	**54001 - Professional/Contractual Services**	105,000	105,000	105,000	0.0%
416	4,026	0	**54101 - R & M - Facilities**	0	0	0	0.0%
487,351	442,291	544,693	**54201 - Utilities - Electric**	544,693	544,693	544,693	0.0%
549,010	512,095	649,693	**Total Services**	649,693	649,693	649,693	0.0%
1,745	1,976	3,412	**58100 - Indirect Charges- City Management**	5,212	5,212	5,212	52.8%
114	0	0	**58120 - Indirect Charges- Risk Management**	0	0	0	0.0%
154	112	181	**58130 - Indirect Charges- Office Services**	21	21	21	-88.4%
129	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
351	385	527	**58200 - Indirect Charges- Finance Administration**	870	870	870	65.1%
18,521	20,225	20,602	**58210 - Indirect Charges- Financial Operations**	21,312	21,312	21,312	3.4%
826	0	0	**58230 - Indirect Charges- Technology**	0	0	0	0.0%
2,520	0	0	**58250 - Indirect Charges- Contracts and Purchasing**	0	0	0	0.0%
24,360	22,699	24,722	**Total Internal Services**	27,415	27,415	27,415	10.9%
573,370	**534,794**	**674,415**	**Total Street Lights and Signals**	**677,108**	**677,108**	**677,108**	**0.4%**


COMMUNITY DEVELOPMENT
COMMUNITY DEVELOPMENT PLANNING
BUILDING
ECONOMIC DEVELOPMENT

This section includes budget appropriations and explanatory materials for the Community Development Program. The Community Development Department budget includes three divisions: Community Development Planning, Building and Economic Development. These divisions are responsible for the following functions:

- Development review permit services,
- Long range land use and transportation planning,
- City code enforcement,
- Building inspection and permit services,
- Economic development and downtown urban renewal, and
- Department administration.

The department has successfully transitioned to a full service community development department with emphasis on developing its partnerships and operations to more actively stimulate new investment in key places. The city's Economic Development program continues to implement the City Center Urban Renewal Plan, including the development of new market rate housing in downtown Tigard. The department successfully delivered the River Terrace Community Plan and is now moving forward with review and approval of the first subdivisions and planned developments in the new community of River Terrace. The department is conducting a code audit that will help identify ways that the city's Community Development Code can be improved to better implement and support the city's Strategic Plan Vision of walkability. Policy planning has been completed for the Tigard Triangle and that plan is now moving into the implementation phase. The Triangle Plan will serve as the first plan area in the city to have development code that specifically fosters the development of a walkable and interconnected community. The department will also continue to update and improve its permitting, inspections and development review and customer service operations.

City of Tigard City Hall

COMMUNITY DEVELOPMENT PROGRAM

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	28.50	25.80	28.50	30.00	30.00	31.00	8.8%
Budget By Category							
Personal Services	2,546,565	2,707,395	3,195,450	3,437,375	3,437,375	3,437,375	7.6%
Materials & Services	676,820	690,680	1,298,574	888,173	928,173	1,037,173	-20.1%
Interdepartmental Costs	993,962	1,240,588	1,534,202	1,644,729	1,644,729	1,644,729	7.2%
Capital Outlay	2,133	2,075	35,050	90,550	90,550	90,550	158.3%
Other	0	0	0	0	0	0	0.0%
Total All Category	4,219,481	4,640,737	6,063,276	6,060,827	6,100,827	6,209,827	2.4%
Budget By Division							
Community Development Planni	395,428	2,677,365	3,276,498	2,966,483	2,966,483	3,075,483	-6.1%
Building	1,383,072	1,565,366	1,989,847	2,414,784	2,414,784	2,414,784	21.4%
Development Services	465,883	-8,219	0	0	0	0	0.0%
Community Planning	1,679,838	-37,940	0	0	0	0	0.0%
Capital Construction & Transpor	0	0	0	0	0	0	0.0%
Development Services-Engineeri	0	0	0	0	0	0	0.0%
Street Lights & Signals	0	0	0	0	0	0	0.0%
Economic Development	295,259	444,166	796,931	679,560	719,560	719,560	-9.7%
Code Compliance	0	0	0	0	0	0	0.0%
Total All Division	4,219,481	4,640,737	6,063,276	6,060,827	6,100,827	6,209,827	2.4%
Budget by Fund							
General Fund - 100	2,836,409	3,075,371	4,073,429	3,646,043	3,686,043	3,795,043	-6.8%
Gas Tax Fund - 200	0	0	0	0	0	0	0.0%
Electrical Inspection Fund - 220	0	0	0	0	0	0	0.0%
Building Fund - 230	1,383,072	1,565,366	1,989,847	2,414,784	2,414,784	2,414,784	21.4%
Total All Fund	4,219,481	4,640,737	6,063,276	6,060,827	6,100,827	6,209,827	2.4%

PROGRAM DESCRIPTION:

This section includes budget appropriations and explanatory materials for the Community Development Program. The Community Development Department budget includes three divisions: Community Development Planning, Building and Economic Development. These divisions are responsible for the following functions:

- Development review and permit services,
- Long range land use and transportation planning,
- City code enforcement,
- Building inspection and permit services,
- Economic development and downtown urban renewal, and
- Department administration.

The department is a full service community development department with emphasis on developing partnerships and operations that more effectively engage citizens and actively stimulate new investment in key places. The city's Economic Development program continues to implement the City Center Urban Renewal Plan, including the development of new market rate housing in downtown Tigard. The department successfully and rapidly approved the first subdivisions and planned developments in the new community of River Terrace and building permit review is following quickly along. The department is working with a consultant team to create a new form-based code for the Tigard Triangle that will simplify the development review process and better implement and support the city's Strategic Plan Vision of walkability in the Triangle. The Safe Routes to School program is up and running with nearly all schools in Tigard participating. The department also continues to update and improve its permitting, inspections and development review and customer service operations.

PROGRAM RESULTS:

Community Development Planning employees are highly motivated, well trained, and service oriented. The current responsibilities of the department include:

- Effective and innovative long range land use and transportation planning services
- Relevant and effective Community Development Code standards and Comprehensive Plan policies
- Timely and effective development review and code compliance services
- Public improvements associated with development approvals that are consistent with city codes and standards
- Protection of natural resources consistent with local, state and federal laws and implementation of the city's Urban Forestry Master Plan
- Community information and public involvement related to program and project activities
- Effective representation at intergovernmental venues
- Coordination on affordable housing opportunities through advocacy and cooperation with housing agencies and providers
- Efficient and fair enforcement of the land use, nuisance, housing and building codes
- Plan and implement appropriate public outreach/involvement and public information efforts for all Community Development related projects and programs to assure community awareness and understanding of activities and to provide ample opportunity for community input and influence on outcomes

- Maintains, updates and implements the city's Comprehensive Plan to 1) meet regional and state requirements and 2) provide guidance for public and private investments in infrastructure, land development, and economic development activities
- Prepares legislative actions for Planning Commission and City Council consideration, such as Development Code amendments, specific area plans, and Plan and Zoning Map amendments that meet regional, state and federal requirements, and satisfy the stated purpose of the effort
- Develops and implements a transportation planning function that addresses the multi-modal transportation needs of the community and integrates land use, economic development and infrastructure needs

ACCOMPLISHMENTS:

FY 2015-2016:

- Launched a development code update project to improve the process and procedural aspects of the code, implement the code audit recommendations, and better support the city Strategic Plan for walkability
- Actively participated in and represented Tigard's interests in the regional Southwest Corridor Planning process
- Made substantial progress on creating and implementing a form-based, lean development code for the Tigard Triangle to support an active livable and walkable community
- Received a grant from Metro and initiated the Tigard Triangle Strategic Plan and Urban Renewal Implementation Plan
- Applied for grants and sought other intergovernmental assistance to achieve community objectives
- Expanded and improved the Safe Routes to School effort
- Provided staff and administrative support to the Planning Commission, Tigard Transportation Advisory Committee and project specific citizen and technical advisory committees
- Processed seven planned development and subdivision applications for River Terrace, approving over 1200 new residential lots
- Processed all development permit applications within state mandated timeframes
- Created the Tigard Active Permits web page where the public can track active development applications and building permits in their neighborhood or around the city
- Continued to implement technological, procedural and organizational changes to improve code compliance response and permit counter efficiency
- Worked with Oregon Department of Transportation and Washington County to ensure adequate public improvements on state and county transportation facilities and associated development applications
- Provided support to Public Works on parks and other capital projects
- Successfully transitioned erosion control inspection responsibilities from Tigard to Clean Water Services

GOALS & OBJECTIVES:

FY 2016-2017:

- Complete the form-based, lean development code for the Tigard Triangle and begin to create an active livable and walkable community
- Make substantial progress toward completion of the Tigard Triangle Strategic Plan and Urban Renewal Plan Implementation, meeting scheduled deadlines and project milestones
- Continue to participate in and represent Tigard's interest in the regional Southwest Corridor Planning process
- Update the Community Development Code by improving process and procedures and implementing the recommendations of the code audit
- Position the department to respond to unanticipated opportunities or issues to achieve council goals such as securing grants and intergovernmental/agency partnerships
- Effectively represent the city at intergovernmental venues and provide local and regional leadership for high priority projects and initiatives
- Continue to maintain a high standard of customer service and accountability in all aspects of the department's work

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
CD intergovernmental meetings/events	90	108	90	95
Citizen boards, commissions, standing and ad-hoc committees staffed by department	9	9	9	9
Commission/board meetings attended	80	80	80	80
Council agenda items originating in CD	100	120	130	130
Erosion control inspections	1,600	NA	NA	NA
Grant writing and administration - number of grants to apply for and awarded	2	3	4	5
Intergovernmental involvement and coordination meetings to attend with other governments	100	110	120	120
Issues/topics considered by CD staffed boards, commissions and ad-hoc committees	50	60	75	75
Major CD division projects/initiatives	15	20	17	21
Major land use reports/studies/plans completed	7	5	2	2

Number of development applications (includes all Type I, II , III, and IV applications)	NA	251	388	578
Number of land use decisions made by City Council	7	7	3	8
Number of land use decisions made by Director (includes Type I HOP, SGN, and TUP)	323	204	350	242
Number of land use decisions made by Planning Commission/Hearings Officer	4	10	6	15
Number of legislative amendment decisions made by City Council	7	10	3	2
Public Facility Improvement permits issued for private development (PFI)	27	NA	NA	NA
Support to City Council and City Manager special projects	NA	5	22	18
Total number of code compliance inquiries/contacts received	239	240	300	350
Total number of code compliance inquiries/contacts received (all NCC, DCC and ARB cases)	239	254	201	266

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Accuracy of planning related GIS data distributed to public	100%	100%	100%	100%
Developments that meet ordinance standards and process	100%	100%	100%	100%
Funds acquired or committed through grants	$400,000	$800,000	$450,000	$600,000
Inspections conducted within 24 hours	100%	100%	100%	100%
Land use decisions made with service standards	100%	100%	100%	100%
Land use decisions made within 120 days or extensions	100%	100%	100%	100%
Legislative amendments acknowledged by DLCD without revisions/remands	100%	100%	100%	100%
Reports/studies/plans adopted/ accepted by council	100%	100%	100%	100%
Success of CD divisions in achieving their work programs	80%	90%	90%	90%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Community Development Director	1.00	1.00	1.00	1.00
Assistant Community Development Director	1.00	1.00	1.00	1.00
Confidential Executive Assistant	1.00	1.00	1.00	1.00
Sr Admin Specialist	1.00	1.00	1.00	1.00
Program Development Specialist	0.80	0.80	1.00	1.00
Livability Compliance Specialist	0.80	1.00	1.00	1.00
Associate Planner	5.00	5.00	5.00	4.00
Senior Planner	1.00	1.00	1.00	1.00
Community Engagement Coordinator	0.00	0.00	0.00	1.00
Sr Transportation Planner	1.00	1.00	1.00	1.00
Permit Technician Assistant	0.80	0.80	0.80	0.80
Building Division Services Supervisor	0.20	0.20	0.20	0.20
Senior Engineering Technician	1.00	0.00	0.00	0.00
Assistant Planner	0.00	1.00	1.00	1.00
Program Coordinator	0.00	0.00	1.00	1.00
Total FTE	14.60	14.80	16.00	16.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
2.00	14.80	16.00	Total FTE	16.00	16.00	16.00	
184,315	878,572	1,017,806	**51001 - Salaries - Management**	998,820	998,820	998,820	-1.9%
642	138,868	152,185	**51002 - Salaries - General**	154,832	154,832	154,832	1.7%
124	46,920	39,448	**51005 - Part Time - Temporary**	22,858	22,858	22,858	-42.1%
2,065	10,850	0	**51006 - Overtime**	7,568	7,568	7,568	100.0%
0	502	0	**51007 - Incentive Pay**	0	0	0	0.0%
187,146	1,075,713	1,209,439	**Total Personal Services - Salaries**	1,184,078	1,184,078	1,184,078	-2.1%
2,599	12,292	6,088	**52001 - Unemployment**	1,155	1,155	1,155	-81.0%
397	10,627	12,148	**52002 - Worker's Compensation**	13,341	13,341	13,341	9.8%
13,779	80,753	93,058	**52003 - Social Security/Medicare**	88,254	88,254	88,254	-5.2%
1,348	7,785	8,808	**52004 - Tri-Met Tax**	8,349	8,349	8,349	-5.2%
22,487	123,888	157,782	**52005 - Retirement**	153,245	153,245	153,245	-2.9%
1,200	9,866	10,140	**52007 - VEBA - ER**	10,740	10,740	10,740	5.9%
199	1,266	7,169	**52008 - Life Ins/ADD/LTD**	7,138	7,138	7,138	-0.4%
628	3,100	0	**52009 - Long Term Disability**	0	0	0	0.0%
34,709	171,775	218,157	**52010 - Medical/Dental/Vision**	234,810	234,810	234,810	7.6%
4,876	20,863	0	**52011 - Dental Benefits**	0	0	0	0.0%
82,222	442,215	513,350	**Total Personal Services - Benefits**	517,032	517,032	517,032	0.7%
11,705	13,547	31,475	**53001 - Office Supplies**	32,475	32,475	32,475	3.2%
70	0	0	**53002 - Small Tools & Equipment**	0	0	0	0.0%
11,775	13,547	31,475	**Total Supplies**	32,475	32,475	32,475	3.2%
40	342,954	534,796	**54001 - Professional/Contractual Services**	236,291	236,291	345,291	-35.4%
4,532	100,348	90,000	**54003 - Legal Fees**	90,000	90,000	90,000	0.0%
0	0	11,988	**54006 - Software License and Maintenance**	11,988	11,988	11,988	0.0%
0	0	425	**54114 - R & M - Office Equipment**	425	425	425	0.0%
254	1,634	1,440	**54205 - Utilites - Phone/Pager/Cells**	1,440	1,440	1,440	0.0%
0	7,149	8,100	**54300 - Advertising & Publicity**	8,100	8,100	8,100	0.0%
983	1	1,405	**54301 - Fees and Charges**	2,000	2,000	2,000	42.3%
11,645	8,266	11,000	**54302 - Dues & Subscriptions**	11,000	11,000	11,000	0.0%
6,979	14,303	30,964	**54303 - Travel and Training**	30,964	30,964	30,964	0.0%
0	3,151	3,300	**54306 - Credit Card Fees**	4,500	4,500	4,500	36.4%
5,563	9,110	10,585	**54311 - Special Department Expenses**	12,585	12,585	12,585	18.9%
29,996	486,916	704,003	**Total Services**	409,293	409,293	518,293	-26.4%
247	2,075	2,800	**56004 - Computer Hardware and Software**	4,150	4,150	4,150	48.2%
247	2,075	2,800	**Total Capital Improvement**	4,150	4,150	4,150	48.2%
7,218	130,668	173,115	**58100 - Indirect Charges- City Management**	187,139	187,139	187,139	8.1%
7,267	49,427	55,678	**58110 - Indirect Charges- Human Resources**	49,153	49,153	49,153	-11.7%
3,473	24,029	26,375	**58120 - Indirect Charges- Risk Management**	27,161	27,161	27,161	3.0%
4,371	50,558	129,734	**58130 - Indirect Charges- Office Services**	170,219	170,219	170,219	31.2%
8,830	121,866	136,214	**58150 - Indirect Charges- Records**	125,203	125,203	125,203	-8.1%
189	1,173	2,432	**58200 - Indirect Charges- Finance Administration**	3,135	3,135	3,135	28.9%
11,241	51,199	54,775	**58210 - Indirect Charges- Financial Operations**	33,026	33,026	33,026	-39.7%
38,944	169,303	192,990	**58230 - Indirect Charges- Technology**	170,967	170,967	170,967	-11.4%
2,509	38,556	18,833	**58250 - Indirect Charges- Contracts and Purchasing**	26,375	26,375	26,375	40.0%
0	452	0	**58630 - Indirect Charges- Fleet Maintenance**	0	0	0	0.0%
0	19,669	25,285	**58640 - Indirect Charges- Property**	27,077	27,077	27,077	7.1%
84,042	656,899	815,431	**Total Internal Services**	819,455	819,455	819,455	0.5%
395,428	**2,677,365**	**3,276,498**	**Total Community Development Planning**	**2,966,483**	**2,966,483**	**3,075,483**	**-6.1%**

PROGRAM DESCRIPTION:

The Building Division is responsible for reviewing plans, issuing permits, and inspecting construction to determine compliance with the state of Oregon specialty codes. The specialty codes include building, fire, plumbing, mechanical, electrical codes and other State of Oregon rules and statutes. The division further enforces requirements of the Tigard Municipal Code, Community Development Codes, and ordinances. The Building Division is managed by the building official and is comprised of plans examiners, inspectors and support staff.

PROGRAM RESULTS:

The Building Division provides services that assure development outside of the public right-of-way is designed and constructed in accordance with applicable building standards and requirements and are properly documented. The Building Inspection Division is accounted for in a dedicated fund supported by permit revenues pursuant to state requirements. Specifically, the Building Division ensures that:

- The public receives timely and responsive Building Permit and Code services.
- There is coordination with Planning, Engineering, Public Works and other departments so that the full range of city and state codes and standards are complied with.
- Buildings are constructed and built to the State of Oregon specialty codes and are safe for all occupants and users.

ACCOMPLISHMENTS:

FY 2015-2016:

- Issued 42% of all permits online.
- Issued 74% of all eligible permits online.
- An additional 248 contractors signed up for a user account to create permits online.
- Completed upgrade of Accela 8.0 permit system.
- Completed new website content migration project.
- Enhanced Tigard Map services with a new active permits mapping tool.
- Completed migration of the erosion control inspection program from the City engineering department to CWS.
- Completed updates to the standard operating procedures manual for permit technicians.
- Completed address/parcel/owner export program implementation.

- Upgraded the inspection request module to integrate phone and online requests.
- Completed updates to the emergency operations plan for issuing permits.
- Completed over 10,000 inspections.
- Permitted and inspected major projects such as Bonaventure, Ifly and Muslum Educational Trust.
- Trained and cross certified multiple inspectors to perform electrical and plumbing inspections.

GOALS & OBJECTIVES:

FY 2016-2017:

- Complete Accela permit system and Laserfiche document management integration.
- Complete electronic document review program implementation.
- Complete fillable forms for website.
- Complete automated building permit expiration program.
- Continue to cross certify inspection staff to increase efficiency.
- Adjust staffing levels to handle expected increase in work load due to river Terrace.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Average Number of Inspections per Inspector Per Day	15.77	10.29	12.35	10.86
Inspections Performed	12,382	9009	10814	12,225
Mechanical Permits	856	787	854	865
Plumbing Permits	454	396	448	450
Electrical Permits	1,152	1175	1,296	1,250
Commercial Add/Alt Permits	534	506	548	550
New Commercial Buildings Permits	5	3	3	4
Residential Add/Alt Permits	158	188	206	225
New Multi-Family Permits (units)	0	136	474	400
New Single-Family Permits	86	57	125	265
Sewer Permits	154	126	208	275
Total Permits	3,404	3,239	3,678	3,860

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Plan Review turnaround time (New Commercial buildings) (weeks)	4	4	4	4
Plan Review turnaround time (Commercial tenant improvements) (weeks)	2	2	2	2
Plan Review turnaround time (Single family)(weeks)	3	3	3	3
Requested building inspections performed the day it was scheduled (%)	96%	98%	95%	100%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Administrative Specialist I (Limited Duration)	0.00	0.00	0.50	0.00
Building Division Services Supervisor	0.80	0.80	0.80	0.80
Building Inspector I	0.00	0.00	0.00	1.00
Building Inspector I/Code Compliance Officer	1.00	1.00	1.00	1.00
Building Inspector II	1.00	1.00	1.00	0.00
Building Official	1.00	1.00	1.00	1.00
Inspecton Supervisor	0.00	0.00	0.00	1.00
Permit Technician	1.00	1.00	1.00	1.00
Permit Technician Assistant	0.00	0.20	0.20	1.20
Plans Examiner	0.00	0.00	1.00	1.00
Plans Examiner/Inspector I	0.00	0.00	0.00	1.00
Senior Building Inspector	2.00	2.00	2.00	2.00
Senior Permit Technician	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	1.00
Total FTE	8.80	9.00	10.50	13.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
8.80	9.00	10.50	**Total FTE**	12.00	12.00	13.00	
160,370	239,752	170,101	**51001 - Salaries - Management**	255,428	255,428	255,428	50.2%
470,686	418,168	591,804	**51002 - Salaries - General**	698,819	698,819	698,819	18.1%
0	0	18,765	**51004 - Part Time - Regular**	189	189	189	-99.0%
15,868	4,547	25,426	**51005 - Part Time - Temporary**	25,426	25,426	25,426	0.0%
2,685	304	5,086	**51006 - Overtime**	6,054	6,054	6,054	19.0%
6,776	5,664	7,629	**51007 - Incentive Pay**	8,577	8,577	8,577	12.4%
656,385	668,436	818,811	**Total Personal Services - Salaries**	994,493	994,493	994,493	21.5%
9,135	7,652	4,102	**52001 - Unemployment**	969	969	969	-76.4%
5,277	7,662	9,344	**52002 - Worker's Compensation**	10,588	10,588	10,588	13.3%
49,637	50,172	62,647	**52003 - Social Security/Medicare**	74,134	74,134	74,134	18.3%
4,722	4,840	5,935	**52004 - Tri-Met Tax**	7,015	7,015	7,015	18.2%
65,637	74,221	86,187	**52005 - Retirement**	107,123	107,123	107,123	24.3%
7,315	7,285	9,360	**52007 - VEBA - ER**	11,760	11,760	11,760	25.6%
507	582	2,667	**52008 - Life Ins/ADD/LTD**	3,012	3,012	3,012	12.9%
1,410	1,700	0	**52009 - Long Term Disability**	0	0	0	0.0%
113,972	121,149	162,380	**52010 - Medical/Dental/Vision**	222,197	222,197	222,197	36.8%
12,208	12,881	0	**52011 - Dental Benefits**	0	0	0	0.0%
269,820	288,145	342,622	**Total Personal Services - Benefits**	436,798	436,798	436,798	27.5%
1,754	1,872	5,000	**53001 - Office Supplies**	5,000	5,000	5,000	0.0%
10	118	750	**53002 - Small Tools & Equipment**	1,000	1,000	1,000	33.3%
4,346	2,928	4,000	**53003 - Fuel**	4,500	4,500	4,500	12.5%
6,110	4,918	9,750	**Total Supplies**	10,500	10,500	10,500	7.7%
24,320	32,317	46,500	**54001 - Professional/Contractual Services**	55,500	55,500	55,500	19.4%
0	0	2,000	**54003 - Legal Fees**	2,000	2,000	2,000	0.0%
2,733	0	8,316	**54006 - Software License and Maintenance**	5,250	5,250	5,250	-36.9%
0	140	0	**54101 - R & M - Facilities**	0	0	0	0.0%
2,946	2,011	7,500	**54113 - R & M - Vehicles**	7,500	7,500	7,500	0.0%
125	0	1,000	**54114 - R & M - Office Equipment**	1,000	1,000	1,000	0.0%
4,528	6,955	8,000	**54205 - Utilites - Phone/Pager/Cells**	8,500	8,500	8,500	6.3%
0	465	2,500	**54300 - Advertising & Publicity**	2,500	2,500	2,500	0.0%
0	82	0	**54301 - Fees and Charges**	0	0	0	0.0%
935	971	2,500	**54302 - Dues & Subscriptions**	2,500	2,500	2,500	0.0%
5,091	8,097	12,600	**54303 - Travel and Training**	12,800	12,800	12,800	1.6%
0	16,655	33,000	**54306 - Credit Card Fees**	22,000	22,000	22,000	-33.3%
3,921	5,610	5,200	**54311 - Special Department Expenses**	6,950	6,950	6,950	33.7%
44,599	73,302	129,116	**Total Services**	126,500	126,500	126,500	-2.0%
0	0	25,000	**56003 - Vehicles**	75,000	75,000	75,000	200.0%
434	0	7,250	**56004 - Computer Hardware and Software**	11,400	11,400	11,400	57.2%
434	0	32,250	**Total Capital Improvement**	86,400	86,400	86,400	167.9%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
140,005	165,661	295,266	**58000 - Interdepartmental Costs**	327,310	327,310	327,310	10.9%
30,081	33,098	45,423	**58100 - Indirect Charges- City Management**	67,468	67,468	67,468	48.5%
28,343	32,235	33,858	**58110 - Indirect Charges- Human Resources**	37,786	37,786	37,786	11.6%
11,452	16,079	17,298	**58120 - Indirect Charges- Risk Management**	21,531	21,531	21,531	24.5%
8,034	5,818	6,773	**58130 - Indirect Charges- Office Services**	7,924	7,924	7,924	17.0%
87,214	133,983	106,419	**58150 - Indirect Charges- Records**	143,275	143,275	143,275	34.6%
683	631	1,437	**58200 - Indirect Charges- Finance Administration**	1,757	1,757	1,757	22.3%
20,491	22,881	25,503	**58210 - Indirect Charges- Financial Operations**	25,506	25,506	25,506	0.0%
57,852	100,071	95,180	**58230 - Indirect Charges- Technology**	101,495	101,495	101,495	6.6%
4,139	2,027	6,305	**58250 - Indirect Charges- Contracts and Purchasing**	424	424	424	-93.3%
1,525	992	1,867	**58630 - Indirect Charges- Fleet Maintenance**	2,092	2,092	2,092	12.1%
15,905	17,089	21,969	**58640 - Indirect Charges- Property**	23,525	23,525	23,525	7.1%
405,724	530,565	657,298	**Total Internal Services**	760,093	760,093	760,093	15.6%
1,383,072	**1,565,366**	**1,989,847**	**Total Building**	**2,414,784**	**2,414,784**	**2,414,784**	**21.4%**

PROGRAM DESCRIPTION:

The Economic Development Division is responsible for creating and sustaining economic development tools and techniques to elevate the city's commitment to business development and a healthy business environment. These activities range from engaging individual businesses with issues that concern city services or codes, to creating new programs to support more economic activity in the city, be it through the provision of land, labor, infrastructure or capital. Working within the Community Development Department, the division will coordinate closely with community stakeholders, partner agencies and city staff in a broad range of planning and development activities that implement adopted plans and policies. The efforts undertaken by the division will either directly or indirectly raise the levels of employment, commerce, investment and satisfaction among firms doing business in the city.

The division will work closely with staff and members of the City Center Development Agency Board (CCDA), the City Center Advisory Commission (CCAC), the Planning Commission (PC), and the Transportation Advisory Committee (TTAC) as well as other ad-hoc committees, and will interact closely with community groups such as the Tigard Chamber of Commerce and the Tigard Downtown Alliance.

PROGRAM RESULTS:

The Economic Development Division is responsible for securing and strengthening Tigard's economic future. It does so by partnering with local businesses, recruiting new companies, supporting the improvement of land, infrastructure systems and existing buildings to enable higher levels of economic activity, and contributing an economic development focus to community development projects, interpretations of the Community Development Code, and policy discussions related to land use and capital investments in the city. In addition, the division oversees the Downtown Redevelopment Program to implement Tigard's City Center Urban Renewal Plan and brings forward tools and programs to enhance economic development and job growth downtown and in other targeted areas in the city. Specific activities include:

- Developing and updating strategies, work programs, and action plans to implement economic development initiatives downtown and in other commercial and industrial districts.
- Developing and executing key programs in partnership with local, regional, state and federal agencies to help stimulate job growth in the city.
- Preparing demographic information, maps, databases and marketing materials to educate and promote businesses and stakeholders including other economic development agencies about Tigard's competitive assets.
- Coordinating with downtown business and property owners to develop projects and programs that revitalize downtown.
- Developing financial tools such as loan funds, tax credits, development charge offsets, a working capital fund or export/import financing to attract and support business development in the city.
- Representing the city and its business interests to other organizations, such as with Greater Portland Inc., Business Oregon, the Oregon Innovation Council, Departments of Revenue and Employment, Association of Oregon Redevelopment Agencies, and with other local governments.
- Serving as city liaison and advocate for Tigard business and property owners on development issues.
- Marketing Tigard and its special districts, like downtown, to prospective businesses, investors, and other public and private entities.

ACCOMPLISHMENTS:

FY 2015-2016:

- Managed tasks leading to breaking ground of Burnham/ Ash Redevelopment, including completion of Development Agreement and approval by the CCDA Board; interdepartmental coordination for Public Works Yard demolition and dog park relocation, problem solving permitting issues.
- Started up Brownfields assessment program, including public outreach, property owner outreach, broker and banker outreach, and and organization of two well-attended community meetings
- Completed Saxony property acquisition and managed redevelopment, including coordination with jurisdictional partners.
- Completed installation of art and gateway improvements.
- First two grant-funded Strolling Street projects completed or near completion
- Obtained $100,000 CET grant for Downtown Urban Lofts project.
- Prepared $400,000 EPA Brownfield Cleanup Grant request
- Managed three Agency property acquisitions
- Advanced the public/private partnership to add infrastructure in the Hunziker Industrial Core.
- Completed and put to practice a Public Infrastructure Finance Strategy for the Hunziker Industrial Core.
- Secured $1.5M in infrastructure funding for Hunziker Core (as part of city team).
- Prepared a $3M EDA Grant Request.
- Prepared a $1M Connect Oregon VI funding request.
- Initiated "Tigard's Table" food innovation/entrepreneur program with local entrepreneurs.
- Certified 4 firms for Tigard Enterprise Zone (one new application in progress).
- Expanded Enterprise Zone in collaboration with Lake Oswego.
- Continued the Tigard Business Roundtable and added site visit/field trip.
- Technical Advising to TDA: Urban Art Award, Art Walk, Streetscape Amenities, Street Fest, Art.
- Created TDA performance measures and challenge grant for capacity building for private sector downtown revitalization efforts.
- Worked with GPI on Regional 2020 Economic Development Agenda.
- Amended City's Economic Opportunity Analysis.
- Completed a "State of Place" analysis with PSU MURP team.

GOALS & OBJECTIVES:

FY 2016-2017:

- Make significant progress on Saxony redevelopment plan including initiating permitting process and initiating clean up (if grant is awarded.)

- Increase property owner participation in Brownfields Assessment Program.

- Complete Metro CPDG grant funded redevelopment study for Downtown Urban Lofts redevelopment.

- Complete Downtown Housing and Employment study.

- Implement Downtown parking management recommendations.

- Respond to relevant GPI and Business Oregon site selection requests.
- Host four Business Roundtable meetings.
- Continue business expansion and retention visits to Tigard businesses 12 to 24.
- Support Tigard Downtown Alliance capacity building.
- Submit $3 million EDA grant request.
- Advance the Tigard's Table project for food and beverage entrepreneurs and tour facilities in the region.
- Update data for economic analysis.
- Coordinate 5-7 neighborhood visits with ice cream.
- Support business participation in Tigard/Lake Oswego Enterprise Zone.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Brownfield Assessment Grant Funded Projects	NA	1	2	6
Firms Participating in Enterprise Zone	NA	NA	4	5
Developer contacts made	12	12	15	15
Façade Improvement Joint Committee meetings	5	5	0	NA
Other citizen board meetings/briefings made	10	10	10	12
Council/CCDA meetings/briefings	12	12	12	14
CCAC meetings staffed	12	11	12	12
Storefront improvement cases managed	11	5	NA	NA
Stakeholder outreach and support efforts: meetings/events	12	12	12	12
Development Opportunity Studies managed	1	2	3	2
Properties engaged in active redevelopment	1	2	2	4
Intergovernmental coordination with other agencies	14	NA	NA	NA
Coordination/management of interdepartmental/division downtown projects	16	NA	NA	NA
Projects completed as part of the Downtown Work Program/Major Urban Renewal Planning Projects Undertaken	9	10	7	8

Quarterly Economic Development Updates to Council	4	4	4	4
Economic Development Monthly Memo to Council	12	12	8	6
EcDev Email updates to Tigard business owners (city-wide)	12	12	11	12
Business Visits to Tigard Employers (large employers)	36	50	36	24
Economic Dev. Projects Managed	5	5	5	5
Creation of a strategic plan/process for TDA following 4-pt approach	1	0	1	1
Participate in downtown focused economic development project with TDA	1	1	1	1
Stakeholder Group Meetings: Banker, Broker, Builder, Business Owners	4	4	4	4
Lead Response/Business Recruitment	4	11	10	10

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Strolling Street Projects Completed	NA	NA	2	2
Tigard Average Wage	NA	NA	$44,000	$48,062
Number of Downtown stakeholder outreach and support efforts meetings/events/public meetings	36	36	36	40
Number of properties engaged in active redevelopment	1	2	2	4
Number of storefront improvement grants awarded	5	3	NA	NA
Number of new properties participating in the Façade Improvement Program	8	5	NA	NA
Estimated annual value of development permits (in millions)	TBD	TBD	TBD	TBD
Number of housing units in the Urban Renewal District	305	305	305	470
Number of employees in the Urban Renewal District (GIS estimate)	1,061	1,208	1,253	1,280
Number of businesses in the Urban Renewal District (GIS estimate)	243	235	230	235
Percentage increase in UR District assessed value from previous year	3.5%	2%	3.4%	3.5%
Incremental assessed value (in millions) - includes utilities	$26.99	$27.90	$32.3	$35.8

Annual tax-increment revenues	$342,331	$351,000	$397,792	$434,000
UR District Improvement to land value	1.21	1.22	1.29	1.35
Number of businesses in Tigard	2985	3013	3,000	3,000
Value of Industrial zoned property (in millions)	$782.6	$817	$825	$850
Value of Employment land (in billions)	TBD	2.8	TBD	TBD
Tigard unemployment rate	5.6%	5.3%	5.3%	4.3%
Tigard employment	40,035	41,236	42,532	44,122
Percentage of Tigard residents working locally	8%	9%	9%	8%
Number of businesses participating in Economic Development programs	5	10	15	20
Percentage of employed residents earning more than $3,333 per month	40%	41%	TBD	TBD

FULL-TIME EQUIVALENT POSITIONS

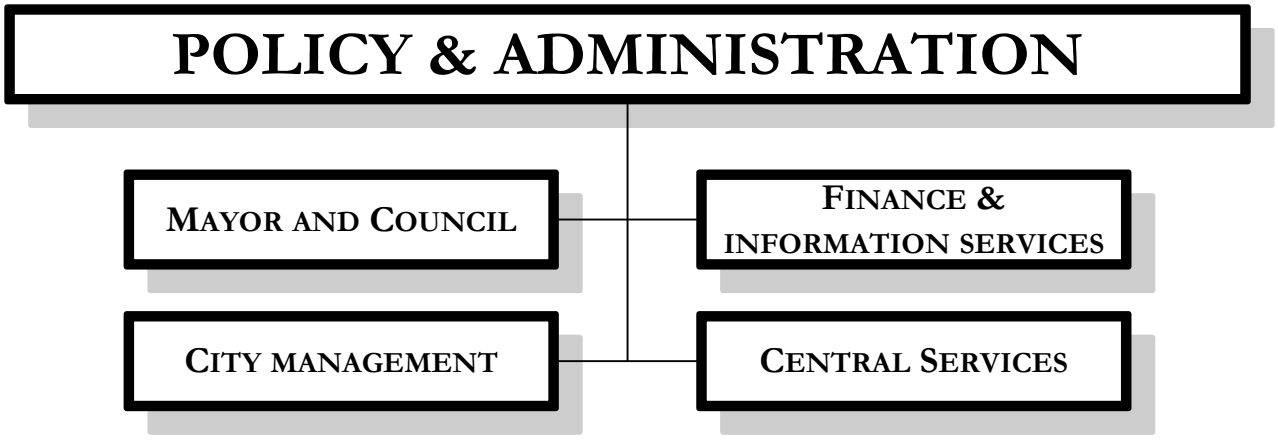
	2013-2014	2014-2015	2015-2016	2016-2017
Economic Development Manager	1.00	1.00	1.00	1.00
Redevelopment Project Manager	1.00	1.00	1.00	1.00
Total FTE	2.00	2.00	2.00	2.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
2.00	2.00	2.00	Total FTE	2.00	2.00	2.00	
169,395	191,428	206,253	**51001 - Salaries - Management**	191,960	191,960	191,960	-6.9%
0	11,158	23,248	**51005 - Part Time - Temporary**	36,000	36,000	36,000	54.9%
169,395	202,586	229,501	**Total Personal Services - Salaries**	227,960	227,960	227,960	-0.7%
2,356	2,258	1,149	**52001 - Unemployment**	193	193	193	-83.2%
1,087	1,257	1,771	**52002 - Worker's Compensation**	1,783	1,783	1,783	0.7%
13,054	15,597	17,560	**52003 - Social Security/Medicare**	14,685	14,685	14,685	-16.4%
1,219	1,466	1,663	**52004 - Tri-Met Tax**	1,389	1,389	1,389	-16.5%
18,711	26,695	28,915	**52005 - Retirement**	26,875	26,875	26,875	-7.1%
1,195	1,200	1,200	**52007 - VEBA - ER**	1,200	1,200	1,200	0.0%
174	199	1,062	**52008 - Life Ins/ADD/LTD**	1,062	1,062	1,062	0.0%
421	606	0	**52009 - Long Term Disability**	0	0	0	0.0%
21,119	23,738	28,407	**52010 - Medical/Dental/Vision**	29,827	29,827	29,827	5.0%
3,173	3,443	0	**52011 - Dental Benefits**	0	0	0	0.0%
62,509	76,459	81,727	**Total Personal Services - Benefits**	77,014	77,014	77,014	-5.8%
1,666	268	3,000	**53001 - Office Supplies**	3,000	3,000	3,000	0.0%
0	2	0	**53002 - Small Tools & Equipment**	0	0	0	0.0%
1,666	270	3,000	**Total Supplies**	3,000	3,000	3,000	0.0%
14,532	93,304	368,000	**54001 - Professional/Contractual Services**	250,000	290,000	290,000	-21.2%
8,068	7,013	10,000	**54003 - Legal Fees**	30,000	30,000	30,000	200.0%
0	0	720	**54205 - Utilites - Phone/Pager/Cells**	720	720	720	0.0%
76	760	2,000	**54300 - Advertising & Publicity**	2,000	2,000	2,000	0.0%
0	1,701	0	**54301 - Fees and Charges**	0	0	0	0.0%
244	577	7,500	**54302 - Dues & Subscriptions**	10,000	10,000	10,000	33.3%
2,621	3,840	5,000	**54303 - Travel and Training**	5,000	5,000	5,000	0.0%
1,192	4,531	4,010	**54311 - Special Department Expenses**	8,685	8,685	8,685	116.6%
0	0	24,000	**54402 - Contributions to Community Org**	0	0	0	-100.0%
26,733	111,726	421,230	**Total Services**	306,405	346,405	346,405	-17.8%
3,576	7,214	11,421	**58100 - Indirect Charges- City Management**	12,979	12,979	12,979	13.6%
3,634	7,163	7,524	**58110 - Indirect Charges- Human Resources**	6,144	6,144	6,144	-18.3%
1,186	2,173	2,359	**58120 - Indirect Charges- Risk Management**	2,420	2,420	2,420	2.6%
13,832	17,627	13,889	**58130 - Indirect Charges- Office Services**	18,084	18,084	18,084	30.2%
32	0	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
88	196	609	**58200 - Indirect Charges- Finance Administration**	621	621	621	2.0%
7,673	9,665	12,096	**58210 - Indirect Charges- Financial Operations**	11,793	11,793	11,793	-2.5%
3,256	7,569	9,632	**58230 - Indirect Charges- Technology**	5,670	5,670	5,670	-41.1%
407	150	2,186	**58250 - Indirect Charges- Contracts and Purchasing**	5,589	5,589	5,589	155.7%
1,272	1,366	1,757	**58640 - Indirect Charges- Property**	1,881	1,881	1,881	7.1%
34,956	53,124	61,473	**Total Internal Services**	65,181	65,181	65,181	6.0%
295,259	**444,166**	**796,931**	**Total Economic Development**	**679,560**	**719,560**	**719,560**	**-9.7%**

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.80			Total FTE				
78,658	-3,104	0	51001 - Salaries - Management	0	0	0	0.0%
79,719	-1,954	0	51002 - Salaries - General	0	0	0	0.0%
369	0	0	51006 - Overtime	0	0	0	0.0%
111	-18	0	51007 - Incentive Pay	0	0	0	0.0%
158,857	-5,077	0	Total Personal Services - Salaries	0	0	0	0.0%
2,214	-61	0	52001 - Unemployment	0	0	0	0.0%
932	-15	0	52002 - Worker's Compensation	0	0	0	0.0%
11,817	-377	0	52003 - Social Security/Medicare	0	0	0	0.0%
1,142	-37	0	52004 - Tri-Met Tax	0	0	0	0.0%
16,799	-615	0	52005 - Retirement	0	0	0	0.0%
2,276	-195	0	52007 - VEBA - ER	0	0	0	0.0%
164	-15	0	52008 - Life Ins/ADD/LTD	0	0	0	0.0%
457	-44	0	52009 - Long Term Disability	0	0	0	0.0%
19,828	-1,596	0	52010 - Medical/Dental/Vision	0	0	0	0.0%
2,310	-187	0	52011 - Dental Benefits	0	0	0	0.0%
57,939	-3,142	0	Total Personal Services - Benefits	0	0	0	0.0%
177	0	0	53001 - Office Supplies	0	0	0	0.0%
272	0	0	53003 - Fuel	0	0	0	0.0%
449	0	0	Total Supplies	0	0	0	0.0%
55,555	0	0	54001 - Professional/Contractual Services	0	0	0	0.0%
15,936	0	0	54003 - Legal Fees	0	0	0	0.0%
2,200	0	0	54006 - Software License and Maintenance	0	0	0	0.0%
382	0	0	54113 - R & M - Vehicles	0	0	0	0.0%
125	0	0	54114 - R & M - Office Equipment	0	0	0	0.0%
1,106	0	0	54205 - Utilites - Phone/Pager/Cells	0	0	0	0.0%
285	0	0	54300 - Advertising & Publicity	0	0	0	0.0%
75	0	0	54301 - Fees and Charges	0	0	0	0.0%
342	0	0	54302 - Dues & Subscriptions	0	0	0	0.0%
1,710	0	0	54303 - Travel and Training	0	0	0	0.0%
1,397	0	0	54311 - Special Department Expenses	0	0	0	0.0%
79,113	0	0	Total Services	0	0	0	0.0%
716	0	0	56004 - Computer Hardware and Software	0	0	0	0.0%
716	0	0	Total Capital Improvement	0	0	0	0.0%
45,468	0	0	58100 - Indirect Charges- City Management	0	0	0	0.0%
16,714	0	0	58110 - Indirect Charges- Human Resources	0	0	0	0.0%
9,213	0	0	58120 - Indirect Charges- Risk Management	0	0	0	0.0%
10,814	0	0	58130 - Indirect Charges- Office Services	0	0	0	0.0%
40,984	0	0	58150 - Indirect Charges- Records	0	0	0	0.0%
404	0	0	58200 - Indirect Charges- Finance Administration	0	0	0	0.0%
14,667	0	0	58210 - Indirect Charges- Financial Operations	0	0	0	0.0%
17,141	0	0	58230 - Indirect Charges- Technology	0	0	0	0.0%
641	0	0	58250 - Indirect Charges- Contracts and Purchasing	0	0	0	0.0%
1,971	0	0	58630 - Indirect Charges- Fleet Maintenance	0	0	0	0.0%
10,794	0	0	58640 - Indirect Charges- Property	0	0	0	0.0%
168,811	0	0	Total Internal Services	0	0	0	0.0%
465,885	**-8,219**	**0**	**Total Development Services**	**0**	**0**	**0**	**0.0%**

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
9.00			Total FTE				
586,676	-22,728	0	51001 - Salaries - Management	0	0	0	0.0%
40,362	-1,626	0	51002 - Salaries - General	0	0	0	0.0%
20,765	0	0	51005 - Part Time - Temporary	0	0	0	0.0%
1,111	0	0	51006 - Overtime	0	0	0	0.0%
648,914	-24,354	0	Total Personal Services - Salaries	0	0	0	0.0%
9,038	-292	0	52001 - Unemployment	0	0	0	0.0%
6,768	-286	0	52002 - Worker's Compensation	0	0	0	0.0%
49,090	-1,859	0	52003 - Social Security/Medicare	0	0	0	0.0%
4,668	-176	0	52004 - Tri-Met Tax	0	0	0	0.0%
79,921	-3,134	0	52005 - Retirement	0	0	0	0.0%
5,616	-475	0	52007 - VEBA - ER	0	0	0	0.0%
815	-66	0	52008 - Life Ins/ADD/LTD	0	0	0	0.0%
1,964	-167	0	52009 - Long Term Disability	0	0	0	0.0%
86,118	-6,427	0	52010 - Medical/Dental/Vision	0	0	0	0.0%
9,380	-704	0	52011 - Dental Benefits	0	0	0	0.0%
253,378	-13,587	0	Total Personal Services - Benefits	0	0	0	0.0%
6,912	0	0	53001 - Office Supplies	0	0	0	0.0%
6,912	0	0	Total Supplies	0	0	0	0.0%
411,062	0	0	54001 - Professional/Contractual Services	0	0	0	0.0%
32,398	0	0	54003 - Legal Fees	0	0	0	0.0%
700	0	0	54114 - R & M - Office Equipment	0	0	0	0.0%
5,316	0	0	54300 - Advertising & Publicity	0	0	0	0.0%
208	0	0	54301 - Fees and Charges	0	0	0	0.0%
1,674	0	0	54302 - Dues & Subscriptions	0	0	0	0.0%
12,089	0	0	54303 - Travel and Training	0	0	0	0.0%
6,021	0	0	54311 - Special Department Expenses	0	0	0	0.0%
469,468	0	0	Total Services	0	0	0	0.0%
736	0	0	56004 - Computer Hardware and Software	0	0	0	0.0%
736	0	0	Total Capital Improvement	0	0	0	0.0%
76,731	0	0	58100 - Indirect Charges- City Management	0	0	0	0.0%
32,703	0	0	58110 - Indirect Charges- Human Resources	0	0	0	0.0%
7,757	0	0	58120 - Indirect Charges- Risk Management	0	0	0	0.0%
34,385	0	0	58130 - Indirect Charges- Office Services	0	0	0	0.0%
29,568	0	0	58150 - Indirect Charges- Records	0	0	0	0.0%
751	0	0	58200 - Indirect Charges- Finance Administration	0	0	0	0.0%
22,406	0	0	58210 - Indirect Charges- Financial Operations	0	0	0	0.0%
78,847	0	0	58230 - Indirect Charges- Technology	0	0	0	0.0%
8,549	0	0	58250 - Indirect Charges- Contracts and Purchasing	0	0	0	0.0%
1,220	0	0	58630 - Indirect Charges- Fleet Maintenance	0	0	0	0.0%
7,513	0	0	58640 - Indirect Charges- Property	0	0	0	0.0%
300,430	0	0	Total Internal Services	0	0	0	0.0%
1,679,838	**-37,940**	**0**	**Total Community Planning**	**0**	**0**	**0**	**0.0%**

In fiscal year 2014, Development Services and Community Planning merged with Community Development Administration to create a new division, called Community Development-Planning


POLICY & ADMINISTRATION
MAYOR AND COUNCIL
FINANCE & INFORMATION SERVICES
CITY MANAGEMENT
CENTRAL SERVICES

The Policy and Administration Program consists of the Mayor and Council, City Management, Central Services and the Finance and Information Service Departments. This program includes a wide variety of functions that encompass the areas of administrative support, fleet and property management, strategic planning, city management, computer and information services, financial management, accounting, utility billing, municipal court, human resource management, records management, risk management and contracts and purchasing.

The Mayor and Council and the Municipal Court budgets are funded completely out of the General Fund. The other budget units are funded by charge backs to other city programs that use these common services.

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	43.95	45.85	53.35	54.35	54.35	54.35	1.9%
Budget By Category							
Personal Services	4,715,484	4,801,637	6,245,017	6,219,190	6,219,190	6,258,570	0.2%
Materials & Services	1,993,205	2,194,717	3,855,738	3,977,813	4,107,813	4,109,601	6.6%
Interdepartmental Costs	100,737	130,821	116,202	110,336	110,336	110,336	-5.0%
Capital Outlay	262,106	194,492	384,044	533,250	533,250	533,250	38.9%
Total All Category	7,071,531	7,321,666	10,601,001	10,840,589	10,970,589	11,011,757	3.9%
Budget By Division							
Mayor and Council	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
City Manager's Office	794,852	812,517	972,438	879,111	879,111	879,111	-9.6%
Human Resources	664,331	542,496	730,773	685,940	685,940	685,940	-6.1%
Risk Management	544,054	664,247	759,275	772,114	772,114	813,282	7.1%
Communications	456,488	444,455	571,811	601,469	601,469	601,469	5.2%
Municipal Court	460,425	507,330	576,678	526,846	526,846	526,846	-8.6%
City Recorder/Records	480,397	370,729	426,967	521,202	521,202	521,202	22.1%
Finance & Info. Services Admin.	405,229	450,332	540,272	482,776	482,776	482,776	-10.6%
Financial Operations	529,413	531,554	615,506	620,053	620,053	620,053	0.7%
Utility Billing	776,258	940,907	1,163,974	1,092,227	1,092,227	1,092,227	-6.2%
Information Technology	1,505,675	1,565,357	1,828,672	2,185,193	2,185,193	2,185,193	19.5%
FIS Interim Plan	0	0	0	0	0	0	0.0%
Contracts and Purchasing	213,664	220,232	239,449	250,996	250,996	250,996	4.8%
Fleet Maintenance	0	0	203,772	257,692	257,692	257,692	26.5%
Property Management	0	0	1,648,590	1,654,221	1,784,221	1,784,221	8.2%
Total All Division	7,071,531	7,321,666	10,601,001	10,840,589	10,970,589	11,011,757	3.9%
Budget by Fund							
General Fund - 100	701,172	778,840	899,502	837,595	837,595	837,595	-6.9%
Water Debt Service Fund - 533	0	0	0	0	0	0	0.0%
Central Services Fund - 600	6,351,518	6,529,460	7,799,137	8,041,081	8,041,081	8,082,249	3.6%
Fleet/Property Management Fund	0	0	1,852,362	1,911,913	2,041,913	2,041,913	10.2%
Insurance Fund - 660	18,842	13,365	50,000	50,000	50,000	50,000	0.0%
Total All Fund	7,071,531	7,321,666	10,601,001	10,840,589	10,970,589	11,011,757	3.9%

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Budget By Category							
Personal Services	141,249	151,964	185,874	163,289	163,289	163,289	-12.2%
Materials & Services	99,498	119,546	136,950	147,460	147,460	147,460	7.7%
Interdepartmental Costs	0	0	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0	0	0.0%
Total All Category	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
Budget By Division							
Mayor and Council	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
Total All Division	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
Budget by Fund							
General Fund - 100	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%
Total All Fund	240,747	271,510	322,824	310,749	310,749	310,749	-3.7%

PROGRAM DESCRIPTION:

The Mayor and four City Councilors provide legislative and policy leadership for city government. The Mayor and Councilors are elected by citizens for four-year terms on a non-partisan basis and serve part-time. The Council hires the City Manager to run day-to-day operations. The City Council reviews, revises and adopts city laws and policies and sets the overall direction of the city.

PROGRAM RESULTS:

- Basic city services provided to citizens are cost-effective and are delivered without interruption.
- Tigard's interest in regional and statewide activities is coordinated with appropriate agencies and jurisdictions.
- Tigard citizens are involved in the community and participate effectively.
- Programs and activities are available in the community to meet the needs of a diverse population.
- External and internal city assets are well managed and utilized.
- Master plans, management and fiscal policies are adopted; resources are allocated to position Tigard for the future.
- The community is engaged and connected to the city's strategic vision.

ACCOMPLISHMENTS:

FY 2015-2016:

1. Provide Recreation Opportunities for the People of Tigard

Accomplishments:
The city hired a recreation coordinator in December and a Park and Recreation Charge study is underway. Staff updated the Recreation Finder tool and Council placed a ballot title for a community center building on the November 2015 ballot. It was defeated by voters.

City continue to talk with recreation providers (THPRD & TTSD) about possible partnership opportunities.

2. Make Downtown Tigard a Place Where People Want to Be

Accomplishments:
The Ash/Burnham site was cleared, building permits issued and construction has begun on this mixed use redevelopment project.

The downtown Saxony property mixed-use public space design study got underway, complementing the installation of Gateway improvements which were completed.

The downtown's first Strolling Street is under construction at Maki/Wine Crafter/Elvia Hair Salon businesses, the Tigard Downtown Assn. Produced a successful Street Fair.

The Sidewalk Gap technical group finished its preliminary inventory and presented results at the October 20 Council Workshop. Tigard Street trail was paved as a temporary measure to allow pedestrian use and easier access to downtown.

3. Adopt Tigard Triangle Strategic Plan and Enable Future Development Capacity

Accomplishments:
A Tigard Triangle Lean Code workshop was held September 14-17 to begin drafting code and zoning changes for the Tigard Triangle. The workshop provided an opportunity for the city leaders, Triangle landowners, business leaders, and developers to work with the PlaceMakers/DPZ/Crabtree consultant team to establish a framework for the new Lean Code to implement the Triangle Strategic Plan. Three public meetings were held. Drafts of the following documents received two rounds of public input and staff review: zoning map, street network plan, thoroughfare plan (which designates street classification and section requirements such as width, on-street parking, number of lanes, etc.) and frontage types, which illustrates how different types of development will look on the sites.

The city was awarded a $145,000 Metro Community Planning & Development Grant to investigate the feasibility of walkable mixed-use development and tools to facilitate such development.

A new section of sidewalk was completed to fill the gap between 68th Ave and the I-5 Bridge on Haines/Atlanta Streets, and a seating area at the "overlook" at 68th and Dartmouth using the Lighter, Quicker, Cheaper project funds.

Community Development held an ice cream social in the Tigard Triangle to promote the completion of the Dartmouth Overlook project and walkability in the Triangle.

4. Enable Groundbreaking in River Terrace by Summer 2015

Accomplishments:
Infrastructure Financing Project
Discussions continue with HBA regarding their legal challenge of our residential transportation SDCs. Discussions are on hold with business community regarding proposed non-residential transportation SDCs due to HBA legal challenge. Citywide park utility fee of $1.11/month is on track for adoption. River Terrace transportation and stormwater utility fee adoption schedule TBD.

River Terrace Community Plan Implementation:
A downstream analysis of River Terrace drainageways is complete; the final report is being prepared. An interdepartmental design review committee meets regularly to review park, stormwater facility and River Terrace Blvd design proposals. A consultant was hired to evaluate and make recommendations for optimal ped/bike connections, streetscape and intersection treatments, and wayfinding signage, while the city sent a letter to Metro requesting that the southern Urban Reserve Area be added to the UGB.

Permitting:
Six subdivision applications approved by the city for a total of over 1,000 homes; One subdivision application reviewed at a pre-application conference; Four demolition permits and three grading permits issued; Eight model home permits under review; One public facility improvement permit issued and another under review.

Public Facilities:
The Clean Water Services sewer pump station application was deemed complete and the public hearing before the Hearings Office happened on November 9.
A draft MSTIP IGA for funding Roy Rogers Rd reviewed by the city, awaiting county's comments.

River Terrace webpages revamped to reflect the project's shift from planning to development and to provide more background information (FAQ) and up-to-date development information

5. Expand Opportunities to Engage People in the Community

Accomplishments:

City Council hosted two events to talk about issues with residents: a Picnic in Summerlake Park (July) and a Tigard Tailgate at Tigard High (October). City staff completed a series of Community Ice Cream Visits to gain feedback on issues relevant to neighborhoods.

A Voters Forum was held at Twality Middle School on October 8 in service to three measures on the November ballot.

Open Budget Portal was deployed (http://budget.tigard-or.gov/#!/year/default) and went live with the new fiscal year. Staff added the CIP in August and had over 750 page views in one month. Finance staff worked with Socrata to add unaudited year-to-date actuals with the budget and explored the Open Checkbook application which would provide full detailed multi-year history on line.

Thirteen Tigard Walks events were held between January and December. In three instances walks supported community events planned to bring people outside.

The communications plan was completed in June with key messages to be used by all staff in external communications. The Communications Strategist and the Goal 3 Team for the Strategic Plan are using the plan's three strategies to strengthen communications internally and externally and build public involvement with the Strategic Plan, including dynamic community engagement outside of City Hall.

Successful National Night Out neighborhood events were held throughout the city, with visits by the City Manager, Chief Orr, Asst. Chief deSulley, Mayor Cook and the City Councilors.

City Council received an award from the Oregon Chapter of the American Planning Assn. for leadership in adoption of strategic plan.

A plan to reboot the Neighborhood Network Program has been submitted to the City Manager.

GOALS & OBJECTIVES:

FY 2016-2017:

2015-2017 Tigard City Council Goals Priorities for Council Attention and Action

1. Provide Recreation Opportunities for the People of Tigard Objectives

- Establish city recreation program in 2015-16 adopted budget
  - Recreation clearinghouse and program guide
  - Grants & scholarships
  - Recreation coordinator – staff position
  - Programs and classes (beginning Year 2)
  - Outdoor events (Year 2)
  - Indoor events (Year 3)

- Explore feasibility of partnership opportunities, including THPRD, YMCA, TTAD, TTSD, other city, or non-profit opportunities; establish facility partnership if feasible

- Consider a voter-approved measure to fund recreation

- Complete the city's facilities strategic plan to identify future facility needs for a recreation/community center.

2. Make Downtown Tigard a Place Where People Want to Be

- Objectives:
  - Support residential and mixed use development in walkable and transit-supported areas by completing the Ash Ave/Burnham Redevelopment project

  - Increase walkable access to open space by advancing plans for new downtown open space, including the Tigard Street Trail plaza, the Fanno Creek Overlook, and a Main Street plaza, including programming

  - Strengthen downtown's identity by completing gateway improvements and install art at both Main Street entrances

  - Support walkability by completing two Strolling Street projects

  - Secure brownfields cleanup grant (if eligible) to facilitate infill or open space development enabling a more walkable and interconnected downtown

  - Promote downtown as a place to shop, dine and recreate through communications and support of Tigard Downtown Alliance activities.

3. Adopt and Begin Implementation of Tigard Triangle Strategic Plan

- Tigard Triangle Strategic Plan
- Plan Development
- Council consideration and adoption (code and plan amendments)

- Consider Lean Code and Plan Amendments
  - Zoning
  - Community Development Code
  - Transportation System Plan
  - Parks and Trails Master Plans

- Infrastructure Planning
  - Citywide Stormwater Master Plan
    - Triangle Stormwater Implementation Plan
  - Streetscape Design Plan
  - 72nd Avenue Study (pending CIP approval)

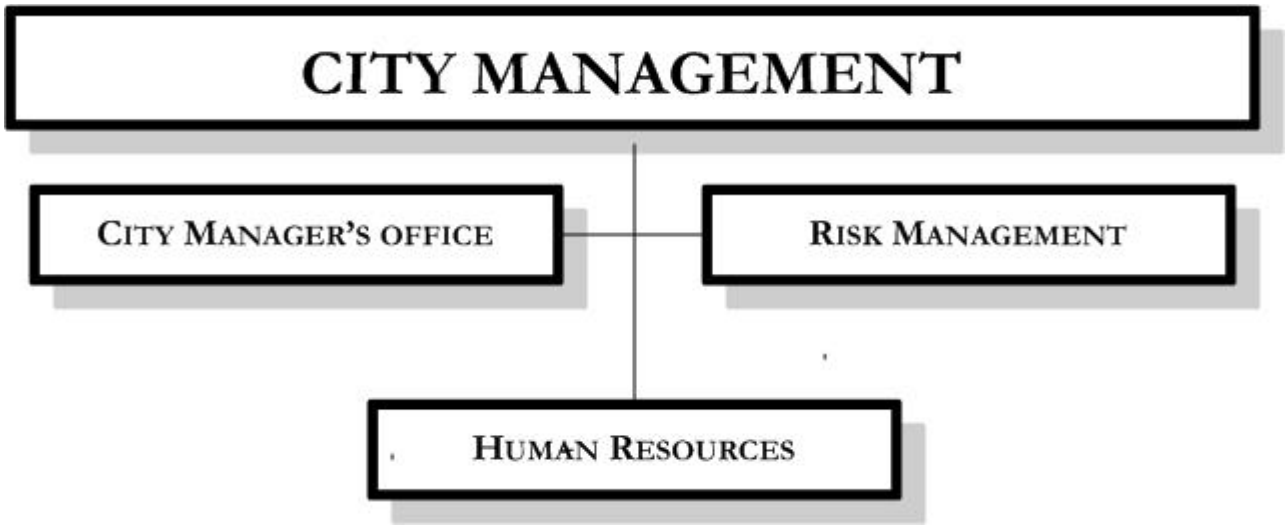
WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of regional committees requiring elected official attendance	9	9	9	9
Number of City Council meetings	38	38	38	38
Average length (hours) of council meetings	3	3	3	3
Number of Resolutions adopted	78	78	78	78
Number of Ordinances adopted	20	20	20	20
Population served	48,695	49,135	50,444	50,750
Number of opportunities for residents to interact with elected officials (12 Fireside Chats, 16 1x10 events, 2 Town Halls)	NA	16	30	30

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Survey is conducted every other year.	Yes	No	Yes	No
Average rating on citizens' highest service priorities	8.5	8.5	8.5	8.5
Citizens rating overall city services as good or better	85%	0	93%	95%
Citizens who feel that Tigard will be a better place to live and work in the future	85%	0	85%	85%
Citizens rating overall city services as good or better	87%	0	87%	87%
Citizens who say the city's long-term strategic vision represents their long-term vision (as measured in biennial survey) *average of phone & web responses	49%*	0	55%	60%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
	0.00	0.00	**Total FTE**	0.00	0.00	0.00	
84,971	85,413	113,694	**51001 - Salaries - Management**	88,071	88,071	88,071	-22.5%
84,971	85,413	113,694	**Total Personal Services - Salaries**	88,071	88,071	88,071	-22.5%
1,185	997	480	**52001 - Unemployment**	98	98	98	-79.6%
507	585	221	**52002 - Worker's Compensation**	267	267	267	20.8%
6,620	6,279	7,288	**52003 - Social Security/Medicare**	7,430	7,430	7,430	1.9%
611	617	690	**52004 - Tri-Met Tax**	702	702	702	1.7%
0	0	266	**52005 - Retirement**	0	0	0	-100.0%
42,176	51,550	63,235	**52010 - Medical/Dental/Vision**	66,721	66,721	66,721	5.5%
5,178	6,522	0	**52011 - Dental Benefits**	0	0	0	0.0%
56,277	66,551	72,180	**Total Personal Services - Benefits**	75,218	75,218	75,218	4.2%
93	182	800	**53001 - Office Supplies**	800	800	800	0.0%
93	182	800	**Total Supplies**	800	800	800	0.0%
9,974	13,767	9,540	**54001 - Professional/Contractual Services**	10,390	10,390	10,390	8.9%
21,310	29,023	27,651	**54003 - Legal Fees**	27,651	27,651	27,651	0.0%
0	0	0	**54114 - R & M - Office Equipment**	0	0	0	0.0%
0	0	25	**54115 - Vehicle Usage**	25	25	25	0.0%
1,815	3,451	0	**54205 - Utilites - Phone/Pager/Cells**	0	0	0	0.0%
0	450	0	**54300 - Advertising & Publicity**	0	0	0	0.0%
39,059	43,782	50,234	**54302 - Dues & Subscriptions**	48,794	48,794	48,794	-2.9%
25,338	27,367	43,100	**54303 - Travel and Training**	53,400	53,400	53,400	23.9%
1,909	1,525	5,600	**54311 - Special Department Expenses**	6,400	6,400	6,400	14.3%
99,405	119,364	136,150	**Total Services**	146,660	146,660	146,660	7.7%
240,746	**271,510**	**322,824**	**Total Mayor and Council**	**310,749**	**310,749**	**310,749**	**-3.7%**



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	12.60	11.60	12.60	10.90	10.90	10.90	-13.5%
Budget By Category							
Personal Services	1,256,024	1,338,971	1,579,057	1,419,524	1,419,524	1,458,904	-7.6%
Materials & Services	734,596	677,688	877,929	911,141	911,141	912,929	4.0%
Capital Outlay	12,616	2,600	5,500	6,500	6,500	6,500	18.2%
Total All Category	2,003,237	2,019,260	2,462,486	2,337,165	2,337,165	2,378,333	-3.4%
Budget By Division							
City Manager's Office	794,852	812,517	972,438	879,111	879,111	879,111	-9.6%
Human Resources	664,331	542,496	730,773	685,940	685,940	685,940	-6.1%
Risk Management	544,054	664,247	759,275	772,114	772,114	813,282	7.1%
Total All Division	2,003,237	2,019,260	2,462,486	2,337,165	2,337,165	2,378,333	-3.4%
Budget by Fund							
Central Services Fund - 600	1,984,395	2,005,895	2,412,486	2,287,165	2,287,165	2,328,333	-3.5%
Insurance Fund - 660	18,842	13,365	50,000	50,000	50,000	50,000	0.0%
Total All Fund	2,003,237	2,019,260	2,462,486	2,337,165	2,337,165	2,378,333	-3.4%

PROGRAM DESCRIPTION:

The City Management Division consists of the City Manager and staff supporting the activities of the City Council and assisting in the overall management of city programs. The City Manager is hired by the City Council to run the daily affairs of the city and to implement policies adopted by the council. A major focus of this division is on communications among the city, citizens, and employees. Specific activities of this division include:

- Communicate City Council's direction on policies, laws and directives to the executive staff and employees.

