

CITY OF TIGARD, OREGON

FY 2016-17

PROPOSED BUDGET

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A special thank you to departments and staff for their contributions to the Budget Document
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**City of Tigard
Oregon**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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, 2014.

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 MESSAGE

I am pleased to present the Proposed FY 2016-17 Budget that continues to move Tigard toward a stronger financial future and gives opportunities for the Budget Committee 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.

Since 2009, Tigard's population has grown over eight percent and will continue to grow with the development occurring in River Terrace on our western boundary. 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. While we continue to employ the best people, improve and make our processes efficient and use technology, our capacity to serve the public will decline as the population grows and staffing shrinks.

Another factor affecting service provision is the structural financing 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.
- 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 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.

FY 2016-2017 BUDGET MESSAGE

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
<i>Average Washington County</i>		<i>\$3.6369</i>
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
<i>Average Statewide</i>		<i>\$4.6263</i>

FY 2016-2017 BUDGET MESSAGE

One Solution: The Park Utility

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

1. \$100K of the General Fund would be reprogrammed to library services. This funding plus over \$160K of resources that came with the passage of the WCCLS levy in November, allowed the Library to provide public counter services on Thursday.
2. \$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.
3. The remaining \$1.7 million would be allocated to service enhancements during the FY 2016-17 budget cycle.

Council chose to approve a park and recreation fee at a level that would generate \$1.0 million annually, for two reasons. First was a concern about overburdening utility bills with additional fees. Second, Council indicated that a local option levy may be a better way to pay for growth in day-to-day services. The thought is that a levy is preferable as it is less regressive, can provide a federal tax deduction, and may permit more room for growth. In the end, Council decided that fully implementing the Park and Recreation Fee was not the right answer to our current fiscal problem, but could provide some short-term relief.

Service Needs: FY 2016-17 and the Future

There is still work to be done. The Budget Committee requested that I not provide a Proposed Budget that allocates the General Fund freed up by the park and recreation fee. The Proposed Budget honors this request and provides the committee with a list of choices. General Fund services in this proposed budget are unchanged from the current budget.

Based on Council action on the Park and Recreation Fee, there is \$1,000,000 of General Fund that once supported Parks that could be invested in other needs. As stated earlier, the Budget Committee also allocated \$100,000 to the Library and \$400,000 to bolster General Fund Reserves. At the Park and Recreation Fee hearing, Council agreed that the \$100,000 for the Library is now part of the budget base and should not be considered for reallocation. However, Council did wish to bring the issue of \$400,000 for Reserves back to the Budget Committee. This means the Budget Committee has the choice to allocate \$900,000 in General Fund resources.

I have worked closely with the city's Leadership Team to develop a summary of service needs that the Budget Committee can consider. These service needs are divided into three categories. First are immediate short-term investments that could be addressed in the FY 2016-17 Budget. Second are near-term needs that could be addressed through a local option levy and capital bond, which I propose that Tigard prepare for voters in the upcoming year. Third are other longer-term investments in programs and services that could be addressed through other revenues than the General Fund.

FY 2016-2017 BUDGET MESSAGE

Table 2 provides a list of 12 service needs for the short-term. Every need is important and not listed in priority order. Some of the needs involve one-time expenses, but most are ongoing costs. The needs exceed the \$900,000 available for allocation by more than four times. Since most of the dozen needs will not be able to be funded, know that the remaining items would be considered for funding with a property tax levy or bond.

Table 2. List of Short-Term Service Needs for Budget Committee Consideration

City Service	Description	Estimated FY17 Cost (\$1000)	Estimated FY17 FTE
Police Response Time - Staffing Needs	A steady increase in population through growth and annexation, along with a reduction in police officers over the past five years, has increased police response time and reduced officers' ability to proactively address community concerns before they develop into more serious problems. The addition of four patrol staff would reduce response time, which is 30 minutes or more for priority 2 and 3 calls. Staffing for the District Car Concept will increase patrol in all five patrol districts. The Department funds minimum staffing (four patrol districts) with overtime today.	\$ 520	4.00
Library Staffing (Short-Term)	An additional 1.3 FTE would be allocated to Technical Services, Circulation, Administration and Youth Services. This would 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.	\$ 100	1.30
Analytical Support (2016-17)	Property management and fleet are now part of the Central Services department. With the transition, workload exceeds resources. A proposed management analyst would focus on department contracts, managing leases, green building projects, building maintenance, vehicle replacement plans, ADA compliance, and the budget. Risk Management proactively identifies and manages city liability. Additional Risk Analyst resources would provide operational coverage along with loss prevention, training, legal updates and guidance. Current staffing is inadequate to maintain Risk programs, systems, and management of city liability.	\$ 130	1.50
Immediate City Campus Repairs and Space Needs	Staff would analyze the level of repairs and ongoing maintenance needed in light of the pending space/facilities strategic plan. A plan would be developed to address the backlog of work requests as well as identify a 3- to 5-year building maintenance plan for larger scale projects. Staff would consider other immediate solutions (such as modular buildings) for the space issue in Police. A consultant would assist in identifying space efficiencies in city hall.	\$ 250	0.00

FY 2016-2017 BUDGET MESSAGE

City Service	Description	Estimated FY17 Cost (\$1000)	Estimat- ed FY17 FTE
Public Room Reservations	A pilot project is proposed whereby the Fanno Creek House would be made available for reservation by the public and the service monitored. Investments in resources are needed to cover reservations, set-ups, clean-up, room monitoring and other administrative tasks, along with an appropriate fee structure. Cost estimate includes approximately \$70K in one-time expenses and \$100K in ongoing costs.	\$ 170	1.00
Permitting and Review Resources	The development in River Terrace will produce up to 200 additional permit applications annually for the next six years. Land use applications have increased by one-quarter in the last three years, and complex applications (e.g. subdivisions) have increased 400% since 2012. Adding permit counter positions will ensure that service expectations are maintained, established permit timelines are met, and excess wait times at the permit counter are avoided.	\$ 140	2.00
Parks Maintenance (Currently Unfunded)	Deferred maintenance items, such as playground equipment and irrigation systems need to be replaced due to age and condition. Addressing the needs would allow the city to maintain an adequate level of service as park inventory increases with development.	\$ 520	1.00
Implement Recreation Program	A Recreation Program Study was completed in 2015. The study recommended a five-year funding strategy to create a program guide, scholarships, and program/class offerings. Implementation of the recreation program would begin, including the cost of seasonal workers and materials to support offered programs and classes.	\$ 130	Temporary staffing
Downtown Alliance	The Tigard Downtown Alliance has a need for more capacity. Funding would assist with staffing and overhead, to complement programmatic work that the TDA funds via grants, sponsorships, and fundraising.	\$ 40	0.00
Sustain General Fund Reserves	During the FY16 Budget Committee meetings, the Committee determined that the General Fund required enough reserves to meet minimum cash needs until Property Tax revenues are received in November. This means that approximately 25% of operating expenses are needed in the fund balance. In FY16, the Budget Committee committed to retaining about \$400,000 of the General Fund made available with the creation of the Park and Recreation Charge to maintain adequate fund balance through the six-year forecast period for the General Fund.	\$ 400	0.00

FY 2016-2017 BUDGET MESSAGE

City Service	Description	Estimated FY17 Cost (\$1000)	Estimated FY17 FTE
Roof Repair - Police Department	The roof material on the Police Department is at the end of its useful life. Multiple areas with long-term leak problems exist that maintenance will no longer solve. Overlay or roof replacement is needed. This is a one-time cost.	\$ 600	0.00
Locker Room Expansion - Police Department	Police Department facilities need to be expanded to address plumbing and drainage problems, and to provide adequate locker facilities for employees of both genders. This is a one-time cost.	\$ 1,090	0.00

The Work of the Budget Committee

The City of Tigard's budget is large and complex. I recommend that the Budget Committee spend the majority of time and focus in two areas:

1. First, I ask that the Budget Committee come prepared to ask questions and discuss these short-term items. The Budget Committee asked to allocate the resources freed up by the creation of the Park and Recreation Fee. There is \$900,000 that can be allocated, and Table 2 is my best effort to describe the city's greatest needs. I also welcome the Budget Committee to come with their ideas. Prioritizing these needs was not an easy task when all improvements to our programs and services are considered in total.
2. Second, while your task under Oregon State Budget Law is to approve a budget for FY 2016-17, I ask that the Budget Committee consider the fiscal cliff and think longer-term. I will be recommending that Tigard consider asking voters for a local option levy and a capital facilities bond in November 2017.
 - a. When Council deliberated on the Park and Recreation Fee, one of the reasons that the fee was not fully implemented was because a local option levy appears to be a better solution to address long-term funding needs.
 - b. As Table 1 showed, Tigard has a very low permanent property tax rate and there is room to increase that 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.
 - c. In addition, Tigard must address serious facility repair and replacement needs, including the Police Department's roof and locker room, and resolving scattered leased sites for Public Works. If voters approved a local option levy to increase staffing and services, it would compound the city's facility needs.

I would like the Budget Committee to give their advice regarding a local option levy and facility bond measure. To help with this discussion, Table 3 is a list of services and needs for the city that could be considered in a levy, bond, or other means.

FY 2016-2017 BUDGET MESSAGE

Table 3. Other City Service Needs that could be funded with Levy or Bond

City Service	Description
Expand Community Outreach and Neighborhood Networks	The Neighborhood Network Program is managed by city staff to support resident and neighborhood connection and engagement. An expanded program would improve networks and develop stronger people and neighbor connections through enhanced neighborhood social media collaboration, meetings with city leaders, Tigard Citizens Academy, and hosted Take Back the Street events.
Central Management of Photos, Videos and Creative Files	A system to manage, organize, distribute and archive city videos, photos/images and creative files (digital assets) from a central content hub to make these resources easier to find, use, and capture community activities.
Holiday Tree Lighting Enhancement	Holiday lights on the Main Street tree would be replaced and expanded with LED technology.
Library Staffing	The addition of 6.1 FTE in the Library would address inadequate staffing levels and decrease reliance on volunteers. Items are now being checked in quicker by the automated return system. Additional staff would allow patrons more timely access to recently returned items, increase outreach to the public and add library programming and services.
Analytical Support	Citywide a need exists for analytic work in the following areas: contracting support, franchise management, grant acquisition and administration, technology workflow and software implementation, annexation analysis and support, budget/CIP preparation, updating and managing indirect cost plan, and general central management and support.
Engineering Staffing	A heavier than anticipated demand from private development activity, and a need to support other departments in long-range planning and legislative work has decreased Engineering staff time devoted to CIP projects from 56% to 37% percent of the time.
Enhancing City Appearance	Code complaints are handled electronically with minimal staff attention, and on a complaint basis. Enhancing staffing for code enforcement would allow for site visits, personal contact with individuals involved in a complaint, enforcement of the sign code, and proactive enforcement of observed violations.
Space and Facilities Strategic Plan Implementation	In the next year, a space and facilities strategic plan will be completed, which will recommend options to solve space constraints in Police, address existing parking issues, and provide a long-term plan for building expansions necessary to keep up with growth and demand on city services.
Public Room Reservations	Once staff analyzes the effectiveness of the short term pilot for the Fanno Creek House, public room reservations may be expanded to other city-owned meeting rooms in the Library, Public Works Building, and Senior Center. Additional support resources and fee structure updates would be needed.
Downtown Parking Planning and Enforcement	Studies indicate peak hour shortages of on-street parking spaces in some areas of the Downtown. Downtown businesses have expressed concern about violations of posted parking time stay limits. Staff would work with the business community on management and education. An increase in Police resources would provide enforcement of the two-hour limit.

FY 2016-2017 BUDGET MESSAGE

City Service	Description
Multi-lingual, Translation and Interpretation Services	Additional staff resources would expand the city's services, outreach, and materials in multiple languages where the demand exists for them.
Community Policing Strategic Development	To address community policing needs, the Police Department would add a Neighborhood Response Team to support patrol efforts and reduce livability and nuisance issues; a full-time bicycle team to effectively patrol trails and parks; a traffic team to increase the level of traffic safety for all modes of transportation. Similar adjustments would be needed in investigation, administrative support, and management support.
Trail Safety	The city would assess lighting needs and vegetation maintenance on trails and develop a 10-year implementation plan. Also, the continuation of the Police bike patrol would address trail safety.
Annexation Resources	The city's annexation report would be updated to identify resources required for expansion areas, including a financial analysis, intergovernmental coordination, public outreach and planning capacity to process annexation and land use applications.
Parks Planning & Development	Through the 2010 Park Bond, the city has acquired park land that needs to be planned and developed to be useful to the public. Neighborhood park and trail planning would help address the city's strategic plan goals and respond to citizen demands for connected parks and trails.
Grounds Maintenance	A full-time employee would maintain city facility grounds year-round, to professionally manage city property. Currently, temporary workers to care for public spaces are available only during the growing season.
Pedestrian Planner	The need for proactive planning of Tigard's parks and trails was identified during the creation of a park maintenance fee. The city can make more, and smarter, investments in the city's walking network with dedicated staff for active transportation and pedestrian planning. The grant-funded Safe Routes to School program could continue, with improved planning for the city's most walkable districts. Pedestrian planning will help to develop a better network model analyze walking behavior, and evaluate and design pedestrian projects and programs.
Asset Management Plan	The city's Sustainability Action Plan calls for a long-term plan to repair or replace aging infrastructure, including the water, sewer and stormwater pipe systems. All departments would participate in the development of the plan. Council would be involved in parts of the decision making and financial planning.
Library Service Expansion	Community members have requested that the library be open six days a week at 9 a.m. which would require increased staffing. With expanded hours, more residents could participate in story time, seek technology help, access computers and search for jobs.

FY 2016-2017 BUDGET MESSAGE

Longer-Term City Service Needs

Library Branch Expansion	As Tigard's population increases, a library branch would make services convenient to more Tigard residents. Additional staffing would provide programming including story times, popular materials and a convenient pick-up location for materials. This could include the installation of a self-serve Book-O-Mat where people could borrow and return library materials.
Vehicle Replacement Schedule	30% of the city's vehicle fleet is 10 years or older. A funding plan is needed to bring the fleet in compliance with the 10-year maximum vehicle life replacement criteria.
State Lobbying Services	The city's one-time \$20,000 investment in state lobbying services yielded a \$1.4 million state allocation for the Hunziker Core project. Ongoing investment in advocacy services would successfully advance the city's state legislative agenda.
Enhance Online Communication Tools	The city's current interactive budget tools online could be enhanced to customize available data and allow citizens to better link policy and funding decisions.
Sidewalk and Trail Connections	The city would construct sidewalk and trail connections that otherwise may not be constructed except in the event of development of adjacent property. This program would require substantial new funding resources from the public.

In last year's budget message, I asked the committee whether to maintain the status quo by making small changes that continue to erode city services or to take bolder action. I appreciated that the committee 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. Thank you for your consideration of these measures to set Tigard on a more sustainable financial path.

Respectfully,



Marty Wine
City Manager

COUNCIL GOALS

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 Grants & scholarships Recreation coordinator – staff position Programs and classes (beginning Year 2) Outdoor events (Year 2) Indoor events (Year 3)	Completed July 2015 Spring 2016 Spring 2016 2017
Explore feasibility of partnership opportunities, including THPRD, YMCA, TTAD, TISD, 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	Completed in 2015
Secure brownfields cleanup grant (if eligible) to facilitate infill or open space development enabling a more walkable and interconnected downtown	Spring 2016
Promote downtown as a place to shop, dine and recreate Through communications and support of Tigard Downtown Alliance activities.	Summer 2016

COUNCIL GOALS

3. Adopt and Begin Implementation of Tigard Triangle Strategic Plan

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



COUNCIL GOALS

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

COUNCIL GOALS

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)

CITY INFORMATION

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

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%
Bachelor's Degree or higher (2014):	41.4%

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.

CITY INFORMATION

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

Top Employers in 2016:

<u>Employer</u>	<u># of Employees</u>
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 Northwest 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

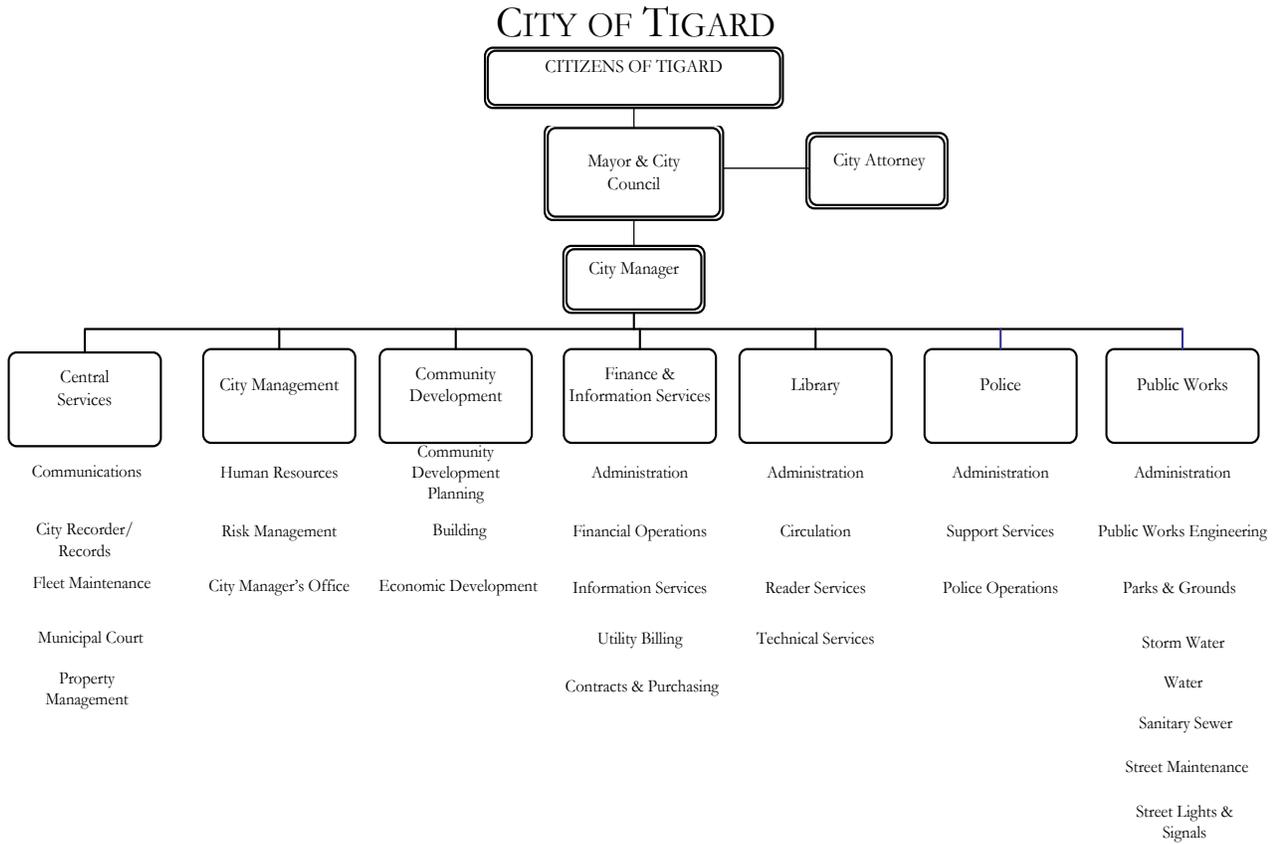
We will go the extra mile to exceed expectations

Get it Done

We will focus on solutions-not excuses



CITYWIDE ORGANIZATION CHART - BY PROGRAM

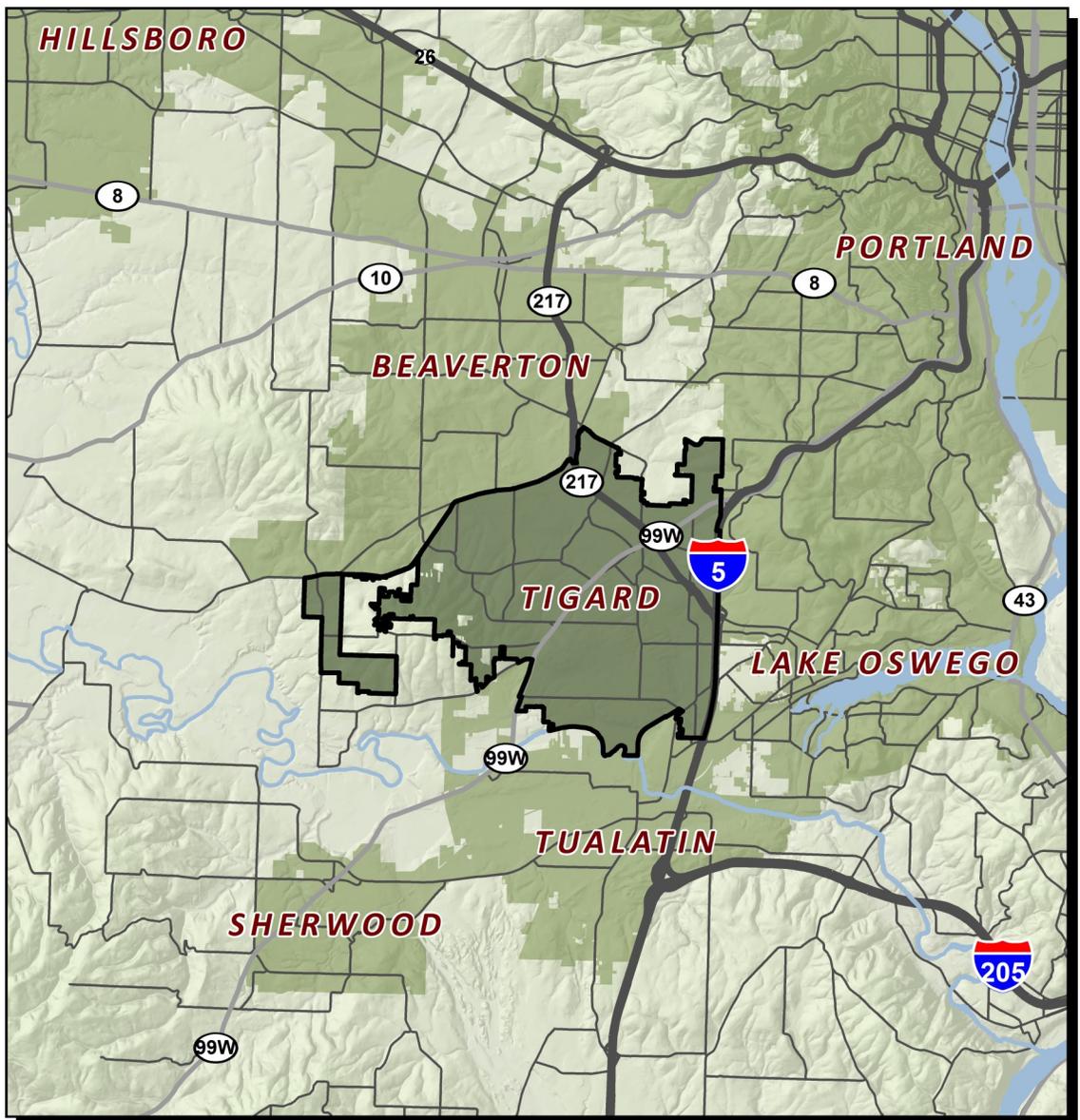


2014-2034 Strategic Plan

Draft Working Document - for Discussion Purposes Only | Issues 2/2014



CITY OF TIGARD MAP



USER'S GUIDE TO THE BUDGET DOCUMENT

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 Message from the City Manager. This letter summarizes the major provisions that have been included in the FY 2016-17 Proposed 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.

USER'S GUIDE TO THE BUDGET DOCUMENT

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.

USER'S GUIDE TO THE BUDGET DOCUMENT

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 five-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 four 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.

USER'S GUIDE TO THE BUDGET DOCUMENT

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 commingled. 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.



— DOWNTOWN TIGARD —

MAIN STREET, STROLLING STREET

BUDGET PROCESS

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 five 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 PROCESS

Budget Timeline

- November-December
- Finance staff updates the five 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 five 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 five 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 five 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 five year forecast based on adopted budget.

- July
- The adopted budget document is produced by Finance staff.
 - The adopted budget takes effect.

BUDGET PROCESS

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.

BASIS OF BUDGETING

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.

FUND STRUCTURE

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.

PROGRAM BUDGET STRUCTURE

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

PROGRAM BUDGET STRUCTURE

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:

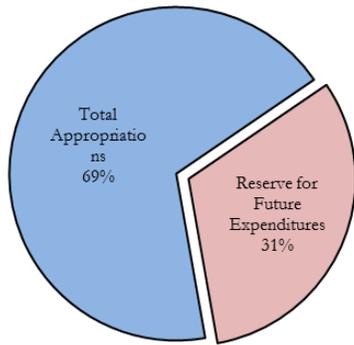
- Debt Service includes appropriations for interest and principal on all types for debt, i.e. general obligation, local improvement districts, loans and both short term and long-term debt for construction projects.
- Loans to the City Center Development Agency (CCDA), the city's urban renewal district, 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

WHERE THE MONEY GOES...

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 \$175,857,118

Requirements

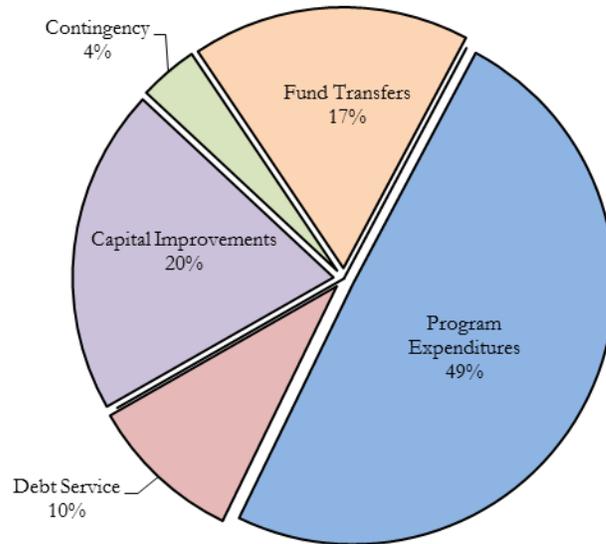
Current Expenditures

Operating Budget	\$ 59,980,075
Debt Service	11,582,044
Loan to CCDA	-
Capital Improvements	24,502,044
Contingency	4,423,000
Subtotal Current Expenditures	100,487,163
Fund Transfers	20,858,206
Subtotal Total Appropriations	121,345,369
Reserve for Future Expenditure	54,511,749
Total Requirements	\$ 175,857,118

The total requirements of the FY 2016-17 city budget are \$175,857,118. Of that amount, 69% is actually appropriated for use during the fiscal year. The remaining 31% is reserved for future expenditures. The reserves are available but are not intended to be used during the fiscal year.

WHERE THE MONEY GOES...

Total Appropriations \$121,345,369



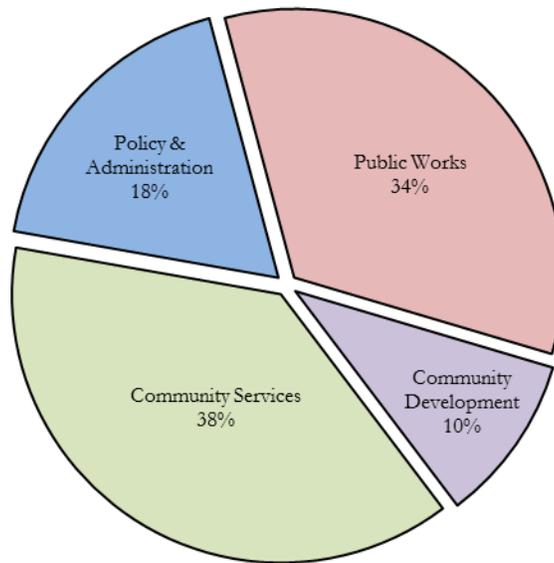
Fiscal Year 2016-2017 total appropriations are \$121,345,369 and consist of several subcategories of use. Of this amount, Program Expenditures, the city's operating budget, account for 49% of the total. Appropriations are also established for debt service, capital improvements, transfers between funds, 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.

WHERE THE MONEY GOES...

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.

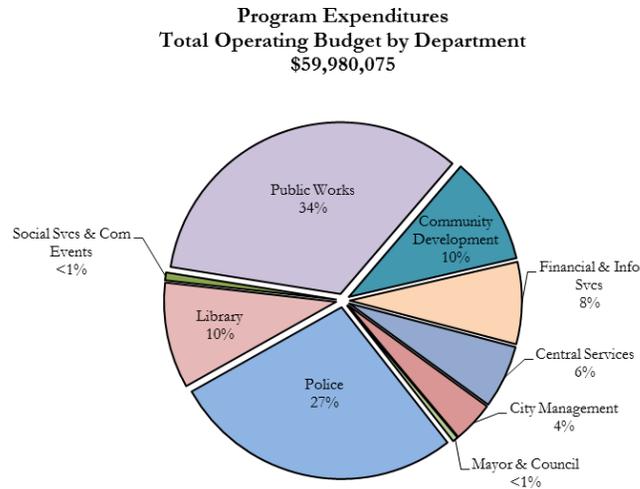
Program Expenditures
Total Operating Budget by Program
\$59,980,075



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.

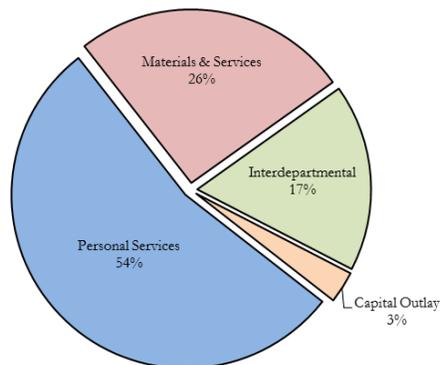
WHERE THE MONEY GOES...

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 34% 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%.

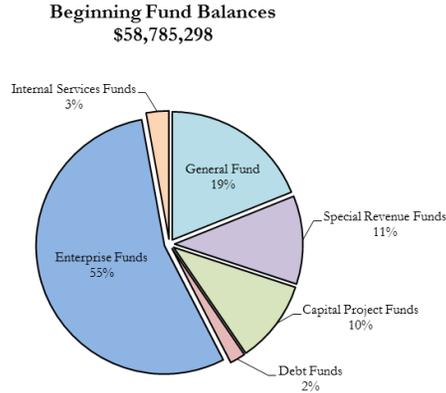


Finally, the third way to view the Program Expenditures is by major object category. Roughly 54% of the operating budget is for Personal Services which are the salaries and benefits for staff who are operating the programs and providing services to the public. Materials and Services, supplies, professional 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
\$59,980,075



FUND BALANCE



For the 2016-2017 Fiscal Year, the total beginning fund balance of all city funds is \$58,785,298. 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 \$32.16 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 made 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 \$6.13 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.

FUND BALANCE

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 \$1.14 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. They 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	% Change from Revised
General Fund	11,378,275	11,988,448	5,954,950	10,498,018	76.29%
Total General Fund	\$11,378,275	\$11,988,448	\$5,954,950	\$10,498,018	76.29%
Sanitary Sewer Fund	5,230,317	4,242,650	2,237,837	2,083,291	-6.91%
Stormwater Fund	3,538,989	4,623,172	2,744,561	3,462,108	26.14%
Water Quality/Quantity Fund	1,253,044	1,260,969	776,978	1,187,327	52.81%
Water Fund	16,233,500	22,967,613	5,139,072	7,970,990	55.11%
Water SDC Fund	3,910,001	4,571,596	4,871,899	1,153,660	-76.32%
Water CIP Fund	48,200,050	17,223,215	7,479,397	3,023,678	-59.57%
Water Debt Service Fund	6,641,441	6,678,704	7,041,099	6,670,795	-5.26%
Total Enterprise Funds	\$85,007,341	\$61,567,919	\$30,290,843	\$25,551,848	-15.64%
Gas Tax Fund	985,270	1,565,112	811,551	1,320,384	62.70%
City Gas Tax Fund	1,736,934	38,456	186,149	141,709	-23.87%
Electrical Inspection Fund	124,136	163,401	79,222	293,767	270.81%
Building Fund	1,968,281	2,064,577	2,021,099	4,455,879	120.47%
Criminal Forfeiture Fund	182,978	216,275	146,174	86,255	-40.99%
Urban Forestry Fund	1,349,861	1,369,010	865,019	987,524	14.16%
Parks Utility Fund	0	0	6,586	131,174	1891.71%
Traffic Impact Fee Fund	506,899	0	0	0	0.00%
Underground Utility Fund	576,579	498,666	110,931	66,935	-39.66%
Street Maintenance Fund	1,370,438	1,394,391	1,185,002	1,253,853	5.81%
Transportation SDC Fund	0	0	4,000	1,397,735	34843.29%
Parks Bond Fund	2,395,068	2,162,990	322,007	16,997	-94.72%
Parks SDC Fund	1,568,420	1,731,819	210,649	1,400,599	564.90%
Library Donations and Bequests Fund	474,648	474,648	274,648	374,648	36.41%
Total Special Revenue Funds	\$13,239,512	\$11,679,344	\$6,223,037	\$11,927,458	91.67%
Central Services Fund	425,173	505,053	202,905	259,701	27.99%
Fleet/Property Management Fund	87,009	102,486	18,133	93,526	415.78%
Insurance Fund	858,592	888,809	798,151	861,626	7.95%
Total Internal Services Funds	\$1,370,773	\$1,496,348	\$1,019,189	\$1,214,853	19.20%
Bancroft Debt Service Fund	151,315	127,229	580,019	158,894	-72.61%
General Obligation Debt Service Fund	532,328	722,540	1,120,697	1,378,361	22.99%
Total Debt Service Funds	\$683,643	\$849,770	\$1,700,716	\$1,537,256	-9.61%
Facilities Capital Projects Fund	905,167	1,156,788	513,234	438,038	-14.65%
Transportation Development Tax	1,474,749	1,148,199	1,040,422	2,738,083	163.17%
Parks Capital Fund	497,494	368,378	177,823	428,373	140.90%
Transportation CIP Fund	247,331	161,559	332,209	177,821	-46.47%
Total Capital Project Funds	\$3,124,740	\$2,834,924	\$2,063,688	\$3,782,316	83.28%
Total Reserve	\$114,804,284	\$90,416,753	\$47,252,423	\$54,511,749	15.36%

SUMMARY OF ALL FUNDS

	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	5,700,893	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	33,488,173	3,237,223	686,150	477,494	4,601,171
Transfers In	54,125	150,000	200,000	0	300,000
TOTAL RESOURCES	44,663,766	5,367,316	1,084,276	646,888	7,120,663
REQUIREMENTS					
Program Expenditures	31,462,309	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	1,530,439	1,019,001	334,668	303,121	0
Contingency	1,173,000	200,000	300,000	50,000	250,000
Total Budget	34,165,748	4,046,932	942,567	353,121	2,664,784
Reserve for Future Exp	10,498,018	1,320,384	141,709	293,767	4,455,879
TOTAL REQUIREMENTS	44,663,766	5,367,316	1,084,276	646,888	7,120,663

SUMMARY OF ALL FUNDS

	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	1,350,000	0	0
TOTAL RESOURCES	238,999	1,190,906	2,506,757	263,530	3,572,913
REQUIREMENTS					
Program Expenditures	150,000	0	2,275,582	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	2,375,582	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	2,506,757	263,530	3,572,913

SUMMARY OF ALL FUNDS

	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	249,339	313,900	221,015
Contingency	50,000	250,000	50,000	200,000	50,000
Total Budget	381,794	337,486	299,339	2,498,900	271,015
Reserve for Future Exp	438,038	2,738,083	66,935	1,253,853	1,397,735
TOTAL REQUIREMENTS	819,832	3,075,569	366,274	3,752,753	1,668,750

SUMMARY OF ALL FUNDS

	Parks Capital Fund	Parks Bond Fund	Parks SDC Fund	Transportation CIP Fund	Sanitary Sewer Fund
RESOURCES					
Beginning Fund Balance	405,039	784,997	1,192,574	167,821	3,440,850
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	539,000	515,000	0	3,911,000	338,000
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	542,015	517,000	1,238,751	5,437,000	2,288,420
Transfers In	2,403,319	0	0	1,945,044	0
TOTAL RESOURCES	3,350,373	1,301,997	2,431,325	7,549,865	5,729,270
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	2,922,000	0	0	7,172,044	900,000
Transfers Out	0	1,285,000	930,726	200,000	164,726
Contingency	0	0	100,000	0	400,000
Total Budget	2,922,000	1,285,000	1,030,726	7,372,044	3,645,979
Reserve for Future Exp	428,373	16,997	1,400,599	177,821	2,083,291
TOTAL REQUIREMENTS	3,350,373	1,301,997	2,431,325	7,549,865	5,729,270

SUMMARY OF ALL FUNDS

	Stormwater Fund	Water Quality/Quantity Fund	Water Fund	Water SDC Fund	Water CIP Fund
RESOURCES					
Beginning Fund Balance	3,958,232	1,259,242	6,795,798	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	5,112,000
TOTAL RESOURCES	6,739,213	1,274,344	26,638,462	3,974,620	13,421,613
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	862,000	0	0	0	10,346,000
Transfers Out	215,286	37,017	10,917,509	2,720,960	51,935
Contingency	200,000	50,000	500,000	100,000	0
Total Budget	3,277,105	87,017	18,667,472	2,820,960	10,397,935
Reserve for Future Exp	3,462,108	1,187,327	7,970,990	1,153,660	3,023,678

SUMMARY OF ALL FUNDS

	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	58,785,298
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	14,735,387
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	96,213,614
Transfers In	8,393,283	447,001	37,017	0	0	20,858,206
TOTAL RESOURCES	15,064,079	8,550,782	2,080,439	936,896	474,648	175,857,118
REQUIREMENTS						
Program Expenditures	0	8,041,081	1,911,913	50,000	0	59,980,075
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	24,502,044
Transfers Out	0	0	0	270	100,000	20,858,206
Contingency	0	250,000	75,000	25,000	0	4,423,000
Total Budget	8,393,284	8,291,081	1,986,913	75,270	100,000	121,345,369
Reserve for Future Exp	6,670,795	259,701	93,526	861,626	374,648	54,511,749
TOTAL REQUIREMENTS	15,064,079	8,550,782	2,080,439	936,896	474,648	175,857,118

SUMMARY OF CONTINGENCY

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	\$ 34,165,748	\$ 1,173,000	3.4%
200-Gas Tax Fund	\$ 4,046,932	\$ 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	\$ 2,375,582	\$ 100,000	4.2%
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	\$ 299,339	\$ 50,000	16.7%
412-Street Maintenance Fund	\$ 2,498,900	\$ 200,000	8.0%
415-Transportation SDC	\$ 271,015	\$ 50,000	18.4%
420-Parks Capital Fund	\$ 2,922,000	\$ -	0.0%
421-Parks Bond Fund	\$ 1,285,000	\$ -	0.0%
425-Parks SDC Fund	\$ 1,030,726	\$ 100,000	9.7%
460-Transportation CIP	\$ 7,372,044	\$ -	0.0%
500-Sanitary Sewer Fund	\$ 3,645,979	\$ 400,000	11.0%
510-Stormwater Fund	\$ 3,277,105	\$ 200,000	6.1%
511-Water Quality/Quantity Fund	\$ 87,017	\$ 50,000	57.5%
530-Water Fund	\$ 18,667,472	\$ 500,000	2.7%
531-Water SDC Fund	\$ 2,820,960	\$ 100,000	3.5%
532-Water CIP Fund	\$ 10,397,935	\$ -	0.0%
533-Water Debt Service Fund	\$ 8,393,284	\$ -	0.0%
600-Central Services Fund	\$ 8,291,081	\$ 250,000	3.0%
650-Fleet/Property Management Fund	\$ 1,986,913	\$ 75,000	3.8%
660-Insurance Fund	\$ 75,270	\$ 25,000	33.2%
980-Library Donation & Bequests	\$ 100,000	\$ -	0.0%
Total	\$ 121,345,368	\$ 4,423,000	3.6%

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

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:

1. 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.
2. Revenues are forecast based on best information available for future annual rate of change.
3. 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.

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

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.

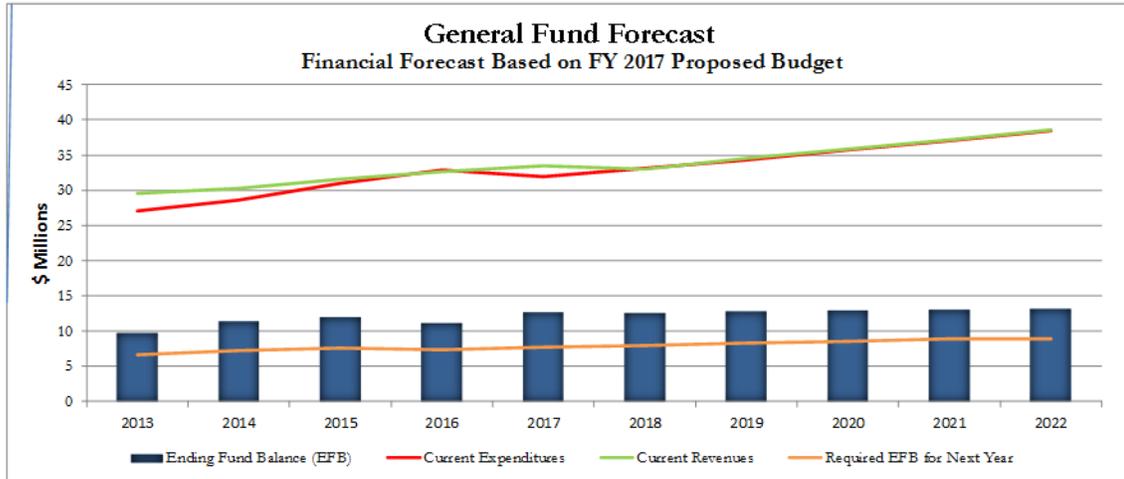
By performing the forecast, Tigard has been able to navigate through some important decisions. Some of the key financial decisions that Tigard has implemented include:

- 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.

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

General Fund based on FY 2017 Proposed Budget (\$Millions)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Current Expenditures	27.1	28.6	30.9	32.9	31.9	33.1	34.3	35.7	37.1	38.5
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	7.4	7.7	7.9	8.2	8.6	8.9	8.9
Ending Fund Balance (EFB)	9.7	11.4	12.0	11.1	12.7	12.6	12.8	13.0	13.1	13.2



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.

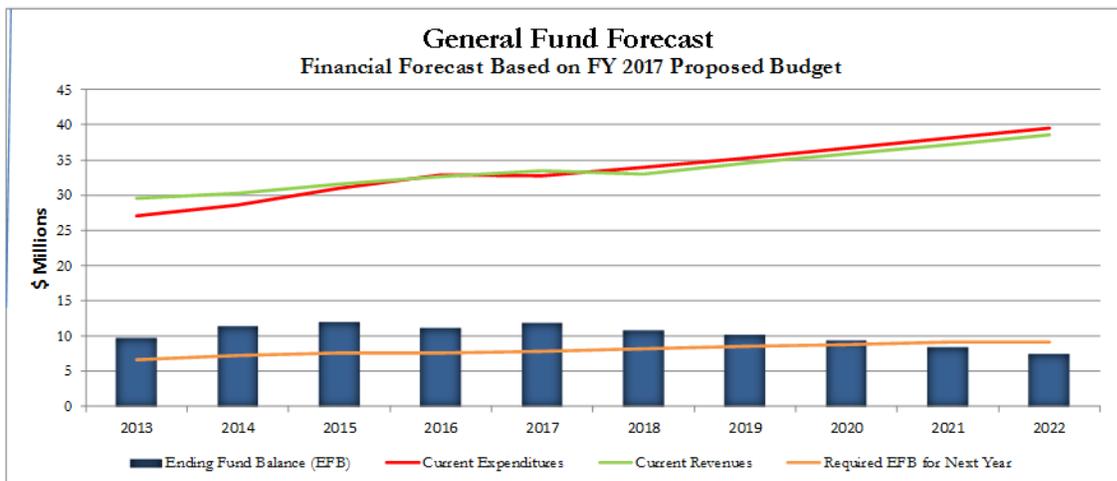
COMPREHENSIVE LONG TERM FINANCIAL FORECAST

The graph above does not display the extent of the fiscal issues Tigard faces. In preparing the Proposed Budget for FY 2016, the Budget Committee instructed staff not to program 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 by the Budget Committee. The graph above displays the General Fund with no additional staff to provide services to the community.

The following graph is the picture of what Tigard faces if all \$900,000 is programmed for ongoing services.

General Fund based on FY 2017 Proposed Budget + \$900K of Ongoing Services Annually (\$Millions)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Current Expenditures	27.1	28.6	30.9	32.9	32.8	34.0	35.3	36.6	38.1	39.5
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	7.9	8.2	8.5	8.8	9.1	9.1
Ending Fund Balance (EFB)	9.7	11.4	12.0	11.1	11.8	10.9	10.1	9.4	8.4	7.5



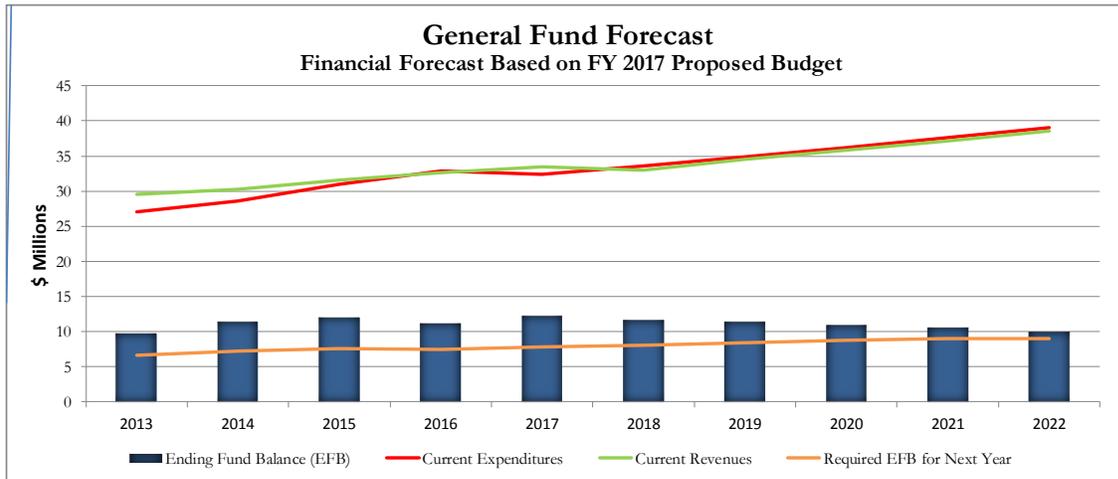
If the Budget Committee chooses to allocate the entire \$900,000 of General Fund made available by funding a portion of parks through the Park and Recreation Fee, then the Budget Committee will break its own policy of having \$1.0 Million of reserves in excess of minimum required reserves in four years and will have inadequate reserves in five years.