- Encourage the use of a variety of communication tools, including the Cityscape, the city's web page, Facebook, Twitter, Neighborhood Network Web pages and other means to make information available to citizens and employees.

- Review and refine the information presented to the City Council.

- Coordinate the city's legislative agenda including monitoring bills, facilitating written and oral testimony and schedule regular meetings with state and federal legislators for the Mayor and Council members.

- Oversee the implementation of Tigard's Strategic Plan: *To make Tigard the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.*

PROGRAM RESULTS:

- Tigard citizens have access to accurate information on current issues in a variety of formats.

- Plans and programs are in place for coordinated management of the city's assets.

- Tigard citizens participate in programs and activities that connect them with decision-makers and community members.

- City departments proactively manage issues and achieve stated goals.

- Messaging engages the community and advances the vision.

ACCOMPLISHMENTS:

FY 2015-2016:

- **Strategic Planning** efforts were very successful this year towards making *Tigard the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.*
  - City Management staff planned and led 13 free community walks in support of the city's vision
  - The Tigard Street trail was paved as a temporary measure to allow pedestrian use and easier access to downtown.
  - Staff increased awareness of the strategic plan through photo contests, a Walk Friendly assessment, Cityscape articles, and weekly website updates.

- A list of staff and resident's favorite walking and biking routes was compiled & made available on the city web.
- A new section of sidewalk was completed to fill the gap between 68th Ave and the I-5 Bridge on Haines/Atlanta Streets, and a seating area at the "overlook" at 68th and Dartmouth was completed using the Lighter, Quicker, Cheaper project funds.

• **Communication & Community Engagement with Tigard residents**

- The biennial citizen survey was conducted and delivered valuble feedback in the areas of parks maintenance fee, detailed views on the failed community and recreation center ballot measure, priorities for possible walkability improvements and strategic planning and transportation preferences for the Southwest Corridor.
- Tigard staff met with hundreds of residents at the downtown Farmers Market between May and October.
- A citywide communication plan was completed, providing staff with tools to strengthen communication internally and externally and build public involvement.
- Council 1x10 meetings were replaced by Council outreach that included a Summerlake barbeque in July and community "tailgate" at the high school in October. More outreach events are planned for 2016 in support of the city's goal to engage residents through communication in the community.
- Staff guided the revitalized Tigard Youth Advisory Council throughout the year, including a trip for two students to the National League of Cities Congressional Cities Conference in Washington, DC.
- A plan to reboot the Neighborhood Network Program got underway in 2015 and proposes new initiatives to engage residents where they live.
- The city hosted a quarterly community roundtable with 20 leaders from non-profits and churches.
- The city unveiled a new, technologically adept website accessible to today's media devices. July was a record-breaking month for the new website with more than 53,000 views.

• **Legislative Advocacy**

- Assisted Just Compassion with establishing a homeless day shelter in Tigard and navigating the grants process at the federal level.
- Submitted a $400,000 in EPA Brownfields Cleanup grant application to facilitate infill or open space development enabling a more walkable and interconnected downtown.
- The city was successful in gaining lottery funds for economic development of the Hunziker Industrial Core.
- The city was awarded a $145,000 Metro Community Planning & Development Grant to investigate the feasibility of walkable mixed-use development and tools to facilitate such development in the Tigard Triangle.

GOALS & OBJECTIVES:

FY 2016-2017:

City Management will continue to advance the city's strategic plan vision to make Tigard the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives.

STRATEGIC GOALS:

1. Facilitate walking connections to develop an identity.
2. Ensure development advances the vision.
3. Engage the community through dynamic communication.
4. Fund the vision while maintaining core services.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Legislative status reports issued weekly during the current legislative session	22	22	22	22
Cityscape issues published each year	12	12	12	12
Number of City Manager meetings with Councilors and Mayor	100	100	100	100
Up-to-date and accurate messaging - currency of web pages, Twitter followers, Facebook followers	NA	90%	90%	90%
Number of TigardWalks events as part of Strategic Plan integration	NA	12	13	12

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Citizens ranking responsiveness of city staff as good or better	90%	90%	90%	90%
Citizens ranking the quality of city services as good or better	80%	80%	80%	80%
People that name Cityscape as a good source of information about the city	75%	65%	65%	66%
People that name the city's website as a source of information	15%	30%	35%	40%
Number of active Neighborhood Network webpages	13	13	14	14
Facebook followers	NA	800	850	1,450
Twitter followers	NA	2,014	2,500	3,168
Percentage of residents that are aware of the city's Strategic Plan (The most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives).	52%	NA	54%	60%
Percentage of website visits that lead to use of an online engagement tool	NA	25%	25%	35%
City communication tools provide the most accurate and current information measured by an increase in use	NA	20%	20%	30%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.70	0.70	0.70	1.00
Assistant to the City Manager	0.20	0.20	0.40	1.00
Exec. Asst. to City Manager	0.90	0.90	0.90	0.90
Web Services Coordinator	1.00	1.00	1.00	0.00
Communications Strategist	0.00	1.00	1.00	0.00
Sr. Management Analyst	0.20	0.20	0.50	1.00
Total FTE	4.00	5.00	5.50	4.90

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
4.00	5.00	5.50	**Total FTE**	4.90	4.90	4.90	
427,382	501,113	559,073	**51001 - Salaries - Management**	545,869	545,869	545,869	-2.4%
0	11,523	15,256	**51005 - Part Time - Temporary**	0	0	0	-100.0%
427,382	512,636	574,329	**Total Personal Services - Salaries**	545,869	545,869	545,869	-5.0%
5,964	5,861	2,913	**52001 - Unemployment**	541	541	541	-81.4%
824	1,193	1,509	**52002 - Worker's Compensation**	1,211	1,211	1,211	-19.7%
30,376	36,022	44,546	**52003 - Social Security/Medicare**	41,388	41,388	41,388	-7.1%
3,083	3,713	4,215	**52004 - Tri-Met Tax**	3,915	3,915	3,915	-7.1%
62,857	68,347	81,511	**52005 - Retirement**	75,745	75,745	75,745	-7.1%
2,640	3,133	3,360	**52007 - VEBA - ER**	3,300	3,300	3,300	-1.8%
1,875	1,083	2,974	**52008 - Life Ins/ADD/LTD**	2,263	2,263	2,263	-23.9%
1,460	1,460	0	**52009 - Long Term Disability**	0	0	0	0.0%
36,040	45,010	63,187	**52010 - Medical/Dental/Vision**	39,163	39,163	39,163	-38.0%
3,815	4,530	0	**52011 - Dental Benefits**	0	0	0	0.0%
-1,190	7,864	22,968	**52012 - Accrued Vacation**	23,000	23,000	23,000	0.1%
147,744	178,215	227,183	**Total Personal Services - Benefits**	190,526	190,526	190,526	-16.1%
2,260	1,174	4,500	**53001 - Office Supplies**	3,500	3,500	3,500	-22.2%
0	1,946	0	**53002 - Small Tools & Equipment**	0	0	0	0.0%
2,260	3,121	4,500	**Total Supplies**	3,500	3,500	3,500	-22.2%
169,983	88,212	130,800	**54001 - Professional/Contractual Services**	90,150	90,150	90,150	-31.1%
0	1,295	500	**54003 - Legal Fees**	500	500	500	0.0%
0	431	1,440	**54205 - Utilites - Phone/Pager/Cells**	480	480	480	-66.7%
34,768	4,600	5,000	**54300 - Advertising & Publicity**	6,000	6,000	6,000	20.0%
20	72	480	**54301 - Fees and Charges**	360	360	360	-25.0%
2,119	1,600	6,439	**54302 - Dues & Subscriptions**	7,276	7,276	7,276	13.0%
8,103	11,930	18,267	**54303 - Travel and Training**	27,375	27,375	27,375	49.9%
401	10,405	3,500	**54311 - Special Department Expenses**	6,075	6,075	6,075	73.6%
215,394	118,546	166,426	**Total Services**	138,216	138,216	138,216	-17.0%
0	0	0	**56004 - Computer Hardware and Software**	1,000	1,000	1,000	100.0%
2,072	0	0	**56006 - Equipment**	0	0	0	0.0%
2,072	0	0	**Total Capital Improvement**	1,000	1,000	1,000	100.0%
794,852	**812,517**	**972,438**	**Total City Manager's Office**	**879,111**	**879,111**	**879,111**	**-9.6%**

PROGRAM DESCRIPTION:

The Human Resources Division provides human resource leadership and support to city departments and employees by providing quality policies, programs, systems, services and consultation that contribute to ethical, lawful, equitable, consistent and efficient human resources management practices and advance the vision of the City. Human Resources also helps support the future of the organization through employee and supervisory training; organization development and performance management; workforce planning; equal opportunity employment, and wellness/employee life balance efforts. Program services include strategic planning, recruitment, selection and testing, benefits administration, union negotiations and contract administration, personnel policy administration, employee relations, succession planning, job classification and salary administration, personnel record management, coordination of grievances, discipline, investigations and complaint processes, and employee recognition.

PROGRAM RESULTS:

- The city attracts, develops, motivates and retains the best employees who get it done, do the right thing, and treat all people with respect and care.

- The city complies with local, state and federal employment laws.

- The Human Resources Division provides human resources management support and assistance to departments and employees that advance the strategic vision of the organization and support an effective, dynamic workforce.

ACCOMPLISHMENTS:

FY 2015-2016:

- Successfully implemented the pilot performance management system to increase efficiency in the evaluation process, improve the natural flow of two-way communication and provide timely and meaningful feedback to staff. In addition the pilot system encourages staff and managers to set at least one goal directly linked to furthering the city's Strategic Vision. Early feedback is positive from both supervisor staff.
- Successfully implemented the physical capacities test for Public Work's Utility Worker classifications. The test allows the department to ensure that finalists have the capabilities to perform the essential physical functions of the position prior to finalizing a hire.
- Successfully launched the new internal wellness committee for city staff. People make healthier choices when healthy options are accessible, affordable, attractive, and convenient. Studies show that healthier staff lead to lower costs, increased efficiencies, and improved staff morale. The committee has developed and initiated an events calendar that provides opportunities for health education, healthier choice availability, and for staff involvement in healthy activities.
- Completed phase II of the SEIU health insurance committee March of 2015-September of 2016. The committee was able to evaluate a number of insurance strategies/options, reviewed the market, and examine some potential cost containment options for consideration in calendar year 2017 that will be used for discussion in bargaining.

- Initiated negotiates for a successor collective bargaining agreement with the SEIU bargaining group.
- Established Human Resources reporting standards to assist departments in labor force analysis.
- Increased employee engagement in the city's strategic plan through the development of departmental based options for employees to incorporate into their performance goals as part of the evaluation process.
- Increased some efficiencies in Human Resource processes and systems to increase the ease of connectivity between our services and our customers; this included an overhaul of the content and organization of the city's Employee Resource section of the intranet (Inside Tigard) in addition to streamlining the Personnel Action Form processing procedure, establishing a written procedure for position control, and an initial revamp of the classification review process.
- Enhanced on-site training opportunities for staff and supervisors. Areas of training included – prevention of workplace harassment, diversity/equity and inclusion, dealing with ageing parents, mediation skills, effective workplace communication, and effective writing.
- Still in process with finalizing policy changes to update for legal compliance, best practices, and changes to city processes as we grow, including negotiating any changes, as necessary, through both the city's collective bargaining units.
- Completed an initial implementation of a new on-boarding process that incorporates -- increased follow-up to ensure greater blending and retention, an integration component to the city's values and strategic vision, improved policy training, and clearer on-boarding roles between Human Resources and department hiring supervisors and managers.
- Developed and implemented a new staff departure process that captures metric on city performance. This will allow for trend analysis and action to be taken to both acknowledge and grow the positive trends and correct the negative trends. This should increase the city's retention of staff over time and contain the costs association with turn-over.

GOALS & OBJECTIVES:

FY 2016-2017:

- Initiate a review jointly with Risk Management of the physical capacities requirement for Library positions in order to ensure that job classifications accurately outline the physical aspects of the jobs.

- Negotiate a successor collective bargaining agreement with the SEIU bargaining group.

- Evaluate the effectiveness Human Resources reporting of labor force analysis, modify reporting as necessary to meet city departmental needs.

- Continue to increase employee engagement in the city's strategic plan through Human Resource programing like training, development opportunities, recognition, etc.

- Continue to seek efficiencies in Human Resource processes and systems to increase the ease of connectivity between our services and our customers; this may include further development of the Human Resources internal website (Inside Tigard), improvement in recruitment processing, increased engagement in diversity recruiting, etc.

• Evaluate the effectiveness of our new on-boarding system and make changes as indicated to ensure greater blending and retention, an integration component to the city's values and strategic vision, improved policy training, and clearer on-boarding roles between Human Resources and department hiring supervisors and managers.

• Launch and equity and inclusion team within the city to help identify methods to broaden city culture and awareness, advance new initiatives to increase the diversity of our applicant pools and ultimately our city staff and to create an open, welcoming and safe workplace environment for all city staff.

• Finalize and implement an electronic personnel action process that meets legal records requirements while further reducing the use of paper within the system.

• Continue to process through the leadership team and bargaining groups, revised Citywide Policies and Management/Non-Represented Personnel Policies. The goal is to bring the city's documents into full compliance with law changes, increase alignment with best practices, and capture changes to city processes.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of HR sponsored employee events/information/education programs	20	20	26	33
Number of attendees at HR sponsored events	368	400	662	709
Number of benefit-related inquiries provided to employees	500	500	274	314
Number of FMLA/OFLA requests processed	95	73	52	39
Number of job applications received	2,000	2,100	2,200	3,120
Number of recruitments	30	34	39	41
Number of full time equivalent employees (FTE)	256.85	261.95	270.15	277
Number of ADA accommodation requests	NA	6	10	11
Number of investigations completed	NA	6	5	5
Number of performance management requirements (develop work plans or corrective action)	NA	10	11	10

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Average length of recruitments (from requisition approval to job offer)	14	16	16	16
Citywide turnover rate	6.6%	12.1%	13%	15%
% of classification reviews completed within 15 business days	60%	40%	50%	50%

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
% of employees still employed after five years	80%	88%	91%	72%
% of employees successfully completing probation	90%	100%	95%	97%
# of employees that participate in city internal training activities	NA	150	200	254
% of employees rating training as transferable to work	NA	85%	NA	88%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
HR Assistant	0.80	0.50	0.50	0.50
HR Technician	1.00	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Principal HR Analyst	1.00	1.00	1.00	1.00
Risk/HR Benefits Manager	0.00	0.00	0.30	0.00
Senior HR Analyst	1.00	1.00	1.00	1.00
Total FTE	4.80	4.50	4.80	4.50

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
4.80	4.50	4.80	Total FTE	4.50	4.50	4.50	
373,716	312,929	402,711	**51001 - Salaries - Management**	383,931	383,931	383,931	-4.7%
4,644	25,740	8,137	**51005 - Part Time - Temporary**	8,137	8,137	8,137	0.0%
0	0	0	**51006 - Overtime**	2,018	2,018	2,018	100.0%
378,360	338,669	410,848	**Total Personal Services - Salaries**	394,086	394,086	394,086	-4.1%
5,265	3,816	2,055	**52001 - Unemployment**	383	383	383	-81.4%
716	999	2,149	**52002 - Worker's Compensation**	1,220	1,220	1,220	-43.2%
28,231	25,519	31,399	**52003 - Social Security/Medicare**	29,372	29,372	29,372	-6.5%
2,722	2,451	2,974	**52004 - Tri-Met Tax**	2,779	2,779	2,779	-6.6%
38,687	39,622	54,831	**52005 - Retirement**	53,749	53,749	53,749	-2.0%
3,034	2,618	3,090	**52007 - VEBA - ER**	3,000	3,000	3,000	-2.9%
465	424	2,735	**52008 - Life Ins/ADD/LTD**	2,655	2,655	2,655	-2.9%
1,007	1,114	0	**52009 - Long Term Disability**	0	0	0	0.0%
43,056	36,158	61,954	**52010 - Medical/Dental/Vision**	63,958	63,958	63,958	3.2%
5,691	5,442	0	**52011 - Dental Benefits**	0	0	0	0.0%
-6,021	8,924	0	**52012 - Accrued Vacation**	2,000	2,000	2,000	100.0%
122,853	127,087	161,187	**Total Personal Services - Benefits**	159,116	159,116	159,116	-1.3%
3,719	5,041	10,650	**53001 - Office Supplies**	9,650	9,650	9,650	-9.4%
0	0	0	**53002 - Small Tools & Equipment**	0	0	0	0.0%
0	0	0	**53316 - CCIS-Worksite Wellness Funds**	4,000	4,000	4,000	100.0%
3,719	5,041	10,650	**Total Supplies**	13,650	13,650	13,650	28.2%
31,915	6,445	6,500	**54001 - Professional/Contractual Services**	6,500	6,500	6,500	0.0%
106,466	37,380	86,348	**54003 - Legal Fees**	56,348	56,348	56,348	-34.7%
356	0	0	**54205 - Utilites - Phone/Pager/Cells**	0	0	0	0.0%
0	950	0	**54300 - Advertising & Publicity**	0	0	0	0.0%
545	1,147	2,940	**54302 - Dues & Subscriptions**	2,940	2,940	2,940	0.0%
3,444	7,679	34,300	**54303 - Travel and Training**	35,300	35,300	35,300	2.9%
6,130	15,497	12,500	**54311 - Special Department Expenses**	12,500	12,500	12,500	0.0%
148,856	69,099	142,588	**Total Services**	113,588	113,588	113,588	-20.3%
10,545	2,600	5,500	**56004 - Computer Hardware and Software**	5,500	5,500	5,500	0.0%
10,545	2,600	5,500	**Total Capital Improvement**	5,500	5,500	5,500	0.0%
664,333	**542,496**	**730,773**	**Total Human Resources**	**685,940**	**685,940**	**685,940**	**-6.1%**

PROGRAM DESCRIPTION:

The City of Tigard Risk Management Division is tasked with proactively identifying and managing the inherent risks of providing municipal services. Potential losses are mitigated through loss prevention programs and training, an employee safety committee, insurance and self-insurance funded programs.

The division provides risk management services to the City Council and all city departments. The Risk Benefits Manager reports directly to the Director of Human Resources. Risk Management provides a comprehensive program that strives to achieve the following citywide results:

- Establish, to the extent possible, a work and service environment in which the public and city staff can enjoy safety and security in the course of their daily pursuits.

- Preserve assets and service capabilities by minimizing the total long-term cost of unplanned losses and their physical and financial consequences.

- Advise and otherwise assist the City Manager, other city staff and the public on liability reduction and safety enhancement.

PROGRAM RESULTS:

- Reduce harm and adverse financial impact to the city by providing legally-mandated health and safety services, insurance programs, and other services.

- Ensure the city's ability to quickly recover from accidental loss by cost-effectively balancing risk retention and risk transfer.

- Investigate, evaluate and resolve liability, property damage and workers compensation claims including the pursuit of third party loss recovery.

ACCOMPLISHMENTS:

FY 2015-2016:

- Preserved city's ability to purchase property/casualty and worker's compensation insurance with adequate coverage and reasonable rates.

- Provided internal consulting services for all departments on risk reduction matters. This included managing & coordinating employee safety awareness and training in claims handling, public contracting and insurance reviews, and conducting risk assessments prior to starting or changing services and contracts.

- Executed transition plan with the retirement of key personnel, incorporating Risk Management into the Human Resources Department. This included creation of the Risk Benefits Manager position, reallocation of non-risk management responsibilities to other areas within the organization, and reallocation of FTE to meet city needs.

- Provided special project support for City Manager to ensure effective and efficient services.

- Managed successful franchise negotiations with telecommunications utility providers and Portland General Electric.

- Coordinated resolution of ADA issues related to public access to facilities and infrastructure citywide.

- Risk staff has been engaged in various aspects of the city's Strategic Plan including planning community events, representing the city at Tigard Farmers Market, and serving on the Health & Wellness Committee.

- Oversight and coordination of the Public Works, Human Resources and Risk Management project team to create accurate job descriptions and job analysis for field jobs in order to make the tasks safer.

- Recovered more than $39,000 of city expenditures through maximizing available incentive funds and grants, as well as pursuit of recovery of costs on losses sustained by the city.

- Liaison with Meals on Wheels People to continue to provide senior services to the community and negotiated a new 5-year service contract.

GOALS & OBJECTIVES:

FY 2016-2017:

In this first fiscal year with all new staff in Risk Management roles, develop and enhance employees while continuing to provide core services to the city.

- Preserve city's ability to purchase property/casualty and worker's compensation insurance with adequate coverage and reasonable rates recognizing the continued hard insurance market for flood, quake and pollution coverage.

- Devote staff resources toward supporting the city's strategic plan.

- Provide internal consulting services for all departments on risk management issues.

- Coordinate the citywide safety committee to maintain and improve employee safety and health awareness.

- Begin a comprehensive review and update of more than 60 risk and safety procedures. Risk Management will coordinate the process with Police, Public Works, Community Development – Building Division, and Finance – Utility Billing. The process will last through 6/30/2017.

- In concert with Human Resources and the Library develop a project team to conduct physical capacity analysis of library jobs and revise job descriptions and job analysis for Library jobs in order to make work tasks safer.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of general liability, property and vehicle claims (property and casualty)	36	57	40	40
Number of vehicle collisions	17	28	20	20
Number of preventable auto collisions	8	11	10	10
Number of workers' compensation claims	24	13	20	20
Total recovered funds (EAIP wages, worksite mod, salary continuation, and restitution)	$54,100	$47,560	$39,600	$30,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Vehicle collisions which were preventable by city driver	47%	46%	45%	45%
Workers' compensation experience rating modifier: Target is < 1.0	0.88	0.99	0.90	0.93
Average number of worker days lost per workers' compensation claim	5.4	0.23	3.0	3.0
Percentage of general liability claims resulting in litigation	5.9%	0.0%	2.5%	2.5%

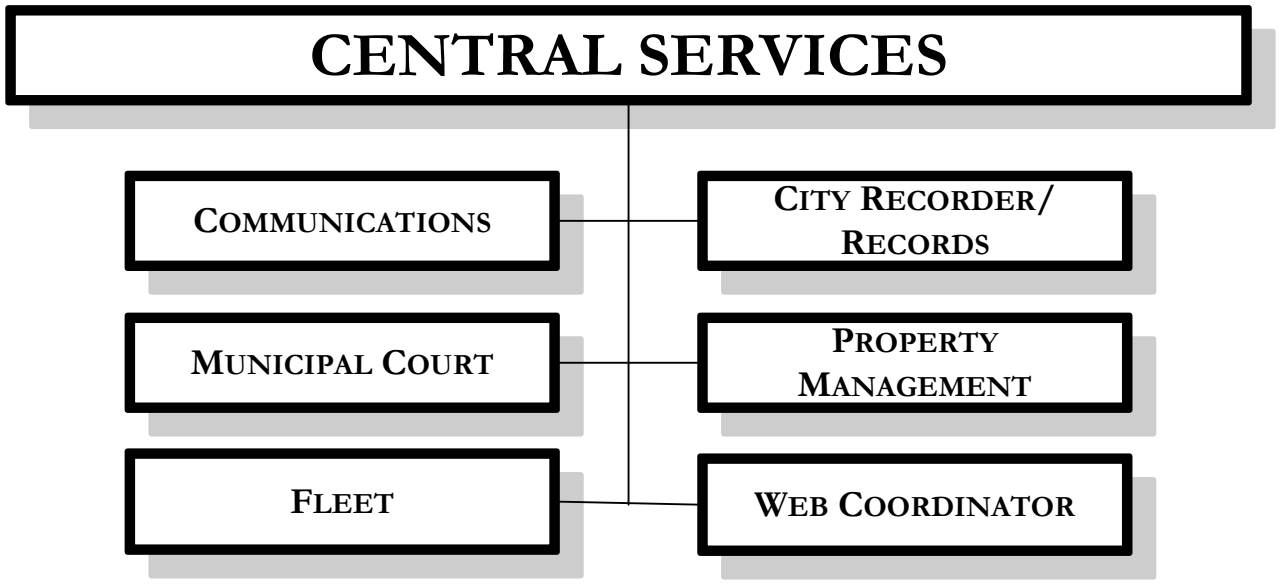
FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Assistant to the City Manager	0.80	0.80	0.60	0.00
Senior Management Analyst	0.80	0.80	0.50	0.00
Risk/HR Benefits Manager	0.00	0.00	0.70	1.00
Risk Management Technician	0.50	0.50	0.50	0.00
Risk Analyst	0.00	0.00	0.00	0.50
Total FTE	2.10	2.10	2.30	1.50

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
2.10	2.10	2.30	Total FTE	1.50	1.50	1.50	
139,329	140,487	159,567	**51001 - Salaries - Management**	97,053	97,053	97,053	-39.2%
0	0	0	**51004 - Part Time - Regular**	0	0	23,660	100.0%
139,329	140,487	159,567	**Total Personal Services - Salaries**	97,053	97,053	120,713	-24.3%
1,938	1,608	794	**52001 - Unemployment**	97	97	215	-72.9%
282	364	440	**52002 - Worker's Compensation**	320	320	375	-14.8%
10,863	10,969	12,129	**52003 - Social Security/Medicare**	7,394	7,394	9,204	-24.1%
1,002	1,017	1,149	**52004 - Tri-Met Tax**	699	699	870	-24.3%
20,457	19,638	18,694	**52005 - Retirement**	13,532	13,532	16,135	-13.7%
0	0	0	**52006 - Retirement - 3% ER Match**	0	0	710	100.0%
1,380	1,380	1,470	**52007 - VEBA - ER**	1,200	1,200	1,725	17.3%
229	229	1,302	**52008 - Life Ins/ADD/LTD**	1,062	1,062	1,062	-18.4%
477	477	0	**52009 - Long Term Disability**	0	0	0	0.0%
2,885	3,048	9,965	**52010 - Medical/Dental/Vision**	8,570	8,570	18,298	83.6%
355	355	0	**52011 - Dental Benefits**	0	0	0	0.0%
488	2,793	0	**52012 - Accrued Vacation**	0	0	0	0.0%
40,356	41,878	45,943	**Total Personal Services - Benefits**	32,874	32,874	48,594	5.8%
466	173	500	**53001 - Office Supplies**	500	500	500	0.0%
35	0	0	**53002 - Small Tools & Equipment**	700	700	700	100.0%
501	173	500	**Total Supplies**	1,200	1,200	1,200	140.0%
37,559	60,690	38,404	**54001 - Professional/Contractual Services**	39,742	39,742	39,742	3.5%
15,963	12,932	14,000	**54003 - Legal Fees**	35,000	35,000	35,000	150.0%
690	1,200	5,400	**54006 - Software License and Maintenance**	5,400	5,400	5,400	0.0%
496	0	300	**54300 - Advertising & Publicity**	1,000	1,000	1,000	233.3%
450	65	450	**54302 - Dues & Subscriptions**	560	560	560	24.4%
969	1,685	3,919	**54303 - Travel and Training**	4,375	4,375	4,375	11.6%
288,456	391,144	440,592	**54307 - Insurance**	503,820	503,820	503,820	14.4%
441	628	200	**54311 - Special Department Expenses**	1,090	1,090	2,878	1339.0%
345,024	468,344	503,265	**Total Services**	590,987	590,987	592,775	17.8%
525,210	**650,882**	**709,275**	**Total Risk Management**	**722,114**	**722,114**	**763,282**	**7.6%**

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
			Total FTE				
0	2,500	0	**54001 - Professional/Contractual Services**	0	0	0	0.0%
4,305	0	0	**54003 - Legal Fees**	0	0	0	0.0%
14,537	10,865	50,000	**54311 - Special Department Expenses**	50,000	50,000	50,000	0.0%
18,842	13,365	50,000	**Total Services**	50,000	50,000	50,000	0.0%
18,842	**13,365**	**50,000**	**Total Risk Management**	**50,000**	**50,000**	**50,000**	**0.0%**

Occasionally the Insurance Fund is used to pay for some expenses directly related to Risk Management.



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	**10.85**	**10.85**	**17.15**	18.85	18.85	18.85	
Budget By Category							
Personal Services	984,733	962,631	1,768,265	1,882,967	1,882,967	1,882,967	6.5%
Materials & Services	311,840	231,575	1,406,587	1,435,617	1,565,617	1,565,617	11.3%
Interdepartmental Costs	100,737	116,332	116,202	110,336	110,336	110,336	-5.0%
Capital Outlay	0	11,975	136,764	132,510	132,510	132,510	-3.1%
Total All Category	1,397,310	1,322,514	3,427,818	3,561,430	3,691,430	3,691,430	7.7%
Budget By Division							
Communications	456,488	444,455	571,811	601,469	601,469	601,469	5.2%
Municipal Court	460,425	507,330	576,678	526,846	526,846	526,846	-8.6%
City Recorder/Records	480,397	370,729	426,967	521,202	521,202	521,202	22.1%
Fleet Maintenance	0	0	203,772	257,692	257,692	257,692	26.5%
Property Management	0	0	1,648,590	1,654,221	1,784,221	1,784,221	8.2%
Total All Division	1,397,310	1,322,514	3,427,818	3,561,430	3,691,430	3,691,430	7.7%
Budget by Fund							
General Fund - 100	460,425	507,330	576,678	526,846	526,846	526,846	-8.6%
Water Debt Service Fund - 533	0	0	0	0	0	0	0.0%
Central Services Fund - 600	936,885	815,184	998,778	1,122,671	1,122,671	1,122,671	12.4%
Fleet/Property Management Fun	0	0	1,852,362	1,911,913	2,041,913	2,041,913	10.2%
Total All Fund	1,397,310	1,322,514	3,427,818	3,561,430	3,691,430	3,691,430	7.7%

PROGRAM DESCRIPTION:

The Communications Division is an in-house team that provides centralized resources in support of the city's branding and communications efforts, and City Council's desire for effective communication with the public. These resources include full-service marketing and graphic design work for informational and promotional materials, from concept to deliverables; and oversight of the city's leased copier program.

Typical work includes the development, design and production of presentation and informational materials, including brochures, flyers, signage, newsletters, forms and stationery, in both print and electronic formats, as well as artwork for promotional items.

Division staff also:

- Assist departments in developing communication plans that engage the public. Write and edit text for projects.

- Act as "keepers of the city's brand" by providing documentation, advice and direction to departments regarding city standards for communication materials and use of the city's logo.

- Work with vendors, contractors, and city staff who are involved in producing informational materials to ensure brand consistency.

- Work with departments to assess and refine communication/design project needs and make recommendations for appropriate and cost-effective collateral.

- Coordinate with vendors for specialized services that cannot be provided in-house.

This team provides services that can be accomplished with existing staffing levels, within established time frames, using customary materials. New projects, and those requiring longer time commitments, are completed within negotiated time frames. Departments are responsible for the cost of any special materials and/or vendor services necessary to meet project requirements. Cost estimates are supplied in advance, when requested.

PROGRAM RESULTS:

Support is provided to departmental staff to develop communication plans, messaging and timelines that encourage public interest and participation in key initiatives within the city.

Presentation and marketing materials are developed for all departments to effectively inform citizens, and promote city programs, projects and events. This work includes conceptualization, brand development, graphic design, photography, copywriting and editing.

Development and editing of the city's newsletter, Cityscape, is provided.

The city's website and intranet pages are updated and accurate timely information is provided.

ACCOMPLISHMENTS:

FY 2015-2016:

- Provided high-quality and cost-effective graphic design work. Coordinated contracting work when requests exceeded the in-house resources.
- Developed blog pages on the city's website to allow departments engage with the citizens.
- Played an integral role in the design of the Cityscape into a digital product that is accessible to smart phones, tablets and desktops.
- Assisted departments I replacing copies when the previous leases were expiring.
- Participated in the process to choose software to manage the city's growing photo library.
- A communication's team was developed to proactively work with departments to develop communication plans for major outreach projects.

GOALS & OBJECTIVES:

FY 2016-2017:

- Develop marketing strategies that effectively promote the city and its projects and programs, while educating the public on the issues.
- Identify different types of outreach to promote the city and programs.
- Coordinate city communications programs to obtain community participation in the city's decision making processes.
- Advance the city's vision by providing accurate up-to-date information through the city website and social media outlets.
- Manage copier contracts and work with departments to identify cost-effective solutions for expiring contracts.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of hours spent on design projects	1,438	1,800	1,600	1,700
Number of requests to update the city website	N/A	N/A	750	900
Number of requests for assistance developing communication plans	N/A	N/A	2	18
Number of hours spent on reprographic and mailing projects	689	546	N/A	N/A

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of mail pieces sent annually through the mailroom	61,923	62,147	N/A	N/A

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Communication deliverables provided by commited date	0	0	0	99%
Design projects delivered by committed date	99%	99%	97%	99%
Web service updates provided by the committed date	N/A	N/A	97%	99%
Reprographics and mailing projects delivered by committed date	99%	99%	97%	N/A

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Administrative Services Manager	0.25	0.25	0.00	0.00
Assistant City Manager	0.20	0.20	0.20	0.00
Central Services Director	0.00	0.00	0.25	0.25
Communications Manager	0.00	0.00	0.00	1.00
Communications Strategist	0.00	0.00	0.00	1.00
Graphic Designer	0.80	0.80	1.00	1.00
Graphic Services Supervisor	1.00	1.00	1.00	0.00
Reprographics Specialist	0.80	0.80	0.60	0.00
Web Services Coordinator	0.00	0.00	0.00	1.00
Total FTE	3.05	3.05	3.05	4.25

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.05	3.05	3.05	**Total FTE**	4.25	4.25	4.25	
124,162	125,573	135,568	**51001 - Salaries - Management**	251,843	251,843	251,843	85.8%
5,487	67,481	67,806	**51002 - Salaries - General**	68,386	68,386	68,386	0.9%
79,599	20,702	99,887	**51004 - Part Time - Regular**	0	0	0	-100.0%
0	24	0	**51006 - Overtime**	0	0	0	0.0%
209,248	213,780	303,261	**Total Personal Services - Salaries**	320,229	320,229	320,229	5.6%
2,913	2,446	1,206	**52001 - Unemployment**	321	321	321	-73.4%
451	576	633	**52002 - Worker's Compensation**	1,035	1,035	1,035	63.5%
15,593	15,670	18,408	**52003 - Social Security/Medicare**	24,582	24,582	24,582	33.5%
1,506	1,547	1,745	**52004 - Tri-Met Tax**	2,325	2,325	2,325	33.2%
25,802	25,465	29,537	**52005 - Retirement**	42,251	42,251	42,251	43.0%
2,670	2,670	2,670	**52007 - VEBA - ER**	2,850	2,850	2,850	6.7%
389	222	1,142	**52008 - Life Ins/ADD/LTD**	1,912	1,912	1,912	67.4%
676	620	0	**52009 - Long Term Disability**	0	0	0	0.0%
39,333	30,230	40,527	**52010 - Medical/Dental/Vision**	65,214	65,214	65,214	60.9%
5,160	4,832	0	**52011 - Dental Benefits**	0	0	0	0.0%
-554	1,992	1,421	**52012 - Accrued Vacation**	1,091	1,091	1,091	-23.2%
93,939	86,269	97,289	**Total Personal Services - Benefits**	141,581	141,581	141,581	45.5%
95,762	60,208	80,331	**53001 - Office Supplies**	22,050	22,050	22,050	-72.6%
0	6,108	6,500	**53002 - Small Tools & Equipment**	0	0	0	-100.0%
221	154	350	**53003 - Fuel**	0	0	0	-100.0%
95,983	66,470	87,181	**Total Supplies**	22,050	22,050	22,050	-74.7%
108	0	190	**54001 - Professional/Contractual Services**	39,220	39,220	39,220	20542.1%
507	150	3,000	**54004 - Printing Services**	3,000	3,000	3,000	0.0%
273	556	650	**54113 - R & M - Vehicles**	0	0	0	-100.0%
32,999	35,893	40,850	**54114 - R & M - Office Equipment**	36,600	36,600	36,600	-10.4%
0	0	0	**54205 - Utilites - Phone/Pager/Cells**	720	720	720	100.0%
139	230	800	**54300 - Advertising & Publicity**	400	400	400	-50.0%
827	817	642	**54302 - Dues & Subscriptions**	645	645	645	0.5%
516	320	10,000	**54303 - Travel and Training**	10,000	10,000	10,000	0.0%
21,769	28,513	26,241	**54309 - Rents and Leases**	21,514	21,514	21,514	-18.0%
180	0	0	**54311 - Special Department Expenses**	0	0	0	0.0%
57,318	66,479	82,373	**Total Services**	112,099	112,099	112,099	36.1%
0	1,762	1,707	**56004 - Computer Hardware and Software**	5,510	5,510	5,510	222.8%
0	9,695	0	**56006 - Equipment**	0	0	0	0.0%
0	11,457	1,707	**Total Capital Improvement**	5,510	5,510	5,510	222.8%
456,488	**444,455**	**571,811**	**Total Communications**	**601,469**	**601,469**	**601,469**	**5.2%**

PROGRAM DESCRIPTION:

The Tigard Municipal Court is the judicial branch of city government. The court has the authority to hear a wide range of cases arising under Oregon law and the Tigard Municipal Code. As the judicial branch of local government, the court is committed to:

- Resolve cases in a manner that is fair and impartial.
- Treat all defendants, police officers and witnesses with respect as we provide services that are efficient, timely and accurate.
- Listen carefully so members of the public will feel that their unique situations have been addressed.
- Provide education about Oregon law and traffic safety concerns within Tigard with the goal of helping to make our community safer.

The majority of cases filed in our municipal court are traffic and parking citations that arose within the city limits and were issued by officers of the Tigard Police Department. However, there are occasions when more serious cases, or citations issued by an officer from a different law enforcement agency, are filed in our court.

The Municipal Court Judge determines the judicial philosophy for the court and creates court rules to ensure consistent service to the citizens involved in Tigard's judicial system. The judge presides over arraignments, special hearings and trials. Judgments often include fines and may include other sentences such as traffic school or unsupervised probation. Additionally, the judge creates written materials that provide information about laws and promote safety within the city.

Many of the daily responsibilities of the court staff are guided by the court rules established by the judge. The rules allow staff to reduce presumptive fine amounts for many citizens, set cases for new hearing dates, establish payment plans and enforce judgments through collection actions.

PROGRAM RESULTS:

- Judicial decisions are fair and impartial.
- Court services are efficient, timely and accurate.
- Public education is provided about Oregon law and traffic safety concerns in Tigard.

ACCOMPLISHMENTS:

FY 2015-2016:

- Restructured court administration and recruited Court Operations Supervisor.
- Staff collaborated to develop an additional avenue for public education on traffic safety through expanding current traffic diversion programs for Council's review. Council later adopted the traffic school and distracted driver diversion programs.
- Staff updated procedures to expedite the suspension clearance notice to DMV which in turn helps ensure drivers on the road have valid driving privileges.

GOALS & OBJECTIVES:

FY 2016-2017:

- Partner with the case management vendor to consider switching to an electronic document management system. This will increase efficiency and streamline current processes, and prepare the court to be able to handle future increased volumes.

- Monitor and implement legislation related to municipal court.

- Review processes, identify problem areas, and look for ways to increase collections rate of outstanding financial obligations.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of traffic violations processed	6,785	6,267	6,000	6,000
Total financial obligation assessed	$1,198,943	$1,119,586	$1,071,890	$1,108,000
Total amount collected	$1,091,952	$988,371	$942,000	$961,625
Number of trials docketed	636	568	475	490
Number of licenses suspended for failure to pay fine	764	922	780	750
Guilty by default	873	936	860	915

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Fines collected during the year compared to amount assessed	91%	88%	88%	88%
Cases resulting in license suspension for failure to pay	12%	15%	13%	13%
Cases disposed of within 90 days of issuance of citation	97%	98%	97%	97%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Administrative Services Manager	0.50	0.50	0.00	0.00
Central Services Director	0.00	0.00	0.50	0.25
Court Clerk II	2.90	2.90	3.00	2.00
Court Operations Supervisor	0.00	0.00	0.00	1.00
Municipal Judge	0.25	0.25	0.25	0.25
Total FTE	3.65	3.65	3.75	3.50

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.65	3.65	3.75	**Total FTE**	3.50	3.50	3.50	
98,013	99,142	126,486	**51001 - Salaries - Management**	136,808	136,808	136,808	8.2%
79,102	90,212	98,260	**51002 - Salaries - General**	97,051	97,051	97,051	-1.2%
44,542	45,538	47,133	**51004 - Part Time - Regular**	0	0	0	-100.0%
0	43	0	**51006 - Overtime**	303	303	303	100.0%
0	467	611	**51007 - Incentive Pay**	605	605	605	-1.0%
221,657	235,401	272,490	**Total Personal Services - Salaries**	234,767	234,767	234,767	-13.8%
3,083	2,694	1,374	**52001 - Unemployment**	234	234	234	-83.0%
333	405	412	**52002 - Worker's Compensation**	467	467	467	13.3%
16,804	17,746	20,914	**52003 - Social Security/Medicare**	17,975	17,975	17,975	-14.1%
1,594	1,704	1,985	**52004 - Tri-Met Tax**	1,700	1,700	1,700	-14.4%
16,722	20,399	32,450	**52005 - Retirement**	29,012	29,012	29,012	-10.6%
2,890	3,000	3,000	**52007 - VEBA - ER**	3,150	3,150	3,150	5.0%
179	205	824	**52008 - Life Ins/ADD/LTD**	1,222	1,222	1,222	48.3%
457	569	0	**52009 - Long Term Disability**	0	0	0	0.0%
29,868	32,177	37,247	**52010 - Medical/Dental/Vision**	39,140	39,140	39,140	5.1%
3,467	3,492	0	**52011 - Dental Benefits**	0	0	0	0.0%
0	0	1,820	**52012 - Accrued Vacation**	1,091	1,091	1,091	-40.1%
75,397	82,391	100,026	**Total Personal Services - Benefits**	93,991	93,991	93,991	-6.0%
1,276	913	2,040	**53001 - Office Supplies**	2,000	2,000	2,000	-2.0%
1,276	913	2,040	**Total Supplies**	2,000	2,000	2,000	-2.0%
24,584	26,499	30,000	**54001 - Professional/Contractual Services**	30,000	30,000	30,000	0.0%
28,100	36,200	40,250	**54003 - Legal Fees**	38,000	38,000	38,000	-5.6%
5,500	8,765	8,765	**54006 - Software License and Maintenance**	10,465	10,465	10,465	19.4%
501	0	400	**54300 - Advertising & Publicity**	400	400	400	0.0%
732	1,047	935	**54302 - Dues & Subscriptions**	967	967	967	3.4%
1,600	3,152	5,000	**54303 - Travel and Training**	5,500	5,500	5,500	10.0%
340	240	570	**54311 - Special Department Expenses**	420	420	420	-26.3%
61,357	75,903	85,920	**Total Services**	85,752	85,752	85,752	-0.2%
0	518	0	**56006 - Equipment**	0	0	0	0.0%
0	518	0	**Total Capital Improvement**	0	0	0	0.0%
6,220	7,959	11,264	**58100 - Indirect Charges- City Management**	11,164	11,164	11,164	-0.9%
11,810	14,579	14,047	**58110 - Indirect Charges- Human Resources**	11,006	11,006	11,006	-21.6%
3,118	4,587	4,600	**58120 - Indirect Charges- Risk Management**	4,558	4,558	4,558	-0.9%
23,745	21,565	17,132	**58130 - Indirect Charges- Office Services**	21,975	21,975	21,975	28.3%
689	613	557	**58150 - Indirect Charges- Records**	520	520	520	-6.6%
256	283	529	**58200 - Indirect Charges- Finance Administration**	682	682	682	28.9%
24,076	27,264	29,261	**58210 - Indirect Charges- Financial Operations**	21,920	21,920	21,920	-25.1%
23,644	25,985	28,382	**58230 - Indirect Charges- Technology**	26,049	26,049	26,049	-8.2%
404	2,091	1,071	**58250 - Indirect Charges- Contracts and Purchasing**	2,440	2,440	2,440	127.8%
6,776	7,280	9,359	**58640 - Indirect Charges- Property**	10,022	10,022	10,022	7.1%
100,738	112,205	116,202	**Total Internal Services**	110,336	110,336	110,336	-5.0%
460,425	**507,330**	**576,678**	**Total Municipal Court**	**526,846**	**526,846**	**526,846**	**-8.6%**

PROGRAM DESCRIPTION:

The City Recorder/Records section is supervised by the City Recorder and managed by the Central Services Manager. The Central Services Manager reports to the Assistant City Manager.

The City Recorder section provides legislative, electoral and record-keeping services to the City Council, the public and staff. This section also manages public access to the legislative process to ensure compliance with legislative requirements and openness of the decision-making process.

City-wide support includes file management, records retrieval, coordination of litigation records and training on records management issues. The section develops and updates policies supporting the retention and disposition of city records in accordance with schedules developed by the State of Oregon Division of Archives and adopted by the City Council. This section creates the destruction lists for departmental approval and coordinates the destruction of the approved records.

Additionally, staff provides assistance to the public by responding to their requests for public records and Notary Public services.

In-house reprographics services, including cost-effective duplicating and bindery services, are provided to all departments.

Handling and distribution of incoming/outgoing U.S. mail and interoffice mail is provided to all departments on a daily basis. Assistance with UPS, FedEx and other shipping services is also provided. Staff research and recommend cost-effective mail/shipping methods, based on project requirements.

PROGRAM RESULTS:

- Centralized and efficient customer service is provided to internal and external customers
- City Recorder support is provided to City Council
- Records are provided to the public as required under Oregon's public records law
- Management of inactive departmental records is provided
- City records are protected through use of current records management practices and technology
- Incoming/outgoing U.S. mail and interoffice mail is provided to all departments daily
- Assistance with UPS, FedEx and other shipping services is provided.
- In-house reprographics services are provided.

ACCOMPLISHMENTS:

FY 2015-2016:

- Procedures were refined and implemented for entering prior and current Community Development planning and building records into the electronic document system.

- A process was developed to make current planning records available through the electronic document management system for the new Tigard Active Permit tool, a multi-departmental service provided to citizens and contractors seeking information about development and construction within the City of Tigard.

- Implemented the electronic document recording process.

- Provided support for additional meetings including offsite council outreach events in different neighborhoods, a voters forum and 12 Fireside Chats.

- Administered city elections process with Washington County for three ballot measures in November 2015.

GOALS & OBJECTIVES:

FY 2016-2017:

- Administer candidate election for two city council positions.

- Research forms module for electronic document management system.

- Evaluate internal procedures to ensure compliance with new public records retention schedule.

- Continue to add access to public records to staff and the public through the electronic document management system.

- Add searchable Tigard Municipal Code and Community Development Code hosted database for faster and easier public access.

- Research and recommend cost-effective mail/shipping methods, based on project requirements. Provide in-house reprographics services - including cost-effective duplicating and bindery services on an as-time-permits basis. Assist with vending work that cannot be accomplished in-house, due to time or equipment limitations.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Annual number of agenda item summaries processed for council meeting packets. (New measurement 2010-2011)	312	300	298	300
Number of City Council meetings where minutes were taken	59	62	54	60
Average cubic feet of records destroyed annually	100	188	150	303
Average number of records requested per month	80	59	70	84
Average length of time required to provide records (minutes)	11	18	15	13
Average number of electronic records entered in the citywide file system per month.	2,650	757	700	880
Number of mail pieces sent annually through the mailroom	61,923	62,147	51,818	58,000
Number of hours spent on reprographic and mailing projects	689	546	417	500

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Municipal Code updates posted online by effective date (%)	100%	100%	100%	100%
City Council minutes completed within two business meetings	75%	75%	73%	90%
Records meeting the minimum retention requirements are destroyed (%)	90%	90%	95%	100%
Microfilmed records transmitted to archives (%)	90%	90%	90%	90%
Reprographics and mailing projects delivered by committed date	99%	99%	99%	99%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Central Services Director	0.00	0.00	0.35	0.25
City Recorder	1.00	1.00	1.00	1.00
Deputy City Recorder	1.00	1.00	1.00	1.00
Records Management Specialist	1.00	1.00	1.00	1.00
Reprographics Specialist	0.00	0.00	0.00	0.60
Records Technician	0.80	0.80	0.00	0.00
Assistant City Manager	0.10	0.10	0.00	0.00
Administrative Services Manager	0.25	0.25	0.00	0.00
Total FTE	4.15	4.15	3.35	3.85

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
4.15	4.15	3.35	Total FTE	3.85	3.85	3.85	
174,808	165,645	162,765	**51001 - Salaries - Management**	156,773	156,773	156,773	-3.7%
59,730	60,561	62,215	**51002 - Salaries - General**	60,443	60,443	60,443	-2.8%
29,961	12,902	0	**51004 - Part Time - Regular**	23,399	23,399	23,399	100.0%
0	1,865	1,628	**51005 - Part Time - Temporary**	0	0	0	-100.0%
264,499	240,974	226,608	**Total Personal Services - Salaries**	240,615	240,615	240,615	6.2%
3,682	2,773	1,152	**52001 - Unemployment**	242	242	242	-79.0%
553	315	616	**52002 - Worker's Compensation**	800	800	800	29.9%
20,507	18,553	17,569	**52003 - Social Security/Medicare**	18,515	18,515	18,515	5.4%
1,902	1,744	1,667	**52004 - Tri-Met Tax**	1,759	1,759	1,759	5.5%
32,041	27,356	29,375	**52005 - Retirement**	30,668	30,668	30,668	4.4%
3,210	2,717	2,310	**52007 - VEBA - ER**	3,150	3,150	3,150	36.4%
408	280	1,434	**52008 - Life Ins/ADD/LTD**	1,567	1,567	1,567	9.3%
802	590	0	**52009 - Long Term Disability**	0	0	0	0.0%
51,453	53,398	61,910	**52010 - Medical/Dental/Vision**	71,206	71,206	71,206	15.0%
6,101	6,355	0	**52011 - Dental Benefits**	0	0	0	0.0%
-667	-10,263	3,002	**52012 - Accrued Vacation**	2,369	2,369	2,369	-21.1%
119,992	103,817	119,035	**Total Personal Services - Benefits**	130,276	130,276	130,276	9.4%
2,758	4,346	3,010	**53001 - Office Supplies**	64,330	64,330	64,330	2037.2%
0	0	200	**53003 - Fuel**	350	350	350	75.0%
0	900	3,000	**53006 - Technology Equipment under $5,000**	3,000	3,000	3,000	0.0%
2,758	5,246	6,210	**Total Supplies**	67,680	67,680	67,680	989.9%
11,598	6,897	21,600	**54001 - Professional/Contractual Services**	17,600	17,600	17,600	-18.5%
22,171	3,790	12,350	**54003 - Legal Fees**	12,350	12,350	12,350	0.0%
9,294	1,470	30,000	**54006 - Software License and Maintenance**	34,300	34,300	34,300	14.3%
0	0	0	**54113 - R & M - Vehicles**	650	650	650	100.0%
0	0	600	**54114 - R & M - Office Equipment**	2,500	2,500	2,500	316.7%
0	100	0	**54115 - Vehicle Usage**	0	0	0	0.0%
216	278	300	**54205 - Utilites - Phone/Pager/Cells**	300	300	300	0.0%
739	0	600	**54300 - Advertising & Publicity**	1,300	1,300	1,300	116.7%
1,039	254	2,000	**54301 - Fees and Charges**	800	800	800	-60.0%
800	465	1,050	**54302 - Dues & Subscriptions**	750	750	750	-28.6%
3,513	2,187	5,549	**54303 - Travel and Training**	6,744	6,744	6,744	21.5%
43,247	0	0	**54304 - Election Expenses**	0	0	0	0.0%
0	0	0	**54309 - Rents and Leases**	4,317	4,317	4,317	100.0%
530	1,123	1,065	**54311 - Special Department Expenses**	1,020	1,020	1,020	-4.2%
93,147	16,565	75,114	**Total Services**	82,631	82,631	82,631	10.0%
0	851	0	**58100 - Indirect Charges- City Management**	0	0	0	0.0%
0	534	0	**58110 - Indirect Charges- Human Resources**	0	0	0	0.0%
0	170	0	**58120 - Indirect Charges- Risk Management**	0	0	0	0.0%
0	677	0	**58130 - Indirect Charges- Office Services**	0	0	0	0.0%
0	695	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
0	11	0	**58200 - Indirect Charges- Finance Administration**	0	0	0	0.0%
0	531	0	**58210 - Indirect Charges- Financial Operations**	0	0	0	0.0%
0	649	0	**58230 - Indirect Charges- Technology**	0	0	0	0.0%
0	10	0	**58250 - Indirect Charges- Contracts and Purchasing**	0	0	0	0.0%
0	4,127	0	**Total Internal Services**	0	0	0	0.0%
480,396	**370,729**	**426,967**	**Total City Recorder/Records**	**521,202**	**521,202**	**521,202**	**22.1%**

PROGRAM DESCRIPTION:

The Fleet Maintenance Division provides services to achieve sustainability in the maintenance, operation and timely replacement of all city vehicles and equipment. The division provides both contractual oversight and in-house assistance for the routine maintenance and repair of all city vehicles and equipment.

PROGRAM RESULTS:

The Fleet Maintenance Division maintains and repairs city vehicles and equipment with an emphasis on safety, cost effectiveness and dependability.

ACCOMPLISHMENTS:

FY 2015-2016:

- Coordinated purchase of new vehicles for Utility Billing, Building and the Police Department and completed the required up-fitting of PD vehicles.
- Coordinated retrofitting Police vehicles with upgraded tablets and printer systems.
- Provided assistance to departments to surplus end of life cycle vehicles and equipment.
- Provide maitenance coodination for the city's fueling station and support the vendors upgrade of user interface.
- Engage with community partners to gain EcoBiz certification for the Fleet Shop and Public Works Operations.

GOALS & OBJECTIVES:

FY 2016-2017:

- Coordinate replacement of five Police vehicles and the required up-fitting.
- Provide city-wide vehicle maintenance and improve response time by 10%.
- Coordinate with Public Works for the replacement of four to six vehicles.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of assets maintained in Fleet	129	137	146	146
Number of other vehicle work orders	210	265	235	250
Number of scheduled vehicle maintenance work orders	335	262	250	250
Number of vehicle repair work orders	505	450	450	450
Total number of fleet work orders	1,223	1,131	1,100	1,100

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Percentage of work orders completed within 48 hours	36%	39%	35%	50%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Administrative Specialist II	0.45	0.45	0.30	0.75
Central Services Director	0.00	0.00	0.00	0.10
Facilities Services Supervisor	0.50	0.50	0.50	0.50
Utility Worker I	0.00	1.00	1.00	1.00
Total FTE	0.95	1.95	1.80	2.35

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
		1.80	Total FTE	2.35	2.35	2.35	
0	0	34,122	**51001 - Salaries - Management**	47,869	47,869	47,869	40.3%
0	0	62,077	**51002 - Salaries - General**	81,849	81,849	81,849	31.9%
0	0	16,871	**51005 - Part Time - Temporary**	16,875	16,875	16,875	0.0%
0	0	2,035	**51006 - Overtime**	2,311	2,311	2,311	13.6%
0	0	115,105	**Total Personal Services - Salaries**	148,904	148,904	148,904	29.4%
0	0	579	**52001 - Unemployment**	148	148	148	-74.4%
0	0	2,497	**52002 - Worker's Compensation**	1,359	1,359	1,359	-45.6%
0	0	16,635	**52003 - Social Security/Medicare**	11,436	11,436	11,436	-31.3%
0	0	837	**52004 - Tri-Met Tax**	1,081	1,081	1,081	29.2%
0	0	11,217	**52005 - Retirement**	15,302	15,302	15,302	36.4%
0	0	1,470	**52007 - VEBA - ER**	1,935	1,935	1,935	31.6%
0	0	508	**52008 - Life Ins/ADD/LTD**	645	645	645	27.0%
0	0	21,254	**52010 - Medical/Dental/Vision**	45,345	45,345	45,345	113.3%
0	0	0	**52012 - Accrued Vacation**	437	437	437	100.0%
0	0	54,997	**Total Personal Services - Benefits**	77,688	77,688	77,688	41.3%
0	0	800	**53001 - Office Supplies**	1,200	1,200	1,200	50.0%
0	0	7,800	**53002 - Small Tools & Equipment**	7,000	7,000	7,000	-10.3%
0	0	5,500	**53003 - Fuel**	2,500	2,500	2,500	-54.5%
0	0	14,100	**Total Supplies**	10,700	10,700	10,700	-24.1%
0	0	2,000	**54001 - Professional/Contractual Services**	2,000	2,000	2,000	0.0%
0	0	8,700	**54101 - R & M - Facilities**	5,000	5,000	5,000	-42.5%
0	0	5,500	**54113 - R & M - Vehicles**	5,000	5,000	5,000	-9.1%
0	0	0	**54114 - R & M - Office Equipment**	1,000	1,000	1,000	100.0%
0	0	250	**54204 - Utilities - Garbage**	1,000	1,000	1,000	300.0%
0	0	720	**54205 - Utilites - Phone/Pager/Cells**	1,500	1,500	1,500	108.3%
0	0	300	**54300 - Advertising & Publicity**	0	0	0	-100.0%
0	0	200	**54301 - Fees and Charges**	0	0	0	-100.0%
0	0	0	**54302 - Dues & Subscriptions**	2,000	2,000	2,000	100.0%
0	0	800	**54303 - Travel and Training**	1,800	1,800	1,800	125.0%
0	0	1,100	**54311 - Special Department Expenses**	1,100	1,100	1,100	0.0%
0	0	19,570	**Total Services**	20,400	20,400	20,400	4.2%
0	**0**	**203,772**	**Total Fleet Maintenance**	**257,692**	**257,692**	**257,692**	**26.5%**

Note: Prior to FY 2015-2016, Fleet Maintenance was part of Public Works Program.

PROGRAM DESCRIPTION:

The Property Management Division provides services to achieve sustainability in the maintenance and operation of all city facilities. Property Management provides both contractual oversight and in-house assistance for the environmental health, safety and security of all city facilities. In addition, the department provides building security, fire safety, janitorial services, maintenance and repair, structural repairs, painting, HVAC maintenance, plumbing, electrical work and setup/cleanup for meetings.

PROGRAM RESULTS:

To effectively and efficiently maintain the City of Tigard's facilities and provide a safe and clean environment for staff and our customers.

ACCOMPLISHMENTS:

FY 2015-2016:

- Provided facilities project oversight for the installation of the AMH system at the Library
- Completed the move from the Ash St yard to the new site on Burnham St. Added a bathroom and built a new fabrication shop.
- Assessed roof maintenance/replacement options at the Police Department.
- Completed a remodel in the Police Department to upgrade security.
- Converted the Police sally port into a gun cleaning room.

GOALS & OBJECTIVES:

FY 2016-2017:

- Take a more active role in the coordination of the city's leases.
- Provide coordination for Title II ADA complaints.
- Participate in the Tigard Facilities Planning and Visioning Study.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Annual electricity usage parks (KWh)	134,036	133,000	133,000	133,000
Annual electrictiy usage facilities (KWh)	1,997,407	1,900,000	1,895,000	1,895,000
Annual electrictiy usage water facilities (KWh)	1,542,627	1,500,000	1,500,000	1,500,000
Annual electricty usage street (KWh)	201,870	200,000	195,000	195,000
Natural gas usage (conumption ccf)	63,007	63,000	63,000	63,000
Number of annual online service requests	822	944	1,025	1,200
Number of annual work orders	1,957	1,656	1,735	2,000

EFFECTIVENESS MEASURES

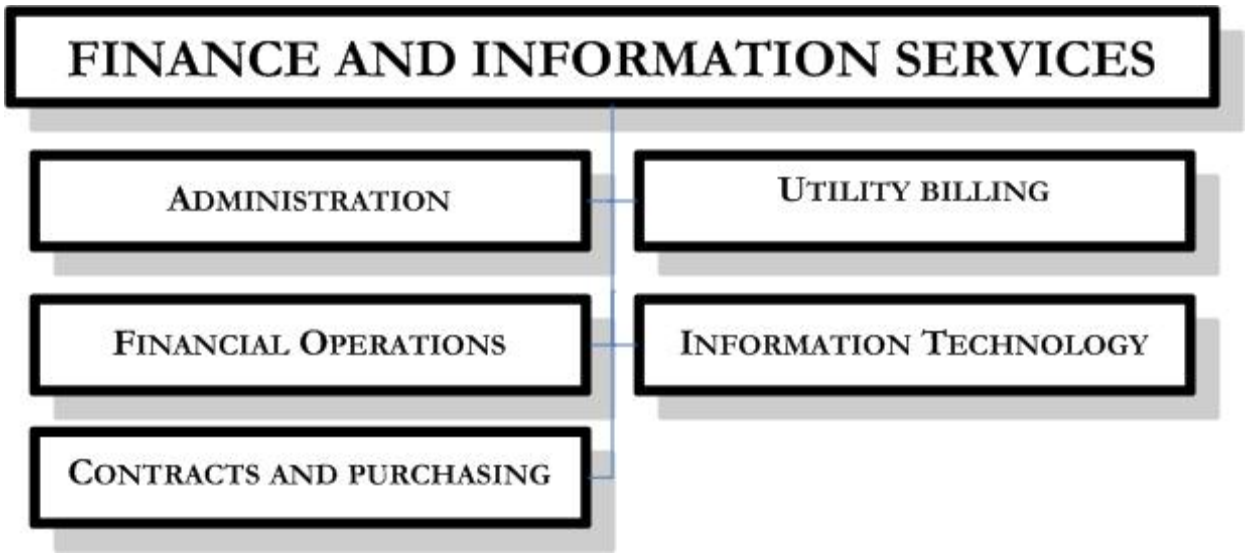
	2013-2014	2014-2015	2015-2016	2016-2017
Work orders completed within 48 hours	37%	38%	36%	50%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Administrative Specialist II	0.35	0.35	0.70	0.25
Building Maintenance Tech I	0.00	1.00	1.00	0.00
Building Maintenance Tech II	2.00	2.00	2.00	3.00
Cental Services Director	0.00	0.00	0.00	0.15
Facilities Services Supervisor	0.50	0.50	0.50	0.50
Senior Building Mainteance Tech	1.00	1.00	1.00	1.00
Total FTE	3.85	4.85	5.20	4.90

Note: Prior to FY 2015-2016, Property Management was part of Public Works Program.

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
		5.20	Total FTE	4.90	4.90	4.90	
0	0	34,122	**51001 - Salaries - Management**	53,595	53,595	53,595	57.1%
0	0	259,568	**51002 - Salaries - General**	225,852	225,852	225,852	-13.0%
0	0	33,741	**51005 - Part Time - Temporary**	49,764	49,764	49,764	47.5%
0	0	3,672	**51006 - Overtime**	5,045	5,045	5,045	37.4%
0	0	331,103	**Total Personal Services - Salaries**	334,256	334,256	334,256	1.0%
0	0	1,863	**52001 - Unemployment**	350	350	350	-81.2%
0	0	7,944	**52002 - Worker's Compensation**	8,042	8,042	8,042	1.2%
0	0	22,794	**52003 - Social Security/Medicare**	26,937	26,937	26,937	18.2%
0	0	2,160	**52004 - Tri-Met Tax**	2,422	2,422	2,422	12.1%
0	0	31,158	**52005 - Retirement**	30,794	30,794	30,794	-1.2%
0	0	4,530	**52007 - VEBA - ER**	4,215	4,215	4,215	-7.0%
0	0	1,140	**52008 - Life Ins/ADD/LTD**	1,136	1,136	1,136	-0.4%
0	0	76,762	**52010 - Medical/Dental/Vision**	86,764	86,764	86,764	13.0%
0	0	148,351	**Total Personal Services - Benefits**	160,660	160,660	160,660	8.3%
0	0	1,500	**53001 - Office Supplies**	1,800	1,800	1,800	20.0%
0	0	3,425	**53002 - Small Tools & Equipment**	2,500	2,500	2,500	-27.0%
0	0	3,999	**53003 - Fuel**	3,000	3,000	3,000	-25.0%
0	0	8,924	**Total Supplies**	7,300	7,300	7,300	-18.2%
0	0	384,165	**54001 - Professional/Contractual Services**	382,880	512,880	512,880	33.5%
0	0	1,500	**54003 - Legal Fees**	2,000	2,000	2,000	33.3%
0	0	101,600	**54101 - R & M - Facilities**	93,000	93,000	93,000	-8.5%
0	0	0	**54105 - R & M - Grounds**	7,500	7,500	7,500	100.0%
0	0	5,800	**54113 - R & M - Vehicles**	5,000	5,000	5,000	-13.8%
0	0	228,860	**54201 - Utilities - Electric**	221,375	221,375	221,375	-3.3%
0	0	143,800	**54202 - Utilities-Water/Sewer/SWM**	151,000	151,000	151,000	5.0%
0	0	73,410	**54203 - Utilities - Natural Gas**	78,000	78,000	78,000	6.3%
0	0	6,120	**54205 - Utilites - Phone/Pager/Cells**	4,500	4,500	4,500	-26.5%
0	0	1,000	**54300 - Advertising & Publicity**	500	500	500	-50.0%
0	0	3,500	**54301 - Fees and Charges**	3,500	3,500	3,500	0.0%
0	0	450	**54302 - Dues & Subscriptions**	450	450	450	0.0%
0	0	2,500	**54303 - Travel and Training**	2,500	2,500	2,500	0.0%
0	0	70,150	**54309 - Rents and Leases**	70,500	70,500	70,500	0.5%
0	0	2,300	**54311 - Special Department Expenses**	2,300	2,300	2,300	0.0%
0	0	1,025,155	**Total Services**	1,025,005	1,155,005	1,155,005	12.7%
0	0	127,187	**56002 - Buildings & Improvements**	127,000	127,000	127,000	-0.1%
0	0	7,870	**56004 - Computer Hardware and Software**	0	0	0	-100.0%
0	0	135,057	**Total Capital Improvement**	127,000	127,000	127,000	-6.0%
0	**0**	**1,648,590**	**Total Property Management**	**1,654,221**	**1,784,221**	**1,784,221**	**8.2%**



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	FY 2017 Approved	FY 2017 Adopted	2017 Adopted vs.2016 Revised
Number of Positions	23.60	23.40	23.60	24.60	24.60	24.60	4.2%
Budget By Category							
Personal Services	2,333,477	2,348,070	2,711,821	2,753,410	2,753,410	2,753,410	1.5%
Materials & Services	847,271	1,165,907	1,434,272	1,483,595	1,483,595	1,483,595	3.4%
Interdepartmental Costs	0	14,488	0	0	0	0	0.0%
Capital Outlay	249,489	179,917	241,780	394,240	394,240	394,240	63.1%
Total All Category	3,430,238	3,708,382	4,387,873	4,631,245	4,631,245	4,631,245	5.5%
Budget By Division							
Finance & Info. Services Admin.	405,229	450,332	540,272	482,776	482,776	482,776	-10.6%
Financial Operations	529,413	531,554	615,506	620,053	620,053	620,053	0.7%
Utility Billing	776,258	940,907	1,163,974	1,092,227	1,092,227	1,092,227	-6.2%
Information Technology	1,505,675	1,565,357	1,828,672	2,185,193	2,185,193	2,185,193	19.5%
FIS Interim Plan	0	0	0	0	0	0	0.0%
Contracts and Purchasing	213,664	220,232	239,449	250,996	250,996	250,996	4.8%
Total All Division	3,430,238	3,708,382	4,387,873	4,631,245	4,631,245	4,631,245	5.5%
Budget by Fund							
General Fund - 100	0	0	0	0	0	0	0.0%
Central Services Fund - 600	3,430,238	3,708,382	4,387,873	4,631,245	4,631,245	4,631,245	5.5%
Total All Fund	3,430,238	3,708,382	4,387,873	4,631,245	4,631,245	4,631,245	5.5%

PROGRAM DESCRIPTION:

Activities of staff in Finance and Information Services Administration include the annual budget process, annual 6-year Capital Improvement Plan (CIP) process, long range financial planning, financial analysis, project management, issuance of Business Licenses for Tigard business owners, and advice to the City Council, departments, and various boards and committees. The division manages the city's investments and the issuance of debt as required for general and enterprise activities and manages the city's investment portfolio. This program is responsible for the oversight of the Financial Operations, Utility Billing, Purchasing and Contracts, and Information Technology divisions.

Finance and Information Services Administration continues to actively work to anticipate issues and to develop policies and procedures to allow the city to deal with financial issues as they occur. The Director of Finance and Information Services reports directly to the City Manager and is responsible for all financial transactions and information technology of the city.

PROGRAM RESULTS:

- The city builds and maintains a strong financial position.
- Contributes to the attainment of the Tigard Council Goals.
- Enhances Tigard's Strategic Vision, particularly Goal #4 to Fund the Vision while maintaining Core Services
- Supports departmental, operational, and programmatic goals.
- Provides expert financial advice and assistance and policy analysis to city departments.
- Provides expert technical leadership and support of the city's information technology infrastructure.
- Provides excellent customer service to our city department staff as well as to the citizens of Tigard.

ACCOMPLISHMENTS:

FY 2015-2016:

- Continued with business license renewal online processing
- Received the Government Finance Officer's Association Award for the 2015-2016 annual budget.
- Implemented open budget online tool on the city's website to make basic budget information easily accessible to citizens and staff.

- Managed the process that resulted in implementation of Parks & Recreation fee to provide a stable funding source for our Parks & Recreation.

- Conducted an update on the Street Maintenance Fee which resulted in the ability to help fund existing program and add resources for Right-Of-Way beautification in commercial areas.

- Explored a program to close gaps in the city's sidewalks.

- Reviewed options for a new budget system.

- Made three training presentations at the Oregon Government Finance Officers Association conferences.

GOALS & OBJECTIVES:

FY 2016-2017:

- Work with the city management to put a ballot measure forward to tax marijuana.

- Work to put a ballot measure forward to increase gas tax for road maintenance.

- Forward an initiative to secure a local option levy on the November, 2017 ballot so day to day city services can have adequate funding and facilities.

- Guide the Information Technology division to update desktop technology and improve customer service.

- Determine course of action for next budget system alternative.

- Submit the 2016-2017 budget to the Government Finance Officers Association and earn the Distinguished Budget Presentation Award.

- Work with other city departments to continue to develop and implement the Strategic Plan and make Tigard the most walkable city in the Pacific Northwest.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Amount of Debt Outstanding (In Millions)	134.7	163.2	160.9	153.5
Number of budgetary units (division)	37	35	35	35
Number of funds managed	29	29	31	31
Number of special assessment accounts	26	22	20	18
Number of business license accounts	2,960	2,843	2,855	2,976
Number of Capital Projects Developed	60	47	72	60
Number of Council Meetings Supported	0	0	27	23

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
City's General Obligation Bond Rating from Moody's	Aa2	Aa2	Aa2	Aa2
City's General Obligation Bond Rating from Standard and Poor's	AA	AA	AA	AA
Tigard receives the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Processed new business license requests within one week of receipt(goal is 98%)	99%	99%	99%	99%
Ratio of nonpayment of Business Licenses to total licenses	1%	1%	1%	>1%
Scheduled debt payments made on time	100%	100%	100%	100%
Voicemail calls returned within 24 hours department-wide (goal is over 95%)	98%	99%	99%	97%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Confidential Executive Assistant	1.00	1.00	1.00	1.00
Finance & Information Services Director	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00	1.00
Total FTE	3.00	3.00	3.00	3.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
3.00	3.00	3.00	Total FTE	3.00	3.00	3.00	
261,526	264,464	292,679	**51001 - Salaries - Management**	278,907	278,907	278,907	-4.7%
261,526	264,464	292,679	**Total Personal Services - Salaries**	278,907	278,907	278,907	-4.7%
3,639	3,038	1,464	**52001 - Unemployment**	278	278	278	-81.0%
516	684	781	**52002 - Worker's Compensation**	860	860	860	10.1%
19,677	19,814	22,362	**52003 - Social Security/Medicare**	21,306	21,306	21,306	-4.7%
1,880	1,920	2,119	**52004 - Tri-Met Tax**	2,016	2,016	2,016	-4.9%
36,613	37,130	40,916	**52005 - Retirement**	38,991	38,991	38,991	-4.7%
1,800	1,800	1,800	**52007 - VEBA - ER**	1,800	1,800	1,800	0.0%
299	1,049	2,343	**52008 - Life Ins/ADD/LTD**	1,593	1,593	1,593	-32.0%
869	869	0	**52009 - Long Term Disability**	0	0	0	0.0%
40,161	41,191	48,378	**52010 - Medical/Dental/Vision**	44,965	44,965	44,965	-7.1%
5,126	5,158	0	**52011 - Dental Benefits**	0	0	0	0.0%
-3,548	2,324	0	**52012 - Accrued Vacation**	0	0	0	0.0%
107,032	114,975	120,163	**Total Personal Services - Benefits**	111,809	111,809	111,809	-7.0%
683	1,572	1,745	**53001 - Office Supplies**	1,930	1,930	1,930	10.6%
683	1,572	1,745	**Total Supplies**	1,930	1,930	1,930	10.6%
18,679	37,342	53,900	**54001 - Professional/Contractual Services**	45,100	45,100	45,100	-16.3%
2,999	4,081	49,000	**54003 - Legal Fees**	10,000	10,000	10,000	-79.6%
553	0	750	**54004 - Printing Services**	2,275	2,275	2,275	203.3%
1,400	3,400	6,000	**54006 - Software License and Maintenance**	19,000	19,000	19,000	216.7%
3,929	1,807	5,400	**54300 - Advertising & Publicity**	2,050	2,050	2,050	-62.0%
1,598	1,055	1,005	**54302 - Dues & Subscriptions**	1,150	1,150	1,150	14.4%
1,982	1,750	5,680	**54303 - Travel and Training**	6,030	6,030	6,030	6.2%
946	1,998	500	**54311 - Special Department Expenses**	1,125	1,125	1,125	125.0%
3,900	3,400	3,450	**54312 - Bank Fees**	3,400	3,400	3,400	-1.4%
35,986	54,832	125,685	**Total Services**	90,130	90,130	90,130	-28.3%
0	1,809	0	**58100 - Indirect Charges- City Management**	0	0	0	0.0%
0	1,679	0	**58110 - Indirect Charges- Human Resources**	0	0	0	0.0%
0	550	0	**58120 - Indirect Charges- Risk Management**	0	0	0	0.0%
0	1,882	0	**58130 - Indirect Charges- Office Services**	0	0	0	0.0%
0	1,362	0	**58150 - Indirect Charges- Records**	0	0	0	0.0%
0	26	0	**58200 - Indirect Charges- Finance Administration**	0	0	0	0.0%
0	683	0	**58210 - Indirect Charges- Financial Operations**	0	0	0	0.0%
0	6,482	0	**58230 - Indirect Charges- Technology**	0	0	0	0.0%
0	15	0	**58250 - Indirect Charges- Contracts and Purchasing**	0	0	0	0.0%
0	14,488	0	**Total Internal Services**	0	0	0	0.0%
405,227	**450,332**	**540,272**	**Total Finance & Info. Services Admin.**	**482,776**	**482,776**	**482,776**	**-10.6%**

PROGRAM DESCRIPTION:

This division includes accounts payable, accounts receivable, payroll, capital assets, inventory recording and reporting, general ledger, project cost tracking, preparation of the annual Comprehensive Annual Financial Report (CAFR), cost accounting (citywide cost allocation plan), grant accounting, and preparation of financial and special reports, as requested. This division is also responsible for overseeing the annual external financial statement audit.

PROGRAM RESULTS:

- The division contributes to the Finance and Information Services Department's overall desired result of building and maintaining a strong financial position for the city

- Financial and management reporting being provided to city departments meets local budget law and generally accepted governmental accounting standards as well as meeting the informational needs of city programs

- Support of city programs and departments in managing the cost of doing business through timely and effective financial reporting

ACCOMPLISHMENTS:

FY 2015-2016:

- Received the Government Finance Officers Association's award for fiscal year 2014 for excellence in financial reporting.

- Improved city Engineering and Public Works departments construction project tracking with financial software (Springbrook).

- Participated in the city's annual budget process with adoption by the council before June 30, 2015.

- Worked with city management in the process of implementing the Strategic Plan for Tigard.

GOALS & OBJECTIVES:

FY 2016-2017:

- Receive the Government Finance Officers Association's award for excellence in financial reporting for fiscal year 2015.

- Develop and implement a central grant tracking system with city departments to improve grant reporting internally and externally.

- Continue to improve capital project tracking and reporting for city programs with financial software (Springbrook).

- Participate in the implementation of the strategic plan objecties as outlined by city management.

- Complete the annual audit and issue the Comprehensive Annual Financial Report (CAFR) by December 15, 2016.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of payroll checks/ACH transactions processed	7,843	7,858	8,421	8,500
Number of check requests/invoices processed	8,864	7,715	6,814	6,700
Number of accounts payable checks processed	3,524	3,632	3,792	3,892

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Financial Reports accurate and submitted timely (within 6 months of year-end)	Met	Met	Not Met	Met

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Accountant	0.80	0.80	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00
Assistant Finance Director	0.80	0.80	0.80	0.80
Payroll Specialist	1.00	1.00	1.00	1.00
Senior Accounting Assistant	1.00	1.00	1.00	1.00
Total FTE	4.60	4.60	4.80	4.80

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
4.60	4.60	4.80	**Total FTE**	4.80	4.80	4.80	
279,580	256,110	296,417	**51001 - Salaries - Management**	305,425	305,425	305,425	3.0%
54,455	57,881	57,792	**51002 - Salaries - General**	46,192	46,192	46,192	-20.1%
0	0	0	**51006 - Overtime**	0	0	0	0.0%
334,035	313,991	354,209	**Total Personal Services - Salaries**	351,617	351,617	351,617	-0.7%
4,650	3,602	1,779	**52001 - Unemployment**	353	353	353	-80.2%
719	833	995	**52002 - Worker's Compensation**	1,098	1,098	1,098	10.4%
26,220	24,181	27,189	**52003 - Social Security/Medicare**	27,077	27,077	27,077	-0.4%
2,403	2,272	2,573	**52004 - Tri-Met Tax**	2,565	2,565	2,565	-0.3%
43,553	41,405	47,443	**52005 - Retirement**	47,611	47,611	47,611	0.4%
3,180	3,073	3,180	**52007 - VEBA - ER**	3,180	3,180	3,180	0.0%
449	404	2,204	**52008 - Life Ins/ADD/LTD**	2,204	2,204	2,204	0.0%
1,018	957	0	**52009 - Long Term Disability**	0	0	0	0.0%
35,212	31,140	40,261	**52010 - Medical/Dental/Vision**	38,533	38,533	38,533	-4.3%
4,114	3,465	0	**52011 - Dental Benefits**	0	0	0	0.0%
3,949	-6,640	1,173	**52012 - Accrued Vacation**	2,315	2,315	2,315	97.4%
125,467	104,690	126,797	**Total Personal Services - Benefits**	124,936	124,936	124,936	-1.5%
2,558	3,568	4,300	**53001 - Office Supplies**	4,300	4,300	4,300	0.0%
0	1,760	0	**53002 - Small Tools & Equipment**	0	0	0	0.0%
2,558	5,327	4,300	**Total Supplies**	4,300	4,300	4,300	0.0%
44,950	49,297	60,500	**54001 - Professional/Contractual Services**	68,500	68,500	68,500	13.2%
0	1,976	0	**54003 - Legal Fees**	0	0	0	0.0%
2,750	0	11,500	**54006 - Software License and Maintenance**	11,500	11,500	11,500	0.0%
16,723	2,326	1,000	**54301 - Fees and Charges**	2,000	2,000	2,000	100.0%
1,114	775	2,500	**54302 - Dues & Subscriptions**	2,500	2,500	2,500	0.0%
1,675	3,296	7,000	**54303 - Travel and Training**	7,000	7,000	7,000	0.0%
0	49,172	47,000	**54306 - Credit Card Fees**	0	0	0	-100.0%
140	45	0	**54311 - Special Department Expenses**	0	0	0	0.0%
0	123	0	**54312 - Bank Fees**	47,000	47,000	47,000	100.0%
67,352	107,009	129,500	**Total Services**	138,500	138,500	138,500	6.9%
0	537	700	**56004 - Computer Hardware and Software**	700	700	700	0.0%
0	537	700	**Total Capital Improvement**	700	700	700	0.0%
529,412	**531,554**	**615,506**	**Total Financial Operations**	**620,053**	**620,053**	**620,053**	**0.7%**

PROGRAM DESCRIPTION:

The Utility Billing Team is committed to maintaining an accurate and efficient utilities and billing collection system which includes conducting meter reads, meter maintenance, service requests, collections, bill generation, account maintenance and a wide variety of customer service requests for all residential and commercial accounts. The Utility Billing team provides customer service through handling transactions for passports, business licenses, water meter sales as well as perform duties as the city's central point of contact for external phone calls from citizens and providing assistance in answering general questions about city resources and events.

PROGRAM RESULTS:

- The division contributes to the Finance and Information Services Department's overall desired result of building and maintaining a strong financial position for the city.

- Provides support to various city departments to maximize enterprise revenues.

- Provides accurate utility billing information and passport services to customers through knowledgeable and friendly service staff.

ACCOMPLISHMENTS:

FY 2015-2016:

Customer Service

- Utility Billing seisigned a new door hanger for customers that provides quick reference information such as contact numbers, meter status, leak information and a variety of other messages that save customers time as well as provide resources for water billing information and conservation.

- During the past year Utility Billing improved its web site by adding a Frequently Asked Questions page and instructions on "How to read your meter", "How to turn your meter on and off", "Water Line Insurance Alerts" and "Utility Billing Policies".

- With the advent of new "chip" card, the Utility Billing staff have become subject matter experts for the city by providing guidance and assistance for all city departments in research, training, purchasing and installation of new Point of Sale systems allowing the use of the new credit and debit cards city wide.

Operational Efficiencies

- Utility Billing installed a new cash register system with three drawers for better accountability and internal control. This in conjunction with a new daily close out procedure and new rules on cash transactions and handling have resulted in zero errors and better accountability.

- Added another day to Passport Processing resulting in the an additional 253 passports being issued and an addition $5800.00 in revenue for the city.

- Implemented new guidelines and procedures for customer "Payment Plans" allowing each staff member to assist customers with making payments. This has resulted in better customer service and and lesser funds required to support St. Vincent DePaul in the Utility Assistance Program.

GOALS & OBJECTIVES:

FY 2016-2017:

- Document all Utility Billing procedures and processes to effectively maintain consistent and professional core services and seek out area's of possible improvement as the community grows and develops.

- In conjunction with the city's Strategic Plan with new development and construction, Utility Billing will need to adapt by implmenting new meter routes, improved reading sequences, and allowing us to support development advancing the vision.

- Develop staff from the office team and field crew to act as ambassadors of the city providing less static communication and more dynamic communication with our customers thus providing better and more informative customer service and promotion of the Strategic Plan.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of passport applications processed	1,350	1,593	1,650	1,700
Total number of utility billing accounts	20,550	20,431	21,700	22,200
Number of water accounts	19,207	19,737	20,500	21,000
Number of utility bills sent	241,500	244,000	256,500	277,000
Number of water meters sold	260	65	300	325
Registered online users	11,000	13,400	15,600	17,000
Total revenue collected through online system	$5,579,578	$8,6000,000	$10,000,000	12,500,000
Number of online payment transactions	41,250	68,059	88,000	97,000
Number of interactive voice recognition (IVR / telephone payments) payment transactions	2,453	8,514	9,300	10,500
Total number of payment transactions	234,025	237,910	246,000	248,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
% of the total utility customers with acct balances past due over 30 days	4%	3%	3%	3%
Increase in online customers from previous year	1,900	2,400	2,900	3,500
Percent increase in registered online customers from previous year	19.8%	21.8%	25%	25%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Accounting Assistant II	1.80	1.80	1.80	1.80
Assistant Finance Director	0.20	0.20	0.20	0.20
Customer Service Field Worker	1.80	1.80	1.80	1.80
Senior Accounting Assistant	1.00	1.00	1.00	1.00
Senior Customer Service Field Worker	1.00	1.00	1.00	1.00
Utility Billing Supervisor	1.00	1.00	1.00	1.00
Total FTE	6.80	6.80	6.80	6.80

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
6.80	6.80	6.80	Total FTE	6.80	6.80	6.80	
81,747	76,546	90,412	**51001 - Salaries - Management**	91,066	91,066	91,066	0.7%
207,223	213,340	221,784	**51002 - Salaries - General**	301,900	301,900	301,900	36.1%
85,624	87,296	92,898	**51004 - Part Time - Regular**	0	0	0	-100.0%
295	304	0	**51006 - Overtime**	0	0	0	0.0%
374,889	377,486	405,094	**Total Personal Services - Salaries**	392,966	392,966	392,966	-3.0%
5,218	4,331	2,031	**52001 - Unemployment**	393	393	393	-80.6%
4,435	5,688	6,205	**52002 - Worker's Compensation**	6,425	6,425	6,425	3.5%
27,873	28,140	30,994	**52003 - Social Security/Medicare**	30,195	30,195	30,195	-2.6%
2,697	2,737	2,935	**52004 - Tri-Met Tax**	2,857	2,857	2,857	-2.7%
38,261	41,400	44,126	**52005 - Retirement**	43,216	43,216	43,216	-2.1%
6,000	6,087	6,120	**52007 - VEBA - ER**	6,120	6,120	6,120	0.0%
422	422	1,753	**52008 - Life Ins/ADD/LTD**	1,706	1,706	1,706	-2.7%
1,011	1,045	0	**52009 - Long Term Disability**	0	0	0	0.0%
86,418	88,634	104,866	**52010 - Medical/Dental/Vision**	108,466	108,466	108,466	3.4%
10,278	10,646	0	**52011 - Dental Benefits**	0	0	0	0.0%
1,248	-1,493	0	**52012 - Accrued Vacation**	1,723	1,723	1,723	100.0%
183,861	187,637	199,030	**Total Personal Services - Benefits**	201,101	201,101	201,101	1.0%
3,628	3,282	4,000	**53001 - Office Supplies**	4,000	4,000	4,000	0.0%
1,307	610	1,250	**53002 - Small Tools & Equipment**	1,250	1,250	1,250	0.0%
9,798	8,670	10,000	**53003 - Fuel**	10,000	10,000	10,000	0.0%
14,733	12,561	15,250	**Total Supplies**	15,250	15,250	15,250	0.0%
154,122	140,743	165,300	**54001 - Professional/Contractual Services**	155,000	155,000	155,000	-6.2%
0	1,001	0	**54003 - Legal Fees**	0	0	0	0.0%
24,324	30,673	49,000	**54006 - Software License and Maintenance**	71,210	71,210	71,210	45.3%
8,118	4,841	15,000	**54113 - R & M - Vehicles**	15,000	15,000	15,000	0.0%
95	1,434	200	**54114 - R & M - Office Equipment**	200	200	200	0.0%
0	245	0	**54115 - Vehicle Usage**	0	0	0	0.0%
1,819	3,145	2,600	**54205 - Utilites - Phone/Pager/Cells**	5,000	5,000	5,000	92.3%
0	9,382	0	**54300 - Advertising & Publicity**	0	0	0	0.0%
0	105	0	**54302 - Dues & Subscriptions**	0	0	0	0.0%
1,459	3,559	2,500	**54303 - Travel and Training**	2,500	2,500	2,500	0.0%
0	166,624	245,000	**54306 - Credit Card Fees**	230,000	230,000	230,000	-6.1%
1,199	1,472	2,000	**54311 - Special Department Expenses**	2,000	2,000	2,000	0.0%
191,136	363,223	481,600	**Total Services**	480,910	480,910	480,910	-0.1%
0	0	61,000	**56003 - Vehicles**	0	0	0	-100.0%
11,638	0	2,000	**56004 - Computer Hardware and Software**	2,000	2,000	2,000	0.0%
0	0	0	**56006 - Equipment**	0	0	0	0.0%
11,638	0	63,000	**Total Capital Improvement**	2,000	2,000	2,000	-96.8%
776,257	**940,907**	**1,163,974**	**Total Utility Billing**	**1,092,227**	**1,092,227**	**1,092,227**	**-6.2%**

PROGRAM DESCRIPTION:

The Information Technology (IT) Division is responsible for all computing, networking and telecommunications technology used within the city organization. IT performs the traditional helpdesk functions of PC management, troubleshooting and installation as well as maintaining the city's network infrastructure (switches, cables and servers) and software that city departments require that run on both servers and staff PC's. Telecommunications responsibilities include maintaining the city's phone system and voice mail system, automated attendant, cellular phones, pagers and PDA's. IT is also responsible for the city's enterprise GIS system which integrates data from different departments for use internally and by the public.

PROGRAM RESULTS:

- Information Technology (IT) fully supports and properly maintains the citywide technology infrastructure that is both highly reliable and secure
- IT maintains a user-friendly computing environment at the Tigard Public Library for citizens
- IT provides information technology support and assistance to all city departments and staff
- IT maintains and plans the city's GIS system, both internally and for citizen access

ACCOMPLISHMENTS:

FY 2015-2016:

- Support for City Strategic Plan and walkability, including sidewalk gap analysis using GIS
- Updated Tigard Mapping Services web page to support responsive design and use on multiple devices
- Developed framework to support deployment of device agnostic applications for GIS
- Deployed focused web mapping applications to support ease of use and support business needs of city departments
- Increased helpdesk service levels by closing an average of 15% more tickets per week
- Hired and trained new employees to achieve a full staffing level
- Created an IT Priority and Response Plan to ensure consistent and measurable service standards
- Inventoried and analyzed network, servers, and desktop infrastructure to aid in replacement scheduling and budgeting
- Updated fiber connections between buildings to allow for increased bandwidth

GOALS & OBJECTIVES:

FY 2016-2017:

- Develop and deploy upgraded address searching capabilities for main Tigard applications
- GIS support (mapping and analysis) for city strategic plan initiatives, including proposed sidewalk improvement program
- Develop and deploy new Tigard walking maps, both printed and digital applications
- Deploy Pictometry application upgrade as well as oblique photos
- Replace aging network, server and desktop infrastructure.
- Improve service levels through continued education
- Build an IT roadmap for the city of Tigard
- Develop service standards for the IT group

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of network appliances citywide	NA	5	6	8
Number of physical servers non-PD	NA	18	18	20
Number of physical servers PD	NA	4	4	6
Number of SAN/NAS servers-citywide	NA	4	6	7
Number of virtual servers non-PD	NA	43	56	56
Number of virtual servers PD	NA	7	10	11
New GIS web mapping applications (Examples: Park Finder, Crime Spotter, and Active Construction)	9	12	9	8
GIS Request for Services	160	175	170	190
GIS Layer/database Additions/Layer Overhaul	20	15	20	15
Non-Spam Email Messages	482,000	560,800	686,400	835,528
Spam Email Message	320,500	461,600	648,300	696,082
Number of phone lines maintained	284	285	285	285
Number of Helpdesk service calls	4,650	4,548	4,758	7,200
Number of cell phones, hotspots and pagers	248	282	296	300
Number of laptops and computers	523	525	530	530

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Backups performed as required (%)	99%	99%	99%	99%
Network up-time (%)	99%	99%	99%	90%
Service calls fixed on first call (%)	90%	90%	80%	75%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Database Administrator	1.00	1.00	1.00	1.00
GIS Coordinator	0.80	1.00	1.00	1.00
GIS Program/Analyst	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Microcomputer Support Technician	0.00	0.00	0.00	1.00
Network Administrator	2.00	3.00	2.00	2.00
Sr Network Administrator	0.00	0.00	1.00	1.00
Total FTE	5.80	7.00	7.00	8.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
5.80	7.00	7.00	Total FTE	8.00	8.00	8.00	
433,106	438,816	567,326	**51001 - Salaries - Management**	616,221	616,221	616,221	8.6%
72,963	77,159	84,446	**51002 - Salaries - General**	81,305	81,305	81,305	-3.7%
4,209	6,171	58,139	**51005 - Part Time - Temporary**	77,985	77,985	77,985	34.1%
14,194	25,801	8,137	**51006 - Overtime**	10,090	10,090	10,090	24.0%
524,472	547,947	718,048	**Total Personal Services - Salaries**	785,601	785,601	785,601	9.4%
7,207	6,246	3,374	**52001 - Unemployment**	740	740	740	-78.1%
2,968	4,277	4,227	**52002 - Worker's Compensation**	6,223	6,223	6,223	47.2%
39,120	41,154	51,540	**52003 - Social Security/Medicare**	56,573	56,573	56,573	9.8%
3,725	3,965	4,881	**52004 - Tri-Met Tax**	5,352	5,352	5,352	9.6%
62,310	65,644	87,965	**52005 - Retirement**	90,028	90,028	90,028	2.3%
3,966	3,927	4,500	**52007 - VEBA - ER**	5,400	5,400	5,400	20.0%
506	485	3,372	**52008 - Life Ins/ADD/LTD**	2,980	2,980	2,980	-11.6%
1,484	1,389	0	**52009 - Long Term Disability**	0	0	0	0.0%
78,809	78,782	105,868	**52010 - Medical/Dental/Vision**	113,056	113,056	113,056	6.8%
9,632	8,837	0	**52011 - Dental Benefits**	0	0	0	0.0%
2,094	6,025	0	**52012 - Accrued Vacation**	0	0	0	0.0%
211,821	220,731	265,727	**Total Personal Services - Benefits**	280,352	280,352	280,352	5.5%
43,797	1,735	7,000	**53001 - Office Supplies**	9,800	9,800	9,800	40.0%
6,641	13,933	13,000	**53002 - Small Tools & Equipment**	13,000	13,000	13,000	0.0%
405	247	500	**53003 - Fuel**	700	700	700	40.0%
34,330	41,996	49,971	**53006 - Technology Equipment under $5,000**	49,970	49,970	49,970	0.0%
85,173	57,911	70,471	**Total Supplies**	73,470	73,470	73,470	4.3%
22,845	73,524	66,155	**54001 - Professional/Contractual Services**	105,600	105,600	105,600	59.6%
0	524	0	**54003 - Legal Fees**	0	0	0	0.0%
329,293	357,012	349,243	**54006 - Software License and Maintenance**	350,750	350,750	350,750	0.4%
1,024	1,030	2,000	**54113 - R & M - Vehicles**	0	0	0	-100.0%
4,262	14,363	20,900	**54114 - R & M - Office Equipment**	20,900	20,900	20,900	0.0%
68,217	76,141	78,930	**54205 - Utilites - Phone/Pager/Cells**	83,090	83,090	83,090	5.3%
1,285	1,000	1,500	**54300 - Advertising & Publicity**	2,000	2,000	2,000	33.3%
8,815	25,497	53,939	**54301 - Fees and Charges**	56,950	56,950	56,950	5.6%
875	1,088	1,320	**54302 - Dues & Subscriptions**	1,320	1,320	1,320	0.0%
6,271	7,889	21,859	**54303 - Travel and Training**	32,120	32,120	32,120	46.9%
3,470	1,858	500	**54311 - Special Department Expenses**	1,500	1,500	1,500	200.0%
446,357	559,925	596,346	**Total Services**	654,230	654,230	654,230	9.7%
157,826	177,514	112,000	**56004 - Computer Hardware and Software**	334,260	334,260	334,260	198.4%
0	50	0	**56006 - Equipment**	0	0	0	0.0%
80,025	1,279	66,080	**56007 - GIS Hardware and Software**	57,280	57,280	57,280	-13.3%
237,851	178,843	178,080	**Total Capital Improvement**	391,540	391,540	391,540	119.9%
1,505,674	**1,565,357**	**1,828,672**	**Total Information Technology**	**2,185,193**	**2,185,193**	**2,185,193**	**19.5%**

PROGRAM DESCRIPTION:

The Contracts and Purchasing Division reports to the Director of Finance and Information Services. The staff in the Contracts and Purchasing Division support the overall activities of the director and the department. Activities of staff in the Contracts and Purchasing Division include:

- Development and oversight of contracting and procurement policy;
- Contract management,
- Project management,
- Solicitation development and execution,
- Contracting and other procurement process development,
- Advising City Council, Local Contract Review Board, and city departments on general contracting and procurement related topics,
- Disposal of surplus property and equipment, and
- Serving as city liaisons to general public on contracting and purchasing related topics.

The Contracts and Purchasing Division continues to actively work to anticipate issues and to develop policies and procedures that allow the city to stay in line compliance with applicable Federal and State laws, statues, and regulations as well as any other issues as they occur.

PROGRAM RESULTS:

The Contracts and Purchasing Division contributes to the Finance and Information Services Department's overall desired result of building and maintaining a strong financial position for the city. Contracts and Purchasing provide policy development and analysis, develops efficient procedures for contracts and other forms of procurement, and provides expert advice, assistance, and guidance to city departments on contracting and purchasing.

ACCOMPLISHMENTS:

FY 2015-2016:

- Provided expert advice, assistance, and policy analysis and development to city departments regarding contracting and purchasing.

- Enhanced working relationships with city departments, ensuring better lines of communication and streamlining of workloads.

- Expanded, updated, and maintained information on the division's InsideTigard intranet pages which allows departments to access all forms and templates needed during a contract or purchase process.

- Fully implemented the new "chip and pin" cards for the city's procurement card program.

- Implemented a new process for Intergovernmental Agreements and Memorandums of Understanding.

GOALS & OBJECTIVES:

FY 2016-2017:

- Provide expert advice, assistance, and policy analysis and development to city departments regarding contracting and purchasing.

- Enhance working relationships with city departments, ensuring better lines of communication and streamlining of workloads.

- Expand, update, and maintain information on the division's InsideTigard intranet pages to allow departments to access all forms and templates needed during a contract or purchase process.

- Implement a new database for tracking and maintaining Intergovernmental Agreements and Memorandums of Understanding.

- Expand the city's procurement card system to include the use of non-discretionary funds via purchase requisition system in the Works program.

- Explore a new "cloud-based" eProcurement system allowing for the electronic pushing of solicitation information to vendors by self-registration.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of contracts (including IGAs) requiring Local Contracts Review Board Approval	16	14	20	30
Number of contracts written	87	85	80	85
Number of formal Invitation to Bid or Request for Proposal	17	21	20	20
Number of purchase orders processed	74	78	75	80
Number of purchasing card transactions	7,047	6,924	7,000	7,000

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Average time to process a Purchase Order (Goal is less than 1 day)	<1	<1	<1	<1
Purchasing card monthly audit completed on time (Goal is less than 1 day)	<1	<1	=1	<1
Contracts executed within 30 days of award notice (Goal is 95%)	99%	95%	99%	99%
% of contract awards that are protested (goal is less than 2%)	0%	0%	0%	0%

FULL-TIME EQUIVALENT POSITIONS

	2013-2014	2014-2015	2015-2016	2016-2017
Purchasing Assistant	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00	1.00
Total FTE	2.00	2.00	2.00	2.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs. FY 16
2.00	2.00	2.00	**Total FTE**	2.00	2.00	2.00	
82,947	85,482	88,335	**51001 - Salaries - Management**	85,822	85,822	85,822	-2.8%
57,173	58,252	60,694	**51002 - Salaries - General**	58,966	58,966	58,966	-2.8%
0	0	1,018	**51006 - Overtime**	1,007	1,007	1,007	-1.0%
140,120	143,733	150,047	**Total Personal Services - Salaries**	145,795	145,795	145,795	-2.8%
1,949	1,645	757	**52001 - Unemployment**	144	144	144	-81.0%
528	385	421	**52002 - Worker's Compensation**	471	471	471	11.9%
10,082	10,312	11,556	**52003 - Social Security/Medicare**	11,077	11,077	11,077	-4.1%
1,008	1,040	1,096	**52004 - Tri-Met Tax**	1,048	1,048	1,048	-4.4%
17,330	17,793	18,716	**52005 - Retirement**	17,912	17,912	17,912	-4.3%
1,500	1,500	1,500	**52007 - VEBA - ER**	1,500	1,500	1,500	0.0%
151	151	717	**52008 - Life Ins/ADD/LTD**	717	717	717	0.0%
428	428	0	**52009 - Long Term Disability**	0	0	0	0.0%
36,076	37,134	43,288	**52010 - Medical/Dental/Vision**	45,453	45,453	45,453	5.0%
4,315	4,311	0	**52011 - Dental Benefits**	0	0	0	0.0%
-3,115	-2,284	1,976	**52012 - Accrued Vacation**	2,004	2,004	2,004	1.4%
70,252	72,415	80,027	**Total Personal Services - Benefits**	80,326	80,326	80,326	0.4%
406	372	2,000	**53001 - Office Supplies**	2,500	2,500	2,500	25.0%
0	599	0	**53002 - Small Tools & Equipment**	0	0	0	0.0%
406	971	2,000	**Total Supplies**	2,500	2,500	2,500	25.0%
467	81	3,000	**54003 - Legal Fees**	2,700	2,700	2,700	-10.0%
0	0	225	**54300 - Advertising & Publicity**	275	275	275	22.2%
2,265	2,205	2,650	**54302 - Dues & Subscriptions**	2,400	2,400	2,400	-9.4%
0	24	1,500	**54303 - Travel and Training**	1,800	1,800	1,800	20.0%
155	265	0	**54311 - Special Department Expenses**	15,200	15,200	15,200	100.0%
2,887	2,575	7,375	**Total Services**	22,375	22,375	22,375	203.4%
0	537	0	**56004 - Computer Hardware and Software**	0	0	0	0.0%
0	537	0	**Total Capital Improvement**	0	0	0	0.0%
213,665	**220,232**	**239,449**	**Total Contracts and Purchasing**	**250,996**	**250,996**	**250,996**	**4.8%**

Tigard has three dog parks that are very popular with our four-legged population.

The Capital Improvement Plan (CIP) establishes Tigard's annual budget for improvements to city owned and operated public infrastructure and plans for a 6-year plan. The city allocates funding for construction activities in six defined capital improvement categories: General Capital Facilities, Streets, Water, Parks, Stormwater, and Sanitary Sewer.

A CIP project is any project that improves or adds value to the city's infrastructure, costs $50,000 or more, and has a useful life or extends the useful life of infrastructure for 5 years or more. Adopted Master Plans, Area Plans, and the Strategic Plan along with established prioritization lists are matched to available funding to identify projects to be budgeted in the current and later years. In addition, staff capacity is considered when building the CIP.

Total cost for the FY 2017-22 CIP is estimated to be $98 million over the next six years. Spending for the city's CIP in FY 2017 is $25 million across all capital funds.

Below are key projects budgeted for FY 2016-17:

General Capital Facilities

- Development of a Civic Center Visioning Plan.

Parks

- Continued restoration of the Oak Savanna, and construction of an overlook and board-walks at Dirksen Nature Park,
- Implementation of the intergovernmental agreement between the City of Tigard and Tigard -Tualatin School District to provide field improvements on school property,
- Design of trail segments of the Fanno Creek Trail Connection project that is funded by Regional Flexible Funds Active Transportation and Complete Streets grant (RFFA),
- Building demolition and site remediation at the Saxony property, pending grant acquisition,
- Continued purchase of open spaces using proceeds obtained from the city's $17 million parks bond approved in FY 2010.
- Construction of trail connections at Bull Mountain Park.
- Design of Tigard Street Trail improvements if a Connect Oregon grant is received.

Sewer

- Replacement of the East Tigard Sanitary Sewer,
- Completion of a sanitary sewer line in conjunction with the street project on Walnut

Stormwater

- Development of a stormwater master plan,
- Design of a slope and stream restoration project on Derry Dell Creek between 118th Court and 115th Avenue,
- Construction to repair and upgrade the stormwater system on SW Canterbury Lane.

Streets

- Continued street overlays and crack sealing via the Pavement Management Program,
- Completion of the Walnut Street improvements,
- A bridge assessment and maintenance needs master plan,
- Design for sidewalks on Commercial Street (Lincoln to 95th),
- Design and construction of the Wall Street project (Hunziker to Tech Center Drive), and
- Design initiation for phase 2 of the Main Street Green Street Retrofit

Water

- Completion of the projects associated with the Tigard/Lake Oswego Partnership
- Design of the Cach Reservoir and pump station,
- Red Rock Creek waterline relocation, and
- Rehabilitation of the Canterbury booster pump station.

Below is a table summarizing the FY 2016-17 Capital Improvement Program (CIP). The table breaks down the CIP by system. The second column provides the budget for that system. The third column includes the system infrastructure budget. The system infrastructure budget accounts for staff time related to unidentified capital projects. The fourth column shows the amount associated with the Saxony project in the Parks System, in the amount of $505,000 that will be paid by Urban Renewal funds as part of the City Center Development Agency (CCDA). The last column is the total costs per system for the Capital Improvement Program.

System	Capital Improvement Budget	System Infrastructure	Other CIP related Costs	Total
General Capital Facilities	$315,000	-	-	**$315,000**
Parks	$3,705,000	$50,319	($505,000)	**$3,250,319**
Streets	$8,903,000	$202,044	-	**$9,105,044**
Water	$10,383,000	$49,158	-	**$10,432,158**
Sanitary Sewer	$1,114,000	$46,111	-	**$1,160,111**
Stormwater	$954,500	$96,111	-	**$1,050,611**
Total	**$25,374,500**	**$443,743**	**($505,000)**	**$25,313,243**

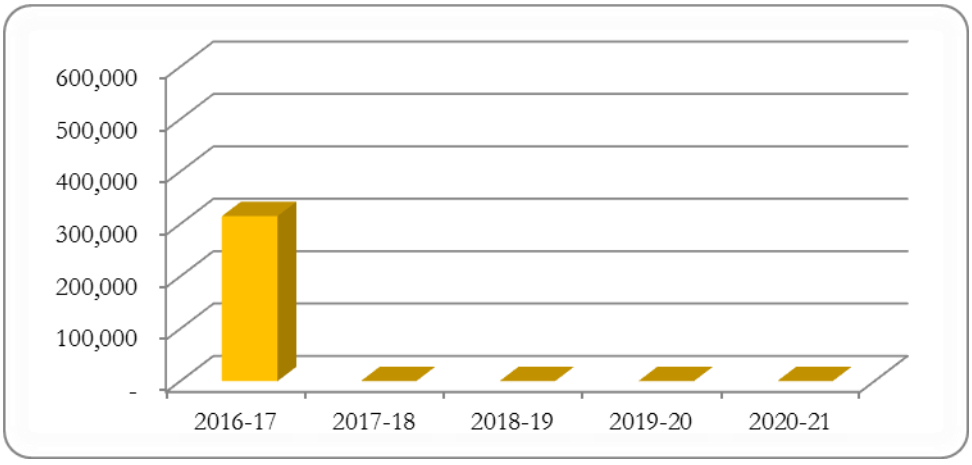
The following pages provide a discussion of the CIP on annual operating costs followed by detailed information on all projects by system. This includes a discussion of the steps used in the CIP prioritization process, followed by a complete list of all the projects considered in the FY 2017-22 capital improvement plan.

Capital projects can impact the future operating and maintenance costs of the city. In some instances, such as the construction of a new facility, operating costs will increase. In other instances, such as replacement of old and defective water meters, operating costs may decrease. As the city makes decisions about which capital projects to implement, it must also evaluate the impact these projects will have on future operating costs and determine if the city will be able to afford those costs in future years. By approving the Capital Improvement Program (CIP) projects, the city is making a commitment to adequately fund those future operating costs.

The following discussion summarizes the anticipated major operating cost within each capital improvement system:

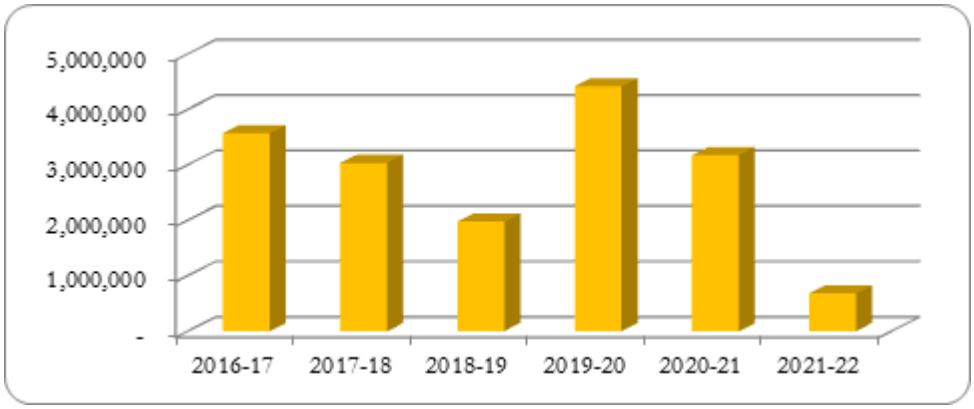
General Facilities Capital Projects System Program

The General Facilities Capital Projects System Program's FY 2016-17 CIP includes the development of a Civic Center Visioning Plan that will take a holistic look at the operational needs and placement of facilities within a 20 year timeframe. This project will have little to no impact on future operating costs as it will not require additional staffing or materials.



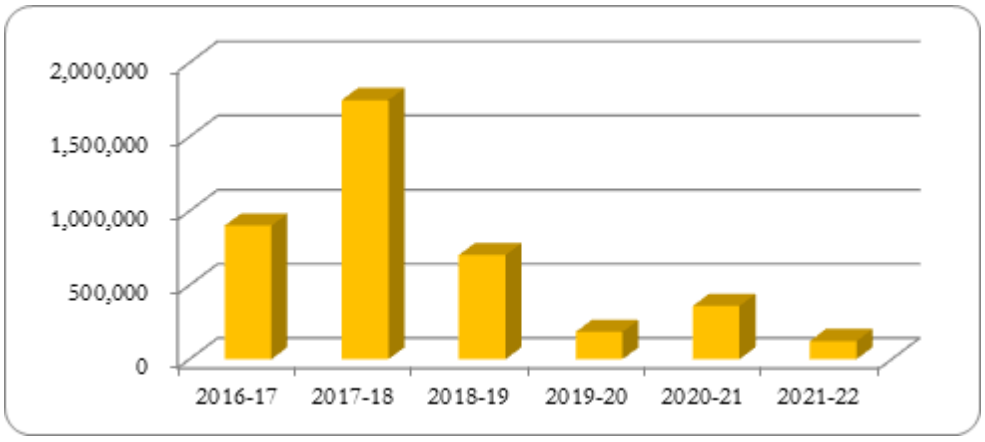
Parks System Program

The FY 2016-17 Parks System CIP includes projects that will have a direct impact on the city's operating costs. The very nature of a park system requires ongoing maintenance costs both for new additions to the system as well as maturing parks or trails. Significant projects listed include land acquisitions and development resulting from the $17 million dollar parks bond that was approved by voters in November 2010. A total of $1.3 million dollars has been programmed for both downtown land acquisition as recommended by the city's Parks & Recreation Advisory Board (PRAB). As a result of the bond, over 500 acres of land has been preserved and is expected to require maintenance in the coming years. In FY 2015-16, the city addressed the issue of parks and trail maintenance with the creation of a Parks Utility Fund. In order to fund the Parks Utility Fund, a $3.75 per residential home was implemented. This action will generate $1.0 million per year in revenues that will be used for operations and maintenance in the Parks system.



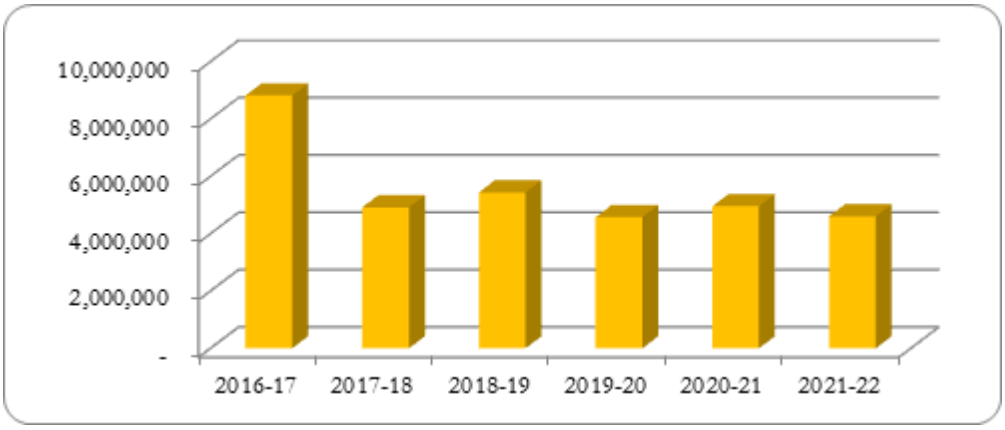
Sanitary Sewer Program

Many of the projects in the Sanitary Sewer Program, such as the Major Maintenance and line replacement programs such as East Tigard Sewer, address existing and potential maintenance problems and thereby serve to reduce and prevent future operating cost impacts. Although additional sewer lines increase operating costs somewhat, these costs are offset by the additional revenues received by new sewer customers. No new positions related to the Sanitary Sewer program are anticipated in the coming years.



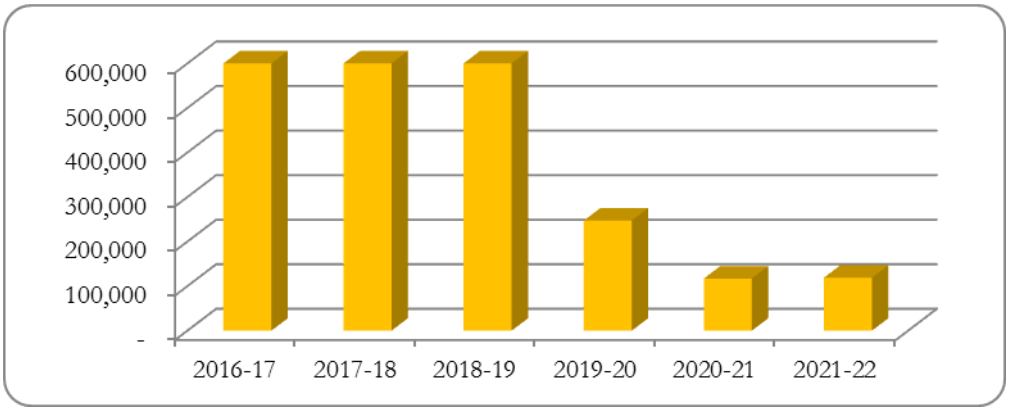
Street System Program

The operating cost impact of the Streets Program is minimal and no new positions are forecast in future years. The Pavement Management Program (PMP) provides corrective and preventative maintenance on city streets including right-of-way maintenance. The program restores the wearing course of the streets and thereby improves the pavement's integrity, improves ride ability, and enhances traffic safety. By performing these upgrades and improvements to the city's streets on a regular schedule, the city is able to reduce future operating costs.



Storm Water Program

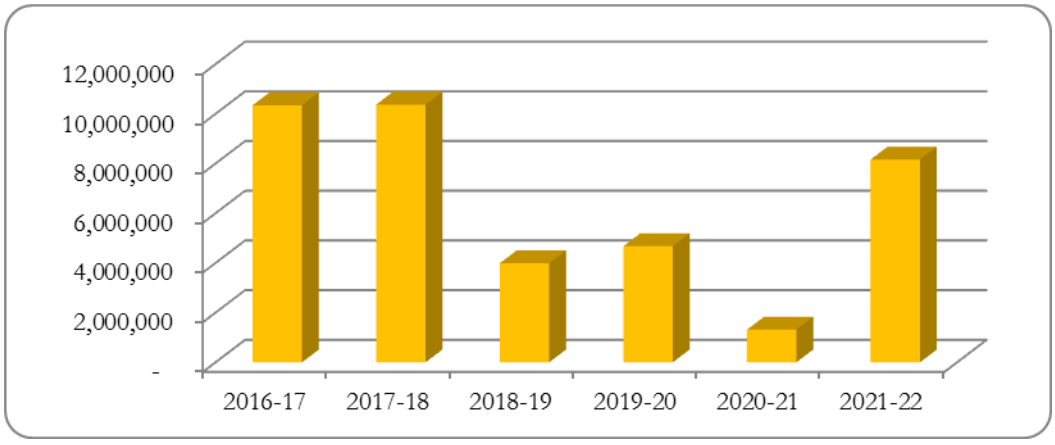
The projects within the Storm Water Program are designed to address erosion and storm drainage problems and to return wetland areas to a more natural, native state. Typically, these projects have a tendency to show a positive impact on future operating costs with improved standards addressing storm drainage issues. However, in this budget, no new positions are forecasted in the coming years related to this program.



Water System Program

A variety of projects are planned for the Water System program in FY 2016-17. A number of these projects, including the Water Main Line Oversizing Program consist of the maintenance or replacement of existing infrastructure. By maintaining the existing system, the city avoids higher future costs than if the system were allowed to deteriorate. While difficult to calculate, it is safe to say that these projects create savings in future operating costs. The FY 2016-17 CIP shows the city's continued commitment to infrastructure needs resulting from the annexation of River Terrace. These projects include the design of the Cach Reservoir and Pump Station along with the Red Rock Creek Waterline Relocation project.

The FY 2016-17 CIP also sees the continuation and completion of the Lake Oswego Partnership. This project will provide Tigard with a long term water supply with delivery scheduled for 2016. The project will include a raw water intake facility on the Clackamas River, increased piping size, increased water treatment plant capacity, and other capacity increases. In prior years, the city paid approximately $3.1 million for the purchase of water from Portland. Beginning in FY 2017, the full impact of this project on future operating cost for the City of Tigard is expected to be $2 million annually. As a result, the city will realize a savings of over a $1 million per year with the establishment of its own water source.



Prioritization and Development of the CIP

Development of the Capital Improvement Plan (CIP) started almost as soon as the prior CIP was adopted. The sources for potential projects include lists of funded and unfunded projects in the prior CIP, master plans, staff-identified needs, citizen and City Council suggestions, and other sources.

Projects in the prior CIP that are currently underway but not yet complete, are assumed to continue to move forward and do not need to be prioritized.

Potential projects are identified and vetted through staff meetings, key existing citizen advisory committees, City Council and the Budget Committee. Citizen input is also taken at Budget Committee hearings prior to the committee making its recommendations to City Council for final budget adoption. Priority projects are those that best match Strategic Plan goal(s), create needed infrastructure to serve new or existing customer demand, and provide durable, sustainable systems. All projects shown in the 6-year CIP plan represent high priorities; an expectation that funding is or likely will be available; and staff project management and delivery capability. Funding sources include city fees, taxes and charges as well as grants and other partner organization contributions. Funding availability assumptions are based on projected revenues, and the known or projected likelihood of acquiring outside grants and contributions. Projects listed for FY 2016-17 have the most secured funds, with outer years having a somewhat lesser level of surety.

Grants and partnership efforts are important. When combining the available resources of Tigard and our partners, the city is able to address high priority infrastructure needs that it cannot fund on its own. The City maintains lists of unfunded projects that can be pulled from as opportunities arise for new types or new rounds of grants in the future.

The following paragraphs describe, by project category, the project identification and prioritization process used to develop this CIP.

General Capital Facilities Projects: The list of facilities projects is short, although the outcome from the Facilities Strategic Plan currently underway will likely produce substantial recommendations for future consideration.

Transportation and Parks Projects: Transportation and most trails projects represent a prioritized subset of projects from the Transportation System Plan (TSP) of potential projects maintained by city staff. A "qualified list" of such projects was first filtered out of the TSP using city Strategic Vision goals, likelihood of funding availability and safety issues as filtering criteria. Safety projects were automatically given a high priority, as were projects and programs already underway. The Tigard Transportation Advisory Committee (TTAC) was then asked to provide input on remaining filtered projects. The Parks and Recreation Advisory Board (PRAB) also provided input on a smaller subset of potential trails projects. This stakeholder input, together with staff priorities, was the basis for the transportation and trails projects listed under the transportation and parks project type categories. Non-trail parks projects listed represent ongoing parks projects and additional new recommendations from staff.

Sanitary Sewer Projects: The previous CIP has minimal projects listed due to concerns about funding availability. However, this does not eliminate the need for capital projects. Public Works staff is maintaining and updating a list of needed system repair projects based on ongoing system condition reviews and maintenance records. Priorities for budgeted projects were based upon staff recommendations as well as those from the Sanitary Sewer Master Plan.

Stormwater Projects: The funded list represents current ongoing projects and a few staff identified high priorities for projects that respond to known problems with high risks for damage to infrastructure, creeks and adjacent properties if left unaddressed. It is anticipated that more projects (and funding needs) will come out of the Stormwater Master Plan effort that is underway and to be completed in FY 2016-17. The city has not prepared a master plan in over 30 years. While staff has compiled lists of potential projects, including many listed in prior CIP's and not funded, they lacked a technically sound and policy-driven methodology for prioritization. The Master Plan is intended to provide the policy guidance, prioritized projects list, and costs.

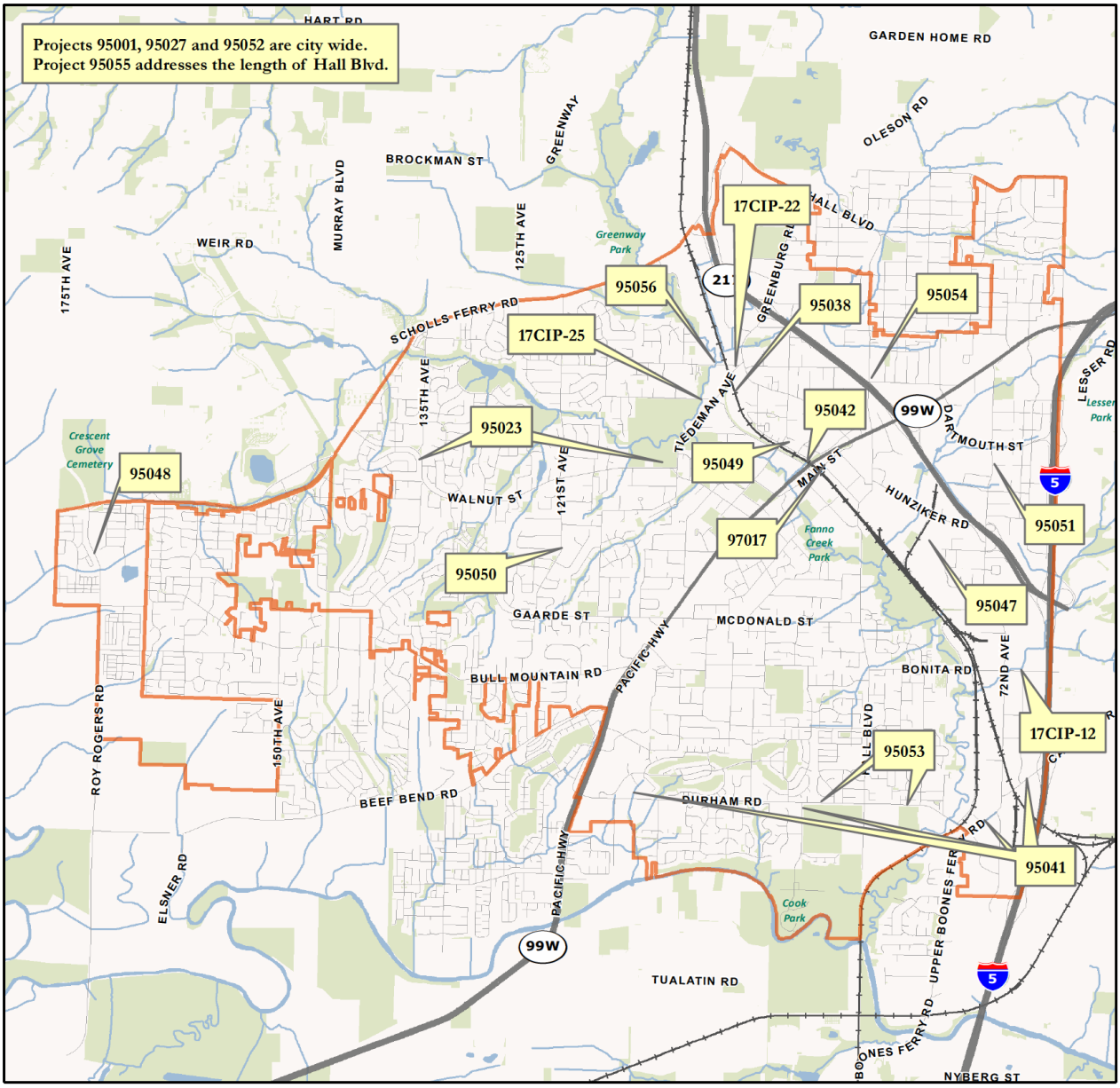
Water Projects: The funded projects represent staff and master plan priorities. Most projects are those already listed in the previous CIP (with the addition of a master plan study). However, staff is recommending changing the implementation order of some of the capital projects based on new information and the fast pace of development in River Terrace.

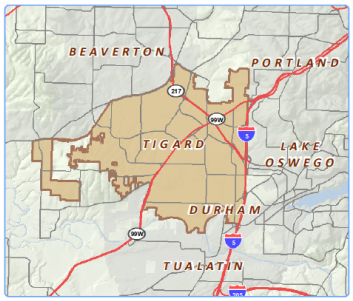
The steps used in the CIP development and prioritization process are as follows:

Step 1 Staff conducts a capital needs assessment across all systems from master plans, area plans, and the strategic plan.
Step 2 Staff prioritized new projects and compiled cost estimates.
Step 3 Project list review/suggestion period by citizen boards and committees.
Step 4 City Council review of CIP list with citizen comments.
Step 5 Cost estimates and staff resource loading needs are refined.
Step 6 CIP is submitted to City Manager as part of the proposed budget.
Step 7 Proposed CIP is considered by the Budget Committee in public meetings.
Step 8 First Council Meeting in June—City Council adoption of Capital Improvement Plan.