During the Budget Committee budget deliberations for the FY 2015-16 Budget, the Committee decided that \$400,000 of the General Fund made available by funding a portion of parks with the Park and Recreation Fee would be used to enhance reserves each year and would not get programmed to services. If the Budget Committee continues to choose this practice, then the amount of the General Fund made available by the Park and Recreation Fee for further service programming would be \$500,000 (\$900K total available - \$400K for reserves). Under this scenario, the General Fund reserves are sufficient to meet minimum requirements and Budget Committee policy to exceed the minimum by \$1.0 million. The following graph displays this scenario, which is closest to the forecast that the Budget Committee discussed during the FY 2015-16 budget deliberations.

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

General Fund based on FY 2017 Proposed Budget + \$500K of Ongoing Services Annually (\$Millions)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Current Expenditures	27.1	28.6	30.9	32.9	32.4	33.6	34.9	36.2	37.6	39.1
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	7.5	7.8	8.1	8.4	8.7	9.0	9.0
Ending Fund Balance (EFB)	9.7	11.4	12.0	11.1	12.2	11.6	11.3	11.0	10.5	10.0



Even under this scenario, Tigard is still heading toward the “Fiscal Cliff”. The prior forecast does not add any services beyond the \$500,000 in services added in FY 2016-17. That \$500,000 would represent only a 1.5% increase in services over the \$31.5 million in current service levels. 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. In effect, the \$500,000 in additional services only buys Tigard a one year reprieve on our declining service levels.

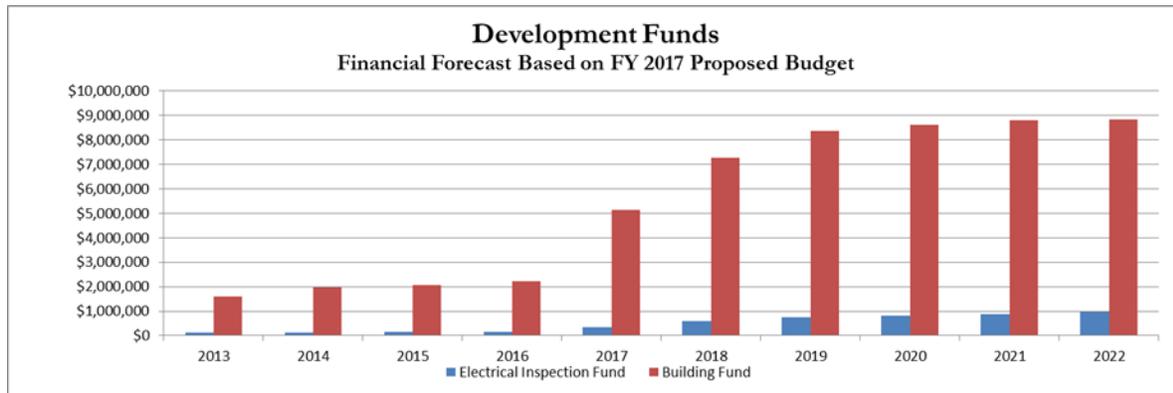
Tigard is going to need bolder action soon. When Former Mayor Dirksen discussed the fiscal cliff, he had these options to address it:

“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.

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

Development Funds



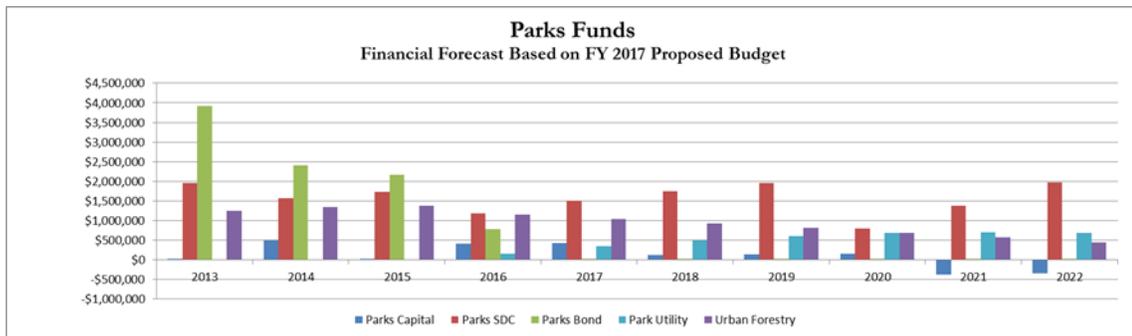
The projections for the city's development funds (building and electrical inspection funds) show these funds are growing. In 2008-09, building ended the year with a fund balance near zero even after laying off seven staff and reducing hours for the remaining staff in this fund. In FY 2009-10, the building 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 Proposed 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.

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

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.

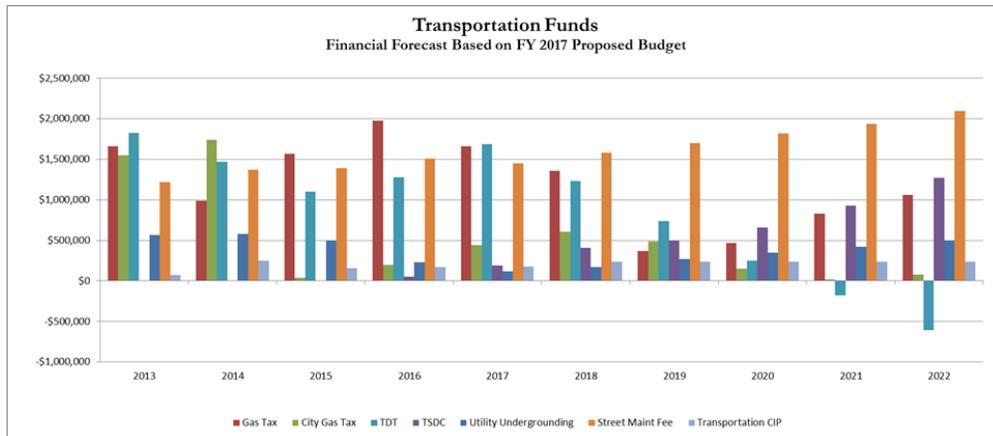
In FY 2015-16, the city established the Park Utility Fund. The fund collects the revenue from the Park and Recreation Fee that generates approximately \$1,000,000 annually and was established in April 2016. The remaining resources for parks maintenance and recreation comes from a transfer of approximately \$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 \$1,175,000 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 Proposed Budget for will be seeking 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.

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

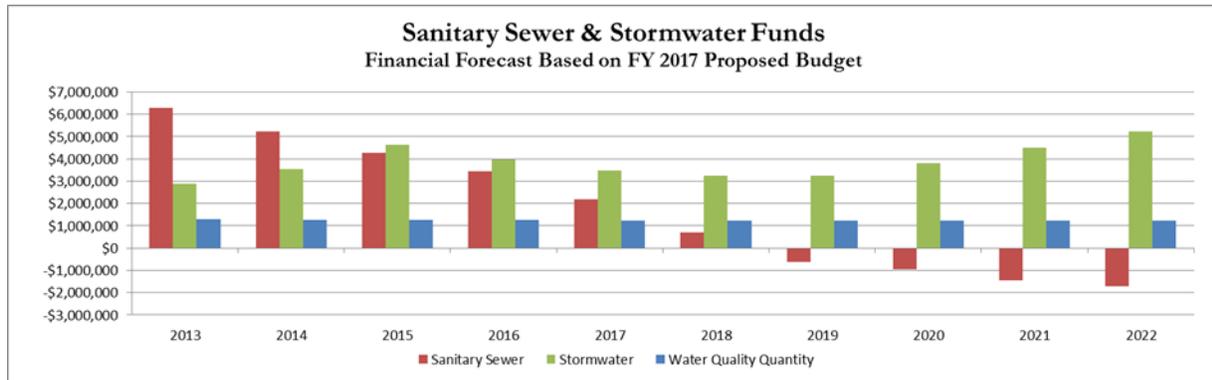
Transportation Funds

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.

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

Sanitary and Stormwater Funds



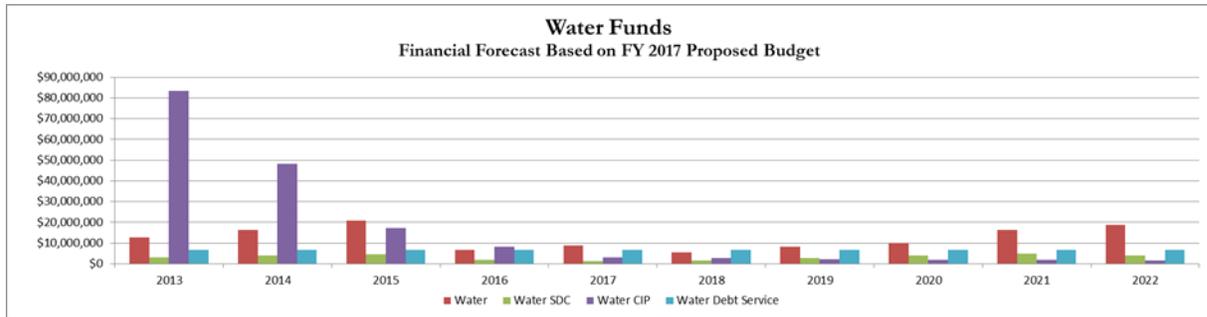
These funds support all of the sanitary sewer and stormwater collection and detention systems in the city. The city provides these services based upon an Intergovernmental Agreement (IGA) with Clean Water Services (CWS), which is a local service district in Washington County that provides both sanitary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

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

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.

COMPREHENSIVE LONG TERM FINANCIAL FORECAST

Synopsis

The city's Five 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 proposed 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
General Fund	\$30,267,599	\$31,389,134	\$31,086,310	\$33,488,173
Total General Fund	\$30,267,599	\$31,389,134	\$31,086,310	\$33,488,173
Sanitary Sewer Fund	\$1,808,825	\$1,865,090	\$2,072,675	\$2,288,420
Stormwater Fund	2,748,442	2,909,335	2,606,985	2,687,481
Water Quality/Quantity Fund	4,874	7,926	14,849	15,102
Water Fund	16,025,425	18,867,388	18,900,090	19,783,913
Water SDC Fund	832,110	822,043	873,948	2,228,206
Water CIP Fund	289,103	35,400,724	18,414	18,414
Water Debt Service Fund	35,639	34,370	0	0
Total Enterprise Funds	\$21,744,417	\$59,906,876	\$24,486,961	\$27,021,536
Gas Tax Fund	\$3,337,528	\$3,349,311	\$3,194,539	\$3,237,223
City Gas Tax Fund	678,244	594,490	679,438	686,150
Electrical Inspection Fund	177,885	219,265	187,986	477,494
Building Fund	1,585,225	1,481,662	1,827,269	4,601,171
Criminal Forfeiture Fund	68,382	129,522	44,892	44,892
Urban Forestry Fund	145,987	49,373	36,873	36,873
Parks Utility Fund	0	0	0	1,000,000
Transportation Development Tax	519,138	438,734	711,279	1,796,279
Traffic Impact Fee Fund	34,926	5,725	0	0
Underground Utility Fund	46,618	44,739	56,108	131,977
Street Maintenance Fund	2,013,333	2,120,769	2,083,152	2,242,445
Transportation SDC Fund	0	0	65,000	1,614,750
Parks Bond Fund	17,570	11,544	4,020	517,000
Parks SDC Fund	437,950	529,537	497,809	1,238,751
Library Donations and Bequests Fund	0	0	0	0
Total Special Revenue Funds	\$9,062,786	\$8,974,669	\$9,388,365	\$17,625,005
Central Services Fund	\$5,711,973	\$6,397,479	\$7,062,846	\$7,397,962
Fleet/Property Management Fund	1,488,400	1,563,873	1,812,710	1,957,474
Insurance Fund	47,689	44,272	41,950	54,620
Total Internal Services Funds	\$7,248,062	\$8,005,625	\$8,917,506	\$9,410,056
Bancroft Debt Service Fund	\$333,747	\$79,658	\$120,000	\$120,000
General Obligation Debt Service Fund	2,331,272	2,384,912	2,480,174	2,566,617
Total Debt Service Funds	\$2,665,019	\$2,464,570	\$2,600,174	\$2,686,617
Facilities Capital Projects Fund	\$139	\$2,077	\$3,212	\$3,212
Parks Capital Fund	139,651	17,507	3,015	542,015
Transportation CIP Fund	116,708	34,047	0	5,437,000
Total Capital Project Funds	\$256,498	\$53,631	\$6,227	\$5,982,227
Total Revenue	\$71,244,382	\$110,794,505	\$76,485,543	\$96,213,614

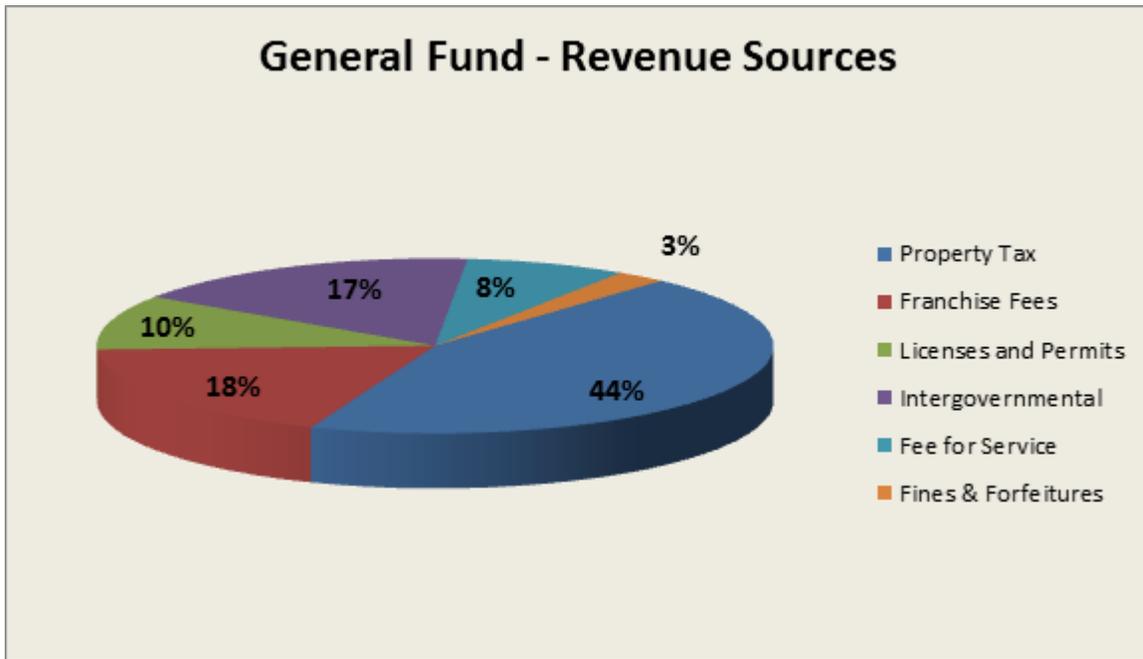
GENERAL FUND REVENUE

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.

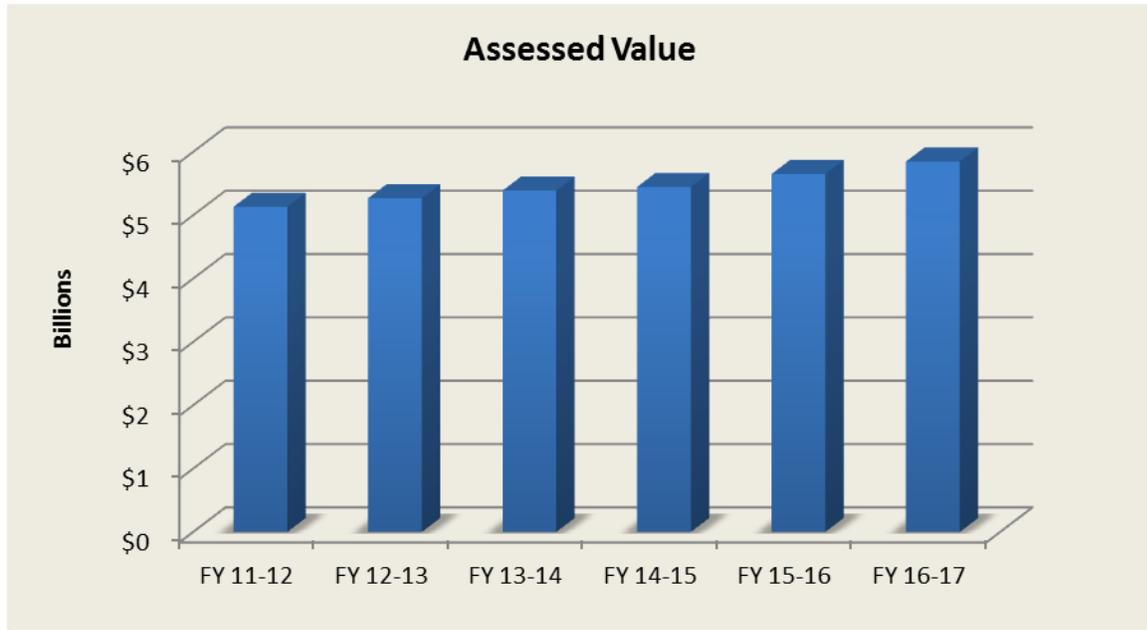
These limitations have reduced city's main source of revenue for core services such as police, library and parks.



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

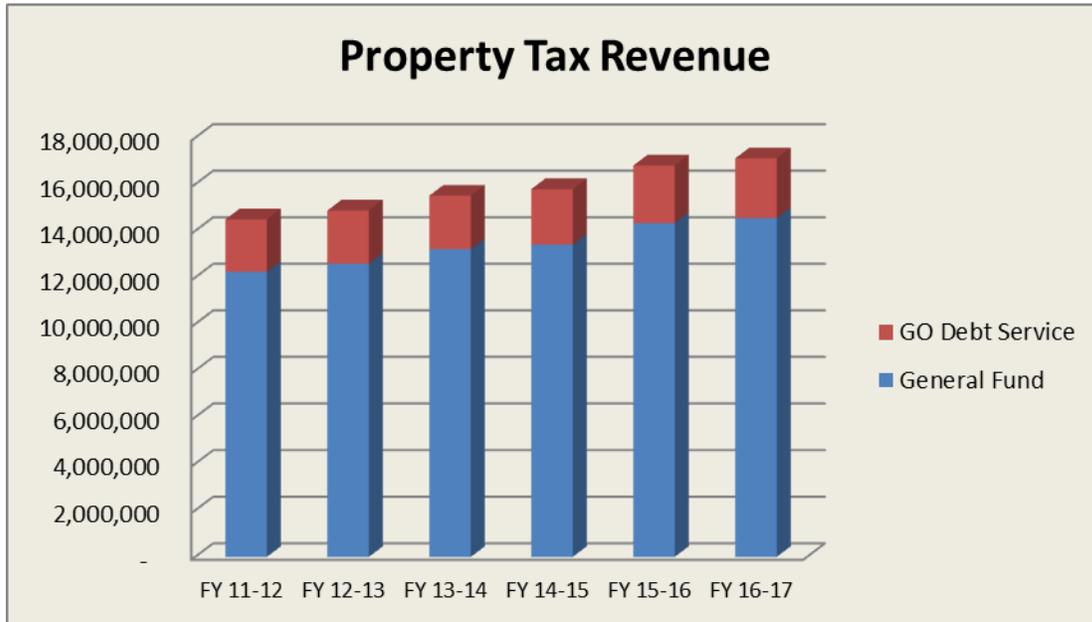
The property tax system in Oregon has been heavily influenced by Measures 5 and 50, passed in 1990 and 1997 respectively. Because both rates and growth in assessed value are constrained, the economy has a limited effect on property tax revenue. However there has been recent interest by local governments 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	Actual	Est. Actual	Proposed
		2013-2014	2014-2015	2015-16	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					
General Fund		\$ 228,700	\$ 235,561	\$ 237,276	\$ 244,395
GO Debt Service		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.

PROPERTY TAX SUMMARY



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.

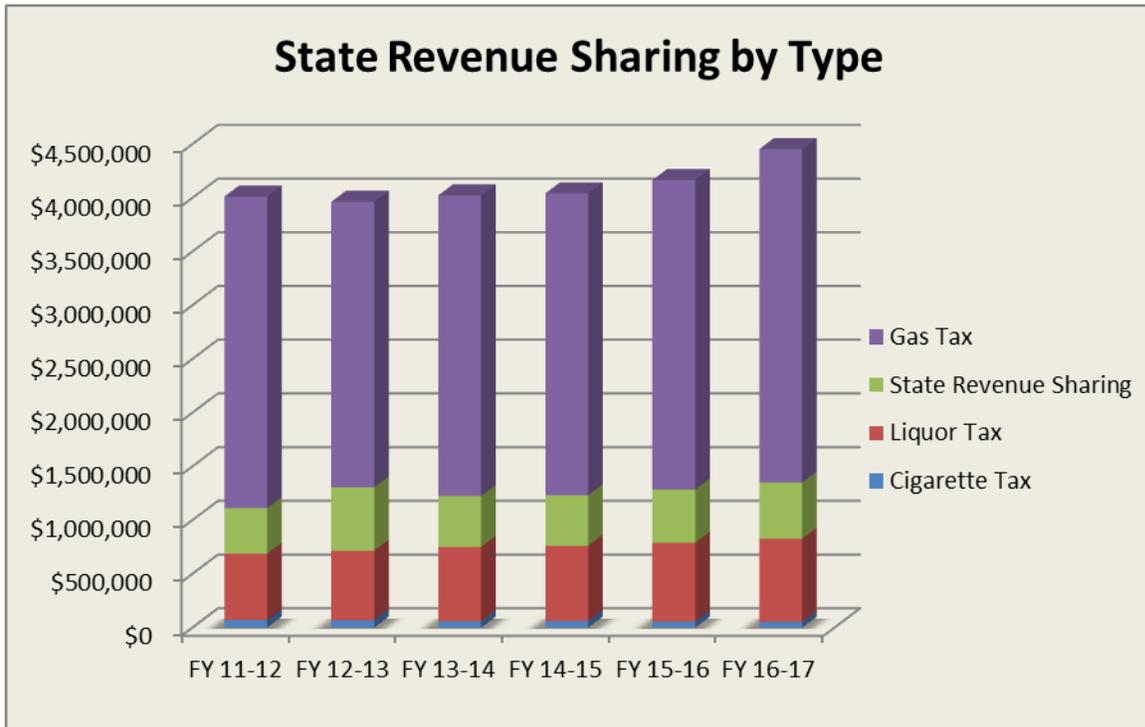
Tigard will be considering a local option tax levy to increase services. The current plan is to address this in a vote in November 2017. As seen in the following table, Tigard has room to grow its tax rate and still be below the average tax rate in the county and statewide. For example, a local option 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.

PROPERTY TAX SUMMARY

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
<i>Average Washington County</i>		<i>\$3.6369</i>
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
<i>Average Statewide</i>		<i>\$4.6263</i>

STATE REVENUE SHARING REVENUE

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.

STATE REVENUE SHARING REVENUE

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.

The legislation prohibited local governments from enacting or amending charter provisions, ordinances or resolutions related to the collection of local motor vehicle taxes until Jan. 2, 2014. The legislation did not apply to Tigard because our local motor vehicle tax was in place. However, Tigard's distribution of the state gas tax is adjusted to account for revenue received from the local gas tax which was grandfathered in under the legislation.

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

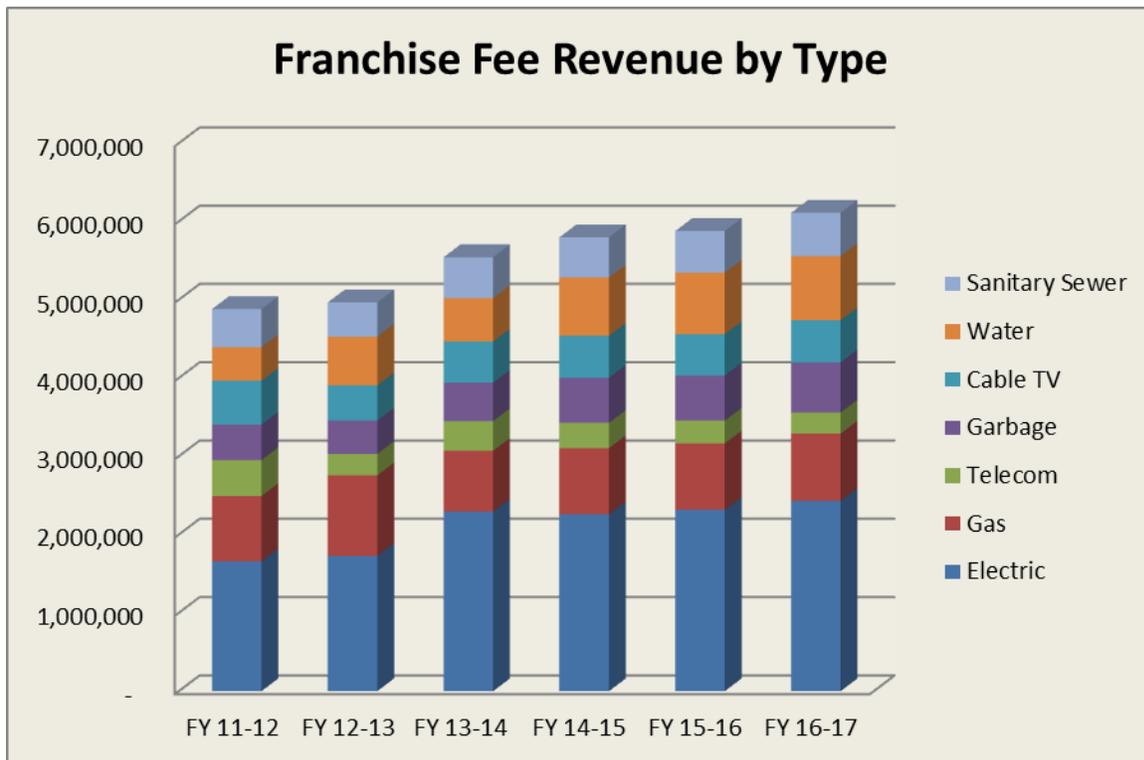
Picture courtesy of the Tigard Historical Association

FRANCHISE FEE REVENUE

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 taxpayers 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%

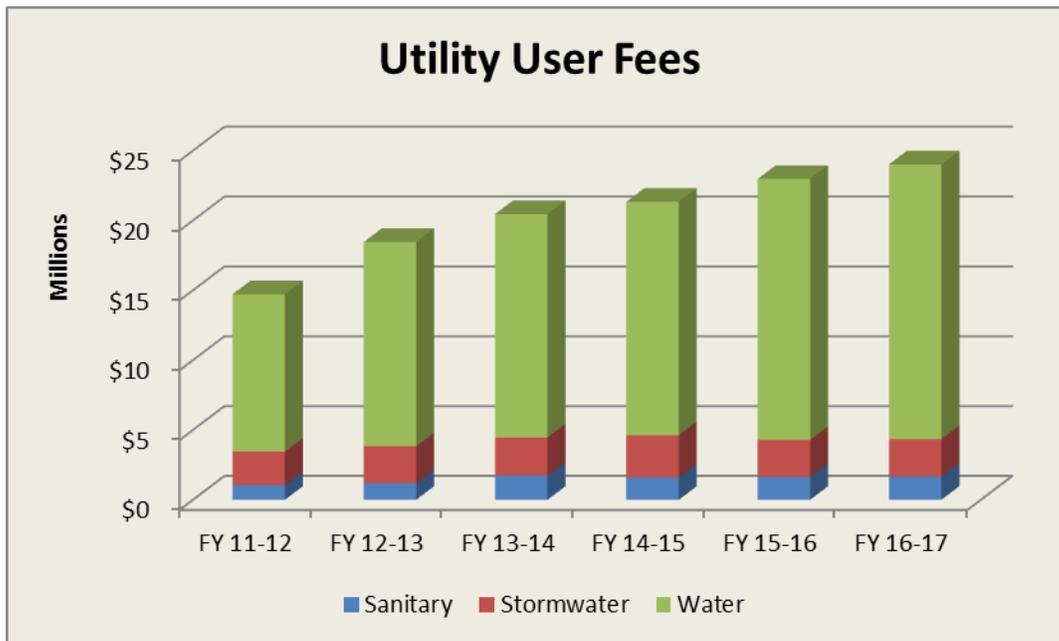


FRANCHISE FEE REVENUE

- **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.

ENTERPRISE FUNDS - USER FEES REVENUE

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.

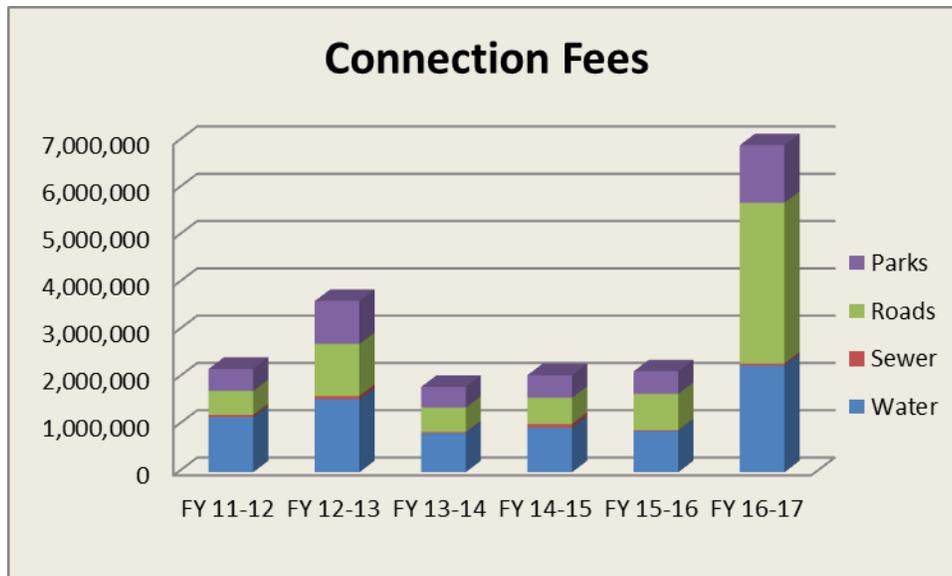


Per the intergovernmental agreement with CWS, the city retains only a portion of the sanitary and storm fees it collects. It is anticipated that the sanitary sewer and stormwater revenues will see minimal growth during FY 2016-17.

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 REVENUE

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.



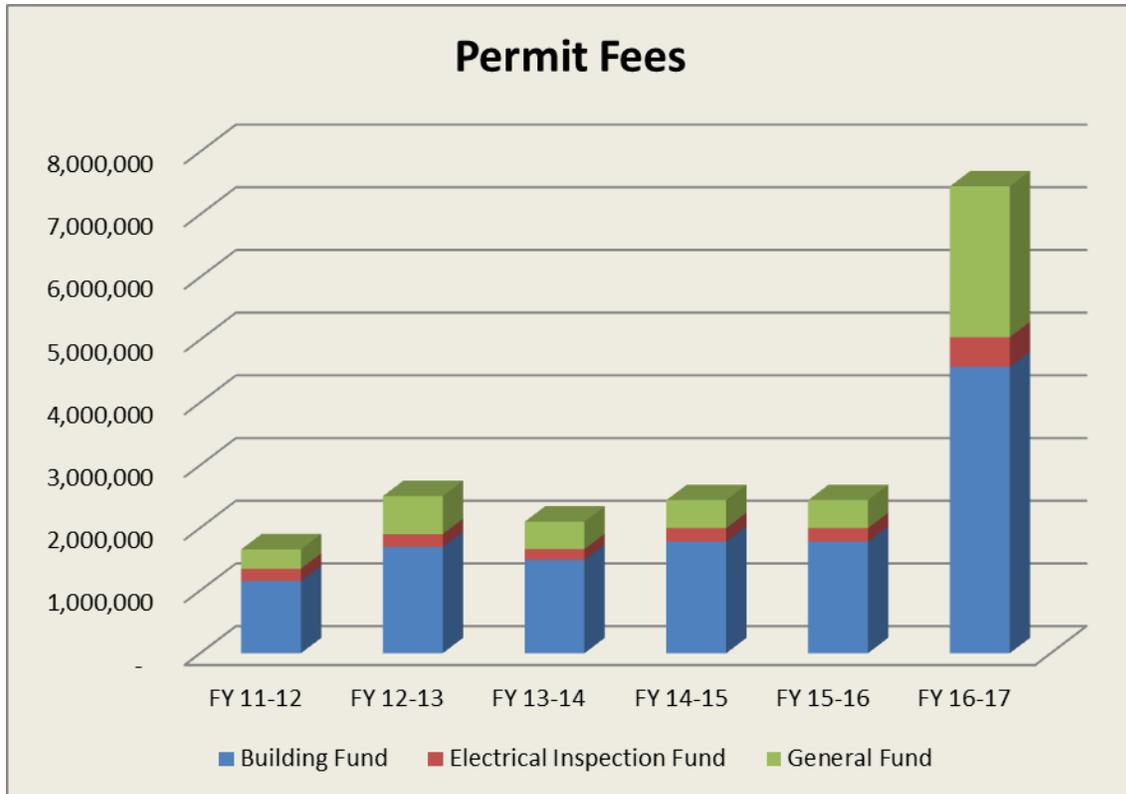
This revenue category is showing major increases primarily due to the expected development of an estimated 200 homes annually in the River Terrace Subdivision. This development will yield a total of 1,800 homes for the city after 6 years.

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 REVENUE

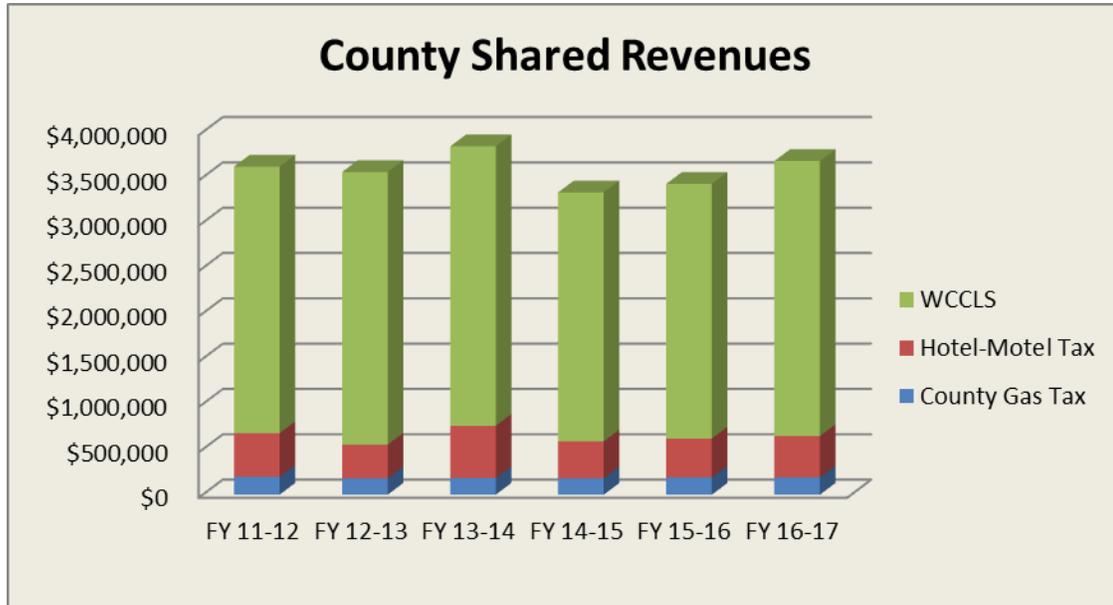
Permit fee revenues are recorded in the Building Fund, the Electrical Inspection Fund and the General Fund. The primary fees that are represented in the chart include: Engineering Public Improvement Fee, Sign Permits, Land Use Planning Application Fees and all related Building Permit Fees. Nearly all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

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



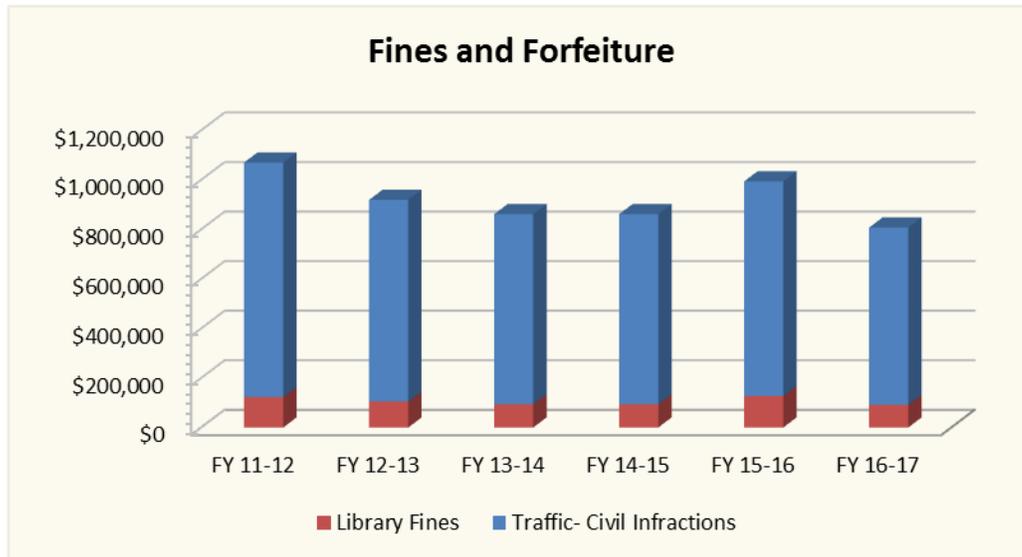
Washington County collects a one-cent per gallon tax on gasoline and distributes it to cities in the county to use for road maintenance activities. This revenue source has seen very minor growth over the past few years because under current state law the tax per gallon cannot be increased, and as mentioned 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 the WCCLS allocation formulas, Tigard Library will see an increase of about \$165,000 in FY 2016-17.

FINE AND FORFEITURE REVENUE

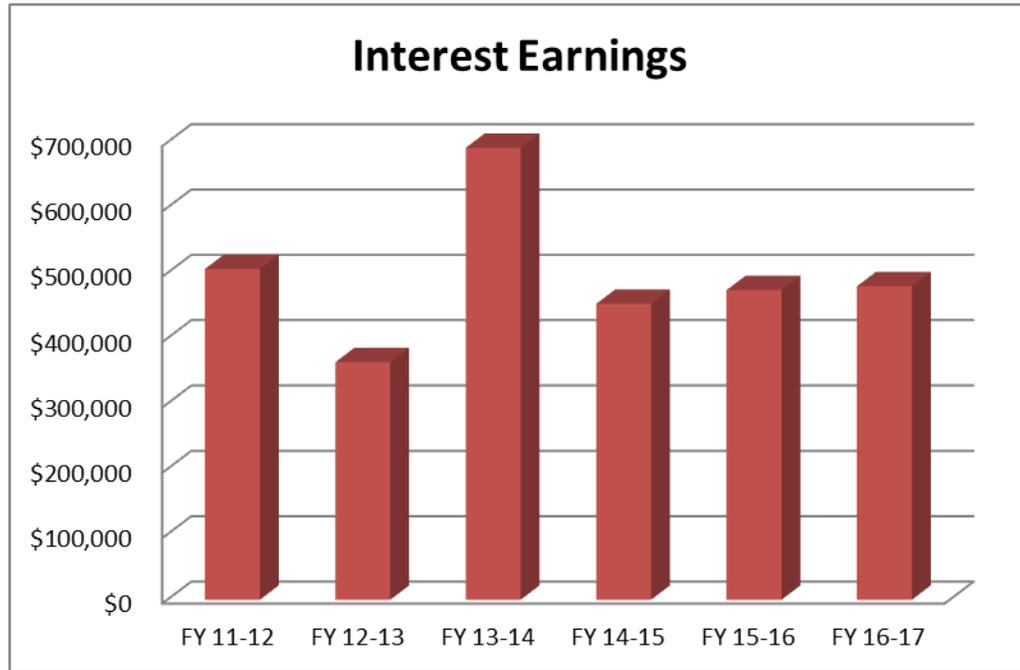
This source of revenue includes traffic and civil infraction citations, which are processed by the Municipal Court, and fines for late and lost materials at the Library. Fine collections are directly related to the number of citations issued. The bail schedule is updated annually by the Municipal Court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



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

INTEREST EARNINGS REVENUE

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

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.

INTERFUND TRANSFERS

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.

INTERFUND TRANSFERS

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	10,000	CIP	CIP - 17CIP-21 : North Dakota Street (Fanno Creek) Bridge Replacement
City Gas Tax Fund	Transportation CIP Fund	280,000	CIP	CIP - 97017 : Main Street Green Street Retrofit (Phase 2)
City Gas Tax Fund	Central Services Fund	4,668		Fund Level Indirect Transfer to Central Service Fund
City Gas Tax Fund	Transportation CIP Fund	40,000	CIP	CIP - 95042 : Commercial Street Sidewalk and Storm Detention Facility (Main to Lincoln)
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		

INTERFUND TRANSFERS

From	To	Amount	Type	Description
Gas Tax Fund	Facilities Capital Projects Fund	27,345	General	Transfer of Funds for New City Facility
Gas Tax Fund	Transportation CIP Fund	75,000	CIP	CIP - 17CIP-20 : Hall Boulevard Study
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	202,044	CIP	CIP - 8XXXXX : System Infrastructure CIP-Transportation
Gas Tax Fund	Transportation CIP Fund	300,000	CIP	CIP - 95027 : Pedestrian and Cyclist Connections Program
Gas Tax Fund	Transportation CIP Fund	70,000	CIP	CIP - 17CIP-15 : Durham Road School 20 When Flashing
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	17,280	CIP	CIP - 95023 : Walnut Street Improvements
Gas Tax Fund	Central Services Fund	4,707		Fund Level Indirect Transfer to Central Service Fund
Gas Tax Fund	Transportation CIP Fund	45,000	CIP	CIP - 17CIP-13 : Bridge Assessment and Master Plan
Total Gas Tax Fund Transfer Out		1,019,001		
General Fund	Facilities Capital Projects Fund	132,607	General	Transfer of Funds for New City Facility
General Fund	Central Services Fund	20,372		Fund Level Indirect Transfer to Central Service Fund
General Fund	Water Fund	27,460	Direct	Water Building Lease: Year 8 of 10
General Fund	Parks Utility Fund	1,350,000	General	Establish Parks Utility Fund. Transfer over to new fund amount of Parks and Maintenance Division
Total General Fund Transfer Out		1,530,439		
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	270		Fund Level Indirect Transfer to Central Service Fund
Total Insurance Fund Transfer Out		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		

INTERFUND TRANSFERS

From	To	Amount	Type	Description
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	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.
Parks SDC Fund	Parks Capital Fund	150,000	CIP	CIP - 92026 : Park Land Acquisition
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	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	Parks Capital Fund	400,000	CIP	CIP - 92046 : Fanno Creek Trail Connection (RFFA Grant)
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
Total Parks SDC Fund Transfer Out		930,726		
Sanitary Sewer Fund	Water Fund	13,413	Direct	Water Building Lease: Year 8 of 10
Sanitary Sewer Fund	Central Services Fund	23,827		Fund Level Indirect Transfer to Central Service Fund
Sanitary Sewer Fund	Facilities Capital Projects Fund	18,736	General	Transfer of Funds for New City Facility
Sanitary Sewer Fund	General Fund	15,250	Direct	Environmental Compliance for CIP projects (One Time)
Sanitary Sewer Fund	Stormwater Fund	93,500	CIP	CIP - 94016 : Slope Stabilization (Derry Dell/118th Court)
Total Sanitary Sewer Fund Transfer Out		164,726		

INTERFUND TRANSFERS

From	To	Amount	Type	Description
Stormwater Fund	General Fund	15,250	Direct	Environmental Compliance funds for CIP projects (One Time)
Stormwater Fund	Transportation CIP Fund	17,280	CIP	CIP - 95023 : Walnut Street Improvements
Stormwater Fund	Parks Capital Fund	15,000	CIP	CIP - 92016-03 : Dirksen Nature Park - Oak Savanna Overlook
Stormwater Fund	Transportation CIP Fund	80,000	CIP	CIP - 95042 : Commercial Street Sidewalk and Storm Detention Facility (Main to Lincoln)
Stormwater Fund	Water Fund	17,878	Direct	Water Building Lease: Year 8 of 10
Stormwater Fund	Parks Capital Fund	15,000	CIP	CIP - 92016-05 : Dirksen Nature Park - Forested Restoration and Boardwalks
Stormwater Fund	Facilities Capital Projects Fund	35,478	General	Transfer of Funds for New City Facility
Stormwater Fund	Parks Capital Fund	5,000	CIP	CIP - 92016-04 : Dirksen Nature Park - Nature Play Areas
Stormwater Fund	Parks Capital Fund	10,000	CIP	CIP - 92016-02 : Dirksen Nature Park - Oak Savanna Restoration
Stormwater Fund	Central Services Fund	4,400		Fund Level Indirect Transfer to Central Service Fund
Total Stormwater Fund Transfer Out		215,286		
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		
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	5,000	CIP	CIP - 95048 : Roy Rogers Road
Transportation Development Tax	Central Services Fund	17,486		Fund Level Indirect Transfer to Central Service Fund
Transportation Development Tax	Transportation CIP Fund	20,000	CIP	CIP - 95041 : Upper Boones Ferry Road / Durham Road Adaptive Signal Coordination
Total Transportation Development Tax Transfer Out		87,486		

INTERFUND TRANSFERS

From	To	Amount	Type	Description
Transportation SDC Fund	Transportation CIP Fund	10,000	CIP	General Support of Transportation Projects
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
Total Transportation SDC Fund Transfer Out		221,015		
Underground Utility Fund	Transportation CIP Fund	244,800	CIP	CIP - 95023 : Walnut Street Improvements
Underground Utility Fund	Central Services Fund	4,539		Fund Level Indirect Transfer to Central Service Fund
Total Underground Utility Fund Transfer Out		249,339		
Urban Forestry Fund	Central Services Fund	3,382		Fund Level Indirect Transfer to Central Service Fund
Urban Forestry Fund	Parks Capital Fund	27,000	CIP	CIP - 92037 : Damaged Tree Replacement Program
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 - 92017 : Tree Canopy 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		

INTERFUND TRANSFERS

From	To	Amount	Type	Description
Water Fund	Water Debt Service Fund	161,183	Debt/Loan Repayments	ARRA Loan
Water Fund	General Fund	11,000	Direct	Environmental Compliance funds for CIP projects (One Time)
Water Fund	Water Debt Service Fund	6,561,800	Debt/Loan Repayments	Water System Revenue Bonds Series 2012
Water Fund	Water CIP Fund	185,000	CIP	CIP - 96033 : Well Abandonment (Tigard High School)
Water Fund	Water Debt Service Fund	1,670,300	Debt/Loan Repayments	Water System Revenue Bonds Series 2015
Water Fund	Water CIP Fund	317,000	CIP	CIP - 96046 : Red Rock Creek Waterline Relocation
Water Fund	Water CIP Fund	100,000	CIP	CIP - 96028 : Fire Hydrant Replacement Program
Water Fund	Transportation CIP Fund	8,640	CIP	CIP - 95023 : Walnut Street Improvements
Water Fund	Water CIP Fund	350,000	CIP	CIP - 17CIP-32 : Canterbury Pump Station
Water Fund	Water CIP Fund	200,000	CIP	CIP - 96003 : Water Meter Replacement Program
Water Fund	Water CIP Fund	150,000	CIP	CIP - 96008 : Water Main Line Oversizing Program
Water Fund	Water CIP Fund	140,000	CIP	CIP - 96024 : Waterline Replacement Program
Water Fund	Water CIP Fund	90,000	CIP	CIP - 96031 : Fire Flow Improvement Program
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	Central Services Fund	93,586		Fund Level Indirect Transfer to Central Service Fund
Total Water Fund Transfer Out		10,917,509		
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	Water CIP Fund	2,500,000	CIP	CIP - 96018 : Lake Oswego/Tigard Water Partnership
Water SDC Fund	Central Services Fund	15,960		Fund Level Indirect Transfer to Central Service Fund
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		
		20,858,206		

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 budget 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
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Expenditure by Program

Policy and Administration	\$7,071,531	\$7,321,666	\$10,393,001	\$10,840,589
Community Development	4,219,481	4,640,737	5,987,026	6,060,827
Community Services	19,420,335	20,325,635	22,301,014	22,839,234
Public Works	18,823,213	19,574,814	20,868,553	20,239,425
Total Expenditures by Program	\$49,534,561	\$51,862,853	\$59,549,594	\$59,980,075

Number of FTE by Program

Policy and Administration	43.95	45.85	53.35	54.35
Community Development	25.60	25.80	28.50	30.00
Community Services	119.30	117.30	122.80	122.80
Public Works	68.00	73.00	69.00	70.00
Number of FTE by Program	256.85	261.95	273.65	277.15

Expenditure per FTE

Policy and Administration	\$160,899	\$159,687	\$194,808	\$199,459
Community Development	164,823	179,874	210,071	202,028
Community Services	162,786	173,279	181,604	185,987
Public Works	276,812	268,148	302,443	289,135
Total Expenditure per FTE	\$225,958	\$228,890	\$217,612	\$216,417

OPERATING BUDGET HISTORY-SUMMARY

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Proposed 2017	Approved 2017	Adopted 2017
Number of FTE	256.85	261.95	273.65	277.15		
Budget by Category						
Personal Services	\$27,407,951	\$28,324,337	\$31,745,176	\$32,328,995	\$0	\$0
Materials & Supplies	12,970,483	13,807,355	16,994,251	15,404,470	0	0
Interdepartmental Services	8,142,927	8,821,375	10,023,108	10,472,020	0	0
Capital Outlay	1,013,200	909,786	787,059	1,774,590	0	0
Total by Category	\$49,534,561	\$51,862,853	\$59,549,594	\$59,980,075	\$0	\$0
Budget by Program						
Policy and Administration	\$7,071,531	\$7,321,666	\$10,393,001	\$10,840,589	\$0	\$0
Community Development	4,219,481	4,640,737	5,987,026	6,060,827	0	0
Community Services	19,420,335	20,325,635	22,301,014	22,839,234	0	0
Public Works	18,823,213	19,574,814	20,868,553	20,239,425	0	0
Total by Program	\$49,534,561	\$51,862,853	\$59,549,594	\$59,980,075	\$0	\$0
Budget by Department						
Mayor and Council	\$240,747	\$271,510	\$322,824	\$310,749	\$0	\$0
City Management	2,003,237	2,019,260	2,462,486	2,337,165	0	0
Finance & Information Services	3,430,238	3,708,382	4,179,873	4,631,245	0	0
Community Development	4,219,481	4,640,737	5,987,026	6,060,827	0	0
Police	14,048,009	14,509,452	15,964,020	16,427,381	0	0
Library	5,016,003	5,437,422	5,927,337	5,971,146	0	0
Social Service / Community Events	356,323	378,761	409,657	440,707	0	0
Public Works	18,823,213	19,574,814	20,868,553	20,239,425	0	0
Central Services	1,397,310	1,322,514	3,427,818	3,561,430	0	0
Total by Department	\$49,534,561	\$51,862,853	\$59,549,594	\$59,980,075	\$0	\$0

OPERATING BUDGET HISTORY

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Proposed 2017
Number of FTE	256.85	261.95	273.65	277.15
51001 - Salaries - Management	\$8,295,909	\$8,492,229	\$9,405,134	\$9,499,682
51002 - Salaries - General	3,812,882	4,261,370	4,758,445	5,132,393
51003 - Salaries - Police	4,080,173	4,049,934	4,385,024	4,236,764
51004 - Part Time - Regular	1,278,769	1,217,589	1,421,376	924,860
51005 - Part Time - Temporary	345,513	361,475	564,641	592,022
51006 - Overtime	503,630	654,004	612,439	797,164
51007 - Incentive Pay	439,506	426,753	495,286	465,215
52001 - Unemployment	261,226	220,351	108,873	21,914
52002 - Worker's Compensation	281,452	359,187	360,863	408,650
52003 - Social Security/Medicare	1,413,074	1,443,074	1,654,671	1,652,324
52004 - Tri-Met Tax	135,066	139,758	156,155	156,234
52005 - Retirement	2,589,844	2,667,439	3,039,036	3,166,709
52007 - VEBA - ER	210,549	211,711	226,613	237,315
52008 - Life Ins/ADD/LTD	20,715	20,617	86,447	87,894
52009 - Long Term Disability	43,427	43,249	0	0
52010 - Medical/Dental/Vision	3,310,134	3,359,623	4,262,017	4,690,423
52011 - Dental Benefits	391,865	390,499	0	40,405
52012 - Accrued Vacation	-5,782	5,473	208,156	219,026
Total Personal Services	\$27,407,951	\$28,324,337	\$31,745,176	\$32,328,995
53001 - Office Supplies	246,977	171,827	300,055	302,633
53002 - Small Tools & Equipment	158,557	381,516	338,723	418,733
53003 - Fuel	281,498	226,502	363,641	354,021
53004 - Books & Circulation Materials	489,910	501,680	518,000	538,000
53005 - Ammunition and Range Supplies	16,035	60,540	56,553	42,723
53006 - Technology Equipment under \$5,000	150,333	168,548	198,971	218,139
53007 - Grant Expenditures	6,960	8,170	8,392	7,987
53008 - Library Contribution Materials	18,850	12,710	5,100	0
53316 - CCIS-Worksite Wellness Funds	0	0	0	4,000
53530 - Water Costs: L.O. & Ptd	3,199,292	2,644,691	3,890,245	2,000,000
54001 - Professional/Contractual Services	3,141,697	3,511,785	4,207,456	3,901,640
54002 - Water Costs: Sampling	25,111	32,917	40,000	45,000
54003 - Legal Fees	290,579	282,226	354,099	369,049
54004 - Printing Services	1,060	150	3,750	5,275
54006 - Software License and Maintenance	451,272	457,498	551,302	620,065
54007 - Parks and Recreation	6,400	54,075	76,612	76,612
54101 - R & M - Facilities	256,967	278,912	328,092	316,192
54102 - R & M - Water Lines	37,234	55,319	32,000	32,000
54103 - R & M - Control Valves	20,990	28,811	28,000	28,000
54104 - R & M - Reservoir	2,247	4,993	6,000	6,000
54105 - R & M - Grounds	81,483	63,640	107,520	115,020
54106 - R & M - Pump Station	8	3,537	8,500	8,500
54107 - R & M - SCADA	680	1,260	8,000	8,000

OPERATING BUDGET HISTORY

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Proposed 2017
54108 - R & M - Wells	12,593	11,926	11,500	11,500
54109 - R & M - Meters	25,474	17,609	25,000	25,000
54110 - R & M - Service Lines	10,477	26,561	15,000	15,000
54112 - R & M - Fire Hydrant	245	7,782	20,000	20,000
54113 - R & M - Vehicles	298,693	353,839	377,445	360,770
54114 - R & M - Office Equipment	42,261	55,121	69,415	67,565
54115 - Vehicle Usage	0	345	25	25
54201 - Utilities - Electric	884,080	908,837	1,148,738	1,141,253
54202 - Utilities-Water/Sewer/SWM	197,895	251,491	401,187	396,037
54203 - Utilities - Natural Gas	67,886	62,749	73,410	78,000
54204 - Utilities - Garbage	0	0	250	1,000
54205 - Utilites - Phone/Pager/Cells	185,841	237,200	250,468	262,928
54300 - Advertising & Publicity	73,674	72,848	76,705	81,125
54301 - Fees and Charges	37,485	40,246	98,936	101,154
54302 - Dues & Subscriptions	118,681	116,925	172,298	177,704
54303 - Travel and Training	173,452	192,594	337,035	380,638
54304 - Election Expenses	43,247	0	0	0
54305 - Conservation Expenses	28,516	16,571	18,700	18,700
54306 - Credit Card Fees	0	251,767	250,300	273,500
54307 - Insurance	288,556	391,144	440,592	503,820
54308 - Property Damage	0	0	11,250	24,750
54309 - Rents and Leases	56,082	101,468	166,843	179,591
54310 - Bad Debt Expense	2,585	1,364	11,492	11,492
54311 - Special Department Expenses	1,252,989	1,444,549	1,262,601	1,487,206
54312 - Bank Fees	4,094	3,816	3,450	50,400
54402 - Contributions to Community Org	274,336	289,297	320,600	317,724
54900 - Drug Enforcement Expenses	7,200	0	0	0
Total Materials & Supplies	\$12,970,483	\$13,807,355	\$16,994,251	\$15,404,470
56001 - Land	0	0	15,000	15,000
56002 - Buildings & Improvements	25,540	90,150	127,187	127,000
56003 - Vehicles	348,348	277,832	297,900	632,500
56004 - Computer Hardware and Software	525,455	223,306	231,892	463,585
56006 - Equipment	33,831	317,219	49,000	479,225
56007 - GIS Hardware and Software	80,025	1,279	66,080	57,280
Total Capital Outlay	\$1,013,200	\$909,786	\$787,059	\$1,774,590
58000 - Interdepartmental Costs	1,064,602	1,043,258	1,253,603	1,217,829
58100 - Indirect Charges- City Management	729,520	700,220	977,732	1,138,987
58110 - Indirect Charges- Human Resources	763,611	762,851	804,442	708,146
58120 - Indirect Charges- Risk Management	536,971	663,093	706,755	713,481
58130 - Indirect Charges- Office Services	399,055	379,783	456,549	560,034
58150 - Indirect Charges- Records	275,499	351,113	344,926	361,537
58200 - Indirect Charges- Finance Administrat	34,038	27,445	40,778	61,855

OPERATING BUDGET HISTORY

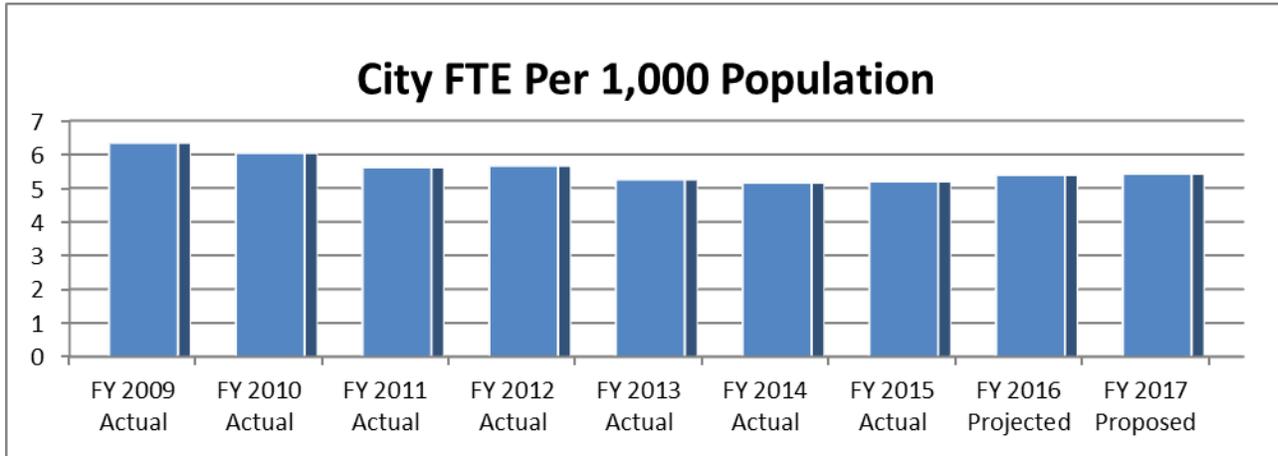
Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Proposed 2017
58210 - Indirect Charges- Financial Operation	615,824	657,304	682,241	632,660
58220 - Indirect Charges- Utility Billing	926,113	1,009,384	1,195,470	1,282,930
58230 - Indirect Charges- Technology	1,152,718	1,534,845	1,619,249	1,709,924
58250 - Indirect Charges- Contracts and Purch	160,360	131,491	158,339	156,849
58630 - Indirect Charges- Fleet Maintenance	236,075	219,106	213,404	341,228
58640 - Indirect Charges- Property Manageme	1,248,541	1,341,481	1,569,620	1,586,560
Total Interdepartmental Services	\$8,142,927	\$8,821,375	\$10,023,108	\$10,472,020
Total Operating Budget	\$49,534,561	\$51,862,853	\$59,549,594	\$59,980,075



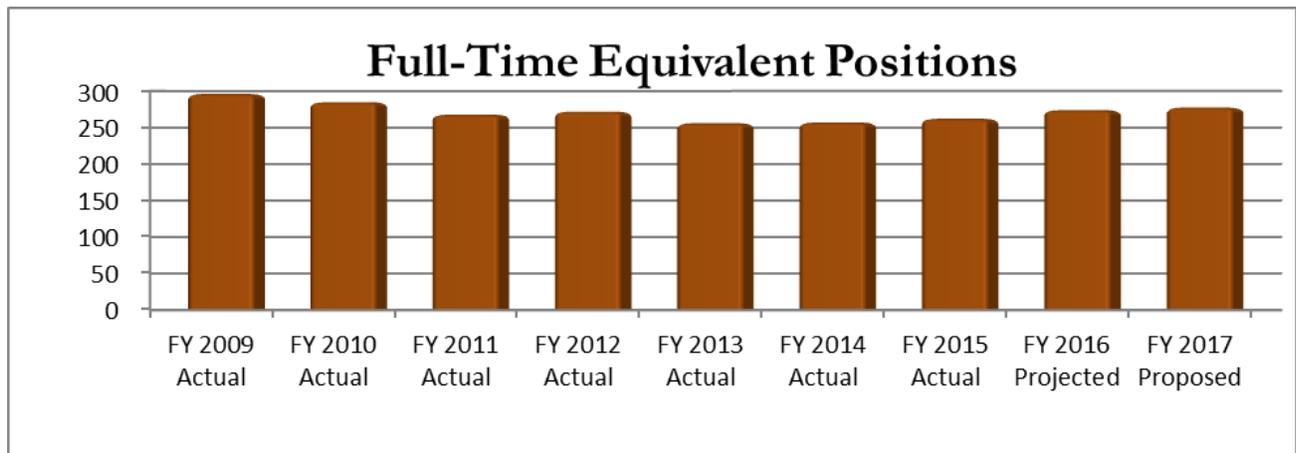
City staff gather for several events throughout the year-the Wellness Fair and the Opening Day staff-sponsored picnic are a couple of examples.

STAFFING LEVELS

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 277.15 FTE in this Proposed Budget, representing a decrease of 6 percent.



The Proposed Budget for FY 2017 reflects an increase in staffing from the FY 2016 Revised Budget of 273.65 FTE to 277.15 FTE. This increase of 3.5 FTE equates to a 1.3% increase in staffing. This FTE count includes those changes that were made during FY 2015-16.



STAFFING LEVELS

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 Proposed 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 Proposed Budget.

Community Development

Due to the increased permit activity resulting from the development of River Terrace, total FTE for Building will increase by 1.50 in FY 2017. The Building Inspector I/Code Compliance position at 1.0 FTE has been added. In addition, 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. This action increased overall FTE in the Police to 84.50 remaining the same 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 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. Therefore, the overall FTE total for Public Works is 70.00 in FY 2017.

Finance & Information Services

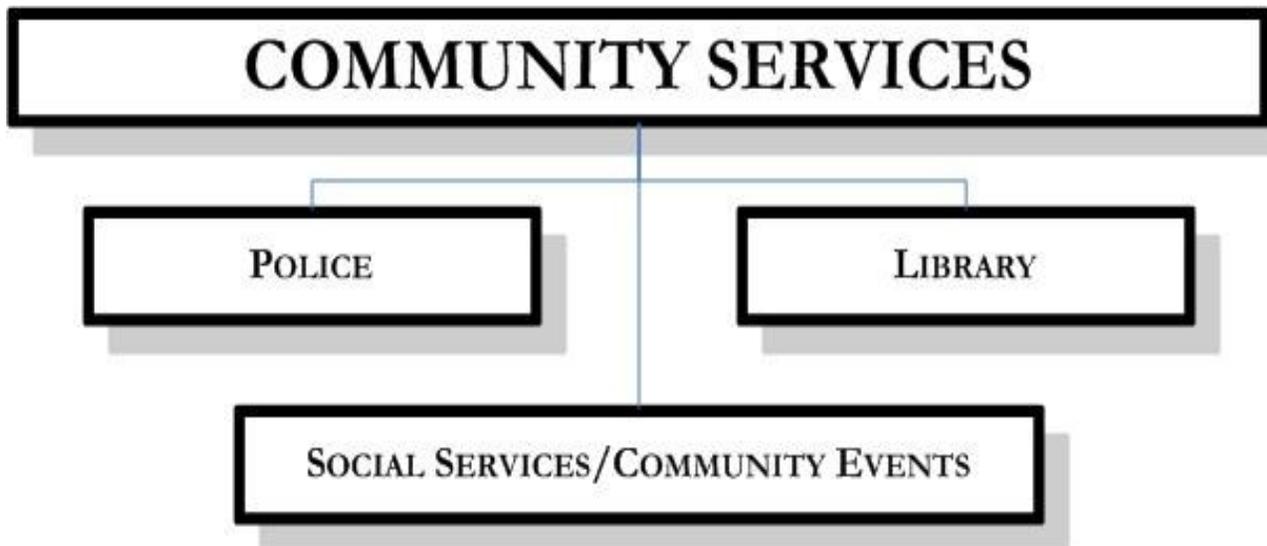
During FY 2016, the Accounting position was increased from .80 to 1.00. The full-time equivalent for Information Technology increased by 1.0 FTE due to the addition of a Microcomputer Support Technician to assist with citywide helpdesk tickets.

Library

There are no changes in the staffing allocations for Library in FY 2017.



COMMUNITY SERVICES ORGANIZATION CHART



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

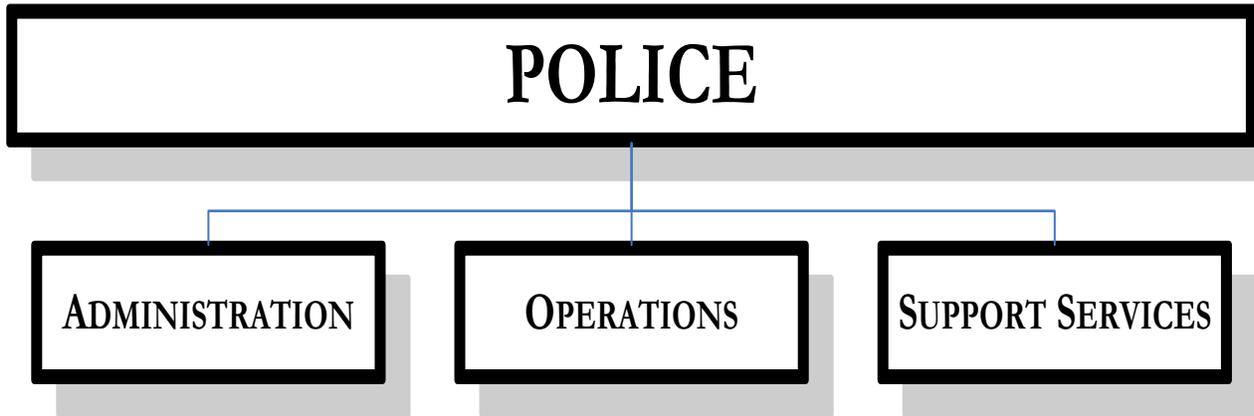
Tigard Canine Department

Tigard Police

COMMUNITY SERVICES PROGRAM

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	2017 Proposed vs.2016 Revised
Number of Positions	119.30	117.30	122.80	122.80	0.0%
Budget By Category					
Personal Services	13,483,946	13,707,698	15,016,309	15,218,270	1.3%
Materials & Services	2,342,873	2,664,127	3,075,961	3,197,221	3.9%
Interdepartmental Costs	3,104,710	3,390,913	3,911,679	4,174,078	6.7%
Capital Outlay	488,807	562,897	297,065	249,665	-16.0%
Total All Category	19,420,335	20,325,635	22,301,014	22,839,234	2.4%
Budget By Division					
Police Administration	713,751	1,389,934	1,557,771	1,569,940	0.8%
Police Operations	8,219,110	8,128,133	8,777,429	9,247,632	5.4%
Support Services	5,115,148	4,991,385	5,628,820	5,609,809	-0.3%
Library Administration	615,767	958,910	765,184	724,697	-5.3%
Reader Services	2,412,007	2,456,400	2,804,738	2,816,978	0.4%
Technical Services	692,051	671,436	785,494	705,126	-10.2%
Circulation	1,296,177	1,350,676	1,571,921	1,724,345	9.7%
Social Services	268,123	286,561	326,657	351,387	7.6%
Community Events	88,200	92,200	83,000	89,320	7.6%
Total All Division	19,420,335	20,325,635	22,301,014	22,839,234	2.4%
Budget by Fund					
General Fund - 100	19,409,836	20,229,847	22,231,014	22,689,234	2.1%
Criminal Forfeiture Fund - 240	10,499	95,788	70,000	150,000	114.3%
Library Donations and Bequests Fund - 980	0	0	0	0	0.0%
Total All Fund	19,420,335	20,325,635	22,301,014	22,839,234	2.4%

POLICE ORGANIZATION CHART



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	2017Proposed vs.2016 Revised
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Number of Positions	84.50	82.50	84.50	84.50	0.0%
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Budget By Category

Personal Services	10,527,509	10,784,546	11,672,035	11,922,142	2.1%
Materials & Services	1,456,054	1,733,761	2,076,362	2,148,314	3.5%
Interdepartmental Costs	1,575,640	1,725,856	1,978,723	2,124,425	7.4%
Capital Outlay	488,807	265,288	236,900	232,500	-1.9%
Total All Category	14,048,009	14,509,452	15,964,020	16,427,381	2.9%

Budget By Division

Police Administration	713,751	1,389,934	1,557,771	1,569,940	0.8%
Police Operations	8,219,110	8,128,133	8,777,429	9,247,632	5.4%
Support Services	5,115,148	4,991,385	5,628,820	5,609,809	-0.3%
Total All Division	14,048,009	14,509,452	15,964,020	16,427,381	2.9%

Budget by Fund

General Fund - 100	14,037,510	14,413,664	15,894,020	16,277,381	2.4%
Criminal Forfeiture Fund - 240	10,499	95,788	70,000	150,000	114.3%
Total All Fund	14,048,009	14,509,452	15,964,020	16,427,381	2.9%

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

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
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	Proposed FY 16 Revised
3.00	7.00	7.00	Total FTE	7.00	
304,681	695,596	725,581	51001 - Salaries - Management	701,330	-3.3%
12,584	16,689	9,679	51006 - Overtime	18,602	92.2%
317,265	712,285	735,260	Total Personal Services - Salaries	719,932	-2.1%
4,424	8,144	3,735	52001 - Unemployment	733	-80.4%
4,043	13,945	15,469	52002 - Worker's Compensation	17,110	10.6%
22,359	50,962	57,072	52003 - Social Security/Medicare	56,167	-1.6%
2,291	5,170	5,402	52004 - Tri-Met Tax	5,314	-1.6%
58,259	137,065	145,949	52005 - Retirement	142,881	-2.1%
2,100	4,200	4,200	52007 - VEBA - ER	4,200	0.0%
358	725	3,717	52008 - Life Ins/ADD/LTD	3,717	0.0%
1,042	2,317	0	52009 - Long Term Disability	0	100.0%
53,686	103,976	123,587	52010 - Medical/Dental/Vision	132,598	7.3%
7,041	14,231	0	52011 - Dental Benefits	0	100.0%
0	0	11,170	52012 - Accrued Vacation	15,000	34.3%
155,603	340,735	370,301	Total Personal Services - Benefits	377,720	2.0%
2,121	3,307	6,000	53001 - Office Supplies	5,625	-6.3%
100	3,449	450	53002 - Small Tools & Equipment	1,500	233.3%
3,688	2,588	10,000	53003 - Fuel	5,000	-50.0%
5,909	9,344	16,450	Total Supplies	12,125	-26.3%
3,166	5,844	33,785	54001 - Professional/Contractual Services	33,785	0.0%
6,226	1,459	15,000	54003 - Legal Fees	15,000	0.0%
12,378	10,047	13,400	54006 - Software License and Maintenance	13,400	0.0%
831	0	2,000	54101 - R & M - Facilities	2,000	0.0%
5,279	2,760	8,000	54113 - R & M - Vehicles	8,000	0.0%
1,209	0	750	54114 - R & M - Office Equipment	750	0.0%
3,886	6,107	6,200	54205 - Utilites - Phone/Pager/Cells	6,500	4.8%
987	350	4,000	54300 - Advertising & Publicity	4,000	0.0%
1,042	1,667	4,368	54301 - Fees and Charges	5,743	31.5%
970	3,626	1,261	54302 - Dues & Subscriptions	2,215	75.7%
8,210	13,896	15,450	54303 - Travel and Training	17,500	13.3%
442	368	1,702	54309 - Rents and Leases	1,710	0.5%
10,544	22,381	17,900	54311 - Special Department Expenses	16,640	-7.0%
55,170	68,505	123,816	Total Services	127,243	2.8%

POLICE ADMINISTRATION

BUDGET UNIT: 4000

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

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	38.00
Police Sergeant	8.00	7.00	7.00	7.00
Total FTE	50.00	47.00	48.00	49.00

POLICE OPERATIONS

BUDGET UNIT: 4100

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
50.00	47.00	48.00	Total FTE	49.00	
1,004,199	871,665	907,852	51001 - Salaries - Management	879,469	-3.1%
2,634,214	2,601,165	2,798,923	51003 - Salaries - Police	2,743,020	-2.0%
252,624	326,512	308,504	51006 - Overtime	413,230	33.9%
232,927	226,123	254,250	51007 - Incentive Pay	248,549	-2.2%
4,123,964	4,025,465	4,269,529	Total Personal Services - Salaries	4,284,268	0.3%
57,430	45,910	21,817	52001 - Unemployment	4,376	-79.9%
100,382	119,615	114,259	52002 - Worker's Compensation	139,406	22.0%
313,603	304,314	333,696	52003 - Social Security/Medicare	334,884	0.4%
29,694	29,169	31,561	52004 - Tri-Met Tax	31,711	0.5%
771,049	725,831	788,550	52005 - Retirement	916,737	16.3%
40,952	39,911	40,500	52007 - VEBA - ER	41,400	2.2%
3,325	3,150	10,200	52008 - Life Ins/ADD/LTD	10,339	1.4%
6,299	5,742	0	52009 - Long Term Disability	0	100.0%
752,720	786,642	912,939	52010 - Medical/Dental/Vision	1,093,055	19.7%
84,314	84,950	0	52011 - Dental Benefits	0	100.0%
0	0	97,623	52012 - Accrued Vacation	102,000	4.5%
2,159,768	2,145,235	2,351,145	Total Personal Services - Benefits	2,673,908	13.7%
6,770	13,961	14,375	53001 - Office Supplies	14,875	3.5%
84,270	173,232	136,570	53002 - Small Tools & Equipment	143,680	5.2%
104,485	77,352	132,000	53003 - Fuel	132,000	0.0%
16,035	59,850	56,553	53005 - Ammunition and Range Supplies	42,723	-24.5%
94,161	94,720	129,500	53006 - Technology Equipment under \$5,000	148,669	14.8%
305,721	419,115	468,998	Total Supplies	481,947	2.8%
6,187	22,044	16,925	54001 - Professional/Contractual Services	16,925	0.0%
25,236	19,267	11,341	54006 - Software License and Maintenance	15,115	33.3%
320	1,514	1,000	54101 - R & M - Facilities	1,000	0.0%
83,815	102,590	110,000	54113 - R & M - Vehicles	85,000	-22.7%
1,530	0	0	54114 - R & M - Office Equipment	0	100.0%
18,880	48,176	56,000	54205 - Utilites - Phone/Pager/Cells	58,500	4.5%
0	0	0	54300 - Advertising & Publicity	0	100.0%
810	2,934	12,850	54301 - Fees and Charges	12,100	-5.8%
465	490	1,725	54302 - Dues & Subscriptions	1,855	7.5%
16,689	22,134	28,060	54303 - Travel and Training	30,800	9.8%
0	1,170	1,300	54306 - Credit Card Fees	1,300	0.0%
41,111	57,086	69,000	54311 - Special Department Expenses	80,000	15.9%
195,043	277,405	308,201	Total Services	302,595	-1.8%
286,306	219,491	232,098	56003 - Vehicles	232,500	0.2%
200,850	11,826	0	56004 - Computer Hardware and Software	0	100.0%
487,156	231,317	232,098	Total Capital Improvement	232,500	0.2%

POLICE OPERATIONS

BUDGET UNIT: 4100

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
99,622	102,644	146,859	58100 - Indirect Charges- City Management	172,160	17.2%
181,682	171,919	176,814	58110 - Indirect Charges- Human Resources	150,531	-14.9%
156,449	192,884	201,856	58120 - Indirect Charges- Risk Management	189,141	-6.3%
26,700	25,035	30,435	58130 - Indirect Charges- Office Services	29,364	-3.5%
1,439	0	0	58150 - Indirect Charges- Records	0	100.0%
3,931	4,321	6,795	58200 - Indirect Charges- Finance Administration	11,270	65.9%
78,004	91,950	92,326	58210 - Indirect Charges- Financial Operations	87,775	-4.9%
120,018	137,100	132,984	58230 - Indirect Charges- Technology	158,117	18.9%
14,922	5,883	8,229	58250 - Indirect Charges- Contracts and Purchasing	20,202	145.5%
97,621	68,353	85,390	58630 - Indirect Charges- Fleet Maintenance	106,731	25.0%
167,070	179,505	230,770	58640 - Indirect Charges- Property Management	247,123	7.1%
947,458	979,596	1,112,458	Total Internal Services	1,172,414	5.4%
8,219,110	8,078,133	8,742,429	Total Police Operations	9,147,632	4.6%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
			Total FTE		
0	50,000	35,000	53002 - Small Tools & Equipment	100,000	185.7%
0	50,000	35,000	Total Supplies	100,000	185.7%
0	50,000	35,000	Total Police Operations	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%	0%	*
Commercial Crimes Unit - % Change in Burglary Crimes Reported	-15%	-28%	0%	*
Commercial Crimes Unit - % Change in Larceny Crimes Reported	-5.0%	-19%	0%	*
Commercial Crimes Unit - % Change in Fraud Crimes Reported	0%	14%	0%	*
Commercial Crimes Unit - % Change in Embezzlement Crimes Reported	0%	-33%	0%	*
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



POLICE SUPPORT SERVICES

BUDGET UNIT: 4200

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

POLICE SUPPORT SERVICES

BUDGET UNIT: 4200

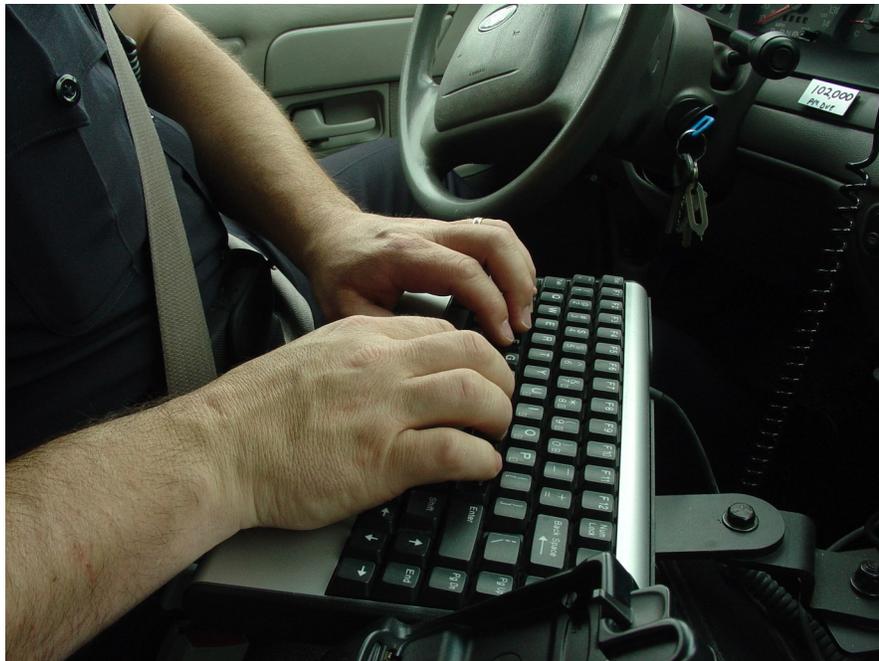
FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
63,428	61,821	90,641	58100 - Indirect Charges- City Management	103,271	13.9%
114,460	102,077	107,217	58110 - Indirect Charges- Human Resources	87,554	-18.3%
38,853	45,619	49,736	58120 - Indirect Charges- Risk Management	48,350	-2.8%
19,145	16,784	23,805	58130 - Indirect Charges- Office Services	24,490	2.9%
955	0	0	58150 - Indirect Charges- Records	0	100.0%
2,610	2,736	4,366	58200 - Indirect Charges- Finance Administration	7,079	62.1%
61,162	74,270	75,757	58210 - Indirect Charges- Financial Operations	68,879	-9.1%
104,601	157,058	177,415	58230 - Indirect Charges- Technology	245,783	38.5%
8,840	6,305	6,064	58250 - Indirect Charges- Contracts and Purchasing	7,700	27.0%
34,325	20,524	19,320	58630 - Indirect Charges- Fleet Maintenance	25,985	34.5%
448,379	487,195	554,321	Total Internal Services	619,091	11.7%
5,104,649	4,945,597	5,593,820	Total Support Services	5,559,809	-0.6%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
Total FTE					
2,499	43,288	35,000	53002 - Small Tools & Equipment	50,000	42.9%
2,499	43,288	35,000	Total Supplies	50,000	42.9%
3,500	0	0	54001 - Professional/Contractual Services	0	100.0%
4,500	2,500	0	54311 - Special Department Expenses	0	100.0%
8,000	2,500	0	Total Services	0	100.0%
10,499	45,788	35,000	Total Support Services	50,000	42.9%

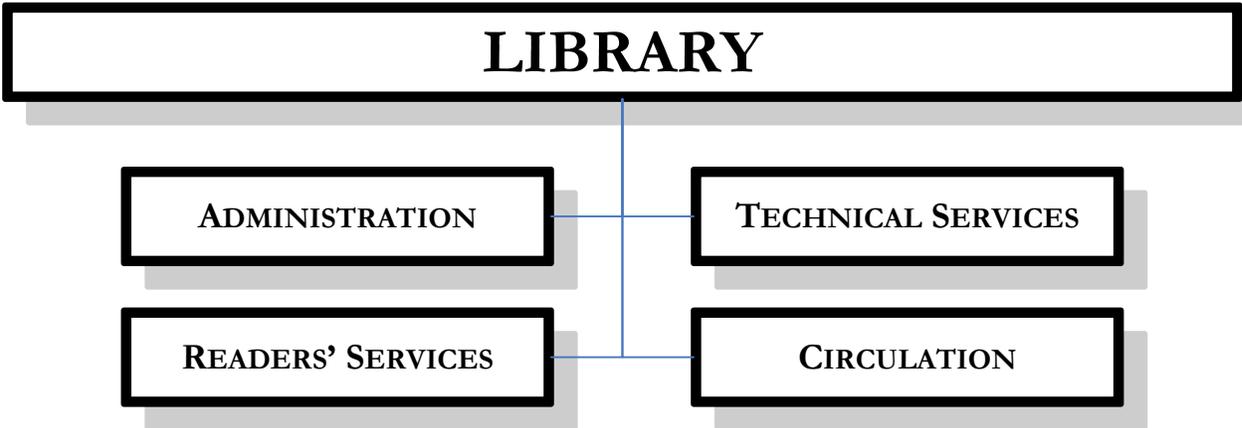
A small portion of Police Support Services is funded from the Criminal Forfeiture fund. Prior to FY 2014, these funds were transferred to the General Fund. In FY 2017, the expenditures are being made directly out of the Criminal Forfeiture fund.



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.



LIBRARY ORGANIZATION CHART



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	2017Proposed vs.2016 Revised
Number of Positions	34.80	34.80	38.30	38.30	0.0%
Budget By Category					
Personal Services	2,956,437	2,923,151	3,344,274	3,296,128	-1.4%
Materials & Services	623,470	656,066	722,999	751,183	3.9%
Interdepartmental Costs	1,436,096	1,560,596	1,799,899	1,906,670	5.9%
Capital Outlay	0	297,609	60,165	17,165	-71.5%
Total All Category	5,016,003	5,437,422	5,927,337	5,971,146	0.7%
Budget By Division					
Library Administration	615,767	958,910	765,184	724,697	-5.3%
Reader Services	2,412,007	2,456,400	2,804,738	2,816,978	0.4%
Technical Services	692,051	671,436	785,494	705,126	-10.2%
Circulation	1,296,177	1,350,676	1,571,921	1,724,345	9.7%
Total All Division	5,016,003	5,437,422	5,927,337	5,971,146	0.7%
Budget by Fund					
General Fund - 100	5,016,003	5,437,422	5,927,337	5,971,146	0.7%
Criminal Forfeiture Fund - 240	0	0	0	0	0.0%
Library Donations and Bequests Fund - 980	0	0	0	0	0.0%
Total All Fund	5,016,003	5,437,422	5,927,337	5,971,146	0.7%

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	612,318	544,692	418,000	440,000
*Hourly calculation rate changed				
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

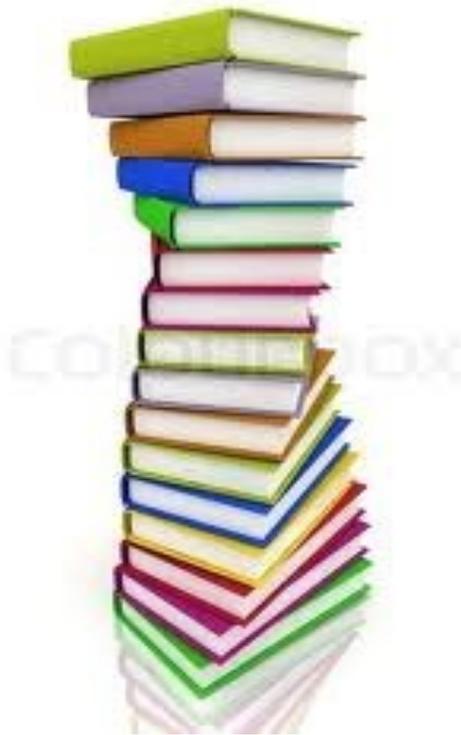
	2013-2014	2014-2015	2015-2016	2016-2017
Weekly open hours	58	58	69	69
Increase in annual circulation	1%	-.07%	-2.0%	1%
Volunteers rating their experience as satisfying	95%	95%	95%	95%
Patrons who rate overall service as good or excellent	96.8%	98.5%	98.5%	98%

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	0.50
Library Director	1.00	1.00	1.00	1.00
Confidential Executive Assistant	0.90	0.90	0.90	0.90
Total FTE	3.20	3.20	3.20	3.20

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
3.20	3.20	3.20	Total FTE	3.20	
257,012	260,479	285,165	51001 - Salaries - Management	274,545	-3.7%
257,012	260,479	285,165	Total Personal Services - Salaries	274,545	-3.7%
3,585	2,984	1,427	52001 - Unemployment	274	-80.8%
829	763	782	52002 - Worker's Compensation	872	11.5%
19,357	19,575	21,817	52003 - Social Security/Medicare	21,002	-3.7%
1,853	1,890	2,066	52004 - Tri-Met Tax	1,987	-3.8%
35,304	35,819	39,924	52005 - Retirement	38,436	-3.7%
2,400	2,400	2,400	52007 - VEBA - ER	2,400	0.0%
994	994	2,124	52008 - Life Ins/ADD/LTD	2,124	0.0%
813	813	0	52009 - Long Term Disability	0	100.0%
27,805	28,816	37,141	52010 - Medical/Dental/Vision	35,574	-4.2%
3,562	3,622	0	52011 - Dental Benefits	0	100.0%
96,502	97,676	107,681	Total Personal Services - Benefits	102,669	-4.7%
9,128	7,915	17,000	53001 - Office Supplies	17,000	0.0%
0	0	1,000	53002 - Small Tools & Equipment	1,000	0.0%
195	180	300	53003 - Fuel	300	0.0%
18,850	12,710	5,100	53008 - Library Contribution Materials	0	-100.0%
28,173	20,805	23,400	Total Supplies	18,300	-21.8%
2,230	1,053	6,000	54001 - Professional/Contractual Services	7,000	16.7%
1,548	0	4,000	54003 - Legal Fees	4,000	0.0%
498	109	1,500	54113 - R & M - Vehicles	1,500	0.0%
571	2,074	500	54114 - R & M - Office Equipment	1,000	100.0%
0	0	12,250	54202 - Utilities-Water/Sewer/SWM	0	-100.0%
1,900	2,672	2,000	54205 - Utilites - Phone/Pager/Cells	2,500	25.0%
145	344	1,500	54300 - Advertising & Publicity	1,500	0.0%
2,000	0	2,500	54301 - Fees and Charges	2,500	0.0%
6,280	1,629	2,000	54302 - Dues & Subscriptions	2,000	0.0%
2,201	898	2,500	54303 - Travel and Training	3,000	20.0%
0	3,291	3,500	54306 - Credit Card Fees	3,500	0.0%
1,106	3,106	3,500	54309 - Rents and Leases	3,500	0.0%
4,704	31,994	13,000	54311 - Special Department Expenses	13,500	3.8%
23,183	47,170	54,750	Total Services	45,500	-16.9%
0	0	50,000	56004 - Computer Hardware and Software	15,000	-70.0%
0	296,175	0	56006 - Equipment	0	100.0%
0	296,175	50,000	Total Capital Improvement	15,000	-70.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
11,571	11,017	14,961	58100 - Indirect Charges- City Management	18,211	21.7%
11,627	11,462	12,038	58110 - Indirect Charges- Human Resources	10,752	-10.7%
11,053	7,421	8,532	58120 - Indirect Charges- Risk Management	9,315	9.2%
52,249	46,218	41,928	58130 - Indirect Charges- Office Services	55,301	31.9%
3,201	2,486	3,159	58150 - Indirect Charges- Records	2,036	-35.5%
292	435	591	58200 - Indirect Charges- Finance Administration	1,147	94.1%
15,721	17,152	16,669	58210 - Indirect Charges- Financial Operations	17,393	4.3%
75,971	108,507	107,929	58230 - Indirect Charges- Technology	105,821	-2.0%
2,741	3,462	648	58250 - Indirect Charges- Contracts and Purchasing	9,438	1356.5%
0	0	1,168	58630 - Indirect Charges- Fleet Maintenance	113	-90.3%
26,472	28,443	36,565	58640 - Indirect Charges- Property Management	39,156	7.1%
210,898	236,604	244,188	Total Internal Services	268,683	10.0%
615,768	958,910	765,184	Total Library Administration	724,697	-5.3%



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
- As the economy continues its slow recovery, assisting job seekers and providing outreach to underserved populations continues to be a high priority
- 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 2014-15:

- Served 12,075 children, teens, and adults with 398 programs in first half of FY15, 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
- 10% increase in overall attendance and a 15% increase in the number of programs
- Provided at least 550 programs for children and teens and 255 for adults in FY15
- Circulated over 705,000 items since July 1 and are on track to circulate 1.4 million in FY15
- 8% reduction from FY14; efforts to increase circulation include displays, Staff Picks, e-newsletter and social media
- Circulation of e-content (downloadable e-books and audiobooks) up 50% from first half of FY14 (14,197 items) to FY15 (21,213 items)

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

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
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	21,287	131,468	135,000	140,000
*NOTE: Report changed in July 2014, resulting in much higher session count				

EFFECTIVENESS MEASURES

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
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

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
Senior Library Assistant	1.60	1.60	1.60	1.60
Librarian	7.20	7.20	8.20	8.20
Senior Librarian	0.90	0.90	0.90	0.90
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	13.70

LIBRARY READER SERVICES

BUDGET UNIT: 5100

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
12.70	12.70	13.70	Total FTE	13.70	
213,443	205,659	236,911	51001 - Salaries - Management	230,487	-2.7%
0	0	36,720	51002 - Salaries - General	302,654	724.2%
570,204	562,539	608,189	51004 - Part Time - Regular	304,383	-50.0%
33,311	38,725	43,560	51005 - Part Time - Temporary	43,543	0.0%
58	51	0	51006 - Overtime	0	100.0%
0	0	0	51007 - Incentive Pay	605	100.0%
817,016	806,974	925,380	Total Personal Services - Salaries	881,672	-4.7%
11,366	9,225	4,886	52001 - Unemployment	986	-79.8%
1,947	2,403	5,240	52002 - Worker's Compensation	2,864	-45.3%
61,305	60,084	67,989	52003 - Social Security/Medicare	67,488	-0.7%
5,877	5,844	6,701	52004 - Tri-Met Tax	6,383	-4.7%
82,139	78,590	97,734	52005 - Retirement	93,035	-4.8%
12,886	12,596	13,463	52007 - VEBA - ER	13,838	2.8%
880	831	4,041	52008 - Life Ins/ADD/LTD	4,081	1.0%
2,174	1,996	0	52009 - Long Term Disability	0	100.0%
137,869	127,754	180,142	52010 - Medical/Dental/Vision	176,848	-1.8%
14,771	13,729	0	52011 - Dental Benefits	0	100.0%
331,214	313,051	380,196	Total Personal Services - Benefits	365,523	-3.9%
1,184	1,119	1,131	53001 - Office Supplies	1,000	-11.6%
1,710	1,126	1,850	53002 - Small Tools & Equipment	4,000	116.2%
0	0	100	53003 - Fuel	100	0.0%
489,910	501,482	518,000	53004 - Books & Circulation Materials	538,000	3.9%
220	781	1,500	53006 - Technology Equipment under \$5,000	1,500	0.0%
6,960	8,170	8,392	53007 - Grant Expenditures	7,987	-4.8%
499,984	512,677	530,973	Total Supplies	552,587	4.1%
6,630	6,585	10,315	54001 - Professional/Contractual Services	14,616	41.7%
0	448	190	54114 - R & M - Office Equipment	190	0.0%
783	480	780	54300 - Advertising & Publicity	800	2.6%
1,565	2,414	2,175	54302 - Dues & Subscriptions	2,175	0.0%
895	1,459	3,993	54303 - Travel and Training	6,010	50.5%
5,812	6,536	7,400	54311 - Special Department Expenses	7,400	0.0%
15,685	17,923	24,853	Total Services	31,191	25.5%
0	1,434	9,600	56004 - Computer Hardware and Software	1,600	-83.3%
0	1,434	9,600	Total Capital Improvement	1,600	-83.3%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
31,860	31,758	46,840	58100 - Indirect Charges- City Management	54,821	17.0%
46,147	45,487	47,777	58110 - Indirect Charges- Human Resources	41,780	-12.6%
18,353	27,822	30,190	58120 - Indirect Charges- Risk Management	32,544	7.8%
83,296	64,946	60,630	58130 - Indirect Charges- Office Services	77,891	28.5%
448	0	0	58150 - Indirect Charges- Records	0	100.0%
1,224	1,041	2,077	58200 - Indirect Charges- Finance Administration	2,623	26.3%
55,982	40,662	43,886	58210 - Indirect Charges- Financial Operations	37,156	-15.3%
141,706	203,366	202,450	58230 - Indirect Charges- Technology	201,509	-0.5%
10,277	3,732	4,260	58250 - Indirect Charges- Contracts and Purchasing	5,334	25.2%
358,818	385,527	495,626	58640 - Indirect Charges- Property Management	530,747	7.1%
748,111	804,340	933,736	Total Internal Services	984,405	5.4%
2,412,010	2,456,400	2,804,738	Total Reader Services	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.