Status	Project #	Project Name	Funding Status	Funding Source	Total
Street Projects					
Current	*95001*	*Pavement Management Program (PMP)*	*In Progress*	*Street Maintenance Fee*	*$ 15,425,000*
Current	*95023*	*Walnut Street Improvements*	*In Progress-awarded $7 million grant thru WaCo*	*Gas Tax, Water, Underground Utility, Sanitary Sewer, & Stormwater*	*$ 790,000*
Current	*95027*	*Pedestrian and Cyclist Connections Program*	*Gas Tax*	*Gas Tax*	*$ 1,800,000*
Current	*95038*	*Tiedeman Avenue Sidewalk (Tigard Street to Greenburg Road)*	*Requested MSTIP funding*	*City Gas Tax*	*$ 971,000*
Current	*95041*	*Upper Boones Ferry Road / Durham Road Adaptive Signal Coordination*	*In Progress-awarded $1 M Federal Surface Transportation program grant*	*Transportation Dev Tax*	*$ 27,500*
Current	*95042*	*Commercial Street Sidewalk and Storm Detention Facility (Main to Lincoln)*	*In Progress-awarded $1.3M STIP grant*	*City Gas Tax, Stormwater*	*$ 610,000*
Current	*95047*	*Hunziker Industrial Core/Wall Street*	*In Progress-awarded $1.5M State Grant & $2.8M Federal Grant; Developer contribution $1.5M*	*City Gas Tax*	*$ 5,876,000*
Current	*95048*	*Roy Rogers Road*	*City funding $9M w/ Washington County funding $18M*	*Transportation Dev Tax*	*$ 4,505,000*
Current	*97017*	*Main Street Green Street Retrofit (Phase 2)*	*Awarded $1.2M MTIP grant*	*Gas Tax, City Gas Tax*	*$ 1,886,000*
New	95049	Commercial Street Sidewalk (Lincoln Avenue to 95th Avenue)	Fully Funded-awarded $170,000 CDBG	Gas Tax	$ 200,000
New	95050	121st Avenue (Whistlers Lane to Tippitt) Sidewalks and Bike Lanes	Fully Funded-Requested MSTIP grant funding	Transportation Dev Tax & Transportation SDC	$ 260,000
New	95051	72nd Avenue / Tigard Triangle Transportation Study	Fully Funded	Gas Tax	$ 250,000
New	95052	Bridge Assessment and Master Plan	Fully Funded	Gas Tax	$ 45,000
New	95053	Durham Road School 20 When Flashing	Fully Funded	Gas Tax	$ 150,000
New	95054	Hall Boulevard / Pfaffle Street New Traffic Signal	Fully Funded	Transportation SDC	$ 600,000
New	95055	Hall Boulevard Study	Fully Funded	Gas Tax	$ 75,000
New	95056	North Dakota Street (Fanno Creek) Bridge Replacement	Fully Funded-awarded $2.9M of STIP funding	City Gas Tax	$ 752,000
New	17CIP-12	Bonita / Sequoia Intersection - Traffic Signal	Fully Funded	Gas Tax	$ 600,000
New	17CIP-22	North Dakota Street (Fanno to Tiedeman) Sidewalk and Bike Lane	Fully Funded	City Gas Tax	$ 1,000,000
New	17CIP-25	Tigard Street (Fanno Creek) Bridge Replacement	Fully Funded-Will request STIP funding	Gas Tax	$ 329,000
New	17CIP-19	Hall Blvd. Improvements	Unfunded-ODOT grant will be requested	Unknown	$ 500,000
Staff	n/a	72nd Avenue Improvements	Unfunded	Unknown	$ -
Staff	n/a	Hunziker St. (72nd to 77th) Sidewalk	Unfunded	Unknown	$ -
Staff	n/a	Tigard St. (Gallo Ave. to Fanno Creek)	Unfunded	Unknown	$ -
Staff	n/a	116th Ave. (Tigard St. to Katherine St.) Trail	Unfunded	Unknown	$ -
Staff	n/a	Barrows Rd. (Springwood to Anna) Sidewalk on Southeast side	Unfunded	Unknown	$ -
Staff	n/a	Scoffins St. (Hall Blvd. to Ash Ave.) Sidewalks	Unfunded	Unknown	$ -
Water					
Current	*96003*	*Water Meter Replacement Program*	*In Progress*	*Water*	*$ 1,400,000*
Current	*96008*	*Water Main Line Oversizing Program*	*In Progress*	*Water*	*$ 1,050,000*
Current	*96010*	*Aquifer Storage & Recovery Well # 3*	*In Progress*	*Water*	*$ 4,103,000*
Current	*96018*	*Lake Oswego/Tigard Water Partnership*	*In Progress*	*Water, Water SDC, Water CIP*	*$ 41,120,323*
Current	*96024*	*Waterline Replacement Program*	*In Progress*	*Water*	*$ 982,000*
Current	*96028*	*Fire Hydrant Replacement Program*	*In Progress*	*Water*	*$ 700,000*
Current	*96030*	*Bull Mountain Road Water Pipeline*	*In Progress*	*Water, Water SDC*	*$ 8,106,000*
Current	*96031*	*Fire Flow Improvement Program*	*In Progress*	*Water*	*$ 630,000*
Current	*96033*	*Well Abandonment (Tigard High School)*	*In Progress*	*Water*	*$ 185,000*
Current	*96034*	*New Water Source Systemwide Improvements Program*	*In Progress*	*Water CIP*	*$ 635,000*
Current	*96040*	*Cach Reservoir and Pump Station Design*	*In Progress*	*Water, Water SDC*	*$ 13,108,500*
Current	*96044*	*Aquifer Storage & Recovery Well #2 Electrical Rehabilitation*	*In Progress*	*Water, Water CIP*	*$ 340,000*
Current	*96046*	*Red Rock Creek Waterline Relocation*	*In Progress*	*Water*	*$ 467,000*
Staff	17CIP-27	Water Master Plan / SDC Study	Fully Funded	Water, Water SDC	$ 250,000
Staff	17CIP-32	Canterbury Pump Station	Fully Funded	Water	$ 350,000
Staff	96045	550 Zone (Price Reservoir)	Unfunded	Water	$ -
Staff	n/a	470 to 410 PRV at Fonner St. & 121st Ave.	Unfunded	Water	$ -
General Capital Facilities					
Current	*91020*	*Civic Center Visioning Plan (formerly Citywide Facilities Plan)*	*In Progress*	*General Capital Facilities*	*$ 350,000*
Staff	n/a	Police Locker Room	Unfunded	General Fund	$ -
Staff	n/a	Police Department Roof	Unfunded	General Fund	$ -
Staff	n/a	Expand Red Rock Conference Room in City Hall	Unfunded	General Fund	$ -
Staff	n/a	Expansion of CR-4 including closets and external entrance	Unfunded	General Fund	$ -

Parks Projects					
Current	*92013*	*Fanno Creek Remeander (City/CWS)*	*In Progress*	*Parks SDC, Parks Capital*	*$ 513,000*
Current	*92016-02*	*Dirksen Nature Park - Oak Savanna Restoration*	*In Progress-Partially Funded*	*Urban Forestry, Stormwater, & Water*	*$ 318,000*
Current	*92016-03*	*Dirksen Nature Park - Oak Savanna Overlook*	*In Progress-awarded $300K Nature in Neighborhood grant*	*Stormwater*	*$ 127,000*
Current	*92016-04*	*Dirksen Nature Park - Nature Play Areas*	*In Progress-awarded $300K Nature in Neighborhood grant*	*Parks SDC, Stormwater*	*$ 226,000*
Current	*92016-05*	*Dirksen Nature Park - Forested Restoration and Boardwalks*	*In Progress-awarded $300K Nature in Neighborhood grant*	*Parks SDC, Stormwater*	*$ 318,000*
Current	*92016-06*	*Dirksen Nature Park - Interpretive Shelter and Restroom*	*In Progress*	*Parks SDC*	*$ 570,000*
Current	*92016-11*	*Dirksen Nature Park - Site Interpretive Elements*	*In Progress*	*Parks SDC*	*$ 80,000*
Current	*92017*	*Tree Canopy Replacement Program*	*In Progress*	*Urban Forestry*	*$ 502,000*
Current	*92026*	*Park Land Acquisition*	*In Progress*	*Parks SDC, Parks Bond*	*$ 3,786,000*
Current	*92028*	*Downtown Land Acquisition*	*In Progress*	*Parks SDC, Parks Capital*	*$ 1,800,000*
Current	*92034*	*Tigard Street Trail and Public Space (Main St. to Tiedeman Ave. / Tigard St.)*	*In Progress-Applied for $700K Connect Oregon VI Grant & Washington County grant for $240K*	*Parks SDC, & Parks Bond*	*$ 160,000*
Current	*92035*	*City of Tigard / Tigard-Tualatin School District Park Development*	*In Progress*	*Parks SDC, Parks Bond*	*$ 225,000*
Current	*92037*	*Damaged Tree Replacement Program*	*In Progress*	*Urban Forestry*	*$ 292,000*
Current	*92046*	*Fanno Creek Trail Connection (RFFA Grant)*	*In Progress-awarded $4.35M RFFA grant*	*Parks SDC*	*$ 1,105,000*
Current	*92051*	*Tiedeman Crossing / Fanno Creek Trail*	*In Progress*	*Metro Greenspace Grant*	*$ 660,000*
Current	*97013*	*Saxony Demolition and Remediation*	*In Progress*	*Urban Renewal*	*$ 550,000*
Staff	95057	Fanno Creek Trail Alignment Study (Bonita Rd. to Tualatin River)	Fully Funded	Transportation SDC	$ 140,000
Staff	92016-07	Dirksen Nature Park - Half Street Improvement & Community Trail	Unfunded	Unknown	$ 1,160,000
Staff	92016-08	Dirksen Nature Park - Off Street Parking Lot	Unfunded	Unknown	$ 255,000
Staff	92016-09	Dirksen Nature Park - Small Nature Play Area (Parking Area on Tigard St.)	Unfunded	Unknown	$ 95,000
Staff	92016-10	Dirksen Nature Park - Multi Use Sports Field	Unfunded	Unknown	$ 560,000
Staff	n/a	Parks Major Maintenance Program	Unfunded	Unknown	$ -
Staff	n/a	108th Trail to Cook Park	Unfunded	Unknown	$ -
Staff	n/a	Summer Creek Trail	Unfunded	Unknown	$ -
Staff	n/a	Steve Street Park Trail	Unfunded	Unknown	$ -
Staff	n/a	Bonneville Power/Westside Trail - (Barrows to Bull Mountain Road)	Unfunded	Unknown	$ -
Stormwater					
Current	*93009*	*Fanno Creek Slope Stabilization (Arthur Court)*	*In Progress*	*Stormwater, Sanitary Sewer*	*$ 996,000*
Current	*94001*	*Storm Drainage Major Maintenance Program*	*In Progress*	*Stormwater*	*$ 650,000*
Current	*94016*	*Slope Stabilization (Derry Dell/118th Court)*	*In Progress*	*Stormwater, Sanitary Sewer*	*$ 1,253,000*
Current	*94028*	*Main Street Storm Rehabilitation (Fanno Creek)*	*In Progress*	*Stormwater*	*$ 130,000*
Current	*94033*	*Canterbury Lane Storm Line Upgrade (106th to Pacific Highway)*	*In Progress*	*Stormwater*	*$ 465,000*
Current	*94037*	*Stormwater Master Plan*	*In Progress*	*Stormwater*	*$ 325,000*
Staff	17CIP-08	Tigard Triangle Storm Implementation Plan / Predesign	Fully Funded	Stormwater	$ 200,000
Sanitary Sewer					
Current	*93003*	*Sanitary Sewer Major Maintenance Program*	*In Progress*	*Sanitary Sewer*	*$ 690,000*
Current	*93013*	*East Tigard Sewer Replacement*	*In Progress*	*Sanitary Sewer, Clean Water Services*	*$ 1,620,000*
Current	*93054*	*Walnut Street Sanitary Sewer*	*In Progress*	*Sanitary Sewer*	*$ 531,000*
Staff	93055	Pacific Highway Sanitary Sewer Line	Fully Funded	Sanitary Sewer	$ 340,000
Staff	93056	Commercial Street Sanitary Sewer Line	Fully Funded	Sanitary Sewer	$ 135,000
Staff	17CIP-04	Downtown Sanitary Sewer Line Project	Fully Funded	Sanitary Sewer	$ 305,000
Staff	17CIP-06	East Fork Derry Dell Creek (Viewmont Court to Fairhaven Way)	Fully Funded	Sanitary Sewer	$ 946,000
Staff	n/a	Sewer Rehabilitation Program	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Krueger Creek (Benchview) Slope Stabilization (Gallin Court)	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Red Rock Creek Remediation	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Sanitary Sewer Master Plan Update	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Citywide Sanitary Sewer Extension Program	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Bonita Trunkline	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Shore Drive Trunk D-530	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Varns St. Sewer Reimbursement District	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Commercial	Unfunded	Sanitary Sewer	$ -
Staff	n/a	72nd Ave Lateral Diversion D-130	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Katherine Street Lateral	Unfunded	Sanitary Sewer	$ -
Staff	n/a	Summerfield	Unfunded	Sanitary Sewer	$ -





The City of Tigard Project Locations

Tigard City Limits

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TIGARD MAPS

TIGARD

City of Tigard Recommended Capital Improvement Plan FY 2017-22

Projct No.	Project Name	YTD 2016	2017	2018	2019	2020	2021	2022	Projected Total
17CIP-12	Bonita / Sequoia Intersection - Traffic Signal	0	0	0	0	0	230,000	370,000	600,000
17CIP-22	North Dakota Street (Fanno to Tiedeman) Sidewalk and Bike Lane	0	0	0	60,000	170,000	385,000	385,000	1,000,000
17CIP-25	Tigard Street (Fanno Creek) Bridge Replacement	0	0	0	20,000	40,000	140,000	129,000	329,000
8XXXX	System Infrastructure CIP-Transportation	0	202,044	202,044	202,044	202,044	202,044	202,044	1,212,264
95001	Pavement Management Program (PMP)	1,830,000	1,985,000	2,080,000	2,200,000	2,330,000	2,450,000	2,550,000	15,425,000
95023	Walnut Street Improvements	328,000	376,000	86,000	0	0	0	0	790,000
95027	Pedestrian and Cyclist Connections Program	0	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
95038	Tiedeman Avenue Sidewalk (Tigard Street to Greenburg Road)	0	0	0	90,000	130,000	450,000	301,000	971,000
95041	Upper Boones Ferry Road / Durham Road Adaptive Signal Coordination	7,500	20,000	0	0	0	0	0	27,500
95042	Commercial Street Sidewalk and Storm Water Facility (Main to Lincoln)	0	120,000	350,000	140,000	0	0	0	610,000
95047	Hunziker Industrial Core/Wall Street	260,000	5,196,000	420,000	0	0	0	0	5,876,000
95048	Roy Rogers Road	0	5,000	900,000	900,000	900,000	900,000	900,000	4,505,000
95049	Commercial Street Sidewalk (Lincoln Avenue to 95th Avenue)	0	56,000	144,000	0	0	0	0	200,000
95050	121st Avenue (Whistlers Lane to Tippitt) Sidewalks and Bike Lanes	0	45,000	35,000	60,000	60,000	60,000	0	260,000
95051	72nd Avenue / Tigard Triangle Transportation Study	0	250,000	0	0	0	0	0	250,000
95052	Bridge Assessment and Master Plan	0	45,000	0	0	0	0	0	45,000
95053	Durham Road School 20 When Flashing	0	70,000	80,000	0	0	0	0	150,000
95054	Hall Boulevard / Pfaffle Street New Traffic Signal	0	70,000	110,000	240,000	180,000	0	0	600,000
95055	Hall Boulevard Study	0	75,000	0	0	0	0	0	75,000
95056	North Dakota Street (Fanno Creek) Bridge Replacement	0	10,000	75,000	155,000	463,000	41,000	8,000	752,000
97017	Main Street Green Street Retrofit (Phase 2)	0	280,000	336,000	1,270,000	0	0	0	1,886,000
	Total Funded	2,425,500	9,105,044	5,118,044	5,637,044	4,775,044	5,158,044	5,145,044	37,363,764

17CIP-12 - Bonita / Sequoia Intersection - Traffic Signal

Project Need: This is a high-priority saftey project. There are traffic issues and a high crash rate at this intersection.

Project Description: Construct traffic signal at the intersection of Bonita Road and Sequoia Parkway.

Project Results: Traffic signal at intersection.

Project Funding: The city has requested County MSTIP funding for this project, which if selected, could cover most or all costs.

Total Project Cost: $600,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	0	0	30,000	30,000	60,000
Total Internal	0	0	0	0	0	0	30,000	30,000	60,000
External Expenses									
Design and Engineering	0	0	0	0	0	0	90,000	0	90,000
Construction	0	0	0	0	0	0	90,000	340,000	430,000
Contingency	0	0	0	0	0	0	20,000	0	20,000
Total External	0	0	0	0	0	0	200,000	340,000	540,000
Total Project Expense	0	0	0	0	0	0	230,000	370,000	600,000
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	0	0	0	0	230,000	370,000	600,000
Total Revenue Funding	0	0	0	0	0	0	230,000	370,000	600,000
Total Revenues	0	0	0	0	0	0	230,000	370,000	600,000

17CIP-22 - North Dakota Street (Fanno to Tiedeman) Sidewalk and Bike Lane

Project Need: There is a lack of sidewalks and bike lanes along North Dakota Street between Tiedeman Avenue and the Fanno Creek Trail.

Project Description: Construct sidewalk and bike lane along one side of North Dakota Street from Tiedeman Avenue to the Fanno Creek Trail. The project would need to modify a railroad crossing, and would connect to sidewalk built on a replacement North Dakota bridge over Fanno Creek.

Project Results: A viable walking and cycling route using sidewalk and bike lane along North Dakota Street from the Fanno Creek Trail to Tiedeman Avenue.

Total Project Cost: $1,000,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	10,000	20,000	35,000	35,000	100,000
Total Internal	0	0	0	0	10,000	20,000	35,000	35,000	100,000
External Expenses									
Project Estimate	0	0	0	0	50,000	150,000	350,000	350,000	900,000
Total External	0	0	0	0	50,000	150,000	350,000	350,000	900,000
Total Project Expense	0	0	0	0	60,000	170,000	385,000	385,000	1,000,000
REVENUES									
Revenue Funding Source									
205-City Gas Tax Fund	0	0	0	0	60,000	170,000	385,000	385,000	1,000,000
Total Revenue Funding	0	0	0	0	60,000	170,000	385,000	385,000	1,000,000
Total Revenues	0	0	0	0	60,000	170,000	385,000	385,000	1,000,000

17CIP-25 - Tigard Street (Fanno Creek) Bridge Replacement

Project Need: The structure has deteriorated and needs to be replaced. There is a lack of bike lanes and sidewalk on the bridge.

Project Description: Replace existing Tigard Street Bridge over Fanno Creek with a new structurally sound bridge wide enough to accommodate pedestrians and cyclists (on both sides) along with motor vehicles. Environmental regulations would require a new bridge to be significantly higher and longer than the current bridge, which may necessitate some rework of the existing Fanno Creek Trail just west of the bridge.

Project Results: New bridge with bike lanes and sidewalks.

Project Funding: The city anticipates funding the majority of this project with an ODOT Statewide Transportation Improvement Program grant. There is $31,000 in FY2023 through FY2026 for the remainder of anticipated environmental permit compliance requirements.

Total Project Cost: $3,600,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	20,000	30,000	50,000	60,000	160,000
Total Internal	0	0	0	0	20,000	30,000	50,000	60,000	160,000
External Expenses									
Project Estimate	0	0	0	0	0	10,000	90,000	69,000	169,000
Total External	0	0	0	0	0	10,000	90,000	69,000	169,000
Total Project Expense	0	0	0	0	20,000	40,000	140,000	129,000	329,000
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	0	0	20,000	40,000	140,000	129,000	329,000
Total Revenue Funding	0	0	0	0	20,000	40,000	140,000	129,000	329,000
Other Revenue Source									
Statewide Transportation Improvement Program	0	0	0	0	0	90,000	710,000	1,300,000	2,100,000
Total Other Revenue	0	0	0	0	0	90,000	710,000	1,300,000	2,100,000
Total Revenues	0	0	0	0	20,000	130,000	850,000	1,429,000	2,429,000

8XXXX - System Infrastructure CIP-Transportation

System Infrastructure Projects. Based on PW Engineering estimate of 1,750 hours of system infrastructure work per PW staff load from 02/18/2015.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	202,044	202,044	202,044	202,044	202,044	202,044	1,212,264
Total Internal	0	0	202,044	202,044	202,044	202,044	202,044	202,044	1,212,264
Total Project Expense	0	0	202,044	202,044	202,044	202,044	202,044	202,044	1,212,264
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	202,044	202,044	202,044	202,044	202,044	202,044	1,212,264
Total Revenue Funding	0	0	202,044	202,044	202,044	202,044	202,044	202,044	1,212,264
Total Revenues	0	0	202,044	202,044	202,044	202,044	202,044	202,044	1,212,264

95001 - Pavement Management Program (PMP)

Project Need: This project is a continuation of the annual program to preserve or replace portions of one of the city's most valuable resources - its streets and roadways.

Project Description: This project, funded by the Street Maintenance Fee, provides for the preservation or replacement of the asphaltic concrete by overlays, crack sealing or slurry sealing. A pavement condition study is then used to determine future project needs.

Projects Results: Paving a few miles of streets and preventive maintenance on about 12 miles of street each year to extend the usable service life of the pavement.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Design and Engineering	0	0	0	0	0	0	0	0	0
Project Management	0	90,000	100,000	100,000	115,000	120,000	125,000	130,000	780,000
Construction Management	0	0	0	0	0	0	0	0	0
Total Internal	0	90,000	100,000	100,000	115,000	120,000	125,000	130,000	780,000
External Expenses									
Design and Engineering	0	280,000	300,000	0	0	0	0	0	580,000
Construction	0	1,410,000	1,485,000	0	0	0	0	0	2,895,000
Project Estimate	0	0	0	1,980,000	2,085,000	2,210,000	2,325,000	2,420,000	11,020,000
Contingency	0	50,000	100,000	0	0	0	0	0	150,000
Total External	0	1,740,000	1,885,000	1,980,000	2,085,000	2,210,000	2,325,000	2,420,000	14,645,000
Total Project Expense	0	1,830,000	1,985,000	2,080,000	2,200,000	2,330,000	2,450,000	2,550,000	15,425,000
REVENUES									
Revenue Funding Source									
412-Street Maintenance Fund	0	1,830,000	1,985,000	2,080,000	2,200,000	2,330,000	2,450,000	2,550,000	15,425,000
Total Revenue Funding	0	1,830,000	1,985,000	2,080,000	2,200,000	2,330,000	2,450,000	2,550,000	15,425,000
Total Revenues	0	1,830,000	1,985,000	2,080,000	2,200,000	2,330,000	2,450,000	2,550,000	15,425,000

95023 - Walnut Street Improvements

Project Need: The current section of Walnut Street that fronts Fowler Middle School between 116th Avenue and Tiedeman Avenue is a narrow, two-lane roadway which has not been widened to the Transportation Systems Plan (TSP) standards. This section lacks adequate sidewalks and bike lanes. The all-way stop intersection at 135th Avenue experiences considerable vehicular delays during morning and evening commute times.

Project Description: The project will reconstruct and widen the roadway section from 116th Avenue to Tiedeman Avenue. Road improvements include through lanes, a center turn lane, sidewalks and bike lanes, and a traffic control signal that will be installed at 135th Avenue. A new culvert with adequate capacity will be constructed. Utilities will be relocated underground. The project also includes replacing the existing water main and connections.

Project Results: Increased safety for: children traveling to and from Fowler Middle School, motorists making left turns, pedestrians and cyclists. Additional vehicular capacity will be realized. This project supports the vision statement in the City of Tigard's Strategic Plan: "The most walkable community in the Pacific Northwest..."

Project Funding: This is a $7,000,000 Washington County Street project. City of Tigard expenses are for staff time and utility and water work. Please note: this project is tied to CIP #93054 Walnut Street Sanitary Sewer Project. Environmental Permit Compliance to be handled by the County.

Total Project Cost: $7,000,000
City of Tigard Project Cost: $1,400,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Design and Engineering	0	0	0	0	0	0	0	0	0
Project Management	31,901	54,000	64,000	6,000	0	0	0	0	155,901
Total Internal	31,901	54,000	64,000	6,000	0	0	0	0	155,901
External Expenses									
Land/Right of Way Acquisition	0	0	0	0	0	0	0	0	0
Design and Engineering	14,280	0	0	0	0	0	0	0	14,280
Construction	0	274,000	224,000	0	0	0	0	0	498,000
Project Estimate	0	0	0	80,000	0	0	0	0	80,000
Contingency	0	0	88,000	0	0	0	0	0	88,000
Total External	14,280	274,000	312,000	80,000	0	0	0	0	680,280
Total Project Expense	46,181	328,000	376,000	86,000	0	0	0	0	836,181
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	29,520	22,560	5,160	0	0	0	0	57,240
411-Underground Utility Fund	37,407	249,280	319,600	73,100	0	0	0	0	679,387
510-Stormwater Fund	5,080	29,520	22,560	5,160	0	0	0	0	62,320
530-Water Fund	3,694	19,680	11,280	2,580	0	0	0	0	37,234
Total Revenue Funding	46,181	328,000	376,000	86,000	0	0	0	0	836,181
Total Revenues	46,181	328,000	376,000	86,000	0	0	0	0	836,181

95027 - Pedestrian and Cyclist Connections Program

Project Need: Missing sections of sidewalks and bike lanes and difficult crossings are located citywide.

Project Description: Projects may include sidewalk/bike lane/pathway construction, crosswalk treatments and minor intersection modifications. Projects will typically cost less than $50,000. Funds from this program can also be used to cover matching funds for eligible grant projects benefitting pedestrians and cyclists.

Project Results: Fill gaps in the sidewalk and bike lane network to provide better walking and biking facilities. This project supports the vision statement in the City of Tigard's Strategic Plan: "The most walkable community in the Pacific Northwest..."

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	50,000	40,000	40,000	40,000	40,000	40,000	250,000
Total Internal	0	0	50,000	40,000	40,000	40,000	40,000	40,000	250,000
External Expenses									
Design and Engineering	0	0	50,000	0	0	0	0	0	50,000
Construction	0	0	180,000	0	0	0	0	0	180,000
Project Estimate	0	0	0	260,000	260,000	260,000	260,000	260,000	1,300,000
Contingency	0	0	20,000	0	0	0	0	0	20,000
Total External	0	0	250,000	260,000	260,000	260,000	260,000	260,000	1,550,000
Total Project Expense	0	0	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Total Revenue Funding	0	0	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Total Revenues	0	0	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000

95038 - Tiedeman Avenue Sidewalk (Tigard Street to Greenburg Road)

Project Need: There is currently a lack of sidewalks and bike lanes along Tiedeman Avenue south of Greenburg Road to Tigard Street.

Project Description: This project will construct a sidewalk and a bike lane from Tigard Street north along the east side of Tiedeman Avenue to Greenburg Road. This project will connect to the CIP #92034 Tigard Street Trail, and will complete the connection from Main Street to Greenburg Road. Associated stormwater infrastructure will be added to treat stormwater runoff. A larger Tiedeman Avenue complete street project from Greenburg to Fanno Creek has been submitted for Major Streets Transportation Improvement Program (MSTIP) funding which would include this project.

Project Results: Pedestrians and cyclists will no longer be forced to share the roadway in the vehicle travel lane. This project supports the vision statement in the City of Tigard's Strategic Plan: "The most walkable community in the Pacific Northwest…"

Project Funding: The city has requested County MSTIP funding for a larger, more complete project.

Total Project Cost: $978,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	20,000	30,000	50,000	30,000	130,000
Total Internal	0	0	0	0	20,000	30,000	50,000	30,000	130,000
External Expenses									
Project Estimate	0	0	0	0	70,000	100,000	400,000	271,000	841,000
Total External	0	0	0	0	70,000	100,000	400,000	271,000	841,000
Total Project Expense	0	0	0	0	90,000	130,000	450,000	301,000	971,000
REVENUES									
Revenue Funding Source									
205-City Gas Tax Fund	0	0	0	0	90,000	130,000	450,000	301,000	971,000
Total Revenue Funding	0	0	0	0	90,000	130,000	450,000	301,000	971,000
Total Revenues	0	0	0	0	90,000	130,000	450,000	301,000	971,000

95041 - Upper Boones Ferry Road / Durham Road Adaptive Signal Coordination

Project Need: Address morning, evening and weekend traffic congestion.

Project Description: With 13 traffic signals and two rail crossings, signal coordination could significantly increase vehicular flow and could possibly reduce crash rates. The various types of traffic users (residential, school, major city park, office and retail) make this corridor a particularly good candidate for adaptive signal coordination. This project will install traffic signal coordination that extends from Durham Road to Pacific Highway.

Project Results: Signals will operate based on specific vehicular demands rather than on fixed timing programs. If successful, other heavily congested corridors could be similarly equipped.

Project Funding: The City of Tigard's responsibility is the local match and oversight for this $1 million project funded from the Federal Surface Transportation Program administered by ODOT and managed by Washington County. Notification of grant was received in May 2013. City's match for construction was advanced to ODOT in FY2015. Project implementation has been delayed due to lengthy ODOT procurement process.

Total Project Cost: $1,000,000
City of Tigard Project Cost: $150,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	6,130	7,500	10,000	0	0	0	0	0	23,630
Total Internal	6,130	7,500	10,000	0	0	0	0	0	23,630
External Expenses									
Construction	114,563	0	0	0	0	0	0	0	114,563
Contingency	0	0	10,000	0	0	0	0	0	10,000
Total External	114,563	0	10,000	0	0	0	0	0	124,563
Expenses									
	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0
Total Project Expense	120,693	7,500	20,000	0	0	0	0	0	148,193
REVENUES									
Revenue Funding Source									
405-Transportation Development Tax	120,693	7,500	20,000	0	0	0	0	0	148,193
Total Revenue Funding	120,693	7,500	20,000	0	0	0	0	0	148,193
Total Revenues	120,693	7,500	20,000	0	0	0	0	0	148,193

95042 - Commercial Street Sidewalk and Storm Detention Facility (Main to Lincoln)

Project Need: Commercial Street currently lacks sidewalks west of Main Street. This project would connect a large residential neighborhood to downtown Tigard and the Tigard Transit Center. Rather high pedestrian volumes are observed despite the lack of adequate pedestrian facilities. Commercial Street is particularly narrow under this reach of the Pacific Highway overcrossing. There is also a lack of sidewalk along Pacific Highway between Naeve Street and Beef Bend Road.

Project Description: This project will construct a sidewalk along one side of Commercial Street from Main Street under the Pacific Highway overcrossing to Lincoln Avenue. The railroad and ODOT may dictate the location of the sidewalk which could result in the roadway being slightly shifted to the southwest so that the sidewalk can be added on the northeast side of the roadway. While the street is under construction, a stormwater facility will be added to treat stormwater runoff from 47 acres that discharges into Fanno Creek. This project meets outfall retrofitting goals identified in the regional Healthy Streams Plan. A pedestrian path connecting Commercial Street to Center Street and sidewalk along east side of Pacific Highway from Naeve Street to Beef Bend Road will be constructed. This is part of a larger TriMet-managed project to improve access to transit along the Pacific Highway corridor.

Project Results: This project improves public safety and access to downtown, to the transit center and along Pacific Highway. This project supports the vision statement in the City of Tigard's Strategic Plan: "The most walkable community in the Pacific Northwest..."

Project Funding: This project will be funded with the STIP Enhance Project to be done cooperatively with TriMet. The project total will be $1,975,000, the STIP grant will cover $1,305,000 and the city's minimum required match is $134,024.

Total Project Cost: $1,975,000
City of Tigard Project Cost: $610,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	20,000	50,000	30,000	0	0	0	100,000
Total Internal	0	0	20,000	50,000	30,000	0	0	0	100,000
External Expenses									
Land/Right of Way Acquisition	0	0	0	50,000	0	0	0	0	50,000
Design and Engineering	0	0	100,000	50,000	0	0	0	0	150,000
Construction	0	0	0	180,000	60,000	0	0	0	240,000
Contingency	0	0	0	20,000	50,000	0	0	0	70,000
Total External	0	0	100,000	300,000	110,000	0	0	0	510,000
Total Project Expense	0	0	120,000	350,000	140,000	0	0	0	610,000
REVENUES									
Revenue Funding Source									
205-City Gas Tax Fund	0	0	40,000	140,000	50,000	0	0	0	230,000
510-Stormwater Fund	0	0	80,000	210,000	90,000	0	0	0	380,000
Total Revenue Funding	0	0	120,000	350,000	140,000	0	0	0	610,000
Total Revenues	0	0	120,000	350,000	140,000	0	0	0	610,000

95047 - Hunziker Industrial Core/Wall Street

Project Need: There is insufficient public infrastructure and access limits the value and economic capacity of this area.

Project Description: New public infrastructure improvements to SW Wall Street, providing a connection from SW Hunziker Road to Tech Center Drive. The project supports development and redevelopment of adjacent industrial lands to achieve higher levels of employment.

Project Results: Completion of a new local industrial road and infrastructure to support new development.

Project Funding: In FY2016 the City Gas Tax fund will pay $200,000; this will be reimbursed by the state earmark (already awarded) but not funded until FY2017. The state earmark is $1.5 Million. The city has applied for a Federal EDA grant for up to $3.0 Million. The developer reimbursement will be negotiated; it is anticipated to be between $1.5 to $2.0 Million. Right of way dedication is expected to be donated by the property owner.

Total Project Cost: $5,876,000 entirely funded by anticipated external sources

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	60,000	100,000	20,000	0	0	0	0	180,000
Total Internal	0	60,000	100,000	20,000	0	0	0	0	180,000
External Expenses									
Land/Right of Way Acquisition	0	0	426,000	0	0	0	0	0	426,000
Design and Engineering	0	200,000	198,000	0	0	0	0	0	398,000
Construction	0	0	3,920,000	400,000	0	0	0	0	4,320,000
Environmental Permit Compliance	0	0	30,000	0	0	0	0	0	30,000
Contingency	0	0	522,000	0	0	0	0	0	522,000
Total External	0	200,000	5,096,000	400,000	0	0	0	0	5,696,000
Total Project Expense	0	260,000	5,196,000	420,000	0	0	0	0	5,876,000
REVENUES									
Revenue Funding Source									
205-City Gas Tax Fund	0	200,000	0	0	0	0	0	0	200,000
Total Revenue Funding	0	200,000	0	0	0	0	0	0	200,000
Other Revenue Source									
Other - Developer Contribution Estimate	0	50,000	1,526,000	0	0	0	0	0	1,576,000
Other - Federal EDA Grant	0	10,000	2,790,000	0	0	0	0	0	2,800,000
Other - State Earmark	0	0	1,080,000	420,000	0	0	0	0	1,500,000
Total Other Revenue	0	60,000	5,396,000	420,000	0	0	0	0	5,876,000
Total Revenues	0	260,000	5,396,000	420,000	0	0	0	0	6,076,000

95048 - Roy Rogers Road

Project Need: Increased traffic due to River Terrace, South Cooper Mountain and other area development is driving the need for increased capacity on Roy Rogers Road.

Project Description: The Roy Rogers Road improvement project will include four vehicle travel lanes from Bull Mountain Road to Scholls Ferry Road, turn lanes as appropriate, pedestrian and bicycle facilities, intersection improvements at the Bull Mountain Road and Scholls Ferry Road intersections, and improvements to address connectivity at two additional intersections on Roy Rogers Road between Scholls Ferry Road and Bull Mountain Road, including the Lorenzo Lane / Jean Louise Road intersection.

Project Results: Widened and improved Roy Rogers Road.

Project Funding: County to pay 2/3 of total costs through MSTIP funding. City to pay remaining 1/3 with a cap of $9.0 million. Funds to be provided to the County over a ten-year period.

Total Project Cost: $27,000,000
City of Tigard Project Cost: $9,000,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Total Internal	0	0	5,000	5,000	5,000	5,000	5,000	5,000	30,000
External Expenses									
Project Estimate	0	0	0	895,000	895,000	895,000	895,000	895,000	4,475,000
Total External	0	0	0	895,000	895,000	895,000	895,000	895,000	4,475,000
Total Project Expense	0	0	5,000	900,000	900,000	900,000	900,000	900,000	4,505,000
REVENUES									
Revenue Funding Source									
405-Transportation Development Tax	0	0	5,000	900,000	900,000	900,000	900,000	900,000	4,505,000
Total Revenue Funding	0	0	5,000	900,000	900,000	900,000	900,000	900,000	4,505,000
Total Revenues	0	0	5,000	900,000	900,000	900,000	900,000	900,000	4,505,000

95049 - Commercial Street Sidewalk (Lincoln Avenue to 95th Avenue)

Project Need: Commercial Street currently lacks sidewalks west of Main Street where it connects a large residential neighborhood to downtown Tigard and the Tigard Transit Center. The pavement on this portion of Commercial is currently about 22 feet in width, necessitating pedestrians to either walk in the vehicular travel lanes or across private property.

Project Description: Construct sidewalk along the north side of Commercial Street from 95th Avenue to Lincoln Street. This would connect with existing sidewalk along the north side of Commercial west of 95th, and would connect with a cooperative project (with the state and Trimet) to add sidewalk from Lincoln Street under the Pacific Highway bridge, and connecting to Main Street.

Project Results: Combined with project #95042, this project improves pedestrian safety and access to downtown and the transit center. This project supports the vision statement in the City of Tigard's Strategic Plan: "...the most walkable community in the Pacific Northwest…"

Project Funding: The city has been awarded a Community Development Block Grant (CDBG) to pay $170,000 of the project cost.

Total Project Cost: $200,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	15,000	10,000	0	0	0	0	25,000
Total Internal	0	0	15,000	10,000	0	0	0	0	25,000
External Expenses									
Land/Right of Way Acquisition	0	0	11,000	0	0	0	0	0	11,000
Design and Engineering	0	0	30,000	10,000	0	0	0	0	40,000
Construction	0	0	0	115,000	0	0	0	0	115,000
Contingency	0	0	0	9,000	0	0	0	0	9,000
Total External	0	0	41,000	134,000	0	0	0	0	175,000
Total Project Expense	0	0	56,000	144,000	0	0	0	0	200,000
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	15,000	15,000	0	0	0	0	30,000
Total Revenue Funding	0	0	15,000	15,000	0	0	0	0	30,000
Other Revenue Source									
Community Development Block Grant	0	0	41,000	129,000	0	0	0	0	170,000
Total Other Revenue	0	0	41,000	129,000	0	0	0	0	170,000
Total Revenues	0	0	56,000	144,000	0	0	0	0	200,000

95050 - 121st Avenue (Whistlers Lane to Tippitt) Sidewalks and Bike Lanes

Project Need: 121st Avenue is a busy narrow roadway with no place to walk or bike outside the travel lane. This route would otherwise be used by many people to get to and from their neighborhoods. This project is the top priority project for TTAC.

Project Description: Construct sidewalks, bike lanes, and landscaped planter strips along 121st Avenue from Whistlers Lane to Tippitt Street, which would complete the sidewalks and bike lanes from Walnut Street to Gaarde Street. We would anticipate this being a context-sensitive design to minimize community impact, with two lanes (no center turn lane), and the planter strip narrowing in constrained areas.

Project Results: A roadway with bike lanes and sidewalks.

Project Funding: The city has requested County MSTIP funding for design and construction of this project, which if selected could cover most or all of the approx. $3.7 million in costs but may delay project implementation.

Total Project Cost: $3,900,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Contingency	0	0	10,000	0	0	0	0	0	10,000
Project Management	0	0	35,000	35,000	60,000	60,000	60,000	0	250,000
Total Internal	0	0	45,000	35,000	60,000	60,000	60,000	0	260,000
Total Project Expense	0	0	45,000	35,000	60,000	60,000	60,000	0	260,000
REVENUES									
Revenue Funding Source									
405-Transportation Development Tax	0	0	45,000	35,000	60,000	60,000	0	0	200,000
415-Transportation SDC Fund	0	0	0	0	0	0	60,000	0	60,000
Total Revenue Funding	0	0	45,000	35,000	60,000	60,000	60,000	0	260,000
Other Revenue Source									
Major Streets Transportation Improvement Program	0	0	0	0	300,000	1,700,000	1,700,000	0	3,700,000
Total Other Revenue	0	0	0	0	300,000	1,700,000	1,700,000	0	3,700,000
Total Revenues	0	0	45,000	35,000	360,000	1,760,000	1,760,000	0	3,960,000

95051 - 72nd Avenue / Tigard Triangle Transportation Study

Project Need: There are many transportation needs in the 72nd Avenue and Tigard Triangle areas and many ideas on how these needs should be addressed.

Project Description: This study will determine the ultimate desired configuration of 72nd Avenue from Pacific Highway south to Bonita Road. Existing issues in this area include poor walking and cycling conditions along 72nd Avenue, particularly in the Highway 217 interchange area and near Pacific Highway, and a lack of alternate routes. Significant traffic congestion exists, primarily on southbound 72nd Avenue through the Highway 217 interchange. The study will take into account desires and products from the Tigard Triangle planning and code process, current and future traffic data, Southwest Corridor/transit study input, as well as ODOT and other stakeholder input. The goal is to create a walkable, bikeable, transit-oriented, livable, human-scale street cross section and intersection treatment that aligns with our strategic vision, the Triangle Strategic Plan, and the Metro High Capacity Transit Southwest Corridor Land Use Plan. The product will identify and provide conceptual level cost estimates for proposed improvements.

Project Results: A conceptual design of 72nd Avenue including the interchange at Highway 217.

Total Project Cost: $250,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	40,000	0	0	0	0	0	40,000
Total Internal	0	0	40,000	0	0	0	0	0	40,000
External Expenses									
Design and Engineering	0	0	210,000	0	0	0	0	0	210,000
Total External	0	0	210,000	0	0	0	0	0	210,000
Total Project Expense	0	0	250,000	0	0	0	0	0	250,000
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	250,000	0	0	0	0	0	250,000
Total Revenue Funding	0	0	250,000	0	0	0	0	0	250,000
Total Revenues	0	0	250,000	0	0	0	0	0	250,000

95052 - Bridge Assessment and Master Plan

Project Need: The city is lacking information about the condition and maintenance and replacement needs of many of Tigard's auto and pedestrian bridges and major culverts.

Project Description: Citywide vehicle and pedestrian bridge and major culvert condition assessment and master plan for maintenance and upgrade needs.

Project Results: A condition assessment and maintenance and construction master plan.

Total Project Cost: $45,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	5,000	0	0	0	0	0	5,000
Total Internal	0	0	5,000	0	0	0	0	0	5,000
External Expenses									
Design and Engineering	0	0	40,000	0	0	0	0	0	40,000
Total External	0	0	40,000	0	0	0	0	0	40,000
Total Project Expense	0	0	45,000	0	0	0	0	0	45,000
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	45,000	0	0	0	0	0	45,000
Total Revenue Funding	0	0	45,000	0	0	0	0	0	45,000
Total Revenues	0	0	45,000	0	0	0	0	0	45,000

95053 - Durham Road School 20 When Flashing

Project Need: Desire to change Durham Road from "School 20 7:00 a.m. To 5:00 p.m." to "School 20 When Flashing" to enhance pedestrian safety and driver efficiency.

Project Description: Convert Durham Road school 20 zones at Tigard High School and Durham Elementary School from "School 20 7:00 a.m. to 5:00 p.m." to "School 20 When Flashing." Requires about 15 electronic signs.

Project Results: "School 20 When Flashing" speed zones around Tigard High School and Durham Elementary School.

Total Project Cost: $150,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	10,000	10,000	0	0	0	0	20,000
Total Internal	0	0	10,000	10,000	0	0	0	0	20,000
External Expenses									
Design and Engineering	0	0	25,000	15,000	0	0	0	0	40,000
Construction	0	0	35,000	35,000	0	0	0	0	70,000
Contingency	0	0	0	20,000	0	0	0	0	20,000
Total External	0	0	60,000	70,000	0	0	0	0	130,000
Total Project Expense	0	0	70,000	80,000	0	0	0	0	150,000
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	70,000	80,000	0	0	0	0	150,000
Total Revenue Funding	0	0	70,000	80,000	0	0	0	0	150,000
Total Revenues	0	0	70,000	80,000	0	0	0	0	150,000

95054 - Hall Boulevard / Pfaffle Street New Traffic Signal

Project Need: Currently drivers can experience difficulty pulling out from Pfaffle Street onto Hall Boulevard especially during the morning and evening commute hours. The bridge railing to the south and the vertical curve along Hall Boulevard make visibility difficult for drivers turning in either direction from Pfaffle Street. The addition of traffic from the newly-constructed high school has increased these congestive conditions.

Project Description: This project will construct a new traffic control signal with appropriate illumination, crosswalks, lengthening and separation of the turn lanes on Pfaffle Street. The project will be complicated by the proximity to the Hall Boulevard/Highway 217 Bridge and the fact that Hall Boulevard is an ODOT controlled facility necessitating agency approval and permits.

Project Results: Completion of these improvements will increase safety for vehicles, pedestrians and cyclists using the intersection or traveling to and from the new school, Pacific Highway and Washington Square Regional Center.

Projecct Funding: The city has requested County MSTIP funding for the project which would cover most or all costs but may delay implementation.

Total Project Cost: $600,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	20,000	20,000	20,000	20,000	0	0	80,000
Total Internal	0	0	20,000	20,000	20,000	20,000	0	0	80,000
External Expenses									
Design and Engineering	0	0	50,000	0	0	0	0	0	50,000
Project Estimate	0	0	0	90,000	220,000	160,000	0	0	470,000
Total External	0	0	50,000	90,000	220,000	160,000	0	0	520,000
Total Project Expense	0	0	70,000	110,000	240,000	180,000	0	0	600,000
REVENUES									
Revenue Funding Source									
415-Transportation SDC Fund	0	0	70,000	110,000	240,000	180,000	0	0	600,000
Total Revenue Funding	0	0	70,000	110,000	240,000	180,000	0	0	600,000
Total Revenues	0	0	70,000	110,000	240,000	180,000	0	0	600,000

95055 - Hall Boulevard Study

Project Need: There are many transportation needs along Hall Boulevard in Tigard and many different ideas on how to address them. This is further complicated by ODOT ownership and maintenance of Hall Boulevard which can limit the city's ability to establish priorities and address needs.

Project Description: Study to determine the ultimate configuration of Hall Boulevard from Locust Street to Durham Road.

Project Results: Conceptual configuration, ownership, and design of projects for future engineering and construction.

Total Project Cost: $75,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	15,000	0	0	0	0	0	15,000
Total Internal	0	0	15,000	0	0	0	0	0	15,000
External Expenses									
Design and Engineering	0	0	60,000	0	0	0	0	0	60,000
Total External	0	0	60,000	0	0	0	0	0	60,000
Total Project Expense	0	0	75,000	0	0	0	0	0	75,000
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	75,000	0	0	0	0	0	75,000
Total Revenue Funding	0	0	75,000	0	0	0	0	0	75,000
Total Revenues	0	0	75,000	0	0	0	0	0	75,000

95056 - North Dakota Street (Fanno Creek) Bridge Replacement

Project Need: Structure has deteriorated and needs to be replaced. There is a lack of bike lanes and sidewalk on the bridge.

Project Description: This project would replace the existing bridge with a new bridge wide enough to accommodate pedestrians and cyclists along with vehicles. Environmental regulations would require a new bridge to be significantly higher and longer than the current bridge. The project may also reduce flooding over the roadway. The city has applied to ODOT for STIP grant funding to cover most of the project cost. The grant application outlines several project scope and cost options and includes a city match of up to $800,000

Project Results: New bridge with bike lanes and sidewalks.

Project Funding: This project will be funded up to $2,950,000 of Statewide Transportation Improvement Program dollars and city match. There is additional funding needs in FY 2023 through FY 2025 for the remainder of anticipated environmental permit compliance requirements.

Total Project Costs: $3,750,000
City of Tigard Project Cost: $776,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	10,000	35,000	55,000	70,000	30,000	0	200,000
Total Internal	0	0	10,000	35,000	55,000	70,000	30,000	0	200,000
External Expenses									
Project Estimate	0	0	0	40,000	100,000	393,000	0	0	533,000
Environmental Permit Compliance	0	0	0	0	0	0	11,000	8,000	19,000
Total External	0	0	0	40,000	100,000	393,000	11,000	8,000	552,000
Total Project Expense	0	0	10,000	75,000	155,000	463,000	41,000	8,000	752,000
REVENUES									
Revenue Funding Source									
205-City Gas Tax Fund	0	0	10,000	75,000	155,000	463,000	41,000	8,000	752,000
Total Revenue Funding	0	0	10,000	75,000	155,000	463,000	41,000	8,000	752,000
Other Revenue Source									
Statewide Transportation Improvement Program	0	0	0	300,000	600,000	1,242,000	808,000	0	2,950,000
Total Other Revenue	0	0	0	300,000	600,000	1,242,000	808,000	0	2,950,000
Total Revenues	0	0	10,000	375,000	755,000	1,705,000	849,000	8,000	3,702,000

97017 - Main Street Green Street Retrofit (Phase 2)

Project Need: Continue Phase 1 improvements from the railroad tracks north to Scoffins Street.

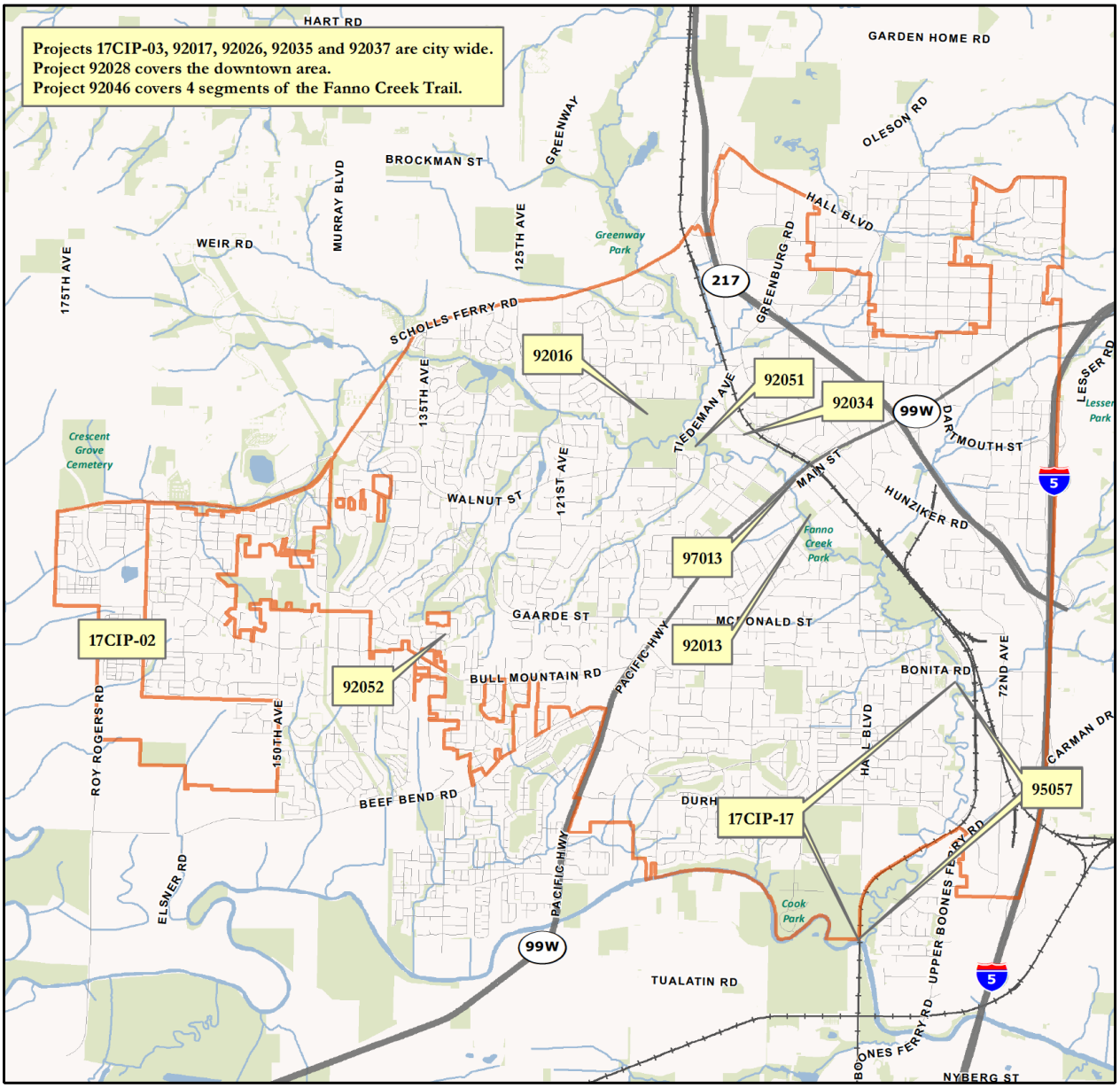
Project Description: The project will extend the improvements constructed in conjunction with Phase 1 northward, providing a seamless extension to the recent improvements at the intersection of Pacific Highway/Main Street/Greenburg Road. Similar to Phase 1, Phase 2 includes funding from a grant from the Metropolitan Transportation Improvement Program (MTIP) to comply with green street standards. The disbursement and oversight of this grant will be handled by ODOT.

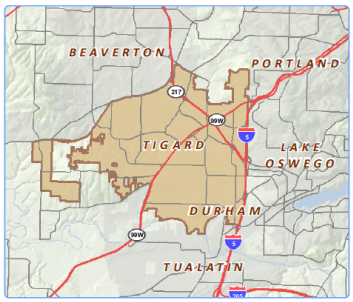
Project Results: With the completion of Phase 2, the entire length of Main Street from Pacific Highway on the south to Pacific Highway on the north will have been reconstructed to green street standards.

Project Funding: The total project estimate is $3,120,000. There is $1,234,424 remaining as part of the MTIP grant. This leaves the city's responsibility at $1,885,576.

Total Project Cost: $3,120,000
City of Tigard Project Cost: $1,886,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	30,000	40,000	50,000	0	0	0	120,000
Total Internal	0	0	30,000	40,000	50,000	0	0	0	120,000
External Expenses									
Design and Engineering	0	0	250,000	0	0	0	0	0	250,000
Project Estimate	0	0	0	296,000	1,220,000	0	0	0	1,516,000
Total External	0	0	250,000	296,000	1,220,000	0	0	0	1,766,000
Total Project Expense	0	0	280,000	336,000	1,270,000	0	0	0	1,886,000
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	0	0	336,000	1,100,000	0	0	0	1,436,000
205-City Gas Tax Fund	0	0	280,000	0	170,000	0	0	0	450,000
Total Revenue Funding	0	0	280,000	336,000	1,270,000	0	0	0	1,886,000
Other Revenue Source									
Metropolitan Transportation Improvement Program	0	0	0	954,424	280,000	0	0	0	1,234,424
Total Other Revenue	0	0	0	954,424	280,000	0	0	0	1,234,424
Total Revenues	0	0	280,000	1,290,424	1,550,000	0	0	0	3,120,424





The City of Tigard Project Locations

Tigard City Limits

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TIGARD MAPS

TIGARD

City of Tigard Recommended Capital Improvement Plan FY 2017-22

Projct No.	Project Name	YTD 2016	2017	2018	2019	2020	2021	2022	Projected Total
17CIP-02	River Terrace Parks Development	0	0	0	0	0	250,000	500,000	750,000
17CIP-03	Parks Master Plan Update	0	0	0	100,000	0	0	0	100,000
17CIP-17	Fanno Creek Trail Design and Construction (Bonita Road - Tualatin River)	0	0	0	1,000,000	2,250,000	2,198,000	13,000	5,461,000
17CIP-26	Bull Mountain Park Trail	20,000	80,000	0	0	0	0	0	100,000
92013	Fanno Creek Remeander (City/CWS)	12,000	23,000	478,000	0	0	0	0	513,000
92016-02	Dirksen Nature Park - Oak Savanna Restoration	128,000	110,000	50,000	30,000	0	0	0	318,000
92016-03	Dirksen Nature Park - Oak Savanna Overlook	6,000	88,000	0	0	0	0	0	94,000
92016-04	Dirksen Nature Park - Nature Play Areas	0	5,000	221,000	0	0	0	0	226,000
92016-05	Dirksen Nature Park - Forested Wetland Restoration and Boardwalks	7,000	311,000	0	0	0	0	0	318,000
92016-06	Dirksen Nature Park - Interpretive Shelter and Restroom	10,000	0	0	0	0	560,000	0	570,000
92016-11	Dirksen Nature Park - Site Interpretive Elements	0	0	80,000	0	0	0	0	80,000
92017	Tree Canopy Replacement Program	25,000	27,000	70,000	80,000	100,000	100,000	100,000	502,000
92026	Park Land Acquisition	886,000	150,000	150,000	600,000	2,000,000	0	0	3,786,000
92028	Downtown Land Acquisition	515,000	1,285,000	0	0	0	0	0	1,800,000
92034	Tigard Street Trail and Public Space (Main St. to Tiedeman Ave. / Tigard St.)	10,000	110,000	1,130,000	0	0	0	0	1,250,000
92035	City of Tigard / Tigard-Tualatin School District Park Development	46,000	69,000	55,000	55,000	0	0	0	225,000
92037	Damaged Tree Replacement Program	25,000	27,000	40,000	50,000	50,000	50,000	50,000	292,000
92046	Fanno Creek Trail Connection (RFFA Grant)	160,000	505,000	335,000	60,000	15,000	15,000	15,000	1,105,000
92051	Tiedeman Crossing / Fanno Creek Trail	10,000	270,000	380,000	0	0	0	0	660,000
95057	Fanno Creek Trail Alignment Study (Bonita Road to Tualatin River)	0	140,000	0	0	0	0	0	140,000
97013	Saxony Demolition and Remediation	0	505,000	45,000	0	0	0	0	550,000
	Total Funded	1,860,000	3,705,000	3,034,000	1,975,000	4,415,000	3,173,000	678,000	18,840,000

17CIP-02 - River Terrace Parks Development

Project Need: The River Terrace Community Plan, adopted by City Council in December 2014, recommends that a minimum of two community parks be developed in the River Terrace area.

Project Description: The City purchased land just southwest of River Terrace in 2015 that is expected to provide the location for one of the community parks. This project is a place holder for design and construction of park facilities at two sites. The second site would be purchased under project #92026 Park Land Acquisition.

Project Results: Two complete community parks in River Terrace.

Total Project Cost: $750,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
External Expenses									
Project Estimate	0	0	0	0	0	0	250,000	500,000	750,000
Total External	0	0	0	0	0	0	250,000	500,000	750,000
Total Project Expense	0	0	0	0	0	0	250,000	500,000	750,000
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	0	0	0	0	0	0	250,000	500,000	750,000
Total Revenue Funding	0	0	0	0	0	0	250,000	500,000	750,000
Total Revenues	0	0	0	0	0	0	250,000	500,000	750,000

17CIP-03 - Parks Master Plan Update

Project Need: The current Parks Master Plan was completed in 2009 and is due for updating in 2019. The plan is critical to identify, prioritize, and guide parks development across the city through 2030. The plan is also critical to respond to the recreational needs of an expanding urban growth boundary.

Project Description: Parks Master Plan Update will include a public input process and gathering of information from key stakeholders. A consultant working with city staff will facilitate and develop a plan for parks that will identify and guide parks infrastructure development and redevelopment needs. The plan will focus on existing and developing areas of Tigard such as River Terrace and Tigard Triangle.

Project Results: A planning level document to guide future decisions on park acquisitions, development, and fiscal impacts for 2020 through approximately 2030.

Total Project Cost: $100,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
External Expenses									
Project Estimate	0	0	0	0	100,000	0	0	0	100,000
Total External	0	0	0	0	100,000	0	0	0	100,000
Total Project Expense	0	0	0	0	100,000	0	0	0	100,000
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	0	0	0	0	100,000	0	0	0	100,000
Total Revenue Funding	0	0	0	0	100,000	0	0	0	100,000
Total Revenues	0	0	0	0	100,000	0	0	0	100,000

17CIP-17 - Fanno Creek Trail Design and Construction (Bonita Road - Tualatin River)

Project Need: Complete the Fanno Creek Trail.

Project Description: Design, permit and build this remaining section of the Fanno Creek Trail from Bonita Road to the Tualatin River.

Project Result: Completed trail system within the City of Tigard. This project supports the vision statement in the City of Tigard's Strategic Plan: "...the most walkable community in the Pacific Northwest..."

Project Funding: It is anticipated that the majority of the funding for this project will come from grants.

Total Project Cost: $5,500,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	100,000	150,000	100,000	0	350,000
Total Internal	0	0	0	0	100,000	150,000	100,000	0	350,000
External Expenses									
Project Estimate	0	0	0	0	900,000	2,100,000	2,080,000	0	5,080,000
Environmental Permit Compliance	0	0	0	0	0	0	18,000	13,000	31,000
Total External	0	0	0	0	900,000	2,100,000	2,098,000	13,000	5,111,000
Total Project Expense	0	0	0	0	1,000,000	2,250,000	2,198,000	13,000	5,461,000
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	0	0	0	0	130,000	300,000	300,000	13,000	743,000
Total Revenue Funding	0	0	0	0	130,000	300,000	300,000	13,000	743,000
Other Revenue Source									
Other	0	0	0	0	870,000	1,950,000	1,898,000	0	4,718,000
Total Other Revenue	0	0	0	0	870,000	1,950,000	1,898,000	0	4,718,000
Total Revenues	0	0	0	0	1,000,000	2,250,000	2,198,000	13,000	5,461,000

17CIP-26 - Bull Mountain Park Trail

Project Need: Pedestrian access connecting two roads through a neighborhood park and providing access to the amenities that the Friends of Bull Mountain Park are building.

Project Description: Design and construction of a paved ADA accessible trail through Bull Mountain Park from Woodshire Lane to Alpine Crest Way. This will include necessary stormwater management features.

Project Results: Paved trail connection through the park. This project supports the vision statement in the City of Tigard's Strategic Plan: "...the most walkable community in the Pacific Northwest…" It helps serve as a match for the Friends of Bull Mountain Park Nature in Neighborhood Grant from Metro.

Total Project Cost: $100,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	10,000	15,000	0	0	0	0	0	25,000
Total Internal	0	10,000	15,000	0	0	0	0	0	25,000
External Expenses									
Design and Engineering	0	10,000	0	0	0	0	0	0	10,000
Construction	0	0	50,000	0	0	0	0	0	50,000
Contingency	0	0	15,000	0	0	0	0	0	15,000
Total External	0	10,000	65,000	0	0	0	0	0	75,000
Total Project Expense	0	20,000	80,000	0	0	0	0	0	100,000
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	0	20,000	80,000	0	0	0	0	0	100,000
Total Revenue Funding	0	20,000	80,000	0	0	0	0	0	100,000
Total Revenues	0	20,000	80,000	0	0	0	0	0	100,000

92013 - Fanno Creek Remeander (City/CWS)

Project Need: Clean Water Services (CWS) has proposed a historic stream remeander restoration for a section of Fanno Creek near Ash Avenue.

Project Description: This joint project with CWS will result in lengthening the stream channel which is recommended in order to lower or eliminate the rate of incision or erosion by decreasing the steepness/slope of the stream bed. This will require the removal and replacement of the Ash Avenue Pedestrian Bridge, replacing it with one designed for better flood passage. The project also includes reconstructing a segment of the Fanno Creek Trail providing for an upgraded trail that is not subject to failures due to creek bank erosion.

Project Results: The project will aid in the effort to restore the water quality of Fanno Creek and provides new bridge and trail sections. This project supports the vision statement in the City of Tigard's Strategic Plan: "...the most walkable community in the Pacific Northwest..."

Project Funding: This is a part of Segment 2 from the Fanno Creek Trail Construction CIP #92046. This portion of the project to do the remeander with Clean Water Services is not grant eligible and is funded by city sources. This is a $1.4M project that will be partially funded by Clean Water Services. Tigard must spend a minimum of $430,180 per Memorandum of Understanding with Metro due to spending previous trail funds from Metro on a street project.

Total Project Cost: $1,400,000
City of Tigard Project Cost: $513,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	40,203	12,000	23,000	15,000	0	0	0	0	90,203
Total Internal	40,203	12,000	23,000	15,000	0	0	0	0	90,203
External Expenses									
Design and Engineering	25,573	0	0	55,000	0	0	0	0	80,573
Construction	0	0	0	334,000	0	0	0	0	334,000
Contingency	0	0	0	74,000	0	0	0	0	74,000
Total External	25,573	0	0	463,000	0	0	0	0	488,573
Total Project Expense	65,776	12,000	23,000	478,000	0	0	0	0	578,776
REVENUES									
Revenue Funding Source									
420-Parks Capital Fund	0	0	0	336,628	0	0	0	0	336,628
425-Parks SDC Fund	65,776	12,000	23,000	141,372	0	0	0	0	242,148
Total Revenue Funding	65,776	12,000	23,000	478,000	0	0	0	0	578,776
Total Revenues	65,776	12,000	23,000	478,000	0	0	0	0	578,776

92016-02 - Dirksen Nature Park - Oak Savanna Restoration

Project Description: Nine acres of Dirksen Nature Park houses remnant Oregon white oak populations. This area is being restored back to a native oak savanna to be used for education and enjoyment by the public. The project has commenced and restoration will continue through FY2019. Restoration includes removal of non-native trees, shrubs, and grasses; planting and establishment of native grasses and wildflowers; planting of additional oak trees; and planting of a native shrub hedge around the savanna to control the influx of non-native seeds. A walking trail through the savanna will be lined with rustic buck and pole fencing made from trees taken down as part of the restoration. Approximately 85% of the oak savanna is a large wetland that receives water from the surrounding neighborhood. Restoration of this savanna will improve stormwater quality in the area.

Total Project Cost: $318,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	12,000	10,000	10,000	10,000	0	0	0	42,000
Total Internal	0	12,000	10,000	10,000	10,000	0	0	0	42,000
External Expenses									
Project Estimate	0	116,000	100,000	40,000	20,000	0	0	0	276,000
Total External	0	116,000	100,000	40,000	20,000	0	0	0	276,000
Total Project Expense	0	128,000	110,000	50,000	30,000	0	0	0	318,000
REVENUES									
Revenue Funding Source									
260-Urban Forestry Fund	0	100,000	96,000	40,000	20,000	0	0	0	256,000
510-Stormwater Fund	0	12,000	10,000	10,000	10,000	0	0	0	42,000
530-Water Fund	0	0	4,000	0	0	0	0	0	4,000
Total Revenue Funding	0	112,000	110,000	50,000	30,000	0	0	0	302,000
Other Revenue Source									
Department of Environmental Quality	0	16,000	0	0	0	0	0	0	16,000
Total Other Revenue	0	16,000	0	0	0	0	0	0	16,000
Total Revenues	0	128,000	110,000	50,000	30,000	0	0	0	318,000

92016-03 - Dirksen Nature Park - Oak Savanna Overlook

Project Description: Installation of a hard surface overlook at a high point in the Oak Savanna will provide park users an area to experience and view the newly-restored savanna. The overlook will include a walkway and will incorporate a stone veneer seat wall and basalt columns laid sideways to discourage entry into the savanna thus encouraging users to enjoy the resource without disrupting or impacting the health of the wetland. Brass replicas of plants, insects and animals that live in an oak savanna will be embedded into the paving of the overlook.

Project Funding: A portion of this project is funded through a Metro Nature in Neighborhood Grant

Total Project Cost: $94,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	6,000	15,000	0	0	0	0	0	21,000
Total Internal	0	6,000	15,000	0	0	0	0	0	21,000
External Expenses									
Construction	0	0	64,000	0	0	0	0	0	64,000
Contingency	0	0	9,000	0	0	0	0	0	9,000
Total External	0	0	73,000	0	0	0	0	0	73,000
Total Project Expense	0	6,000	88,000	0	0	0	0	0	94,000
REVENUES									
Revenue Funding Source									
510-Stormwater Fund	0	6,000	15,000	0	0	0	0	0	21,000
Total Revenue Funding	0	6,000	15,000	0	0	0	0	0	21,000
Other Revenue Source									
Department of Environmental Quality	0	0	33,000	0	0	0	0	0	33,000
Nature in Neighborhoods	0	0	40,000	0	0	0	0	0	40,000
Total Other Revenue	0	0	73,000	0	0	0	0	0	73,000
Total Revenues	0	6,000	88,000	0	0	0	0	0	94,000

92016-04 - Dirksen Nature Park - Nature Play Areas

Project Description: This project will construct two play areas designed to provide park users with the opportunities to climb, run, jump and build with rocks, logs and other natural features. One area will be designed for toddlers and younger children while the other will provide more challenging natural play elements. The play areas will be sited on the outer edge of the park's mowed playfield bordering a forest. They will be covered in bark chips and adjacent to the future restroom/interpretive shelter.

Project Funding: A portion of this project is funded through a Metro Nature in Neighborhood Grant.

Total Project Cost: $226,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	5,000	10,000	0	0	0	0	15,000
Total Internal	0	0	5,000	10,000	0	0	0	0	15,000
External Expenses									
Construction	0	0	0	176,000	0	0	0	0	176,000
Contingency	0	0	0	35,000	0	0	0	0	35,000
Total External	0	0	0	211,000	0	0	0	0	211,000
Total Project Expense	0	0	5,000	221,000	0	0	0	0	226,000
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	0	0	0	90,000	0	0	0	0	90,000
510-Stormwater Fund	0	0	5,000	10,000	0	0	0	0	15,000
Total Revenue Funding	0	0	5,000	100,000	0	0	0	0	105,000
Other Revenue Source									
Nature in Neighborhoods	0	0	0	121,000	0	0	0	0	121,000
Total Other Revenue	0	0	0	121,000	0	0	0	0	121,000
Total Revenues	0	0	5,000	221,000	0	0	0	0	226,000

92016-05 - Dirksen Nature Park - Forested Restoration and Boardwalks

Project Description: A forested wetland is located in the center of Dirksen Nature Park. The health of the wetland is threatened by numerous demand trails and the presence of non-native plants. The project will restore and protect the wetland by removing non-native vegetation and abandoning old demand trails, replanting with native emergent vegetation and establishing a new trail and elevated boardwalk. The boardwalk will allow park users an up close and personal look at this watery and unusual wetland. A second boardwalk will be constructed at the existing Fanno Creek Trail and will allow park users an elevated view of the Fanno Creek floodplain. Willow will be trained along the sides of the boardwalk to provide blinds for bird watching.

Project Funding: A portion of this project is funded through a Metro Nature in Neighborhood Grant.

Total Project Cost: $318,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	7,000	15,000	0	0	0	0	0	22,000
Total Internal	0	7,000	15,000	0	0	0	0	0	22,000
External Expenses									
Construction	0	0	246,000	0	0	0	0	0	246,000
Contingency	0	0	50,000	0	0	0	0	0	50,000
Total External	0	0	296,000	0	0	0	0	0	296,000
Total Project Expense	0	7,000	311,000	0	0	0	0	0	318,000
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	0	0	67,000	0	0	0	0	0	67,000
510-Stormwater Fund	0	7,000	15,000	0	0	0	0	0	22,000
Total Revenue Funding	0	7,000	82,000	0	0	0	0	0	89,000
Other Revenue Source									
Nature in Neighborhoods	0	0	229,000	0	0	0	0	0	229,000
Total Other Revenue	0	0	229,000	0	0	0	0	0	229,000
Total Revenues	0	7,000	311,000	0	0	0	0	0	318,000

92016-06 - Dirksen Nature Park - Interpretive Shelter and Restroom

Project Description: Tigard working with Tualatin Riverkeepers hosts 2,000 student visitors per year to Dirksen Nature Park. The park is currently served by a single stall portable plastic restroom and offers no covered picnic or learning areas. The project will construct a covered interpretive shelter with attached restrooms adjacent to the nature play area. It will incorporate a hard-surfaced pathway to the Fanno Creek trail, benches, picnic tables, a covered awning, and all required site utilities. This facility will be designed to accommodate undercover outdoor learning and picnicking and provide a needed gathering area for the park and the adjacent Fanno Creek Trail.

Project Funding: The city will be pursuing a State Parks grant to fund the project.

Total Project Cost: $570,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	10,000	0	0	0	0	30,000	0	40,000
Total Internal	0	10,000	0	0	0	0	30,000	0	40,000
External Expenses									
Project Estimate	0	0	0	0	0	0	530,000	0	530,000
Total External	0	0	0	0	0	0	530,000	0	530,000
Total Project Expense	0	10,000	0	0	0	0	560,000	0	570,000
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	0	10,000	0	0	0	0	0	0	10,000
Total Revenue Funding	0	10,000	0	0	0	0	0	0	10,000
Other Revenue Source									
Other	0	0	0	0	0	0	560,000	0	560,000
Total Other Revenue	0	0	0	0	0	0	560,000	0	560,000
Total Revenues	0	10,000	0	0	0	0	560,000	0	570,000

92016-11 - Dirksen Nature Park - Site Interpretive Elements

Project Description: This project will develop a plan for interpretation and wayfinding at Dirksen Nature Park. Park stakeholders including but not limited to city parks staff, Tualatin Riverkeeper education staff, Fowler Middle School staff and students, and Community Partners for Affordable Housing will work with a consultant to brainstorm and identify needed interpretation at the park. Interpretive and wayfinding elements will include signage, artwork, and experential elements. These elements will be designed to develop a signature look and identity for the park. The plan will be used as a tool to pursue future grant funding and to solicit corporate and private donations to fund site interpretation.

Total Project Cost: $80,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	5,000	0	0	0	0	5,000
Total Internal	0	0	0	5,000	0	0	0	0	5,000
External Expenses									
Project Estimate	0	0	0	75,000	0	0	0	0	75,000
Total External	0	0	0	75,000	0	0	0	0	75,000
Total Project Expense	0	0	0	80,000	0	0	0	0	80,000
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	0	0	0	80,000	0	0	0	0	80,000
Total Revenue Funding	0	0	0	80,000	0	0	0	0	80,000
Total Revenues	0	0	0	80,000	0	0	0	0	80,000

92017 - Tree Canopy Replacement Program

Project Need: Replacing lost tree canopy along stream corridors, school grounds, streets or other locations where canopy replacement is needed.

Project Description: The Canopy Replacement Program is funded by developers who remove trees but are unable to meet tree replacement standards or requirements. Tigard residents may request free tree(s) via the Free Street Tree Program, which is part of the Tree Canopy Replacement Program. Throughout the fall and winter, the city will deliver and plant these trees. In the spring, after completion of the program, the city will pursue planting opportunities in other areas. These funds can also be used to maintain prior plantings during the establishment period when additional care is needed.

Project Results: Maintaining a balance in the number of trees removed during development and improving the quality/quantity of trees in neighborhoods and other suitable areas.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
External Expenses									
Construction	0	25,000	27,000	70,000	80,000	100,000	100,000	100,000	502,000
Total External	0	25,000	27,000	70,000	80,000	100,000	100,000	100,000	502,000
Total Project Expense	0	25,000	27,000	70,000	80,000	100,000	100,000	100,000	502,000
REVENUES									
Revenue Funding Source									
260-Urban Forestry Fund	0	25,000	27,000	70,000	80,000	100,000	100,000	100,000	502,000
Total Revenue Funding	0	25,000	27,000	70,000	80,000	100,000	100,000	100,000	502,000
Total Revenues	0	25,000	27,000	70,000	80,000	100,000	100,000	100,000	502,000

92026 - Park Land Acquisition

Project Need: Identify and acquire park land.

Project Description: Funding is to purchase new park land including the purchase of two community parks in River Terrace.

Project Results: Additional park land. Parks and properties that have been purchased as a result of the bond include: Summer Creek #1 and #2 (Dirksen Nature Park), Potso, Sunrise, Bull Mountain, Fields, Eiswerth, Bagan, Steve Street and Lasich.

Project Funding: Once the Park Bond Funds are expended, funding will come from Parks SDCs and other funding sources.

Total Project Cost: $4,046,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	0	0	0	0	0
Total Internal	0	0	0	0	0	0	0	0	0
External Expenses									
Land/Right of Way Acquisition	260,000	886,000	150,000	150,000	600,000	2,000,000	0	0	4,046,000
Total External	260,000	886,000	150,000	150,000	600,000	2,000,000	0	0	4,046,000
Total Project Expense	260,000	886,000	150,000	150,000	600,000	2,000,000	0	0	4,046,000
REVENUES									
Revenue Funding Source									
421-Parks Bond Fund	260,000	551,000	0	0	0	0	0	0	811,000
425-Parks SDC Fund	0	335,000	150,000	150,000	600,000	2,000,000	0	0	3,235,000
Total Revenue Funding	260,000	886,000	150,000	150,000	600,000	2,000,000	0	0	4,046,000
Total Revenues	260,000	886,000	150,000	150,000	600,000	2,000,000	0	0	4,046,000

92028 - Downtown Land Acquisition

Project Need: Purchase park sites within the downtown Tigard area.

Project Description: Purchase park sites within the downtown Tigard area. Part of the $17,000,000 Parks Bond was set aside to purchase and develop property for parks within the downtown area.

Project Results: Property which will be developed for park purposes in downtown Tigard.

Total Project Cost: $1,802,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
External Expenses									
Land/Right of Way Acquisition	2,000	515,000	1,285,000	0	0	0	0	0	1,802,000
Total External	2,000	515,000	1,285,000	0	0	0	0	0	1,802,000
Total Project Expense	2,000	515,000	1,285,000	0	0	0	0	0	1,802,000
REVENUES									
Revenue Funding Source									
420-Parks Capital Fund	0	46,000	0	0	0	0	0	0	46,000
421-Parks Bond Fund	2,000	469,000	1,285,000	0	0	0	0	0	1,756,000
Total Revenue Funding	2,000	515,000	1,285,000	0	0	0	0	0	1,802,000
Total Revenues	2,000	515,000	1,285,000	0	0	0	0	0	1,802,000

92034 - Tigard Street Trail and Public Space (Main St. to Tiedeman Ave. / Tigard St.)

Project Need: Repurpose an existing and inactive rail corridor to a beneficial multi-modal public use.

Project Description: The city has signed a lease for the use of the inactive railroad corridor from Tiedeman Avenue to Main Street. If the city receives a grant, this project will create a bike/pedestrian path and amenities including fencing, lighting, landscaping and a public plaza area. This project is related to a FY2016 Lighter Quicker Cheaper project which used porous paving material to create a pathway in advance of the full project.

Project Results: Improved pedestrian and cycle access to downtown Tigard, the Tigard Transit Center, the Fanno Creek and Summer Creek Trails and Dirksen Nature Park. This project supports the vision statement in the City of Tigard's Strategic Plan: "...the most walkable community in the Pacific Northwest..."

Project Funding: The city applied for a Connect Oregon VI Grant which would fund the majority of the project, supplemented by a match from Washington County and city match from Parks SDC and Urban Renewal Funds.

Total Project Cost: $1,292,000
City of Tigard Project Cost: $352,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	2,765	10,000	50,000	30,000	0	0	0	0	92,765
Total Internal	2,765	10,000	50,000	30,000	0	0	0	0	92,765
External Expenses									
Public Involvement	0	0	5,000	0	0	0	0	0	5,000
Design and Engineering	39,049	0	55,000	20,000	0	0	0	0	114,049
Construction	0	0	0	935,000	0	0	0	0	935,000
Contingency	0	0	0	145,000	0	0	0	0	145,000
Total External	39,049	0	60,000	1,100,000	0	0	0	0	1,199,049
Total Project Expense	41,814	10,000	110,000	1,130,000	0	0	0	0	1,291,814
REVENUES									
Revenue Funding Source									
100-General Fund	0	0	0	0	0	0	0	0	0
421-Parks Bond Fund	41,814	0	0	0	0	0	0	0	41,814
425-Parks SDC Fund	0	10,000	110,000	40,000	0	0	0	0	160,000
Total Revenue Funding	41,814	10,000	110,000	40,000	0	0	0	0	201,814
Other Revenue Source									
Connect Oregon VI	0	0	0	700,000	0	0	0	0	700,000
Urban Renewal Capital Improvement	0	0	0	150,000	0	0	0	0	150,000
Washington County MSTIP	0	0	0	240,000	0	0	0	0	240,000
Total Other Revenue	0	0	0	1,090,000	0	0	0	0	1,090,000
Total Revenues	41,814	10,000	110,000	1,130,000	0	0	0	0	1,291,814

92035 - City of Tigard / Tigard-Tualatin School District Park Development

Project Need: The Tigard Tualatin School District has land that could be developed for shared park uses. For example, the Metzger area is short on park amenities. The Tigard Park System Master Plan recommends that the city fund the needed improvements to the field at Metzger School. In addition, once the improvements are completed, the park will be used by the public when not in use by the school district.

Project Description: This project provides funding for a partnership between the city and the Tigard-Tualatin School District. The project supports an IGA between the school district and the City of Tigard for public use of school property. The field area north of Metzger School is the first site targeted for field and picnic improvements in an area that can use more park amenities. More school partnering projects may be targeted in the future.

Project Results: Increased park amenities.

Total Project Cost: $225,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
External Expenses									
Project Estimate	0	46,000	69,000	55,000	55,000	0	0	0	225,000
Total External	0	46,000	69,000	55,000	55,000	0	0	0	225,000
Total Project Expense	0	46,000	69,000	55,000	55,000	0	0	0	225,000
REVENUES									
Revenue Funding Source									
421-Parks Bond Fund	0	46,000	0	0	0	0	0	0	46,000
425-Parks SDC Fund	0	0	69,000	55,000	55,000	0	0	0	179,000
Total Revenue Funding	0	46,000	69,000	55,000	55,000	0	0	0	225,000
Total Revenues	0	46,000	69,000	55,000	55,000	0	0	0	225,000

92037 - Damaged Tree Replacement Program

Project Need: Replacement for large trees lost due to damage, disease and other circumstances. This also plants trees in areas where it is determined that there is a need for new trees.

Project Description: This project plants replacement trees for large trees lost due to damage, disease and other circumstances. Large trees are planted citywide where additional tree canopy is needed.

Project Results: Increased quality and quantity of large trees and tree canopy.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
External Expenses									
Construction	0	25,000	27,000	40,000	50,000	50,000	50,000	50,000	292,000
Total External	0	25,000	27,000	40,000	50,000	50,000	50,000	50,000	292,000
Total Project Expense	0	25,000	27,000	40,000	50,000	50,000	50,000	50,000	292,000
REVENUES									
Revenue Funding Source									
260-Urban Forestry Fund	0	25,000	27,000	40,000	50,000	50,000	50,000	50,000	292,000
Total Revenue Funding	0	25,000	27,000	40,000	50,000	50,000	50,000	50,000	292,000
Total Revenues	0	25,000	27,000	40,000	50,000	50,000	50,000	50,000	292,000

92046 - Fanno Creek Trail Connection (RFFA Grant)

Project Need: Construct segments of the Fanno Creek Trail.

Project Description: This project constructs four segments of the Fanno Creek Trail. Segment 1 - Grant Avenue to Woodard Park, Segment 2 - Ash Avenue to Hall Boulevard, Segment 3 - City Library to Bonita Road, Segment 4 - 85th Avenue (south of Durham Road) to the Tualatin River. There is a separate CIP (#92013 - The Fanno Creek Remeander) which will realign the trail from Main Street to Ash Avenue.

Project Results: All segments of the Fanno Creek Trail within Tigard will be complete except for the segment from Bonita Road to the Tualatin River. This project supports the vision statement in the City of Tigard's Strategic Plan: "The most walkable community in the Pacific Northwest…"

Project Funding: The Regional Flexible Funds (RFFA) grant federal dollars that will require coordination with Metro and Oregon Department of Transportation. Minimum city matching contribution is $500,000, total project cost includes $4,350,000 RFFA grant and reflects anticipated additional cost for the complete project.

Total Project Cost: $5,357,000
City of Tigard Project Cost: $1,006,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	6,342	60,000	120,000	80,000	30,000	0	0	0	296,342
Total Internal	6,342	60,000	120,000	80,000	30,000	0	0	0	296,342
External Expenses									
Land/Right of Way Acquisition	0	0	150,000	0	0	0	0	0	150,000
Design and Engineering	0	100,000	235,000	0	0	0	0	0	335,000
Project Estimate	0	0	0	255,000	0	0	0	0	255,000
Environmental Permit Compliance	0	0	0	0	30,000	15,000	15,000	15,000	75,000
Total External	0	100,000	385,000	255,000	30,000	15,000	15,000	15,000	815,000
Total Project Expense	6,342	160,000	505,000	335,000	60,000	15,000	15,000	15,000	1,111,342
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	6,342	160,000	505,000	335,000	60,000	15,000	15,000	15,000	1,111,342
Total Revenue Funding	6,342	160,000	505,000	335,000	60,000	15,000	15,000	15,000	1,111,342
Total Revenues	6,342	160,000	505,000	335,000	60,000	15,000	15,000	15,000	1,111,342

92051 - Tiedeman Crossing / Fanno Creek Trail

Project Need: The Fanno Creek trail near Tiedeman Avenue has gaps creating safety issues, including a dangerous connection to the Tiedeman Avenue sidewalk.

Project Description: With the Open Spaces Bond Measure, Metro is funding the design and construction of the Tiedeman Connection gap in the Fanno Creek Trail. The project will realign the trail near Tiedeman Avenue to address safety issues. Construction will include a new pedestrian bridge over Fanno Creek.

Project Results: A safer and complete trail connection.

Project Funding: Metro is funding the entire cost.

Total Project Cost: $660,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	10,000	40,000	20,000	0	0	0	0	70,000
Total Internal	0	10,000	40,000	20,000	0	0	0	0	70,000
External Expenses									
Design and Engineering	0	0	200,000	0	0	0	0	0	200,000
Construction	0	0	0	300,000	0	0	0	0	300,000
Environmental Permit Compliance	0	0	20,000	0	0	0	0	0	20,000
Contingency	0	0	10,000	60,000	0	0	0	0	70,000
Total External	0	0	230,000	360,000	0	0	0	0	590,000
Total Project Expense	0	10,000	270,000	380,000	0	0	0	0	660,000
REVENUES									
Other Revenue Source									
Metro Greenspace	0	10,000	270,000	380,000	0	0	0	0	660,000
Total Other Revenue	0	10,000	270,000	380,000	0	0	0	0	660,000
Total Revenues	0	10,000	270,000	380,000	0	0	0	0	660,000

95057 - Fanno Creek Trail Alignment Study (Bonita Road to Tualatin River)

Project Need: This section of Fanno Creek Trail was originally envisioned as an on-street trail alignment on SW 74th Avenue. Subsequent review suggests that the constrained nature of the 74th Avenue right-of-way and adjacent properties will not readily accommodate widening for a trail.

Project Description: This study will involve local stakeholders and other partners in evaluating alternate alignment options along Fanno Creek and include development of a conceptual recommended trail alignment.

Project Results: This will provide the materials necessary for applying for potential grant funding for design and construction.

Total Project Cost: $140,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	40,000	0	0	0	0	0	40,000
Total Internal	0	0	40,000	0	0	0	0	0	40,000
External Expenses									
Design and Engineering	0	0	100,000	0	0	0	0	0	100,000
Total External	0	0	100,000	0	0	0	0	0	100,000
Total Project Expense	0	0	140,000	0	0	0	0	0	140,000
REVENUES									
Revenue Funding Source									
415-Transportation SDC Fund	0	0	140,000	0	0	0	0	0	140,000
Total Revenue Funding	0	0	140,000	0	0	0	0	0	140,000
Total Revenues	0	0	140,000	0	0	0	0	0	140,000

97013 - Saxony Demolition and Remediation

Project Need: Redevelopment of site is needed to revitalize downtown properties.

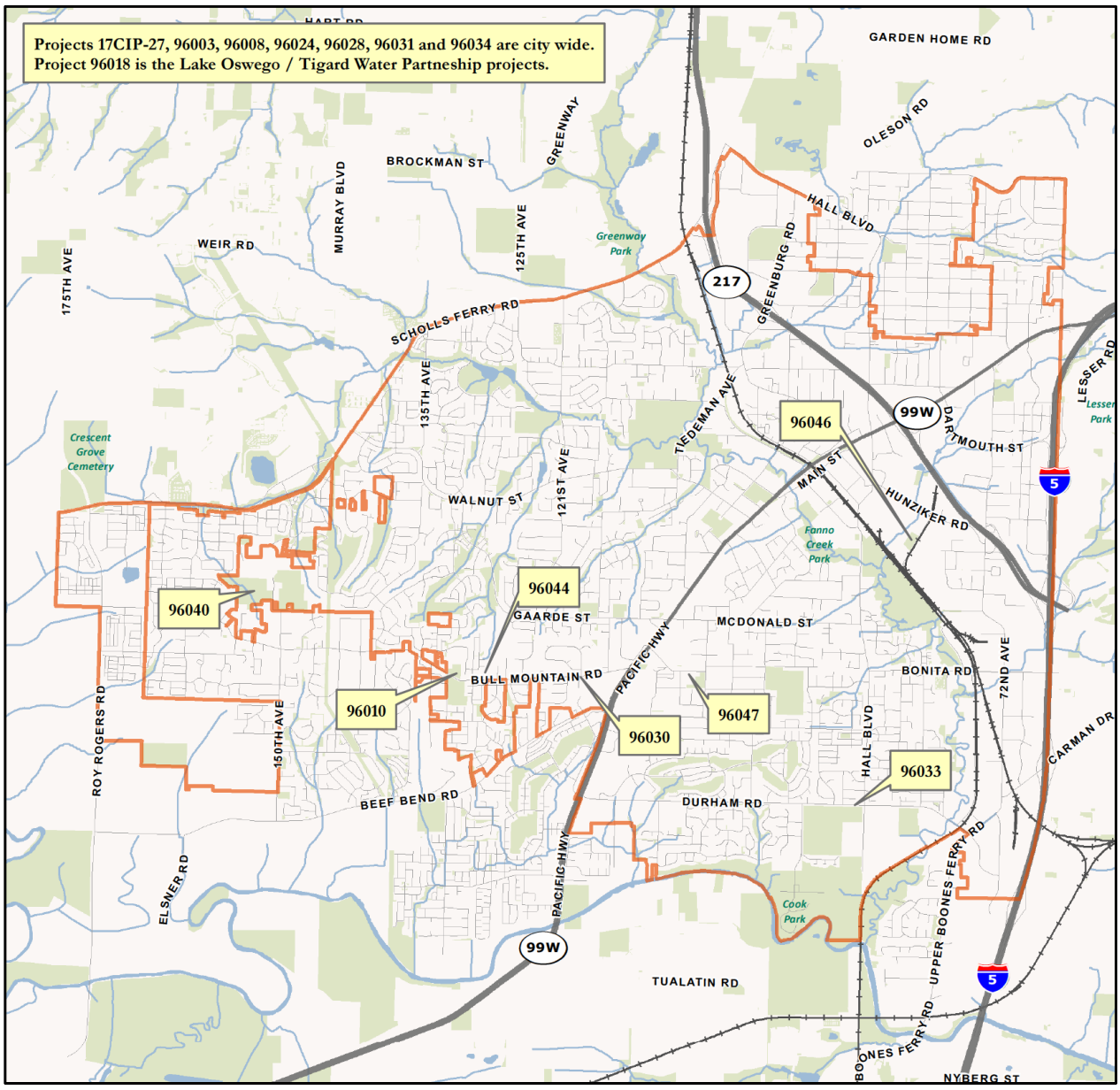
Project Description: Demolition and redevelopment of the Saxony-Pacific properties on Main Street into a combination of public space and private development which would include commercial and residential or office spaces. The redevelopment will include the environmental clean-up of the site.

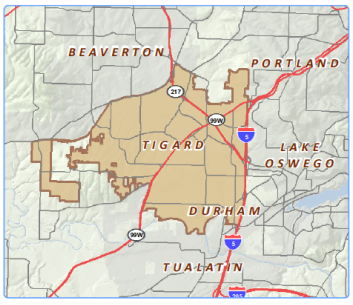
Project Results: Revitalization of downtown with high-quality development and the creation of additional public space areas.

Project Funding: Project costs reflected are for demolition and remediation only; property purchase, architectural site planning and site monitoring are not included.

Total Project Cost: $550,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	35,000	5,000	0	0	0	0	40,000
Total Internal	0	0	35,000	5,000	0	0	0	0	40,000
External Expenses									
Design and Engineering	0	0	35,000	40,000	0	0	0	0	75,000
Construction	0	0	380,000	0	0	0	0	0	380,000
Contingency	0	0	55,000	0	0	0	0	0	55,000
Total External	0	0	470,000	40,000	0	0	0	0	510,000
Total Project Expense	0	0	505,000	45,000	0	0	0	0	550,000
REVENUES									
Revenue Funding Source									
940-Urban Renewal Capital Improvements	0	0	505,000	45,000	0	0	0	0	550,000
Total Revenue Funding	0	0	505,000	45,000	0	0	0	0	550,000
Total Revenues	0	0	505,000	45,000	0	0	0	0	550,000





The City of Tigard Project Locations

Tigard City Limits

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TIGARD MAPS

TIGARD

City of Tigard Recommended Capital Improvement Plan FY 2017-22

Projct No.	Project Name	YTD 2016	2017	2018	2019	2020	2021	2022	Projected Total
17CIP-27	Water Master Plan / SDC Study	0	0	250,000	0	0	0	0	250,000
17CIP-32	Canterbury Pump Station	0	350,000	0	0	0	0	0	350,000
96003	Water Meter Replacement Program	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
96008	Water Main Line Oversizing Program	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000
96010	Aquifer Storage & Recovery Well # 3	0	0	0	453,000	3,650,000	0	0	4,103,000
96018	Lake Oswego/Tigard Water Partnership	33,550,323	7,570,000	0	0	0	0	0	41,120,323
96024	Waterline Replacement Program	142,000	140,000	140,000	140,000	140,000	140,000	140,000	982,000
96028	Fire Hydrant Replacement Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
96030	Bull Mountain Road Water Pipeline	0	0	0	0	0	630,000	7,476,000	8,106,000
96031	Fire Flow Improvement Program	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
96033	Well Abandonment (Tigard High School)	0	185,000	0	0	0	0	0	185,000
96034	New Water Source Systemwide Improvements Program	193,000	164,000	139,000	139,000	0	0	0	635,000
96040	Cach Reservoir and Pump Station Design	70,000	1,080,000	9,240,000	2,714,000	1,500	1,500	1,500	13,108,500
96044	Aquifer Storage & Recovery Well #2 Electrical Rehabilitation	0	0	0	0	340,000	0	0	340,000
96046	Red Rock Creek Waterline Relocation	50,000	354,000	63,000	0	0	0	0	467,000
	Total Funded	34,545,323	10,383,000	10,372,000	3,986,000	4,671,500	1,311,500	8,157,500	73,426,823

17CIP-27 - Water Master Plan / SDC Study

Project Need: The city conducts water master planning every five to seven years. The current Water Master Plan was adopted in May 2010, with a minor addendum in 2014 to include River Terrace development.

Project Description: Review of current Water Master Plan; evaluation of water supply requirements necessary to operate the water distribution system based on the Lake Oswego/Tigard Water supply system; and identify recommendations and cost estimates for projects related to deficiencies or required enhancements for municipal supply and fire protection. The master plan will identify needed improvements to the water supply system for the next 20 years. From this 20-year water master planning, the capital improvement plan list provides information to update the water system development charges methodology.

Project Results: Comprehensive Water Master Plan; 20-year capital improvement plan list; cost estimates, and SDC study.

Total Project Cost: $250,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	25,000	0	0	0	0	25,000
Total Internal	0	0	0	25,000	0	0	0	0	25,000
External Expenses									
Project Estimate	0	0	0	225,000	0	0	0	0	225,000
Total External	0	0	0	225,000	0	0	0	0	225,000
Total Project Expense	0	0	0	250,000	0	0	0	0	250,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	0	0	200,000	0	0	0	0	200,000
531-Water SDC Fund	0	0	0	50,000	0	0	0	0	50,000
Total Revenue Funding	0	0	0	250,000	0	0	0	0	250,000
Total Revenues	0	0	0	250,000	0	0	0	0	250,000

17CIP-32 - Canterbury Pump Station

Project Need: The existing booster pump station is at the end of its service life and in need of repair. This project will enhance the pumping capacity for firefighting needs in the local distribution zone. Long-term the Bull Mountain Road Water Pipeline project CIP # 96030 will permanently resolve the firefighting capacity deficiencies.

Project Description: This project will rehabilitate the existing pumps and electrical components. This will extend the life of the existing pump station until the Bull Mountain Road Water Pipeline is constructed.

Project Results: Extends the life of the existing pump station.

Total Project Costs: $350,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	50,000	0	0	0	0	0	50,000
Total Internal	0	0	50,000	0	0	0	0	0	50,000
External Expenses									
Design and Engineering	0	0	25,000	0	0	0	0	0	25,000
Construction	0	0	250,000	0	0	0	0	0	250,000
Contingency	0	0	25,000	0	0	0	0	0	25,000
Total External	0	0	300,000	0	0	0	0	0	300,000
Total Project Expense	0	0	350,000	0	0	0	0	0	350,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	0	350,000	0	0	0	0	0	350,000
Total Revenue Funding	0	0	350,000	0	0	0	0	0	350,000
Total Revenues	0	0	350,000	0	0	0	0	0	350,000

96003 - Water Meter Replacement Program

Project Need: Water meters that are defective or at the end of their service life need replacement.

Project Description: As required, meters are purchased and replaced by Public Works crews.

Project Results: Newer meters more accurately measure the volume of water consumed and require less maintenance.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
External Expenses									
Construction	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
Total External	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
Total Project Expense	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
Total Revenue Funding	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
Total Revenues	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000

96008 - Water Main Line Oversizing Program

Project Need: Upsize water distribution waterlines.

Project Description: Waterlines that are in need of upsizing are identified in the city's Water System Master Plan. The city may elect to upsize water transmission lines that are greater than 12 inches in diameter in conjunction with ongoing development.

Project Results: More efficient water flow, decreased water age, increased water quality and fire flow availability.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	6,000	10,000	10,000	10,000	10,000	10,000	10,000	66,000
Total Internal	0	6,000	10,000	10,000	10,000	10,000	10,000	10,000	66,000
External Expenses									
Construction	0	144,000	140,000	140,000	140,000	140,000	140,000	140,000	984,000
Total External	0	144,000	140,000	140,000	140,000	140,000	140,000	140,000	984,000
Total Project Expense	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000
Total Revenue Funding	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000
Total Revenues	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,050,000

96010 - Aquifer Storage & Recovery Well # 3

Project Need: The Water System Master Plan has identified the need to expand the city's Aquifer Storage and Recovery program to meet its long-term water demands.

Project Description: The project improvements include the construction of a well house containing a pump, motor, various motor controls, power supply, pipes and valves, and a chlorination system which are all constructed to integrate with the existing well that was installed in FY 2007-08. Once fully developed, the improvements could supply up to 2,500,000 gallons of water per day into the city's distribution system. This project will be coordinated with project Aquifer Storage & Recovery Well #2 CIP #96044.

Project Results: Water can be stored during periods of low demand and withdrawn during periods of high demand, lessening the need to expand the water treatment plant or purchase additional water supplies.

Total Project Cost: $4,300,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	62,589	0	0	0	50,000	150,000	0	0	262,589
Total Internal	62,589	0	0	0	50,000	150,000	0	0	262,589
External Expenses									
Design and Engineering	133,441	0	0	0	403,000	0	0	0	536,441
Construction	0	0	0	0	0	3,500,000	0	0	3,500,000
Total External	133,441	0	0	0	403,000	3,500,000	0	0	4,036,441
Total Project Expense	196,030	0	0	0	453,000	3,650,000	0	0	4,299,030
REVENUES									
Revenue Funding Source									
530-Water Fund	196,030	0	0	0	453,000	3,650,000	0	0	4,299,030
Total Revenue Funding	196,030	0	0	0	453,000	3,650,000	0	0	4,299,030
Total Revenues	196,030	0	0	0	453,000	3,650,000	0	0	4,299,030

96018 - Lake Oswego/Tigard Water Partnership

Project Need: To secure supply and rate certainty, Tigard entered into a partnership agreement with the City of Lake Oswego in 2008 to secure water rights and construct a water treatment plant sourced by the Clackamas River.

Project Description: The project includes reconstruction and expansion of the raw water intake structure and water treatment plant, new transmission piping, storage and pumping facilities. Construction is scheduled for completion in 2017.

Project Results: Once completed, Tigard and Lake Oswego will have constructed a facility through which they can effectively manage their own water supplies and rates.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	809,291	171,500	0	0	0	0	0	0	980,791
Total Internal	809,291	171,500	0	0	0	0	0	0	980,791
External Expenses									
Construction	128,037,804	33,378,823	7,570,000	0	0	0	0	0	168,986,627
Total External	128,037,804	33,378,823	7,570,000	0	0	0	0	0	168,986,627
Total Project Expense	28,847,095	33,550,323	7,570,000	0	0	0	0	0	169,967,418
REVENUES									
Revenue Funding Source									
530-Water Fund	0	17,092,000	0	0	0	0	0	0	17,092,000
531-Water SDC Fund	0	3,400,000	2,500,000	0	0	0	0	0	5,900,000
532-Water CIP Fund	128,847,095	13,058,323	5,070,000	0	0	0	0	0	146,975,418
Total Revenue Funding	128,847,095	33,550,323	7,570,000	0	0	0	0	0	169,967,418
Total Revenues	28,847,095	33,550,323	7,570,000	0	0	0	0	0	169,967,418

Project Comments:

FY 2016 Q1: additional appropriation to pay for Tigard's share that was delayed in prior FY. This action doesn't change the total cost of the project, only the timing of the expenditures.

96024 - Waterline Replacement Program

Project Need: Waterlines that are defective or at the end of their service life need to be replaced.

Project Description: As required, waterlines are replaced by Public Works crews or private contractors.

Project Results: Newer waterlines are less prone to failure and require less maintenance. In addition, fewer leaking pipes will result in reduced 'unaccounted for' water loss.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	12,000	10,000	10,000	10,000	10,000	10,000	10,000	72,000
Total Internal	0	12,000	10,000	10,000	10,000	10,000	10,000	10,000	72,000
External Expenses									
Project Estimate	0	130,000	130,000	130,000	130,000	130,000	130,000	130,000	910,000
Total External	0	130,000	130,000	130,000	130,000	130,000	130,000	130,000	910,000
Total Project Expense	0	142,000	140,000	140,000	140,000	140,000	140,000	140,000	982,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	142,000	140,000	140,000	140,000	140,000	140,000	140,000	982,000
Total Revenue Funding	0	142,000	140,000	140,000	140,000	140,000	140,000	140,000	982,000
Total Revenues	0	142,000	140,000	140,000	140,000	140,000	140,000	140,000	982,000

96028 - Fire Hydrant Replacement Program

Project Need: There are approximately 2,100 fire hydrants located throughout the city. Of these, 550 have been identified for replacement due to unavailable replacement or service parts which limits the ability to adequately maintain them.

Project Description: This project allows for the replacement of 50 hydrants per year. It is estimated that it will take approximately 11 years to replace all 550 hydrants. The city is currently in year four of the program.

Project Results: Newer fire hydrants are less prone to leakage which reduces 'unaccounted for' water loss and less maintenance is required.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
External Expenses									
Construction	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total External	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Project Expense	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Revenue Funding	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Total Revenues	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000

96030 - Bull Mountain Road Water Pipeline

Project previously known as Pipeline Connecting 550 Zone to 530 Zone

Project Need: Alleviate a firefighting water deficiency in the city's distribution system. This project has been postponed and in the interim project #17CIP-32 Canterbury Pump Station will be constructed to provide the necessary fireflow.

Project Description: The project, as identified in the Water Master Plan, will connect the 530-foot and the 550-foot pressure zones.

Project Results: Deficiency will be eliminated providing adequate capacities to meet the area's firefighting demands.

Total Project Cost: $8,106,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	0	0	30,000	356,000	386,000
Total Internal	0	0	0	0	0	0	30,000	356,000	386,000
External Expenses									
Project Estimate	0	0	0	0	0	0	600,000	7,120,000	7,720,000
Total External	0	0	0	0	0	0	600,000	7,120,000	7,720,000
Total Project Expense	0	0	0	0	0	0	630,000	7,476,000	8,106,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	0	0	0	0	0	428,000	5,084,000	5,512,000
531-Water SDC Fund	0	0	0	0	0	0	202,000	2,392,000	2,594,000
Total Revenue Funding	0	0	0	0	0	0	630,000	7,476,000	8,106,000
Total Revenues	0	0	0	0	0	0	630,000	7,476,000	8,106,000

96031 - Fire Flow Improvement Program

Project Need: Improve firefighting flow capacity.

Project Description: The project works within identified areas of the city and provides the necessary piping, etc. to improve the water distribution system. Most of this work is undertaken by Public Works crews as resources can be allocated.

Project Results: Deficiency will be eliminated thus providing adequate capacities to meet the area's firefighting demands.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
External Expenses									
Design and Engineering	0	15,000	15,000	15,000	15,000	15,000	15,000	15,000	105,000
Construction	0	75,000	75,000	75,000	75,000	75,000	75,000	75,000	525,000
Total External	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
Total Project Expense	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
Total Revenue Funding	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000
Total Revenues	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	630,000

96033 - Well Abandonment (Tigard High School)

Project Need: Tigard High School (THS) has an existing irrigation well that is no longer in use. This well is in close proximity of Aquifer Storage & Recovery (ASR) Well #1. Due to ASR injection activities, the THS well has seeped above its casing. Seepage is an indication that the well is a possible risk to ASR water quality. To ensure water quality within the ASR system, the THS well needs to be properly abandoned in accordance with Oregon Water Resources Department standards. The city has placed a temporary cap on the well to seal the casing from further seepage and possible contamination. However, ASR #3 construction and increased groundwater storage in the future may place greater hydraulic water pressure on the THS well, requiring a permanent abandonment.

Project Description: In order to meet the necessary regulatory approval, the project will include engineering design and construction inspection. Likely improvements will include perforation of the metal well casing at designed increments and concrete encasement of the interior well casing.

Project Results: Proper abandonment of the THS well to prevent water seepage and stop possible contaminants from entering the ASR groundwater.

Total Project Cost: $185,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	20,000	0	0	0	0	0	20,000
Total Internal	0	0	20,000	0	0	0	0	0	20,000
External Expenses									
Design and Engineering	0	0	15,000	0	0	0	0	0	15,000
Construction	0	0	135,000	0	0	0	0	0	135,000
Contingency	0	0	15,000	0	0	0	0	0	15,000
Total External	0	0	165,000	0	0	0	0	0	165,000
Total Project Expense	0	0	185,000	0	0	0	0	0	185,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	0	185,000	0	0	0	0	0	185,000
Total Revenue Funding	0	0	185,000	0	0	0	0	0	185,000
Total Revenues	0	0	185,000	0	0	0	0	0	185,000

96034 - New Water Source Systemwide Improvements Program

Project Need: Improvements may be needed to Tigard's water system when the Lake Oswego/Tigard Water Partnership improvements are complete.

Project Description: Depending on needs determined by engineering analysis and modeling, various minor improvements to the distribution, storage and pumping systems may be necessary.

Project Results: A stable and reliable water system that meets all requirements.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	18,000	15,000	15,000	15,000	0	0	0	63,000
Total Internal	0	18,000	15,000	15,000	15,000	0	0	0	63,000
External Expenses									
Design and Engineering	0	50,000	0	0	0	0	0	0	50,000
Construction	0	125,000	149,000	124,000	124,000	0	0	0	522,000
Total External	0	175,000	149,000	124,000	124,000	0	0	0	572,000
Total Project Expense	0	193,000	164,000	139,000	139,000	0	0	0	635,000
REVENUES									
Revenue Funding Source									
532-Water CIP Fund	0	193,000	164,000	139,000	139,000	0	0	0	635,000
Total Revenue Funding	0	193,000	164,000	139,000	139,000	0	0	0	635,000
Total Revenues	0	193,000	164,000	139,000	139,000	0	0	0	635,000

96040 - Cach Reservoir and Pump Station Design

Project Need: In conjunction with the development of the River Terrace Planning Area and to address storage and pumping deficiencies identified in the River Terrace Updated Water Master Plan, system improvements are required.

Project Description: The project is for the design of a new water reservoir, associated new water lines, and replacement of a temporary pump station for the city's 550-foot service area. The reservoir will be constructed on City property located on the west side of Bull Mountain in the Sun Rise Lane vicinity. A new permanent pump station will replace an existing temporary pump station on the Menlor Reservoir site to move water from the 410-foot to the 550-foot service areas. This project is proposed to be moved forward to meet demand from new development in River Terrace.

Project Results: The project will provide additional storage and pumping facilities to address system deficiencies and development demands.

Total Project Cost: $13,110,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	20,000	230,000	450,000	100,000	0	0	0	800,000
Total Internal	0	20,000	230,000	450,000	100,000	0	0	0	800,000
External Expenses									
Design and Engineering	0	50,000	850,000	0	0	0	0	0	900,000
Project Estimate	0	0	0	8,790,000	2,612,500	0	0	0	11,402,500
Environmental Permit Compliance	0	0	0	0	1,500	1,500	1,500	1,500	6,000
Total External	0	50,000	850,000	8,790,000	2,614,000	1,500	1,500	1,500	12,308,500
Total Project Expense	0	70,000	1,080,000	9,240,000	2,714,000	1,500	1,500	1,500	13,108,500
REVENUES									
Revenue Funding Source									
530-Water Fund	0	57,000	875,000	7,484,000	2,194,000	1,500	1,500	1,500	10,614,500
531-Water SDC Fund	0	13,000	205,000	1,756,000	520,000	0	0	0	2,494,000
Total Revenue Funding	0	70,000	1,080,000	9,240,000	2,714,000	1,500	1,500	1,500	13,108,500
Total Revenues	0	70,000	1,080,000	9,240,000	2,714,000	1,500	1,500	1,500	13,108,500

96044 - Aquifer Storage & Recovery Well #2 Electrical Rehabilitation

Project Need: The existing electrical system (variable frequency drive) is becoming increasingly difficult to maintain.

Project Description: The project will allow the efficient operation of existing pump motors by upgrading and cleaning the existing well. This will consist of replacing electrical devices (variable frequency drive) with easier-to-maintain components and removing and cleaning the screens which are located in the well. This project will be coordinated with the design and construction of CIP #96010 Aquifer Storage & Recovery Well #3.

Project Results: Increase operational reliability of Aquifer Storage & Recovery Well #2.

Total Project Cost: $340,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	0	20,000	0	0	20,000
Total Internal	0	0	0	0	0	20,000	0	0	20,000
External Expenses									
Project Estimate	0	0	0	0	0	320,000	0	0	320,000
Total External	0	0	0	0	0	320,000	0	0	320,000
Total Project Expense	0	0	0	0	0	340,000	0	0	340,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	0	0	0	0	234,600	0	0	234,600
532-Water CIP Fund	0	0	0	0	0	105,400	0	0	105,400
Total Revenue Funding	0	0	0	0	0	340,000	0	0	340,000
Total Revenues	0	0	0	0	0	340,000	0	0	340,000

96046 - Red Rock Creek Waterline Relocation

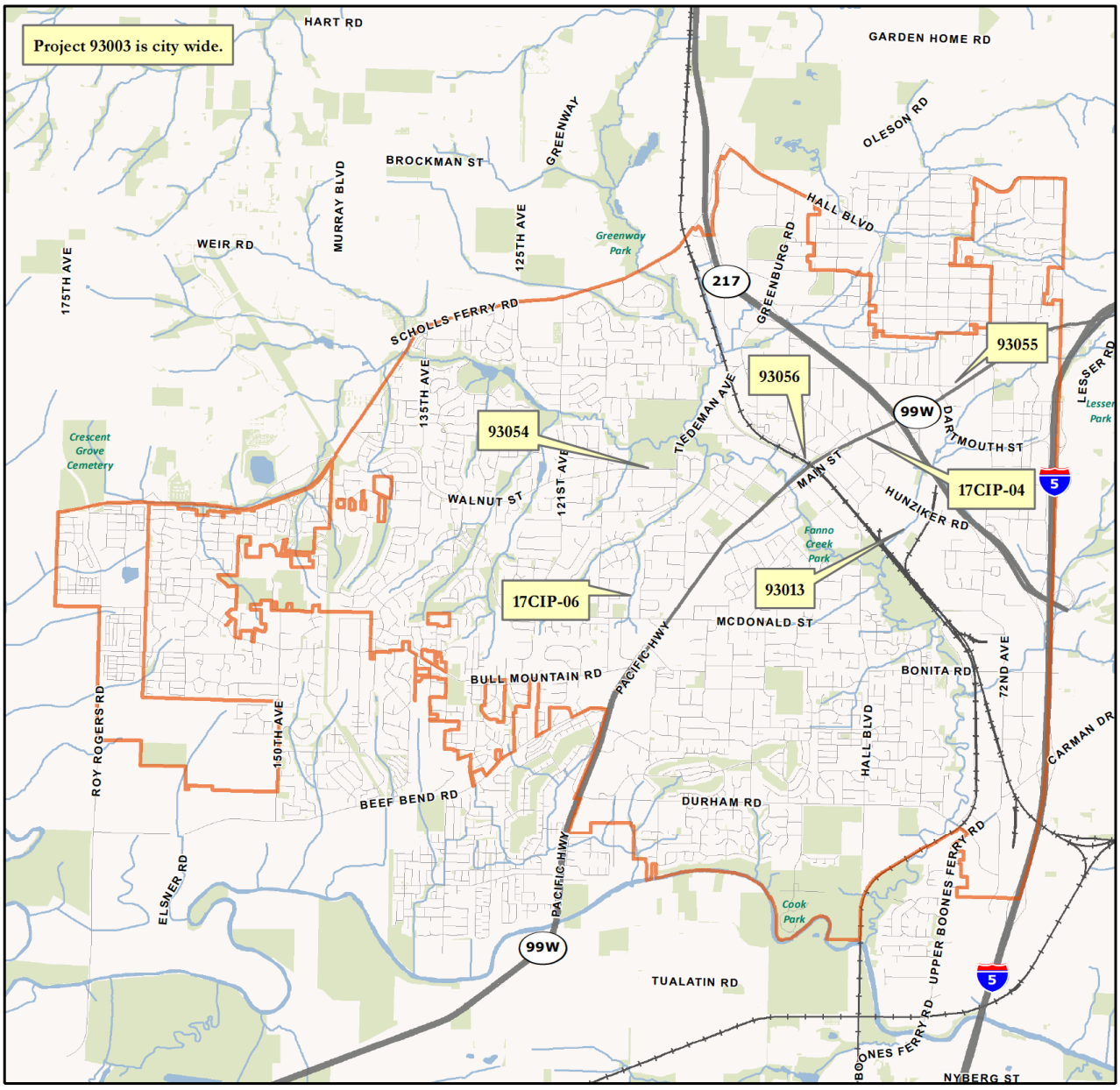
Project Need: Project will be constructed with East Tigard Sewer and will include relocating an inaccessible 12" waterline that runs parallel to Red Rock Creek.

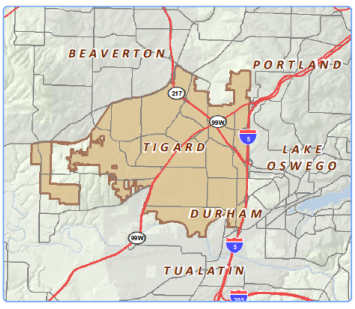
Project Description: Replacement of over a half mile of existing 12" waterline currently located in Red Rock Creek. Installation of fire lines to properties currently being served on the northwest side of the creek.

Project Results: Replacement of an aging waterline resulting in improved accessibility for maintenance.

Total Project Cost: $467,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	20,000	30,000	5,000	0	0	0	0	55,000
Total Internal	0	20,000	30,000	5,000	0	0	0	0	55,000
External Expenses									
Land/Right of Way Acquisition	0	0	37,000	0	0	0	0	0	37,000
Design and Engineering	0	30,000	57,000	0	0	0	0	0	87,000
Construction	0	0	182,000	46,000	0	0	0	0	228,000
Contingency	0	0	48,000	12,000	0	0	0	0	60,000
Total External	0	30,000	324,000	58,000	0	0	0	0	412,000
Total Project Expense	0	50,000	354,000	63,000	0	0	0	0	467,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	50,000	354,000	63,000	0	0	0	0	467,000
Total Revenue Funding	0	50,000	354,000	63,000	0	0	0	0	467,000
Total Revenues	0	50,000	354,000	63,000	0	0	0	0	467,000





The City of Tigard Project Locations

Tigard City Limits

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TIGARD MAPS

TIGARD

City of Tigard Recommended Capital Improvement Plan FY 2017-22

Projct No.	Project Name	YTD 2016	2017	2018	2019	2020	2021	2022	Projected Total
17CIP-04	Downtown Sanitary Sewer Line Project	0	0	0	0	65,000	240,000	0	305,000
17CIP-06	East Fork Derry Dell Creek (Viewmont Court to Fairhaven Way)	0	0	315,000	595,000	12,000	12,000	12,000	946,000
93003	Sanitary Sewer Major Maintenance Program	90,000	100,000	100,000	100,000	100,000	100,000	100,000	690,000
93013	East Tigard Sewer Replacement	105,000	417,000	1,067,000	7,000	7,000	7,000	10,000	1,620,000
93054	Walnut Street Sanitary Sewer	144,000	387,000	0	0	0	0	0	531,000
93055	Pacific Highway Sanitary Sewer Line	0	75,000	265,000	0	0	0	0	340,000
93056	Commercial Street Sanitary Sewer Line	0	135,000	0	0	0	0	0	135,000
	Total Funded	339,000	1,114,000	1,747,000	702,000	184,000	359,000	122,000	4,567,000

17CIP-04 - Downtown Sanitary Sewer Line Project

Project Need: The sanitary sewer line was constructed in the 1960s and after years of monthly and quarterly cleaning, the pipe walls have become thin.

Project Description: This project will rehabilitate approximately 2,745 lineal feet of sanitary sewer line in Pacific Highway from Hall Boulevard to Main Street and in Main Street from Pacific Highway to Commercial Street. If possible, a cured-in-place-pipe (CIPP) trenchless method will be used.

Project Results: Extended life of this sanitary sewer pipe.

Total Project Cost: $305,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	0	20,000	15,000	0	35,000
Total Internal	0	0	0	0	0	20,000	15,000	0	35,000
External Expenses									
Project Estimate	0	0	0	0	0	45,000	225,000	0	270,000
Total External	0	0	0	0	0	45,000	225,000	0	270,000
Total Project Expense	0	0	0	0	0	65,000	240,000	0	305,000
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	0	0	0	0	0	65,000	240,000	0	305,000
Total Revenue Funding	0	0	0	0	0	65,000	240,000	0	305,000
Total Revenues	0	0	0	0	0	65,000	240,000	0	305,000

17CIP-06 - East Fork Derry Dell Creek (Viewmont Court to Fairhaven Way)

Project Need: Erosion of the East Fork of Derry Dell Creek has resulted in exposed manholes and laterals of the adjacent sanitary sewer system from approximately Viewmont Court to Fairhaven Way adjacent to 110th Avenue.

Project Description: The incised stream areas will be brought back up to previous stream elevations to provide protection to the sanitary sewer system. Project will include new stream cross sections, insertion of wood logs and bank treatment.

Project Results: A stable stream with a protected sanitary sewer system.

Total Project Cost: $946,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	40,000	30,000	0	0	0	70,000
Total Internal	0	0	0	40,000	30,000	0	0	0	70,000
External Expenses									
Project Estimate	0	0	0	275,000	540,000	0	0	0	815,000
Environmental Permit Compliance	0	0	0	0	25,000	12,000	12,000	12,000	61,000
Total External	0	0	0	275,000	565,000	12,000	12,000	12,000	876,000
Total Project Expense	0	0	0	315,000	595,000	12,000	12,000	12,000	946,000
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	0	0	0	315,000	595,000	12,000	12,000	12,000	946,000
Total Revenue Funding	0	0	0	315,000	595,000	12,000	12,000	12,000	946,000
Total Revenues	0	0	0	315,000	595,000	12,000	12,000	12,000	946,000

93003 - Sanitary Sewer Major Maintenance Program

Project Need: Provide major maintenance of the sanitary sewer system.

Project Description: This program is used for urgent projects to renew, repair or replace sections of the sanitary sewer system that have failed or are near failure. Normal operations and maintenance includes work on the system to keep it functioning but does not result in renewing or replacing the pipe or other appurtenances. Projects included in the Major Maintenance Program exceed normal maintenance and operations and typically replace pipe and add a renewed service life.

Project Results: Reduction in the possibilities of service interruptions and spills.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	12,000	10,000	10,000	10,000	10,000	10,000	10,000	72,000
Total Internal	0	12,000	10,000	10,000	10,000	10,000	10,000	10,000	72,000
External Expenses									
Project Estimate	0	78,000	90,000	90,000	90,000	90,000	90,000	90,000	618,000
Total External	0	78,000	90,000	90,000	90,000	90,000	90,000	90,000	618,000
Total Project Expense	0	90,000	100,000	100,000	100,000	100,000	100,000	100,000	690,000
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	0	90,000	100,000	100,000	100,000	100,000	100,000	100,000	690,000
Total Revenue Funding	0	90,000	100,000	100,000	100,000	100,000	100,000	100,000	690,000
Total Revenues	0	90,000	100,000	100,000	100,000	100,000	100,000	100,000	690,000

93013 - East Tigard Sewer Replacement

Project Need: Upgrade line capacity to reduce higher than normal maintenance needs.

Project Description: This project is in the Sanitary Sewer Master Plan and involves increasing the capacity of an existing sanitary sewer line (serving the area north of Hunziker Street) to prevent overflows and to improve the access for routine maintenance. It will also provide sanitary sewer service for a portion of the undeveloped adjacent parcel (the Fields property).

Project Results: Additional sanitary sewer pipe capacity for development and improved maintenance access.

Project Funding: Clean Water Services is funding 100% of the 15" main line sanitary sewer. The city is funding an 8" sanitary sewer line that will serve future development on Wall Street.

Total Project Cost: $1,683,000
City of Tigard Project Cost: $246,345

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	11,128	35,000	35,000	61,000	0	0	0	0	142,128
Total Internal	11,128	35,000	35,000	61,000	0	0	0	0	142,128
External Expenses									
Land/Right of Way Acquisition	0	0	180,000	0	0	0	0	0	180,000
Design and Engineering	51,717	70,000	56,000	17,000	0	0	0	0	194,717
Construction	0	0	96,000	864,000	0	0	0	0	960,000
Environmental Permit Compliance	0	0	0	10,000	7,000	7,000	7,000	10,000	41,000
Contingency	0	0	50,000	115,000	0	0	0	0	165,000
Total External	51,717	70,000	382,000	1,006,000	7,000	7,000	7,000	10,000	1,540,717
Total Project Expense	62,845	105,000	417,000	1,067,000	7,000	7,000	7,000	10,000	1,682,845
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	62,845	57,000	34,000	61,000	7,000	7,000	7,000	10,000	245,845
Total Revenue Funding	62,845	57,000	34,000	61,000	7,000	7,000	7,000	10,000	245,845
Other Revenue Source									
Clean Water Services	0	48,000	383,000	1,006,000	0	0	0	0	1,437,000
Total Other Revenue	0	48,000	383,000	1,006,000	0	0	0	0	1,437,000
Total Revenues	62,845	105,000	417,000	1,067,000	7,000	7,000	7,000	10,000	1,682,845

93054 - Walnut Street Sanitary Sewer

Project Need: Lack of sanitary sewer along Walnut Street.

Project Description: Construction of sanitary sewer service to approximately 20 homes along Walnut Street and 112th Avenue. This project is connected to the Walnut Street Improvement project CIP #95023.

Total Project Cost: $535,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	4,968	4,000	33,000	0	0	0	0	0	41,968
Total Internal	4,968	4,000	33,000	0	0	0	0	0	41,968
External Expenses									
Design and Engineering	0	0	20,000	0	0	0	0	0	20,000
Construction	0	140,000	280,000	0	0	0	0	0	420,000
Contingency	0	0	54,000	0	0	0	0	0	54,000
Total External	0	140,000	354,000	0	0	0	0	0	494,000
Total Project Expense	4,968	144,000	387,000	0	0	0	0	0	535,968
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	4,968	144,000	387,000	0	0	0	0	0	535,968
Total Revenue Funding	4,968	144,000	387,000	0	0	0	0	0	535,968
Total Revenues	4,968	144,000	387,000	0	0	0	0	0	535,968

93055 - Pacific Highway Sanitary Sewer Line

Project Need: The sanitary sewer line was constructed in the 1960s and after years of monthly and quarterly cleaning, the pipe walls have become thin.

Project Description: This project will repair approximately 3,520 linear feet of sanitary sewer line from 65th Avenue to Pfaffle Street within the southbound lane of Pacific Highway. If possible, a cured-in-place-pipe (CIPP) trenchless construction method will be used; this should minimize traffic disruption on Pacific Highway.

Project Results: Extended life of this sanitary sewer pipe.

Total Project Cost: $340,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	25,000	15,000	0	0	0	0	40,000
Total Internal	0	0	25,000	15,000	0	0	0	0	40,000
External Expenses									
Design and Engineering	0	0	50,000	0	0	0	0	0	50,000
Project Estimate	0	0	0	250,000	0	0	0	0	250,000
Total External	0	0	50,000	250,000	0	0	0	0	300,000
Total Project Expense	0	0	75,000	265,000	0	0	0	0	340,000
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	0	0	75,000	265,000	0	0	0	0	340,000
Total Revenue Funding	0	0	75,000	265,000	0	0	0	0	340,000
Total Revenues	0	0	75,000	265,000	0	0	0	0	340,000

93056 - Commercial Street Sanitary Sewer Line

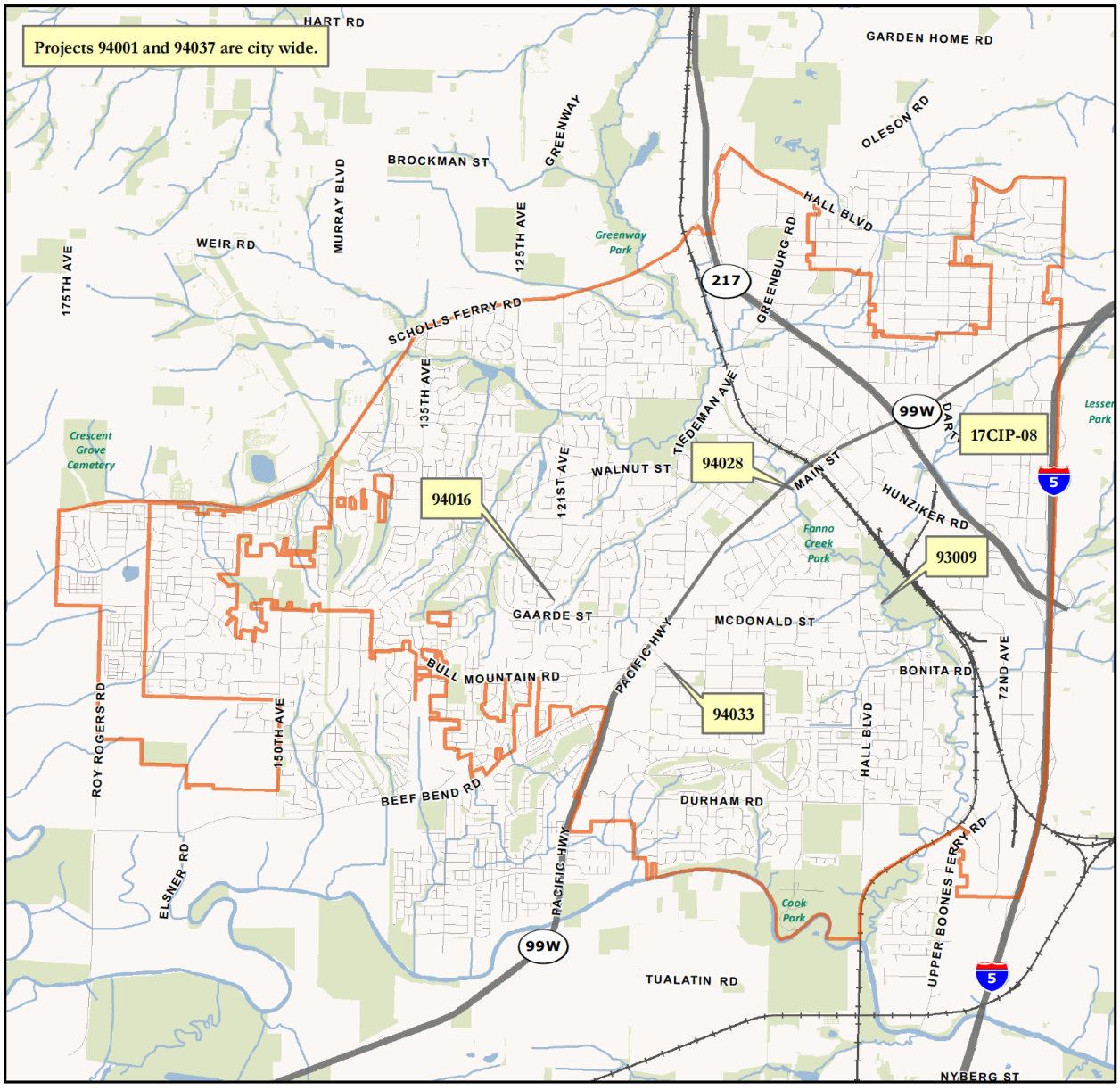
Project Need: The sanitary sewer line was constructed in the 1950s and after years of monthly and quarterly cleaning, the pipe walls have become thin. There is also a long sag within the line that requires frequent cleaning. This line is identified in the master plan to be upsized to 12".

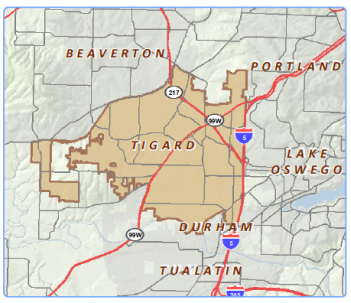
Project Description: Approximately 358 linear feet of new 12" line will be constructed.

Project Results: An upsized sanitary sewer line to serve future development.

Total Project Cost: $135,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	25,000	0	0	0	0	0	25,000
Total Internal	0	0	25,000	0	0	0	0	0	25,000
External Expenses									
Design and Engineering	0	0	6,000	0	0	0	0	0	6,000
Construction	0	0	84,000	0	0	0	0	0	84,000
Contingency	0	0	20,000	0	0	0	0	0	20,000
Total External	0	0	110,000	0	0	0	0	0	110,000
Total Project Expense	0	0	135,000	0	0	0	0	0	135,000
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	0	0	135,000	0	0	0	0	0	135,000
Total Revenue Funding	0	0	135,000	0	0	0	0	0	135,000
Total Revenues	0	0	135,000	0	0	0	0	0	135,000





The City of Tigard Project Locations

Tigard City Limits

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TIGARD MAPS

TIGARD

City of Tigard Recommended Capital Improvement Plan FY 2017-22

Projct No.	Project Name	YTD 2016	2017	2018	2019	2020	2021	2022	Projected Total
17CIP-08	Tigard Triangle Storm Implementation Plan / Predesign	0	0	100,000	100,000	0	0	0	200,000
93009	Fanno Creek Slope Stabilization (Arthur Court)	0	0	60,000	915,000	7,000	7,000	7,000	996,000
94001	Storm Drainage Major Maintenance Program	50,000	100,000	100,000	100,000	100,000	100,000	100,000	650,000
94016	Slope Stabilization (Derry Dell/118th Court)	0	187,000	1,024,000	10,000	10,000	10,000	12,000	1,253,000
94028	Main Street Storm Rehabilitation (Fanno Creek)	0	0	0	0	130,000	0	0	130,000
94033	Canterbury Lane Storm Line Upgrade (106th to Pacific Highway)	57,500	407,500	0	0	0	0	0	465,000
94037	Stormwater Master Plan	65,000	260,000	0	0	0	0	0	325,000
	Total Funded	172,500	954,500	1,284,000	1,125,000	247,000	117,000	119,000	4,019,000

17CIP-08 - Tigard Triangle Storm Implementation Plan / Predesign

Project Need: The new lean development code for the Tigard Triangle is anticipated to work best using a regional stormwater management approach in which most of the volume of runoff generated by new and re-development would be handled in a series of floodplain restoration areas along Red Rock Creek.

Project Description: This project will include taking stormwater data and general storm facility location/sizing information generated in the citywide Stormwater Master Plan project and creating a more site-specific preliminary design for regional facilities, floodplain restoration, trail alignment, right of way/easement acquisition needs and storm conveyance infrastructure. It will also include generation of costing information and development of funding recommendations including fee-in-lieu and SDCs for the Triangle area.

Project Results: Implementation plan for regional stormwater management in the Tigard Triangle.

Project Funding: Funding for this project and/or design and construction of the regional facilities may be partly or fully provided by a potential future urban renewal district.

Total Project Cost: $200,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	20,000	20,000	0	0	0	40,000
Total Internal	0	0	0	20,000	20,000	0	0	0	40,000
External Expenses									
Project Estimate	0	0	0	80,000	80,000	0	0	0	160,000
Total External	0	0	0	80,000	80,000	0	0	0	160,000
Total Project Expense	0	0	0	100,000	100,000	0	0	0	200,000
REVENUES									
Revenue Funding Source									
510-Stormwater Fund	0	0	0	100,000	100,000	0	0	0	200,000
Total Revenue Funding	0	0	0	100,000	100,000	0	0	0	200,000
Total Revenues	0	0	0	100,000	100,000	0	0	0	200,000

93009 - Fanno Creek Slope Stabilization (Arthur Court)

Project Need: Sanitary sewer piping and a section of Fanno Creek Trail are being threatened by erosion on the outside bend of Fanno Creek.

Project Description: A section of the bank along Fanno Creek near Arthur Court has eroded due to high water levels which is threatening a sanitary sewer main and a portion of the Fanno Creek Trail. The project will restore the section of eroding bank and divert high flows from the impacted area.

Project Results: A stabilized bank, providing protection of the sanitary sewer main and the Fanno Creek Trail.

Total Project Cost: $1,160,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	44,602	0	0	10,000	70,000	0	0	0	124,602
Total Internal	44,602	0	0	10,000	70,000	0	0	0	124,602
External Expenses									
Design and Engineering	108,047	0	0	0	0	0	0	0	108,047
Project Estimate	0	0	0	50,000	835,000	0	0	0	885,000
Environmental Permit Compliance	0	0	0	0	10,000	7,000	7,000	7,000	31,000
Total External	108,047	0	0	50,000	845,000	7,000	7,000	7,000	1,024,047
Total Project Expense	152,649	0	0	60,000	915,000	7,000	7,000	7,000	1,148,649
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	0	0	0	30,000	457,500	3,500	3,500	3,500	498,000
510-Stormwater Fund	152,649	0	0	30,000	457,500	3,500	3,500	3,500	650,649
Total Revenue Funding	152,649	0	0	60,000	915,000	7,000	7,000	7,000	1,148,649
Total Revenues	152,649	0	0	60,000	915,000	7,000	7,000	7,000	1,148,649

94001 - Storm Drainage Major Maintenance Program

Project Need: Provide major maintenance of the storm drainage system.

Project Description: This program is used for urgent projects to renew, repair or replace sections of the storm system that have failed or are near failure. Normal operations and maintenance includes work on the system to keep it functioning, however this does not result in renewing or replacing the pipe or other appurtenances. Projects included in the Storm Drainage Major Maintenance Program exceed normal maintenance and operations because they typically replace facilities and add a renewed service life.

Project Results: Repairs made prior to or just after unexpected failure, reducing the possibilities of service interruptions.

Project Funding: Funding levels are increased starting FY2017 reflecting the level of actual needs. This will be further refined upon completion of the Stormwater Master Plan.

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	10,000	15,000	15,000	15,000	15,000	15,000	15,000	100,000
Construction Management	0	0	0	0	0	0	0	0	0
Total Internal	0	10,000	15,000	15,000	15,000	15,000	15,000	15,000	100,000
External Expenses									
Construction	0	40,000	85,000	85,000	85,000	85,000	85,000	85,000	550,000
Total External	0	40,000	85,000	85,000	85,000	85,000	85,000	85,000	550,000
Total Project Expense	0	50,000	100,000	100,000	100,000	100,000	100,000	100,000	650,000
REVENUES									
Revenue Funding Source									
510-Stormwater Fund	0	50,000	100,000	100,000	100,000	100,000	100,000	100,000	650,000
Total Revenue Funding	0	50,000	100,000	100,000	100,000	100,000	100,000	100,000	650,000
Total Revenues	0	50,000	100,000	100,000	100,000	100,000	100,000	100,000	650,000

94016 - Slope Stabilization (Derry Dell/118th Court)

Project Need: Stabilize an active slide and stream erosion on Derry Dell Creek that is threatening sewer infrastructure, impacting city-owned greenway and trail and private property. A geotechnical assessment of this location in December 2015/January 2016 has re-confirmed the need and timing for this project due to ongoing slide activity.

Project Description: The project will design and construct slope stabilization measures for an active slide just downstream of 118th Court. The project will also restore a length of Derry Dell Creek where erosion and stream incision are contributing to these landslides and threatening sewer infrastructure. As part of the permitting process, stream channel mitigation will be required. The project will strategically identify and implement stream channel mitigation sites between 118th Court and 115th Avenue. Stream channel mitigation sites will be selected to restore areas of Derry Dell Creek that are currently incising and without restoration would cause future erosion threats to private property, and existing sewer infrastructure.