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

LIBRARY TECHNICAL SERVICES

BUDGET UNIT: 5200

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

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	8.90
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	15.70

LIBRARY CIRCULATION

BUDGET UNIT: 5300

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
13.20	13.20	15.70	Total FTE	15.70	
217,130	222,406	240,479	51001 - Salaries - Management	233,549	-2.9%
72,369	75,767	120,745	51002 - Salaries - General	157,514	30.5%
330,747	346,137	378,546	51004 - Part Time - Regular	422,517	11.6%
68,668	64,747	64,122	51005 - Part Time - Temporary	61,716	-3.8%
1,170	1,291	1,567	51006 - Overtime	1,629	4.0%
603	602	611	51007 - Incentive Pay	605	-1.0%
690,687	710,949	806,070	Total Personal Services - Salaries	877,530	8.9%
9,608	8,132	4,318	52001 - Unemployment	1,077	-75.1%
2,104	2,613	2,161	52002 - Worker's Compensation	2,713	25.5%
50,636	52,645	61,549	52003 - Social Security/Medicare	65,323	6.1%
4,968	5,147	5,829	52004 - Tri-Met Tax	6,173	5.9%
67,632	69,453	83,709	52005 - Retirement	90,950	8.7%
16,558	17,424	19,950	52007 - VEBA - ER	22,537	13.0%
720	1,019	5,346	52008 - Life Ins/ADD/LTD	5,858	9.6%
1,514	1,945	0	52009 - Long Term Disability	0	100.0%
117,841	108,808	131,103	52010 - Medical/Dental/Vision	166,262	26.8%
15,248	11,674	0	52011 - Dental Benefits	0	100.0%
286,829	278,860	313,965	Total Personal Services - Benefits	360,893	14.9%
703	500	7,568	53001 - Office Supplies	7,568	0.0%
649	107	2,800	53002 - Small Tools & Equipment	2,800	0.0%
0	0	100	53003 - Fuel	100	0.0%
1,352	607	10,468	Total Supplies	10,468	0.0%
7,826	7,126	7,568	54001 - Professional/Contractual Services	22,310	194.8%
0	0	0	54114 - R & M - Office Equipment	0	100.0%
0	196	0	54300 - Advertising & Publicity	0	100.0%
0	0	160	54302 - Dues & Subscriptions	0	-100.0%
310	952	1,620	54303 - Travel and Training	1,620	0.0%
730	1,624	2,000	54311 - Special Department Expenses	2,000	0.0%
194	293	0	54312 - Bank Fees	0	100.0%
9,060	10,191	11,348	Total Services	25,930	128.5%
0	0	315	56004 - Computer Hardware and Software	315	0.0%
0	0	315	Total Capital Improvement	315	0.0%
30,019	30,652	44,610	58100 - Indirect Charges- City Management	56,098	25.8%
47,964	47,278	53,420	58110 - Indirect Charges- Human Resources	49,768	-6.8%
20,023	30,477	34,085	58120 - Indirect Charges- Risk Management	37,454	9.9%
7,977	5,892	7,648	58130 - Indirect Charges- Office Services	7,403	-3.2%
238	0	0	58150 - Indirect Charges- Records	0	100.0%
650	623	1,124	58200 - Indirect Charges- Finance Administration	1,589	41.4%
18,843	21,406	24,340	58210 - Indirect Charges- Financial Operations	22,667	-6.9%
49,739	71,521	81,680	58230 - Indirect Charges- Technology	78,391	-4.0%
450	21	38	58250 - Indirect Charges- Contracts and Purchasing	75	97.4%
132,349	142,199	182,810	58640 - Indirect Charges- Property Management	195,764	7.1%
308,252	350,069	429,755	Total Internal Services	449,209	4.5%
1,296,180	1,350,676	1,571,921	Total Circulation	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.

The city received \$378,780 in grant requests for community events and social services for FY 2015-16. 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 Middle of Millen Drive parade is a favorite 4th of July activity

Tigard’s 4th of July celebration culminates with a fireworks display at Tigard High School



SOCIAL SERVICES AND COMMUNITY EVENTS

BUDGET UNIT: 5900/5910

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
Total FTE					
175,150	182,100	193,600	54402 - Contributions to Community Org	208,404	7.6%
175,150	182,100	193,600	Total Services	208,404	7.6%
245	1,117	1,960	58100 - Indirect Charges- City Management	2,610	33.2%
16	0	0	58120 - Indirect Charges- Risk Management	0	100.0%
22	63	104	58130 - Indirect Charges- Office Services	10	-90.4%
18	0	0	58150 - Indirect Charges- Records	0	100.0%
49	218	302	58200 - Indirect Charges- Finance Administration	436	44.4%
751	4,490	3,969	58210 - Indirect Charges- Financial Operations	4,225	6.4%
116	0	0	58230 - Indirect Charges- Technology	0	100.0%
15	0	0	58250 - Indirect Charges- Contracts and Purchasing	0	100.0%
91,743	98,573	126,722	58640 - Indirect Charges- Property Management	135,702	7.1%
92,975	104,461	133,057	Total Internal Services	142,983	7.5%
268,125	286,561	326,657	Total Social Services	351,387	7.6%

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

SOCIAL SERVICES AND COMMUNITY EVENTS

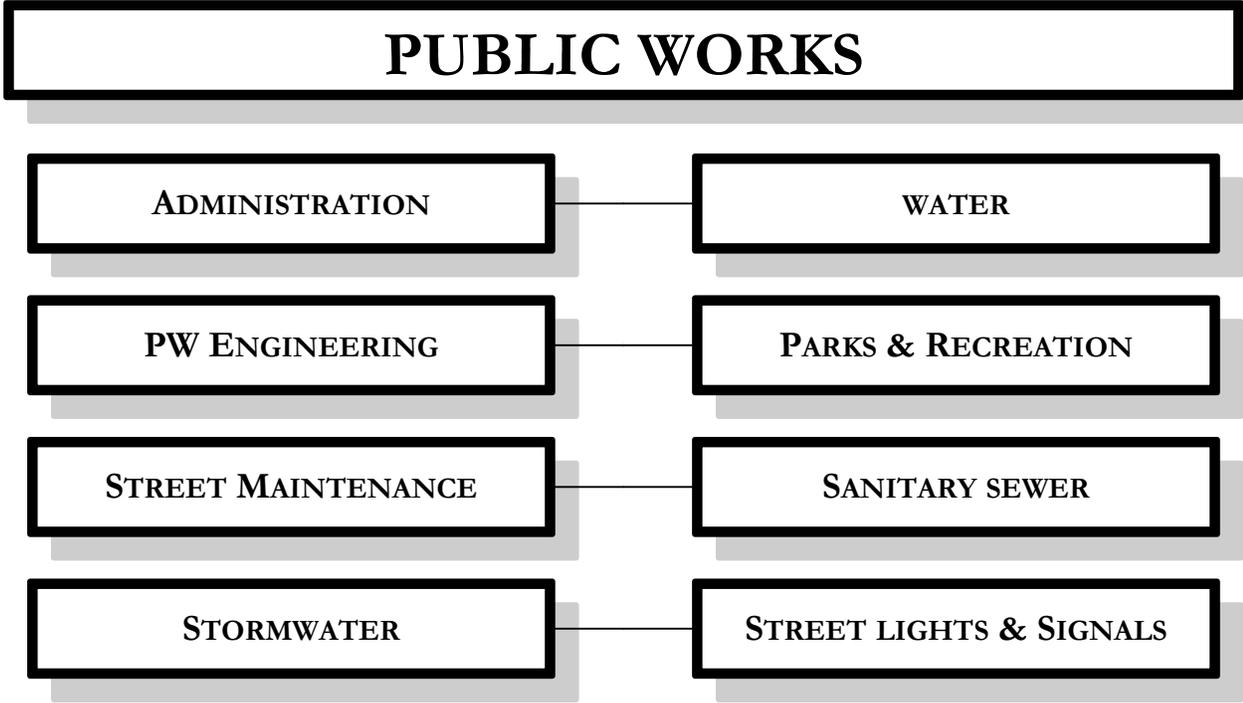
BUDGET UNIT: 5900/5910

City of Tigard
 FY 2016-17
 Community Events Grant Requests

City of Tigard
 FY 2016-17
 Social Services Grant Requests

Agency			Recommended	Agency			Recommended
Broadway Rose*	Direct	\$	10,000	Affordable Housing Set-Aside	Direct	\$	1
Festival of the Balloons**	Direct	\$	20,000	Housing Prog Emergency Fund	Direct	\$	1
	In-Kind	\$	65,000				
Tigard 4th of July*** 7/1-12,000 issued	Direct	\$	19,485	Residential Services Agency	Direct	\$	1
	In-Kind	\$	1,600				
Undesignated Set-Aside		\$	-	Undesignated	Direct	\$	1
Set Aside Total	Direct	\$	49,485	Set Aside Total	Direct	\$	4
	In-Kind	\$	66,600		In-Kind	\$	-
Downtown Tigard Events	Direct	\$	11,335	Bethlehem House of Bread	Direct	\$	1,000
John Tigard House	Direct	\$	1,000	Boys & Girls Aid	Direct	\$	4,000
Mask & Mirror	Direct	\$	6,000	Calvin Presbyterian Church Backpack Supply	Direct	\$	3,700
Picnic in the Park at Bull Mtn Park	Direct	\$	2,000	Caring Closet	Direct	\$	6,000
Relay for Life of Tigard/Tualatin	Direct	\$	1,000	Catalyst Partnership	Direct	\$	4,000
Tigard Area Farmers Market	Direct		\$8,500	Community Action Organization	Direct	\$	8,000
Tigard Bull Mtn Farmers Market	Direct	\$	4,000	Compassion Connect	Direct	\$	10,000
Tigard Safety Town	Direct	\$	2,000	Domestic Violence Resource Center	Direct	\$	5,000
Tualatin Riverkeepers	Direct	\$	2,000	Fairhaven Recovery Homes	Direct	\$	5,000
	In-Kind	\$	1,000				
Tualatin Valley Community Band	Direct	\$	1,000	Good Neighbor Center	Direct	\$	15,000
Washington Co Bicycle Trans	Direct	\$	1,000	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	\$	39,835	Sub-total	Direct	\$	208,400
	In-Kind	\$	1,000		In-Kind	\$	101,335
Total (Set asides and others)	Direct	\$	89,320	Total (Set asides and others)	Direct	\$	208,404
	In-Kind	\$	67,600		In-Kind	\$	101,335

PUBLIC WORKS ORGANIZATION CHART



PUBLIC WORKS PROGRAM

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



PUBLIC WORKS PROGRAM

Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	2017 Proposed vs.2016 Revised
Number of Positions	68.00	73.00	69.00	70.00	1.4%
Budget By Category					
Personal Services	6,661,957	7,107,607	7,296,400	7,454,159	2.2%
Materials & Services	7,957,584	8,257,831	8,965,228	7,341,264	-18.1%
Interdepartmental Costs	3,943,518	4,059,053	4,461,025	4,542,877	1.8%
Capital Outlay	260,154	150,323	145,900	901,125	517.6%
Other	0	0	0	0	0.0%
Total All Category	18,823,213	19,574,814	20,868,553	20,239,425	-3.0%
Budget By Division					
Public Works Administration	1,479,851	1,557,005	1,790,613	1,817,707	1.5%
Parks and Grounds	1,535,848	1,747,339	0	0	0.0%
Parks and Recreation	0	0	2,203,414	2,275,582	3.3%
Street Maintenance	1,288,980	1,239,753	1,491,631	1,566,262	5.0%
PW Engineering	2,036,136	2,433,555	2,327,709	2,471,731	6.2%
Healthy Streams	7,095	0	0	0	0.0%
Fleet Maintenance - PW	147,427	163,103	0	0	0.0%
Property Management - PW	1,341,067	1,385,291	0	0	0.0%
Water	7,239,686	7,177,970	8,682,558	7,249,963	-16.5%
Sanitary Sewer	1,732,462	1,864,271	1,960,087	2,181,253	11.3%
Stormwater	1,441,293	1,471,734	1,738,126	1,999,819	15.1%
Street Lights and Signals	573,370	534,794	674,415	677,108	0.4%
Total All Division	18,823,213	19,574,814	20,868,553	20,239,425	-3.0%
Budget by Fund					
General Fund - 100	5,051,835	5,737,899	4,118,322	4,289,438	4.2%
Gas Tax Fund - 200	1,862,350	1,774,546	2,166,046	2,243,370	3.6%
Parks Utility Fund - 270	0	0	2,203,414	2,275,582	3.3%
Parks Capital Fund - 420	0	0	0	0	0.0%
Sanitary Sewer Fund - 500	1,732,462	1,864,271	1,960,087	2,181,253	11.3%
Stormwater Fund - 510	1,448,387	1,471,734	1,738,126	1,999,819	15.1%
Water Quality/Quantity Fund - 511	0	0	0	0	0.0%
Water Fund - 530	7,239,686	7,177,970	8,682,558	7,249,963	-16.5%
Water CIP Fund - 532	0	0	0	0	0.0%
Fleet/Property Management	1,488,494	1,548,395	0	0	0.0%
Total All Fund	18,823,213	19,574,814	20,868,553	20,239,425	-3.0%

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, *KnowH2O* 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.

PUBLIC WORKS ADMINISTRATION

BUDGET UNIT: 6000

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
9.20	9.20	9.00	Total FTE	9.00	
433,170	430,055	474,485	51001 - Salaries - Management	463,435	-2.3%
193,911	236,631	235,806	51002 - Salaries - General	229,483	-2.7%
1,830	0	10,680	51005 - Part Time - Temporary	10,680	0.0%
1,588	2,602	3,148	51006 - Overtime	3,176	0.9%
0	0	2,624	51007 - Incentive Pay	2,648	0.9%
630,499	669,288	726,743	Total Personal Services - Salaries	709,422	-2.4%
8,766	7,660	3,598	52001 - Unemployment	690	-80.8%
5,218	8,376	4,361	52002 - Worker's Compensation	7,770	78.2%
48,164	49,753	54,906	52003 - Social Security/Medicare	52,854	-3.7%
4,534	4,842	5,200	52004 - Tri-Met Tax	5,002	-3.8%
77,349	78,863	90,787	52005 - Retirement	87,549	-3.6%
6,214	6,614	6,600	52007 - VEBA - ER	6,600	0.0%
764	668	3,399	52008 - Life Ins/ADD/LTD	3,399	0.0%
1,946	1,859	0	52009 - Long Term Disability	0	100.0%
103,646	112,157	129,358	52010 - Medical/Dental/Vision	155,783	20.4%
12,028	13,008	0	52011 - Dental Benefits	0	100.0%
0	0	3,000	52012 - Accrued Vacation	3,000	0.0%
268,629	283,801	301,209	Total Personal Services - Benefits	322,647	7.1%
11,522	9,715	20,000	53001 - Office Supplies	20,000	0.0%
106	3,068	500	53002 - Small Tools & Equipment	500	0.0%
2,177	1,493	3,000	53003 - Fuel	2,500	-16.7%
0	0	0	53004 - Books & Circulation Materials	0	100.0%
13,805	14,276	23,500	Total Supplies	23,000	-2.1%
50,129	44,608	62,029	54001 - Professional/Contractual Services	62,029	0.0%
512	4,223	6,000	54003 - Legal Fees	6,000	0.0%
5,000	10,000	5,000	54006 - Software License and Maintenance	5,000	0.0%
0	0	0	54101 - R & M - Facilities	0	100.0%
692	76	4,000	54113 - R & M - Vehicles	2,500	-37.5%
0	0	1,500	54114 - R & M - Office Equipment	1,500	0.0%
11,146	13,207	13,192	54205 - Utilites - Phone/Pager/Cells	13,192	0.0%
230	1,410	1,400	54300 - Advertising & Publicity	1,400	0.0%
725	1,114	610	54301 - Fees and Charges	610	0.0%
35,648	34,852	53,752	54302 - Dues & Subscriptions	53,752	0.0%
9,533	4,892	7,175	54303 - Travel and Training	7,175	0.0%
23,756	31,464	46,331	54311 - Special Department Expenses	46,331	0.0%
137,371	145,846	200,989	Total Services	199,489	-0.7%
29,168	0	0	56003 - Vehicles	0	100.0%
4,471	16,914	67,000	56004 - Computer Hardware and Software	67,000	0.0%
33,639	16,914	67,000	Total Capital Improvement	67,000	0.0%

PUBLIC WORKS ADMINISTRATION

BUDGET UNIT: 6000

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

- Created an internship program for Tigard Recreation.
- Developed recommendations for price changes for shelters and room rentals.
- 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 (in Millions)	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
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	1.00	1.00
Utility Worker II	5.00	5.00	5.00	5.00
Total FTE	9.75	10.75	11.67	11.67



Woodard Park in Tigard, Oregon

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
		11.67	Total FTE	11.67	
0	0	145,466	51001 - Salaries - Management	239,311	64.5%
0	0	594,531	51002 - Salaries - General	500,696	-15.8%
0	0	151,831	51005 - Part Time - Temporary	160,297	5.6%
0	0	12,588	51006 - Overtime	12,701	0.9%
0	0	904,416	Total Personal Services - Salaries	913,005	0.9%
0	0	4,526	52001 - Unemployment	875	-80.7%
0	0	23,874	52002 - Worker's Compensation	23,755	-0.5%
0	0	69,161	52003 - Social Security/Medicare	67,061	-3.0%
0	0	6,550	52004 - Tri-Met Tax	6,345	-3.1%
0	0	81,274	52005 - Retirement	78,274	-3.7%
0	0	10,002	52007 - VEBA - ER	9,702	-3.0%
0	0	2,747	52008 - Life Ins/ADD/LTD	3,092	12.6%
0	0	0	52009 - Long Term Disability	0	100.0%
0	0	176,015	52010 - Medical/Dental/Vision	193,326	9.8%
0	0	0	52011 - Dental Benefits	13,142	100.0%
0	0	374,149	Total Personal Services - Benefits	395,572	5.7%
0	0	800	53001 - Office Supplies	800	0.0%
0	0	6,350	53002 - Small Tools & Equipment	6,350	0.0%
0	0	30,494	53003 - Fuel	35,000	14.8%
0	0	37,644	Total Supplies	42,150	12.0%
0	0	112,675	54001 - Professional/Contractual Services	99,485	-11.7%
0	0	2,000	54003 - Legal Fees	2,000	0.0%
0	0	76,612	54007 - Parks and Recreation	76,612	0.0%
0	0	5,200	54101 - R & M - Facilities	5,600	7.7%
0	0	94,800	54105 - R & M - Grounds	94,800	0.0%
0	0	35,000	54113 - R & M - Vehicles	40,000	14.3%
0	0	25,185	54201 - Utilities - Electric	25,185	0.0%
0	0	192,500	54202 - Utilities-Water/Sewer/SWM	192,400	-0.1%
0	0	6,120	54205 - Utilites - Phone/Pager/Cells	6,120	0.0%
0	0	300	54300 - Advertising & Publicity	300	0.0%
0	0	1,046	54301 - Fees and Charges	1,046	0.0%
0	0	2,200	54302 - Dues & Subscriptions	2,200	0.0%
0	0	3,200	54303 - Travel and Training	3,200	0.0%
0	0	6,250	54309 - Rents and Leases	6,250	0.0%
0	0	4,700	54311 - Special Department Expenses	4,700	0.0%
0	0	567,788	Total Services	559,898	-1.4%
0	0	15,000	56001 - Land	15,000	0.0%
0	0	0	56003 - Vehicles	0	100.0%
0	0	34,000	56006 - Equipment	64,000	88.2%
0	0	49,000	Total Capital Improvement	79,000	61.2%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
0	0	37,812	58100 - Indirect Charges- City Management	48,353	27.9%
0	0	40,141	58110 - Indirect Charges- Human Resources	38,344	-4.5%
0	0	42,564	58120 - Indirect Charges- Risk Management	45,218	6.2%
0	0	9,652	58130 - Indirect Charges- Office Services	11,090	14.9%
0	0	1,724	58200 - Indirect Charges- Finance Administration	2,508	45.5%
0	0	32,480	58210 - Indirect Charges- Financial Operations	37,637	15.9%
0	0	44,044	58230 - Indirect Charges- Technology	51,549	17.0%
0	0	8,574	58250 - Indirect Charges- Contracts and Purchasing	11,303	31.8%
0	0	29,118	58630 - Indirect Charges- Fleet Maintenance	35,753	22.8%
0	0	24,308	58640 - Indirect Charges- Property Management	4,202	-82.7%
0	0	270,417	Total Internal Services	285,957	5.7%
0	0	2,203,414	Total Parks and Recreation	2,275,582	3.3%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
9.75	10.75	0.00	Total FTE	0.00	
143,993	145,611	0	51001 - Salaries - Management	0	100.0%
397,603	488,377	0	51002 - Salaries - General	0	100.0%
116,360	105,740	0	51005 - Part Time - Temporary	0	100.0%
14,029	-5,620	0	51006 - Overtime	0	100.0%
671,985	734,108	0	Total Personal Services - Salaries	0	100.0%
9,343	8,541	0	52001 - Unemployment	0	100.0%
17,674	25,862	0	52002 - Worker's Compensation	0	100.0%
50,839	56,710	0	52003 - Social Security/Medicare	0	100.0%
4,839	5,473	0	52004 - Tri-Met Tax	0	100.0%
58,521	66,559	0	52005 - Retirement	0	100.0%
7,620	9,162	0	52007 - VEBA - ER	0	100.0%
551	631	0	52008 - Life Ins/ADD/LTD	0	100.0%
1,491	1,654	0	52009 - Long Term Disability	0	100.0%
119,632	135,193	0	52010 - Medical/Dental/Vision	0	100.0%
14,097	15,912	0	52011 - Dental Benefits	0	100.0%
284,607	325,697	0	Total Personal Services - Benefits	0	100.0%
212	184	0	53001 - Office Supplies	0	100.0%
4,410	7,265	0	53002 - Small Tools & Equipment	0	100.0%
31,773	26,102	0	53003 - Fuel	0	100.0%
36,395	33,551	0	Total Supplies	0	100.0%
91,527	79,829	0	54001 - Professional/Contractual Services	0	100.0%
3,303	2,317	0	54003 - Legal Fees	0	100.0%
6,400	54,075	0	54007 - Parks and Recreation	0	100.0%
2,514	3,102	0	54101 - R & M - Facilities	0	100.0%
81,483	63,340	0	54105 - R & M - Grounds	0	100.0%
39,158	34,366	0	54113 - R & M - Vehicles	0	100.0%
0	67	0	54114 - R & M - Office Equipment	0	100.0%
1,732	12,605	0	54201 - Utilities - Electric	0	100.0%
6,863	111,126	0	54202 - Utilities-Water/Sewer/SWM	0	100.0%
5,254	5,562	0	54205 - Utilites - Phone/Pager/Cells	0	100.0%
101	101	0	54300 - Advertising & Publicity	0	100.0%
101	2,430	0	54301 - Fees and Charges	0	100.0%
1,140	2,845	0	54302 - Dues & Subscriptions	0	100.0%
3,183	3,716	0	54303 - Travel and Training	0	100.0%
2,289	4,668	0	54309 - Rents and Leases	0	100.0%
4,281	3,730	0	54311 - Special Department Expenses	0	100.0%
249,329	383,879	0	Total Services	0	100.0%
3,048	0	0	56002 - Buildings & Improvements	0	100.0%
5,805	0	0	56003 - Vehicles	0	100.0%
26,510	10,781	0	56006 - Equipment	0	100.0%
35,363	10,781	0	Total Capital Improvement	0	100.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
22,605	24,049	0	58100 - Indirect Charges- City Management	0	100.0%
35,428	34,921	0	58110 - Indirect Charges- Human Resources	0	100.0%
39,021	37,922	0	58120 - Indirect Charges- Risk Management	0	100.0%
10,105	9,365	0	58130 - Indirect Charges- Office Services	0	100.0%
294	0	0	58150 - Indirect Charges- Records	0	100.0%
803	973	0	58200 - Indirect Charges- Finance Administration	0	100.0%
32,198	29,281	0	58210 - Indirect Charges- Financial Operations	0	100.0%
35,554	44,967	0	58230 - Indirect Charges- Technology	0	100.0%
10,379	6,378	0	58250 - Indirect Charges- Contracts and Purchasing	0	100.0%
22,344	18,351	0	58630 - Indirect Charges- Fleet Maintenance	0	100.0%
49,437	53,118	0	58640 - Indirect Charges- Property Management	0	100.0%
258,168	259,324	0	Total Internal Services	0	100.0%
1,535,847	1,747,339	0	Total Parks and Grounds	0	100.0%

Last budget cycle, 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 contracted street sweeping services
- 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. 1,870 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 street sweeping, ROW mowing, Adopt-a-Street, and street tree programs.

WORKLOAD MEASURES

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
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	3,000	3,000	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

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

STREET MAINTENANCE

BUDGET UNIT: 6200

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
212,850	191,266	186,425	58000 - Interdepartmental Costs	176,231	-5.5%
17,526	17,595	20,543	58100 - Indirect Charges- City Management	31,180	51.8%
26,344	25,966	23,813	58110 - Indirect Charges- Human Resources	24,084	1.1%
32,242	39,818	40,529	58120 - Indirect Charges- Risk Management	40,948	1.0%
3,382	3,223	3,546	58130 - Indirect Charges- Office Services	3,788	6.8%
378	0	0	58150 - Indirect Charges- Records	0	100.0%
1,032	667	1,194	58200 - Indirect Charges- Finance Administration	2,729	128.6%
23,230	24,467	24,030	58210 - Indirect Charges- Financial Operations	26,450	10.1%
13,398	19,627	16,791	58230 - Indirect Charges- Technology	25,578	52.3%
15,242	3,433	8,996	58250 - Indirect Charges- Contracts and Purchasing	9,500	5.6%
11,401	11,713	14,610	58630 - Indirect Charges- Fleet Maintenance	9,004	-38.4%
54,537	58,597	29,751	58640 - Indirect Charges- Property Management	0	-100.0%
411,562	396,371	370,228	Total Internal Services	349,492	-5.6%
1,288,980	1,239,753	1,491,631	Total Street Maintenance	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.
- Reconstruction of non-functioning stormwater quality facilities at Ridgefield Lane and Greenfield Drive.
- 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	4.5	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	1.00
Engineering Technician I	1.00	1.00	1.00	1.00
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	Proposed FY 16 Revised
13.00	14.00	16.00	Total FTE	16.00	
543,310	560,643	606,679	51001 - Salaries - Management	627,978	3.5%
523,677	539,325	558,450	51002 - Salaries - General	580,351	3.9%
8,470	10,302	7,344	51006 - Overtime	7,410	0.9%
1,075,457	1,110,270	1,172,473	Total Personal Services - Salaries	1,215,739	3.7%
14,960	12,851	5,878	52001 - Unemployment	1,207	-79.5%
13,867	16,393	17,009	52002 - Worker's Compensation	15,910	-6.5%
81,055	82,547	89,848	52003 - Social Security/Medicare	92,376	2.8%
7,735	8,114	8,482	52004 - Tri-Met Tax	8,741	3.1%
125,972	126,484	141,786	52005 - Retirement	145,839	2.9%
10,800	10,350	10,800	52007 - VEBA - ER	12,300	13.9%
977	891	4,674	52008 - Life Ins/ADD/LTD	5,391	15.3%
2,984	2,548	0	52009 - Long Term Disability	0	100.0%
198,390	177,145	224,291	52010 - Medical/Dental/Vision	232,897	3.8%
25,155	22,515	0	52011 - Dental Benefits	0	100.0%
0	0	2,796	52012 - Accrued Vacation	2,796	0.0%
481,895	459,838	505,564	Total Personal Services - Benefits	517,457	2.4%
4,114	3,311	9,350	53001 - Office Supplies	8,000	-14.4%
3,309	7,929	5,378	53002 - Small Tools & Equipment	6,000	11.6%
6,740	4,818	8,319	53003 - Fuel	8,000	-3.8%
14,163	16,058	23,047	Total Supplies	22,000	-4.5%
36,688	393,803	91,651	54001 - Professional/Contractual Services	241,000	163.0%
13,634	1,951	4,000	54003 - Legal Fees	4,000	0.0%
7,720	4,278	16,082	54006 - Software License and Maintenance	16,000	-0.5%
3,044	1,946	7,875	54113 - R & M - Vehicles	7,000	-11.1%
0	0	2,000	54114 - R & M - Office Equipment	1,000	-50.0%
6,131	8,062	5,820	54205 - Utilites - Phone/Pager/Cells	9,000	54.6%
0	25	0	54300 - Advertising & Publicity	0	100.0%
0	0	1,500	54301 - Fees and Charges	0	-100.0%
2,285	1,035	2,140	54302 - Dues & Subscriptions	3,000	40.2%
8,152	6,816	10,271	54303 - Travel and Training	12,000	16.8%
738	3,084	4,450	54311 - Special Department Expenses	4,000	-10.1%
78,392	421,000	145,789	Total Services	297,000	103.7%
3,173	776	0	56004 - Computer Hardware and Software	0	100.0%
3,173	776	0	Total Capital Improvement	0	100.0%

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

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
Total FTE					
64	0	0	53003 - Fuel	0	100.0%
64	0	0	Total Supplies	0	100.0%
6,895	0	0	54001 - Professional/Contractual Services	0	100.0%
6,895	0	0	Total Services	0	100.0%
41	0	0	58100 - Indirect Charges- City Management	0	100.0%
3	0	0	58120 - Indirect Charges- Risk Management	0	100.0%
4	0	0	58130 - Indirect Charges- Office Services	0	100.0%
3	0	0	58150 - Indirect Charges- Records	0	100.0%
8	0	0	58200 - Indirect Charges- Finance Administration	0	100.0%
55	0	0	58210 - Indirect Charges- Financial Operations	0	100.0%
20	0	0	58230 - Indirect Charges- Technology	0	100.0%
2	0	0	58250 - Indirect Charges- Contracts and Purchasing	0	100.0%
136	0	0	Total Internal Services	0	100.0%
7,095	0	0	Total Healthy Streams	0	100.0%

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.

FLEET MAINTENANCE-HISTORICAL

BUDGET UNIT: 6300

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
0.95	1.95		Total FTE		
36,656	32,397	0	51001 - Salaries - Management	0	100.0%
21,456	55,998	0	51002 - Salaries - General	0	100.0%
34,727	7,557	0	51005 - Part Time - Temporary	0	100.0%
1,590	1,170	0	51006 - Overtime	0	100.0%
94,429	97,121	0	Total Personal Services - Salaries	0	100.0%
1,311	1,111	0	52001 - Unemployment	0	100.0%
1,027	2,057	0	52002 - Worker's Compensation	0	100.0%
7,123	7,195	0	52003 - Social Security/Medicare	0	100.0%
680	703	0	52004 - Tri-Met Tax	0	100.0%
7,483	4,381	0	52005 - Retirement	0	100.0%
705	1,548	0	52007 - VEBA - ER	0	100.0%
73	95	0	52008 - Life Ins/ADD/LTD	0	100.0%
136	155	0	52009 - Long Term Disability	0	100.0%
13,397	24,682	0	52010 - Medical/Dental/Vision	0	100.0%
1,088	3,333	0	52011 - Dental Benefits	0	100.0%
33,023	45,260	0	Total Personal Services - Benefits	0	100.0%
267	48	0	53001 - Office Supplies	0	100.0%
5,332	1,267	0	53002 - Small Tools & Equipment	0	100.0%
2,066	1,808	0	53003 - Fuel	0	100.0%
7,665	3,123	0	Total Supplies	0	100.0%
234	8,707	0	54001 - Professional/Contractual Services	0	100.0%
6,809	3,021	0	54101 - R & M - Facilities	0	100.0%
4,110	3,405	0	54113 - R & M - Vehicles	0	100.0%
67	0	0	54114 - R & M - Office Equipment	0	100.0%
668	712	0	54205 - Utilites - Phone/Pager/Cells	0	100.0%
357	355	0	54300 - Advertising & Publicity	0	100.0%
0	849	0	54303 - Travel and Training	0	100.0%
67	551	0	54311 - Special Department Expenses	0	100.0%
12,312	17,600	0	Total Services	0	100.0%
147,429	163,103	0	Total Fleet Maintenance - PW	0	100.0%

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

PROPERTY MANAGEMENT-HISTORICAL

BUDGET UNIT: 6400

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
3.85	4.85		Total FTE		
36,656	32,396	0	51001 - Salaries - Management	0	100.0%
165,413	214,803	0	51002 - Salaries - General	0	100.0%
16,951	12,676	0	51005 - Part Time - Temporary	0	100.0%
5,288	3,441	0	51006 - Overtime	0	100.0%
224,308	263,317	0	Total Personal Services - Salaries	0	100.0%
3,112	2,977	0	52001 - Unemployment	0	100.0%
4,359	7,092	0	52002 - Worker's Compensation	0	100.0%
16,755	19,459	0	52003 - Social Security/Medicare	0	100.0%
1,609	1,906	0	52004 - Tri-Met Tax	0	100.0%
22,183	23,836	0	52005 - Retirement	0	100.0%
3,315	4,104	0	52007 - VEBA - ER	0	100.0%
223	253	0	52008 - Life Ins/ADD/LTD	0	100.0%
527	613	0	52009 - Long Term Disability	0	100.0%
49,208	65,837	0	52010 - Medical/Dental/Vision	0	100.0%
5,327	8,440	0	52011 - Dental Benefits	0	100.0%
1,533	-3,767	0	52012 - Accrued Vacation	0	100.0%
108,151	130,752	0	Total Personal Services - Benefits	0	100.0%
1,730	1,530	0	53001 - Office Supplies	0	100.0%
2,518	1,522	0	53002 - Small Tools & Equipment	0	100.0%
2,445	2,871	0	53003 - Fuel	0	100.0%
6,693	5,922	0	Total Supplies	0	100.0%
387,773	292,525	0	54001 - Professional/Contractual Services	0	100.0%
0	338	0	54003 - Legal Fees	0	100.0%
101,603	155,998	0	54101 - R & M - Facilities	0	100.0%
9,353	16,020	0	54113 - R & M - Vehicles	0	100.0%
87	199	0	54114 - R & M - Office Equipment	0	100.0%
198,513	239,264	0	54201 - Utilities - Electric	0	100.0%
176,910	115,462	0	54202 - Utilities-Water/Sewer/SWM	0	100.0%
67,886	62,509	0	54203 - Utilities - Natural Gas	0	100.0%
2,758	3,386	0	54205 - Utilities - Phone/Pager/Cells	0	100.0%
235	295	0	54300 - Advertising & Publicity	0	100.0%
794	336	0	54302 - Dues & Subscriptions	0	100.0%
576	1,825	0	54303 - Travel and Training	0	100.0%
0	5,750	0	54309 - Rents and Leases	0	100.0%
3,065	1,244	0	54311 - Special Department Expenses	0	100.0%
949,553	895,150	0	Total Services	0	100.0%
22,492	90,150	0	56002 - Buildings & Improvements	0	100.0%
27,068	0	0	56003 - Vehicles	0	100.0%
2,801	0	0	56004 - Computer Hardware and Software	0	100.0%
52,361	90,150	0	Total Capital Improvement	0	100.0%
1,341,066	1,385,291	0	Total Property Management - PW	0	100.0%

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
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	13.00

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

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

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
361,505	360,725	394,262	58000 - Interdepartmental Costs	391,635	-0.7%
63,953	54,690	86,535	58100 - Indirect Charges- City Management	94,934	9.7%
43,604	46,561	48,906	58110 - Indirect Charges- Human Resources	42,714	-12.7%
65,884	98,153	103,140	58120 - Indirect Charges- Risk Management	109,571	6.2%
29,864	29,005	25,671	58130 - Indirect Charges- Office Services	31,174	21.4%
15,809	7,753	9,228	58150 - Indirect Charges- Records	0	-100.0%
3,824	4,050	6,666	58200 - Indirect Charges- Finance Administration	9,666	45.0%
62,332	70,800	74,456	58210 - Indirect Charges- Financial Operations	68,701	-7.7%
623,674	691,651	823,443	58220 - Indirect Charges- Utility Billing	907,129	10.2%
43,083	47,209	49,221	58230 - Indirect Charges- Technology	46,746	-5.0%
24,071	18,485	6,544	58250 - Indirect Charges- Contracts and Purchasing	6,012	-8.1%
38,244	33,325	32,557	58630 - Indirect Charges- Fleet Maintenance	50,652	55.6%
32,047	34,433	42,837	58640 - Indirect Charges- Property Management	44,888	4.8%
1,407,894	1,496,840	1,703,466	Total Internal Services	1,803,822	5.9%
7,239,683	7,177,970	8,682,558	Total Water	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	Proposed FY 16 Revised
6.50	5.50	6.00	Total FTE	6.00	
86,248	84,404	103,068	51001 - Salaries - Management	100,145	-2.8%
224,830	234,007	266,442	51002 - Salaries - General	242,317	-9.1%
0	0	33,741	51005 - Part Time - Temporary	33,741	0.0%
3,734	3,636	8,992	51006 - Overtime	9,073	0.9%
314,812	322,047	412,243	Total Personal Services - Salaries	385,276	-6.5%
4,391	3,653	2,064	52001 - Unemployment	387	-81.3%
7,299	9,467	10,689	52002 - Worker's Compensation	11,493	7.5%
24,303	24,180	31,540	52003 - Social Security/Medicare	29,496	-6.5%
2,266	2,334	2,986	52004 - Tri-Met Tax	2,791	-6.5%
32,648	32,510	42,029	52005 - Retirement	38,251	-9.0%
4,211	4,911	5,025	52007 - VEBA - ER	5,025	0.0%
306	341	1,548	52008 - Life Ins/ADD/LTD	1,548	0.0%
764	820	0	52009 - Long Term Disability	0	100.0%
73,557	79,704	108,884	52010 - Medical/Dental/Vision	111,972	2.8%
9,897	10,055	0	52011 - Dental Benefits	0	100.0%
159,642	167,974	204,765	Total Personal Services - Benefits	200,963	-1.9%
50	155	400	53001 - Office Supplies	400	0.0%
6,098	10,127	9,400	53002 - Small Tools & Equipment	9,400	0.0%
25,393	18,309	27,997	53003 - Fuel	27,997	0.0%
31,541	28,591	37,797	Total Supplies	37,797	0.0%
8,016	59,414	137,626	54001 - Professional/Contractual Services	106,119	-22.9%
282	197	0	54003 - Legal Fees	0	100.0%
0	0	1,500	54006 - Software License and Maintenance	1,500	0.0%
11,609	11,533	10,600	54101 - R & M - Facilities	10,600	0.0%
35,052	74,773	38,000	54113 - R & M - Vehicles	38,000	0.0%
0	120	0	54203 - Utilities - Natural Gas	0	100.0%
2,469	3,829	4,186	54205 - Utilites - Phone/Pager/Cells	4,186	0.0%
373	0	600	54300 - Advertising & Publicity	3,600	500.0%
301	236	500	54301 - Fees and Charges	500	0.0%
142	440	150	54302 - Dues & Subscriptions	120	-20.0%
3,064	2,912	3,000	54303 - Travel and Training	3,000	0.0%
0	8,103	8,200	54306 - Credit Card Fees	8,200	0.0%
0	0	1,000	54308 - Property Damage	14,500	1350.0%
334	1,616	1,500	54309 - Rents and Leases	1,500	0.0%
916	609	1,200	54310 - Bad Debt Expense	1,200	0.0%
514,102	542,756	448,500	54311 - Special Department Expenses	461,850	3.0%
576,660	706,537	656,562	Total Services	654,875	-0.3%
0	26,242	0	56003 - Vehicles	80,000	100.0%
11,513	1,789	0	56004 - Computer Hardware and Software	0	100.0%
5,250	0	7,500	56006 - Equipment	157,725	2003.0%
16,763	28,030	7,500	Total Capital Improvement	237,725	3069.7%

SANITARY SEWER

BUDGET UNIT: 6000

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
195,026	182,204	175,521	58000 - Interdepartmental Costs	151,477	-13.7%
35,629	23,729	24,630	58100 - Indirect Charges- City Management	29,884	21.3%
23,619	19,699	22,572	58110 - Indirect Charges- Human Resources	19,714	-12.7%
34,009	37,250	39,944	58120 - Indirect Charges- Risk Management	39,311	-1.6%
5,762	2,657	3,148	58130 - Indirect Charges- Office Services	2,554	-18.9%
3,910	0	0	58150 - Indirect Charges- Records	0	100.0%
10,927	5,375	1,489	58200 - Indirect Charges- Finance Administration	2,128	42.9%
24,232	24,604	20,507	58210 - Indirect Charges- Financial Operations	26,105	27.3%
192,888	206,256	237,326	58220 - Indirect Charges- Utility Billing	238,244	0.4%
46,810	24,753	25,803	58230 - Indirect Charges- Technology	27,298	5.8%
15,187	5,384	38,385	58250 - Indirect Charges- Contracts and Purchasing	13,521	-64.8%
20,306	52,603	17,727	58630 - Indirect Charges- Fleet Maintenance	77,792	338.8%
24,737	26,578	34,168	58640 - Indirect Charges- Property Management	36,589	7.1%
633,042	611,091	641,220	Total Internal Services	664,617	3.6%
1,732,460	1,864,271	1,960,087	Total Sanitary Sewer	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 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	3.75
Total FTE	5.50	6.50	7.00	7.00

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

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
155,216	143,402	202,129	58000 - Interdepartmental Costs	171,176	-15.3%
19,728	17,648	25,721	58100 - Indirect Charges- City Management	34,284	33.3%
19,986	23,281	26,334	58110 - Indirect Charges- Human Resources	23,000	-12.7%
19,265	23,629	25,241	58120 - Indirect Charges- Risk Management	25,563	1.3%
5,520	4,492	4,984	58130 - Indirect Charges- Office Services	5,103	2.4%
1,259	0	0	58150 - Indirect Charges- Records	0	100.0%
3,505	1,444	3,955	58200 - Indirect Charges- Finance Administration	6,550	65.6%
25,698	26,265	29,383	58210 - Indirect Charges- Financial Operations	28,277	-3.8%
109,551	111,477	134,701	58220 - Indirect Charges- Utility Billing	137,557	2.1%
31,912	23,219	20,065	58230 - Indirect Charges- Technology	26,736	33.2%
19,120	22,034	23,743	58250 - Indirect Charges- Contracts and Purchasing	9,513	-59.9%
4,521	8,186	2,708	58630 - Indirect Charges- Fleet Maintenance	28,131	938.8%
14,110	15,160	0	58640 - Indirect Charges- Property Management	0	100.0%
429,391	420,238	498,964	Total Internal Services	495,890	-0.6%
1,441,294	1,471,734	1,738,126	Total Stormwater	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