Project Results: The project will protect existing sewer infrastructure, stabilize an active landslide, improve water quality in Derry Dell Creek by reconnecting the creek to its floodplain, stabilize the creek in areas that are expected to worsen downstream by restoring them as part of stream channel mitigation for the project.

Total Project Cost: $1,259,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	5,525	0	55,000	40,000	0	0	0	0	100,525
Total Internal	5,525	0	55,000	40,000	0	0	0	0	100,525
External Expenses									
Design and Engineering	0	0	110,000	0	0	0	0	0	110,000
Project Estimate	0	0	0	801,000	0	0	0	0	801,000
Environmental Permit Compliance	0	0	0	12,000	10,000	10,000	10,000	12,000	54,000
Contingency	0	0	22,000	171,000	0	0	0	0	193,000
Total External	0	0	132,000	984,000	10,000	10,000	10,000	12,000	1,158,000
Total Project Expense	5,525	0	187,000	1,024,000	10,000	10,000	10,000	12,000	1,258,525
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	0	0	93,500	512,000	5,000	5,000	5,000	6,000	626,500
510-Stormwater Fund	5,525	0	93,500	512,000	5,000	5,000	5,000	6,000	632,025
Total Revenue Funding	5,525	0	187,000	1,024,000	10,000	10,000	10,000	12,000	1,258,525
Total Revenues	5,525	0	187,000	1,024,000	10,000	10,000	10,000	12,000	1,258,525

94028 - Main Street Storm Rehabilitation (Fanno Creek)

Project Need: Upgrade multiple stormwater outfalls in a way that promotes visual appeal in the downtown area.

Project Description: The project will upgrade functional stormwater outfalls and abandon inactive stormwater outfalls along Fanno Creek in the vicinity of Main Street. The goal of the project will be to develop a plan for outfall design that improves the aesthetics of downtown Tigard and takes advantage of this well-used location to provide public education about the creek. The plan will develop a vision to be used to attract grant funding.

Project Results: Improved Fanno Creek stormwater outfalls in the vicinity of Main Street that are easy to maintain and provide a component of public education about stormwater management and the health of Fanno Creek.

Total Project Cost: $130,000 (conceptual planning and grant application only)

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	0	0	30,000	0	0	30,000
Total Internal	0	0	0	0	0	30,000	0	0	30,000
External Expenses									
Project Estimate	0	0	0	0	0	100,000	0	0	100,000
Total External	0	0	0	0	0	100,000	0	0	100,000
Total Project Expense	0	0	0	0	0	130,000	0	0	130,000
REVENUES									
Revenue Funding Source									
510-Stormwater Fund	0	0	0	0	0	130,000	0	0	130,000
Total Revenue Funding	0	0	0	0	0	130,000	0	0	130,000
Total Revenues	0	0	0	0	0	130,000	0	0	130,000

94033 - Canterbury Lane Storm Line Upgrade (106th to Pacific Highway)

Project Need: The current system does not allow access, which could result in a failure causing damage to downstream properties.

Project Description: This project will provide a storm drainage system with structure and access for proper maintenance.

Project Results: New stormwater facility with improved maintenance access.

Total Project Cost: $465,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	17,500	85,000	0	0	0	0	0	102,500
Total Internal	0	17,500	85,000	0	0	0	0	0	102,500
External Expenses									
Design and Engineering	0	40,000	60,000	0	0	0	0	0	100,000
Construction	0	0	197,500	0	0	0	0	0	197,500
Contingency	0	0	65,000	0	0	0	0	0	65,000
Total External	0	40,000	322,500	0	0	0	0	0	362,500
Total Project Expense	0	57,500	407,500	0	0	0	0	0	465,000
REVENUES									
Revenue Funding Source									
510-Stormwater Fund	0	57,500	407,500	0	0	0	0	0	465,000
Total Revenue Funding	0	57,500	407,500	0	0	0	0	0	465,000
Total Revenues	0	57,500	407,500	0	0	0	0	0	465,000

94037 - Stormwater Master Plan

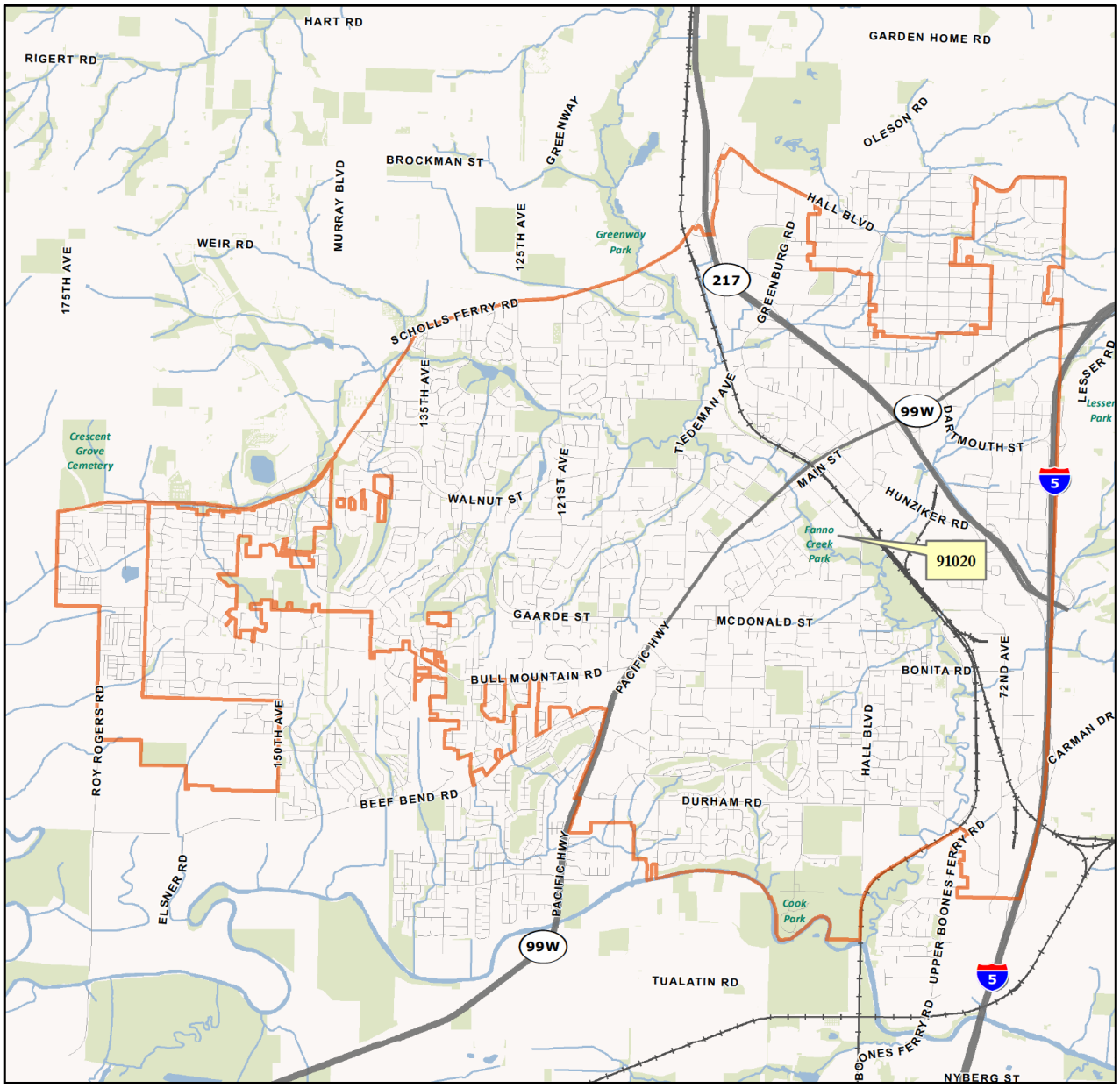
Project Need: Tigard's Stormwater Master Plan has not been updated in over 30 years. The environmental regulations regarding the management of stormwater infrastructure have changed dramatically. Tigard's stormwater infrastructure is aging and many stream systems in the city are experiencing erosion issues with risk of infrastructure and property damage. This Master Plan will describe projects and programs that will address the regulatory requirements and will also identify and prioritize projects to address needs for the existing stormwater system.

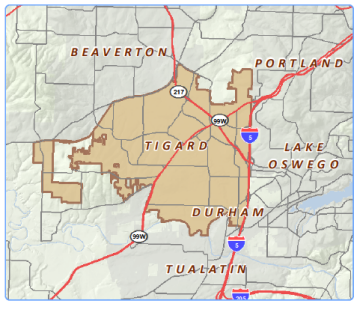
Project Description: Identification of citywide drainage needs. This project should include assessment and prioritization of Significant Stormwater Outfall (SSWO) retrofit projects, the maintenance and updating of existing stormwater infrastructure and the development of policies for addressing stream erosion.

Project Results: Development of a guideline for the expenditure of stormwater funds across the City of Tigard's piped and green infrastructure. This project will assess needs related to regional permit requirements.

Total Project Cost: $325,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	20,000	55,000	0	0	0	0	0	75,000
Total Internal	0	20,000	55,000	0	0	0	0	0	75,000
External Expenses									
Design and Engineering	0	45,000	205,000	0	0	0	0	0	250,000
Total External	0	45,000	205,000	0	0	0	0	0	250,000
Total Project Expense	0	65,000	260,000	0	0	0	0	0	325,000
REVENUES									
Revenue Funding Source									
510-Stormwater Fund	0	65,000	260,000	0	0	0	0	0	325,000
Total Revenue Funding	0	65,000	260,000	0	0	0	0	0	325,000
Total Revenues	0	65,000	260,000	0	0	0	0	0	325,000





The City of Tigard Project Locations

Tigard City Limits

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TIGARD MAPS

TIGARD

City of Tigard Recommended Capital Improvement Plan FY 2017-22

Projct No.	Project Name	YTD 2016	2017	2018	2019	2020	2021	2022	Projected Total
91020	Citywide Facilities Plan	35,000	315,000	0	0	0	0	0	350,000
	Total Funded	35,000	315,000	0	0	0	0	0	350,000

91020 - Citywide Facilities Plan

Project Need: The city has exceeded capacity in its existing facilities.

Project Description: The City of Tigard and community partners envision a more vibrant and prosperous community, as the City prepares for growth and development for the next 20 years. Several recent studies have been commissioned by the City in an effort to focus and develop strategies for smart urban growth in several areas, including the 2014-2034 Strategic Plan. With City-owned facilities located on several sites, the purpose of this study is to take a holistic look at the operational needs and placement of these facilities within a 20-year planning timeframe. Public facilities and infrastructure investments should align with the City's projected growth and long term planning goals. The Facilities Plan and Visioning Study is to assist the City in determining improvements to its existing facilities and properties, in keeping with established community and planning goals. Work will include assessing all existing properties and facilities, projecting future needs within a 20-year timeframe, and identifying a preferred option and method for improving and/or relocating City services.

Project Results: A Citywide Facilities plan will achieve the following:

- Meet projected service demands, based on future growth and anticipated level of service
- Increase operational efficiencies through recommendations, based on the findings of the Consultant's analysis that best meet project City requirements and goals
- Provide cost-effective strategies that best achieve the recommendations of the Facilities Plan
- Maximize land-use potential of existing City-owned properties in conformance with established community and planning goals, and current City provided studies deemed relevant to include in this planning effort and;
- Identify and propose financial funding approaches, successfully used by other governmental agencies, to be utilized for implementing the recommendations.

Total Project Cost: $350,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	10,000	40,000	0	0	0	0	0	50,000
Total Internal	0	10,000	40,000	0	0	0	0	0	50,000
External Expenses									
Design and Engineering	0	25,000	275,000	0	0	0	0	0	300,000
Total External	0	25,000	275,000	0	0	0	0	0	300,000
Total Project Expense	0	35,000	315,000	0	0	0	0	0	350,000
REVENUES									
Revenue Funding Source									
400-Facilities Capital Projects Fund	0	35,000	315,000	0	0	0	0	0	350,000
Total Revenue Funding	0	35,000	315,000	0	0	0	0	0	350,000
Total Revenues	0	35,000	315,000	0	0	0	0	0	350,000

The city has four types of debt currently outstanding.

Two general obligation bonds secured by the city's authority to levy property taxes;

A Build America Bond (BAB) for transportation projects that will be repaid with gas tax, city gas tax, transportation impact fees, and transportation development tax;

Assessment bonds secured by installment payment contracts with property owners; and

Water revenue debt used to pay for the city's water agreement with the City of Lake Oswego. The water revenue debt is in three pieces: a $97.7 million water revenue bond, a $30.8 million water revenue bond and $2.4 million ARRA loan. Also, the city has the authority to issue short term bond anticipation notes secured by the city's full faith and credit and the ability to assess property owners when the related project is complete.

The city's current outstanding debt payments (principal plus interest) are as follows:

Fiscal Year	General Obligation	Build America Bonds	Assessments	Water Revenue Debt	Total
FY 16-17	$ 2,193,100	$ 892,460	$ 103,107	$ 8,393,283	$ 11,581,950
FY 17-18	2,195,425	884,618	103,088	8,390,833	11,573,964
FY 18-19	2,197,625	870,688	103,133	8,390,133	11,561,579
FY 19-20	2,196,825	860,888	80,663	8,390,933	11,529,309
FY 20-21	2,193,625	_	_	8,393,033	10,586,658
FY 21-46	14,740,275	_	_	207,490,814	222,231,089
Total	$ 25,716,875	$ 3,508,653	$ 389,991	$ 249,449,029	279,064,549

The portion of the Build America Bonds that are repaid with Gas Tax revenues will compete with operational needs for road maintenance. Otherwise, existing debt levels have no direct impact on current or future city operations.

The most recent general obligation bond rating occurred in 2010 and the rating given by Moody's was Aa2 and AA by Standard and Poor's. This is a two-step increase over the city's prior bond rating.

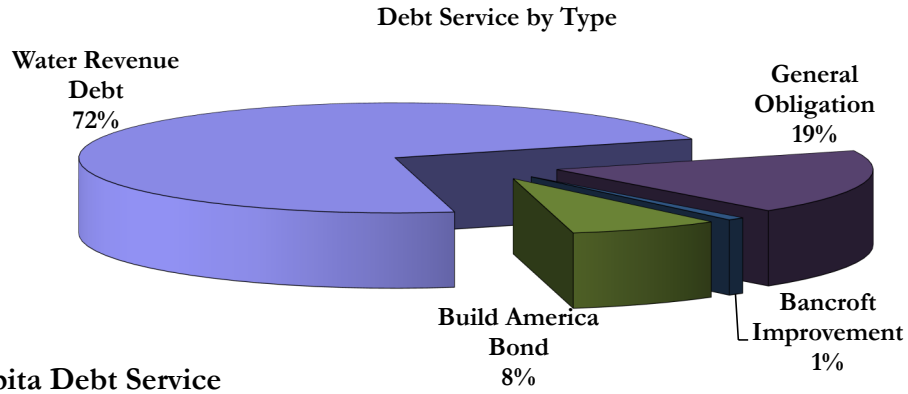
In 2012, the city received its first revenue bond ratings for its water revenue bond. The city received ratings of A1 by Moody's and AA- by Standard and Poor's. For the 2015 Water Revenue Bond, the city's AA-rating from Standard & Poor's was affirmed and Moody's upgraded Tigard to A1 with a positive outlook.

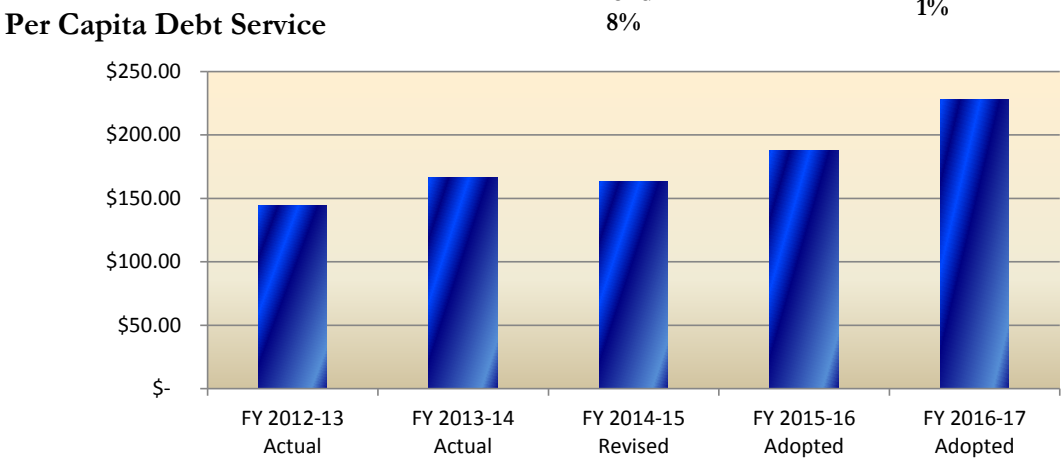
Legal Debt Limit

Oregon statutes ORS 287A.050 limits general obligation debt to a maximum of 3% of the city's total real market property value. The limit for FY 2016-17 will be $216,765,677 based upon the estimated market value of $8,082,751,732.

The following tables and graphs depict future debt service requirements in total and by debt service type. These figures also present schedules detailing required debt service expenditures for FY 2016-17

		FY 2016-17 Debt Service
GENERAL OBLIGATION BONDS-		
Paid from property taxes	Parks Bond	$ 1,292,025
	Library Bond	901,075
	Total General Obligation Bonds	$ 2,193,100
BUILD AMERICA BOND		
Paid primarily from Gas Tax and City Gas Tax		
	2010 Transportation Bond	$ 892,460
	Total Build America Bond	$ 892,460
ASSESSMENTS - BANCROFT IMPROVEMENT BONDS		
Paid primarily from special assessments	2002 69th Avenue LID	$ 103,107
	Additional Bond Calls	-
	Total Assessments / Bancroft Bonds	$ 103,107
WATER REVENUE BONDS		
Paid primarily from Water Rates & SDCs	2012 Water Revenue Bond	$ 6,561,800
Paid primarily from Water Rates & SDCs	2015 Water Revenue Bond	1,670,300
	ARRA Loan	161,183
	Total Water Revenue Bonds	$ 8,393,283
	TOTAL 2016-17 DEBT SERVICE	**$ 11,581,950**





OUTSTANDING DEBT ISSUES

Issue	Original Amount	Interest Rate	Original Issue Date	Principal Outstanding	Final Maturity	Source of Payment
GENERAL OBLIGATION BONDS						
Library Bond	$8,655,000	2.92%	02/03/11	$ 5,525,000	12/01/22	Property Taxes
Parks Bond	$17,000,000	4.15%	02/03/11	$ 13,985,000	06/01/31	Property Taxes
TOTAL GENERAL OBLIGATION BONDS OUTSTANDING				**$ 19,510,000**		
SPECIAL ASSESSMENT BONDS						
69th Avenue Local Improvement District Series 2002	$1,307,969	7.25%	06/27/02	$ 335,656	07/01/17	Special Assessments
TOTAL SPECIAL ASSESSMENT BONDS				**$ 335,656**		
BUILD AMERICA BOND						
2010 Transportation Bonds	$7,250,000	4.35%	06/21/10	$ 3,160,000	06/01/20	Gas Tax, City Gas Tax, TIF, & TDT
TOTAL BUILD AMERICA BONDS				**$ 3,160,000**		
WATER REVENUE DEBT						
2012 Water Revenue Bond	$97,720,000	4.04%	05/01/12	$ 97,720,000	08/01/42	Water User Fees & Water SDC's
2015 Water Revenue Bond	$30,810,000	4.09%	03/03/15	$ 30,810,000	08/01/45	Water User Fees & Water SDC's
ARRA Loan	$2,398,000	3.00%	03/06/12	$ 2,007,953	12/01/31	Water User Fees & Water SDC's
TOTAL WATER REVENUE DEBT OUTSTANDING				**$ 130,537,953**		
GRAND TOTAL - CITY OF TIGARD DEBT OUTSTANDING				**$ 153,543,609**		

DEBT SERVICE SCHEDULE
GENERAL OBLIGATION BOND—LIBRARY

The Tigard Public Library general obligation bond was authorized by voters on May 21, 2002. The initial bond was purchased in whole by the State of Oregon through the Oregon Economic and Community Development Department. In 2011, the initial bond was refunded at the same time that Tigard sold the Parks bond. The new issue saved Tigard property tax payers $863,289 over the remaining life of the bond. Bond proceeds were used to purchase a 14.7 acre parcel and construct a two-story 47,500 square foot library. The new library opened in August 2004.

Amount Issued:	$8,655,000
Issue Date:	2/3/2011
Original Issue True Interest Rate (TIC):	2.923%
Principal Outstanding as of July 1, 2016:	$5,525,000

Fiscal Year	Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service
FY 16-17	12/01/16	3.00%	705,000	103,325	808,325
	06/01/17			92,750	92,750
FY 17-18	12/01/17	3.00%	730,000	92,750	822,750
	06/01/18			81,800	81,800
FY 18-19	12/01/18	4.00%	755,000	81,800	836,800
	06/01/19			66,700	66,700
FY 19-20	12/01/19	4.00%	785,000	66,700	851,700
	06/01/20			51,000	51,000
FY 20-21	12/01/20	4.00%	815,000	51,000	866,000
	06/01/21			34,700	34,700
FY 21-22	12/01/21	4.00%	850,000	34,700	884,700
	06/01/22			17,700	17,700
FY 22-23	12/01/22	4.00%	885,000	17,700	902,700
	Total		$5,525,000	$792,625	$6,317,625

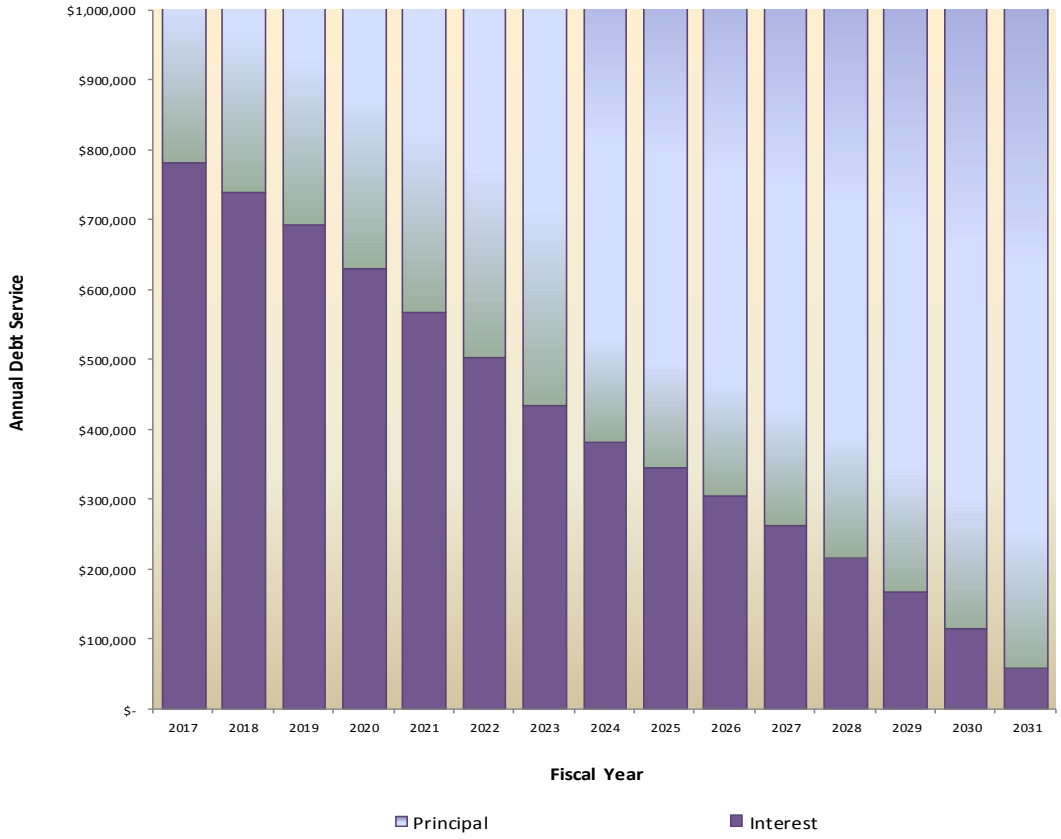
DEBT SERVICE SCHEDULE
GENERAL OBLIGATION BOND—PARKS

The Tigard Parks general obligation bond was authorized by voters on November 2, 2010. Bond proceeds are being used to purchase and develop parks in Tigard. At least 80 percent of the proceeds will be used to purchase land and the remainder can be used to develop parks. In addition, 10 percent can be used in Downtown Tigard in the same 80/20 split.

Amount Issued:	$17,000,000
Issue Date:	2/3/2011
Original Issue True Interest Rate (TIC):	4.148%
Principal Outstanding as of July 1, 2016:	$13,985,000

Fiscal Year	Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service
FY 16-17	12/01/16			293,513	293,513
	06/01/17	3.00%	705,000	293,513	998,513
FY 17-18	12/01/17			282,938	282,938
	06/01/18	3.00%	725,000	282,938	1,007,938
FY 18-19	12/01/18			272,063	272,063
	06/01/19	3.00%	750,000	272,063	1,022,063
FY 19-20	12/01/19			257,063	257,063
	06/01/20	4.00%	780,000	257,063	1,037,063
FY 20-21	12/01/20			241,463	241,463
	06/01/21	4.00%	810,000	241,463	1,051,463
FY 21-22	12/01/21			225,263	225,263
	06/01/22	4.00%	845,000	225,263	1,070,263
FY 22-23	12/01/22			208,363	208,363
	06/01/23	4.00%	875,000	208,363	1,083,363
FY 23-24	12/01/23			190,863	190,863
	06/01/24	4.00%	910,000	190,863	1,100,863
FY 24-25	12/01/24			172,663	172,663
	06/01/25	4.00%	950,000	172,663	1,122,663
FY 25-26	12/01/25			152,475	152,475
	06/01/26	4.25%	990,000	152,475	1,142,475
FY 26-27	12/01/26			131,438	131,438
	06/01/27	4.25%	1,030,000	131,438	1,161,438
FY 27-28	12/01/27			108,263	108,263
	06/01/28	4.50%	1,075,000	108,263	1,183,263
FY 28-29	12/01/28			84,075	84,075
	06/01/29	4.50%	1,125,000	84,075	1,209,075
FY 29-30	12/01/29			57,356	57,356
	06/01/30	4.75%	1,180,000	57,356	1,237,356
FY 30-31	12/01/30			29,331	29,331
	06/01/31	4.75%	1,235,000	29,331	1,264,331
	Total		$13,985,000	$5,414,250	$19,399,250

Projected Annual Debt Service



FY 2016-17 debt service on the outstanding General Obligation Bonds is as follows:

General Obligation Bonds	Date	Interest	Principal	Total
2011A Issue - Parks Bond	12/01/16	$ 293,513	$ -	$ 293,513
	06/01/17	$ 293,513	$ 705,000	$ 998,513
2011B Issue - Library Building	12/01/16	$ 103,325	$ 705,000	$ 808,325
	06/01/17	$ 92,750	$ -	$ 92,750
Total General Obligation Bond Debt Service		$ 783,100	$ 1,410,000	$ 2,193,100

DEBT SERVICE SCHEDULE
TIGARD TRANSPORTATION BUILD AMERICA BOND

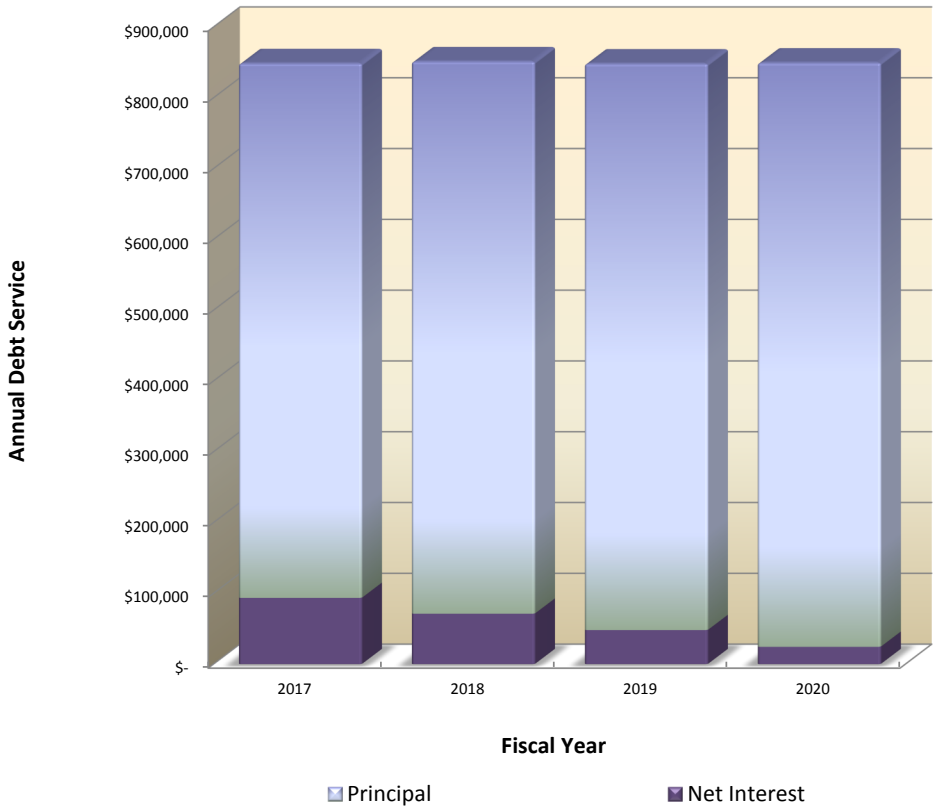
The Tigard Transportation Bond is a full faith and credit obligation authorized by Tigard City Council in Resolution #10-26 and issued on June 21, 2010. The bond has a ten year repayment with an opportunity to call the bond after seven years. The bond is a Build America Bond (BAB) which is part of the American Recovery and Reinvestment Act (ARRA). A BAB is a taxable bond for the bond holder. To make the bond attractive to the bond holder, the interest rate is higher than a tax-exempt bond; however, the Federal Government initially agreed to reimburse the City of Tigard 35% of the interest paid by the City (the BAB Subsidy). Due to sequestering, the Federal Government has reduced that subsidy to about 31.95%. The result for this Transportation Bond is that Tigard pays interest at 4.35% to the Bond Holder, but after the BAB Subsidy, the net debt service is lowered and the net interest cost to Tigard is about 2.96%.

The bond was issued to pay for two projects - Burnham Street Reconstruction and the Greenburg Rd. / Main Street / Pacific Highway (Hwy 99) Intersection. Of the $7.25 million in proceeds, $4.75 million (65.5%) is for the Burnham Street Reconstruction and will be repaid with Gas Tax Fund revenues. The remaining $2.5 million (34.5%) in bond proceeds is for the Greenburg Road / Main Street / Pacific Highway Intersection and will be repaid with City Gas Tax Fund revenues. Payments will be made proportionally from each fund. The projects are also eligible for Transportation Impact Fee Fund (TIF) and Transportation Development Tax Fund (TDT) revenues which may also be used for repayment. From a budgetary basis, Tigard will adopt the Total Debt Service payment, the BAB Subsidy will be proportionally returned to the contributing funds and the proceeds can be used within the limitations of those funds. One potential use will be to contribute to the following year's payments.

Amount Issued:	$7,250,000
Issue Date:	6/21/2010
Original Issue True Interest Rate (TIC):	4.350%
Principal Outstanding as of July 1, 2016:	$3,160,000

Fiscal Year	Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	BAB Subsidy	Net Debt Service	Resulting Net Interest Rate
FY 16-17	12/01/16	4.35%		68,730	68,730	21,959	46,771	2.83%
	06/01/17	4.35%	755,000	68,730	823,730	21,959	801,771	2.83%
FY 17-18	12/01/17	4.35%		52,309	52,309	16,713	35,596	2.83%
	06/01/18	4.35%	780,000	52,309	832,309	16,713	815,596	2.83%
FY 18-19	12/01/18	4.35%		35,344	35,344	11,292	24,051	2.83%
	06/01/19	4.35%	800,000	35,344	835,344	11,292	824,051	2.83%
FY 19-20	12/01/19	4.35%		17,944	17,944	5,733	12,211	2.83%
	06/01/20	4.35%	825,000	17,944	842,944	5,733	837,211	2.83%
	Total		$3,160,000	$348,653	$3,508,653	$111,394	$3,397,258	

Projected Annual Net Debt Service



FY 2016-17 debt service on the outstanding 2010 Transportation Build America Bond is as follows:

2011 Transportation BAB	Date	Interest	Principal	Total	Net Interest	Net Total
	12/01/16	$ 68,730	$ -	$ 68,730	$ 46,771	$ 46,771
	06/01/17	$ 68,730	$ 755,000	$ 823,730	$ 62,757	$ 817,757
Total Transportation BAB Debt Service		$ 137,460	$ 755,000	$ 892,460	$ 109,528	$ 864,528

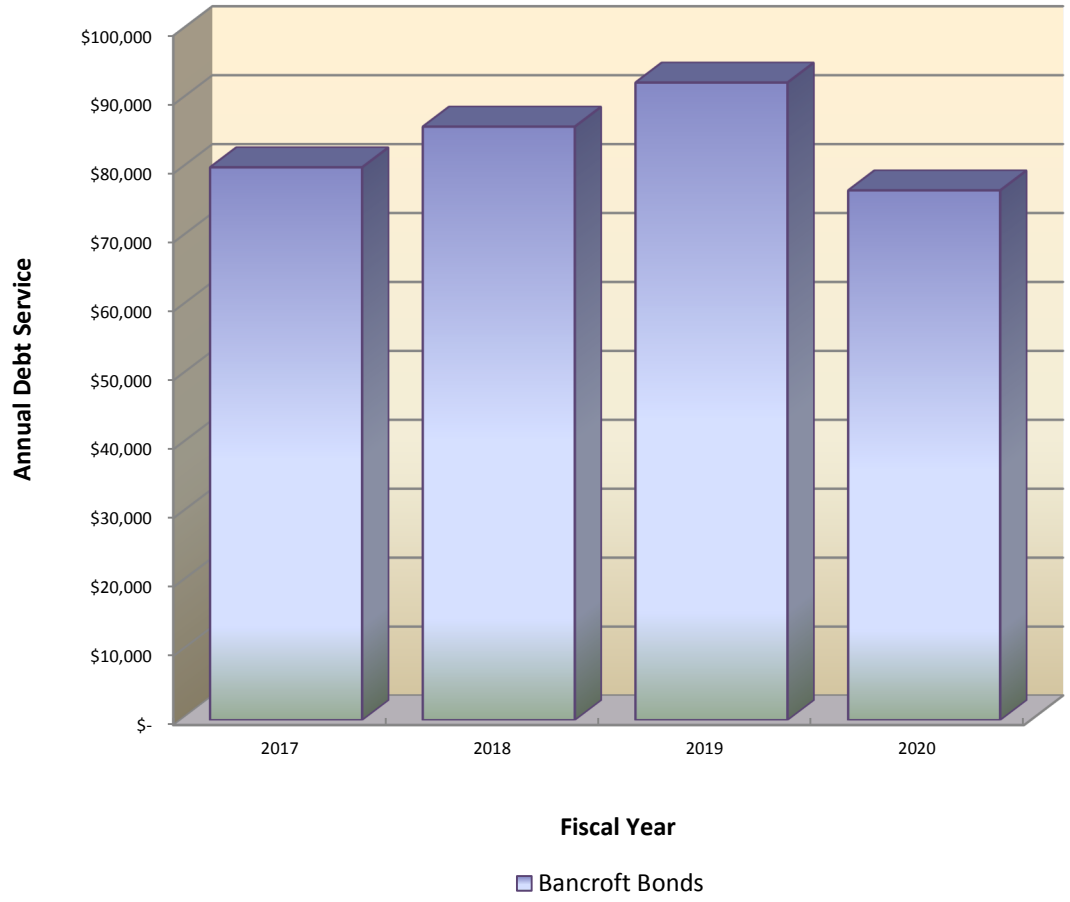
DEBT SERVICE SCHEDULE
ASSESSMENT-69TH AVENUE LOCAL IMPROVEMENT DISTRICT

The 69th Avenue Local Improvement District (LID) was finalized in 2002. This Bancroft Bond was issued to retire the interim financing used for construction of the LID. The source of revenue for re-payment of the bonds are payments on installment contracts executed by benefited property owners. LID assessments are secured by liens on the benefited property.

Amount Issued:	$1,307,969
Issue Date:	6/27/2002
Original Issue True Interest Rate (TIC):	7.250%
Principal Outstanding as of July 1, 2016:	$335,656

Fiscal Year	Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service
FY 16-17	07/01/16	7.25%	39,400	12,168	51,568
	01/01/17	7.25%	40,800	10,740	51,540
FY 17-18	07/01/17	7.25%	42,300	9,261	51,561
	01/01/18	7.25%	43,800	7,727	51,527
FY 18-19	07/01/18	7.25%	45,400	6,139	51,539
	01/01/19	7.25%	47,100	4,494	51,594
FY 19-20	07/01/19	7.25%	48,700	2,786	51,486
	01/01/20	7.25%	28,156	1,021	29,177
	Total		$335,656	$54,334	$389,990

Projected Annual Debt Service



FY 2016-17 debt service on outstanding Bancroft Bonds is scheduled as follows:

Bancroft Bonds	Date	Interest	Principal	Total
2002 - 69th Ave LID	07/01/16	$ 12,168	$ 39,400	$ 51,568
	01/01/17	$ 10,740	$ 40,800	$ 51,540
Additional Bond Calls as Needed		$ -	$ -	$ -
Total Bancroft Debt Service		$22,907	$80,200	$ 103,107

WATER REVENUE DEBT-WATER REVENUE BOND 2012

The Water Revenue Bond was issued in May 2012. This is the first revenue bond issue that will pay for Tigard's water infrastructure and securing a water source for Tigard through the Lake Oswego / Tigard Water Partnership. The Partnership will expand the capacity of the Lake Oswego Water Treatment Plant, providing Tigard with 18 million gallons of water per day. The bonds will be repaid by water usage rates and is eligible to be repaid using Water SDCs as well. Tigard is scheduled to receive water from the plant in 2016, when water purchases from Portland will end. The debt service is set up to make interest only payments through 2015 with higher annual debt service payments that include principal starting in 2016 when Portland water is no longer being purchased.

Amount Issued:	$97,720,000
Issue Date:	5/1/2012
Original Issue True Interest Rate (TIC):	4.042%
Principal Outstanding as of July 1, 2016:	$97,720,000

Fiscal Year	Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service
FY 16-17	08/01/16	3.00%	1,870,000	2,359,925	4,229,925
	02/01/17			2,331,875	2,331,875
FY 17-18	08/01/17	4.00%	1,935,000	2,331,875	4,266,875
	02/01/18			2,293,175	2,293,175
FY 18-19	08/01/18	4.00%	2,015,000	2,293,175	4,308,175
	02/01/19			2,252,875	2,252,875
FY 19-20	08/01/19	4.00%	2,100,000	2,252,875	4,352,875
	02/01/20			2,210,875	2,210,875
FY 20-21	08/01/20	4.00%	2,185,000	2,210,875	4,395,875
	02/01/21			2,167,175	2,167,175
FY 21-22	08/01/21	4.00%	2,275,000	2,167,175	4,442,175
	02/01/22			2,121,675	2,121,675
FY 22-23	08/01/22	4.00%	2,365,000	2,121,675	4,486,675
	02/01/23			2,074,375	2,074,375
FY 23-24	08/01/23	5.00%	2,475,000	2,074,375	4,549,375
	02/01/24			2,012,500	2,012,500
FY 24-25	08/01/24	5.00%	2,605,000	2,012,500	4,617,500
	02/01/25			1,947,375	1,947,375
FY 25-26	08/01/25	5.00%	2,735,000	1,947,375	4,682,375
	02/01/26			1,879,000	1,879,000
FY 26-27	08/01/26	5.00%	2,875,000	1,879,000	4,754,000
	02/01/27			1,807,125	1,807,125
FY 27-28	08/01/27	5.00%	3,025,000	1,807,125	4,832,125
	02/01/28			1,731,500	1,731,500
FY 28-29	08/01/28	5.00%	3,180,000	1,731,500	4,911,500
	02/01/29			1,652,000	1,652,000
FY 29-30	08/01/29	5.00%	3,340,000	1,652,000	4,992,000
	02/01/30			1,568,500	1,568,500
FY 30-31	08/01/30	5.00%	3,515,000	1,568,500	5,083,500
	02/01/31			1,480,625	1,480,625
FY 31-32	08/01/31	5.00%	3,695,000	1,480,625	5,175,625
	02/01/32			1,388,250	1,388,250
FY 32-33	08/01/32	5.00%	3,885,000	1,388,250	5,273,250
	02/01/33			1,291,125	1,291,125
FY 33-34	08/01/33	5.00%	4,080,000	1,291,125	5,371,125
	02/01/34			1,189,125	1,189,125
FY 34-35	08/01/34	5.00%	4,290,000	1,189,125	5,479,125
	02/01/35			1,081,875	1,081,875
FY 35-36	08/01/35	5.00%	4,510,000	1,081,875	5,591,875
	02/01/36			969,125	969,125
FY 36-37	08/01/36	5.00%	4,745,000	969,125	5,714,125
	02/01/37			850,500	850,500
FY 37-38	08/01/37	5.00%	4,985,000	850,500	5,835,500
	02/01/38			725,875	725,875
FY 38-39	08/01/38	5.00%	5,240,000	725,875	5,965,875
	02/01/39			594,875	594,875
FY 39-40	08/01/39	5.00%	5,510,000	594,875	6,104,875
	02/01/40			457,125	457,125
FY 40-41	08/01/40	5.00%	5,795,000	457,125	6,252,125
	02/01/41			312,250	312,250
FY 41-42	08/01/41	5.00%	6,090,000	312,250	6,402,250
	02/01/42			160,000	160,000
FY 42-43	08/01/42	5.00%	6,400,000	160,000	6,560,000
					0
	Total		$97,720,000	$79,461,475	$177,181,475

WATER REVENUE DEBT-WATER REVENUE BOND 2015

The second Water Revenue Bond was issued in March 2015 to pay for Tigard's continuing water infrastructure needs and securing a water source for Tigard through the Lake Oswego / Tigard Water Partnership. The first Water Revenue Bond was issued in May 2012. The Partnership will expand the capacity of the Lake Oswego Water Treatment Plant, providing Tigard with 18 million gallons of water per day. The bonds will be repaid by water usage rates and is eligible to be repaid using Water SDCs as well.

Tigard is scheduled to receive water from the plant in summer of 2016, when water purchases from Portland will end. The debt service is set up to make interest only payments through fiscal year 2016 with higher annual debt service payments that include principal starting in fiscal year 2017.

Amount Issued:	$30,810,000
Issue Date:	3/3/2015
Original Issue True Interest Rate (TIC):	4.090%
Principal Outstanding as of July 1, 2016:	$30,810,000

Fiscal Year	Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service
FY 16-17	08/01/16	3.00%	160,000	756,350	916,350
	02/01/17			753,950	753,950
FY 17-18	08/01/17	4.00%	165,000	753,950	918,950
	02/01/18			750,650	750,650
FY 18-19	08/01/18	4.00%	170,000	750,650	920,650
	02/01/19			747,250	747,250
FY 19-20	08/01/19	4.00%	175,000	747,250	922,250
	02/01/20			743,750	743,750
FY 20-21	08/01/20	4.00%	185,000	743,750	928,750
	02/01/21			740,050	740,050
FY 21-22	08/01/21	4.00%	190,000	740,050	930,050
	02/01/22			736,250	736,250
FY 22-23	08/01/22	4.00%	200,000	736,250	936,250
	02/01/23			732,250	732,250
FY 23-24	08/01/23	4.00%	210,000	732,250	942,250
	02/01/24			728,050	728,050
FY 24-25	08/01/24	4.00%	215,000	728,050	943,050
	02/01/25			723,750	723,750
FY 25-26	08/01/25	4.00%	225,000	723,750	948,750
	02/01/26			719,250	719,250
FY 26-27	08/01/26	4.00%	235,000	719,250	954,250
	02/01/27			714,550	714,550
FY 27-28	08/01/27	5.00%	245,000	714,550	959,550
	02/01/28			708,425	708,425
FY 28-29	08/01/28	5.00%	255,000	708,425	963,425
	02/01/29			702,050	702,050
FY 29-30	08/01/29	5.00%	270,000	702,050	972,050
	02/01/30			695,300	695,300
FY 30-31	08/01/30	3.25%	280,000	695,300	975,300
	02/01/31			690,750	690,750
FY 31-32	08/01/31	5.00%	290,000	690,750	980,750
	02/01/32			683,500	683,500
FY 32-33	08/01/32	5.00%	305,000	683,500	988,500
	02/01/33			675,875	675,875
FY 33-34	08/01/33	5.00%	325,000	675,875	1,000,875
	02/01/34			667,750	667,750
FY 34-35	08/01/34	5.00%	340,000	667,750	1,007,750
	02/01/35			659,250	659,250
FY 35-36	08/01/35	5.00%	360,000	659,250	1,019,250
	02/01/36			650,250	650,250
FY 36-37	08/01/36	5.00%	375,000	650,250	1,025,250
	02/01/37			640,875	640,875
FY 37-38	08/01/37	5.00%	395,000	640,875	1,035,875
	02/01/38			631,000	631,000
FY 38-39	08/01/38	5.00%	420,000	631,000	1,051,000
	02/01/39			620,500	620,500
FY 39-40	08/01/39	5.00%	440,000	620,500	1,060,500
	02/01/40			609,500	609,500
FY 40-41	08/01/40	5.00%	455,000	609,500	1,064,500
	02/01/41			598,125	598,125
FY 41-42	08/01/41	5.00%	485,000	598,125	1,083,125
	02/01/42			586,000	586,000
FY 42-43	08/01/42	5.00%	510,000	586,000	1,096,000
	02/01/43			573,250	573,250
FY 43-44	08/01/43	5.00%	7,265,000	573,250	7,838,250
	02/01/44			391,625	391,625
FY 44-45	08/01/44	5.00%	7,635,000	391,625	8,026,625
	02/01/45			200,750	200,750
FY 45-46	08/01/45	5.00%	8,030,000	200,750	8,230,750
	Total		$30,810,000	$38,905,400	$69,715,400

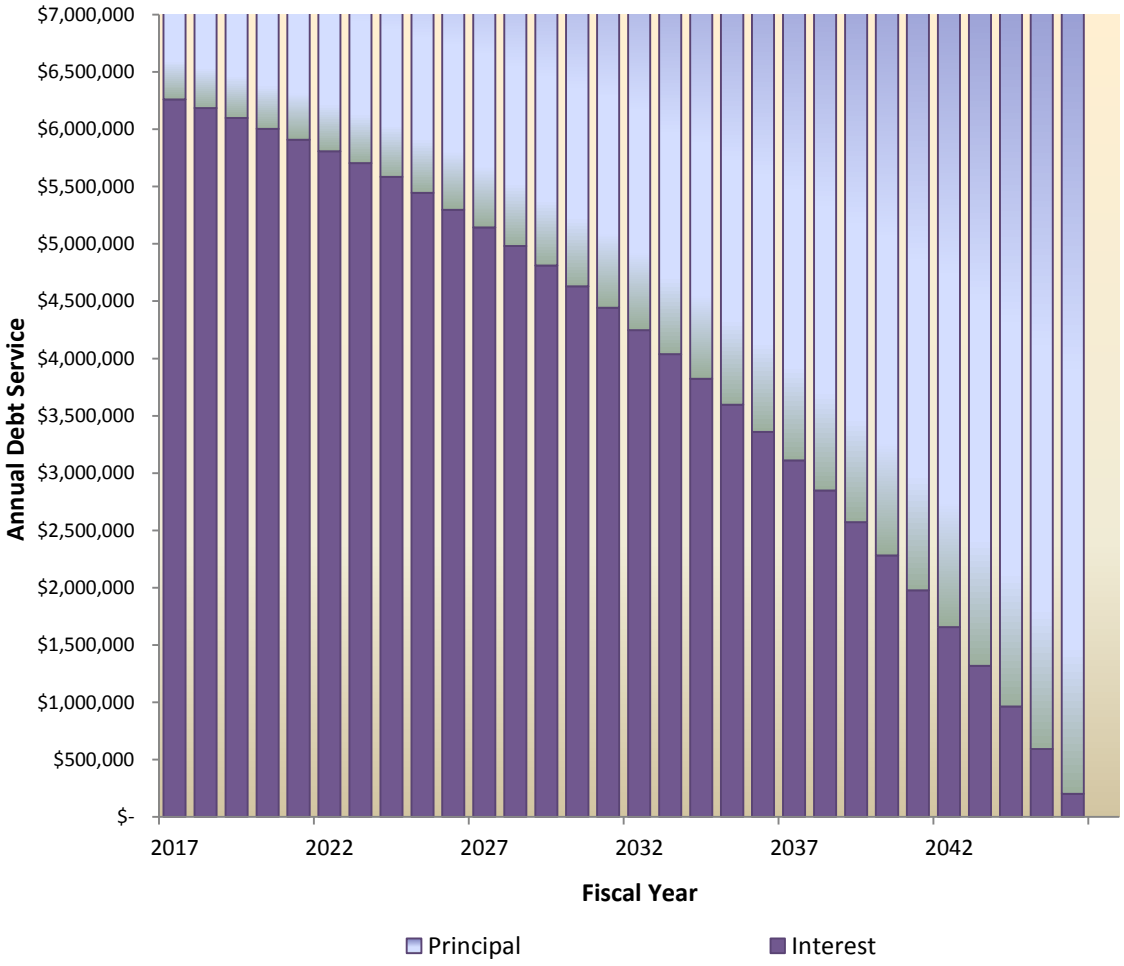
WATER REVENUE DEBT-ARRA WATER LOAN

As part of the American Recovery and Reinvestment Act of 2009, Tigard received a grant and a loan to rehabilitate the water pump and seismic upgrades at our 10 mil water reservoir. The loan became set with the completion of the project in March 2012. The debt is being repaid with water user fees.

Amount Issued:	$2,398,000
Issue Date:	3/6/2012
Original Issue True Interest Rate (TIC):	3.000%
Principal Outstanding as of July 1, 2016:	$2,007,953

Fiscal Year	Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service
FY 16-17	12/01/16	3.00%	100,945	60,239	161,183
FY 17-18	12/01/17	3.00%	103,973	57,210	161,183
FY 18-19	12/01/18	3.00%	107,092	54,091	161,183
FY 19-20	12/01/19	3.00%	110,305	50,878	161,183
FY 20-21	12/01/20	3.00%	113,614	47,569	161,183
FY 21-22	12/01/21	3.00%	117,023	44,161	161,183
FY 22-23	12/01/22	3.00%	120,533	40,650	161,183
FY 23-24	12/01/23	3.00%	124,149	37,034	161,183
FY 24-25	12/01/24	3.00%	127,874	33,310	161,183
FY 25-26	12/01/25	3.00%	131,710	29,473	161,183
FY 26-27	12/01/26	3.00%	135,661	25,522	161,183
FY 27-28	12/01/27	3.00%	139,731	21,452	161,183
FY 28-29	12/01/28	3.00%	143,923	17,260	161,183
FY 29-30	12/01/29	3.00%	148,241	12,943	161,183
FY 30-31	12/01/30	3.00%	152,688	8,495	161,183
FY 31-32	12/01/31	3.00%	130,491	3,915	134,406
	Total		$2,007,953	$544,202	$2,552,155

Projected Annual Debt Service



FY 2016-17 debt service on the outstanding Water Revenue Debt is as follows:

Water Revenue Debt	Date	Interest	Principal	Total
Water Revenue Bond 2012	08/01/16	$ 2,359,925	$ 1,870,000	$ 4,229,925
	02/01/17	$ 2,331,875	$ -	$ 2,331,875
Water Revenue Bond 2015	08/01/16	$ 756,350	$ 160,000	$ 916,350
	02/01/17	$ 753,950	$ -	$ 753,950
ARRA Loan	12/01/16	$ 60,239	$ 100,945	$ 161,183
Total Water Revenue Debt Service		$ 6,262,339	$ 2,130,945	$ 8,393,283

The following section shows a detailed listing of the resources and requirements for each fund used by the city. Explanatory narratives are provided for each of the funds.

In FY 2016-17, the city will use the following funds:

Fund Type	Fund Name
General	General Fund
Enterprise	Sanitary Sewer, Stormwater, Water, Water CIP, Water Debt Service, Water Quality/Quantity, Water SDC
Special Revenue	Building, City Gas, Criminal Forfeiture, Electrical Inspection, Gas Tax, Library Donation and Bequests, Parks Bond, Parks SDC, Parks Utility, Street Maintenance, Transportation Development Tax, Transportation SDC, Urban Forestry, Underground Utility
Debt Service	Bancroft, General Obligation
Capital Projects	Facilities, Parks, Transportation CIP
Internal Service	Central Services, Fleet/Property Maintenance, Insurance

The General Fund is used to account for the city's revenues and expenditures that are of a general nature and therefore not required to be recorded in another fund. General Fund revenues include property taxes, fees and charges for services, franchise fees, fines, interest, revenue from other agencies, and transfers from other funds. Expenditures out of the General Fund include programmatic expenses such as Police, Library, and Community Development, as well as transfers for Parks and capital improvements.

Some revenue streams in the General Fund experience modest growth, such as property taxes, while others are expected to remain significantly flat, such as hotel/motel tax. Property taxes constitute the largest single source of revenue for the General Fund. Revenues received from other agencies include Hotel/Motel Tax, Washington County Cooperative Library Services (WCCLS) distribution share, Liquor Tax, Cigarette Tax, State Revenue Sharing distribution, and miscellaneous other Intergovernmental Revenue. Franchise Fees are paid by utility entities for their use of public right-of-ways and are based on a percentage of their gross revenues collected within the city. Property Tax, Intergovernmental, and Franchise Fees make up the three largest revenue categories.

One revenue stream in the General Fund is anticipate to experience significant growth during the 2016 -2017 fiscal year. The city's Engineering Public Improvement fee is anticipating large growth due to the development of the River Terrace subdivision. This is not a long term or sustained growth however as funds are collected one-time for the review of the development plans. The city's Property Tax revenue may experience a slight increase as these homes come online however.

As the city grows, expenditures in the General Fund continue to slightly outpace revenues. This is not sustainable over the long run and the city continues to look for options to stop the eroding services levels this causes. During FY 2016-2017 the city will explore one possible option in the form of reading for a possible passage of a local option levy to supplement the tax base.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	9,710,833	11,378,279	10,709,593	11,121,468	11,121,468	11,121,468	3.8%
Total Beginning Fund Balance	9,710,833	11,378,279	10,709,593	11,121,468	11,121,468	11,121,468	3.8%
40100 - Current Property Taxes	13,035,662	13,585,285	14,119,577	14,551,662	14,551,662	14,551,662	3.1%
40101 - Prior Year Property Taxes	180,546	254,085	211,188	211,188	211,188	211,188	0.0%
Total Taxes	13,216,208	13,839,370	14,330,765	14,762,850	14,762,850	14,762,850	3.0%
41000 - Franchise Application Fees	0	0	2,000	2,000	2,000	2,000	0.0%
41001 - Franchise Fees - Electric	2,294,270	2,411,315	2,316,324	2,432,140	2,432,140	2,432,140	5.0%
41002 - Franchise Fees - Gas	775,823	688,289	848,005	856,485	856,485	856,485	1.0%
41003 - Franchise - Telecomm	380,394	363,566	291,600	269,730	269,730	269,730	-7.5%
41004 - Franchise Fees - Garbage	490,172	513,602	604,807	641,095	641,095	641,095	6.0%
41005 - Franchise Fees - Cable TV	524,810	532,563	528,603	538,646	538,646	538,646	1.9%
41006 - Franchise Fees - Water	556,537	642,082	785,238	820,574	820,574	820,574	4.5%
41007 - Franchise Fees - Sanitary Swr	520,641	540,543	532,588	551,761	551,761	551,761	3.6%
Total Franchise Fees	5,542,647	5,691,960	5,909,165	6,112,431	6,112,431	6,112,431	3.4%
43001 - Business Tax	796,794	676,087	692,263	859,392	859,392	859,392	24.1%
43112 - CDC Review Fees	29,428	27,884	36,785	45,981	45,981	45,981	25.0%
43113 - Address Fee	2,800	8,150	3,500	4,375	4,375	4,375	25.0%
43114 - Engineering Public Improvement	111,151	429,416	138,939	1,948,674	1,948,674	1,948,674	1302.5%
43115 - Sign Permit Fees	19,404	19,078	24,255	30,319	30,319	30,319	25.0%
43116 - Land Use Application Fee	240,465	635,743	300,581	375,726	375,726	375,726	25.0%
43117 - Long Range Planning Surcharge	39,695	74,038	49,619	0	0	0	-100.0%
43130 - Miscellaneous Fees/Charges	6,325	0	54,308	57,023	57,023	57,023	5.0%
43134 - Street Maintenance Fee	28,325	33,592	0	0	0	0	0.0%
43401 - Alarm Permit Fees	60,875	61,160	48,692	50,445	50,445	50,445	3.6%
43402 - Liquor Permit Fees	3,725	3,675	3,478	3,617	3,617	3,617	4.0%
43403 - Candidate Filing Fees	650	400	0	0	0	0	0.0%
Total Licenses and Permits	1,339,637	1,969,222	1,352,420	3,375,552	3,375,552	3,375,552	149.6%
40201 - Hotel/Motel Tax	577,666	600,805	429,003	454,743	454,743	454,743	6.0%
44100 - Cigarette Tax	61,169	65,598	57,254	53,590	53,590	53,590	-6.4%
44101 - Liquor Tax	690,560	707,861	731,994	775,914	775,914	775,914	6.0%
44102 - State Revenue Sharing	474,355	492,109	496,047	521,841	521,841	521,841	5.2%
44501 - Intergovernmental Revenue	924,982	1,114,368	855,608	855,608	855,608	855,608	0.0%
44800 - Federal Grants	50,651	85,552	77,289	4,104	4,104	4,104	-94.7%
44801 - State Grants	159,359	43,392	123	12	12	109,012	88527.6%
44802 - Grants- Other	10,712	13,227	1,272	127	127	127	-90.0%
44803 - WCCLS Grants	3,082,904	3,159,977	2,859,239	3,034,954	3,034,954	3,034,954	6.1%
Total Intergovernmental	6,032,359	6,282,888	5,507,829	5,700,893	5,700,893	5,809,893	5.5%
45301 - Lien Search Fees	54,670	57,575	49,490	49,985	49,985	49,985	1.0%
45303 - Vehicle Release Fee	13,610	16,510	13,610	13,610	13,610	13,610	0.0%
45304 - Passport Processing Fees	35,605	39,855	35,605	35,605	35,605	35,605	0.0%

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
45305 - Park Revenue	60,325	86,674	63,341	66,508	66,508	66,508	5.0%
45306 - Passport Photos	7,455	8,920	7,455	7,455	7,455	7,455	0.0%
45310 - Library Copier Receipts	836	2,187	836	836	836	836	0.0%
45311 - Library Miscellaneous Income	13,391	10,733	11,909	11,742	11,742	11,742	-1.4%
45319 - Miscellaneous Fees & Charges	18,067	38,731	0	0	0	0	0.0%
45320 - Rental Income	6,000	5,000	3,500	3,500	3,500	3,500	0.0%
45321 - Community Garden Rental Income	842	700	478	478	478	478	0.0%
45322 - Police Copies	12,722	13,264	0	0	0	0	0.0%
45323 - PD Distracted Driver	175	8,503	0	0	0	0	0.0%
45330 - Donations / Gifts	1,055	15,500	0	0	0	0	0.0%
45580 - Interdepartmental Services Revenue	2,541,252	1,897,059	2,851,791	2,378,785	2,378,785	2,378,785	-16.6%
Total Charges for Services	2,766,004	2,201,211	3,038,015	2,568,504	2,568,504	2,568,504	-15.5%
46001 - Traffic Fines	766,940	702,876	780,745	715,528	715,528	715,528	-8.4%
46002 - Civil Infractions	660	0	1,000	1,000	1,000	1,000	0.0%
46010 - Library Fines	93,314	91,868	91,261	91,261	91,261	91,261	0.0%
Total Fines & Forfeitures	860,914	794,744	873,006	807,789	807,789	807,789	-7.5%
47000 - Interest Earnings	183,090	194,642	103,722	103,722	103,722	103,722	0.0%
Total Interest Earnings	183,090	194,642	103,722	103,722	103,722	103,722	0.0%
48001 - Recovered Expenditures	101,067	367,075	56,432	56,432	56,432	56,432	0.0%
48002 - Surplus	17,376	48,021	20,480	0	0	0	-100.0%
Total Miscellaneous	118,443	415,096	76,912	56,432	56,432	56,432	-26.6%
49001 - Debt Proceeds	208,299	0	0	0	0	0	0.0%
49002 - Proceeds from Loan Repayment	0	190,647	0	0	0	0	0.0%
Total Other Financing Sources	208,299	190,647	0	0	0	0	0.0%
49200 - Transfer In from Gas Tax Fund	0	0	0	12,625	12,625	12,625	100.0%
49500 - Transfer In from Sanitary Sewer Fund	0	0	0	15,250	15,250	15,250	100.0%
49510 - Transfer In from Stormwater Fund	0	0	0	15,250	15,250	15,250	100.0%
49530 - Transfer In from Water Fund	0	0	0	11,000	11,000	11,000	100.0%
Total Transfers In	0	0	0	54,125	54,125	54,125	100.0%
Total Resources	39,978,432	42,958,060	41,901,427	44,663,766	44,663,766	44,772,766	6.9%

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Requirements							
Program Expenditures							
Community Development	2,836,409	3,075,371	4,073,429	3,646,043	3,686,043	3,795,043	-6.8%
Community Services	19,409,836	20,229,847	22,300,288	22,689,234	23,074,371	23,204,371	4.1%
Policy and Administration	701,172	778,840	899,502	837,595	837,595	837,595	-6.9%
Public Works	5,051,835	5,737,899	4,118,322	4,289,438	4,289,438	4,289,438	4.2%
Total Program Expenditures	27,999,252	29,821,958	31,391,541	31,462,309	31,887,446	32,126,446	2.3%
Total Loan to CCDA	361,000	254,000	0	0	0	0	0.0%
Total Transfers Out	239,906	893,654	3,434,936	1,530,439	1,745,439	1,845,439	-46.3%
Total Contingency	0	0	1,120,000	1,173,000	1,173,000	1,173,000	4.7%
Total Budget	28,600,158	30,969,611	35,946,477	34,165,748	34,805,885	35,144,885	-2.2%
Reserve for Future Expense	11,378,275	11,988,448	5,954,950	10,498,018	9,857,881	9,627,881	61.7%
Total Requirements	39,978,432	42,958,060	41,901,427	44,663,766	44,663,766	44,772,766	6.9%

Funds collected in the Sanitary Sewer Fund are applied to the operation, maintenance, repair, and upgrade of the city's sanitary sewer infrastructure. Within Washington County, a special district, Clean Water Services (CWS), provides stormwater and sanitary sewer treatment and sets all fees related to these services. CWS contracts with the City of Tigard for billing and collection of sanitary sewer charges within the city's limits and to provide stormwater system maintenance within the city.

Sanitary Sewer Connection Fees are charged to developers and property owners upon connection to the city's sewer system. The amount of this fee is determined by CWS each year. CWS also sets the base monthly sewer service charges. A customer's monthly sewer charge is comprised of the base charge plus a consumption charge which is based on the customer's average water consumption during the previous winter. The city retains approximately 16% (11% in the Sanitary Sewer Fund and 5% as a franchise fee in the General Fund) of these revenues and sends the remaining 84% to CWS each month.