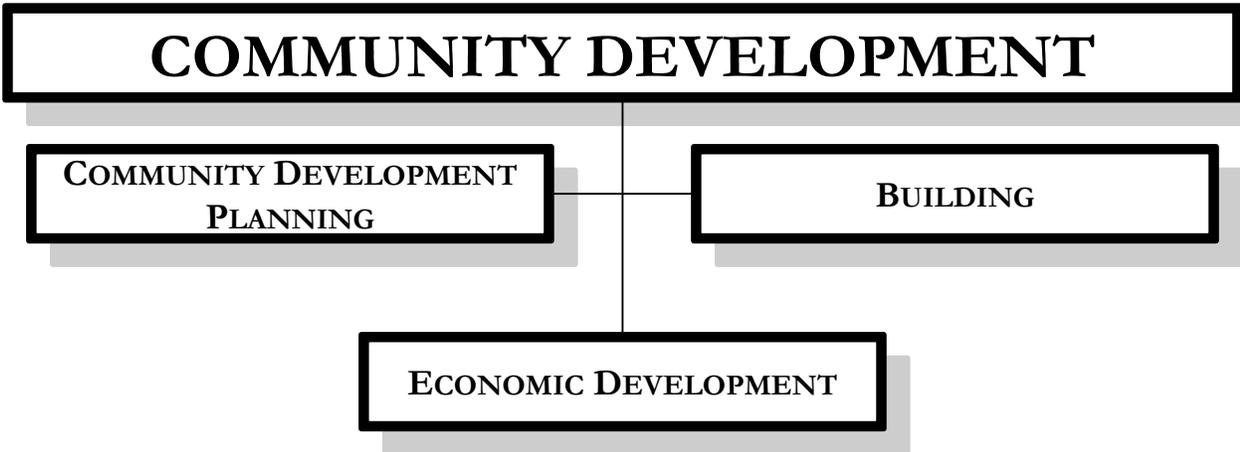
	2013-2014	2014-2015	2015-2016	2016-2017
Total number of street lights in the system.	4,144	4,184	4,200	4,235
Total number of street lights replaced with LED fixtures	1,012	1,681	1,681	1,700
Total number of wooden street light poles replaced	25	20	20	25

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	2017 Proposed	Proposed FY 16 Revised
Total FTE					
61,243	65,778	105,000	54001 - Professional/Contractual Services	105,000	0.0%
416	4,026	0	54101 - R & M - Facilities	0	100.0%
487,351	442,291	544,693	54201 - Utilities - Electric	544,693	0.0%
549,010	512,095	649,693	Total Services	649,693	0.0%
1,745	1,976	3,412	58100 - Indirect Charges- City Management	5,212	52.8%
114	0	0	58120 - Indirect Charges- Risk Management	0	100.0%
154	112	181	58130 - Indirect Charges- Office Services	21	-88.4%
129	0	0	58150 - Indirect Charges- Records	0	100.0%
351	385	527	58200 - Indirect Charges- Finance Administration	870	65.1%
18,521	20,225	20,602	58210 - Indirect Charges- Financial Operations	21,312	3.4%
826	0	0	58230 - Indirect Charges- Technology	0	100.0%
2,520	0	0	58250 - Indirect Charges- Contracts and Purchasing	0	100.0%
24,360	22,699	24,722	Total Internal Services	27,415	10.9%
573,370	534,794	674,415	Total Street Lights and Signals	677,108	0.4%

COMMUNITY DEVELOPMENT ORGANIZATION CHART



COMMUNITY DEVELOPMENT PROGRAM

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	2017Proposed vs.2016 Revised
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Number of Positions	25.60	25.80	28.50	30.00	5.3%
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Budget By Category

Personal Services	2,546,565	2,707,395	3,195,450	3,437,375	7.6%
Materials & Services	676,820	690,680	1,247,324	888,173	-28.8%
Interdepartmental Costs	993,962	1,240,588	1,534,202	1,644,729	7.2%
Capital Outlay	2,133	2,075	10,050	90,550	801.0%
Other	0	0	0	0	0.0%
Total All Category	4,219,481	4,640,737	5,987,026	6,060,827	1.2%

Budget By Division

Community Development Planning	395,428	2,677,365	3,240,248	2,966,483	-8.4%
Building	1,383,072	1,565,366	1,949,847	2,414,784	23.8%
Development Services	465,883	-8,219	0	0	0.0%
Community Planning	1,679,838	-37,940	0	0	0.0%
Capital Construction & Transportation	0	0	0	0	0.0%
Development Services-Engineering	0	0	0	0	0.0%
Street Lights & Signals	0	0	0	0	0.0%
Economic Development	295,259	444,166	796,931	679,560	-14.7%
Code Compliance	0	0	0	0	0.0%
Total All Division	4,219,481	4,640,737	5,987,026	6,060,827	1.2%

Budget by Fund

General Fund - 100	2,836,409	3,075,371	4,037,179	3,646,043	-9.7%
Gas Tax Fund - 200	0	0	0	0	0.0%
Electrical Inspection Fund - 220	0	0	0	0	0.0%
Building Fund - 230	1,383,072	1,565,366	1,949,847	2,414,784	23.8%
Total All Fund	4,219,481	4,640,737	5,987,026	6,060,827	1.2%

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 project to finalize the Housing Goal update and implement development code changes to better support housing policies
- 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 through hiring of a temporary project coordinator
- 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 update of the Housing Goal of the Comprehensive Plan and complete development code changes to better support housing policies
- 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

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
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 DLCDD 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	5.00
Senior Planner	1.00	1.00	1.00	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	Proposed FY 16 Revised
2.00	14.80	16.00	Total FTE	16.00	
184,315	878,572	1,017,806	51001 - Salaries - Management	998,820	-1.9%
642	138,868	152,185	51002 - Salaries - General	154,832	1.7%
124	46,920	39,448	51005 - Part Time - Temporary	22,858	-42.1%
2,065	10,850	0	51006 - Overtime	7,568	100.0%
0	502	0	51007 - Incentive Pay	0	100.0%
187,146	1,075,713	1,209,439	Total Personal Services - Salaries	1,184,078	-2.1%
2,599	12,292	6,088	52001 - Unemployment	1,155	-81.0%
397	10,627	12,148	52002 - Worker's Compensation	13,341	9.8%
13,779	80,753	93,058	52003 - Social Security/Medicare	88,254	-5.2%
1,348	7,785	8,808	52004 - Tri-Met Tax	8,349	-5.2%
22,487	123,888	157,782	52005 - Retirement	153,245	-2.9%
1,200	9,866	10,140	52007 - VEBA - ER	10,740	5.9%
199	1,266	7,169	52008 - Life Ins/ADD/LTD	7,138	-0.4%
628	3,100	0	52009 - Long Term Disability	0	100.0%
34,709	171,775	218,157	52010 - Medical/Dental/Vision	234,810	7.6%
4,876	20,863	0	52011 - Dental Benefits	0	100.0%
82,222	442,215	513,350	Total Personal Services - Benefits	517,032	0.7%
11,705	13,547	31,475	53001 - Office Supplies	32,475	3.2%
70	0	0	53002 - Small Tools & Equipment	0	100.0%
11,775	13,547	31,475	Total Supplies	32,475	3.2%
40	342,954	498,546	54001 - Professional/Contractual Services	236,291	-52.6%
4,532	100,348	90,000	54003 - Legal Fees	90,000	0.0%
0	0	11,988	54006 - Software License and Maintenance	11,988	0.0%
0	0	425	54114 - R & M - Office Equipment	425	0.0%
254	1,634	1,440	54205 - Utilites - Phone/Pager/Cells	1,440	0.0%
0	7,149	8,100	54300 - Advertising & Publicity	8,100	0.0%
983	1	1,405	54301 - Fees and Charges	2,000	42.3%
11,645	8,266	11,000	54302 - Dues & Subscriptions	11,000	0.0%
6,979	14,303	30,964	54303 - Travel and Training	30,964	0.0%
0	3,151	3,300	54306 - Credit Card Fees	4,500	36.4%
5,563	9,110	10,585	54311 - Special Department Expenses	12,585	18.9%
29,996	486,916	667,753	Total Services	409,293	-38.7%
247	2,075	2,800	56004 - Computer Hardware and Software	4,150	48.2%
247	2,075	2,800	Total Capital Improvement	4,150	48.2%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
7,218	130,668	173,115	58100 - Indirect Charges- City Management	187,139	8.1%
7,267	49,427	55,678	58110 - Indirect Charges- Human Resources	49,153	-11.7%
3,473	24,029	26,375	58120 - Indirect Charges- Risk Management	27,161	3.0%
4,371	50,558	129,734	58130 - Indirect Charges- Office Services	170,219	31.2%
8,830	121,866	136,214	58150 - Indirect Charges- Records	125,203	-8.1%
189	1,173	2,432	58200 - Indirect Charges- Finance Administration	3,135	28.9%
11,241	51,199	54,775	58210 - Indirect Charges- Financial Operations	33,026	-39.7%
38,944	169,303	192,990	58230 - Indirect Charges- Technology	170,967	-11.4%
2,509	38,556	18,833	58250 - Indirect Charges- Contracts and Purchasing	26,375	40.0%
0	452	0	58630 - Indirect Charges- Fleet Maintenance	0	100.0%
0	19,669	25,285	58640 - Indirect Charges- Property Management	27,077	7.1%
84,042	656,899	815,431	Total Internal Services	819,455	0.5%
395,428	2,677,365	3,240,248	Total Community Development Planning	2,966,483	-8.4%

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	0.00	0.00	1.00
Permit Technician Assistant	0.00	0.20	0.20	0.20
Plans Examiner	0.00	0.00	1.00	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	12.00

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
8.80	9.00	10.50	Total FTE	12.00	
160,370	239,752	170,101	51001 - Salaries - Management	255,428	50.2%
470,686	418,168	591,804	51002 - Salaries - General	698,819	18.1%
0	0	18,765	51004 - Part Time - Regular	189	-99.0%
15,868	4,547	25,426	51005 - Part Time - Temporary	25,426	0.0%
2,685	304	5,086	51006 - Overtime	6,054	19.0%
6,776	5,664	7,629	51007 - Incentive Pay	8,577	12.4%
656,385	668,436	818,811	Total Personal Services - Salaries	994,493	21.5%
9,135	7,652	4,102	52001 - Unemployment	969	-76.4%
5,277	7,662	9,344	52002 - Worker's Compensation	10,588	13.3%
49,637	50,172	62,647	52003 - Social Security/Medicare	74,134	18.3%
4,722	4,840	5,935	52004 - Tri-Met Tax	7,015	18.2%
65,637	74,221	86,187	52005 - Retirement	107,123	24.3%
7,315	7,285	9,360	52007 - VEBA - ER	11,760	25.6%
507	582	2,667	52008 - Life Ins/ADD/LTD	3,012	12.9%
1,410	1,700	0	52009 - Long Term Disability	0	100.0%
113,972	121,149	162,380	52010 - Medical/Dental/Vision	222,197	36.8%
12,208	12,881	0	52011 - Dental Benefits	0	100.0%
269,820	288,145	342,622	Total Personal Services - Benefits	436,798	27.5%
1,754	1,872	5,000	53001 - Office Supplies	5,000	0.0%
10	118	750	53002 - Small Tools & Equipment	1,000	33.3%
4,346	2,928	4,000	53003 - Fuel	4,500	12.5%
6,110	4,918	9,750	Total Supplies	10,500	7.7%
24,320	32,317	46,500	54001 - Professional/Contractual Services	55,500	19.4%
0	0	2,000	54003 - Legal Fees	2,000	0.0%
2,733	0	8,316	54006 - Software License and Maintenance	5,250	-36.9%
0	140	0	54101 - R & M - Facilities	0	100.0%
2,946	2,011	7,500	54113 - R & M - Vehicles	7,500	0.0%
125	0	1,000	54114 - R & M - Office Equipment	1,000	0.0%
4,528	6,955	8,000	54205 - Utilites - Phone/Pager/Cells	8,500	6.3%
0	465	2,500	54300 - Advertising & Publicity	2,500	0.0%
0	82	0	54301 - Fees and Charges	0	100.0%
935	971	2,500	54302 - Dues & Subscriptions	2,500	0.0%
5,091	8,097	12,600	54303 - Travel and Training	12,800	1.6%
0	16,655	18,000	54306 - Credit Card Fees	22,000	22.2%
3,921	5,610	5,200	54311 - Special Department Expenses	6,950	33.7%
44,599	73,302	114,116	Total Services	126,500	10.9%
0	0	0	56003 - Vehicles	75,000	100.0%
434	0	7,250	56004 - Computer Hardware and Software	11,400	57.2%
434	0	7,250	Total Capital Improvement	86,400	1091.7%

BUILDING

BUDGET UNIT: 3100

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
140,005	165,661	295,266	58000 - Interdepartmental Costs	327,310	10.9%
30,081	33,098	45,423	58100 - Indirect Charges- City Management	67,468	48.5%
28,343	32,235	33,858	58110 - Indirect Charges- Human Resources	37,786	11.6%
11,452	16,079	17,298	58120 - Indirect Charges- Risk Management	21,531	24.5%
8,034	5,818	6,773	58130 - Indirect Charges- Office Services	7,924	17.0%
87,214	133,983	106,419	58150 - Indirect Charges- Records	143,275	34.6%
683	631	1,437	58200 - Indirect Charges- Finance Administration	1,757	22.3%
20,491	22,881	25,503	58210 - Indirect Charges- Financial Operations	25,506	0.0%
57,852	100,071	95,180	58230 - Indirect Charges- Technology	101,495	6.6%
4,139	2,027	6,305	58250 - Indirect Charges- Contracts and Purchasing	424	-93.3%
1,525	992	1,867	58630 - Indirect Charges- Fleet Maintenance	2,092	12.1%
15,905	17,089	21,969	58640 - Indirect Charges- Property Management	23,525	7.1%
405,724	530,565	657,298	Total Internal Services	760,093	15.6%
1,383,072	1,565,366	1,949,847	Total Building	2,414,784	23.8%

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 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.

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.

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
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

ECONOMIC DEVELOPMENT

BUDGET UNIT: 3700

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
2.00	2.00	2.00	Total FTE	2.00	
169,395	191,428	206,253	51001 - Salaries - Management	191,960	-6.9%
0	11,158	23,248	51005 - Part Time - Temporary	36,000	54.9%
169,395	202,586	229,501	Total Personal Services - Salaries	227,960	-0.7%
2,356	2,258	1,149	52001 - Unemployment	193	-83.2%
1,087	1,257	1,771	52002 - Worker's Compensation	1,783	0.7%
13,054	15,597	17,560	52003 - Social Security/Medicare	14,685	-16.4%
1,219	1,466	1,663	52004 - Tri-Met Tax	1,389	-16.5%
18,711	26,695	28,915	52005 - Retirement	26,875	-7.1%
1,195	1,200	1,200	52007 - VEBA - ER	1,200	0.0%
174	199	1,062	52008 - Life Ins/ADD/LTD	1,062	0.0%
421	606	0	52009 - Long Term Disability	0	100.0%
21,119	23,738	28,407	52010 - Medical/Dental/Vision	29,827	5.0%
3,173	3,443	0	52011 - Dental Benefits	0	100.0%
62,509	76,459	81,727	Total Personal Services - Benefits	77,014	-5.8%
1,666	268	3,000	53001 - Office Supplies	3,000	0.0%
0	2	0	53002 - Small Tools & Equipment	0	100.0%
1,666	270	3,000	Total Supplies	3,000	0.0%
14,532	93,304	368,000	54001 - Professional/Contractual Services	250,000	-32.1%
8,068	7,013	10,000	54003 - Legal Fees	30,000	200.0%
0	0	720	54205 - Utilites - Phone/Pager/Cells	720	0.0%
76	760	2,000	54300 - Advertising & Publicity	2,000	0.0%
0	1,701	0	54301 - Fees and Charges	0	100.0%
244	577	7,500	54302 - Dues & Subscriptions	10,000	33.3%
2,621	3,840	5,000	54303 - Travel and Training	5,000	0.0%
1,192	4,531	4,010	54311 - Special Department Expenses	8,685	116.6%
0	0	24,000	54402 - Contributions to Community Org	0	-100.0%
26,733	111,726	421,230	Total Services	306,405	-27.3%
3,576	7,214	11,421	58100 - Indirect Charges- City Management	12,979	13.6%
3,634	7,163	7,524	58110 - Indirect Charges- Human Resources	6,144	-18.3%
1,186	2,173	2,359	58120 - Indirect Charges- Risk Management	2,420	2.6%
13,832	17,627	13,889	58130 - Indirect Charges- Office Services	18,084	30.2%
32	0	0	58150 - Indirect Charges- Records	0	100.0%
88	196	609	58200 - Indirect Charges- Finance Administration	621	2.0%
7,673	9,665	12,096	58210 - Indirect Charges- Financial Operations	11,793	-2.5%
3,256	7,569	9,632	58230 - Indirect Charges- Technology	5,670	-41.1%
407	150	2,186	58250 - Indirect Charges- Contracts and Purchasing	5,589	155.7%
1,272	1,366	1,757	58640 - Indirect Charges- Property Management	1,881	7.1%
34,956	53,124	61,473	Total Internal Services	65,181	6.0%
295,259	444,166	796,931	Total Economic Development	679,560	-14.7%

DEVELOPMENT SERVICES-HISTORICAL

BUDGET UNIT: 3200

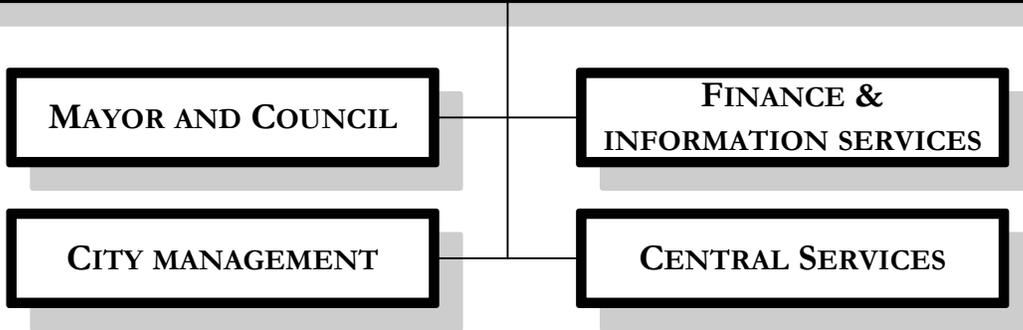
FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
3.80			Total FTE		
78,658	-3,104	0	51001 - Salaries - Management	0	100.0%
79,719	-1,954	0	51002 - Salaries - General	0	100.0%
369	0	0	51006 - Overtime	0	100.0%
111	-18	0	51007 - Incentive Pay	0	100.0%
158,857	-5,077	0	Total Personal Services - Salaries	0	100.0%
2,214	-61	0	52001 - Unemployment	0	100.0%
932	-15	0	52002 - Worker's Compensation	0	100.0%
11,817	-377	0	52003 - Social Security/Medicare	0	100.0%
1,142	-37	0	52004 - Tri-Met Tax	0	100.0%
16,799	-615	0	52005 - Retirement	0	100.0%
2,276	-195	0	52007 - VEBA - ER	0	100.0%
164	-15	0	52008 - Life Ins/ADD/LTD	0	100.0%
457	-44	0	52009 - Long Term Disability	0	100.0%
19,828	-1,596	0	52010 - Medical/Dental/Vision	0	100.0%
2,310	-187	0	52011 - Dental Benefits	0	100.0%
57,939	-3,142	0	Total Personal Services - Benefits	0	100.0%
177	0	0	53001 - Office Supplies	0	100.0%
272	0	0	53003 - Fuel	0	100.0%
449	0	0	Total Supplies	0	100.0%
55,555	0	0	54001 - Professional/Contractual Services	0	100.0%
15,936	0	0	54003 - Legal Fees	0	100.0%
2,200	0	0	54006 - Software License and Maintenance	0	100.0%
382	0	0	54113 - R & M - Vehicles	0	100.0%
125	0	0	54114 - R & M - Office Equipment	0	100.0%
1,106	0	0	54205 - Utilites - Phone/Pager/Cells	0	100.0%
285	0	0	54300 - Advertising & Publicity	0	100.0%
75	0	0	54301 - Fees and Charges	0	100.0%
342	0	0	54302 - Dues & Subscriptions	0	100.0%
1,710	0	0	54303 - Travel and Training	0	100.0%
1,397	0	0	54311 - Special Department Expenses	0	100.0%
79,113	0	0	Total Services	0	100.0%
716	0	0	56004 - Computer Hardware and Software	0	100.0%
716	0	0	Total Capital Improvement	0	100.0%
45,468	0	0	58100 - Indirect Charges- City Management	0	100.0%
16,714	0	0	58110 - Indirect Charges- Human Resources	0	100.0%
9,213	0	0	58120 - Indirect Charges- Risk Management	0	100.0%
10,814	0	0	58130 - Indirect Charges- Office Services	0	100.0%
40,984	0	0	58150 - Indirect Charges- Records	0	100.0%
404	0	0	58200 - Indirect Charges- Finance Administration	0	100.0%
14,667	0	0	58210 - Indirect Charges- Financial Operations	0	100.0%
17,141	0	0	58230 - Indirect Charges- Technology	0	100.0%
641	0	0	58250 - Indirect Charges- Contracts and Purchasing	0	100.0%
1,971	0	0	58630 - Indirect Charges- Fleet Maintenance	0	100.0%
10,794	0	0	58640 - Indirect Charges- Property Management	0	100.0%
168,811	0	0	Total Internal Services	0	100.0%
465,885	-8,219	0	Total Development Services	0	100.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
9.00			Total FTE		
586,676	-22,728	0	51001 - Salaries - Management	0	100.0%
40,362	-1,626	0	51002 - Salaries - General	0	100.0%
20,765	0	0	51005 - Part Time - Temporary	0	100.0%
1,111	0	0	51006 - Overtime	0	100.0%
648,914	-24,354	0	Total Personal Services - Salaries	0	100.0%
9,038	-292	0	52001 - Unemployment	0	100.0%
6,768	-286	0	52002 - Worker's Compensation	0	100.0%
49,090	-1,859	0	52003 - Social Security/Medicare	0	100.0%
4,668	-176	0	52004 - Tri-Met Tax	0	100.0%
79,921	-3,134	0	52005 - Retirement	0	100.0%
5,616	-475	0	52007 - VEBA - ER	0	100.0%
815	-66	0	52008 - Life Ins/ADD/LTD	0	100.0%
1,964	-167	0	52009 - Long Term Disability	0	100.0%
86,118	-6,427	0	52010 - Medical/Dental/Vision	0	100.0%
9,380	-704	0	52011 - Dental Benefits	0	100.0%
253,378	-13,587	0	Total Personal Services - Benefits	0	100.0%
6,912	0	0	53001 - Office Supplies	0	100.0%
6,912	0	0	Total Supplies	0	100.0%
411,062	0	0	54001 - Professional/Contractual Services	0	100.0%
32,398	0	0	54003 - Legal Fees	0	100.0%
700	0	0	54114 - R & M - Office Equipment	0	100.0%
5,316	0	0	54300 - Advertising & Publicity	0	100.0%
208	0	0	54301 - Fees and Charges	0	100.0%
1,674	0	0	54302 - Dues & Subscriptions	0	100.0%
12,089	0	0	54303 - Travel and Training	0	100.0%
6,021	0	0	54311 - Special Department Expenses	0	100.0%
469,468	0	0	Total Services	0	100.0%
736	0	0	56004 - Computer Hardware and Software	0	100.0%
736	0	0	Total Capital Improvement	0	100.0%
76,731	0	0	58100 - Indirect Charges- City Management	0	100.0%
32,703	0	0	58110 - Indirect Charges- Human Resources	0	100.0%
7,757	0	0	58120 - Indirect Charges- Risk Management	0	100.0%
34,385	0	0	58130 - Indirect Charges- Office Services	0	100.0%
29,568	0	0	58150 - Indirect Charges- Records	0	100.0%
751	0	0	58200 - Indirect Charges- Finance Administration	0	100.0%
22,406	0	0	58210 - Indirect Charges- Financial Operations	0	100.0%
78,847	0	0	58230 - Indirect Charges- Technology	0	100.0%
8,549	0	0	58250 - Indirect Charges- Contracts and Purchasing	0	100.0%
1,220	0	0	58630 - Indirect Charges- Fleet Maintenance	0	100.0%
7,513	0	0	58640 - Indirect Charges- Property Management	0	100.0%
300,430	0	0	Total Internal Services	0	100.0%
1,679,838	-37,940	0	Total Community Planning	0	100.0%



POLICY & ADMINISTRATION ORGANIZATION CHART

POLICY & ADMINISTRATION



POLICY AND ADMINISTRATION PROGRAM

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	2017 Proposed vs.2016 Revised
Number of Positions	43.95	45.85	53.35	54.35	1.9%
Budget By Category					
Personal Services	4,715,484	4,801,637	6,237,017	6,219,190	-0.3%
Materials & Services	1,993,205	2,194,717	3,705,738	3,977,813	7.3%
Interdepartmental Costs	100,737	130,821	116,202	110,336	-5.0%
Capital Outlay	262,106	194,492	334,044	533,250	59.6%
Total All Category	7,071,531	7,321,666	10,393,001	10,840,589	4.3%
Budget By Division					
Mayor and Council	240,747	271,510	322,824	310,749	-3.7%
City Manager's Office	794,852	812,517	972,438	879,111	-9.6%
Human Resources	664,331	542,496	730,773	685,940	-6.1%
Risk Management	544,054	664,247	759,275	772,114	1.7%
Communications	456,488	444,455	571,811	601,469	5.2%
Municipal Court	460,425	507,330	576,678	526,846	-8.6%
City Recorder/Records	480,397	370,729	426,967	521,202	22.1%
Finance & Info. Services Admin.	405,229	450,332	495,272	482,776	-2.5%
Financial Operations	529,413	531,554	615,506	620,053	0.7%
Utility Billing	776,258	940,907	1,058,974	1,092,227	3.1%
Information Technology	1,505,675	1,565,357	1,770,672	2,185,193	23.4%
FIS Interim Plan	0	0	0	0	0.0%
Contracts and Purchasing	213,664	220,232	239,449	250,996	4.8%
Fleet Maintenance	0	0	203,772	257,692	26.5%
Property Management	0	0	1,648,590	1,654,221	0.3%
Total All Division	7,071,531	7,321,666	10,393,001	10,840,589	4.3%
Budget by Fund					
General Fund - 100	701,172	778,840	899,502	837,595	-6.9%
Water Debt Service Fund - 533	0	0	0	0	0.0%
Central Services Fund - 600	6,351,518	6,529,460	7,591,137	8,041,081	5.9%
Fleet/Property Management Fund - 650	0	0	1,852,362	1,911,913	3.2%
Insurance Fund - 660	18,842	13,365	50,000	50,000	0.0%
Total All Fund	7,071,531	7,321,666	10,393,001	10,840,589	4.3%

MAYOR AND CITY COUNCIL

POLICY & ADMINISTRATION

MAYOR & COUNCIL

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

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

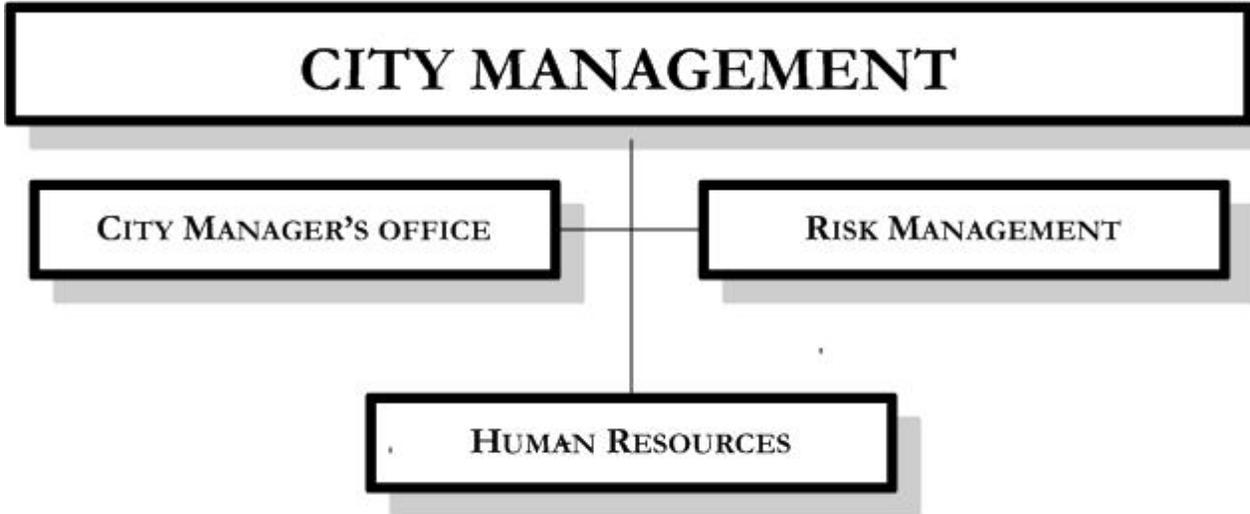
EFFECTIVENESS MEASURES

	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)	49%*	0	55%	60%

*average of phone & web responses

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

CITY MANAGEMENT ORGANIZATION CHART



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	2017Proposed vs.2016 Revised
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Number of Positions	10.90	11.60	12.60	10.90	-13.5%
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Budget By Category

Personal Services	1,256,024	1,338,971	1,579,057	1,419,524	-10.1%
Materials & Services	734,596	677,688	877,929	911,141	3.8%
Capital Outlay	12,616	2,600	5,500	6,500	18.2%
Total All Category	2,003,237	2,019,260	2,462,486	2,337,165	-5.1%

Budget By Division

City Manager's Office	794,852	812,517	972,438	879,111	-9.6%
Human Resources	664,331	542,496	730,773	685,940	-6.1%
Risk Management	544,054	664,247	759,275	772,114	1.7%
Total All Division	2,003,237	2,019,260	2,462,486	2,337,165	-5.1%

Budget by Fund

Central Services Fund - 600	1,984,395	2,005,895	2,412,486	2,287,165	-5.2%
Insurance Fund - 660	18,842	13,365	50,000	50,000	0.0%
Total All Fund	2,003,237	2,019,260	2,462,486	2,337,165	-5.1%

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

HUMAN RESOURCES

BUDGET UNIT: 1100

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

RISK MANAGEMENT

BUDGET UNIT: 1200

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
2.10	2.10	2.30	Total FTE	1.50	
139,329	140,487	159,567	51001 - Salaries - Management	97,053	-39.2%
139,329	140,487	159,567	Total Personal Services - Salaries	97,053	-39.2%
1,938	1,608	794	52001 - Unemployment	97	-87.8%
282	364	440	52002 - Worker's Compensation	320	-27.3%
10,863	10,969	12,129	52003 - Social Security/Medicare	7,394	-39.0%
1,002	1,017	1,149	52004 - Tri-Met Tax	699	-39.2%
20,457	19,638	18,694	52005 - Retirement	13,532	-27.6%
1,380	1,380	1,470	52007 - VEBA - ER	1,200	-18.4%
229	229	1,302	52008 - Life Ins/ADD/LTD	1,062	-18.4%
477	477	0	52009 - Long Term Disability	0	100.0%
2,885	3,048	9,965	52010 - Medical/Dental/Vision	8,570	-14.0%
355	355	0	52011 - Dental Benefits	0	100.0%
488	2,793	0	52012 - Accrued Vacation	0	100.0%
40,356	41,878	45,943	Total Personal Services - Benefits	32,874	-28.4%
466	173	500	53001 - Office Supplies	500	0.0%
35	0	0	53002 - Small Tools & Equipment	700	100.0%
501	173	500	Total Supplies	1,200	140.0%
37,559	60,690	38,404	54001 - Professional/Contractual Services	39,742	3.5%
15,963	12,932	14,000	54003 - Legal Fees	35,000	150.0%
690	1,200	5,400	54006 - Software License and Maintenance	5,400	0.0%
496	0	300	54300 - Advertising & Publicity	1,000	233.3%
450	65	450	54302 - Dues & Subscriptions	560	24.4%
969	1,685	3,919	54303 - Travel and Training	4,375	11.6%
288,456	391,144	440,592	54307 - Insurance	503,820	14.4%
441	628	200	54311 - Special Department Expenses	1,090	445.0%
345,024	468,344	503,265	Total Services	590,987	17.4%

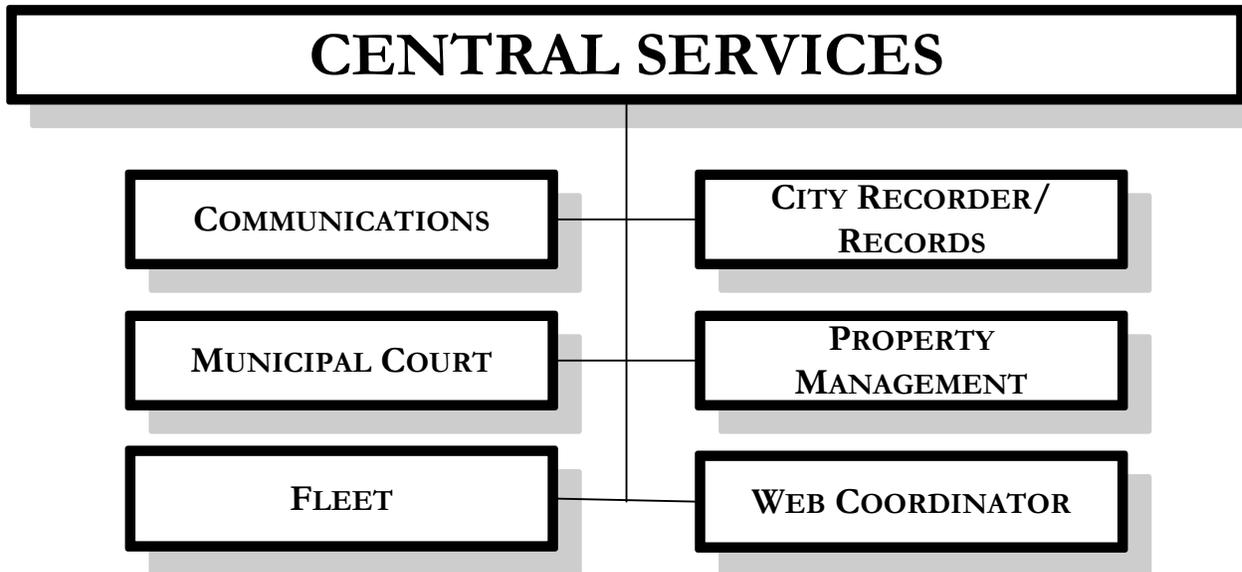
525,210	650,882	709,275	Total Risk Management	722,114	1.8%
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FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
			Total FTE		
0	2,500	0	54001 - Professional/Contractual Services	0	100.0%
4,305	0	0	54003 - Legal Fees	0	100.0%
14,537	10,865	50,000	54311 - Special Department Expenses	50,000	0.0%
18,842	13,365	50,000	Total Services	50,000	0.0%

18,842	13,365	50,000	Total Risk Management	50,000	0.0%
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Occasionally the Insurance Fund is used to pay for some expenses directly related to Risk Management.

CENTRAL SERVICES ORGANIZATION CHART



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	2017 Proposed vs. 2016 Revised
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Number of Positions	10.85	10.85	17.15	18.85	
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Budget By Category

Personal Services	984,733	962,631	1,768,265	1,882,967	6.5%
Materials & Services	311,840	231,575	1,406,587	1,435,617	2.1%
Interdepartmental Costs	100,737	116,332	116,202	110,336	-5.0%
Capital Outlay	0	11,975	136,764	132,510	-3.1%
Total All Category	1,397,310	1,322,514	3,427,818	3,561,430	3.9%

Budget By Division

Communications	456,488	444,455	571,811	601,469	5.2%
Municipal Court	460,425	507,330	576,678	526,846	-8.6%
City Recorder/Records	480,397	370,729	426,967	521,202	22.1%
Fleet Maintenance	0	0	203,772	257,692	26.5%
Property Management	0	0	1,648,590	1,654,221	0.3%
Total All Division	1,397,310	1,322,514	3,427,818	3,561,430	3.9%

Budget by Fund

General Fund - 100	460,425	507,330	576,678	526,846	-8.6%
Water Debt Service Fund - 533	0	0	0	0	0.0%
Central Services Fund - 600	936,885	815,184	998,778	1,122,671	12.4%
Fleet/Property Management Fund - 650	0	0	1,852,362	1,911,913	3.2%
Total All Fund	1,397,310	1,322,514	3,427,818	3,561,430	3.9%

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 committed 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

COMMUNICATIONS

BUDGET UNIT: 1300

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
3.05	3.05	3.05	Total FTE	4.25	
124,162	125,573	135,568	51001 - Salaries - Management	251,843	85.8%
5,487	67,481	67,806	51002 - Salaries - General	68,386	0.9%
79,599	20,702	99,887	51004 - Part Time - Regular	0	-100.0%
0	24	0	51006 - Overtime	0	100.0%
209,248	213,780	303,261	Total Personal Services - Salaries	320,229	5.6%
2,913	2,446	1,206	52001 - Unemployment	321	-73.4%
451	576	633	52002 - Worker's Compensation	1,035	63.5%
15,593	15,670	18,408	52003 - Social Security/Medicare	24,582	33.5%
1,506	1,547	1,745	52004 - Tri-Met Tax	2,325	33.2%
25,802	25,465	29,537	52005 - Retirement	42,251	43.0%
2,670	2,670	2,670	52007 - VEBA - ER	2,850	6.7%
389	222	1,142	52008 - Life Ins/ADD/LTD	1,912	67.4%
676	620	0	52009 - Long Term Disability	0	100.0%
39,333	30,230	40,527	52010 - Medical/Dental/Vision	65,214	60.9%
5,160	4,832	0	52011 - Dental Benefits	0	100.0%
-554	1,992	1,421	52012 - Accrued Vacation	1,091	-23.2%
93,939	86,269	97,289	Total Personal Services - Benefits	141,581	45.5%
95,762	60,208	80,331	53001 - Office Supplies	22,050	-72.6%
0	6,108	6,500	53002 - Small Tools & Equipment	0	-100.0%
221	154	350	53003 - Fuel	0	-100.0%
95,983	66,470	87,181	Total Supplies	22,050	-74.7%
108	0	190	54001 - Professional/Contractual Services	39,220	20542.1%
507	150	3,000	54004 - Printing Services	3,000	0.0%
273	556	650	54113 - R & M - Vehicles	0	-100.0%
32,999	35,893	40,850	54114 - R & M - Office Equipment	36,600	-10.4%
0	0	0	54205 - Utilites - Phone/Pager/Cells	720	100.0%
139	230	800	54300 - Advertising & Publicity	400	-50.0%
827	817	642	54302 - Dues & Subscriptions	645	0.5%
516	320	10,000	54303 - Travel and Training	10,000	0.0%
21,769	28,513	26,241	54309 - Rents and Leases	21,514	-18.0%
180	0	0	54311 - Special Department Expenses	0	100.0%
57,318	66,479	82,373	Total Services	112,099	36.1%
0	1,762	1,707	56004 - Computer Hardware and Software	5,510	222.8%
0	9,695	0	56006 - Equipment	0	100.0%
0	11,457	1,707	Total Capital Improvement	5,510	222.8%
456,488	444,455	571,811	Total Communications	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	Proposed FY 16 Revised
3.65	3.65	3.75	Total FTE	3.50	
98,013	99,142	126,486	51001 - Salaries - Management	136,808	8.2%
79,102	90,212	98,260	51002 - Salaries - General	97,051	-1.2%
44,542	45,538	47,133	51004 - Part Time - Regular	0	-100.0%
0	43	0	51006 - Overtime	303	100.0%
0	467	611	51007 - Incentive Pay	605	-1.0%
221,657	235,401	272,490	Total Personal Services - Salaries	234,767	-13.8%
3,083	2,694	1,374	52001 - Unemployment	234	-83.0%
333	405	412	52002 - Worker's Compensation	467	13.3%
16,804	17,746	20,914	52003 - Social Security/Medicare	17,975	-14.1%
1,594	1,704	1,985	52004 - Tri-Met Tax	1,700	-14.4%
16,722	20,399	32,450	52005 - Retirement	29,012	-10.6%
2,890	3,000	3,000	52007 - VEBA - ER	3,150	5.0%
179	205	824	52008 - Life Ins/ADD/LTD	1,222	48.3%
457	569	0	52009 - Long Term Disability	0	100.0%
29,868	32,177	37,247	52010 - Medical/Dental/Vision	39,140	5.1%
3,467	3,492	0	52011 - Dental Benefits	0	100.0%
0	0	1,820	52012 - Accrued Vacation	1,091	-40.1%
75,397	82,391	100,026	Total Personal Services - Benefits	93,991	-6.0%
1,276	913	2,040	53001 - Office Supplies	2,000	-2.0%
1,276	913	2,040	Total Supplies	2,000	-2.0%
24,584	26,499	30,000	54001 - Professional/Contractual Services	30,000	0.0%
28,100	36,200	40,250	54003 - Legal Fees	38,000	-5.6%
5,500	8,765	8,765	54006 - Software License and Maintenance	10,465	19.4%
501	0	400	54300 - Advertising & Publicity	400	0.0%
732	1,047	935	54302 - Dues & Subscriptions	967	3.4%
1,600	3,152	5,000	54303 - Travel and Training	5,500	10.0%
340	240	570	54311 - Special Department Expenses	420	-26.3%
61,357	75,903	85,920	Total Services	85,752	-0.2%
0	518	0	56006 - Equipment	0	100.0%
0	518	0	Total Capital Improvement	0	100.0%
6,220	7,959	11,264	58100 - Indirect Charges- City Management	11,164	-0.9%
11,810	14,579	14,047	58110 - Indirect Charges- Human Resources	11,006	-21.6%
3,118	4,587	4,600	58120 - Indirect Charges- Risk Management	4,558	-0.9%
23,745	21,565	17,132	58130 - Indirect Charges- Office Services	21,975	28.3%
689	613	557	58150 - Indirect Charges- Records	520	-6.6%
256	283	529	58200 - Indirect Charges- Finance Administration	682	28.9%
24,076	27,264	29,261	58210 - Indirect Charges- Financial Operations	21,920	-25.1%
23,644	25,985	28,382	58230 - Indirect Charges- Technology	26,049	-8.2%
404	2,091	1,071	58250 - Indirect Charges- Contracts and Purchasing	2,440	127.8%
6,776	7,280	9,359	58640 - Indirect Charges- Property Management	10,022	7.1%
100,738	112,205	116,202	Total Internal Services	110,336	-5.0%
460,425	507,330	576,678	Total Municipal Court	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

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
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	Proposed FY 16 Revised
4.15	4.15	3.35	Total FTE	3.85	
174,808	165,645	162,765	51001 - Salaries - Management	156,773	-3.7%
59,730	60,561	62,215	51002 - Salaries - General	60,443	-2.8%
29,961	12,902	0	51004 - Part Time - Regular	23,399	100.0%
0	1,865	1,628	51005 - Part Time - Temporary	0	-100.0%
264,499	240,974	226,608	Total Personal Services - Salaries	240,615	6.2%
3,682	2,773	1,152	52001 - Unemployment	242	-79.0%
553	315	616	52002 - Worker's Compensation	800	29.9%
20,507	18,553	17,569	52003 - Social Security/Medicare	18,515	5.4%
1,902	1,744	1,667	52004 - Tri-Met Tax	1,759	5.5%
32,041	27,356	29,375	52005 - Retirement	30,668	4.4%
3,210	2,717	2,310	52007 - VEBA - ER	3,150	36.4%
408	280	1,434	52008 - Life Ins/ADD/LTD	1,567	9.3%
802	590	0	52009 - Long Term Disability	0	100.0%
51,453	53,398	61,910	52010 - Medical/Dental/Vision	71,206	15.0%
6,101	6,355	0	52011 - Dental Benefits	0	100.0%
-667	-10,263	3,002	52012 - Accrued Vacation	2,369	-21.1%
119,992	103,817	119,035	Total Personal Services - Benefits	130,276	9.4%
2,758	4,346	3,010	53001 - Office Supplies	64,330	2037.2%
0	0	200	53003 - Fuel	350	75.0%
0	900	3,000	53006 - Technology Equipment under \$5,000	3,000	0.0%
2,758	5,246	6,210	Total Supplies	67,680	989.9%
11,598	6,897	21,600	54001 - Professional/Contractual Services	17,600	-18.5%
22,171	3,790	12,350	54003 - Legal Fees	12,350	0.0%
9,294	1,470	30,000	54006 - Software License and Maintenance	34,300	14.3%
0	0	0	54113 - R & M - Vehicles	650	100.0%
0	0	600	54114 - R & M - Office Equipment	2,500	316.7%
0	100	0	54115 - Vehicle Usage	0	100.0%
216	278	300	54205 - Utilites - Phone/Pager/Cells	300	0.0%
739	0	600	54300 - Advertising & Publicity	1,300	116.7%
1,039	254	2,000	54301 - Fees and Charges	800	-60.0%
800	465	1,050	54302 - Dues & Subscriptions	750	-28.6%
3,513	2,187	5,549	54303 - Travel and Training	6,744	21.5%
43,247	0	0	54304 - Election Expenses	0	100.0%
0	0	0	54309 - Rents and Leases	4,317	100.0%
530	1,123	1,065	54311 - Special Department Expenses	1,020	-4.2%
93,147	16,565	75,114	Total Services	82,631	10.0%

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
0	851	0	58100 - Indirect Charges- City Management	0	100.0%
0	534	0	58110 - Indirect Charges- Human Resources	0	100.0%
0	170	0	58120 - Indirect Charges- Risk Management	0	100.0%
0	677	0	58130 - Indirect Charges- Office Services	0	100.0%
0	695	0	58150 - Indirect Charges- Records	0	100.0%
0	11	0	58200 - Indirect Charges- Finance Administration	0	100.0%
0	531	0	58210 - Indirect Charges- Financial Operations	0	100.0%
0	649	0	58230 - Indirect Charges- Technology	0	100.0%
0	10	0	58250 - Indirect Charges- Contracts and Purchasing	0	100.0%
0	4,127	0	Total Internal Services	0	100.0%
480,396	370,729	426,967	Total City Recorder/Records	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 maintenance coordination 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

FLEET MAINTENANCE

BUDGET UNIT: 6350

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
		1.80	Total FTE	2.35	
0	0	34,122	51001 - Salaries - Management	47,869	40.3%
0	0	62,077	51002 - Salaries - General	81,849	31.9%
0	0	16,871	51005 - Part Time - Temporary	16,875	0.0%
0	0	2,035	51006 - Overtime	2,311	13.6%
0	0	115,105	Total Personal Services - Salaries	148,904	29.4%
0	0	579	52001 - Unemployment	148	-74.4%
0	0	2,497	52002 - Worker's Compensation	1,359	-45.6%
0	0	16,635	52003 - Social Security/Medicare	11,436	-31.3%
0	0	837	52004 - Tri-Met Tax	1,081	29.2%
0	0	11,217	52005 - Retirement	15,302	36.4%
0	0	1,470	52007 - VEBA - ER	1,935	31.6%
0	0	508	52008 - Life Ins/ADD/LTD	645	27.0%
0	0	21,254	52010 - Medical/Dental/Vision	45,345	113.3%
0	0	0	52012 - Accrued Vacation	437	100.0%
0	0	54,997	Total Personal Services - Benefits	77,688	41.3%
0	0	800	53001 - Office Supplies	1,200	50.0%
0	0	7,800	53002 - Small Tools & Equipment	7,000	-10.3%
0	0	5,500	53003 - Fuel	2,500	-54.5%
0	0	14,100	Total Supplies	10,700	-24.1%
0	0	2,000	54001 - Professional/Contractual Services	2,000	0.0%
0	0	8,700	54101 - R & M - Facilities	5,000	-42.5%
0	0	5,500	54113 - R & M - Vehicles	5,000	-9.1%
0	0	0	54114 - R & M - Office Equipment	1,000	100.0%
0	0	250	54204 - Utilities - Garbage	1,000	300.0%
0	0	720	54205 - Utilites - Phone/Pager/Cells	1,500	108.3%
0	0	300	54300 - Advertising & Publicity	0	-100.0%
0	0	200	54301 - Fees and Charges	0	-100.0%
0	0	0	54302 - Dues & Subscriptions	2,000	100.0%
0	0	800	54303 - Travel and Training	1,800	125.0%
0	0	1,100	54311 - Special Department Expenses	1,100	0.0%
0	0	19,570	Total Services	20,400	4.2%
0	0	203,772	Total Fleet Maintenance	257,692	26.5%

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 electricity usage facilities (KWh)	1,997,407	1,900,000	1,895,000	1,895,000
Annual electricity usage water facilities (KWh)	1,542,627	1,500,000	1,500,000	1,500,000
Annual electricity usage street (KWh)	201,870	200,000	195,000	195,000
Natural gas usage (consumption 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

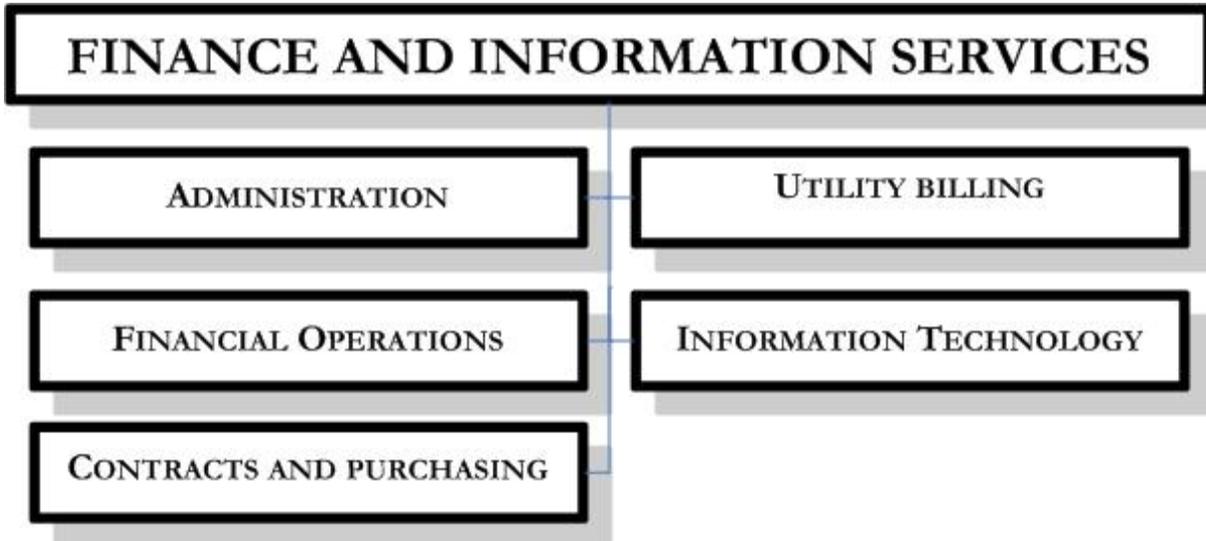
	2013-2014	2014-2015	2015-2016	2016-2017
Administrative Specialist II	0.35	0.35	0.70	0.25
Building Maintenance Tech I	0.00	1.00	1.00	0.00
Building Maintenance Tech II	2.00	2.00	2.00	3.00
Central Services Director	0.00	0.00	0.00	0.15
Facilities Services Supervisor	0.50	0.50	0.50	0.50
Senior Building Maintenance Tech	1.00	1.00	1.00	1.00
Total FTE	3.85	4.85	5.20	4.90

PROPERTY MANAGEMENT

BUDGET UNIT: 6450

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
		5.20	Total FTE	4.90	
0	0	34,122	51001 - Salaries - Management	53,595	57.1%
0	0	259,568	51002 - Salaries - General	225,852	-13.0%
0	0	33,741	51005 - Part Time - Temporary	49,764	47.5%
0	0	3,672	51006 - Overtime	5,045	37.4%
0	0	331,103	Total Personal Services - Salaries	334,256	1.0%
0	0	1,863	52001 - Unemployment	350	-81.2%
0	0	7,944	52002 - Worker's Compensation	8,042	1.2%
0	0	22,794	52003 - Social Security/Medicare	26,937	18.2%
0	0	2,160	52004 - Tri-Met Tax	2,422	12.1%
0	0	31,158	52005 - Retirement	30,794	-1.2%
0	0	4,530	52007 - VEBA - ER	4,215	-7.0%
0	0	1,140	52008 - Life Ins/ADD/LTD	1,136	-0.4%
0	0	76,762	52010 - Medical/Dental/Vision	86,764	13.0%
0	0	148,351	Total Personal Services - Benefits	160,660	8.3%
0	0	1,500	53001 - Office Supplies	1,800	20.0%
0	0	3,425	53002 - Small Tools & Equipment	2,500	-27.0%
0	0	3,999	53003 - Fuel	3,000	-25.0%
0	0	8,924	Total Supplies	7,300	-18.2%
0	0	384,165	54001 - Professional/Contractual Services	382,880	-0.3%
0	0	1,500	54003 - Legal Fees	2,000	33.3%
0	0	101,600	54101 - R & M - Facilities	93,000	-8.5%
0	0	0	54105 - R & M - Grounds	7,500	100.0%
0	0	5,800	54113 - R & M - Vehicles	5,000	-13.8%
0	0	228,860	54201 - Utilities - Electric	221,375	-3.3%
0	0	143,800	54202 - Utilities-Water/Sewer/SWM	151,000	5.0%
0	0	73,410	54203 - Utilities - Natural Gas	78,000	6.3%
0	0	6,120	54205 - Utilites - Phone/Pager/Cells	4,500	-26.5%
0	0	1,000	54300 - Advertising & Publicity	500	-50.0%
0	0	3,500	54301 - Fees and Charges	3,500	0.0%
0	0	450	54302 - Dues & Subscriptions	450	0.0%
0	0	2,500	54303 - Travel and Training	2,500	0.0%
0	0	70,150	54309 - Rents and Leases	70,500	0.5%
0	0	2,300	54311 - Special Department Expenses	2,300	0.0%
0	0	1,025,155	Total Services	1,025,005	0.0%
0	0	127,187	56002 - Buildings & Improvements	127,000	-0.1%
0	0	7,870	56004 - Computer Hardware and Software	0	-100.0%
0	0	135,057	Total Capital Improvement	127,000	-6.0%
0	0	1,648,590	Total Property Management	1,654,221	0.3%

FINANCE AND INFORMATION SERVICES ORGANIZATION CHART



Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	FY 2017 Proposed	2017Proposed vs.2016 Revised
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Number of Positions	22.20	23.40	23.60	24.60	4.2%
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Budget By Category

Personal Services	2,333,477	2,348,070	2,703,821	2,753,410	1.8%
Materials & Services	847,271	1,165,907	1,284,272	1,483,595	15.5%
Interdepartmental Costs	0	14,488	0	0	0.0%
Capital Outlay	249,489	179,917	191,780	394,240	105.6%
Total All Category	3,430,238	3,708,382	4,179,873	4,631,245	10.8%

Budget By Division

Finance & Info. Services Admin.	405,229	450,332	495,272	482,776	-2.5%
Financial Operations	529,413	531,554	615,506	620,053	0.7%
Utility Billing	776,258	940,907	1,058,974	1,092,227	3.1%
Information Technology	1,505,675	1,565,357	1,770,672	2,185,193	23.4%
FIS Interim Plan	0	0	0	0	0.0%
Contracts and Purchasing	213,664	220,232	239,449	250,996	4.8%
Total All Division	3,430,238	3,708,382	4,179,873	4,631,245	10.8%

Budget by Fund

General Fund - 100	0	0	0	0	0.0%
Central Services Fund - 600	3,430,238	3,708,382	4,179,873	4,631,245	10.8%
Total All Fund	3,430,238	3,708,382	4,179,873	4,631,245	10.8%

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	Proposed FY 16 Revised
3.00	3.00	3.00	Total FTE	3.00	
261,526	264,464	292,679	51001 - Salaries - Management	278,907	-4.7%
261,526	264,464	292,679	Total Personal Services - Salaries	278,907	-4.7%
3,639	3,038	1,464	52001 - Unemployment	278	-81.0%
516	684	781	52002 - Worker's Compensation	860	10.1%
19,677	19,814	22,362	52003 - Social Security/Medicare	21,306	-4.7%
1,880	1,920	2,119	52004 - Tri-Met Tax	2,016	-4.9%
36,613	37,130	40,916	52005 - Retirement	38,991	-4.7%
1,800	1,800	1,800	52007 - VEBA - ER	1,800	0.0%
299	1,049	2,343	52008 - Life Ins/ADD/LTD	1,593	-32.0%
869	869	0	52009 - Long Term Disability	0	100.0%
40,161	41,191	48,378	52010 - Medical/Dental/Vision	44,965	-7.1%
5,126	5,158	0	52011 - Dental Benefits	0	100.0%
-3,548	2,324	0	52012 - Accrued Vacation	0	100.0%
107,032	114,975	120,163	Total Personal Services - Benefits	111,809	-7.0%
683	1,572	1,745	53001 - Office Supplies	1,930	10.6%
683	1,572	1,745	Total Supplies	1,930	10.6%
18,679	37,342	53,900	54001 - Professional/Contractual Services	45,100	-16.3%
2,999	4,081	4,000	54003 - Legal Fees	10,000	150.0%
553	0	750	54004 - Printing Services	2,275	203.3%
1,400	3,400	6,000	54006 - Software License and Maintenance	19,000	216.7%
3,929	1,807	5,400	54300 - Advertising & Publicity	2,050	-62.0%
1,598	1,055	1,005	54302 - Dues & Subscriptions	1,150	14.4%
1,982	1,750	5,680	54303 - Travel and Training	6,030	6.2%
946	1,998	500	54311 - Special Department Expenses	1,125	125.0%
3,900	3,400	3,450	54312 - Bank Fees	3,400	-1.4%
35,986	54,832	80,685	Total Services	90,130	11.7%
0	1,809	0	58100 - Indirect Charges- City Management	0	100.0%
0	1,679	0	58110 - Indirect Charges- Human Resources	0	100.0%
0	550	0	58120 - Indirect Charges- Risk Management	0	100.0%
0	1,882	0	58130 - Indirect Charges- Office Services	0	100.0%
0	1,362	0	58150 - Indirect Charges- Records	0	100.0%
0	26	0	58200 - Indirect Charges- Finance Administration	0	100.0%
0	683	0	58210 - Indirect Charges- Financial Operations	0	100.0%
0	6,482	0	58230 - Indirect Charges- Technology	0	100.0%
0	15	0	58250 - Indirect Charges- Contracts and Purchasing	0	100.0%
0	14,488	0	Total Internal Services	0	100.0%
405,227	450,332	495,272	Total Finance & Info. Services Admin.	482,776	-2.5%

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 objectives as outlined by city management.
- Complete the annual audit and issue the Comprehensive Annual Financial Report (CAFR) by November 30, 2016.

WORKLOAD MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
Number of payroll checks/ACH transactions processed	7,843	7,858	8,421	8500
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)	100%	100%	100%	100%
Number of departments rating service as good/excellent	95%	95%	95%	95%

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

FINANCIAL OPERATIONS

BUDGET UNIT: 2100

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
4.60	4.60	4.80	Total FTE	4.80	
279,580	256,110	296,417	51001 - Salaries - Management	305,425	3.0%
54,455	57,881	57,792	51002 - Salaries - General	46,192	-20.1%
0	0	0	51006 - Overtime	0	100.0%
334,035	313,991	354,209	Total Personal Services - Salaries	351,617	-0.7%
4,650	3,602	1,779	52001 - Unemployment	353	-80.2%
719	833	995	52002 - Worker's Compensation	1,098	10.4%
26,220	24,181	27,189	52003 - Social Security/Medicare	27,077	-0.4%
2,403	2,272	2,573	52004 - Tri-Met Tax	2,565	-0.3%
43,553	41,405	47,443	52005 - Retirement	47,611	0.4%
3,180	3,073	3,180	52007 - VEBA - ER	3,180	0.0%
449	404	2,204	52008 - Life Ins/ADD/LTD	2,204	0.0%
1,018	957	0	52009 - Long Term Disability	0	100.0%
35,212	31,140	40,261	52010 - Medical/Dental/Vision	38,533	-4.3%
4,114	3,465	0	52011 - Dental Benefits	0	100.0%
3,949	-6,640	1,173	52012 - Accrued Vacation	2,315	97.4%
125,467	104,690	126,797	Total Personal Services - Benefits	124,936	-1.5%
2,558	3,568	4,300	53001 - Office Supplies	4,300	0.0%
0	1,760	0	53002 - Small Tools & Equipment	0	100.0%
2,558	5,327	4,300	Total Supplies	4,300	0.0%
44,950	49,297	60,500	54001 - Professional/Contractual Services	68,500	13.2%
0	1,976	0	54003 - Legal Fees	0	100.0%
2,750	0	11,500	54006 - Software License and Maintenance	11,500	0.0%
16,723	2,326	1,000	54301 - Fees and Charges	2,000	100.0%
1,114	775	2,500	54302 - Dues & Subscriptions	2,500	0.0%
1,675	3,296	7,000	54303 - Travel and Training	7,000	0.0%
0	49,172	47,000	54306 - Credit Card Fees	0	-100.0%
140	45	0	54311 - Special Department Expenses	0	100.0%
0	123	0	54312 - Bank Fees	47,000	100.0%
67,352	107,009	129,500	Total Services	138,500	6.9%
0	537	700	56004 - Computer Hardware and Software	700	0.0%
0	537	700	Total Capital Improvement	700	0.0%
529,412	531,554	615,506	Total Financial Operations	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 seigned 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 implementing 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%

EFFECTIVENESS MEASURES

	2013-2014	2014-2015	2015-2016	2016-2017
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

UTILITY BILLING

BUDGET UNIT: 2200

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
6.80	6.80	6.80	Total FTE	6.80	
81,747	76,546	90,412	51001 - Salaries - Management	91,066	0.7%
207,223	213,340	221,784	51002 - Salaries - General	301,900	36.1%
85,624	87,296	92,898	51004 - Part Time - Regular	0	-100.0%
295	304	0	51006 - Overtime	0	100.0%
374,889	377,486	405,094	Total Personal Services - Salaries	392,966	-3.0%
5,218	4,331	2,031	52001 - Unemployment	393	-80.6%
4,435	5,688	6,205	52002 - Worker's Compensation	6,425	3.5%
27,873	28,140	30,994	52003 - Social Security/Medicare	30,195	-2.6%
2,697	2,737	2,935	52004 - Tri-Met Tax	2,857	-2.7%
38,261	41,400	44,126	52005 - Retirement	43,216	-2.1%
6,000	6,087	6,120	52007 - VEBA - ER	6,120	0.0%
422	422	1,753	52008 - Life Ins/ADD/LTD	1,706	-2.7%
1,011	1,045	0	52009 - Long Term Disability	0	100.0%
86,418	88,634	104,866	52010 - Medical/Dental/Vision	108,466	3.4%
10,278	10,646	0	52011 - Dental Benefits	0	100.0%
1,248	-1,493	0	52012 - Accrued Vacation	1,723	100.0%
183,861	187,637	199,030	Total Personal Services - Benefits	201,101	1.0%
3,628	3,282	4,000	53001 - Office Supplies	4,000	0.0%
1,307	610	1,250	53002 - Small Tools & Equipment	1,250	0.0%
9,798	8,670	10,000	53003 - Fuel	10,000	0.0%
14,733	12,561	15,250	Total Supplies	15,250	0.0%
154,122	140,743	165,300	54001 - Professional/Contractual Services	155,000	-6.2%
0	1,001	0	54003 - Legal Fees	0	100.0%
24,324	30,673	24,000	54006 - Software License and Maintenance	71,210	196.7%
8,118	4,841	15,000	54113 - R & M - Vehicles	15,000	0.0%
95	1,434	200	54114 - R & M - Office Equipment	200	0.0%
0	245	0	54115 - Vehicle Usage	0	100.0%
1,819	3,145	2,600	54205 - Utilites - Phone/Pager/Cells	5,000	92.3%
0	9,382	0	54300 - Advertising & Publicity	0	100.0%
0	105	0	54302 - Dues & Subscriptions	0	100.0%
1,459	3,559	2,500	54303 - Travel and Training	2,500	0.0%
0	166,624	165,000	54306 - Credit Card Fees	230,000	39.4%
1,199	1,472	2,000	54311 - Special Department Expenses	2,000	0.0%
191,136	363,223	376,600	Total Services	480,910	27.7%
0	0	61,000	56003 - Vehicles	0	-100.0%
11,638	0	2,000	56004 - Computer Hardware and Software	2,000	0.0%
0	0	0	56006 - Equipment	0	100.0%
11,638	0	63,000	Total Capital Improvement	2,000	-96.8%
776,257	940,907	1,058,974	Total Utility Billing	1,092,227	3.1%

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

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
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

INFORMATION TECHNOLOGY

BUDGET UNIT: 2300

FY 2014 Actual	FY 2015 Actual	FY 2016 Revised	Budget Resource Summary	2017 Proposed	Proposed FY 16 Revised
5.80	7.00	7.00	Total FTE	8.00	
433,106	438,816	567,326	51001 - Salaries - Management	616,221	8.6%
72,963	77,159	77,702	51002 - Salaries - General	81,305	4.6%
4,209	6,171	58,139	51005 - Part Time - Temporary	77,985	34.1%
14,194	25,801	8,137	51006 - Overtime	10,090	24.0%
524,472	547,947	711,304	Total Personal Services - Salaries	785,601	10.4%
7,207	6,246	3,340	52001 - Unemployment	740	-77.8%
2,968	4,277	4,227	52002 - Worker's Compensation	6,223	47.2%
39,120	41,154	51,024	52003 - Social Security/Medicare	56,573	10.9%
3,725	3,965	4,832	52004 - Tri-Met Tax	5,352	10.8%
62,310	65,644	87,308	52005 - Retirement	90,028	3.1%
3,966	3,927	4,500	52007 - VEBA - ER	5,400	20.0%
506	485	3,372	52008 - Life Ins/ADD/LTD	2,980	-11.6%
1,484	1,389	0	52009 - Long Term Disability	0	100.0%
78,809	78,782	105,868	52010 - Medical/Dental/Vision	113,056	6.8%
9,632	8,837	0	52011 - Dental Benefits	0	100.0%
2,094	6,025	0	52012 - Accrued Vacation	0	100.0%
211,821	220,731	264,471	Total Personal Services - Benefits	280,352	6.0%
43,797	1,735	7,000	53001 - Office Supplies	9,800	40.0%
6,641	13,933	13,000	53002 - Small Tools & Equipment	13,000	0.0%
405	247	500	53003 - Fuel	700	40.0%
34,330	41,996	49,971	53006 - Technology Equipment under \$5,000	49,970	0.0%
85,173	57,911	70,471	Total Supplies	73,470	4.3%
22,845	73,524	66,155	54001 - Professional/Contractual Services	105,600	59.6%
0	524	0	54003 - Legal Fees	0	100.0%
329,293	357,012	349,243	54006 - Software License and Maintenance	350,750	0.4%
1,024	1,030	2,000	54113 - R & M - Vehicles	0	-100.0%
4,262	14,363	20,900	54114 - R & M - Office Equipment	20,900	0.0%
68,217	76,141	78,930	54205 - Utilites - Phone/Pager/Cells	83,090	5.3%
1,285	1,000	1,500	54300 - Advertising & Publicity	2,000	33.3%
8,815	25,497	53,939	54301 - Fees and Charges	56,950	5.6%
875	1,088	1,320	54302 - Dues & Subscriptions	1,320	0.0%
6,271	7,889	21,859	54303 - Travel and Training	32,120	46.9%
3,470	1,858	500	54311 - Special Department Expenses	1,500	200.0%
446,357	559,925	596,346	Total Services	654,230	9.7%
157,826	177,514	62,000	56004 - Computer Hardware and Software	334,260	439.1%
0	50	0	56006 - Equipment	0	100.0%
80,025	1,279	66,080	56007 - GIS Hardware and Software	57,280	-13.3%
237,851	178,843	128,080	Total Capital Improvement	391,540	205.7%
1,505,674	1,565,357	1,770,672	Total Information Technology	2,185,193	23.4%

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, statutes, 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	Proposed FY 16 Revised
2.00	2.00	2.00	Total FTE	2.00	
82,947	85,482	88,335	51001 - Salaries - Management	85,822	-2.8%
57,173	58,252	60,694	51002 - Salaries - General	58,966	-2.8%
0	0	1,018	51006 - Overtime	1,007	-1.0%
140,120	143,733	150,047	Total Personal Services - Salaries	145,795	-2.8%
1,949	1,645	757	52001 - Unemployment	144	-81.0%
528	385	421	52002 - Worker's Compensation	471	11.9%
10,082	10,312	11,556	52003 - Social Security/Medicare	11,077	-4.1%
1,008	1,040	1,096	52004 - Tri-Met Tax	1,048	-4.4%
17,330	17,793	18,716	52005 - Retirement	17,912	-4.3%
1,500	1,500	1,500	52007 - VEBA - ER	1,500	0.0%
151	151	717	52008 - Life Ins/ADD/LTD	717	0.0%
428	428	0	52009 - Long Term Disability	0	100.0%
36,076	37,134	43,288	52010 - Medical/Dental/Vision	45,453	5.0%
4,315	4,311	0	52011 - Dental Benefits	0	100.0%
-3,115	-2,284	1,976	52012 - Accrued Vacation	2,004	1.4%
70,252	72,415	80,027	Total Personal Services - Benefits	80,326	0.4%
406	372	2,000	53001 - Office Supplies	2,500	25.0%
0	599	0	53002 - Small Tools & Equipment	0	100.0%
406	971	2,000	Total Supplies	2,500	25.0%
467	81	3,000	54003 - Legal Fees	2,700	-10.0%
0	0	225	54300 - Advertising & Publicity	275	22.2%
2,265	2,205	2,650	54302 - Dues & Subscriptions	2,400	-9.4%
0	24	1,500	54303 - Travel and Training	1,800	20.0%
155	265	0	54311 - Special Department Expenses	15,200	100.0%
2,887	2,575	7,375	Total Services	22,375	203.4%
0	537	0	56004 - Computer Hardware and Software	0	100.0%
0	537	0	Total Capital Improvement	0	100.0%
213,665	220,232	239,449	Total Contracts and Purchasing	250,996	4.8%

CAPITAL IMPROVEMENT PLAN - EXECUTIVE SUMMARY

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 \$97 million over the next six years. Spending for the city's CIP in FY 2017 is \$24.5 million across all capital funds.

Below are key projects budgeted for FY 2016-17:

General Capital Facilities

- Development of a citywide Facilities Strategic Plan.

Parks

- Continued restoration of the Oak Savanna, and construction of an overlook and boardwalks 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 Street,
- And repair of sanitary sewer lines on Pacific Highway and Commercial Street.

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

CAPITAL IMPROVEMENT PLAN - EXECUTIVE SUMMARY

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 last column shows the total FY 2016-17 Proposed Budget for the Capital Improvement Program which is \$25,027,363. The amount is made up of city capital appropriations of \$24,502,044 plus \$505,000 for the Saxony project in Parks paid by Urban Renewal; and \$20,319 in system infrastructure transfers for Parks.

System	Capital Improvement Budget	System Infrastructure*	Other CIP Related Expenses	Total
General Capital Facilities	\$315,000	-	16,794	331,794
Parks	\$3,567,000	20,319	11,407	3,598,726
Streets	\$8,815,000	202,044	32,415	9,049,459
Water	\$10,346,000	-	-	10,346,000
Sanitary Sewer	\$900,000	-	-	900,000
Stormwater	\$862,000	-	-	862,000
Total	\$24,805,000	\$ 222,363	\$ 60,616	\$25,087,979

** A technical adjustment to Budget Committee will be requested to budget system infrastructure for Water, Sanitary Sewer, and Stormwater funds.*

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.

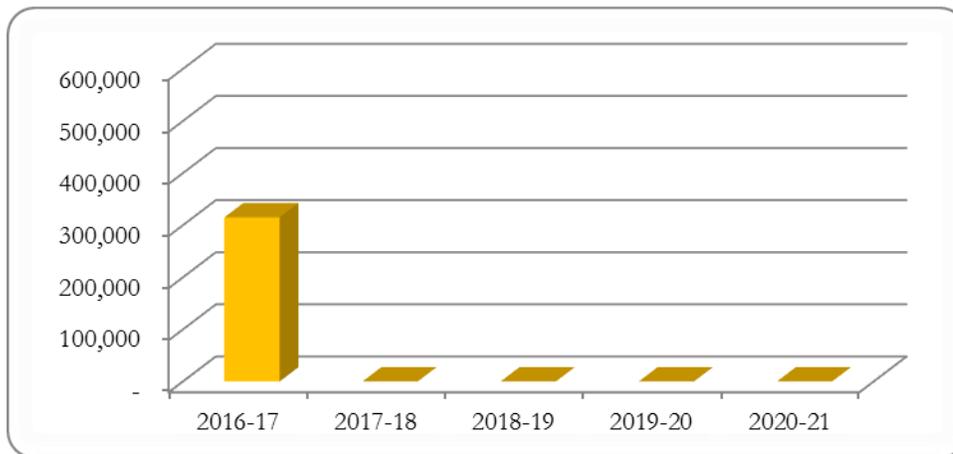
IMPACT OF CAPITAL IMPROVEMENT PLAN ON OPERATING COSTS

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

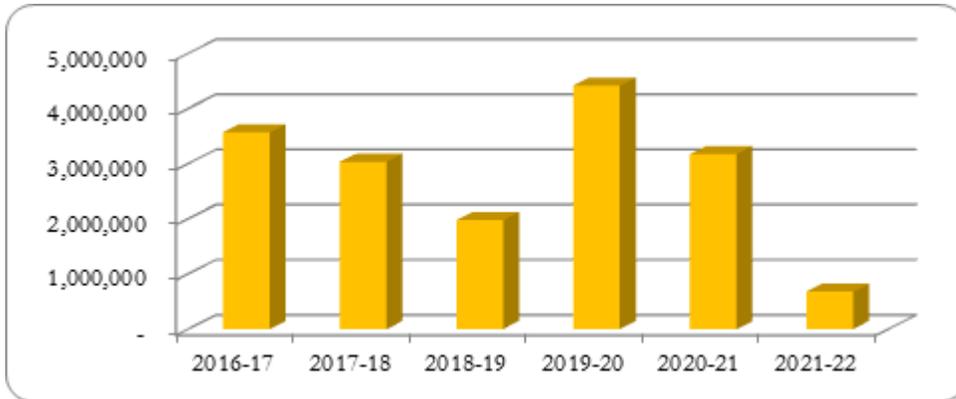
The General Facilities Capital Projects System Program's FY 2016-17 CIP includes the development of a Citywide Facilities Strategic Plan that will take a holistic look at the operational needs and placement of facilities within a 20 year timeframe. This project will have little to no impact on future operating costs as it will not require additional staffing or materials.



IMPACT OF CAPITAL IMPROVEMENT PLAN ON OPERATING COSTS

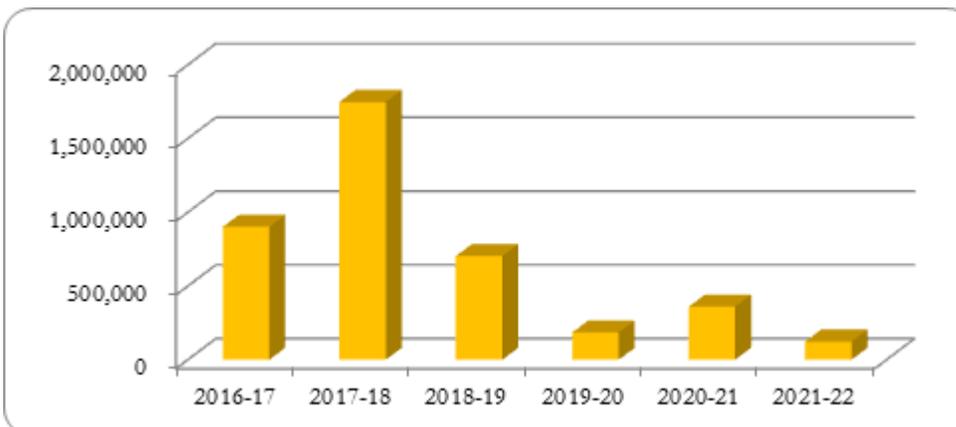
Parks System Program

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

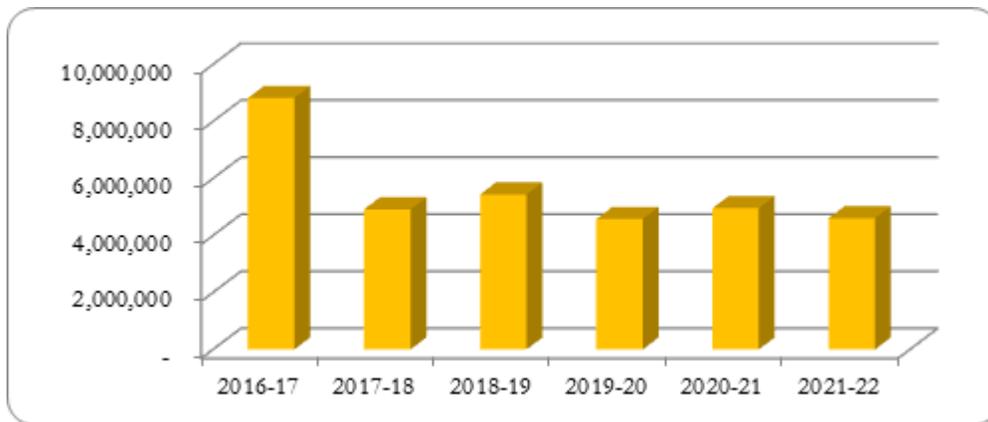
Many of the projects in the Sanitary Sewer Program, such as the Major Maintenance and line replacement programs such as East Tigard Sewer, address existing and potential maintenance problems and thereby serve to reduce and prevent future operating cost impacts. Although additional sewer lines increase 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.



IMPACT OF CAPITAL IMPROVEMENT PLAN ON OPERATING COSTS

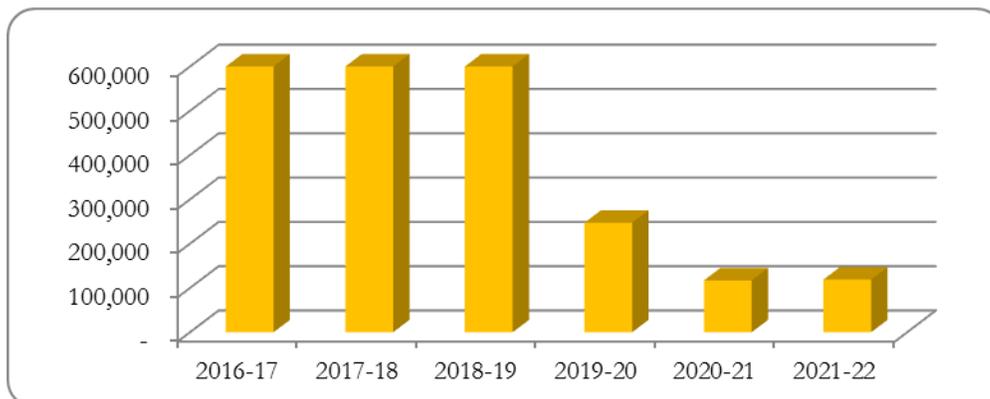
Street System Program

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.

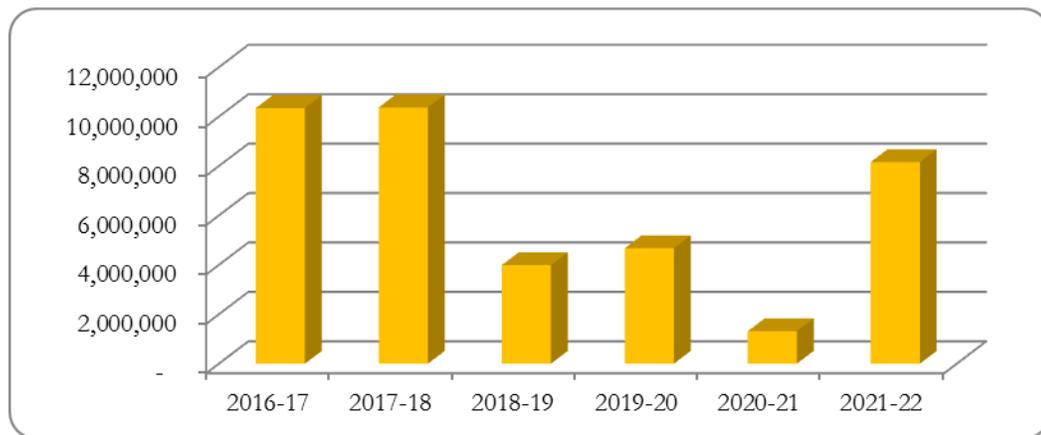


IMPACT OF CAPITAL IMPROVEMENT PLAN ON OPERATING COSTS

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

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.

PRIORITIZATION AND DEVELOPMENT OF THE CIP

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 4** Project list review/suggestion period by citizen boards and committees.
- Step 5** City Council review of CIP list with citizen comments.
- Step 6** Cost estimates and staff resource loading needs are refined.
- Step 7** CIP is submitted to City Manager as part of the proposed budget.
- Step 8** Proposed CIP is considered by the Budget Committee in public meetings.
- Step 9** First Council Meeting in June—City Council adoption of Capital Improvement Plan.

PRIORITIZATION AND DEVELOPMENT OF THE CIP

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, &	\$ 702,000
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	Gas Tax, Stormwater	\$ 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, Developer contribution \$1.5M	Gas Tax, Stormwater	\$ 5,876,000
Current	95048	Roy Rogers Road	City funding \$9M w/ Washington County funding \$18M	Gas Tax, Transportation CIP	\$ 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	17CIP-10	121st Avenue (Whistlers Lane to Tippitt) Sidewalks and Bike Lanes	Fully Funded-Requested MSTIP grant funding	Transportation Dev Tax & Transportation SDC	\$ 260,000
New	17CIP-11	72nd Avenue / Tigard Triangle Transportation Study	Fully Funded	Gas Tax	\$ 250,000
New	17CIP-12	Bonita / Sequoia Intersection - Traffic Signal	Fully Funded	Gas Tax	\$ 260,000
New	17CIP-13	Bridge Assessment and Master Plan	Fully Funded	Gas Tax	\$ 45,000
New	17CIP-14	Commercial Street Sidewalk (Lincoln Avenue to 95th Avenue)	Fully Funded	Gas Tax	\$ 200,000
New	17CIP-15	Durham Road School 20 When Flashing	Fully Funded	Gas Tax	\$ 150,000
New	17CIP-18	Hall Boulevard / Pfaffle Street New Traffic Signal	Fully Funded	Transportation SDC	\$ 600,000
New	17CIP-20	Hall Boulevard Study	Fully Funded	Gas Tax	\$ 75,000
New	17CIP-21	North Dakota Street (Fanno Creek) Bridge Replacement	Fully Funded-awarded \$2.9M of STIP funding	City Gas Tax	\$ 752,000
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
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	\$ 387,197
Staff	17CIP-32	Canterbury Pump Station	Fully Funded	Water	\$ 2,058,552
Staff	n/a	470 to 410 PRV at Fonner St. & 121st Ave.	Unfunded	Water	\$ -
General Capital Facilities					
Current	91020	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	\$ 190,000
Staff	n/a	Expansion of CR-4 including closets and external entrance	Unfunded	General Fund	\$ 105,000

PRIORITIZATION AND DEVELOPMENT OF THE CIP

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	\$ 94,000
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	General Fund, Parks SDC, & Parks Bond	\$ 1,250,000
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	\$ 1,000,000
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	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	\$ -
Current	93054	Walnut Street Sanitary Sewer	In Progress	Services	\$ 1,620,000
Staff	17CIP-01	Pacific Highway Sanitary Sewer Line	Fully Funded	Sanitary Sewer	\$ 587,000
Staff	17CIP-04	Downtown Sanitary Sewer Line Project	Fully Funded	Sanitary Sewer	\$ 340,000
Staff	17CIP-05	Commercial Street Sanitary Sewer Line	Fully Funded	Sanitary Sewer	\$ 305,000
Staff	17CIP-06	Commercial Street Sanitary Sewer Line	Fully Funded	Sanitary Sewer	\$ 135,000
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	\$ -

CAPITAL IMPROVEMENT PLAN - STREETS

Project No.	Project Name	YTD 2016	2017	2018	2019	2020	2021	2022	Projected Total
17CIP-10	121st Avenue (Whistlers Lane to Tippitt) Sidewalks and Bike Lanes	0	45,000	35,000	60,000	60,000	60,000	0	260,000
17CIP-11	72nd Avenue / Tigard Triangle Transportation Study	0	250,000	0	0	0	0	0	250,000
17CIP-12	Bonita / Sequoia Intersection - Traffic Signal	0	0	0	0	0	230,000	370,000	600,000
17CIP-13	Bridge Assessment and Master Plan	0	45,000	0	0	0	0	0	45,000
17CIP-14	Commercial Street Sidewalk (Lincoln Avenue to 95th Avenue)	0	56,000	144,000	0	0	0	0	200,000
17CIP-15	Durham Road School 20 When Flashing	0	70,000	80,000	0	0	0	0	150,000
17CIP-18	Hall Boulevard / Pfaffle Street New Traffic Signal	0	70,000	110,000	240,000	180,000	0	0	600,000
17CIP-20	Hall Boulevard Study	0	75,000	0	0	0	0	0	75,000
17CIP-21	North Dakota Street (Fanno Creek) Bridge Replacement	0	10,000	75,000	155,000	463,000	41,000	8,000	752,000
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	288,000	86,000	0	0	0	0	702,000
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 Detention 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
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	9,017,044	5,118,044	5,637,044	4,775,044	5,158,044	5,145,044	37,275,764

CAPITAL IMPROVEMENT PLAN - STREETS

17CIP-10 - 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

CAPITAL IMPROVEMENT PLAN - STREETS

17CIP-11 - 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

CAPITAL IMPROVEMENT PLAN - STREETS

17CIP-12 - Bonita / Sequoia Intersection - Traffic Signal

Project Need: This is a high-priority safety 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 but may delay project 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	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

CAPITAL IMPROVEMENT PLAN - STREETS

17CIP-13 - Bridge Assessment and Master Plan

Project Need: The city is lacking information about the condition and maintenance and replacement needs of Tigar'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

CAPITAL IMPROVEMENT PLAN - STREETS

17CIP-14 - 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 applied for 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

CAPITAL IMPROVEMENT PLAN - STREETS

17CIP-15 - 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

CAPITAL IMPROVEMENT PLAN - STREETS

17CIP-18 - 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.

Project 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

CAPITAL IMPROVEMENT PLAN - STREETS

17CIP-20 - Hall Boulevard Study

Project Need: There are many transportation needs along Hall Boulevard in Tigard and many different ideas on how to address them.

Project Description: Study to determine the ultimate configuration of Hall Boulevard from Locust Street to Durham Road.

Project Results: Conceptual 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

CAPITAL IMPROVEMENT PLAN - STREETS

17CIP-21 - 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 will 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 detail 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 with \$2,950,000 of Statewide Transportation Improvement Program dollars and city match. There is \$24,000 in FY2023 through FY2025 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

CAPITAL IMPROVEMENT PLAN - STREETS

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

CAPITAL IMPROVEMENT PLAN - STREETS

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

CAPITAL IMPROVEMENT PLAN - STREETS

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

CAPITAL IMPROVEMENT PLAN - STREETS

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.

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 work only. 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: \$750,000

	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	50,000	6,000	0	0	0	0	141,901
Total Internal	31,901	54,000	50,000	6,000	0	0	0	0	141,901
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	150,000	0	0	0	0	0	424,000
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	238,000	80,000	0	0	0	0	606,280
Total Project Expense	46,181	328,000	288,000	86,000	0	0	0	0	748,181
REVENUES									
Revenue Funding Source									
200-Gas Tax Fund	0	29,520	17,280	5,160	0	0	0	0	51,960
411-Underground Utility Fund	37,407	249,280	244,800	73,100	0	0	0	0	604,587
510-Stormwater Fund	5,080	29,520	17,280	5,160	0	0	0	0	57,040
530-Water Fund	3,694	19,680	8,640	2,580	0	0	0	0	34,594
Total Revenue Funding	46,181	328,000	288,000	86,000	0	0	0	0	748,181
Total Revenues	46,181	328,000	288,000	86,000	0	0	0	0	748,181

CAPITAL IMPROVEMENT PLAN - STREETS

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

CAPITAL IMPROVEMENT PLAN - STREETS

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	308,000	978,000
Total Revenue Funding	0	0	0	0	90,000	130,000	450,000	308,000	978,000
Total Revenues	0	0	0	0	90,000	130,000	450,000	308,000	978,000

CAPITAL IMPROVEMENT PLAN - STREETS

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

CAPITAL IMPROVEMENT PLAN - STREETS

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

CAPITAL IMPROVEMENT PLAN - STREETS

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

CAPITAL IMPROVEMENT PLAN - STREETS

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

CAPITAL IMPROVEMENT PLAN - STREETS

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

CAPITAL IMPROVEMENT PLAN - PARKS

Project 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-16	Fanno Creek Trail Alignment Study (Bonita Road to Tualatin River)	0	140,000	0	0	0	0	0	140,000
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	39,000	55,000	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 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	400,000	335,000	60,000	15,000	15,000	15,000	1,000,000
92051	Tiedeman Crossing / Fanno Creek Trail	10,000	270,000	380,000	0	0	0	0	660,000
97013	Saxony Demolition and Remediation	0	505,000	45,000	0	0	0	0	550,000
Total Funded		1,893,000	3,567,000	3,034,000	1,975,000	4,415,000	3,173,000	678,000	18,735,000

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

17CIP-16 - 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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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	33,000	31,000	0	0	0	0	0	64,000
Contingency	0	0	9,000	0	0	0	0	0	9,000
Total External	0	33,000	40,000	0	0	0	0	0	73,000
Total Project Expense	0	39,000	55,000	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	33,000	0	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	33,000	40,000	0	0	0	0	0	73,000
Total Revenues	0	39,000	55,000	0	0	0	0	0	94,000

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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 experiential 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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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 Durham Road at 85th Avenue. 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	100,000	80,000	30,000	0	0	0	276,342
Total Internal	6,342	60,000	100,000	80,000	30,000	0	0	0	276,342
External Expenses									
Land/Right of Way Acquisition	0	0	150,000	0	0	0	0	0	150,000
Design and Engineering	0	100,000	150,000	0	0	0	0	0	250,000
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	300,000	255,000	30,000	15,000	15,000	15,000	730,000
Total Project Expense	6,342	160,000	400,000	335,000	60,000	15,000	15,000	15,000	1,006,342
REVENUES									
Revenue Funding Source									
425-Parks SDC Fund	6,342	160,000	400,000	335,000	60,000	15,000	15,000	15,000	1,006,342
Total Revenue Funding	6,342	160,000	400,000	335,000	60,000	15,000	15,000	15,000	1,006,342
Total Revenues	6,342	160,000	400,000	335,000	60,000	15,000	15,000	15,000	1,006,342

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - PARKS

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

CAPITAL IMPROVEMENT PLAN - WATER

Project 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	87,000	317,000	63,000	0	0	0	0	467,000
Total Funded		34,582,323	10,346,000	10,372,000	3,986,000	4,671,500	1,311,500	8,157,500	73,426,823

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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.

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

96033 - Well Abandonment (Tigard High School)

Project Need: The well water is suspected of seeping into the impact area of Aquifer Storage and Recovery (ASR) #3. In order to fully develop ASR #3, mitigation is necessary.

Project Description: In order to meet the necessary regulatory approval, the project will include an engineering study and accompanying recommendations meeting the necessary standards. Likely improvements will include removal of the pump, shaft and pump motor.

Project Results: The likelihood of contamination of ASR #3 will be reduced.