ENTERPRISE FUND-SANITARY SEWER

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	6,275,392	5,230,317	3,586,876	3,440,850	3,440,850	3,609,850	0.6%
Total Beginning Fund Balance	6,275,392	5,230,317	3,586,876	3,440,850	3,440,850	3,609,850	0.6%
43120 - Sewer Connection Fees	15,761	43,872	16,549	42,200	42,200	42,200	155.0%
Total Licenses and Permits	15,761	43,872	16,549	42,200	42,200	42,200	155.0%
44501 - Intergovernmental Revenue	0	0	221,770	338,000	338,000	383,000	72.7%
Total Intergovernmental	0	0	221,770	338,000	338,000	383,000	72.7%
45100 - Utility Sales	1,780,494	1,837,736	1,641,432	1,715,296	1,715,296	1,715,296	4.5%
45199 - Bad Debt	-63,209	-64,348	-50,500	-50,500	-50,500	-50,500	0.0%
45319 - Miscellaneous Fees & Charges	9,921	0	0	0	0	0	0.0%
Total Charges for Services	1,727,206	1,773,388	1,590,932	1,664,796	1,664,796	1,664,796	4.6%
47000 - Interest Earnings	0	11,319	100,333	100,333	100,333	100,333	0.0%
Total Interest Earnings	0	11,319	100,333	100,333	100,333	100,333	0.0%
48001 - Recovered Expenditures	65,857	36,512	143,091	143,091	143,091	143,091	0.0%
Total Miscellaneous	65,857	36,512	143,091	143,091	143,091	143,091	0.0%
49002 - Proceeds from Loan Repayment	0	63,353	0	0	0	0	0.0%
Total Other Financing Sources	0	63,353	0	0	0	0	0.0%
49200 - Transfer In from Gas Tax Fund	0	21,075	0	0	0	0	0.0%
49421 - Transfer In from Parks Bond Fund	44,376	-14,284	0	0	0	0	0.0%
49425 - Transfer In from Parks SDC Fund	0	186,163	0	0	0	0	0.0%
49500 - Transfer In from Sanitary Sewer Fund	0	0	0	0	0	0	0.0%
49510 - Transfer In from Stormwater Fund	177,291	34,306	0	0	0	0	0.0%
49511 - Transfer In from Water Quality/Quantity Fund	35,440	0	0	0	0	0	0.0%
49532 - Transfer In from Water CIP Fund	285,000	215,649	0	0	0	0	0.0%
Total Transfers In	542,107	442,909	0	0	0	0	0.0%
Total Resources	8,626,324	7,601,670	5,659,551	5,729,270	5,729,270	5,943,270	5.0%
Requirements							
Program Expenditures							
CIP	0	12,998	0	0	0	0	0.0%
Public Works	1,732,462	1,864,271	1,960,087	2,181,253	2,181,253	2,181,253	11.3%
Total Program Expenditures	1,732,462	1,877,269	1,960,087	2,181,253	2,181,253	2,181,253	11.3%
Total Transfers Out	107,931	51,482	97,934	164,726	164,726	164,726	68.2%
Total Work in Progress	1,555,614	1,430,270	984,693	900,000	900,000	1,160,111	17.8%
Total Contingency	0	0	379,000	400,000	400,000	400,000	5.5%
Total Budget	3,396,007	3,359,020	3,421,714	3,645,979	3,645,979	3,906,090	14.2%
Reserve for Future Expense	5,230,317	4,242,650	2,237,837	2,083,291	2,083,291	2,037,180	-9.0%
Total Requirements	8,626,324	7,601,670	5,659,551	5,729,270	5,729,270	5,943,270	5.0%

Funds collected in the Stormwater Fund are applied to the operation, maintenance, repair, and upgrade of the city's stormwater facilities. Within Washington County, a special district, Clean Water Services (CWS), provides stormwater and sanitary sewer treatment and sets all fees related to these services. CWS contracts with the City of Tigard for billing and collection of stormwater charges within the city's limits and to provide stormwater system maintenance within the city. The city currently retains 75% of the stormwater fees collected by the city. The city also assesses a $2.00 per month surcharge for stormwater system maintenance.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	2,881,278	3,538,989	3,774,154	3,958,232	3,958,232	4,050,732	7.3%
Total Beginning Fund Balance	2,881,278	3,538,989	3,774,154	3,958,232	3,958,232	4,050,732	7.3%
45100 - Utility Sales	1,945,485	2,105,244	1,788,793	1,869,289	1,869,289	1,869,289	4.5%
45103 - Tigard SWM Surcharge	802,266	808,152	807,156	807,156	807,156	807,156	0.0%
45199 - Bad Debt	-14,891	-14,215	0	0	0	0	0.0%
45319 - Miscellaneous Fees & Charges	486	0	0	0	0	0	0.0%
Total Charges for Services	2,733,346	2,899,180	2,595,949	2,676,445	2,676,445	2,676,445	3.1%
47000 - Interest Earnings	0	8,420	7,936	7,936	7,936	7,936	0.0%
Total Interest Earnings	0	8,420	7,936	7,936	7,936	7,936	0.0%
48001 - Recovered Expenditures	15,096	1,735	3,100	3,100	3,100	3,100	0.0%
Total Miscellaneous	15,096	1,735	3,100	3,100	3,100	3,100	0.0%
49500 - Transfer In from Sanitary Sewer Fund	0	0	0	93,500	93,500	93,500	100.0%
Total Transfers In	0	0	0	93,500	93,500	93,500	100.0%
Total Resources	5,629,721	6,448,324	6,381,139	6,739,213	6,739,213	6,831,713	7.1%
Requirements							
Program Expenditures							
CIP	0	14,372	0	0	0	0	0.0%
Public Works	1,448,387	1,471,734	1,738,126	1,999,819	1,999,819	1,999,819	15.1%
Total Program Expenditures	1,448,387	1,486,105	1,738,126	1,999,819	1,999,819	1,999,819	15.1%
Total Transfers Out	412,071	100,438	444,906	215,286	215,286	220,566	-50.4%
Total Work in Progress	230,273	238,608	1,265,096	862,000	862,000	1,050,611	-17.0%
Total Contingency	0	0	188,450	200,000	200,000	200,000	6.1%
Total Budget	2,090,731	1,825,152	3,636,578	3,277,105	3,277,105	3,470,996	-4.6%
Reserve for Future Expense	3,538,989	4,623,172	2,744,561	3,462,108	3,462,108	3,360,717	22.5%
Total Requirements	5,629,721	6,448,324	6,381,139	6,739,213	6,739,213	6,831,713	7.1%

The City of Tigard manages the operation of the water system through intergovernmental agreements with the cities of King City and Durham and with the Tigard Water District. The Water Fund is the primary operating fund for the water system and accounts for all costs associated to the water operation, including ongoing maintenance. The Water Fund also transfers to the Water CIP Fund for various capital improvement projects and to the Water Debt Service Fund to pay debt service on water revenue bonds. The Water Fund maintains a Rate Stabilization Account of $2.0 million.

In 2008 Tigard entered into a water partnership with the City of Lake Oswego on a long-term water source. The two cities agreed to jointly:

- Expand Lake Oswego's water treatment facility
- Replace the existing river intake
- Construct a reservoir
- Upsize transmission lines
- Develop existing water rights and permits on the Clackamas River

The improvements allow Tigard and Lake Oswego to produce up to 38 million gallons of water (mgd) per day. In December 2013, the two cities agreed to transfer 4 million gallons of water per day from Lake Oswego to Tigard, bringing Tigard up to 18 mgd. Water began flowing from the new facility by 2016.

Based on this water financing plan that was approved by council in 2010, Tigard's share of the improvements and cost to buy into Lake Oswego's existing system is estimated to total $155 million.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	12,707,093	16,233,500	20,245,015	6,795,798	6,795,798	6,832,798	-66.2%
Total Beginning Fund Balance	12,707,093	16,233,500	20,245,015	6,795,798	6,795,798	6,832,798	-66.2%
43126 - Developer Overhead	20,093	52,969	23,107	58,923	58,923	58,923	155.0%
43128 - Fire Service Reimbursement	4,200	2,857	4,830	12,317	12,317	12,317	155.0%
43130 - Miscellaneous Fees/Charges	0	0	3,398	3,568	3,568	3,568	5.0%
Total Licenses and Permits	24,293	55,827	31,335	74,808	74,808	74,808	138.7%
45100 - Utility Sales	15,795,287	18,570,934	18,674,450	19,514,800	19,514,800	19,514,800	4.5%
45101 - Other Utility Sales	10,919	10,652	4,456	4,456	4,456	4,456	0.0%
45102 - Leaks/Misreads Credits	-33,123	-32,483	-22,984	-22,984	-22,984	-22,984	0.0%
45104 - Meter Sales	50,285	30,419	27,762	27,762	27,762	27,762	0.0%
45105 - Fire Hydrant Flow Testing Srvc	1,950	3,250	8,006	8,006	8,006	8,006	0.0%
45150 - Late Penalties/Charges	108,900	121,855	121,136	121,136	121,136	121,136	0.0%
45151 - Returned Check Fees	1,700	1,700	1,290	1,290	1,290	1,290	0.0%
45199 - Bad Debt	-29,764	-15,380	-20,544	-20,544	-20,544	-20,544	0.0%
45319 - Miscellaneous Fees & Charges	2,800	4,650	372	372	372	372	0.0%
45320 - Rental Income	52,358	53,222	33,234	33,234	33,234	33,234	0.0%
Total Charges for Services	15,961,312	18,748,819	18,827,178	19,667,528	19,667,528	19,667,528	4.5%
47000 - Interest Earnings	0	38,550	30,644	30,644	30,644	30,644	0.0%
Total Interest Earnings	0	38,550	30,644	30,644	30,644	30,644	0.0%
48000 - Other Revenue	0	584	0	0	0	0	0.0%
48001 - Recovered Expenditures	39,819	23,608	10,933	10,933	10,933	10,933	0.0%
Total Miscellaneous	39,819	24,193	10,933	10,933	10,933	10,933	0.0%
49100 - Transfer In from General Fund	27,460	27,460	27,460	27,460	27,460	27,460	0.0%
49500 - Transfer In from Sanitary Sewer Fund	13,413	13,413	13,413	13,413	13,413	13,413	0.0%
49510 - Transfer In from Stormwater Fund	17,878	17,878	17,878	17,878	17,878	17,878	0.0%
Total Transfers In	58,751	58,751	58,751	58,751	58,751	58,751	0.0%
Total Resources	28,791,268	35,159,639	39,203,856	26,638,462	26,638,462	26,675,462	-32.0%
Requirements							
Program Expenditures							
	0	0	0	0	0	0	0.0%
Public Works	7,239,686	7,177,970	8,682,558	7,249,963	7,249,963	7,249,963	-16.5%
Total Program Expenditures	7,239,686	7,177,970	8,682,558	7,249,963	7,249,963	7,249,963	-16.5%
Total Transfers Out	5,318,083	5,014,056	24,954,676	10,917,509	10,917,509	11,006,307	-55.9%
Total Contingency	0	0	427,550	500,000	500,000	500,000	16.9%
Total Budget	12,557,768	12,192,026	34,064,784	18,667,472	18,667,472	18,756,270	-44.9%
Reserve for Future Expense	16,233,500	22,967,613	5,139,072	7,970,990	7,970,990	7,919,192	54.1%
Total Requirements	28,791,268	35,159,639	39,203,856	26,638,462	26,638,462	26,675,462	-32.0%

ENTERPRISE FUND-WATER CIP

The Water CIP Fund accounts for major capital improvement projects for the water system. Resources in this fund consist largely of transfers from the Water Fund and borrowing proceeds. The dollars in this fund also continue to fund the city's long-term water project. In fiscal year 2016-2017, the fund had a beginning fund balance of nearly $8.3 million. A large portion of this, an estimated $5 million, will go towards a payment for the Lake Oswego/Tigard Water Partnership.

In 2008 Tigard entered into a water partnership with the City of Lake Oswego on a long-term water source… The Lake Oswego/Tigard Water Partnership. The two cities agreed to jointly:

- Expand Lake Oswego's water treatment facility
- Replace the existing river intake
- Construct a reservoir
- Upsize transmission lines
- Develop existing water rights and permits on the Clackamas River

The improvements would allow Tigard and Lake Oswego to produce up to 38 million gallons of water per day. Of this amount, Tigard will receive between 18 million gallons per day. Water is anticipated to begin flowing from the new facility by 2016.

In October 2010, City Council approved the Water Rate Study that was completed by Red Oak Consulting. Based on this water financing plan, Tigard's share of the improvements and cost to buy into Lake Oswego's existing system is estimated to be $155 million.

In May 2012, $102.5 million of water revenue bonds were issued. The majority of the proceeds were deposited into the Water CIP Fund to pay for capital projects for the water system, including the Lake Oswego/Tigard Water Partnership. In December 2013, the partnership agreed to amend its intergovernmental agreement to transfer an additional 4 million gallons per day from Lake Oswego to Tigard. During FY 2014-15, the city received an additional $35 million dollars in water bond proceeds. While a large portion of these additional dollars went towards a payment for the partnership during the 2015-2016 fiscal year, a substantial portion of the fund balance in this fund remains from these proceeds.

Bonding revenues will be received in the Water CIP Fund and annual bond payments in subsequent years will show in the Water Debt Service Fund. Funding for the bond payments will come from water rates and will be transferred by the Water Fund into the Water Debt Service Fund.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	83,276,923	48,200,050	18,020,000	8,291,199	8,291,199	8,291,199	-54.0%
Total Beginning Fund Balance	83,276,923	48,200,050	18,020,000	8,291,199	8,291,199	8,291,199	-54.0%
47000 - Interest Earnings	234,775	25,882	13,096	13,096	13,096	13,096	0.0%
Total Interest Earnings	234,775	25,882	13,096	13,096	13,096	13,096	0.0%
48001 - Recovered Expenditures	54,327	115,462	5,318	5,318	5,318	5,318	0.0%
Total Miscellaneous	54,327	115,462	5,318	5,318	5,318	5,318	0.0%
49001 - Debt Proceeds	0	35,259,380	0	0	0	0	0.0%
Total Other Financing Sources	0	35,259,380	0	0	0	0	0.0%
49530 - Transfer In from Water Fund	203,278	52,659	18,542,321	2,407,000	2,407,000	2,493,158	-86.6%
49531 - Transfer In from Water SDC Fund	0	160,195	298,600	2,705,000	2,705,000	2,705,000	805.9%
49532 - Transfer In from Water CIP Fund	0	0	0	0	0	0	0.0%
Total Transfers In	203,278	212,854	18,840,921	5,112,000	5,112,000	5,198,158	-72.4%
Total Resources	83,769,304	83,813,628	36,879,335	13,421,613	13,421,613	13,507,771	-63.4%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Debt Service	0	0	0	0	0	0	0.0%
Total Work in Progress	34,747,400	66,374,764	29,168,682	10,346,000	10,346,000	10,432,158	-64.2%
Total Transfers Out	821,854	215,649	231,256	51,935	51,935	51,935	-77.5%
Total Contingency	0	0	0	0	0	0	0.0%
Total Budget	35,569,254	66,590,413	29,399,938	10,397,935	10,397,935	10,484,093	-64.3%
Reserve for Future Exp	48,200,050	17,223,215	7,479,397	3,023,678	3,023,678	3,023,678	-59.6%
Total Requirements	83,769,304	83,813,628	36,879,335	13,421,613	13,421,613	13,507,771	-63.4%

The Water Debt Service Fund accounts for revenues and debt service payments related to the issuance of water revenue bonds. The fund also maintains a fund balance to provide an estimated Debt Service Reserve Fund of $6.4 million.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	6,605,802	6,641,441	7,049,007	6,670,796	6,670,796	6,670,796	-5.4%
Total Beginning Fund Balance	6,605,802	6,641,441	7,049,007	6,670,796	6,670,796	6,670,796	-5.4%
47000 - Interest Earnings	35,639	34,370	0	0	0	0	0.0%
Total Interest Earnings	35,639	34,370	0	0	0	0	0.0%
49530 - Transfer In from Water Fund	4,881,033	4,883,926	6,259,273	8,393,283	8,393,283	8,393,283	34.1%
Total Transfers In	4,881,033	4,883,926	6,259,273	8,393,283	8,393,283	8,393,283	34.1%
Total Resources	11,522,474	11,559,737	13,308,280	15,064,079	15,064,079	15,064,079	13.2%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Debt Service	4,881,033	4,881,033	6,259,275	8,393,284	8,393,284	8,393,284	34.1%
Total Work in Progress	0	0	0	0	0	0	0.0%
Total Transfers Out	0	0	7,906	0	0	0	-100.0%
Total Contingency	0	0	0	0	0	0	0.0%
Total Budget	4,881,033	4,881,033	6,267,181	8,393,284	8,393,284	8,393,284	33.9%
Reserve for Future Exp	6,641,441	6,678,704	7,041,099	6,670,795	6,670,795	6,670,795	-5.3%
Total Requirements	11,522,474	11,559,737	13,308,280	15,064,079	15,064,079	15,064,079	13.2%

The Water Quality/Quantity Fund is a subsidiary fund of the Stormwater Fund. The city charges Water Quality/Quantity fees, which are established by Clean Water Services, on certain development activities in the city. Revenues collected are used to fund offsite stormwater system improvements and capacity improvements to the system. Revenues, as they are tied directly to development activities, fluctuate to a degree and as such have been down over the past few years. In addition to a slowdown in development activity, some developers are choosing to build their own on-site stormwater detention facilities rather than pay the fee.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	1,291,132	1,253,044	828,705	1,259,242	1,259,242	1,259,242	52.0%
Total Beginning Fund Balance	1,291,132	1,253,044	828,705	1,259,242	1,259,242	1,259,242	52.0%
43122 - Fee In-Lieu H20 Quantity	6,325	5,275	1,271	3,241	3,241	3,241	155.0%
43123 - Fee in Lieu Water Quality	-1,451	0	-1,524	-3,241	-3,241	-3,241	112.7%
Total Licenses and Permits	4,874	5,275	-253	0	0	0	-100.0%
47000 - Interest Earnings	0	2,651	15,102	15,102	15,102	15,102	0.0%
Total Interest Earnings	0	2,651	15,102	15,102	15,102	15,102	0.0%
Total Resources	1,296,006	1,260,969	843,554	1,274,344	1,274,344	1,274,344	51.1%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0	0	0.0%
Total Transfers Out	42,962	0	16,576	37,017	37,017	37,017	123.3%
Total Contingency	0	0	50,000	50,000	50,000	50,000	0.0%
Total Budget	42,962	0	66,576	87,017	87,017	87,017	30.7%
Reserve for Future Exp	1,253,044	1,260,969	776,978	1,187,327	1,187,327	1,187,327	52.8%
Total Requirements	1,296,006	1,260,969	843,554	1,274,344	1,274,344	1,274,344	51.1%

The Water System Development Charge (SDC) Fund is a subsidiary of the Water Fund. Water SDCs are charged when new water meters are sold and installed. The total purpose of the Water SDC is to fund future capacity-increasing projects and pay a reimbursement fee for existing assets.

In October 2010, the city completed its update of the Water SDCs. City Council agreed to phase in the increase over four years. Final phase-in occurred on February 1, 2014.

As SDCs are tied to development activity they tend to fluctuate. The city is beginning to see an upward trend in these revenues.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	3,078,053	3,910,001	4,397,081	1,746,414	1,746,414	1,746,414	-60.3%
Total Beginning Fund Balance	3,078,053	3,910,001	4,397,081	1,746,414	1,746,414	1,746,414	-60.3%
43300 - System Development Charges	442,650	503,853	464,782	1,185,194	1,185,194	1,185,194	155.0%
43301 - SDC Reimbursement	389,460	308,896	408,933	1,042,779	1,042,779	1,042,779	155.0%
Total Licenses and Permits	832,110	812,749	873,715	2,227,973	2,227,973	2,227,973	155.0%
47000 - Interest Earnings	0	9,294	233	233	233	233	0.0%
Total Interest Earnings	0	9,294	233	233	233	233	0.0%
Total Resources	3,910,163	4,732,044	5,271,029	3,974,620	3,974,620	3,974,620	-24.6%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0	0	0.0%
Total Transfers Out	162	160,448	299,130	2,720,960	2,720,960	2,720,960	809.6%
Total Contingency	0	0	100,000	100,000	100,000	100,000	0.0%
Total Budget	162	160,448	399,130	2,820,960	2,820,960	2,820,960	606.8%
Reserve for Future Exp	3,910,001	4,571,596	4,871,899	1,153,660	1,153,660	1,153,660	-76.3%
Total Requirements	3,910,163	4,732,044	5,271,029	3,974,620	3,974,620	3,974,620	-24.6%

The Building Fund is used to track building permit revenues and expenditures. All activities of the city's Building Division are appropriated in this fund. The Building Division, a part of the Community Development Department, is responsible for reviewing plans, issuing permits, and inspecting construction to ascertain compliance with the State of Oregon specialty codes. The specialty codes include building, fire, plumbing, mechanical, electrical codes and other State of Oregon rules and statutes. The division enforces requirements of the Tigard Municipal Code and Community Development codes and ordinances.

Revenues collected in the Building Fund are dedicated to supporting the divisional activities and related administrative expenses. The amount of the charge for a building-related fee is detailed in ORS 455.210 and OAR 918-020-0220.

The city is expecting to see a significant increase in Building Fund revenue for FY 2016-2017 in large part due to anticipated 200 home developed during the year in the new River Terrace Subdivision. This increase in revenue is expected to continue for the next 5 to 6 years. While Building fees are paid up front, the work required under those fees may continue for an extended period. This may lead to an initial increase in Fund Balance but expenditures may need to increase in future fiscal years to meet the workload demand.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	1,586,128	1,968,281	2,213,677	2,219,492	2,219,492	2,219,492	0.3%
Total Beginning Fund Balance	1,586,128	1,968,281	2,213,677	2,219,492	2,219,492	2,219,492	0.3%
43101 - Plumbing Permits	122,459	125,946	140,828	359,111	359,111	359,111	155.0%
43102 - Mechanical Permits	282,690	215,250	325,094	828,990	828,990	828,990	155.0%
43104 - Building Permits	603,984	554,679	694,582	1,771,184	1,771,184	1,771,184	155.0%
43105 - Metro Construction Excise 5%	3,638	2,989	4,184	10,669	10,669	10,669	155.0%
43106 - Building Plan Check Fee	263,493	368,911	303,017	772,693	772,693	772,693	155.0%
43107 - Erosion Control Plan Check Fee	375	0	469	469	469	469	0.0%
43108 - Fire Life Safety Plan Ck Fee	97,756	140,336	112,420	286,671	286,671	286,671	155.0%
43109 - Plumbing Plan Check Fee	2,336	1,623	2,687	6,852	6,852	6,852	155.0%
43111 - Mechanical Plan Check Fee	51,249	33,368	58,937	150,289	150,289	150,289	155.0%
43112 - CDC Review Fees	1,102	150	1,378	1,723	1,723	1,723	25.0%
43118 - Sewer Inspection Fee	113,347	3,905	130,350	332,393	332,393	332,393	155.0%
43132 - Reimbursement Application Fee	225	0	0	0	0	0	0.0%
43135 - Info Processing & Archiving	15,038	12,727	17,293	44,097	44,097	44,097	155.0%
Total Licenses and Permits	1,557,692	1,459,884	1,791,239	4,565,141	4,565,141	4,565,141	154.9%
44502 - Beaverton School CET 4%	489	676	1,813	1,813	1,813	1,813	0.0%
44503 - Tigard-Tualatin School CET 4%	9,406	12,235	6,468	6,468	6,468	6,468	0.0%
Total Intergovernmental	9,895	12,912	8,281	8,281	8,281	8,281	0.0%
45151 - Returned Check Fees	20	-1,245	0	0	0	0	0.0%
45319 - Miscellaneous Fees & Charges	3,166	4,814	7,035	7,035	7,035	7,035	0.0%
Total Charges for Services	3,186	3,569	7,035	7,035	7,035	7,035	0.0%
47000 - Interest Earnings	857	4,495	19,782	19,782	19,782	19,782	0.0%
Total Interest Earnings	857	4,495	19,782	19,782	19,782	19,782	0.0%
48001 - Recovered Expenditures	13,596	801	932	932	932	932	0.0%
Total Miscellaneous	13,596	801	932	932	932	932	0.0%
49220 - Transfer In from Electrical Inspection Fund	180,000	180,000	180,000	300,000	300,000	300,000	66.7%
Total Transfers In	180,000	180,000	180,000	300,000	300,000	300,000	66.7%
Total Resources	3,351,353	3,629,943	4,220,946	7,120,663	7,120,663	7,120,663	68.7%

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted v FY 16
Requirements							
Program Expenditures							
Community Development	1,383,072	1,565,366	1,989,847	2,414,784	2,414,784	2,414,784	21.4%
Total Program Expenditures	1,383,072	1,565,366	1,989,847	2,414,784	2,414,784	2,414,784	21.4%
Total Contingency	0	0	210,000	250,000	250,000	250,000	19.0%
Total Budget	1,383,072	1,565,366	2,199,847	2,664,784	2,664,784	2,664,784	21.1%
Reserve for Future Expense	1,968,281	2,064,577	2,021,099	4,455,879	4,455,879	4,455,879	120.5%
Total Requirements	3,351,353	3,629,943	4,220,946	7,120,663	7,120,663	7,120,663	68.7%

The City Gas Tax Fund is used to account for revenues generated from and projects funded by Tigard's local gas tax. The tax was developed by a citizen task force in 2006 as a means to fund improvements to the Greenburg Road/Pacific Highway/Main Street intersection. The plan was to sunset the tax after paying for the project.

In 2009, a change in state law forbade cities from changing their local gas tax, resulting in an inability to sunset the tax. The decision was made by the Tigard City Council to have the tax remain in effect permanently as a source to fund other future transportation project needs as recommended by a citizen task force. The Greenburg Road/Pacific Highway/Main Street intersection project was completed in December 2010. Revenue coming into the fund is currently being used to pay debt service on that project.

The Tigard Transportation Advisory Committee (TTAC) advises council of potential transportation projects that can be funded by this revenue. Based on recommendation of TTAC, the city has funded two additional transportation projects with City Gas Tax Funds. They are the Pacific Highway/ Gaarde Street/McDonald Street Intersection Improvements, and the 72nd Avenue/Dartmouth Street Intersection Improvements that was completed in December 2014. Beginning in FY 2016-2017, this fund will help cover the costs with the Hunziker Industrial Core project, North Dakota Street Bridge Replacement, North Dakota Street Sidewalk and Bike Lane, Tideman Avenue Sidewalk, Commercial Street Sidewalk and Main Street Green Street Retrofit-Phase 2.

During FY 2016-2017 the city will explore the possibility of a ballot measure increasing the local gas tax. Revenue generate from an increase would be used to support pavement maintenance, major capital construction, and pedestrian connections inside the right-of-way.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	1,547,753	1,736,934	126,479	198,126	198,126	198,126	56.6%
Total Beginning Fund Balance	1,547,753	1,736,934	126,479	198,126	198,126	198,126	56.6%
44200 - Gas Tax	638,852	558,740	612,771	619,511	619,511	619,511	1.1%
44801 - State Grants	0	0	31	3	3	3	-90.3%
Total Intergovernmental	638,852	558,740	612,802	619,514	619,514	619,514	1.1%
47000 - Interest Earnings	14,913	24,532	34,584	34,584	34,584	34,584	0.0%
Total Interest Earnings	14,913	24,532	34,584	34,584	34,584	34,584	0.0%
48001 - Recovered Expenditures	24,479	11,218	32,052	32,052	32,052	32,052	0.0%
Total Miscellaneous	24,479	11,218	32,052	32,052	32,052	32,052	0.0%
49460 - Transfer In from Transportation CIP Fund	0	0	0	200,000	200,000	200,000	100.0%
Total Transfers In	0	0	0	200,000	200,000	200,000	100.0%
Total Resources	2,225,996	2,331,424	805,917	1,084,276	1,084,276	1,084,276	34.5%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Debt Service	319,390	315,860	316,560	307,899	307,899	307,899	-2.7%
Total Work in Progress	0	0	0	0	0	0	0.0%
Total Transfers Out	169,673	1,977,108	3,208	334,668	334,668	334,668	10332.3%
Total Contingency	0	0	300,000	300,000	300,000	300,000	0.0%
Total Budget	489,063	2,292,968	619,768	942,567	942,567	942,567	52.1%
Reserve for Future Exp	1,736,934	38,456	186,149	141,709	141,709	141,709	-23.9%
Total Requirements	2,225,996	2,331,424	805,917	1,084,276	1,084,276	1,084,276	34.5%

The Criminal Forfeiture Fund records revenues received from the seizure of assets used in criminal activity. Prior to FY 2013-2014, a transfer out to the General Fund was established each fiscal year in order for the Tigard Police Department to have as-needed access to fund-allowable police and drug enforcement activities. Beginning with FY 2013-2014, the police related expenditures have been made directly out of the fund.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	125,489	182,978	171,842	194,107	194,107	194,107	13.0%
Total Beginning Fund Balance	125,489	182,978	171,842	194,107	194,107	194,107	13.0%
44800 - Federal Grants	59,704	123,887	0	0	0	0	0.0%
Total Intergovernmental	59,704	123,887	0	0	0	0	0.0%
46000 - Forfeitures	0	0	43,000	43,000	43,000	43,000	0.0%
46001 - Traffic Fines	601	0	0	0	0	0	0.0%
46003 - Property Evidence Forfeitures	8,073	5,646	0	0	0	0	0.0%
Total Fines & Forfeitures	8,674	5,646	43,000	43,000	43,000	43,000	0.0%
47000 - Interest Earnings	4	-46	1,892	1,892	1,892	1,892	0.0%
Total Interest Earnings	4	-46	1,892	1,892	1,892	1,892	0.0%
48001 - Recovered Expenditures	0	36	0	0	0	0	0.0%
Total Miscellaneous	0	36	0	0	0	0	0.0%
Total Resources	193,871	312,500	216,734	238,999	238,999	238,999	10.3%
Requirements							
Program Expenditures							
Community Services	10,499	95,788	70,000	150,000	150,000	150,000	114.3%
Total Program Expenditures	10,499	95,788	70,000	150,000	150,000	150,000	114.3%
Total Transfers Out	394	437	560	2,744	2,744	2,744	390.0%
Total Budget	10,893	96,225	70,560	152,744	152,744	152,744	116.5%
Reserve for Future Expense	182,978	216,275	146,174	86,255	86,255	86,255	-41.0%
Total Requirements	193,871	312,500	216,734	238,999	238,999	238,999	10.3%

The Electrical Inspection Fund records revenues related to electrical permits and plan check fees in the city. The fees are established by single or multi-family dwelling units or by type of service, and are established following the guidelines detailed in ORS 455.210 and OAR 918-020-0220. These guidelines specify that the fees charged are necessary and are to be set at a level that reasonably recovers costs. The revenues are then transferred to the Building Fund to support the costs associated with these fees. As with the Building Fund, revenues in the Electrical Inspection Fund are anticipated to increase during the next five to six years with homes being built in the River Terrace Subdivision.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	128,014	124,136	123,229	169,394	169,394	169,394	37.5%
Total Beginning Fund Balance	128,014	124,136	123,229	169,394	169,394	169,394	37.5%
43103 - Electrical Permit Fees	174,572	209,790	183,301	467,418	467,418	467,418	155.0%
43110 - Electrical Plan Check Fee	3,313	9,474	3,478	8,869	8,869	8,869	155.0%
Total Licenses and Permits	177,885	219,265	186,779	476,287	476,287	476,287	155.0%
47000 - Interest Earnings	0	0	1,207	1,207	1,207	1,207	0.0%
Total Interest Earnings	0	0	1,207	1,207	1,207	1,207	0.0%
Total Resources	305,899	343,401	311,215	646,888	646,888	646,888	107.9%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Transfers Out	181,763	180,000	181,993	303,121	303,121	303,121	66.6%
Total Contingency	0	0	50,000	50,000	50,000	50,000	0.0%
Total Budget	181,763	180,000	231,993	353,121	353,121	353,121	52.2%
Reserve for Future Exp	124,136	163,401	79,222	293,767	293,767	293,767	270.8%
Total Requirements	305,899	343,401	311,215	646,888	646,888	646,888	107.9%

The Gas Tax Fund records shared revenues from the State of Oregon and Washington County taxes on the sale of motor vehicle fuel. The city utilizes these revenues to fund various construction, reconstruction, improvements, repairs, maintenance, and operation of public highways, roads, and streets. These monies may also be used for street lighting and cleaning, storm drainage, traffic control devices, administrative costs and debt service. The city's Street Maintenance Division is largely funded by Gas Tax revenues.

State of Oregon gas tax and vehicle registration fees are shared with cities and counties throughout the State using a formula set by the legislature. The expenditure of state gas tax revenue is restricted to the uses outlined in Article IX, section 3a of the Oregon Constitution.

Washington County collects one cent per gallon for all motor vehicle fuel sold within the county. Portions of this collection are distributed to cities within the county according to a formula set by the county.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	1,659,936	985,270	704,872	1,980,093	1,980,093	1,980,093	180.9%
Total Beginning Fund Balance	1,659,936	985,270	704,872	1,980,093	1,980,093	1,980,093	180.9%
43119 - Street Lighting Fees	4,469	22,480	4,692	11,965	11,965	11,965	155.0%
43125 - Fee In-Lieu Bicycle Striping	1,124	0	1,180	3,009	3,009	3,009	155.0%
Total Licenses and Permits	5,593	22,480	5,872	14,974	14,974	14,974	155.0%
44200 - Gas Tax	2,797,766	2,837,939	2,880,519	2,912,205	2,912,205	2,912,205	1.1%
44201 - Other Gas Tax	181,469	181,584	189,598	191,494	191,494	191,494	1.0%
44800 - Federal Grants	0	0	30,000	0	0	0	-100.0%
Total Intergovernmental	2,979,236	3,019,523	3,100,117	3,103,699	3,103,699	3,103,699	0.1%
45319 - Miscellaneous Fees & Charges	1,957	0	0	0	0	0	0.0%
Total Charges for Services	1,957	0	0	0	0	0	0.0%
47000 - Interest Earnings	64,410	125,676	55,732	55,732	55,732	55,732	0.0%
Total Interest Earnings	64,410	125,676	55,732	55,732	55,732	55,732	0.0%
48000 - Other Revenue	84,160	939	0	0	0	0	0.0%
48001 - Recovered Expenditures	49,472	180,694	62,818	62,818	62,818	62,818	0.0%
Total Miscellaneous	133,632	181,633	62,818	62,818	62,818	62,818	0.0%
49001 - Debt Proceeds	152,701	0	0	0	0	0	0.0%
Total Other Financing Sources	152,701	0	0	0	0	0	0.0%
49412 - Transfer In from Street Maintenance Fund	100,000	100,000	100,000	150,000	150,000	150,000	50.0%
Total Transfers In	100,000	100,000	100,000	150,000	150,000	150,000	50.0%
Total Resources	5,097,464	4,434,581	4,029,411	5,367,316	5,367,316	5,367,316	33.2%

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Requirements							
Program Expenditures							
Public Works	1,862,350	1,774,546	2,166,046	2,243,370	2,243,370	2,243,370	3.6%
Total Program Expenditures	1,862,350	1,774,546	2,166,046	2,243,370	2,243,370	2,243,370	3.6%
Total Debt Service	606,378	599,675	592,425	584,561	584,561	584,561	-1.3%
Total Transfers Out	1,643,466	495,248	289,389	1,019,001	1,019,001	1,024,281	253.9%
Total Contingency	0	0	170,000	200,000	200,000	200,000	17.6%
Total Budget	4,112,194	2,869,470	3,217,860	4,046,932	4,046,932	4,052,212	25.9%
Reserve for Future Expense	985,270	1,565,112	811,551	1,320,384	1,320,384	1,315,104	62.0%
Total Requirements	5,097,464	4,434,581	4,029,411	5,367,316	5,367,316	5,367,316	33.2%

The Library Donations and Bequest Fund accounts for money remaining from several donations and bequests that were provided to the Library for various special projects and artwork. A transfer to the Facilities Capital Projects Fund of $100,000 is appropriated in FY 2016-17 for any of these projects or artwork that arise.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	474,648	474,648	374,648	474,648	474,648	474,648	26.7%
Total Beginning Fund Balance	474,648	474,648	374,648	474,648	474,648	474,648	26.7%
47000 - Interest Earnings	0	0	0	0	0	0	0.0%
Total Interest Earnings	0	0	0	0	0	0	0.0%
Total Resources	474,648	474,648	374,648	474,648	474,648	474,648	26.7%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Transfers Out	0	0	100,000	100,000	100,000	100,000	0.0%
Total Budget	0	0	100,000	100,000	100,000	100,000	0.0%
Reserve for Future Exp	474,648	474,648	274,648	374,648	374,648	374,648	36.4%
Total Requirements	474,648	474,648	374,648	474,648	474,648	474,648	26.7%

In November 2010, voters approved a $17 million parks bond for purchase of land and greenspaces to be used for parks. A minimum of 80% of the proceeds can be used for land acquisitions with the remaining 20% to be utilized for park improvements. Funding for land acquisitions and improvements will come from the Parks Bond Fund, with expenditures recorded in the Parks Capital Fund.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	3,915,258	2,395,068	1,700,000	784,997	784,997	784,997	-53.8%
Total Beginning Fund Balance	3,915,258	2,395,068	1,700,000	784,997	784,997	784,997	-53.8%
44501 - Intergovernmental Revenue	0	0	0	515,000	515,000	515,000	100.0%
Total Intergovernmental	0	0	0	515,000	515,000	515,000	100.0%
47000 - Interest Earnings	17,570	11,544	4,020	2,000	2,000	2,000	-50.2%
Total Interest Earnings	17,570	11,544	4,020	2,000	2,000	2,000	-50.2%
Total Resources	3,932,829	2,406,612	1,704,020	1,301,997	1,301,997	1,301,997	-23.6%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Debt Service	0	0	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0	0	0.0%
Total Transfers Out	1,537,761	243,622	1,382,013	1,285,000	1,285,000	1,285,000	-7.0%
Total Contingency	0	0	0	0	0	0	0.0%
Total Budget	1,537,761	243,622	1,382,013	1,285,000	1,285,000	1,285,000	-7.0%
Reserve for Future Exp	2,395,068	2,162,990	322,007	16,997	16,997	16,997	-94.7%
Total Requirements	3,932,829	2,406,612	1,704,020	1,301,997	1,301,997	1,301,997	-23.6%

The Parks System Development Charge (SDC) Fund was established to track the revenues and expenditures associated with the collection of the Parks SDCs. Parks SDCs are charged when a building permit is issued for any new residential, multi-family, or commercial construction. Funds collected are used for the acquisition, development, and expansion of additional recreation spaces and facilities that are included in the city's Parks Master Plan.

During FY 2015-16, the city implemented a new Parks SDC that incorporates the River Terrace subdivision. These rates are to be adjusted annually using an average of two indices, one reflecting changes in development/construction costs and one reflecting changes in land acquisition costs.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	1,959,296	1,568,420	1,000,054	1,192,574	1,192,574	1,295,574	29.6%
Total Beginning Fund Balance	1,959,296	1,568,420	1,000,054	1,192,574	1,192,574	1,295,574	29.6%
43300 - System Development Charges	437,950	525,540	478,027	1,218,969	1,218,969	1,218,969	155.0%
43301 - SDC Reimbursement	0	0	0	0	0	0	0.0%
Total Licenses and Permits	437,950	525,540	478,027	1,218,969	1,218,969	1,218,969	155.0%
47000 - Interest Earnings	0	3,997	19,782	19,782	19,782	19,782	0.0%
Total Interest Earnings	0	3,997	19,782	19,782	19,782	19,782	0.0%
Total Resources	2,397,246	2,097,957	1,497,863	2,431,325	2,431,325	2,534,325	69.2%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Debt Service	0	0	0	0	0	0	0.0%
Total Work in Progress	0	6,752	8,800	0	0	0	-100.0%
Total Transfers Out	828,826	359,386	1,180,414	930,726	930,726	1,086,045	-8.0%
Total Contingency	0	0	98,000	100,000	100,000	47,681	-51.3%
Total Budget	828,826	366,138	1,287,214	1,030,726	1,030,726	1,133,726	-11.9%
Reserve for Future Exp	1,568,420	1,731,819	210,649	1,400,599	1,400,599	1,400,599	564.9%
Total Requirements	2,397,246	2,097,957	1,497,863	2,431,325	2,431,325	2,534,325	69.2%

The Parks Utility Fund is a special revenue fund that is used for maintenance and operation of city parks, trails, and green-spaces. The Tigard City Council recognized during the 2015-2016 fiscal year that the city's General Fund could not be sustained at current levels, given the growth of expenses and the city's population. The General Fund covers core services like police, the Library, community building and parks. City expenses are growing at about 4 percent annually compared to revenues of 3.5 percent. To address the gap, the Council approved a Parks Utility Fee that would take a portion of parks funding out of the General Fund and treat it more like a utility.

For the implementation of the Parks Utility Fee, a typical residential customer who receives a utility statement from the City of Tigard began seeing a monthly charge of $3.75 in April of 2016. Typical business customers saw a monthly charge of approximately $7.00 at the same time. All told, the fees are expected to generate a little more than $1 million annually, or just under half of the cost of the operations and maintenance of city parks, trails, green-spaces, as well as right-of-ways thereafter. The remaining cost is covered by a transfer from the General Fund.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	0	0	0	156,757	156,757	156,757	#########
Total Beginning Fund Balance	0	0	0	156,757	156,757	156,757	1567566900.0%
45110 - Parks Utility Fee	0	0	0	1,000,000	1,000,000	1,000,000	100.0%
Total Charges for Services	0	0	0	1,000,000	1,000,000	1,000,000	100.0%
49100 - Transfer In from General Fund	0	0	2,250,000	1,350,000	1,435,000	1,535,000	-31.8%
Total Transfers In	0	0	2,250,000	1,350,000	1,435,000	1,535,000	-31.8%
Total Resources	0	0	2,250,000	2,506,757	2,591,757	2,691,757	19.6%
Requirements							
Program Expenditures							
Public Works	0	0	2,203,414	2,275,582	2,360,582	2,460,582	11.7%
Total Program Expenditures	0	0	2,203,414	2,275,582	2,360,582	2,460,582	11.7%
Total Work in Progress	0	0	0	0	0	0	0.0%
Total Contingency	0	0	40,000	100,000	100,000	100,000	150.0%
Total Budget	0	0	2,243,414	2,375,582	2,460,582	2,560,582	14.1%
Reserve for Future Expense	0	0	6,586	131,174	131,174	131,174	1891.7%
Total Requirements	0	0	2,250,000	2,506,757	2,591,757	2,691,757	19.6%

The Street Maintenance Fee Fund was established to track the revenues and expenditures associated with the Street Maintenance Fee that was approved through Ordinance No. 03-10 by the City Council in November 2003 and updated with revised fees in both January 2010 and March 2016.

The Street Maintenance Fee is a monthly fee designed specifically for the maintenance of existing roads in Tigard. Monthly fees are billed to and collected from both residential and non-residential customers through the city's utility billing system.

The fee provides a stable source of revenue designated for the use in the maintenance of existing streets and right-of-way maintenance within the city. This includes applying new street surfaces such as slurry seals, pavement overlays, and repairing deteriorating streets.

During the 2015-2016 fiscal year, the Tigard City Council approved revised fees that reflect upcoming projects scheduled in the pavement plan that emphasize road use in commercial areas. The changes are meant to continue funding needed roadwork that supports one of the city's key pieces of infrastructure.

In addition, the Tigard City Council anticipates a planned ballot measure schedule for the November 2016 general election. It would increase the Tigard City Gas Tax of 3 cents by an additional 5 cents a gallon (an amount to be confirmed at a future council meeting). The cost burden would be spread to a larger group of city road users beyond Tigard residents. The revenue would address a backlog of projects not being address in the current work plan.

If Tigard voters in November do not approve the dedicated funding source for road improvements through the planned city gas tax increase, an additional increase in the Street Maintenance Fee rates to both residents and business would occur in January 2017 that would generate an additional $500,000 annually for the program in order to address the backlog of streets over a roughly 20 year timeframe.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	1,224,213	1,370,438	1,360,585	1,510,308	1,510,308	1,510,308	11.0%
Total Beginning Fund Balance	1,224,213	1,370,438	1,360,585	1,510,308	1,510,308	1,510,308	11.0%
43129 - Line Extension Rebate	2,019,140	2,130,295	0	0	0	0	0.0%
43130 - Miscellaneous Fees/Charges	0	0	2,084,860	2,239,103	2,239,103	2,239,103	7.4%
Total Licenses and Permits	2,019,140	2,130,295	2,084,860	2,239,103	2,239,103	2,239,103	7.4%
45199 - Bad Debt	-10,808	-9,623	-5,050	0	0	0	-100.0%
Total Charges for Services	-10,808	-9,623	-5,050	0	0	0	-100.0%
47000 - Interest Earnings	0	0	2,043	2,043	2,043	2,043	0.0%
Total Interest Earnings	0	0	2,043	2,043	2,043	2,043	0.0%
48001 - Recovered Expenditures	5,000	96	1,299	1,299	1,299	1,299	0.0%
Total Miscellaneous	5,000	96	1,299	1,299	1,299	1,299	0.0%
49412 - Transfer In from Street Maintenance Fund	0	0	0	0	0	0	0.0%
Total Transfers In	0	0	0	0	0	0	0.0%
Total Resources	3,237,546	3,491,206	3,443,737	3,752,753	3,752,753	3,752,753	9.0%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Work in Progress	1,660,180	1,893,097	1,830,000	1,985,000	1,985,000	1,985,000	8.5%
Total Transfers Out	206,928	203,617	228,735	313,900	313,900	313,900	37.2%
Total Contingency	0	0	200,000	200,000	200,000	200,000	0.0%
Total Budget	1,867,108	2,096,714	2,258,735	2,498,900	2,498,900	2,498,900	10.6%
Reserve for Future Exp	1,370,438	1,394,492	1,185,002	1,253,853	1,253,853	1,253,853	5.8%
Total Requirements	3,237,546	3,491,206	3,443,737	3,752,753	3,752,753	3,752,753	9.0%

The Transportation Development Tax (TDT) Fund accounts for a Washington County Tax approved by the voters in November 2008 that is administered and collected by the City of Tigard. The tax has been in effect since July 1, 2009, replacing the Traffic Impact Fee (TIF) program.

Like TIF, TDT is assessed on new development to help provide funds for the increased capacity transportation improvements need to accommodate the additional vehicle traffic and demand for transit facilities generated by that development. It provides funds for these capacity improvements to county and city arterials, certain collectors, and certain state and transit facilities as listed in the County's Capital Improvements Project List. The TDT is categorized as an Improvement Fee. Revenue must be dedicated to capital improvements that expand capacity and may not be used for maintenance, repair, or other non-capital improvements.

Since the TDT was approved by Washington County voters, the Washington County Board of Commissioners has granted a discount to developers and slowed the phase-in of the TDT. However, the tax has been fully phased-in as of October 2014.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	1,831,451	1,474,749	1,112,633	1,279,290	1,279,290	1,279,290	15.0%
Total Beginning Fund Balance	1,831,451	1,474,749	1,112,633	1,279,290	1,279,290	1,279,290	15.0%
43320 - TDT Fees	517,727	435,910	700,000	1,785,000	1,785,000	1,785,000	155.0%
Total Licenses and Permits	517,727	435,910	700,000	1,785,000	1,785,000	1,785,000	155.0%
47000 - Interest Earnings	1,411	2,824	11,279	11,279	11,279	11,279	0.0%
Total Interest Earnings	1,411	2,824	11,279	11,279	11,279	11,279	0.0%
49410 - Transfer In from Traffic Impact Fee Fund	0	47,039	0	0	0	0	0.0%
Total Transfers In	0	47,039	0	0	0	0	0.0%
Total Resources	2,350,590	1,960,522	1,823,912	3,075,569	3,075,569	3,075,569	68.6%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Work in Progress	0	6,752	8,800	0	0	0	-100.0%
Total Transfers Out	875,840	805,570	526,690	87,486	87,486	87,486	-83.4%
Total Contingency	0	0	248,000	250,000	250,000	250,000	0.8%
Total Budget	875,840	812,322	783,490	337,486	337,486	337,486	-56.9%
Reserve for Future Exp	1,474,749	1,148,199	1,040,422	2,738,083	2,738,083	2,738,083	163.2%
Total Requirements	2,350,590	1,960,522	1,823,912	3,075,569	3,075,569	3,075,569	68.6%

The Transportation System Development Charge (SDC) Fund was established to track the revenues and expenditures associated with the collection of transportation SDCs. The charges are collected upon issue of a building permit for any new residential, multi-family, or commercial construction. The fees supporting the fund were adopted during the 2015-2016 fiscal year. To assist with infrastructure capacity needs in River Terrace, an additional SDC charge for that area was implemented.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	0	0	0	54,000	54,000	54,000	539999900.0%
Total Beginning Fund Balance	0	0	0	54,000	54,000	54,000	539999900.0%
43300 - System Development Charges	0	0	60,000	1,602,000	1,602,000	1,602,000	2570.0%
43301 - SDC Reimbursement	0	0	5,000	12,750	12,750	12,750	155.0%
Total Licenses and Permits	0	0	65,000	1,614,750	1,614,750	1,614,750	2384.2%
Total Resources	0	0	65,000	1,668,750	1,668,750	1,668,750	2467.3%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0	0	0.0%
Total Transfers Out	0	0	11,000	221,015	221,015	221,015	1909.2%
Total Contingency	0	0	50,000	50,000	50,000	50,000	0.0%
Total Budget	0	0	61,000	271,015	271,015	271,015	344.3%
Reserve for Future Exp	0	0	4,000	1,397,735	1,397,735	1,397,735	34843.3%
Total Requirements	0	0	65,000	1,668,750	1,668,750	1,668,750	2467.3%

The Urban Forestry Fund was established to account for funds collected from developers in lieu of preserving trees. Monies collected in this fund can be used by the city to plant trees in public rights-of-way and other public properties. These resources can also be used to provide care and maintenance to the trees planted by the city for three years after the planting.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	1,248,469	1,349,861	1,129,996	1,154,033	1,154,033	1,154,033	2.1%
Total Beginning Fund Balance	1,248,469	1,349,861	1,129,996	1,154,033	1,154,033	1,154,033	2.1%
47000 - Interest Earnings	0	3,633	4,060	4,060	4,060	4,060	0.0%
Total Interest Earnings	0	3,633	4,060	4,060	4,060	4,060	0.0%
48001 - Recovered Expenditures	0	35,000	0	0	0	0	0.0%
48101 - Tree Replacement Revenue	145,987	10,740	32,813	32,813	32,813	32,813	0.0%
Total Miscellaneous	145,987	45,740	32,813	32,813	32,813	32,813	0.0%
Total Resources	1,394,456	1,399,234	1,166,869	1,190,906	1,190,906	1,190,906	2.1%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0	0	0.0%
Total Transfers Out	44,595	30,224	251,850	153,382	153,382	153,382	-39.1%
Total Contingency	0	0	50,000	50,000	50,000	50,000	0.0%
Total Budget	44,595	30,224	301,850	203,382	203,382	203,382	-32.6%
Reserve for Future Exp	1,349,861	1,369,010	865,019	987,524	987,524	987,524	14.2%
Total Requirements	1,394,456	1,399,234	1,166,869	1,190,906	1,190,906	1,190,906	2.1%

The Underground Utility Fund was established to record funds that are received in lieu of undergrounding utilities. The resources in this fund are used primarily to support various capital improvement projects that require underground utility components. This fund saw a large draw down on resources during the 2015-2016 fiscal year for underground work on the Walnut Street project.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	567,555	576,579	425,300	234,297	234,297	234,297	-44.9%
Total Beginning Fund Balance	567,555	576,579	425,300	234,297	234,297	234,297	-44.9%
43124 - Fee In-Lieu Undergrounding	46,618	43,648	48,948	124,817	124,817	124,817	155.0%
Total Licenses and Permits	46,618	43,648	48,948	124,817	124,817	124,817	155.0%
47000 - Interest Earnings	0	1,091	7,160	7,160	7,160	7,160	0.0%
Total Interest Earnings	0	1,091	7,160	7,160	7,160	7,160	0.0%
Total Resources	614,173	621,318	481,408	366,274	366,274	366,274	-23.9%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0	0	0.0%
Total Transfers Out	37,593	122,652	320,477	249,339	249,339	324,139	1.1%
Total Contingency	0	0	50,000	50,000	50,000	0	-100.0%
Total Budget	37,593	122,652	370,477	299,339	299,339	324,139	-12.5%
Reserve for Future Exp	576,579	498,666	110,931	66,935	66,935	42,135	-62.0%
Total Requirements	614,173	621,318	481,408	366,274	366,274	366,274	-23.9%

The Bancroft Debt Service Fund accounts for revenues and debt service payments related to two local improvement districts (LID) within the city. In July of 2002, the city sold bonds for the 69th Avenue LID project. In December of 2003, the city sold bonds to finance the remaining portion of the Dartmouth LID project, which has since been pay off. Fund revenues are derived from assessments on properties that participate within these districts. The reserve for future expense is to be used to protect against fluctuations and non-payment of assessments by property owners and to provide cash flow to pay debt service as scheduled.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	323,472	151,315	563,718	143,530	143,530	143,530	-74.5%
Total Beginning Fund Balance	323,472	151,315	563,718	143,530	143,530	143,530	-74.5%
42000 - Spec Assmt Principal	0	0	120,000	120,000	120,000	120,000	0.0%
42001 - Spec Assmt Principal - 2003 Dartmouth	198,616	0	0	0	0	0	0.0%
42002 - Spec Assmt Principal	60,215	35,359	0	0	0	0	0.0%
Total Special Assessments	258,831	35,359	120,000	120,000	120,000	120,000	0.0%
47000 - Interest Earnings	-47	0	0	0	0	0	0.0%
47001 - Interest - Assmts 2003 Dartmouth	17,075	0	0	0	0	0	0.0%
47002 - Interest - Assmts 69th Ave	57,888	44,299	0	0	0	0	0.0%
Total Interest Earnings	74,916	44,299	0	0	0	0	0.0%
Total Resources	657,219	230,973	683,718	263,530	263,530	263,530	-61.5%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Debt Service	502,152	103,514	105,900	103,100	103,100	103,100	-2.6%
Total Transfers Out	3,752	230	499	1,536	1,536	1,536	207.8%
Total Contingency	0	0	0	0	0	0	0.0%
Total Budget	505,904	103,743	106,399	104,636	104,636	104,636	-1.7%
Reserve for Future Exp	151,315	127,229	577,319	158,894	158,894	158,894	-72.5%
Total Requirements	657,219	230,973	683,718	263,530	263,530	263,530	-61.5%

The General Obligation Debt Service Fund accounts for revenues and debt service payments related to the 2002 voter-approved bond measure for a new library and the 2011 voter-approved bond measure for the purchase and development of parks. Property taxes collected through the debt levies will be used to repay these bonds and ending fund balance is used to protect against fluctuations in property tax payments and provide cash flow to match collections and payments.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	394,756	532,328	836,941	1,006,296	1,006,296	1,006,296	20.2%
Total Beginning Fund Balance	394,756	532,328	836,941	1,006,296	1,006,296	1,006,296	20.2%
40100 - Current Property Taxes	2,270,970	2,323,216	2,464,242	2,550,490	2,550,490	2,550,490	3.5%
40101 - Prior Year Property Taxes	26,105	42,903	11,515	11,515	11,515	11,515	0.0%
Total Taxes	2,297,075	2,366,119	2,475,757	2,562,005	2,562,005	2,562,005	3.5%
47000 - Interest Earnings	34,197	10,787	4,612	4,612	4,612	4,612	0.0%
Total Interest Earnings	34,197	10,787	4,612	4,612	4,612	4,612	0.0%
48001 - Recovered Expenditures	0	8,006	-195	0	0	0	-100.0%
Total Miscellaneous	0	8,006	-195	0	0	0	-100.0%
Total Resources	2,726,028	2,917,240	3,317,115	3,572,913	3,572,913	3,572,913	7.7%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Debt Service	2,193,700	2,194,700	2,194,525	2,193,200	2,193,200	2,193,200	-0.1%
Total Transfers Out	0	0	1,893	1,352	1,352	1,352	-28.6%
Total Contingency	0	0	0	0	0	0	0.0%
Total Budget	2,193,700	2,194,700	2,196,418	2,194,552	2,194,552	2,194,552	-0.1%
Reserve for Future Exp	532,328	722,540	1,120,697	1,378,361	1,378,361	1,378,361	23.0%
Total Requirements	2,726,028	2,917,240	3,317,115	3,572,913	3,572,913	3,572,913	7.7%

The Facilities Capital Projects Fund is used largely for general construction, reconstruction, replacement, and expansion related to the city's facilities. Transfers into this fund come from the various other funds that will benefit directly from these projects. The fund is currently building a reserve to explore the construction of a new city facility with transfers from the General Fund, Water Fund, Sanitary Sewer Fund, Stormwater Fund and Gas Tax Fund supporting this reserve. Some of this reserve will be used in FY 2016-17 for the Civic Center Facilities Visioning study.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	670,223	905,166	675,181	502,454	502,454	502,454	-25.6%
Total Beginning Fund Balance	670,223	905,166	675,181	502,454	502,454	502,454	-25.6%
47000 - Interest Earnings	139	2,042	3,212	3,212	3,212	3,212	0.0%
Total Interest Earnings	139	2,042	3,212	3,212	3,212	3,212	0.0%
48001 - Recovered Expenditures	0	35	0	0	0	0	0.0%
Total Miscellaneous	0	35	0	0	0	0	0.0%
49100 - Transfer In from General Fund	194,323	807,234	1,151,207	132,607	132,607	132,607	-88.5%
49200 - Transfer In from Gas Tax Fund	27,345	27,345	27,345	27,345	27,345	27,345	0.0%
49500 - Transfer In from Sanitary Sewer Fund	18,736	18,736	31,236	18,736	18,736	18,736	-40.0%
49510 - Transfer In from Stormwater Fund	35,478	35,478	47,978	35,478	35,478	35,478	-26.1%
49530 - Transfer In from Water Fund	42,825	42,825	12,500	0	0	0	-100.0%
49980 - Transfer In from Library Don. & Beq. Fund	0	0	100,000	100,000	100,000	100,000	0.0%
Total Transfers In	318,707	931,618	1,370,266	314,166	314,166	314,166	-77.1%
Total Resources	989,069	1,838,861	2,048,659	819,832	819,832	819,832	-60.0%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Work in Progress	64,867	673,671	1,456,100	315,000	315,000	315,000	-78.4%
Total Transfers Out	19,036	8,402	29,325	16,794	16,794	16,794	-42.7%
Total Contingency	0	0	50,000	50,000	50,000	50,000	0.0%
Total Budget	83,903	682,074	1,535,425	381,794	381,794	381,794	-75.1%
Reserve for Future Exp	905,167	1,156,788	513,234	438,038	438,038	438,038	-14.7%
Total Requirements	989,069	1,838,861	2,048,659	819,832	819,832	819,832	-60.0%

The Parks Capital Fund tracks various parks and greenspaces projects. Revenues accounted for in the Parks Capital Fund include various federal and state grants, intergovernmental revenues, and transfers-in.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	15,630	497,494	298,740	405,039	405,039	405,039	35.6%
Total Beginning Fund Balance	15,630	497,494	298,740	405,039	405,039	405,039	35.6%
44501 - Intergovernmental Revenue	127,999	0	0	0	0	0	0.0%
44800 - Federal Grants	0	0	10,000	539,000	539,000	539,000	5290.0%
44802 - Grants- Other	0	16,000	0	0	0	33,000	100.0%
Total Intergovernmental	127,999	16,000	10,000	539,000	539,000	572,000	5620.0%
47000 - Interest Earnings	0	1,063	3,015	3,015	3,015	3,015	0.0%
Total Interest Earnings	0	1,063	3,015	3,015	3,015	3,015	0.0%
48001 - Recovered Expenditures	11,652	444	0	0	0	0	0.0%
Total Miscellaneous	11,652	444	0	0	0	0	0.0%
49100 - Transfer In from General Fund	9,638	58,960	0	0	0	0	0.0%
49200 - Transfer In from Gas Tax Fund	69,233	0	0	0	0	0	0.0%
49260 - Transfer In from Tree Replacement Fund	38,478	30,056	250,000	150,000	150,000	150,000	-40.0%
49421 - Transfer In from Parks Bond Fund	1,468,949	257,906	1,366,649	1,285,000	1,285,000	1,285,000	-6.0%
49425 - Transfer In from Parks SDC Fund	815,866	172,107	1,169,912	919,319	919,319	1,074,638	-8.1%
49500 - Transfer In from Sanitary Sewer Fund	74,828	17,399	20,000	0	0	0	-100.0%
49510 - Transfer In from Stormwater Fund	68,231	10,532	345,000	45,000	45,000	45,000	-87.0%
49530 - Transfer In from Water Fund	0	12,500	0	4,000	4,000	4,000	100.0%
Total Transfers In	2,545,223	559,459	3,151,561	2,403,319	2,403,319	2,558,638	-18.8%
Total Resources	2,700,504	1,074,460	3,463,316	3,350,373	3,350,373	3,538,692	2.2%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Debt Service	0	0	0	0	0	0	0.0%
Total Work in Progress	2,104,416	652,372	3,161,561	2,922,000	2,922,000	3,110,319	-1.6%
Total Transfers Out	98,594	53,710	123,932	0	0	0	-100.0%
Total Contingency	0	0	0	0	0	0	0.0%
Total Budget	2,203,010	706,082	3,285,493	2,922,000	2,922,000	3,110,319	-5.3%
Reserve for Future Exp	497,494	368,378	177,823	428,373	428,373	428,373	140.9%
Total Requirements	2,700,504	1,074,460	3,463,316	3,350,373	3,350,373	3,538,692	2.2%

The Transportation CIP Fund tracks all capital improvement projects that are funded with transportation revenues including Gas Tax and the Transportation Development Tax (TDT). Resources to the fund include state and federal grants and transfers-in.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16 Revised
Resources							
40000 - Beginning Fund Balance	72,568	247,331	379,619	167,821	167,821	167,821	-55.8%
Total Beginning Fund Balance	72,568	247,331	379,619	167,821	167,821	167,821	-55.8%
44501 - Intergovernmental Revenue	-1,080	-1,400	0	0	0	0	0.0%
44800 - Federal Grants	117,789	35,331	0	2,790,000	2,790,000	2,790,000	100.0%
44801 - State Grants	0	0	0	1,080,000	1,080,000	1,080,000	100.0%
44802 - Grants- Other	0	0	0	41,000	41,000	41,000	100.0%
Total Intergovernmental	116,708	33,932	0	3,911,000	3,911,000	3,911,000	100.0%
48000 - Other Revenue	0	0	0	1,526,000	1,526,000	1,526,000	100.0%
48001 - Recovered Expenditures	0	115	0	0	0	0	0.0%
Total Miscellaneous	0	115	0	1,526,000	1,526,000	1,526,000	100.0%
49200 - Transfer In from Gas Tax Fund	1,546,888	446,828	262,044	974,324	974,324	979,604	273.8%
49205 - Transfer In from City Gas Tax Fund	165,963	1,977,108	0	330,000	330,000	330,000	100.0%
49405 - Transfer In from Trans. Dev. Tax Fund	865,653	805,381	517,654	70,000	70,000	70,000	-86.5%
49410 - Transfer In from Traffic Impact Fee Fund	356,874	465,585	0	0	0	0	0.0%
49411 - Transfer In from Underground Utility Fund	35,542	122,484	319,750	244,800	244,800	319,600	0.0%
49415 - Transfer In from Transportation SDC Fund	0	0	10,000	220,000	220,000	220,000	2100.0%
49500 - Transfer In from Sanitary Sewer Fund	954	1,934	0	0	0	0	0.0%
49510 - Transfer In from Stormwater Fund	113,193	2,244	19,000	97,280	97,280	102,560	439.8%
49530 - Transfer In from Water Fund	190,946	22,145	15,000	8,640	8,640	11,280	-24.8%
49940 - Transfer In from Urban Renewal Cap Imp Fund	111	0	0	0	0	0	0.0%
Total Transfers In	3,276,123	3,843,709	1,143,448	1,945,044	1,945,044	2,033,044	77.8%
Total Resources	3,465,399	4,125,087	1,523,067	7,549,865	7,549,865	7,637,865	401.5%
Requirements							
Program Expenditures							
Program Expenditures	0	0	0	0	0	0	0.0%
Total Work in Progress	3,218,069	3,920,648	1,133,448	7,172,044	7,172,044	7,260,044	540.5%
Total Transfers Out	0	42,880	57,410	200,000	200,000	200,000	248.4%
Total Contingency	0	0	0	0	0	0	0.0%
Total Budget	3,218,069	3,963,528	1,190,858	7,372,044	7,372,044	7,460,044	526.4%
Reserve for Future Exp	247,331	161,559	332,209	177,821	177,821	177,821	-46.5%
Total Requirements	3,465,399	4,125,087	1,523,067	7,549,865	7,549,865	7,637,865	401.5%

The Central Service Fund has been established to track the revenues and expenditures of the central administrative functions in the city including city administration, finance, central services, utility billing, and information services. The resources for this fund are largely interdepartmental charges to other city funds. These charges are allocated to departments through a federally approved indirect cost plan. The basis for these allocated costs is reviewed each year based on anticipated use or benefits that are provided to other city departments or divisions.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	218,979	425,173	182,372	705,819	705,819	705,819	287.0%
Total Beginning Fund Balance	218,979	425,173	182,372	705,819	705,819	705,819	287.0%
43130 - Miscellaneous Fees/Charges	0	0	33,872	35,566	35,566	35,566	5.0%
Total Licenses and Permits	0	0	33,872	35,566	35,566	35,566	5.0%
44501 - Intergovernmental Revenue	0	0	0	0	0	0	0.0%
Total Intergovernmental	0	0	0	0	0	0	0.0%
45319 - Miscellaneous Fees & Charges	53,857	47,278	0	0	0	0	0.0%
45580 - Interdepartmental Services Revenue	5,593,709	6,239,285	6,986,481	7,326,403	7,326,403	7,326,403	4.9%
Total Charges for Services	5,647,566	6,286,564	6,986,481	7,326,403	7,326,403	7,326,403	4.9%
47000 - Interest Earnings	0	35,927	22,593	22,593	22,593	22,593	0.0%
Total Interest Earnings	0	35,927	22,593	22,593	22,593	22,593	0.0%
48000 - Other Revenue	50,648	58,464	0	0	0	0	0.0%
48001 - Recovered Expenditures	13,760	16,525	12,400	13,400	13,400	13,400	8.1%
48002 - Surplus	0	0	7,500	0	0	0	-100.0%
Total Miscellaneous	64,408	74,989	19,900	13,400	13,400	13,400	-32.7%
49100 - Transfer In from General Fund	8,485	0	6,269	20,372	20,372	20,372	225.0%
49200 - Transfer In from Gas Tax Fund	0	0	0	4,707	4,707	4,707	100.0%
49205 - Transfer In from City Gas Tax Fund	3,710	0	3,208	4,668	4,668	4,668	45.5%
49220 - Transfer In from Electrical Inspection Fund	1,763	0	1,993	3,121	3,121	3,121	56.6%
49240 - Transfer In from Criminal Forfeiture Fund	394	437	560	2,744	2,744	2,744	390.0%
49260 - Transfer In from Tree Replacement Fund	6,117	168	1,850	3,382	3,382	3,382	82.8%
49300 - Transfer In from Bancroft Bond Debt Svc Fund	3,752	230	499	1,536	1,536	1,536	207.8%
49350 - Transfer In from Gen Ob Debt Svc Fund	0	0	1,893	1,352	1,352	1,352	-28.6%
49400 - Transfer In from Capital Projects Fund	19,036	8,402	29,325	16,794	16,794	16,794	-42.7%
49405 - Transfer In from Trans. Dev. Tax Fund	10,188	189	9,036	17,486	17,486	17,486	93.5%
49410 - Transfer In from Traffic Impact Fee Fund	2,266	0	0	0	0	0	0.0%
49411 - Transfer In from Underground Utility Fund	2,051	168	727	4,539	4,539	4,539	524.3%
49412 - Transfer In from Street Maintenance Fund	106,928	103,617	128,735	163,900	163,900	163,900	27.3%
49415 - Transfer In from Transportation SDC Fund	0	0	1,000	1,015	1,015	1,015	1.5%
49420 - Transfer In from Parks Capital Fund	98,594	53,710	123,932	0	0	0	-100.0%
49421 - Transfer In from Parks Bond Fund	24,436	0	15,364	0	0	0	-100.0%
49425 - Transfer In from Parks SDC Fund	12,960	1,116	10,502	11,407	11,407	11,407	8.6%
49460 - Transfer In from Transportation CIP Fund	0	42,880	57,410	0	0	0	-100.0%
49500 - Transfer In from Sanitary Sewer Fund	0	0	33,285	23,827	23,827	23,827	-28.4%
49510 - Transfer In from Stormwater Fund	0	0	11,550	4,400	4,400	4,400	-61.9%
49511 - Transfer In from Water Quality/Quantity Fund	7,521	0	429	0	0	0	-100.0%
49530 - Transfer In from Water Fund	0	0	125,582	93,586	93,586	93,586	-25.5%