	Actual through 2014	Projected 2015	2016	2017	2018	2019	2020	2021	Project Total
EXPENSES									
Internal Expenses									
Project Management	0	0	0	5,000	0	0	0	0	5,000
Construction Management	0	0	0	5,000	0	0	0	0	5,000
Total Internal	0	0	0	10,000	0	0	0	0	10,000
External Expenses									
Public Involvement	0	0	0	5,000	0	0	0	0	5,000
Design and Engineering	0	0	0	25,000	0	0	0	0	25,000
Construction	0	0	0	125,000	0	0	0	0	125,000
Total External	0	0	0	155,000	0	0	0	0	155,000
Total Project Expense	0	0	0	165,000	0	0	0	0	165,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	0	0	165,000	0	0	0	0	165,000
Total Revenue Funding	0	0	0	165,000	0	0	0	0	165,000
Total Revenues	0	0	0	165,000	0	0	0	0	165,000

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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

CAPITAL IMPROVEMENT PLAN - WATER

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	10,000	37,000	0	0	0	0	0	47,000
Design and Engineering	0	57,000	20,000	0	0	0	0	0	77,000
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	67,000	287,000	58,000	0	0	0	0	412,000
Total Project Expense	0	87,000	317,000	63,000	0	0	0	0	467,000
REVENUES									
Revenue Funding Source									
530-Water Fund	0	87,000	317,000	63,000	0	0	0	0	467,000
Total Revenue Funding	0	87,000	317,000	63,000	0	0	0	0	467,000
Total Revenues	0	87,000	317,000	63,000	0	0	0	0	467,000

CAPITAL IMPROVEMENT PLAN - SANITARY SEWER

Project No.	Project Name	YTD 2016	2017	2018	2019	2020	2021	2022	Projected Total
17CIP-01	Pacific Highway Sanitary Sewer Line	0	75,000	265,000	0	0	0	0	340,000
17CIP-04	Downtown Sanitary Sewer Line Project	0	0	0	0	65,000	240,000	0	305,000
17CIP-05	Commercial Street Sanitary Sewer Line	0	135,000	0	0	0	0	0	135,000
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	150,000	372,000	1,067,000	7,000	7,000	7,000	10,000	1,620,000
93054	Walnut Street Sanitary Sewer	369,000	218,000	0	0	0	0	0	587,000
Total Funded		609,000	900,000	1,747,000	702,000	184,000	359,000	122,000	4,623,000

CAPITAL IMPROVEMENT PLAN - SANITARY SEWER

17CIP-01 - 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

CAPITAL IMPROVEMENT PLAN - SANITARY SEWER

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

CAPITAL IMPROVEMENT PLAN - SANITARY SEWER

17CIP-05 - 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 lineal 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

CAPITAL IMPROVEMENT PLAN - SANITARY SEWER

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

CAPITAL IMPROVEMENT PLAN - SANITARY SEWER

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

CAPITAL IMPROVEMENT PLAN - SANITARY SEWER

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	45,000	180,000	0	0	0	0	0	225,000
Design and Engineering	51,717	70,000	11,000	17,000	0	0	0	0	149,717
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	115,000	337,000	1,006,000	7,000	7,000	7,000	10,000	1,540,717
Total Project Expense	62,845	150,000	372,000	1,067,000	7,000	7,000	7,000	10,000	1,682,845
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	62,845	13,500	34,000	105,000	7,000	7,000	7,000	10,000	246,345
Total Revenue Funding	62,845	13,500	34,000	105,000	7,000	7,000	7,000	10,000	246,345
Other Revenue Source									
Clean Water Services	0	136,500	338,000	962,000	0	0	0	0	1,436,500
Total Other Revenue	0	136,500	338,000	962,000	0	0	0	0	1,436,500
Total Revenues	62,845	150,000	372,000	1,067,000	7,000	7,000	7,000	10,000	1,682,845

CAPITAL IMPROVEMENT PLAN - SANITARY SEWER

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: \$592,000

	Actual through 2015	Projected 2016	2017	2018	2019	2020	2021	2022	Project Total
EXPENSES									
Internal Expenses									
Project Management	4,968	44,000	14,000	0	0	0	0	0	62,968
Total Internal	4,968	44,000	14,000	0	0	0	0	0	62,968
External Expenses									
Design and Engineering	0	45,000	0	0	0	0	0	0	45,000
Construction	0	280,000	150,000	0	0	0	0	0	430,000
Contingency	0	0	54,000	0	0	0	0	0	54,000
Total External	0	325,000	204,000	0	0	0	0	0	529,000
Total Project Expense	4,968	369,000	218,000	0	0	0	0	0	591,968
REVENUES									
Revenue Funding Source									
500-Sanitary Sewer Fund	4,968	369,000	218,000	0	0	0	0	0	591,968
Total Revenue Funding	4,968	369,000	218,000	0	0	0	0	0	591,968
Total Revenues	4,968	369,000	218,000	0	0	0	0	0	591,968

CAPITAL IMPROVEMENT PLAN - STORMWATER

Project 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)	150,000	315,000	0	0	0	0	0	465,000
94037	Stormwater Master Plan	65,000	260,000	0	0	0	0	0	325,000
Total Funded		265,000	862,000	1,284,000	1,125,000	247,000	117,000	119,000	4,019,000

CAPITAL IMPROVEMENT PLAN - STORMWATER

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

CAPITAL IMPROVEMENT PLAN - STORMWATER

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

CAPITAL IMPROVEMENT PLAN - STORMWATER

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

CAPITAL IMPROVEMENT PLAN - STORMWATER

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

CAPITAL IMPROVEMENT PLAN - STORMWATER

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

CAPITAL IMPROVEMENT PLAN - STORMWATER

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	50,000	55,000	0	0	0	0	0	105,000
Total Internal	0	50,000	55,000	0	0	0	0	0	105,000
External Expenses									
Design and Engineering	0	100,000	0	0	0	0	0	0	100,000
Construction	0	0	195,000	0	0	0	0	0	195,000
Contingency	0	0	65,000	0	0	0	0	0	65,000
Total External	0	100,000	260,000	0	0	0	0	0	360,000
Total Project Expense	0	150,000	315,000	0	0	0	0	0	465,000
REVENUES									
Revenue Funding Source									
510-Stormwater Fund	0	150,000	315,000	0	0	0	0	0	465,000
Total Revenue Funding	0	150,000	315,000	0	0	0	0	0	465,000
Total Revenues	0	150,000	315,000	0	0	0	0	0	465,000

CAPITAL IMPROVEMENT PLAN - STORMWATER

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

CAPITAL IMPROVEMENT PLAN - FACILITIES

Project 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

CAPITAL IMPROVEMENT PLAN - FACILITIES

DEBT SERVICE

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.

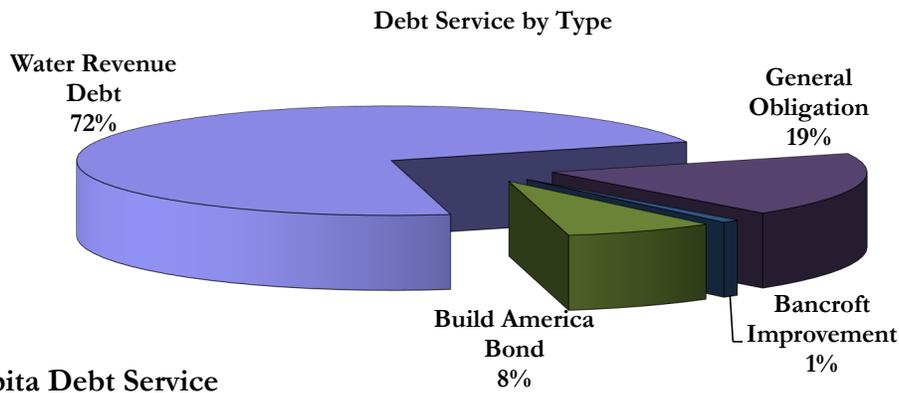
Legal Debt Limit

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.

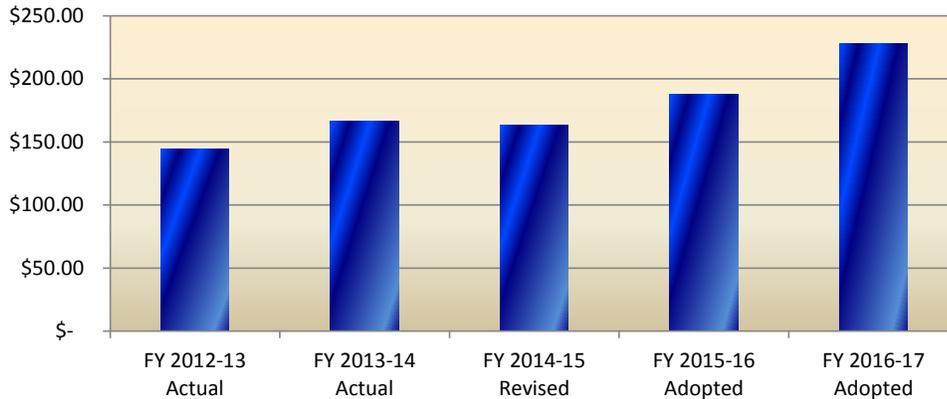
DEBT SERVICE SUMMARY

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

		<u>FY 2016-17</u>
		<u>Debt Service</u>
GENERAL OBLIGATION BONDS-		
Paid from property taxes	Parks Bond	\$ 1,292,025
	Library Bond	<u>901,075</u>
	Total General Obligation Bonds	<u>\$ 2,193,100</u>
BUILD AMERICA BOND		
Paid primarily from Gas Tax and City Gas Tax	2010 Transportation Bond	\$ 892,460
	Total Build America Bond	<u>\$ 892,460</u>
ASSESSMENTS - BANCROFT IMPROVEMENT BONDS		
Paid primarily from special assessments	2002 69th Avenue LID	\$ 103,107
	Additional Bond Calls	<u>-</u>
	Total Assessments / Bancroft Bonds	<u>\$ 103,107</u>
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	<u>161,183</u>
	Total Water Revenue Bonds	<u>\$ 8,393,283</u>
TOTAL 2016-17 DEBT SERVICE		<u>\$ 11,581,950</u>



Per Capita Debt Service



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

<u>Fiscal Year</u>	<u>Payment Due</u>	<u>Interest Rate</u>	<u>Principal Due</u>	<u>Interest Due</u>	<u>Total Debt Service</u>
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

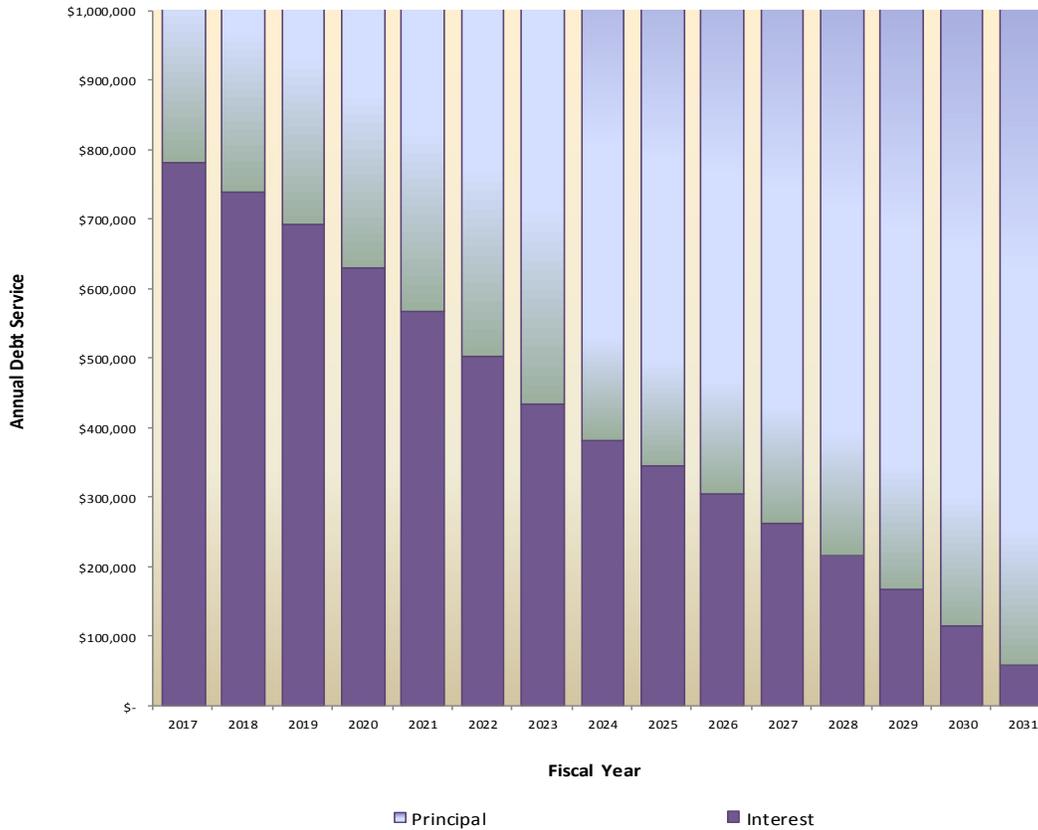
The Tigard Parks general obligation bond was authorized by voters on November 2, 2010. Bond proceeds are being used to purchase and develop parks in Tigard. At least 80 percent of the proceeds will be used to purchase land and the remainder can be used to develop parks. In addition, 10 percent can be 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 (IIC):	4.148%
Principal Outstanding as of July 1, 2016:	\$13,985,000

<u>Fiscal Year</u>	<u>Payment Due</u>	<u>Interest Rate</u>	<u>Principal Due</u>	<u>Interest Due</u>	<u>Total Debt Service</u>
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

GENERAL OBLIGATION BOND-SUMMARY

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%.

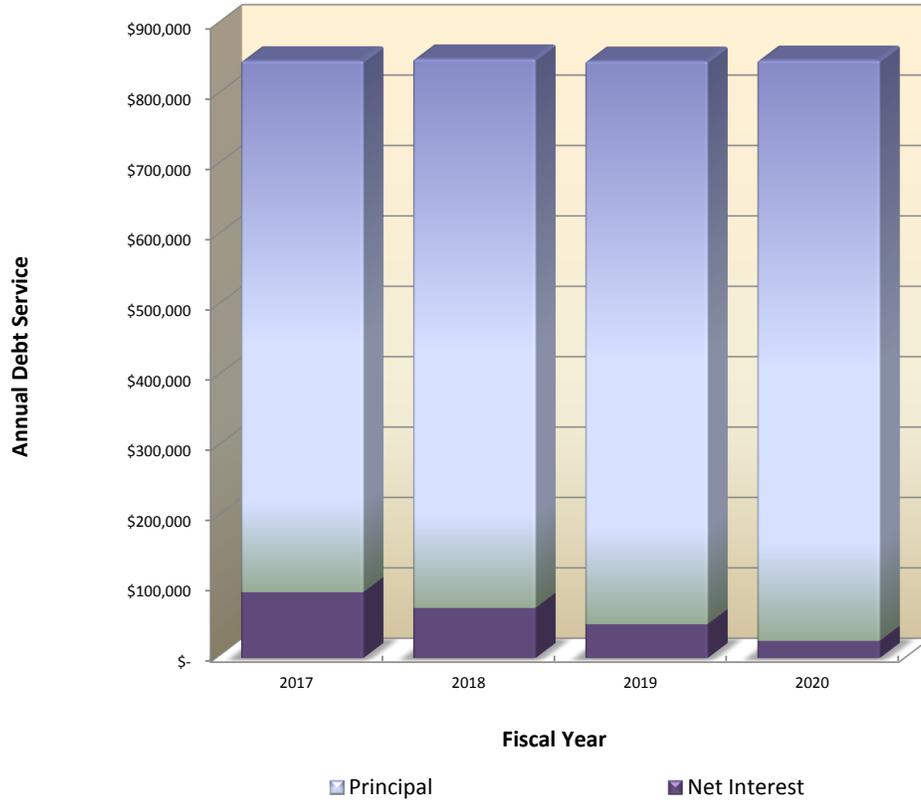
The bond was issued to pay for two projects - Burnham Street Reconstruction and the Greenburg Rd. / Main Street / Pacific Highway (Hwy 99) Intersection. Of the \$7.25 million in proceeds, \$4.75 million (65.5%) is for the Burnham Street Reconstruction and will be repaid with Gas Tax Fund revenues. The 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			<u>\$3,160,000</u>	<u>\$348,653</u>	<u>\$3,508,653</u>	<u>\$111,394</u>	<u>\$3,397,258</u>	

TIGARD TRANSPORTATION BUILD AMERICA BOND SUMMARY

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

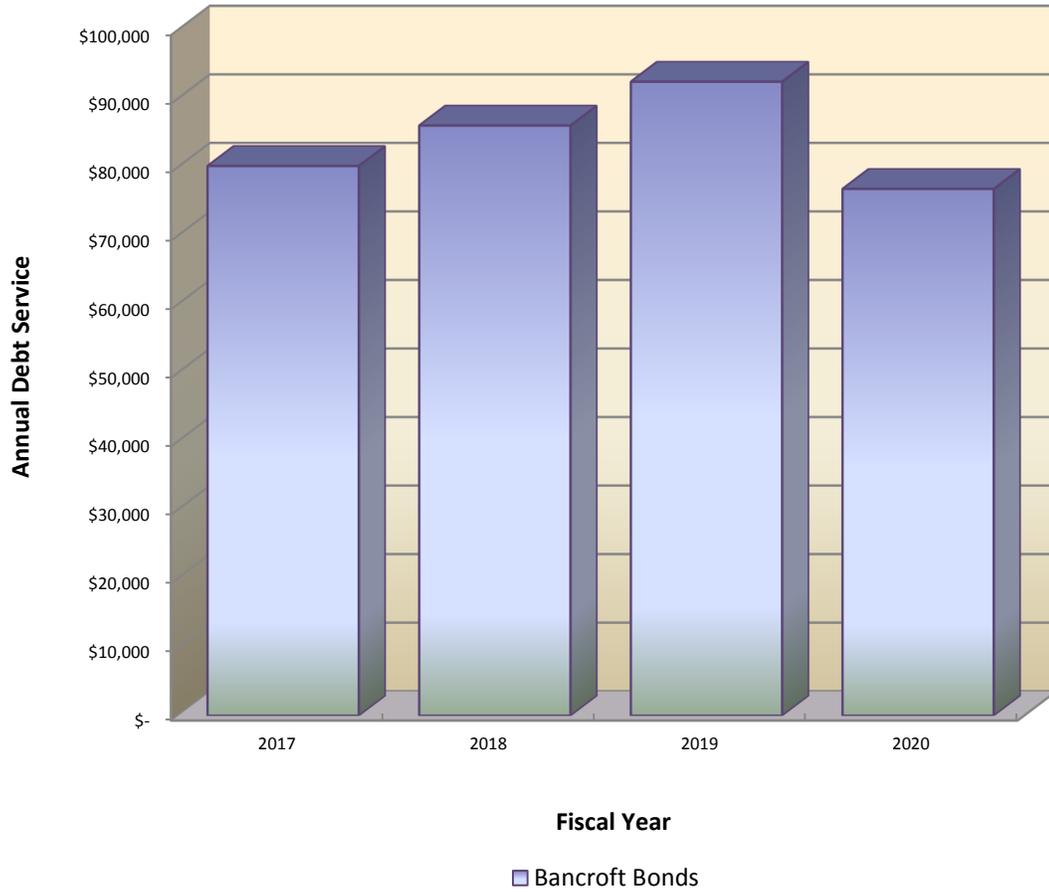
The 69th Avenue Local Improvement District (LID) was finalized in 2002. This Bancroft Bond was issued to retire the interim financing used for construction of the LID. The source of revenue for re-payment of the bonds are payments on installment contracts executed by benefited property owners. LID assessments are secured by liens on the benefited property.

Amount Issued:	\$1,307,969
Issue Date:	6/27/2002
Original Issue True Interest Rate (IIC):	7.250%
Principal Outstanding as of July 1, 2016:	\$335,656

<u>Fiscal Year</u>	<u>Payment Due</u>	<u>Interest Rate</u>	<u>Principal Due</u>	<u>Interest Due</u>	<u>Total Debt Service</u>
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

ASSESSMENT-BANCROFT IMPROVEMENT BONDS SUMMARY

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 (IIC):	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	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 02/01/17	3.00%	160,000	756,350	916,350
FY 17-18	08/01/17 02/01/18	4.00%	165,000	753,950	918,950
FY 18-19	08/01/18 02/01/19	4.00%	170,000	750,650	920,650
FY 19-20	08/01/19 02/01/20	4.00%	175,000	747,250	922,250
FY 20-21	08/01/20 02/01/21	4.00%	185,000	743,750	928,750
FY 21-22	08/01/21 02/01/22	4.00%	190,000	740,050	930,050
FY 22-23	08/01/22 02/01/23	4.00%	200,000	736,250	936,250
FY 23-24	08/01/23 02/01/24	4.00%	210,000	732,250	942,250
FY 24-25	08/01/24 02/01/25	4.00%	215,000	728,050	943,050
FY 25-26	08/01/25 02/01/26	4.00%	225,000	723,750	948,750
FY 26-27	08/01/26 02/01/27	4.00%	235,000	719,250	954,250
FY 27-28	08/01/27 02/01/28	5.00%	245,000	714,550	959,550
FY 28-29	08/01/28 02/01/29	5.00%	255,000	708,425	963,425
FY 29-30	08/01/29 02/01/30	5.00%	270,000	702,050	972,050
FY 30-31	08/01/30 02/01/31	3.25%	280,000	695,300	975,300
FY 31-32	08/01/31 02/01/32	5.00%	290,000	690,750	980,750
FY 32-33	08/01/32 02/01/33	5.00%	305,000	683,500	988,500
FY 33-34	08/01/33 02/01/34	5.00%	325,000	675,875	1,000,875
FY 34-35	08/01/34 02/01/35	5.00%	340,000	667,750	1,007,750
FY 35-36	08/01/35 02/01/36	5.00%	360,000	659,250	1,019,250
FY 36-37	08/01/36 02/01/37	5.00%	375,000	650,250	1,025,250
FY 37-38	08/01/37 02/01/38	5.00%	395,000	640,875	1,035,875
FY 38-39	08/01/38 02/01/39	5.00%	420,000	631,000	1,051,000
FY 39-40	08/01/39 02/01/40	5.00%	440,000	620,500	1,060,500
FY 40-41	08/01/40 02/01/41	5.00%	455,000	609,500	1,064,500
FY 41-42	08/01/41 02/01/42	5.00%	485,000	598,125	1,083,125
FY 42-43	08/01/42 02/01/43	5.00%	510,000	586,000	1,096,000
FY 43-44	08/01/43 02/01/44	5.00%	7,265,000	573,250	7,838,250
FY 44-45	08/01/44 02/01/45	5.00%	7,635,000	391,625	8,026,625
FY 45-46	08/01/45	5.00%	8,030,000	200,750	200,750
Total			\$30,810,000	\$38,905,400	\$69,715,400

WATER REVENUE DEBT-ARRA WATER LOAN

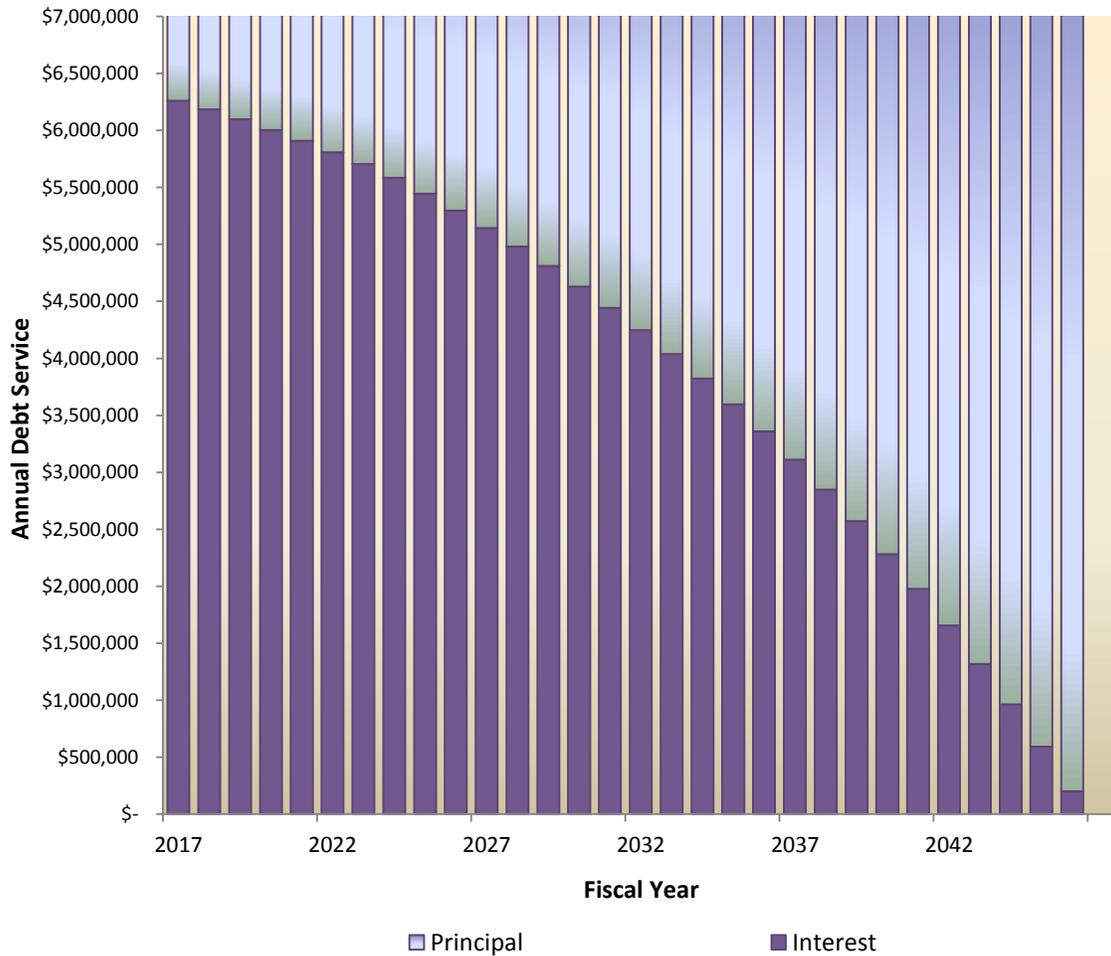
As part of the American Recovery and Reinvestment Act of 2009, Tigard received a grant and a loan to rehabilitate the water pump and seismic upgrades at our 10 mil water reservoir. The loan became set with the completion of the project in March 2012. The debt is being repaid with water user fees.

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

<u>Fiscal Year</u>	<u>Payment Due</u>	<u>Interest Rate</u>	<u>Principal Due</u>	<u>Interest Due</u>	<u>Total Debt Service</u>
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

WATER REVENUE DEBT SUMMARY

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

FUND SUMMARIES INTRODUCTION

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

GENERAL FUND

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, Community Development, and Parks, as well as transfers for capital improvement.

In total, the General Fund continues to see limited growth in revenues. Some revenue streams may have 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. These three areas continue to see limited growth since the downturn in the economy.

The city anticipates that General Fund revenues will continue to grow slowly in the next couple of fiscal years. As the City of Tigard, along with the State of Oregon and the nation, continues to slowly climb out of the economic downturn, especially in development and construction, revenues will see slight increases.

GENERAL FUND

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	9,710,833	11,378,279	10,709,593	11,121,468	3.8%
Total Beginning Fund Balance	9,710,833	11,378,279	10,709,593	11,121,468	3.8%
40100 - Current Property Taxes	13,035,662	13,585,285	14,119,577	14,551,662	3.1%
40101 - Prior Year Property Taxes	180,546	254,085	211,188	211,188	0.0%
Total Taxes	13,216,208	13,839,370	14,330,765	14,762,850	3.0%
41000 - Franchise Application Fees	0	0	2,000	2,000	0.0%
41001 - Franchise Fees - Electric	2,294,270	2,411,315	2,316,324	2,432,140	5.0%
41002 - Franchise Fees - Gas	775,823	688,289	848,005	856,485	1.0%
41003 - Franchise - Telecomm	380,394	363,566	291,600	269,730	-7.5%
41004 - Franchise Fees - Garbage	490,172	513,602	604,807	641,095	6.0%
41005 - Franchise Fees - Cable TV	524,810	532,563	528,603	538,646	1.9%
41006 - Franchise Fees - Water	556,537	642,082	785,238	820,574	4.5%
41007 - Franchise Fees - Sanitary Swr	520,641	540,543	532,588	551,761	3.6%
Total Franchise Fees	5,542,647	5,691,960	5,909,165	6,112,431	3.4%
43001 - Business Tax	796,794	676,087	692,263	859,392	24.1%
43112 - CDC Review Fees	29,428	27,884	36,785	45,981	25.0%
43113 - Address Fee	2,800	8,150	3,500	4,375	25.0%
43114 - Engineering Public Improvement	111,151	429,416	138,939	1,948,674	1302.5%
43115 - Sign Permit Fees	19,404	19,078	24,255	30,319	25.0%
43116 - Land Use Application Fee	240,465	635,743	300,581	375,726	25.0%
43117 - Long Range Planning Surcharge	39,695	74,038	49,619	0	0.0%
43130 - Miscellaneous Fees/Charges	6,325	0	54,308	57,023	5.0%
43134 - Street Maintenance Fee	28,325	33,592	0	0	0.0%
43401 - Alarm Permit Fees	60,875	61,160	48,692	50,445	3.6%
43402 - Liquor Permit Fees	3,725	3,675	3,478	3,617	4.0%
43403 - Candidate Filing Fees	650	400	0	0	0.0%
Total Licenses and Permits	1,339,637	1,969,222	1,352,420	3,375,552	149.6%
40201 - Hotel/Motel Tax	577,666	600,805	429,003	454,743	6.0%
44100 - Cigarette Tax	61,169	65,598	57,254	53,590	-6.4%
44101 - Liquor Tax	690,560	707,861	731,994	775,914	6.0%
44102 - State Revenue Sharing	474,355	492,109	496,047	521,841	5.2%
44501 - Intergovernmental Revenue	924,982	1,114,368	855,608	855,608	0.0%
44800 - Federal Grants	50,651	85,552	41,039	4,104	-90.0%
44801 - State Grants	159,359	43,392	123	12	-90.2%
44802 - Grants- Other	10,712	13,227	1,272	127	-90.0%
44803 - WCCLS Grants	3,082,904	3,159,977	2,810,445	3,034,954	8.0%
Total Intergovernmental	6,032,359	6,282,888	5,422,785	5,700,893	5.1%
45301 - Lien Search Fees	54,670	57,575	49,490	49,985	1.0%
45303 - Vehicle Release Fee	13,610	16,510	13,610	13,610	0.0%
45304 - Passport Processing Fees	35,605	39,855	35,605	35,605	0.0%
45305 - Park Revenue	60,325	86,674	63,341	66,508	5.0%
45306 - Passport Photos	7,455	8,920	7,455	7,455	0.0%
45310 - Library Copier Receipts	836	2,187	836	836	0.0%
45311 - Library Miscellaneous Income	13,391	10,733	11,909	11,742	-1.4%

GENERAL FUND

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
45319 - Miscellaneous Fees & Charges	18,067	38,731	0	0	0.0%
45320 - Rental Income	6,000	5,000	3,500	3,500	0.0%
45321 - Community Garden Rental Income	842	700	478	478	0.0%
45322 - Police Copies	12,722	13,264	0	0	0.0%
45323 - PD Distracted Driver	175	8,503	0	0	0.0%
45330 - Donations / Gifts	1,055	15,500	0	0	0.0%
45580 - Interdepartmental Services Revenue	2,541,252	1,897,059	2,851,791	2,378,785	-16.6%
Total Charges for Services	2,766,004	2,201,211	3,038,015	2,568,504	-15.5%
46001 - Traffic Fines	766,940	702,876	780,745	715,528	-8.4%
46002 - Civil Infractions	660	0	1,000	1,000	0.0%
46010 - Library Fines	93,314	91,868	91,261	91,261	0.0%
Total Fines & Forfeitures	860,914	794,744	873,006	807,789	-7.5%
47000 - Interest Earnings	183,090	194,642	103,722	103,722	0.0%
Total Interest Earnings	183,090	194,642	103,722	103,722	-100.0%
48001 - Recovered Expenditures	101,067	367,075	56,432	56,432	0.0%
48002 - Surplus	17,376	48,021	0	0	0.0%
Total Miscellaneous	118,443	415,096	56,432	56,432	-100.0%
49001 - Debt Proceeds	208,299	0	0	0	0.0%
49002 - Proceeds from Loan Repayment	0	190,647	0	0	0.0%
Total Other Financing Sources	208,299	190,647	0	0	0.0%
49200 - Transfer In from Gas Tax Fund	0	0	0	12,625	100.0%
49500 - Transfer In from Sanitary Sewer Fund	0	0	0	15,250	100.0%
49510 - Transfer In from Stormwater Fund	0	0	0	15,250	100.0%
49530 - Transfer In from Water Fund	0	0	0	11,000	100.0%
Total Transfers In	0	0	0	54,125	100.0%
Total Resources	39,978,432	42,958,060	41,795,903	44,663,766	6.9%

GENERAL FUND

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Requirements					
Program Expenditures					
Community Development	2,836,409	3,075,371	4,037,179	3,646,043	-9.7%
Community Services	19,409,836	20,229,847	22,231,014	22,689,234	2.1%
Policy and Administration	701,172	778,840	899,502	837,595	-6.9%
Public Works	5,051,835	5,737,899	4,118,322	4,289,438	4.2%
Total Program Expenditures	27,999,252	29,821,958	31,286,017	31,462,309	0.6%
Total Loan to CCDA	361,000	254,000	0	0	0.0%
Total Transfers Out	239,906	893,654	3,434,936	1,530,439	-55.4%
Total Contingency	0	0	1,120,000	1,173,000	4.7%
Total Budget	28,600,158	30,969,611	35,840,953	34,165,748	-4.7%
Reserve for Future Expense	11,378,275	11,988,448	5,954,950	10,498,018	76.3%
Total Requirements	39,978,432	42,958,060	41,795,903	44,663,766	6.9%

ENTERPRISE FUND-SANITARY SEWER

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	6,275,392	5,230,317	3,586,876	3,440,850	-4.1%
Total Beginning Fund Balance	6,275,392	5,230,317	3,586,876	3,440,850	-4.1%
43120 - Sewer Connection Fees	15,761	43,872	16,549	42,200	155.0%
Total Licenses and Permits	15,761	43,872	16,549	42,200	155.0%
44501 - Intergovernmental Revenue	0	0	221,770	338,000	52.4%
Total Intergovernmental	0	0	221,770	338,000	52.4%
45100 - Utility Sales	1,780,494	1,837,736	1,641,432	1,715,296	4.5%
45199 - Bad Debt	-63,209	-64,348	-50,500	-50,500	0.0%
45319 - Miscellaneous Fees & Charges	9,921	0	0	0	0.0%
Total Charges for Services	1,727,206	1,773,388	1,590,932	1,664,796	4.6%
47000 - Interest Earnings	0	11,319	100,333	100,333	0.0%
Total Interest Earnings	0	11,319	100,333	100,333	-100.0%
48001 - Recovered Expenditures	65,857	36,512	143,091	143,091	0.0%
Total Miscellaneous	65,857	36,512	143,091	143,091	-100.0%
49002 - Proceeds from Loan Repayment	0	63,353	0	0	0.0%
Total Other Financing Sources	0	63,353	0	0	0.0%
49200 - Transfer In from Gas Tax Fund	0	21,075	0	0	0.0%
49421 - Transfer In from Parks Bond Fund	44,376	-14,284	0	0	0.0%
49425 - Transfer In from Parks SDC Fund	0	186,163	0	0	0.0%
49500 - Transfer In from Sanitary Sewer Fund	0	0	0	0	0.0%
49510 - Transfer In from Stormwater Fund	177,291	34,306	0	0	0.0%
49511 - Transfer In from Water Quality/Quantity Fund	35,440	0	0	0	0.0%
49532 - Transfer In from Water CIP Fund	285,000	215,649	0	0	0.0%
Total Transfers In	542,107	442,909	0	0	0.0%
Total Resources	8,626,324	7,601,670	5,659,551	5,729,270	1.2%
Requirements					
Program Expenditures					
CIP	0	12,998	0	0	0.0%
Public Works	1,732,462	1,864,271	1,960,087	2,181,253	11.3%
Total Program Expenditures	1,732,462	1,877,269	1,960,087	2,181,253	11.3%
Total Transfers Out	107,931	51,482	76,934	164,726	114.1%
Total Work in Progress	1,555,614	1,430,270	984,693	900,000	-8.6%
Total Contingency	0	0	400,000	400,000	0.0%
Total Budget	3,396,007	3,359,020	3,421,714	3,645,979	6.6%
Reserve for Future Expense	5,230,317	4,242,650	2,237,837	2,083,291	-6.9%
Total Requirements	8,626,324	7,601,670	5,659,551	5,729,270	1.2%

ENTERPRISE FUND-STORMWATER

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	2,881,278	3,538,989	3,774,154	3,958,232	4.9%
Total Beginning Fund Balance	2,881,278	3,538,989	3,774,154	3,958,232	4.9%
45100 - Utility Sales	1,945,485	2,105,244	1,788,793	1,869,289	4.5%
45103 - Tigard SWM Surcharge	802,266	808,152	807,156	807,156	0.0%
45199 - Bad Debt	-14,891	-14,215	0	0	0.0%
45319 - Miscellaneous Fees & Charges	486	0	0	0	0.0%
Total Charges for Services	2,733,346	2,899,180	2,595,949	2,676,445	3.1%
47000 - Interest Earnings	0	8,420	7,936	7,936	0.0%
Total Interest Earnings	0	8,420	7,936	7,936	-100.0%
48001 - Recovered Expenditures	15,096	1,735	3,100	3,100	0.0%
Total Miscellaneous	15,096	1,735	3,100	3,100	-100.0%
49500 - Transfer In from Sanitary Sewer Fund	0	0	0	93,500	100.0%
Total Transfers In	0	0	0	93,500	100.0%
Total Resources	5,629,721	6,448,324	6,381,139	6,739,213	5.6%
Requirements					
Program Expenditures					
CIP	0	0	0	0	0.0%
Public Works	1,448,387	1,471,734	1,738,126	1,999,819	15.1%
Total Program Expenditures	1,448,387	1,486,105	1,738,126	1,999,819	15.1%
Total Transfers Out	412,071	100,438	433,356	215,286	-50.3%
Total Work in Progress	230,273	238,608	1,265,096	862,000	-31.9%
Total Contingency	0	0	200,000	200,000	0.0%
Total Budget	2,090,731	1,825,152	3,636,578	3,277,105	-9.9%
Reserve for Future Expense	3,538,989	4,623,172	2,744,561	3,462,108	26.1%
Total Requirements	5,629,721	6,448,324	6,381,139	6,739,213	5.6%

ENTERPRISE FUND-WATER

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 would 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 is anticipated to begin 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.

ENTERPRISE FUND-WATER

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	12,707,093	16,233,500	20,245,015	6,795,798	-66.4%
Total Beginning Fund Balance	12,707,093	16,233,500	20,245,015	6,795,798	-66.4%
43126 - Developer Overhead	20,093	52,969	23,107	58,923	155.0%
43128 - Fire Service Reimbursement	4,200	2,857	4,830	12,317	155.0%
43130 - Miscellaneous Fees/Charges	0	0	3,398	3,568	5.0%
Total Licenses and Permits	24,293	55,827	31,335	74,808	138.7%
45100 - Utility Sales	15,795,287	18,570,934	18,674,450	19,514,800	4.5%
45101 - Other Utility Sales	10,919	10,652	4,456	4,456	0.0%
45102 - Leaks/Misreads Credits	-33,123	-32,483	-22,984	-22,984	0.0%
45104 - Meter Sales	50,285	30,419	27,762	27,762	0.0%
45105 - Fire Hydrant Flow Testing Srvc	1,950	3,250	8,006	8,006	0.0%
45150 - Late Penalties/Charges	108,900	121,855	121,136	121,136	0.0%
45151 - Returned Check Fees	1,700	1,700	1,290	1,290	0.0%
45199 - Bad Debt	-29,764	-15,380	-20,544	-20,544	0.0%
45319 - Miscellaneous Fees & Charges	2,800	4,650	372	372	0.0%
45320 - Rental Income	52,358	53,222	33,234	33,234	0.0%
Total Charges for Services	15,961,312	18,748,819	18,827,178	19,667,528	4.5%
47000 - Interest Earnings	0	38,550	30,644	30,644	0.0%
Total Interest Earnings	0	38,550	30,644	30,644	-100.0%
48000 - Other Revenue	0	584	0	0	0.0%
48001 - Recovered Expenditures	39,819	23,608	10,933	10,933	0.0%
Total Miscellaneous	39,819	24,193	10,933	10,933	-100.0%
49100 - Transfer In from General Fund	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	0.0%
49510 - Transfer In from Stormwater Fund	17,878	17,878	17,878	17,878	0.0%
Total Transfers In	58,751	58,751	58,751	58,751	-100.0%
Total Resources	28,791,268	35,159,639	39,203,856	26,638,462	-32.1%

ENTERPRISE FUND-WATER

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Requirements					
Program Expenditures					
	0	0	0	0	0.0%
Public Works	7,239,686	7,177,970	8,682,558	7,249,963	-16.5%
Total Program Expenditures	7,239,686	7,177,970	8,682,558	7,249,963	-16.5%
Total Transfers Out	5,318,083	5,014,056	24,882,226	10,917,509	-56.1%
Total Contingency	0	0	500,000	500,000	0.0%
Total Budget	12,557,768	12,192,026	34,064,784	18,667,472	-45.2%
Reserve for Future Expense	16,233,500	22,967,613	5,139,072	7,970,990	55.1%
Total Requirements	28,791,268	35,159,639	39,203,856	26,638,462	-32.1%

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. In fiscal year 2015-16, the fund had a beginning fund balance of over \$18 million from water revenue bonds issued the previous fiscal year. These dollars will be utilized to continue to fund the city's long-term water project.

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 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. This accounts for the substantial fund balance in this fund.

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.

ENTERPRISE FUND-WATER CIP

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	83,276,923	48,200,050	18,020,000	8,291,199	-54.0%
Total Beginning Fund Balance	83,276,923	48,200,050	18,020,000	8,291,199	-54.0%
47000 - Interest Earnings	234,775	25,882	13,096	13,096	0.0%
Total Interest Earnings	234,775	25,882	13,096	13,096	-100.0%
48001 - Recovered Expenditures	54,327	115,462	5,318	5,318	0.0%
Total Miscellaneous	54,327	115,462	5,318	5,318	-100.0%
49001 - Debt Proceeds	0	35,259,380	0	0	0.0%
Total Other Financing Sources	0	35,259,380	0	0	0.0%
49530 - Transfer In from Water Fund	203,278	52,659	18,542,321	2,407,000	-87.0%
49531 - Transfer In from Water SDC Fund	0	160,195	298,600	2,705,000	805.9%
49532 - Transfer In from Water CIP Fund	0	0	0	0	0.0%
Total Transfers In	203,278	212,854	18,840,921	5,112,000	-72.9%
Total Resources	83,769,304	83,813,628	36,879,335	13,421,613	-63.6%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Debt Service	0	0	0	0	0.0%
Total Work in Progress	34,747,400	66,374,764	29,168,682	10,346,000	-64.5%
Total Transfers Out	821,854	215,649	231,256	51,935	-77.5%
Total Contingency	0	0	0	0	0.0%
Total Budget	35,569,254	66,590,413	29,399,938	10,397,935	-64.6%
Ending Fund Balance	48,200,050	17,223,215	7,479,397	3,023,678	-59.6%
Total Requirements	83,769,304	83,813,628	36,879,335	13,421,613	163.6%

ENTERPRISE FUND-WATER DEBT SERVICE

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	6,605,802	6,641,441	7,049,007	6,670,796	-5.4%
Total Beginning Fund Balance	6,605,802	6,641,441	7,049,007	6,670,796	-5.4%
47000 - Interest Earnings	35,639	34,370	0	0	0.0%
Total Interest Earnings	35,639	34,370	0	0	0.0%
49530 - Transfer In from Water Fund	4,881,033	4,883,926	6,259,273	8,393,283	34.1%
Total Transfers In	4,881,033	4,883,926	6,259,273	8,393,283	34.1%
Total Resources	11,522,474	11,559,737	13,308,280	15,064,079	13.2%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Debt Service	4,881,033	4,881,033	6,259,275	8,393,284	34.1%
Total Work in Progress	0	0	0	0	0.0%
Total Transfers Out	0	0	7,906	0	-100.0%
Total Contingency	0	0	0	0	0.0%
Total Budget	4,881,033	4,881,033	6,267,181	8,393,284	33.9%
Ending Fund Balance	6,641,441	6,678,704	7,041,099	6,670,795	-5.3%
Total Requirements	11,522,474	11,559,737	13,308,280	15,064,079	86.8%

ENTERPRISE FUND-WATER QUALITY/QUANTITY

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	1,291,132	1,253,044	828,705	1,259,242	52.0%
Total Beginning Fund Balance	1,291,132	1,253,044	828,705	1,259,242	52.0%
43122 - Fee In-Lieu H2O Quantity	6,325	5,275	1,271	3,241	155.0%
43123 - Fee in Lieu Water Quality	-1,451	0	-1,524	-3,241	112.7%
Total Licenses and Permits	4,874	5,275	-253	0	-100.0%
47000 - Interest Earnings	0	2,651	15,102	15,102	0.0%
Total Interest Earnings	0	2,651	15,102	15,102	-100.0%
Total Resources	1,296,006	1,260,969	843,554	1,274,344	51.1%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0.0%
Total Transfers Out	42,962	0	16,576	37,017	123.3%
Total Contingency	0	0	50,000	50,000	0.0%
Total Budget	42,962	0	66,576	87,017	30.7%
Ending Fund Balance	1,253,044	1,260,969	776,978	1,187,327	52.8%
Total Requirements	1,296,006	1,260,969	843,554	1,274,344	48.9%

ENTERPRISE FUND-WATER SDC

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	3,078,053	3,910,001	4,397,081	1,746,414	-60.3%
Total Beginning Fund Balance	3,078,053	3,910,001	4,397,081	1,746,414	-60.3%
43300 - System Development Charges	442,650	503,853	464,782	1,185,194	155.0%
43301 - SDC Reimbursement	389,460	308,896	408,933	1,042,779	155.0%
Total Licenses and Permits	832,110	812,749	873,715	2,227,973	155.0%
47000 - Interest Earnings	0	9,294	233	233	0.0%
Total Interest Earnings	0	9,294	233	233	-100.0%
Total Resources	3,910,163	4,732,044	5,271,029	3,974,620	-24.6%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0.0%
Total Transfers Out	162	160,448	299,130	2,720,960	809.6%
Total Contingency	0	0	100,000	100,000	0.0%
Total Budget	162	160,448	399,130	2,820,960	606.8%
Ending Fund Balance	3,910,001	4,571,596	4,871,899	1,153,660	-76.3%
Total Requirements	3,910,163	4,732,044	5,271,029	3,974,620	124.6%

SPECIAL REVENUE FUND-BUILDING

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.