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
49531 - Transfer In from Water SDC Fund	162	253	530	15,960	15,960	15,960	2911.3%
49532 - Transfer In from Water CIP Fund	536,854	0	231,256	51,935	51,935	51,935	-77.5%
49533 - Transfer In from Water Debt Service Fund	0	0	7,906	0	0	0	-100.0%
49660 - Transfer In from Insurance Fund	521	690	983	270	270	31,270	3081.1%
Total Transfers In	845,738	211,861	803,824	447,001	447,001	478,001	-40.5%
Total Resources	6,776,690	7,034,513	8,049,042	8,550,782	8,550,782	8,581,782	6.6%
Requirements							
Program Expenditures							
Policy and Administration	6,351,518	6,529,460	7,799,137	8,041,081	8,041,081	8,082,249	3.6%
Total Program Expenditures	6,351,518	6,529,460	7,799,137	8,041,081	8,041,081	8,082,249	3.6%
Total Contingency	0	0	97,000	250,000	250,000	250,000	157.7%
Total Budget	6,351,518	6,529,460	7,896,137	8,291,081	8,291,081	8,332,249	5.5%
Reserve for Future Expense	425,173	505,053	152,905	259,701	259,701	249,533	63.2%
Total Requirements	6,776,690	7,034,513	8,049,042	8,550,782	8,550,782	8,581,782	6.6%

The Fleet/Property Management Fund tracks the revenues and expenditures of the Fleet Maintenance Division and Property Management Division as part of the Central Services Department. The resources for this fund are largely interdepartmental charges to other city funds that are based on a federally approved cost allocation plan that is revised each year. The cost allocation plan is based on anticipated use of benefits that are provided to other city departments or divisions.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted vs FY 16
Resources							
40000 - Beginning Fund Balance	87,102	87,008	113,138	85,948	85,948	85,948	-24.0%
Total Beginning Fund Balance	87,102	87,008	113,138	85,948	85,948	85,948	-24.0%
45580 - Interdepartmental Services Revenue	1,484,616	1,560,590	1,783,024	1,927,788	1,927,788	1,927,788	8.1%
Total Charges for Services	1,484,616	1,560,590	1,783,024	1,927,788	1,927,788	1,927,788	8.1%
48001 - Recovered Expenditures	3,784	3,283	29,686	29,686	29,686	29,686	0.0%
Total Miscellaneous	3,784	3,283	29,686	29,686	29,686	29,686	0.0%
49100 - Transfer In from General Fund	0	0	0	0	130,000	130,000	100.0%
49510 - Transfer In from Stormwater Fund	0	0	3,500	0	0	0	-100.0%
49511 - Transfer In from Water Quality/Quantity Fund	0	0	16,147	37,017	37,017	37,017	129.3%
Total Transfers In	0	0	19,647	37,017	167,017	167,017	750.1%
Total Resources	1,575,502	1,650,881	1,945,495	2,080,439	2,210,439	2,210,439	13.6%
Requirements							
Program Expenditures							
Policy and Administration	0	0	1,852,362	1,911,913	2,041,913	2,041,913	10.2%
Public Works	1,488,494	1,548,395	0	0	0	0	0.0%
Total Program Expenditures	1,488,494	1,548,395	1,852,362	1,911,913	2,041,913	2,041,913	10.2%
Total Contingency	0	0	75,000	75,000	75,000	75,000	0.0%
Total Budget	1,488,494	1,548,395	1,927,362	1,986,913	2,116,913	2,116,913	9.8%
Reserve for Future Expense	87,009	102,486	18,133	93,526	93,526	93,526	415.8%
Total Requirements	1,575,502	1,650,881	1,945,495	2,080,439	2,210,439	2,210,439	13.6%

The Insurance Fund is an internal service fund established to track worker's compensation and other insurance related revenues as well as limited expenditures. Expenditures in this fund are for self-insured retentions on losses unfunded by traditional insurance policies, management of insurance/ claim activity and reduction of significant liability exposures.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	2017 Approved	2017 Adopted	Adopted v FY 16
Resources							
40000 - Beginning Fund Balance	830,267	858,592	832,184	882,276	882,276	882,276	6.0%
Total Beginning Fund Balance	830,267	858,592	832,184	882,276	882,276	882,276	6.0%
47000 - Interest Earnings	0	0	7,810	15,620	15,620	15,620	100.0%
Total Interest Earnings	0	0	7,810	15,620	15,620	15,620	100.0%
48001 - Recovered Expenditures	47,689	44,272	34,140	39,000	39,000	39,000	14.2%
Total Miscellaneous	47,689	44,272	34,140	39,000	39,000	39,000	14.2%
Total Resources	877,955	902,864	874,134	936,896	936,896	936,896	7.2%
Requirements							
Program Expenditures							
Policy and Administration	18,842	13,365	50,000	50,000	50,000	50,000	0.0%
Total Program Expenditures	18,842	13,365	50,000	50,000	50,000	50,000	0.0%
Total Transfers Out	521	690	983	270	270	31,270	3081.1%
Total Contingency	0	0	25,000	25,000	25,000	0	-100.0%
Total Budget	19,364	14,055	75,983	75,270	75,270	81,270	7.0%
Reserve for Future Expense	858,592	888,809	798,151	861,626	861,626	855,626	7.2%
Total Requirements	877,955	902,864	874,134	936,896	936,896	936,896	7.2%

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
General Fund						
	Policy and Administration	837,595	0	837,595	0	837,595
	Community Development	3,646,043	40,000	3,686,043	109,000	3,795,043
	Community Services	22,689,234	385,137	23,074,371	130,000	23,204,371
	Public Works	4,289,438	0	4,289,438	0	4,289,438
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	1,530,439	215,000	1,745,439	100,000	1,845,439
	Capital Improvements	0	0	0	0	0
	Contingency	1,173,000	0	1,173,000	0	1,173,000
		34,165,748	640,137	34,805,885	339,000	35,144,885
Gas Tax Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	2,243,370	0	2,243,370	0	2,243,370
	Debt Service	584,561	0	584,561	0	584,561
	Loan to CCDA	0	0	0	0	0
	Transfer	1,019,001	0	1,019,001	5,280	1,024,281
	Capital Improvements	0	0	0	0	0
	Contingency	200,000	0	200,000	0	200,000
		4,046,932	0	4,046,932	5,280	4,052,212
City Gas Tax Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	307,899	0	307,899	0	307,899
	Loan to CCDA	0	0	0	0	0
	Transfer	334,668	0	334,668	0	334,668
	Capital Improvements	0	0	0	0	0
	Contingency	300,000	0	300,000	0	300,000
		942,567	0	942,567	0	942,567

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Electrical Inspection Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	303,121	0	303,121	0	303,121
	Capital Improvements	0	0	0	0	0
	Contingency	50,000	0	50,000	0	50,000
		353,121	0	353,121	0	353,121
Building Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	2,414,784	0	2,414,784	0	2,414,784
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	0	0	0	0	0
	Capital Improvements	0	0	0	0	0
	Contingency	250,000	0	250,000	0	250,000
		2,664,784	0	2,664,784	0	2,664,784
Criminal Forfeiture Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	150,000	0	150,000	0	150,000
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	2,744	0	2,744	0	2,744
	Capital Improvements	0	0	0	0	0
	Contingency	0	0	0	0	0
		152,744	0	152,744	0	152,744

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Urban Forestry Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	153,382	0	153,382	0	153,382
	Capital Improvements	0	0	0	0	0
	Contingency	50,000	0	50,000	0	50,000
		203,382	0	203,382	0	203,382
Parks Utility Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	2,275,582	85,000	2,360,582	100,000	2,460,582
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	0	0	0	0	0
	Capital Improvements	0	0	0	0	0
	Contingency	100,000	0	100,000	0	100,000
		2,375,582	85,000	2,460,582	100,000	2,560,582
Bancroft Debt Service Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	103,100	0	103,100	0	103,100
	Loan to CCDA	0	0	0	0	0
	Transfer	1,536	0	1,536	0	1,536
	Capital Improvements	0	0	0	0	0
	Contingency	0	0	0	0	0
		104,636	0	104,636	0	104,636

Fund / Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
General Obligation Debt Service Fund					
Policy and Administration	0	0	0	0	0
Community Development	0	0	0	0	0
Community Services	0	0	0	0	0
Public Works	0	0	0	0	0
Debt Service	2,193,200	0	2,193,200	0	2,193,200
Loan to CCDA	0	0	0	0	0
Transfer	1,352	0	1,352	0	1,352
Capital Improvements	0	0	0	0	0
Contingency	0	0	0	0	0
	2,194,552	0	2,194,552	0	2,194,552
Facilities Capital Projects Fund					
Policy and Administration	0	0	0	0	0
Community Development	0	0	0	0	0
Community Services	0	0	0	0	0
Public Works	0	0	0	0	0
Debt Service	0	0	0	0	0
Loan to CCDA	0	0	0	0	0
Transfer	16,794	0	16,794	0	16,794
Capital Improvements	315,000	0	315,000	0	315,000
Contingency	50,000	0	50,000	0	50,000
	381,794	0	381,794	0	381,794
Transportation Development Tax					
Policy and Administration	0	0	0	0	0
Community Development	0	0	0	0	0
Community Services	0	0	0	0	0
Public Works	0	0	0	0	0
Debt Service	0	0	0	0	0
Loan to CCDA	0	0	0	0	0
Transfer	87,486	0	87,486	0	87,486
Capital Improvements	0	0	0	0	0
Contingency	250,000	0	250,000	0	250,000
	337,486	0	337,486	0	337,486

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Traffic Impact Fee Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	0	0	0	0	0
	Capital Improvements	0	0	0	0	0
	Contingency	0	0	0	0	0
		0	0	0	0	0
Underground Utility Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	249,339	0	249,339	74,800	324,139
	Capital Improvements	0	0	0	0	0
	Contingency	50,000	0	50,000	-50,000	0
		299,339	0	299,339	24,800	324,139
Street Maintenance Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	313,900	0	313,900	0	313,900
	Capital Improvements	1,985,000	0	1,985,000	0	1,985,000
	Contingency	200,000	0	200,000	0	200,000
		2,498,900	0	2,498,900	0	2,498,900

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Transportation SDC Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	221,015	0	221,015	0	221,015
	Capital Improvements	0	0	0	0	0
	Contingency	50,000	0	50,000	0	50,000
		271,015	0	271,015	0	271,015
Parks Capital Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	0	0	0	0	0
	Capital Improvements	2,922,000	0	2,922,000	188,319	3,110,319
	Contingency	0	0	0	0	0
		2,922,000	0	2,922,000	188,319	3,110,319
Parks Bond Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	1,285,000	0	1,285,000	0	1,285,000
	Capital Improvements	0	0	0	0	0
	Contingency	0	0	0	0	0
		1,285,000	0	1,285,000	0	1,285,000

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Parks SDC Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	930,726	0	930,726	155,319	1,086,045
	Capital Improvements	0	0	0	0	0
	Contingency	100,000	0	100,000	-52,319	47,681
		1,030,726	0	1,030,726	103,000	1,133,726
Transportation CIP Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	200,000	0	200,000	0	200,000
	Capital Improvements	7,172,044	0	7,172,044	88,000	7,260,044
	Contingency	0	0	0	0	0
		7,372,044	0	7,372,044	88,000	7,460,044
Sanitary Sewer Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	2,181,253	0	2,181,253	0	2,181,253
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	164,726	0	164,726	0	164,726
	Capital Improvements	900,000	0	900,000	260,111	1,160,111
	Contingency	400,000	0	400,000	0	400,000
		3,645,979	0	3,645,979	260,111	3,906,090

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Stormwater Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	1,999,819	0	1,999,819	0	1,999,819
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	215,286	0	215,286	5,280	220,566
	Capital Improvements	862,000	0	862,000	188,611	1,050,611
	Contingency	200,000	0	200,000	0	200,000
		3,277,105	0	3,277,105	193,891	3,470,996
Water Quality/Quantity Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	37,017	0	37,017	0	37,017
	Capital Improvements	0	0	0	0	0
	Contingency	50,000	0	50,000	0	50,000
		87,017	0	87,017	0	87,017
Water Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	7,249,963	0	7,249,963	0	7,249,963
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	10,917,509	350,000	11,267,509	-261,202	11,006,307
	Capital Improvements	0	0	0	0	0
	Contingency	500,000	0	500,000	0	500,000
		18,667,472	350,000	19,017,472	-261,202	18,756,270

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Water SDC Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	2,720,960	0	2,720,960	0	2,720,960
	Capital Improvements	0	0	0	0	0
	Contingency	100,000	0	100,000	0	100,000
		2,820,960	0	2,820,960	0	2,820,960
Water CIP Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	51,935	0	51,935	0	51,935
	Capital Improvements	10,346,000	0	10,346,000	86,158	10,432,158
	Contingency	0	0	0	0	0
		10,397,935	0	10,397,935	86,158	10,484,093
Water Debt Service Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	8,393,284	0	8,393,284	0	8,393,284
	Loan to CCDA	0	0	0	0	0
	Transfer	0	0	0	0	0
	Capital Improvements	0	0	0	0	0
	Contingency	0	0	0	0	0
		8,393,284	0	8,393,284	0	8,393,284

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Central Services Fund						
	Policy and Administration	8,041,081	0	8,041,081	41,168	8,082,249
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	0	0	0	0	0
	Capital Improvements	0	0	0	0	0
	Contingency	250,000	0	250,000	0	250,000
		8,291,081	0	8,291,081	41,168	8,332,249
Fleet/Property Management Fund						
	Policy and Administration	1,911,913	130,000	2,041,913	0	2,041,913
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	0	0	0	0	0
	Capital Improvements	0	0	0	0	0
	Contingency	75,000	0	75,000	0	75,000
		1,986,913	130,000	2,116,913	0	2,116,913
Insurance Fund						
	Policy and Administration	50,000	0	50,000	0	50,000
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	270	0	270	31,000	31,270
	Capital Improvements	0	0	0	0	0
	Contingency	25,000	0	25,000	-25,000	0
		75,270	0	75,270	6,000	81,270

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Library Donations and Bequests Fund						
	Policy and Administration	0	0	0	0	0
	Community Development	0	0	0	0	0
	Community Services	0	0	0	0	0
	Public Works	0	0	0	0	0
	Debt Service	0	0	0	0	0
	Loan to CCDA	0	0	0	0	0
	Transfer	100,000	0	100,000	0	100,000
	Capital Improvements	0	0	0	0	0
	Contingency	0	0	0	0	0
		100,000	0	100,000	0	100,000
All Funds						
	Policy and Administration	10,840,589	130,000	10,970,589	41,168	11,011,757
	Community Development	6,060,827	40,000	6,100,827	109,000	6,209,827
	Community Services	22,839,234	385,137	23,224,371	130,000	23,354,371
	Public Works	20,239,425	85,000	20,324,425	100,000	20,424,425
	Debt Service	11,582,044	0	11,582,044	0	11,582,044
	Loan to CCDA	0	0	0	0	0
	Transfer	20,858,206	565,000	21,423,206	110,477	21,533,683
	Capital Improvements	24,502,044	0	24,502,044	811,199	25,313,243
	Contingency	4,423,000	0	4,423,000	-127,319	4,295,681
		121,345,369	1,205,137	122,550,506	1,174,525	123,725,031

The City of Tigard has an important responsibility to its citizens to carefully account for public funds, manage municipal finances wisely and plan adequate funding for services and facilities desired and needed by the public. The city has established a formal set of financial policies to ensure that the public's trust is upheld. With these financial policies, the city has established the framework under which it conducts its financial affairs, ensuring that it is, and will continue to be, capable of funding and providing outstanding local government services.

The goals of Tigard's financial policies are as follows:

- Enhance City Council's policy-making ability by providing accurate information on program and operating costs.
- Assist sound management of the city government by providing accurate and timely information on current and anticipated financial conditions.
- Provide sound principles to guide important decisions of the council and management that have significant financial impact.
- Set forth operational principles which minimize the cost and financial risk of local government consistent with services desired by the public.
- Employ revenue policies that prevent undue or unbalanced reliance on any one source, distribute the cost of municipal services fairly and provide adequate funds to operate desired programs.
- Provide and maintain essential public facilities, utilities, infrastructure and capital equipment.
- Protect and enhance the city's credit rating.
- Ensure that all surplus cash is prudently invested in accordance with the investment policy adopted by the council to protect city funds and realize a reasonable rate of return.

The city uses the following financial policies to guide its financial affairs:

Revenue Policy

- Maintain a diversified and stable revenue system to shelter the government from short-term fluctuations in any one-revenue source.
- One-time revenues will be used only for one-time expenditures. The city will avoid using temporary revenues to fund mainstream services.
- All revenue forecasts shall be conservative.
- Reports comparing actual to budgeted revenues will be prepared by the Finance Department and presented to the City Manager.
- All city funds shall be safely invested to provide a sufficient level of liquidity to meet cash flow needs and to provide the maximum yield possible in that order. All idle cash will be continuously invested
- The city will maintain an unallocated fund balance or retained earnings equal to or greater than two months of general operating expenditures or expenses. This reserve will be calculated based on the adopted annual operating budget of the city. These funds will be used to avoid cash-flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating capacity.

The city will also end each fiscal year with an adequate fund balance in the General Fund to provide resources necessary for cash flow from July 1 until property taxes are received in November.

Operating Budget Policy

- Reports comparing actual to budgeted expenditures will be prepared by the Finance Department and distributed to the City Manager.
- Departmental objectives will be integrated into the city's annual budget and monthly departmental reports.
- Before the city undertakes any fixed costs agreements, both operating and capital, the implications of such agreements will be fully determined for current and future years.
- All non-salary benefits, such as social security, pension and insurance will be estimated and their impact on future budgets assessed annually.
- Cost analysis of salary increases will include the effect of such increases on the city's share of related fringe benefits.
- The city will annually submit documentation to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA).

Capital Improvement Policy

- The city will sustain Systems development charges (SDCs) for the cost of demand-created facilities, improvements or infrastructure, including in-house engineering and design for the following systems:
  - Transportation – transportation systems
  - Parks – park and recreation systems
  - Water – water supply, treatment and distribution systems
- Future operating costs associated with new capital improvements will be projected and included in the operating budget forecast.
- The city will determine and use the most effective and efficient method for financing all new capital projects.
- Capital Project funds dedicated for capital improvements will be segregated in the accounting system and used only for the intended capital purposes.

Capital Asset Policy

- The city will control capital assets by assigning accountability and responsibility to specific departments.
- The city will provide documentation of equipment loss to the insurance companies in the event of losses due to fire or theft.
- The city will maintain and provide information such as depreciation and obsolescence needed for city's enterprise funds (Water, Sanitary Sewer and Stormwater).
- The city will provide budget information for capital replacements and additions.
- The city will maintain inventories of all city equipment to avoid duplication of equipment.

Accounting Policy

- The city will maintain high standards of accounting. Accounting principles generally accepted in the United States of America (GAAP) will be used in accordance with the standards developed by the Governmental Accounting Standards Board (GASB) and endorsed by the Government Finance Officers' Association (GFOA).
- An independent annual audit will be performed by a public accounting firm, which will issue an official opinion on the annual financial statements and management letter detailing areas to consider for improvement.
- Full disclosure will be provided in the financial statements and bond representations.
- Financial systems that conform to GAAP and Local Budget Law will be maintained to monitor expenditures and revenues on a monthly basis.
- The accounting system will provide monthly information about cash position and investment performance.
- The city will annually submit documentation to obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA.

Debt Policy

- Capital projects financed through bond proceeds shall be financed for a period not to exceed the useful life of the project.
- Long term borrowing will be confined to capital improvements too large to be financed from current revenues.
- Issuance of assessment bonds will be pursued to finance local improvement districts approved by City Council.
- Bond anticipation notes will be used as needed to finance construction of local improvements.

Single Owner Local Improvement District Policy

Local improvement districts (LIDs) are usually initiated either by the City Council or by written request of the property owners owning at least fifty percent of the property benefited by the local improvement. On occasion, the city receives requests to form a LID in which there would be only one property owner involved. City Council has established a formal policy for single owner LIDs. Following conditions must be met before council will consider allowing the LID to be formed.

- The property is zoned and proposed to be used for industrial, commercial or office development.
- The applicant demonstrates the "Public Purpose" involved, which may include the creation of jobs in the community.
- The applicant demonstrates that the risk to the city government or the general taxpayer is minimized. As a guideline, the City Council will request the following:

a. That the applicant provide an appraisal of the property affected, such appraisal being done by an appraiser acceptable to the City Manager.
b. b. That the amount to be assessed against the property not exceed 25% of the appraised value of the land only, excluding any improvements to the property.
c. c. That financial documents be provided as required to the City Manager which can demonstrate that the property owner has the financial ability to pay the assessments levied on the property.

INVESTMENT POLICY

The following Investment Policies are intended to meet the requirements of ORS 294.035 and to provide the framework within which City of Tigard funds may be invested.

Authority

The Finance and Information Services Director shall serve as the investment officer of the city. The investment officer is responsible for ensuring that funds are invested so as to make necessary cash available to meet current obligations and to invest excess cash in accordance with ORS 294.035 through ORS 294.047 and these Investment Policies.

The Finance and Information Services Director may assign the delegation of authority to persons responsible for investment transactions. This person would then act as investment officer with prior approval of the City Manager.

Scope

These Investment Policies apply to all excess cash related to all activities and funds under the direction of the Tigard City Council. Cash accumulations related to bond proceeds or short-term borrowing is included unless more restrictive state or federal regulations are applicable.

Excess cash shall be defined as all liquid assets not necessary to meet current obligations.

Deferred Compensation

Deferred compensation funds are placed with a third party for investment and are therefore excluded from the restrictions set forth in these guidelines.

Objectives

The objectives of these policies are to provide for the preservation of city assets, the availability of such assets to meet obligations as they come due, and to provide for a reasonable rate of return on those assets, in that order.

Prudent Investor

Investments shall be made under the prudent investor's rule, which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation but for investment, considering the probable safety of their capital as well as the probable income to be derived."

Internal Controls

The investment officer shall maintain a system of written internal controls, which will be reviewed annually by the independent auditor.

Cash Flow Analysis

The investment officer shall maintain a historical cash flow record and a cash flow projection, which extends twelve months into the future. The projection shall be reviewed and updated on a regular basis. No fixed maturity securities shall be purchased unless the cash flow projection indicates that the funds invested will not be required until the maturity date of the investment.

Bond Proceeds

Surplus funds resulting from debt issuance shall be considered as a separate portfolio and shall not be restricted by the maturity and instrument diversification section of these policies. Such funds may be invested for periods exceeding 18 months and up to 60 months. Such maturities shall coincide with the projected cash flow needs resulting from the projected construction schedule.

Diversification

The investment officer will diversify the general portfolio to avoid unreasonable risks within the following parameters:

- Maturity Diversification

  Investment maturities shall be scheduled to coincide with projected cash flow needs. Thirty percent of the portfolio will mature in less than 90 days. No investments will be made for a period to exceed 18 months unless:

  This investment policy has been submitted to the Oregon Short Term Fund Board (OSTF) for comment prior to being approved by council and complies with the requirements of ORS 294.135. In this case, the maximum maturity shall be defined in policy.

  If the funds are being accumulated for a specific purpose, including future construction projects, and upon approval of the council, the maximum maturity date matches the anticipated use of the funds (ORS 294.135(1)(b)).

If this investment policy has been submitted for review by the OSTF Board as specified above and in accordance with ORS 294.135(1)(a), debt service reserves may be invested to mature not longer than five years. Otherwise, debt service reserves shall not be invested to a maturity date exceeding one year as specified under ORS 294.135(3).

The investment officer may make investments having maturity longer than 18 months, but not more than 36 months, with the exception of bond proceeds. The city's investment portfolio shall not contain more than 20% of the total dollar value of its investments with maturities between 18 months and 36 months.

- Instrument Diversification

Certificates of Deposit	25% maximum
Corporate Indebtedness	35% maximum
Bankers Acceptance	50% maximum
Treasury/Agency Securities	90% maximum
Local Government Investment Pool	100% maximum
Demand Deposits	10% maximum
Lawfully issued Debt Obligations of the States of Oregon, Washington, Idaho and California and political subdivisions of those states	25% maximum

- Institution Diversification

Bank liabilities with any one qualified financial institution shall not exceed 20 percent of the portfolio. Bank liabilities of any one qualified financial institution shall not exceed one percent of the institution's total assets. Investment in Corporate Indebtedness shall not exceed 5 percent of the portfolio in any one Oregon corporate entity meeting the rating requirements of P-2/A-2 or better, or 5 percent of the portfolio in any one corporate entity outside the State of Oregon (ORS 294.035 section C).

For purposes of these guidelines, the state local government investment pool (LGIP) shall be considered to have a one-day liquidity.

Selection of Investment Instruments

Investments shall be made by the investment officer through the exercise of his/her judgment after requesting quotes from financial institutions. Selections will be made so as to provide the highest rate of return within the parameters of these policies.

Qualified Institutions

The investment officer shall maintain a list of all authorized institutions that are approved for investment purposes. The investment officer will request, analyze and keep on file periodic financial statements and related information to satisfy himself/herself as to the creditworthiness of each institution on the approved list.

Reporting

The investment officer shall prepare an investment activity report at the end of each month for review by the City Manager.

Amendments

These investment policies may be amended at the request of the investment officer, the City Manager, or members of City Council. Such amendments shall be approved by the City Council in the same manner as the investment policies.

Authorized Investment Instruments

The investment officer shall invest the money of the city only in qualifying investments according to guidelines in ORS 294.035. These investments include:

- Demand deposits with approved institutions.
- Deposits in the Oregon Local Government Investment Pool.
- Certificates of Deposit with Oregon banks.
- Banker's acceptances.
- Qualifying corporate indebtedness not to exceed 5% of the portfolio on any one corporation.
- Lawfully issued debt obligations of the United States and obligation guaranteed by the United States, the agencies of the United States or enterprises sponsored by the United States government, not to exceed 40% of the portfolio on any one government sponsored enterprise.
- Lawfully issued debt obligations of the States of Oregon, Washington, Idaho and California and political subdivisions of those states.

Safekeeping

A third-party custodian, as evidenced by safekeeping receipts, will hold securities (excluding funds invested in the state local government investment pool (LGIP), bank deposits, and Certificates of Deposits).

Other Policy Considerations

Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

Adopted Budget: The budget amended and approved by the Budget Committee becomes the adopted budget after City Council takes action on it. The adopted budget becomes effective July 1.

Ad Valorem Tax: A tax based on value, such as a property tax.

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

Approved Budget: The proposed budget as amended and approved by the Budget Committee and recommended to the City Council for adoption is referred to as the Approved Budget.

Assets: Property owned by the city, which has monetary value.

Balanced Budget: A budget is "balanced" when total resources (beginning fund balance plus current revenues plus transfers-in) equals total requirements (expenditures plus contingency plus transfers-out plus ending fund balance) for each fund.

Bancroft: Section of Oregon Law that allows benefited property owners within an LID to pay their assessments in installments. This is made possible by the sale of long term "Bancroft" bonds, proceeds of which are used to pay LID costs. Principal and interest on Bancroft bonds are paid by assessments received from property owners within an LID, though these bonds also carry the full faith and credit guarantee of the city.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Bond Anticipation Note (BAN):
BANs are a form of short-term borrowing in anticipation of a future sale of long-term bonds. BANs are used frequently to finance construction of local improvement district improvements and are retired by eventual sale of Bancroft bonds or collection of special assessments from benefited property owners.

Budget: A plan of financial operation embodying an estimate of adopted resources and expenditures for a given year. The budget is the legal spending limit for city activities.

Budget Message: Opening section of the budget which provides the City Council and public with a general summary of the most important aspects of the budget, changes from current and previous fiscal years and views and recommendations of the City Manager.

Capital Improvement Plan (CIP): Expenditures which result in the acquisition of land, improvements to existing facilities and construction of streets, sewers, storm drains, park facilities and other public facilities.

Capital Outlays: Expenditures equal to or greater than $5,000, for equipment, vehicles or machinery that results in the acquisition or addition to fixed assets.

City Center Development Agency (CCDA): The Urban Renewal Agency approved by the voters in May, 2006. The CCDA is comprised of members of the City Council as its governing body.

Clean Water Services (CWS): Clean Water Services owns and operates all major sewage treatment plants within Washington County. CWS establishes sewer rates and contracts with most cities to collect monthly charges from residents and perform most sewer maintenance and repair within city limits.

Contingency: Appropriation established in certain funds for the funding of unforeseen events. Contingency may be appropriated for a specific purpose by the City Council by approval of a resolution.

Debt Service: Interest and principal on outstanding bonds due and payable during the fiscal year.

Employee Benefits: Benefits include social security, retirement, group health, dental and life insurance, workers' compensation and disability insurance.

Enterprise Funds: Governmental activities that can be operated most like a commercial business are referred to as enterprise activities and are accounted for in enterprise funds. Tigard's enterprise activities include sewer, stormwater and water utilities. Expenditures are matched with revenue from service charges to ensure the program is self-supporting.

Expenditure: Actual payment made by city check or wire transfer for services or goods received or obligations extinguished.

Fees: General term used for any charge levied by local government in connection with providing a service, permitting an activity or imposing a fine or penalty. Major types of fees include building permits, business and non-business taxes, fines and user charges.

Fiscal Year: Period used for accounting year. The City of Tigard has a fiscal year of July 1 through the following June 30.

Franchise: A special privilege granted by a government, permitting the continued use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

FTE: Abbreviation for Full Time Equivalent. Staffing levels are measured in FTE's to give a consistent comparison from year to year. In most cases, an FTE is one full time position filled for the entire year. However, in some instances an FTE may consist of several part time positions.

Fund: A fiscal and accounting unit with a self-balancing set of accounts in which cash and other financial resources, liabilities, equities and changes therein are recorded to carry on specific activities and/or objectives.

Fund Balance: Amount left over after expenditures are subtracted from resources. Each fund begins and ends each fiscal year with a positive or negative fund balance.

General Fund: The primary discretionary fund of the city, which accounts for general-purpose revenues (such as property tax) and general-purpose operations.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity.

Intergovernmental Revenues: Revenue from other governments, primarily Federal and State grants and State shared revenues, also payments from other local governments.

Local Improvement District (LID): An LID is an entity formed by a group of property owners or the city to construct public improvements (such as streets, sewers, storm drains, streetlights, etc.) to benefit properties. Costs of such improvements are then assessed among benefited properties.

Measure 5: A constitutional limit on property tax rates passed by voters in the State of Oregon in November 1990.

Measure 47: A Constitutional limit on individual property tax collections approved by voters in November 1996.

Measure 50: Passed by voters in May 1997, this legislatively referred measure repealed Measure 47, and significantly reduced future property taxes.

Metro: Metro is responsible for regional transportation and land use planning. It also manages the Oregon Zoo, the Oregon Convention Center, the Portland Center for the Performing Arts, and the Exposition Center. Metro is also responsible for regional solid waste disposal.

Modified Accrual Basis: The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g., bond issue proceeds, property taxes and/or special assessments) are recognized when they become both measurable and available to finance expenditures of the current period.

Object Classification: Indicates type of expenditure being made, i.e., personal services, materials and services, capital outlay, etc.

Operating Budget: The portion of the budget that includes appropriations for direct services to the public including wages and benefits, materials and services and capital outlay. Excluded from the operating budget are capital improvement projects, debt service requirements, transfers, contingency and reserves.

ODOT: the Oregon Department of Transportation.

Permanent Tax Rate: The dollar-per-thousand figure used to calculate property tax revenues. Under Measure 50, all tax bases in Oregon were converted to a permanent tax rate. This rate, when applied to assessed value of property within a jurisdiction, produces the property tax revenues used to support general city operations. Tigard's Permanent Tax Rate is $2.5131 per $1,000.

Personal Services: Compensation to city employees in the form of salaries, wages and employee benefits.

Program Budget: A budget wherein expenditures are based primarily on programs of work and secondarily on character, classification, and performance. Programs within the City of Tigard's adopted budget include Community Services, Public Works, Community Development, and Policy & Administration.

Proposed Budget: City budget developed by the City Manager and submitted to the Budget Committee for their deliberation.

Reserved Fund Balance: Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

SDC: Abbreviation for systems development charges. SDCs are paid by developers and builders to fund expansion of infrastructure necessary due to increased usage. Such charges are collected for sewers, storm drains, streets, parks and schools.

Special Assessment: A charge made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Tax Base: Oregon law used to allow cities within the State, with voter approval, to establish a dollar amount of property tax that may be levied on property within the city. Once established, a tax base was allowed to increase by 6% each year without further voter approval. All tax bases in the State were eliminated by Measure 50 and replaced with permanent tax rates.

Tax Increment Financing: Financing secured by the anticipated incremental increase in tax revenues, resulting from the redevelopment of an area.

Urban Renewal District: In May of 2006, Tigard voters approved the formation of an Urban Renewal District encompassing the downtown and surrounding areas. With the formation of this district, future increases in property tax revenues from property within the district, called tax increment, will provide an important source of funding for a number of needed capital projects.

Urban Service Area: The area of unincorporated Washington County within the City of Tigard's area of interest, but outside Tigard city limits. The city and the county entered into an agreement in which the city provided development services to the area.. Tigard collected all fees and charges from such development and used the funds to pay for the related costs of that service. In FY 2006-07, the city and county terminated the contract and the city no longer provides services to this area.

WCCLS: Abbreviation for Washington County Cooperative Library Services. All libraries within Washington County are partially funded through a county-wide serial levy. Funds are distributed twice each fiscal year in accordance with a formula that takes into account circulation, open hours, and collection development.

Audit Committee

The committee is established by Oregon Local Budget Law. The committee consists of the four elected council members, the Mayor and five members from the community appointed by the City Council for three year terms. The committee is responsible for deliberating on the proposed budget submitted by the City Manager and for sending the approved budget to the City Council for adoption. The committee must also approve tax levies. They meet approximately six times throughout the year, with the majority of those in late April/May to review and approve the proposed budget.

Members

Jason Snider, Councilor
Melody Graeber
Vacant
Vacant, Alt

Budget Committee

The committee is established by Oregon Local Budget Law. The committee consists of the four elected council members, the Mayor and five members from the community appointed by the City Council for three year terms. The committee is responsible for deliberating on the proposed budget submitted by the City Manager and for sending the approved budget to the City Council for adoption. The committee must also approve tax levies. They meet approximately six times throughout the year, with the majority of those in late April/May to review and approve the proposed budget.

Members

Bill Bigcraft, Citizen
John L.Cook, Mayor
Don Fisher, Citizen
John Goodhouse, Councilor
Quinton Harold, Citizen
Marland Henderson, Councilor
Nathan Rix, Citizen
Clifford Rone, Citizen
Thomas Schweizer, Alternate
Jason Snider, Councilor
Marc Woodard, Councilor

City Center Advisory Commission

This committee's role is defined in the City Charter and is to assist the Urban Renewal Commission in developing and carrying out an Urban Renewal Plan. They meet the 2nd Wednesday of the month.

Members

Carine Arendes
Joyce Casey
Sherrie Devaney
Linli Pao
Gina Schlatter
Richard Shavey
Mark Skorupa
Sarah Villanueva, Alternate
David Walsh

Intergovernmental Water Board

The Intergovernmental Water Board consists of five members and was established through an intergovernmental agreement between the cities of Tigard, Durham and King City and the Tigard Water District (TWD). Each jurisdiction is represented by one member and one member is appointed at large. This committee meets the 2nd Wednesday of the month.

Members

Keith Jehnke, Durham
Chris Hadfield, Durham Alternate
Ken Henschel, TWD
Julie Russell, TWD Alternate
Jodie Inman, Member-at-Large
Billie Reynolds, King City
Marc Woodard, Tigard
John Goodhouse, Tigard Alternate

Library Board

The board consists of seven citizen members appointed by the City Council to serve four year terms. The board advises the City Manager and City Council on matters related to library operations. They meet the 2nd Thursday of the month.

Becky Gauthier, Alternate
Scott Hancock
Katie Harris
Linda Monahan
Michelle Taylor
Jan Thenell
Roarke Van Brunt
Cole Weber

Neighborhood Involvement Committee

The committee is charged with oversight of the Neighborhood Network Program and finding ways to engage residents in the program. This committee meets the 3rd Wednesday of every quarter.

Members

Jeremy Audritsh
Basil Christopher
Sue Carver
Cathy Olson
John Pierce
Connie Ramaekers
Beth Woodard
Quinton Harold

Park and Recreation Advisory Board

The board consists of seven voting members, two ex-officio members, and one Youth Advisory Council representative. One ex-officio member represents the Tigard Planning Commission and one represents the Tigard-Tualatin School District 23-J. The board advises the City Council on matters pertaining to the creation, operation, and maintenance of recreation facilities under the jurisdiction of the city. The committee meets the 2nd Monday of the month.

Members

Barry Albertson, Ph.D
David Brown

Claudia Ciobanu
Sarah Darland
Wayne Gross

Troy Mears
Tim Pepper, Alternate

Holly Polivka
Linda Shaw
Scott Winkels

Planning Commission

The commission consists of nine citizen members, appointed by the City Council to serve four year terms. The commission's responsibilities include assisting the City Council to develop, maintain, update and implement the City Comprehensive Plan; to formulate the City Community Investment Program; and to review and take action on development projects and Development Code provisions delegated to the commission. They meet the 1st and 3rd Monday of the month.

Members

Michael Enloe
Brian Feeney
Calista Fitzgerald
Gary Jelinek
Yi-Kang Hu

Brett Lieuallen
Chris Middaugh
Tom Mooney, Alternate
Matthew Muldoon
Donald Schmidt

Tigard Transportation Advisory Committee (TTAC)

Created in 2009, the TTAC is advisory to City Council and staff on transportation matters. The committee provides a venue for citizen involvement in transportation decisions. This committee meets the 1st Wednesday of the month.

Members

Russell Casler
Tim Esau, Alternate
Benjamin Gooley
Erik Halstead
Karen Hughart
Yi-Kang Hu

Stephanie McKee
Susan Pfahl
Don Schmidt
Elise Shearer
Robert Van Vlack
Joseph Vasicek
Kevin Watkins

	2014	2015	2016	2017		
	Actual	Actual	Adopt	Proposed	Approved	Adopted
Community Development						
Community Development						
Building	8.80	9.00	10.50	12.00	12.00	12.00
Community Development Administration	2.00	0.00	0.00	0.00	0.00	0.00
Community Development Planning	0.00	14.80	16.00	16.00	16.00	16.00
Community Planning	9.00	0.00	0.00	0.00	0.00	0.00
Development Services	3.80	0.00	0.00	0.00	0.00	0.00
Economic Development	2.00	2.00	2.00	2.00	2.00	2.00
Dept Total -Community Development	25.60	25.80	28.50	30.00	30.00	30.00
Program Total -Community Development	25.60	25.80	28.50	30.00	30.00	30.00
Community Services						
Library						
Circulation	13.20	13.20	15.70	15.70	15.70	15.50
Library Administration	3.20	3.20	3.20	3.20	3.20	3.50
Reader Services	12.70	12.70	13.70	13.70	13.70	13.60
Technical Services	5.70	5.70	5.70	5.70	5.70	5.70
Dept Total -Library	34.80	34.80	38.30	38.30	38.30	38.30
Police						
Police Administration	3.00	7.00	7.00	7.00	7.00	7.00
Police Operations	50.00	47.00	48.00	49.00	52.00	53.00
Support Services	31.50	28.50	29.50	28.50	28.50	28.50
Dept Total -Police	84.50	82.50	84.50	84.50	87.50	88.50
Program Total -Community Services	119.30	117.30	122.80	122.80	125.80	126.80
Policy and Administration						
Administrative Services						
City Recorder/Records	4.15	4.15	3.35	0.00	0.00	0.00
Design & Communications	3.05	3.05	3.05	0.00	0.00	0.00
Fleet Maintenance	0.00	0.00	1.80	0.00	0.00	0.00
Municipal Court	3.65	3.65	3.75	0.00	0.00	0.00
Property Management	0.00	0.00	5.20	0.00	0.00	0.00
Dept Total -Administrative Services	10.85	10.85	17.15	0.00	0.00	0.00
Central Services						
City Recorder/Records	0.00	0.00	0.00	3.85	3.85	3.85
Communications	0.00	0.00	0.00	4.25	4.25	4.25
Fleet Maintenance	0.00	0.00	0.00	2.35	2.35	2.35
Municipal Court	0.00	0.00	0.00	3.50	3.50	3.50
Property Management	0.00	0.00	0.00	4.90	4.90	4.90
Dept Total -Central Services	0.00	0.00	0.00	18.85	18.85	18.85

	2014	2015	2016	2017		
	Actual	Actual	Adopt	Proposed	Approved	Adopted
City Management						
City Manager's Office	4.00	5.00	5.50	4.90	4.90	4.90
Human Resources	4.80	4.50	4.80	4.50	4.50	4.50
Risk Management	2.10	2.10	2.30	1.50	1.50	1.50
Dept Total -City Management	10.90	11.60	12.60	10.90	10.90	10.90
Finance & Information Services						
Contracts and Purchasing	2.00	2.00	2.00	2.00	2.00	2.00
Finance & Info. Services Admin.	3.00	3.00	3.00	3.00	3.00	3.00
Financial Operations	4.60	4.60	4.80	4.80	4.80	4.80
Information Technology	5.80	7.00	7.00	8.00	8.00	8.00
Utility Billing	6.80	6.80	6.80	6.80	6.80	6.80
Dept Total -Finance & Information Services	22.20	23.40	23.60	24.60	24.60	24.60
Mayor and Council						
Mayor and Council	0.00	0.00	0.00	0.00	0.00	0.00
Dept Total -Mayor and Council	0.00	0.00	0.00	0.00	0.00	0.00
Program Total -Policy and Administration	43.95	45.85	53.35	54.35	54.35	54.35
Public Works						
Public Works						
Fleet Maintenance	0.95	1.95	0.00	0.00	0.00	0.00
Parks and Grounds	9.75	10.75	0.00	0.00	0.00	0.00
Parks and Recreation	0.00	0.00	0.00	11.67	11.67	12.17
Parks Utility	0.00	0.00	11.67	0.00	0.00	0.00
Property Management	3.85	4.85	0.00	0.00	0.00	0.00
Public Works Administration	9.20	9.20	9.00	9.00	9.00	9.00
PW Engineering	13.00	14.00	16.00	16.00	16.00	16.00
Sanitary Sewer	6.50	5.50	6.00	6.00	6.00	6.00
Stormwater	5.50	6.50	7.00	7.00	7.00	7.00
Street Maintenance	7.25	7.25	6.33	7.33	7.33	7.33
Water	12.00	13.00	13.00	13.00	13.00	13.00
Dept Total -Public Works	68.00	73.00	69.00	70.00	70.00	70.50
Program Total -Public Works	68.00	73.00	69.00	70.00	70.00	70.50
Total All Programs	256.85	261.95	273.65	277.15	280.15	281.65

MANAGEMENT/PROFESSIONAL
GROUP SALARY SCHEDULE

Range #			Minimum	Maximum
	M18	*Monthly*	$3,589	$4,809
M3	**Human Resources Assistant**	*Hourly*	$20.71	$27.74
		Annually	$43,068	$57,708
		Pay Period	$1,656.46	$2,219.54
	M19	*Monthly*	$3,677	$4,929
M3	**Confidential Executive Assistant**	*Hourly*	$21.21	$28.44
		Annually	$44,124	$59,148
		Pay Period	$1,697.08	$2,274.92
	M20	*Monthly*	$3,770	$5,052
M3	**Deputy City Recorder**	*Hourly*	$21.75	$29.15
M3	**Payroll Specialist**	*Annually*	$45,240	$60,624
		Pay Period	$1,740.00	$2,331.69
	M21	*Monthly*	$3,864	$5,178
M3	**Acquisitions Coordinator***	*Hourly*	$22.29	$29.87
M3	**Assistant Planner**	*Annually*	$46,368	$62,136
M3	**Library Volunteer Coordinator**	*Pay Period*	$1,783.38	$2,389.85
M3	**Program Coordinator (SRTS)**			
	M22	*Monthly*	$3,962	$5,308
M3	**Human Resources Technician**	*Hourly*	$22.86	$30.62
M3	**Risk Management Technician**	*Annually*	$47,544	$63,696
		Pay Period	$1,828.62	$2,449.85
	M23	*Monthly*	$4,059	$5,440
M3	**Acquisitons Supervisor**	*Hourly*	$23.42	$31.38
M3	**Community Engagement Coordinator**	*Annually*	$48,708	$65,280
M3	**Confidential Office Manager**	*Pay Period*	$1,873.38	$2,510.77
M3	**Executive Assistant to the City Manager**			
	M25	*Monthly*	$4,266	$5,717
M3	**Accountant**	*Hourly*	$24.61	$32.98
M3	**Emergency Services Coordinator**	*Annually*	$51,192	$68,604
M3	**Microcomputer Support Technician***	*Pay Period*	$1,968.92	$2,638.62
M3	**Program Development Specialist**			
M3	**Recreation Coordinator**			
M3	**Web Services Coordinator**			
	M27	*Monthly*	$4,480	$6,005
M3	**Associate Planner**	*Hourly*	$25.85	$34.64
M2	**Circulation Supervisor**	*Annually*	$53,760	$72,060
		Pay Period	$2,067.69	$2,771.54

	M29	*Monthly*	$4,708	$6,310
M3	**Building Division Services Supervisor**	*Hourly*	$27.16	$36.40
M3	**Court Operations Supervisor**	*Annually*	$56,496	$75,720
M3	**Facilities Division Supervisor**	*Pay Period*	$2,172.92	$2,912.31
M3	**Graphic Services Supervisor***			
M3	**Library Services Supervisor**			
M3	**Parks Supervisor**			
M3	**Police Records Supervisor**			
M3	**Project Planner***			
M3	**Public Information Officer - Police**			
M3	**Senior Accountant**			
M3	**Street Supervisor**			
M3	**Utility Billing Supervisor**			
M3	**Wastewater Operations Supervisor**			
M3	**Water Operations Supervisor**			
	M30	*Monthly*	$4,826	$6,466
M2	**City Recorder**	*Hourly*	$27.84	$37.30
M3	**Crime Analyst**	*Annually*	$57,912	$77,592
M3	**Engineering Inspection Supervisor***	*Pay Period*	$2,227.38	$2,984.31
M3	**Human Resources Analyst***			
M3	**Management Analyst**			
	M31	*Monthly*	$4,946	$6,628
M3	**City Surveyor***	*Hourly*	$28.53	$38.24
M3	**Senior Planner**	*Annually*	$59,352	$79,536
		Pay Period	$2,282.77	$3,059.08
	M33	*Monthly*	$5,196	$6,964
M2	**Development Engineer***	*Hourly*	$29.98	$40.18
M2	**GIS Coordinator***	*Annually*	$62,352	$83,568
M2	**Project Engineer**	*Pay Period*	$2,398.15	$3,214.15
	M34	*Monthly*	$5,326	$7,138
M2	**Communications Strategist**	*Hourly*	$30.73	$41.18
M2	**Risk Manager**	*Annually*	$63,912	$85,656
M2	**Senior Human Resources Analyst**	*Pay Period*	$2,458.15	$3,294.46
M2	**Senior Management Analyst**			
	M35	*Monthly*	$5,460	$7,316
M3	**Accounting Supervisor**	*Hourly*	$31.50	$42.21
M3	**Database Administrator***	*Annually*	$65,520	$87,792
M3	**GIS Program Administrator**	*Pay Period*	$2,520.00	$3,376.62
M2	**Library Communications Coordinator**			
M3	**Network Administrator**			
M2	**Plans Examination Supervisor***			
M3	**Police Technology Specialist***			
M3	**Senior Transportation Planner**			

	M36	***Monthly***	$5,596	$7,498
M2	**Inspection Supervisor**	***Hourly***	$32.28	$43.26
M2	**Principal Human Resources Analyst***	***Annually***	$67,152	$89,976
		Pay Period	$2,582.77	$3,460.62
	M37	***Monthly***	$5,736	$7,687
M2	**Principal Planner***	***Hourly***	$33.09	$44.35
M2	**Redevelopment Project Manager**	***Annually***	$68,832	$92,244
M2	**Senior Project Engineer**	***Pay Period***	$2,647.38	$3,547.85
	M38	***Monthly***	$5,880	$7,884
M3	**Business Manager**	***Hourly***	$33.92	$45.48
M2	**Police Sergeant**	***Annually***	$70,560	$94,608
		Pay Period	$2,713.85	$3,638.77
	M39	***Monthly***	$6,027	$8,076
M2	**Administrative Services Manager***	***Hourly***	$34.77	$46.59
M2	**Assistant to the City Manager**	***Annually***	$72,324	$96,912
M2	**Communications Manager**	***Pay Period***	$2,781.69	$3,727.38
M2	**Library Division Manager**			
M2	**Public Works Division Manager**			
M2	**Senior Network Administrator**			
M2	**Utility Division Manager**			
	M40	***Monthly***	$6,179	$8,278
M2	**Economic Development Manager**	***Hourly***	$35.65	$47.76
M2	**Planning Manager**	***Annually***	$74,148	$99,336
		Pay Period	$2,851.85	$3,820.62
	M41	***Monthly***	$6,332	$8,485
M2	**Engineering Manager**	***Hourly***	$36.53	$48.95
		Annually	$75,984	$101,820
		Pay Period	$2,922.46	$3,916.15
	M42	***Monthly***	$6,490	$8,697
M2	**Building Official**	***Hourly***	$37.44	$50.18
		Annually	$77,880	$104,364
		Pay Period	$2,995.38	$4,014.00
	M44	***Monthly***	$6,818	$9,138
M2	**Police Lieutenant**	***Hourly***	$39.33	$52.72
		Annually	$81,816	$109,656
		Pay Period	$3,146.77	$4,217.54
	M46	***Monthly***	$7,164	$9,600
M2	**Assistant Community Development Director**	***Hourly***	$41.33	$55.38
M2	**Assistant Finance Director**	***Annually***	$85,968	$115,200
M2	**Assistant Public Works Director**	***Pay Period***	$3,306.46	$4,430.77
M2	**City Engineer**			
M2	**Information Technology Manager**			

	M48	*Monthly*	$7,526	$10,086
M1	**Human Resources Director**	*Hourly*	$43.42	$58.19
M2	**Police Commander**	*Annually*	$90,312	$121,032
		Pay Period	$3,473.54	$4,655.08
	M50	*Monthly*	$7,908	$10,597
M1	**Central Services Director**	*Hourly*	$45.62	$61.14
M1	**Director of Community Development**	*Annually*	$94,896	$127,164
M1	**Director of Library Services**	*Pay Period*	$3,649.85	$4,890.92
M1	**Financial and Information Services Director**			
M1	**Lake Oswego Tigard Water Project Director**			
M1	**Public Works Director**			
	M52	*Monthly*	$8,307	$11,132
M1	**Assistant City Manager**	*Hourly*	$47.93	$64.22
		Annually	$99,684	$133,584
		Pay Period	$3,834.00	$5,137.85
	M54	*Monthly*	$8,728	$11,696
M1	**Police Chief**	*Hourly*	$50.35	$67.48
		Annually	$104,736	$140,352
		Pay Period	$4,028.31	$5,398.15

TIGARD POLICE OFFICERS ASSOC.
SALARY SCHEDULE

Range #		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
P6	*Monthly*	$3,347	$3,515	$3,689	$3,873	$4,067	$4,271
Detective Secretary	*Hourly*	$19.31	$20.28	$21.28	$22.35	$23.46	$24.64
Police Records Specialist	*Annually*	$40,162	$42,177	$44,267	$46,479	$48,801	$51,247
	Pay Period	$1,544.69	$1,622.20	$1,702.56	$1,787.64	$1,876.97	$1,971.04
P10	*Monthly*	$3,694	$3,877	$4,071	$4,277	$4,490	$4,715
Property Evidence Specialist	*Hourly*	$21.31	$22.37	$23.49	$24.67	$25.90	$27.20
Youth Services Program Spec	*Annually*	$44,328	$46,528	$48,850	$51,321	$53,877	$56,581
	Pay Period	$1,704.92	$1,789.53	$1,878.86	$1,973.87	$2,072.19	$2,176.17
P11	*Monthly*	$3,785	$3,975	$4,173	$4,382	$4,601	$4,832
Community Service Officer	*Hourly*	$21.84	$22.93	$24.08	$25.28	$26.55	$27.88
	Annually	$45,422	$47,695	$50,079	$52,586	$55,216	$57,982
	Pay Period	$1,746.99	$1,834.43	$1,926.13	$2,022.56	$2,123.71	$2,230.06
P19	*Monthly*	$4,725	$4,961	$5,209	$5,469	$5,742	$6,029
Police Officer	*Hourly*	$27.26	$28.62	$30.05	$31.55	$33.13	$34.78
	Annually	$56,700	$59,532	$62,508	$65,628	$68,904	$72,348
	Pay Period	$2,180.77	$2,289.69	$2,404.15	$2,524.15	$2,650.15	$2,782.62

OREGON PUBLIC EMPLOYEES
UNION SALARY SCHEDULE

Range #		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S9	*Monthly*	$1,962	$2,060	$2,163	$2,271	$2,385	$2,504	$2,629
Library Aide	*Hourly*	$11.32	$11.88	$12.48	$13.10	$13.76	$14.45	$15.17
	Annually	$23,544	$24,720	$25,956	$27,252	$28,620	$30,048	$31,548
	Pay Period	$905.54	$950.77	$998.31	$1,048.15	$1,100.77	$1,155.69	$1,213.38
S22	*Monthly*	$2,702	$2,837	$2,979	$3,128	$3,284	$3,448	$3,620
Accounting Assistant I	*Hourly*	$15.59	$16.37	$17.19	$18.05	$18.95	$19.89	$20.88
Administrative Specialist I	*Annually*	$32,424	$34,044	$35,748	$37,536	$39,408	$41,376	$43,440
Court Clerk I	*Pay Period*	$1,247.08	$1,309.38	$1,374.92	$1,443.69	$1,515.69	$1,591.38	$1,670.77
S24	*Monthly*	$2,839	$2,981	$3,130	$3,287	$3,451	$3,624	$3,805
Reprographics Specialist	*Hourly*	$16.38	$17.20	$18.06	$18.96	$19.91	$20.91	$21.95
	Annually	$34,068	$35,772	$37,560	$39,444	$41,412	$43,488	$45,660
	Pay Period	$1,310.31	$1,375.85	$1,444.62	$1,517.08	$1,592.77	$1,672.62	$1,756.15
S25	*Monthly*	$2,911	$3,057	$3,210	$3,371	$3,540	$3,717	$3,903
Building Maintenance Technician I	*Hourly*	$16.79	$17.64	$18.52	$19.45	$20.42	$21.44	$22.52
Library Assistant	*Annually*	$34,932	$36,684	$38,520	$40,452	$42,480	$44,604	$46,836
Utility Worker I	*Pay Period*	$1,343.54	$1,410.92	$1,481.54	$1,555.85	$1,633.85	$1,715.54	$1,801.38
S26	*Monthly*	$2,983	$3,132	$3,289	$3,453	$3,626	$3,807	$3,997
Records Technician	*Hourly*	$17.21	$18.07	$18.98	$19.92	$20.92	$21.96	$23.06
	Annually	$35,796	$37,584	$39,468	$41,436	$43,512	$45,684	$47,964
	Pay Period	$1,376.77	$1,445.54	$1,518.00	$1,593.69	$1,673.54	$1,757.08	$1,844.77
S28	*Monthly*	$3,136	$3,293	$3,458	$3,631	$3,813	$4,004	$4,204
Accounting Assistant II	*Hourly*	$18.09	$19.00	$19.95	$20.95	$22.00	$23.10	$24.25
Administrative Specialist II	*Annually*	$37,632	$39,516	$41,496	$43,572	$45,756	$48,048	$50,448
Court Clerk II	*Pay Period*	$1,447.38	$1,519.85	$1,596.00	$1,675.85	$1,759.85	$1,848.00	$1,940.31
Customer Service Specialist								
S29	*Monthly*	$3,214	$3,375	$3,544	$3,721	$3,907	$4,102	$4,307
Customer Service Field Worker	*Hourly*	$18.54	$19.47	$20.45	$21.47	$22.54	$23.67	$24.85
Permit Technician Assistant	*Annually*	$38,568	$40,500	$42,528	$44,652	$46,884	$49,224	$51,684
Senior Library Assistant	*Pay Period*	$1,483.38	$1,557.69	$1,635.69	$1,717.38	$1,803.23	$1,893.23	$1,987.85
S31	*Monthly*	$3,374	$3,543	$3,720	$3,906	$4,101	$4,306	$4,521
Building Maintenance Technician II	*Hourly*	$19.47	$20.44	$21.46	$22.53	$23.66	$24.84	$26.08
Engineering Technician I	*Annually*	$40,488	$42,516	$44,640	$46,872	$49,212	$51,672	$54,252
Utility Worker II	*Pay Period*	$1,557.23	$1,635.23	$1,716.92	$1,802.77	$1,892.77	$1,987.38	$2,086.62
S32	*Monthly*	$3,460	$3,633	$3,815	$4,006	$4,206	$4,416	$4,637
Senior Accounting Assistant	*Hourly*	$19.96	$20.96	$22.01	$23.11	$24.27	$25.48	$26.75
Senior Administrative Specialist	*Annually*	$41,520	$43,596	$45,780	$48,072	$50,472	$52,992	$55,644
	Pay Period	$1,596.92	$1,676.77	$1,760.77	$1,848.92	$1,941.23	$2,038.15	$2,140.15

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OREGON PUBLIC EMPLOYEES
UNION SALARY SCHEDULE

Range #		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S33	*Monthly*	$3,546	$3,723	$3,909	$4,104	$4,309	$4,524	$4,750
Senior Customer Services Field Worker	*Hourly*	$20.46	$21.48	$22.55	$23.68	$24.86	$26.10	$27.40
	Annually	$42,552	$44,676	$46,908	$49,248	$51,708	$54,288	$57,000
	Pay Period	$1,636.62	$1,718.31	$1,804.15	$1,894.15	$1,988.77	$2,088.00	$2,192.31
S34	*Monthly*	$3,634	$3,816	$4,007	$4,207	$4,417	$4,638	$4,870
Engineering Assistant	*Hourly*	$20.97	$22.02	$23.12	$24.27	$25.48	$26.76	$28.10
Purchasing Assistant	*Annually*	$43,608	$45,792	$48,084	$50,484	$53,004	$55,656	$58,440
	Pay Period	$1,677.23	$1,761.23	$1,849.38	$1,941.69	$2,038.62	$2,140.62	$2,247.69
S35	*Monthly*	$3,725	$3,911	$4,107	$4,312	$4,528	$4,754	$4,992
Backflow-Cross Connection Specialist	*Hourly*	$21.49	$22.56	$23.69	$24.88	$26.12	$27.43	$28.80
CMMS Software Specialist	*Annually*	$44,700	$46,932	$49,284	$51,744	$54,336	$57,048	$59,904
*** Mechanic**	*Pay Period*	$1,719.23	$1,805.08	$1,895.54	$1,990.15	$2,089.85	$2,194.15	$2,304.00
Permit Technician								
Records Management Specialist								
Senior Building Maintenance Technician								
Senior Utility Worker								
Water Utility Technician								
S36	*Monthly*	$3,820	$4,011	$4,212	$4,423	$4,644	$4,876	$5,120
GIS Technician	*Hourly*	$22.04	$23.14	$24.30	$25.52	$26.79	$28.13	$29.54
	Annually	$45,840	$48,132	$50,544	$53,076	$55,728	$58,512	$61,440
	Pay Period	$1,763.08	$1,851.23	$1,944.00	$2,041.38	$2,143.38	$2,250.46	$2,363.08
S37	*Monthly*	$3,914	$4,110	$4,316	$4,532	$4,759	$4,997	$5,247
Building Inspector I	*Hourly*	$22.58	$23.71	$24.90	$26.15	$27.46	$28.83	$30.27
Code Compliane Officer	*Annually*	$46,968	$49,320	$51,792	$54,384	$57,108	$59,964	$62,964
Engineering Technician II	*Pay Period*	$1,806.46	$1,896.92	$1,992.00	$2,091.69	$2,196.46	$2,306.31	$2,421.69
Librarian								
S39	*Monthly*	$4,111	$4,317	$4,533	$4,760	$4,998	$5,248	$5,510
Senior Permit Technician	*Hourly*	$23.72	$24.91	$26.15	$27.46	$28.83	$30.28	$31.79
Senior Water Utility Technician	*Annually*	$49,332	$51,804	$54,396	$57,120	$59,976	$62,976	$66,120
	Pay Period	$1,897.38	$1,992.46	$2,092.15	$2,196.92	$2,306.77	$2,422.15	$2,543.08
S40	*Monthly*	$4,215	$4,426	$4,647	$4,879	$5,123	$5,379	$5,648
Graphic Designer	*Hourly*	$24.32	$25.53	$26.81	$28.15	$29.56	$31.03	$32.58
Information Technology Specialist	*Annually*	$50,580	$53,112	$55,764	$58,548	$61,476	$64,548	$67,776
	Pay Period	$1,945.38	$2,042.77	$2,144.77	$2,251.85	$2,364.46	$2,482.62	$2,606.77
S41	*Monthly*	$4,320	$4,536	$4,763	$5,001	$5,251	$5,514	$5,790
Livability Compliance Specialist	*Hourly*	$24.92	$26.17	$27.48	$28.85	$30.29	$31.81	$33.40
Senior Engineering Technician	*Annually*	$51,840	$54,432	$57,156	$60,012	$63,012	$66,168	$69,480
Senior Librarian	*Pay Period*	$1,993.85	$2,093.54	$2,198.31	$2,308.15	$2,423.54	$2,544.92	$2,672.31

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OREGON PUBLIC EMPLOYEES
UNION SALARY SCHEDULE

Range #		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S42	*Monthly*	$4,428	$4,649	$4,881	$5,125	$5,381	$5,650	$5,933
Plans Examiner	*Hourly*	$25.55	$26.82	$28.16	$29.57	$31.04	$32.60	$34.23
	Annually	$53,136	$55,788	$58,572	$61,500	$64,572	$67,800	$71,196
	Pay Period	$2,043.69	$2,145.69	$2,252.77	$2,365.38	$2,483.54	$2,607.69	$2,738.31
S43	*Monthly*	$4,541	$4,768	$5,006	$5,256	$5,519	$5,795	$6,085
Building Inspector II	*Hourly*	$26.20	$27.51	$28.88	$30.32	$31.84	$33.43	$35.11
Building-Housing Code Compliance Officer	*Annually*	$54,492	$57,216	$60,072	$63,072	$66,228	$69,540	$73,020
	Pay Period	$2,095.85	$2,200.62	$2,310.46	$2,425.85	$2,547.23	$2,674.62	$2,808.46
S44	*Monthly*	$4,653	$4,886	$5,130	$5,387	$5,656	$5,939	$6,236
Environmental Services Coordinator	*Hourly*	$26.84	$28.19	$29.60	$31.08	$32.63	$34.26	$35.98
GIS Programmer Analyst	*Annually*	$55,836	$58,632	$61,560	$64,644	$67,872	$71,268	$74,832
Project Coordinator	*Pay Period*	$2,147.54	$2,255.08	$2,367.69	$2,486.31	$2,610.46	$2,741.08	$2,878.15
S45	*Monthly*	$4,770	$5,009	$5,259	$5,522	$5,798	$6,088	$6,392
Engineering Construction Inspector	*Hourly*	$27.52	$28.90	$30.34	$31.86	$33.45	$35.12	$36.88
	Annually	$57,240	$60,108	$63,108	$66,264	$69,576	$73,056	$76,704
	Pay Period	$2,201.54	$2,311.85	$2,427.23	$2,548.62	$2,676.00	$2,809.85	$2,950.15
S46	*Monthly*	$4,889	$5,133	$5,390	$5,660	$5,943	$6,240	$6,552
Senior Plans Examiner	*Hourly*	$28.21	$29.61	$31.10	$32.65	$34.29	$36.00	$37.80
	Annually	$58,668	$61,596	$64,680	$67,920	$71,316	$74,880	$78,624
	Pay Period	$2,256.46	$2,369.08	$2,487.69	$2,612.31	$2,742.92	$2,880.00	$3,024.00
S47	*Monthly*	$5,010	$5,261	$5,524	$5,800	$6,090	$6,395	$6,715
Senior Building Inspector	*Hourly*	$28.90	$30.35	$31.87	$33.46	$35.13	$36.89	$38.74
Senior GIS Programmer-Analyst	*Annually*	$60,120	$63,132	$66,288	$69,600	$73,080	$76,740	$80,580
	Pay Period	$2,312.31	$2,428.15	$2,549.54	$2,676.92	$2,810.77	$2,951.54	$3,099.23
S48	*Monthly*	$5,135	$5,392	$5,662	$5,945	$6,242	$6,554	$6,882
Sr Environmental Program Coordinator	*Hourly*	$29.63	$31.11	$32.67	$34.30	$36.01	$37.81	$39.70
	Annually	$61,620	$64,704	$67,944	$71,340	$74,904	$78,648	$82,584
	Pay Period	$2,370.00	$2,488.62	$2,613.23	$2,743.85	$2,880.92	$3,024.92	$3,176.31

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Cook Park-Tigard, Oregon