SPECIAL REVENUE FUND-BUILDING

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	1,586,128	1,968,281	2,213,677	2,219,492	0.3%
Total Beginning Fund Balance	1,586,128	1,968,281	2,213,677	2,219,492	0.3%
43101 - Plumbing Permits	122,459	125,946	140,828	359,111	155.0%
43102 - Mechanical Permits	282,690	215,250	325,094	828,990	155.0%
43104 - Building Permits	603,984	554,679	694,582	1,771,184	155.0%
43105 - Metro Construction Excise 5%	3,638	2,989	4,184	10,669	155.0%
43106 - Building Plan Check Fee	263,493	368,911	303,017	772,693	155.0%
43107 - Erosion Control Plan Check Fee	375	0	469	469	0.0%
43108 - Fire Life Safety Plan Ck Fee	97,756	140,336	112,420	286,671	155.0%
43109 - Plumbing Plan Check Fee	2,336	1,623	2,687	6,852	155.0%
43111 - Mechanical Plan Check Fee	51,249	33,368	58,937	150,289	155.0%
43112 - CDC Review Fees	1,102	150	1,378	1,723	25.0%
43118 - Sewer Inspection Fee	113,347	3,905	130,350	332,393	155.0%
43132 - Reimbursement Application Fee	225	0	0	0	0.0%
43135 - Info Processing & Archiving	15,038	12,727	17,293	44,097	155.0%
Total Licenses and Permits	1,557,692	1,459,884	1,791,239	4,565,141	154.9%
44502 - Beaverton School CET 4%	489	676	1,813	1,813	0.0%
44503 - Tigard-Tualatin School CET 4%	9,406	12,235	6,468	6,468	0.0%
Total Intergovernmental	9,895	12,912	8,281	8,281	-100.0%
45151 - Returned Check Fees	20	-1,245	0	0	0.0%
45319 - Miscellaneous Fees & Charges	3,166	4,814	7,035	7,035	0.0%
Total Charges for Services	3,186	3,569	7,035	7,035	-100.0%
47000 - Interest Earnings	857	4,495	19,782	19,782	0.0%
Total Interest Earnings	857	4,495	19,782	19,782	-100.0%
48001 - Recovered Expenditures	13,596	801	932	932	0.0%
Total Miscellaneous	13,596	801	932	932	-100.0%
49220 - Transfer In from Electrical Inspection Fund	180,000	180,000	180,000	300,000	66.7%
Total Transfers In	180,000	180,000	180,000	300,000	66.7%
Total Resources	3,351,353	3,629,943	4,220,946	7,120,663	68.7%

SPECIAL REVENUE FUND-BUILDING

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Requirements					
Program Expenditures					
Community Development	1,383,072	1,565,366	1,949,847	2,414,784	23.8%
Total Program Expenditures	1,383,072	1,565,366	1,949,847	2,414,784	23.8%
Total Contingency	0	0	250,000	250,000	0.0%
Total Budget	1,383,072	1,565,366	2,199,847	2,664,784	21.1%
Reserve for Future Expense	1,968,281	2,064,577	2,021,099	4,455,879	120.5%
Total Requirements	3,351,353	3,629,943	4,220,946	7,120,663	68.7%

SPECIAL REVENUE FUND-CITY GAS TAX

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.

SPECIAL REVENUE FUND-CITY GAS TAX

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	1,547,753	1,736,934	126,479	198,126	56.6%
Total Beginning Fund Balance	1,547,753	1,736,934	126,479	198,126	56.6%
44200 - Gas Tax	638,852	558,740	612,771	619,511	1.1%
44801 - State Grants	0	0	31	3	-90.3%
Total Intergovernmental	638,852	558,740	612,802	619,514	1.1%
47000 - Interest Earnings	14,913	24,532	34,584	34,584	0.0%
Total Interest Earnings	14,913	24,532	34,584	34,584	-100.0%
48001 - Recovered Expenditures	24,479	11,218	32,052	32,052	0.0%
Total Miscellaneous	24,479	11,218	32,052	32,052	-100.0%
49460 - Transfer In from Transportation CIP Fund	0	0	0	200,000	100.0%
Total Transfers In	0	0	0	200,000	100.0%
Total Resources	2,225,996	2,331,424	805,917	1,084,276	34.5%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Debt Service	319,390	315,860	316,560	307,899	-2.7%
Total Work in Progress	0	0	0	0	0.0%
Total Transfers Out	169,673	1,977,108	3,208	334,668	10332.3%
Total Contingency	0	0	300,000	300,000	0.0%
Total Budget	489,063	2,292,968	619,768	942,567	52.1%
Ending Fund Balance	1,736,934	38,456	186,149	141,709	-23.9%
Total Requirements	2,225,996	2,331,424	805,917	1,084,276	65.5%

SPECIAL REVENUE FUND– CRIMINAL FORFEITURE

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	125,489	182,978	171,842	194,107	13.0%
Total Beginning Fund Balance	125,489	182,978	171,842	194,107	13.0%
44800 - Federal Grants	59,704	123,887	0	0	0.0%
Total Intergovernmental	59,704	123,887	0	0	0.0%
46000 - Forfeitures	0	0	43,000	43,000	0.0%
46001 - Traffic Fines	601	0	0	0	0.0%
46003 - Property Evidence Forfeitures	8,073	5,646	0	0	0.0%
Total Fines & Forfeitures	8,674	5,646	43,000	43,000	-100.0%
47000 - Interest Earnings	4	-46	1,892	1,892	0.0%
Total Interest Earnings	4	-46	1,892	1,892	-100.0%
48001 - Recovered Expenditures	0	36	0	0	0.0%
Total Miscellaneous	0	36	0	0	0.0%
Total Resources	193,871	312,500	216,734	238,999	10.3%
Requirements					
Program Expenditures					
Community Services	10,499	95,788	70,000	150,000	114.3%
Total Program Expenditures	10,499	95,788	70,000	150,000	114.3%
Total Transfers Out	394	437	560	2,744	390.0%
Total Budget	10,893	96,225	70,560	152,744	116.5%
Reserve for Future Expense	182,978	216,275	146,174	86,255	-41.0%
Total Requirements	193,871	312,500	216,734	238,999	10.3%

SPECIAL REVENUE FUND— ELECTRICAL INSPECTION

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	128,014	124,136	123,229	169,394	37.5%
Total Beginning Fund Balance	128,014	124,136	123,229	169,394	37.5%
43103 - Electrical Permit Fees	174,572	209,790	183,301	467,418	155.0%
43110 - Electrical Plan Check Fee	3,313	9,474	3,478	8,869	155.0%
Total Licenses and Permits	177,885	219,265	186,779	476,287	155.0%
47000 - Interest Earnings	0	0	1,207	1,207	0.0%
Total Interest Earnings	0	0	1,207	1,207	-100.0%
Total Resources	305,899	343,401	311,215	646,888	107.9%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Transfers Out	181,763	180,000	181,993	303,121	66.6%
Total Contingency	0	0	50,000	50,000	0.0%
Total Budget	181,763	180,000	231,993	353,121	52.2%
Ending Fund Balance	124,136	163,401	79,222	293,767	270.8%
Total Requirements	305,899	343,401	311,215	646,888	-7.9%

SPECIAL REVENUE FUND– GAS TAX

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.

SPECIAL REVENUE FUND– GAS TAX

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	1,659,936	985,270	704,872	1,980,093	180.9%
Total Beginning Fund Balance	1,659,936	985,270	704,872	1,980,093	180.9%
43119 - Street Lighting Fees	4,469	22,480	4,692	11,965	155.0%
43125 - Fee In-Lieu Bicycle Striping	1,124	0	1,180	3,009	155.0%
Total Licenses and Permits	5,593	22,480	5,872	14,974	155.0%
44200 - Gas Tax	2,797,766	2,837,939	2,880,519	2,912,205	1.1%
44201 - Other Gas Tax	181,469	181,584	189,598	191,494	1.0%
Total Intergovernmental	2,979,236	3,019,523	3,070,117	3,103,699	1.1%
45319 - Miscellaneous Fees & Charges	1,957	0	0	0	0.0%
Total Charges for Services	1,957	0	0	0	0.0%
47000 - Interest Earnings	64,410	125,676	55,732	55,732	0.0%
Total Interest Earnings	64,410	125,676	55,732	55,732	-100.0%
48000 - Other Revenue	84,160	939	0	0	0.0%
48001 - Recovered Expenditures	49,472	180,694	62,818	62,818	0.0%
Total Miscellaneous	133,632	181,633	62,818	62,818	-100.0%
49001 - Debt Proceeds	152,701	0	0	0	0.0%
Total Other Financing Sources	152,701	0	0	0	0.0%
49412 - Transfer In from Street Maintenance Fund	100,000	100,000	100,000	150,000	50.0%
Total Transfers In	100,000	100,000	100,000	150,000	50.0%
Total Resources	5,097,464	4,434,581	3,999,411	5,367,316	34.2%
Requirements					
Program Expenditures					
Public Works	1,862,350	1,774,546	2,166,046	2,243,370	3.6%
Total Program Expenditures	1,862,350	1,774,546	2,166,046	2,243,370	3.6%
Total Debt Service	606,378	599,675	592,425	584,561	-1.3%
Total Transfers Out	1,643,466	495,248	229,389	1,019,001	344.2%
Total Contingency	0	0	200,000	200,000	0.0%
Total Budget	4,112,194	2,869,470	3,187,860	4,046,932	26.9%
Reserve for Future Expense	985,270	1,565,112	811,551	1,320,384	62.7%
Total Requirements	5,097,464	4,434,581	3,999,411	5,367,316	34.2%

SPECIAL REVENUE FUND– LIBRARY DONATIONS & BEQUESTS

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 is appropriated in FY 2015-16 for any of these projects or artwork that arise.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	474,648	474,648	374,648	474,648	26.7%
Total Beginning Fund Balance	474,648	474,648	374,648	474,648	26.7%
47000 - Interest Earnings	0	0	0	0	0.0%
Total Interest Earnings	0	0	0	0	0.0%
Total Resources	474,648	474,648	374,648	474,648	26.7%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Transfers Out	0	0	100,000	100,000	0.0%
Total Budget	0	0	100,000	100,000	0.0%
Ending Fund Balance	474,648	474,648	274,648	374,648	36.4%
Total Requirements	474,648	474,648	374,648	474,648	73.3%

SPECIAL REVENUE FUND– PARKS BOND

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	3,915,258	2,395,068	1,700,000	784,997	-53.8%
Total Beginning Fund Balance	3,915,258	2,395,068	1,700,000	784,997	-53.8%
44501 - Intergovernmental Revenue	0	0	0	515,000	100.0%
Total Intergovernmental	0	0	0	515,000	100.0%
47000 - Interest Earnings	17,570	11,544	4,020	2,000	-50.2%
Total Interest Earnings	17,570	11,544	4,020	2,000	-50.2%
Total Resources	3,932,829	2,406,612	1,704,020	1,301,997	-23.6%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Debt Service	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0.0%
Total Transfers Out	1,537,761	243,622	1,382,013	1,285,000	-7.0%
Total Contingency	0	0	0	0	0.0%
Total Budget	1,537,761	243,622	1,382,013	1,285,000	-7.0%
Ending Fund Balance	2,395,068	2,162,990	322,007	16,997	-94.7%
Total Requirements	3,932,829	2,406,612	1,704,020	1,301,997	123.6%

SPECIAL REVENUE FUND– PARKS SDC

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	1,959,296	1,568,420	1,000,054	1,192,574	19.3%
Total Beginning Fund Balance	1,959,296	1,568,420	1,000,054	1,192,574	19.3%
43300 - System Development Charges	437,950	525,540	478,027	1,218,969	155.0%
43301 - SDC Reimbursement	0	0	0	0	0.0%
Total Licenses and Permits	437,950	525,540	478,027	1,218,969	155.0%
47000 - Interest Earnings	0	3,997	19,782	19,782	0.0%
Total Interest Earnings	0	3,997	19,782	19,782	-100.0%
Total Resources	2,397,246	2,097,957	1,497,863	2,431,325	62.3%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Debt Service	0	0	0	0	0.0%
Total Work in Progress	0	6,752	6,800	0	-100.0%
Total Transfers Out	828,826	359,386	1,180,414	930,726	-21.2%
Total Contingency	0	0	100,000	100,000	0.0%
Total Budget	828,826	366,138	1,287,214	1,030,726	-19.9%
Ending Fund Balance	1,568,420	1,731,819	210,649	1,400,599	564.9%
Total Requirements	2,397,246	2,097,957	1,497,863	2,431,325	37.7%

SPECIAL REVENUE FUND– PARKS UTILITY

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	0	0	0	156,757	1567566900.0%
Total Beginning Fund Balance	0	0	0	156,757	1567566900.0%
45110 - Parks Utility Fee	0	0	0	1,000,000	100.0%
Total Charges for Services	0	0	0	1,000,000	100.0%
49100 - Transfer In from General Fund	0	0	2,250,000	1,350,000	-40.0%
Total Transfers In	0	0	2,250,000	1,350,000	-40.0%
Total Resources	0	0	2,250,000	2,506,757	11.4%
Requirements					
Program Expenditures					
Public Works	0	0	2,203,414	2,275,582	3.3%
Total Program Expenditures	0	0	2,203,414	2,275,582	3.3%
Total Work in Progress	0	0	0	0	0.0%
Total Contingency	0	0	40,000	100,000	150.0%
Total Budget	0	0	2,243,414	2,375,582	5.9%
Reserve for Future Expense	0	0	6,586	131,174	1891.7%
Total Requirements	0	0	2,250,000	2,506,757	11.4%

SPECIAL REVENUE FUND– STREET MAINTENANCE FEE

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.

SPECIAL REVENUE FUND– STREET MAINTENANCE FEE

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	1,224,213	1,370,438	1,360,585	1,510,308	11.0%
Total Beginning Fund Balance	1,224,213	1,370,438	1,360,585	1,510,308	11.0%
43129 - Line Extension Rebate	2,019,140	2,130,295	0	0	0.0%
43130 - Miscellaneous Fees/Charges	0	0	2,084,860	2,239,103	7.4%
Total Licenses and Permits	2,019,140	2,130,295	2,084,860	2,239,103	7.4%
45199 - Bad Debt	-10,808	-9,623	-5,050	0	0.0%
Total Charges for Services	-10,808	-9,623	-5,050	0	-100.0%
47000 - Interest Earnings	0	0	2,043	2,043	0.0%
Total Interest Earnings	0	0	2,043	2,043	-100.0%
48001 - Recovered Expenditures	5,000	96	1,299	1,299	0.0%
Total Miscellaneous	5,000	96	1,299	1,299	-100.0%
49412 - Transfer In from Street Maintenance Fund	0	0	0	0	0.0%
Total Transfers In	0	0	0	0	0.0%
Total Resources	3,237,546	3,491,206	3,443,737	3,752,753	9.0%

Requirements

Program Expenditures

Program Expenditures	0	0	0	0	0.0%
Total Work in Progress	1,660,180	1,893,097	1,830,000	1,985,000	8.5%
Total Transfers Out	206,928	203,617	228,735	313,900	37.2%
Total Contingency	0	0	200,000	200,000	0.0%
Total Budget	1,867,108	2,096,714	2,258,735	2,498,900	10.6%
Ending Fund Balance	1,370,438	1,394,492	1,185,002	1,253,853	5.8%
Total Requirements	3,237,546	3,491,206	3,443,737	3,752,753	91.0%

SPECIAL REVENUE FUND—TRANSPORTATION DEVELOPMENT TAX

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	1,831,451	1,474,749	1,112,633	1,279,290	15.0%
Total Beginning Fund Balance	1,831,451	1,474,749	1,112,633	1,279,290	15.0%
43320 - TDT Fees	517,727	435,910	700,000	1,785,000	155.0%
Total Licenses and Permits	517,727	435,910	700,000	1,785,000	155.0%
47000 - Interest Earnings	1,411	2,824	11,279	11,279	0.0%
Total Interest Earnings	1,411	2,824	11,279	11,279	-100.0%
49410 - Transfer In from Traffic Impact Fee Fund	0	47,039	0	0	0.0%
Total Transfers In	0	47,039	0	0	0.0%
Total Resources	2,350,590	1,960,522	1,823,912	3,075,569	68.6%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Work in Progress	0	6,752	6,800	0	-100.0%
Total Transfers Out	875,840	805,570	526,690	87,486	-83.4%
Total Contingency	0	0	250,000	250,000	0.0%
Total Budget	875,840	812,322	783,490	337,486	-56.9%
Ending Fund Balance	1,474,749	1,148,199	1,040,422	2,738,083	163.2%
Total Requirements	2,350,590	1,960,522	1,823,912	3,075,569	31.4%

SPECIAL REVENUE FUND– TRANSPORTATION SDC

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	0	0	0	54,000	539999900.0%
Total Beginning Fund Balance	0	0	0	54,000	539999900.0%
43300 - System Development Charges	0	0	60,000	1,602,000	2570.0%
43301 - SDC Reimbursement	0	0	5,000	12,750	155.0%
Total Licenses and Permits	0	0	65,000	1,614,750	2384.2%
Total Resources	0	0	65,000	1,668,750	2467.3%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0.0%
Total Transfers Out	0	0	11,000	221,015	1909.2%
Total Contingency	0	0	50,000	50,000	0.0%
Total Budget	0	0	61,000	271,015	344.3%
Ending Fund Balance	0	0	4,000	1,397,735	34843.3%
Total Requirements	0	0	65,000	1,668,750	-2367.3%

SPECIAL REVENUE FUND— URBAN FORESTRY

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	1,248,469	1,349,861	1,129,996	1,154,033	2.1%
Total Beginning Fund Balance	1,248,469	1,349,861	1,129,996	1,154,033	2.1%
47000 - Interest Earnings	0	3,633	4,060	4,060	0.0%
Total Interest Earnings	0	3,633	4,060	4,060	-100.0%
48001 - Recovered Expenditures	0	35,000	0	0	0.0%
48101 - Tree Replacement Revenue	145,987	10,740	32,813	32,813	0.0%
Total Miscellaneous	145,987	45,740	32,813	32,813	-100.0%
Total Resources	1,394,456	1,399,234	1,166,869	1,190,906	2.1%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0.0%
Total Transfers Out	44,595	30,224	251,850	153,382	-39.1%
Total Contingency	0	0	50,000	50,000	0.0%
Total Budget	44,595	30,224	301,850	203,382	-32.6%
Ending Fund Balance	1,349,861	1,369,010	865,019	987,524	14.2%
Total Requirements	1,394,456	1,399,234	1,166,869	1,190,906	97.9%

SPECIAL REVENUE FUND– UNDERGROUND UTILITY

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	567,555	576,579	425,300	234,297	-44.9%
Total Beginning Fund Balance	567,555	576,579	425,300	234,297	-44.9%
43124 - Fee In-Lieu Undergrounding	46,618	43,648	48,948	124,817	155.0%
Total Licenses and Permits	46,618	43,648	48,948	124,817	155.0%
47000 - Interest Earnings	0	1,091	7,160	7,160	0.0%
Total Interest Earnings	0	1,091	7,160	7,160	-100.0%
Total Resources	614,173	621,318	481,408	366,274	-23.9%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Work in Progress	0	0	0	0	0.0%
Total Transfers Out	37,593	122,652	320,477	249,339	-22.2%
Total Contingency	0	0	50,000	50,000	0.0%
Total Budget	37,593	122,652	370,477	299,339	-19.2%
Ending Fund Balance	576,579	498,666	110,931	66,935	-39.7%
Total Requirements	614,173	621,318	481,408	366,274	123.9%

DEBT SERVICE FUND– BANCROFT DEBT SERVICES

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	323,472	151,315	563,718	143,530	-74.5%
Total Beginning Fund Balance	323,472	151,315	563,718	143,530	-74.5%
42000 - Spec Assmt Principal	0	0	120,000	120,000	0.0%
42001 - Spec Assmt Principal - 2003 Dartmouth	198,616	0	0	0	0.0%
42002 - Spec Assmt Principal	60,215	35,359	0	0	0.0%
Total Special Assessments	258,831	35,359	120,000	120,000	-100.0%
47000 - Interest Earnings	-47	0	0	0	0.0%
47001 - Interest - Assmts 2003 Dartmouth	17,075	0	0	0	0.0%
47002 - Interest - Assmts 69th Ave	57,888	44,299	0	0	0.0%
Total Interest Earnings	74,916	44,299	0	0	0.0%
Total Resources	657,219	230,973	683,718	263,530	-61.5%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Debt Service	502,152	103,514	103,200	103,100	-0.1%
Total Transfers Out	3,752	230	499	1,536	207.8%
Total Contingency	0	0	0	0	0.0%
Total Budget	505,904	103,743	103,699	104,636	0.9%
Ending Fund Balance	151,315	127,229	580,019	158,894	-72.6%
Total Requirements	657,219	230,973	683,718	263,530	161.5%

DEBT SERVICE FUND– GENERAL OBLIGATION DEBT SERVICE

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	394,756	532,328	836,941	1,006,296	20.2%
Total Beginning Fund Balance	394,756	532,328	836,941	1,006,296	20.2%
40100 - Current Property Taxes	2,270,970	2,323,216	2,464,242	2,550,490	3.5%
40101 - Prior Year Property Taxes	26,105	42,903	11,515	11,515	0.0%
Total Taxes	2,297,075	2,366,119	2,475,757	2,562,005	3.5%
47000 - Interest Earnings	34,197	10,787	4,612	4,612	0.0%
Total Interest Earnings	34,197	10,787	4,612	4,612	-100.0%
48001 - Recovered Expenditures	0	8,006	-195	0	0.0%
Total Miscellaneous	0	8,006	-195	0	-100.0%
Total Resources	2,726,028	2,917,240	3,317,115	3,572,913	7.7%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Debt Service	2,193,700	2,194,700	2,194,525	2,193,200	-0.1%
Total Transfers Out	0	0	1,893	1,352	-28.6%
Total Contingency	0	0	0	0	0.0%
Total Budget	2,193,700	2,194,700	2,196,418	2,194,552	-0.1%
Ending Fund Balance	532,328	722,540	1,120,697	1,378,361	23.0%
Total Requirements	2,726,028	2,917,240	3,317,115	3,572,913	92.3%

CAPITAL PROJECTS FUND– FACILITIES CAPITAL PROJECTS

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 citywide Facilities Plan.

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	670,223	905,166	675,181	502,454	-25.6%
Total Beginning Fund Balance	670,223	905,166	675,181	502,454	-25.6%
47000 - Interest Earnings	139	2,042	3,212	3,212	0.0%
Total Interest Earnings	139	2,042	3,212	3,212	-100.0%
48001 - Recovered Expenditures	0	35	0	0	0.0%
Total Miscellaneous	0	35	0	0	0.0%
49100 - Transfer In from General Fund	194,323	807,234	1,151,207	132,607	-88.5%
49200 - Transfer In from Gas Tax Fund	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	-40.0%
49510 - Transfer In from Stormwater Fund	35,478	35,478	47,978	35,478	-26.1%
49530 - Transfer In from Water Fund	42,825	42,825	12,500	0	0.0%
49980 - Transfer In from Library Don. & Beq. Fund	0	0	100,000	100,000	0.0%
Total Transfers In	318,707	931,618	1,370,266	314,166	-77.1%
Total Resources	989,069	1,838,861	2,048,659	819,832	-60.0%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Work in Progress	64,867	673,671	1,456,100	315,000	-78.4%
Total Transfers Out	19,036	8,402	29,325	16,794	-42.7%
Total Contingency	0	0	50,000	50,000	0.0%
Total Budget	83,903	682,074	1,535,425	381,794	-75.1%
Ending Fund Balance	905,167	1,156,788	513,234	438,038	-14.7%
Total Requirements	989,069	1,838,861	2,048,659	819,832	160.0%

CAPITAL PROJECTS FUND– PARKS CAPITAL

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	15,630	497,494	298,740	405,039	35.6%
Total Beginning Fund Balance	15,630	497,494	298,740	405,039	35.6%
44501 - Intergovernmental Revenue	127,999	0	0	0	0.0%
44800 - Federal Grants	0	0	0	539,000	100.0%
44802 - Grants- Other	0	16,000	0	0	0.0%
Total Intergovernmental	127,999	16,000	0	539,000	100.0%
47000 - Interest Earnings	0	1,063	3,015	3,015	0.0%
Total Interest Earnings	0	1,063	3,015	3,015	-100.0%
48001 - Recovered Expenditures	11,652	444	0	0	0.0%
Total Miscellaneous	11,652	444	0	0	0.0%
49100 - Transfer In from General Fund	9,638	58,960	0	0	0.0%
49200 - Transfer In from Gas Tax Fund	69,233	0	0	0	0.0%
49260 - Transfer In from Tree Replacement Fund	38,478	30,056	250,000	150,000	-40.0%
49421 - Transfer In from Parks Bond Fund	1,468,949	257,906	1,366,649	1,285,000	-6.0%
49425 - Transfer In from Parks SDC Fund	815,866	172,107	1,169,912	919,319	-21.4%
49500 - Transfer In from Sanitary Sewer Fund	74,828	17,399	20,000	0	0.0%
49510 - Transfer In from Stormwater Fund	68,231	10,532	345,000	45,000	-87.0%
49530 - Transfer In from Water Fund	0	12,500	0	4,000	100.0%
Total Transfers In	2,545,223	559,459	3,151,561	2,403,319	-23.7%
Total Resources	2,700,504	1,074,460	3,453,316	3,350,373	-3.0%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Debt Service	0	0	0	0	0.0%
Total Work in Progress	2,104,416	652,372	3,151,561	2,922,000	-7.3%
Total Transfers Out	98,594	53,710	123,932	0	-100.0%
Total Contingency	0	0	0	0	0.0%
Total Budget	2,203,010	706,082	3,275,493	2,922,000	-10.8%
Ending Fund Balance	497,494	368,378	177,823	428,373	140.9%
Total Requirements	2,700,504	1,074,460	3,453,316	3,350,373	103.0%

CAPITAL PROJECTS FUND— TRANSPORTATION CIP

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	72,568	247,331	379,619	167,821	-55.8%
Total Beginning Fund Balance	72,568	247,331	379,619	167,821	-55.8%
44501 - Intergovernmental Revenue	-1,080	-1,400	0	0	0.0%
44800 - Federal Grants	117,789	35,331	0	2,790,000	100.0%
44801 - State Grants	0	0	0	1,080,000	100.0%
44802 - Grants- Other	0	0	0	41,000	100.0%
Total Intergovernmental	116,708	33,932	0	3,911,000	100.0%
48000 - Other Revenue	0	0	0	1,526,000	100.0%
48001 - Recovered Expenditures	0	115	0	0	0.0%
Total Miscellaneous	0	115	0	1,526,000	100.0%
49200 - Transfer In from Gas Tax Fund	1,546,888	446,828	202,044	974,324	382.2%
49205 - Transfer In from City Gas Tax Fund	165,963	1,977,108	0	330,000	100.0%
49405 - Transfer In from Trans. Dev. Tax Fund	865,653	805,381	517,654	70,000	-86.5%
49410 - Transfer In from Traffic Impact Fee Fund	356,874	465,585	0	0	0.0%
49411 - Transfer In from Underground Utility Fund	35,542	122,484	319,750	244,800	-23.4%
49415 - Transfer In from Transportation SDC Fund	0	0	10,000	220,000	2100.0%
49500 - Transfer In from Sanitary Sewer Fund	954	1,934	0	0	0.0%
49510 - Transfer In from Stormwater Fund	113,193	2,244	19,000	97,280	412.0%
49530 - Transfer In from Water Fund	190,946	22,145	15,000	8,640	-42.4%
49940 - Transfer In from Urban Renewal Cap Imp Fund	111	0	0	0	0.0%
Total Transfers In	3,276,123	3,843,709	1,083,448	1,945,044	79.5%
Total Resources	3,465,399	4,125,087	1,463,067	7,549,865	416.0%
Requirements					
Program Expenditures					
Program Expenditures	0	0	0	0	0.0%
Total Work in Progress	3,218,069	3,920,648	1,073,448	7,172,044	568.1%
Total Transfers Out	0	42,880	57,410	200,000	248.4%
Total Contingency	0	0	0	0	0.0%
Total Budget	3,218,069	3,963,528	1,130,858	7,372,044	551.9%
Ending Fund Balance	247,331	161,559	332,209	177,821	-46.5%
Total Requirements	3,465,399	4,125,087	1,463,067	7,549,865	-316.0%

INTERNAL SERVICE FUND– CENTRAL SERVICES

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	218,979	425,173	182,372	705,819	287.0%
Total Beginning Fund Balance	218,979	425,173	182,372	705,819	287.0%
43130 - Miscellaneous Fees/Charges	0	0	33,872	35,566	5.0%
Total Licenses and Permits	0	0	33,872	35,566	5.0%
44501 - Intergovernmental Revenue	0	0	0	0	0.0%
Total Intergovernmental	0	0	0	0	0.0%
45319 - Miscellaneous Fees & Charges	53,857	47,278	0	0	0.0%
45580 - Interdepartmental Services Revenue	5,593,709	6,239,285	6,986,481	7,326,403	4.9%
Total Charges for Services	5,647,566	6,286,564	6,986,481	7,326,403	4.9%
47000 - Interest Earnings	0	35,927	22,593	22,593	0.0%
Total Interest Earnings	0	35,927	22,593	22,593	-100.0%
48000 - Other Revenue	50,648	58,464	0	0	0.0%
48001 - Recovered Expenditures	13,760	16,525	12,400	13,400	8.1%
48002 - Surplus	0	0	7,500	0	0.0%
Total Miscellaneous	64,408	74,989	19,900	13,400	-32.7%
49100 - Transfer In from General Fund	8,485	0	6,269	20,372	225.0%
49200 - Transfer In from Gas Tax Fund	0	0	0	4,707	100.0%
49205 - Transfer In from City Gas Tax Fund	3,710	0	3,208	4,668	45.5%
49220 - Transfer In from Electrical Inspection Fund	1,763	0	1,993	3,121	56.6%
49240 - Transfer In from Criminal Forfeiture Fund	394	437	560	2,744	390.0%
49260 - Transfer In from Tree Replacement Fund	6,117	168	1,850	3,382	82.8%
49300 - Transfer In from Bancroft Bond Debt Svc Fund	3,752	230	499	1,536	207.8%
49350 - Transfer In from Gen Ob Debt Svc Fund	0	0	1,893	1,352	-28.6%
49400 - Transfer In from Capital Projects Fund	19,036	8,402	29,325	16,794	-42.7%
49405 - Transfer In from Trans. Dev. Tax Fund	10,188	189	9,036	17,486	93.5%
49410 - Transfer In from Traffic Impact Fee Fund	2,266	0	0	0	0.0%
49411 - Transfer In from Underground Utility Fund	2,051	168	727	4,539	524.3%
49412 - Transfer In from Street Maintenance Fund	106,928	103,617	128,735	163,900	27.3%
49415 - Transfer In from Transportation SDC Fund	0	0	1,000	1,015	1.5%
49420 - Transfer In from Parks Capital Fund	98,594	53,710	123,932	0	0.0%
49421 - Transfer In from Parks Bond Fund	24,436	0	15,364	0	0.0%
49425 - Transfer In from Parks SDC Fund	12,960	1,116	10,502	11,407	8.6%
49460 - Transfer In from Transportation CIP Fund	0	42,880	57,410	0	0.0%
49500 - Transfer In from Sanitary Sewer Fund	0	0	12,285	23,827	94.0%
49510 - Transfer In from Stormwater Fund	0	0	0	4,400	100.0%
49511 - Transfer In from Water Quality/Quantity Fund	7,521	0	429	0	0.0%
49530 - Transfer In from Water Fund	0	0	53,132	93,586	76.1%
49531 - Transfer In from Water SDC Fund	162	253	530	15,960	2911.3%
49532 - Transfer In from Water CIP Fund	536,854	0	231,256	51,935	-77.5%
49533 - Transfer In from Water Debt Service Fund	0	0	7,906	0	0.0%
49660 - Transfer In from Insurance Fund	521	690	983	270	-72.5%
Total Transfers In	845,738	211,861	698,824	447,001	-36.0%

INTERNAL SERVICE FUND– CENTRAL SERVICES

Description	FY 2014 Actual	FY 2015 Actual	2016 Revised	2017 Proposed	Proposed vs FY 16 Revised
Total Resources	6,776,690	7,034,513	7,944,042	8,550,782	7.6%
Requirements					
Program Expenditures					
Policy and Administration	6,351,518	6,529,460	7,591,137	8,041,081	5.9%
Total Program Expenditures	6,351,518	6,529,460	7,591,137	8,041,081	5.9%
Total Contingency	0	0	150,000	250,000	66.7%
Total Budget	6,351,518	6,529,460	7,741,137	8,291,081	7.1%
Reserve for Future Expense	425,173	505,053	202,905	259,701	28.0%
Total Requirements	6,776,690	7,034,513	7,944,042	8,550,782	7.6%

INTERNAL SERVICE FUND– FLEET/PROPERTY MANAGEMENT

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	87,102	87,008	113,138	85,948	-24.0%
Total Beginning Fund Balance	87,102	87,008	113,138	85,948	-24.0%
45580 - Interdepartmental Services Revenue	1,484,616	1,560,590	1,783,024	1,927,788	8.1%
Total Charges for Services	1,484,616	1,560,590	1,783,024	1,927,788	8.1%
48001 - Recovered Expenditures	3,784	3,283	29,686	29,686	0.0%
Total Miscellaneous	3,784	3,283	29,686	29,686	-100.0%
49510 - Transfer In from Stormwater Fund	0	0	3,500	0	0.0%
49511 - Transfer In from Water Quality/Quantity Fund	0	0	16,147	37,017	129.3%
Total Transfers In	0	0	19,647	37,017	88.4%
Total Resources	1,575,502	1,650,881	1,945,495	2,080,439	6.9%
Requirements					
Program Expenditures					
Policy and Administration	0	0	1,852,362	1,911,913	3.2%
Public Works	1,488,494	1,548,395	0	0	0.0%
Total Program Expenditures	1,488,494	1,548,395	1,852,362	1,911,913	3.2%
Total Contingency	0	0	75,000	75,000	0.0%
Total Budget	1,488,494	1,548,395	1,927,362	1,986,913	3.1%
Reserve for Future Expense	87,009	102,486	18,133	93,526	415.8%
Total Requirements	1,575,502	1,650,881	1,945,495	2,080,439	6.9%

INTERNAL SERVICE FUND– INSURANCE

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	Proposed vs FY 16 Revised
Resources					
40000 - Beginning Fund Balance	830,267	858,592	832,184	882,276	6.0%
Total Beginning Fund Balance	830,267	858,592	832,184	882,276	6.0%
47000 - Interest Earnings	0	0	7,810	15,620	0.0%
Total Interest Earnings	0	0	7,810	15,620	100.0%
48001 - Recovered Expenditures	47,689	44,272	34,140	39,000	14.2%
Total Miscellaneous	47,689	44,272	34,140	39,000	14.2%
Total Resources	877,955	902,864	874,134	936,896	7.2%
Requirements					
Program Expenditures					
Policy and Administration	18,842	13,365	50,000	50,000	-100.0%
Total Program Expenditures	18,842	13,365	50,000	50,000	0.0%
Total Transfers Out	521	690	983	270	-72.5%
Total Contingency	0	0	25,000	25,000	0.0%
Total Budget	19,364	14,055	75,983	75,270	-0.9%
Reserve for Future Expense	858,592	888,809	798,151	861,626	8.0%
Total Requirements	877,955	902,864	874,134	936,896	7.2%

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
General Fund						
	Policy and Administration	837,595				
	Community Development	3,646,043				
	Community Services	22,689,234				
	Public Works	4,289,438				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	1,530,439				
	Capital Improvements	0				
	Contingency	1,173,000				
		34,165,748				
Gas Tax Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	2,243,370				
	Debt Service	584,561				
	Loan to CCDA	0				
	Transfer	1,019,001				
	Capital Improvements	0				
	Contingency	200,000				
		4,046,932				
City Gas Tax Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	307,899				
	Loan to CCDA	0				
	Transfer	334,668				
	Capital Improvements	0				
	Contingency	300,000				
		942,567				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Electrical Inspection Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	303,121				
	Capital Improvements	0				
	Contingency	50,000				
		353,121				
Building Fund						
	Policy and Administration	0				
	Community Development	2,414,784				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	0				
	Capital Improvements	0				
	Contingency	250,000				
		2,664,784				
Criminal Forfeiture Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	150,000				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	2,744				
	Capital Improvements	0				
	Contingency	0				
		152,744				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Urban Forestry Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	153,382				
	Capital Improvements	0				
	Contingency	50,000				
		203,382				
Parks Utility Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	2,275,582				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	0				
	Capital Improvements	0				
	Contingency	100,000				
		2,375,582				
Bancroft Debt Service Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	103,100				
	Loan to CCDA	0				
	Transfer	1,536				
	Capital Improvements	0				
	Contingency	0				
		104,636				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
General Obligation Debt Service Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	2,193,200				
	Loan to CCDA	0				
	Transfer	1,352				
	Capital Improvements	0				
	Contingency	0				
		2,194,552				
Facilities Capital Projects Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	16,794				
	Capital Improvements	315,000				
	Contingency	50,000				
		381,794				
Transportation Development Tax						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	87,486				
	Capital Improvements	0				
	Contingency	250,000				
		337,486				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Traffic Impact Fee Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	0				
	Capital Improvements	0				
	Contingency	0				
		0				
Underground Utility Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	249,339				
	Capital Improvements	0				
	Contingency	50,000				
		299,339				
Street Maintenance Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	313,900				
	Capital Improvements	1,985,000				
	Contingency	200,000				
		2,498,900				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Transportation SDC Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	221,015				
	Capital Improvements	0				
	Contingency	50,000				
		271,015				
Parks Capital Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	0				
	Capital Improvements	2,922,000				
	Contingency	0				
		2,922,000				
Parks Bond Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	1,285,000				
	Capital Improvements	0				
	Contingency	0				
		1,285,000				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Parks SDC Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	930,726				
	Capital Improvements	0				
	Contingency	100,000				
		1,030,726				
Transportation CIP Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	200,000				
	Capital Improvements	7,172,044				
	Contingency	0				
		7,372,044				
Sanitary Sewer Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	2,181,253				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	164,726				
	Capital Improvements	900,000				
	Contingency	400,000				
		3,645,979				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Stormwater Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	1,999,819				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	215,286				
	Capital Improvements	862,000				
	Contingency	200,000				
		3,277,105				
Water Quality/Quantity Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	37,017				
	Capital Improvements	0				
	Contingency	50,000				
		87,017				
Water Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	7,249,963				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	10,917,509				
	Capital Improvements	0				
	Contingency	500,000				
		18,667,472				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Water SDC Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	2,720,960				
	Capital Improvements	0				
	Contingency	100,000				
		2,820,960				
Water CIP Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	51,935				
	Capital Improvements	10,346,000				
	Contingency	0				
		10,397,935				
Water Debt Service Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	8,393,284				
	Loan to CCDA	0				
	Transfer	0				
	Capital Improvements	0				
	Contingency	0				
		8,393,284				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Central Services Fund						
	Policy and Administration	8,041,081				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	0				
	Capital Improvements	0				
	Contingency	250,000				
		8,291,081				
Fleet/Property Management Fund						
	Policy and Administration	1,911,913				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	0				
	Capital Improvements	0				
	Contingency	75,000				
		1,986,913				
Insurance Fund						
	Policy and Administration	50,000				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	270				
	Capital Improvements	0				
	Contingency	25,000				
		75,270				

SCHEDULE OF APPROPRIATIONS

Fund	Program	Proposed	Budget Committee Changes	Approved	Council Changes	Adopted
Library Donations and Bequests Fund						
	Policy and Administration	0				
	Community Development	0				
	Community Services	0				
	Public Works	0				
	Debt Service	0				
	Loan to CCDA	0				
	Transfer	100,000				
	Capital Improvements	0				
	Contingency	0				
		100,000				
All Funds						
	Policy and Administration	10,840,589				
	Community Development	6,060,827				
	Community Services	22,839,234				
	Public Works	20,239,425				
	Debt Service	11,582,044				
	Loan to CCDA	0				
	Transfer	20,858,206				
	Capital Improvements	24,502,044				
	Contingency	4,423,000				
		121,345,369				

FINANCIAL POLICIES

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.

FINANCIAL POLICIES

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.

FINANCIAL POLICIES

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:

FINANCIAL POLICIES

- 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.

FINANCIAL POLICIES

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)).

FINANCIAL POLICIES

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.

FINANCIAL 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.

GLOSSARY OF BUDGET RELATED TERMS

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.

GLOSSARY OF BUDGET RELATED TERMS

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.

GLOSSARY OF BUDGET RELATED TERMS

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.

GLOSSARY OF BUDGET RELATED TERMS

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.

TIF: Abbreviation for Traffic Impact Fee. These are revenues from a County-instituted fee on development. It was approved by voters in 1989. Funds are used for highway and transit capital improvements, which provide additional capacity to major transportation systems and recovery of costs of administering the program. The city collects this fee inside its boundaries.

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.

ADVISORY COMMITTEES

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

ADVISORY COMMITTEES

Intergovernmental Water Board

The Intergovernmental Water Board consists of five members and was established through an inter-governmental 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	Jodie Inman, Member-at-Large
Chris Hadfield, Durham Alternate	Billie Reynolds, King City
Ken Henschel, TWD	Marc Woodard, Tigard
Julie Russell, TWD Alternate	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	Michelle Taylor
Scott Hancock	Jan Thenell
Katie Harris	Roarke Van Brunt
Linda Monahan	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	John Pierce
Basil Christopher	Connie Ramaekers
Sue Carver	Beth Woodard
Cathy Olson	Quinton Harold

ADVISORY COMMITTEES

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

Karen Watkins

STAFFING SUMMARY

	2014	2015	2016	----- 2017-----
	Actual	Actual	Adopt	Proposed
Community Development				
<i>Community Development</i>				
Building	8.80	9.00	10.50	12.00
Community Development Administration	2.00	0.00	0.00	0.00
Community Development Planning	0.00	14.80	16.00	16.00
Community Planning	9.00	0.00	0.00	0.00
Development Services	3.80	0.00	0.00	0.00
Economic Development	2.00	2.00	2.00	2.00
Dept Total -Community Development	25.60	25.80	28.50	30.00
Program Total -Community Development	25.60	25.80	28.50	30.00
Community Services				
<i>Library</i>				
Circulation	13.20	13.20	15.70	15.70
Library Administration	3.20	3.20	3.20	3.20
Reader Services	12.70	12.70	13.70	13.70
Technical Services	5.70	5.70	5.70	5.70
Dept Total -Library	34.80	34.80	38.30	38.30
<i>Police</i>				
Police Administration	3.00	7.00	7.00	7.00
Police Operations	50.00	47.00	48.00	49.00
Support Services	31.50	28.50	29.50	28.50
Dept Total -Police	84.50	82.50	84.50	84.50
Program Total -Community Services	119.30	117.30	122.80	122.80
Policy and Administration				
<i>Administrative Services</i>				
City Recorder/Records	4.15	4.15	3.35	0.00
Design & Communications	3.05	3.05	3.05	0.00
Fleet Maintenance	0.00	0.00	1.80	0.00
Municipal Court	3.65	3.65	3.75	0.00
Property Management	0.00	0.00	5.20	0.00
Dept Total -Administrative Services	10.85	10.85	17.15	0.00
<i>Central Services</i>				
City Recorder/Records	0.00	0.00	0.00	3.85
Communications	0.00	0.00	0.00	4.25
Fleet Maintenance	0.00	0.00	0.00	2.35
Municipal Court	0.00	0.00	0.00	3.50
Property Management	0.00	0.00	0.00	4.90
Dept Total -Central Services	0.00	0.00	0.00	18.85

STAFFING SUMMARY

	2014	2015	2016	----- 2017-----
	Actual	Actual	Adopt	Proposed
<i>City Management</i>				
City Manager's Office	4.00	5.00	5.50	4.90
Human Resources	4.80	4.50	4.80	4.50
Risk Management	2.10	2.10	2.30	1.50
Dept Total -City Management	10.90	11.60	12.60	10.90
<i>Finance & Information Services</i>				
Contracts and Purchasing	2.00	2.00	2.00	2.00
Finance & Info. Services Admin.	3.00	3.00	3.00	3.00
Financial Operations	4.60	4.60	4.80	4.80
Information Technology	5.80	7.00	7.00	8.00
Utility Billing	6.80	6.80	6.80	6.80
Dept Total -Finance & Information Services	22.20	23.40	23.60	24.60
<i>Mayor and Council</i>				
Mayor and Council	0.00	0.00	0.00	0.00
Dept Total -Mayor and Council	0.00	0.00	0.00	0.00
Program Total -Policy and Administration	43.95	45.85	53.35	54.35
Public Works				
<i>Public Works</i>				
Fleet Maintenance	0.95	1.95	0.00	0.00
Parks and Grounds	9.75	10.75	0.00	0.00
Parks and Recreation	0.00	0.00	0.00	11.67
Parks Utility	0.00	0.00	11.67	0.00
Property Management	3.85	4.85	0.00	0.00
Public Works Administration	9.20	9.20	9.00	9.00
PW Engineering	13.00	14.00	16.00	16.00
Sanitary Sewer	6.50	5.50	6.00	6.00
Stormwater	5.50	6.50	7.00	7.00
Street Maintenance	7.25	7.25	6.33	7.33
Water	12.00	13.00	13.00	13.00
Dept Total -Public Works	68.00	73.00	69.00	70.00
Program Total -Public Works	68.00	73.00	69.00	70.00
Total All Programs	256.85	261.95	273.65	277.15

**MANAGEMENT/PROFESSIONAL
GROUP SALARY SCHEDULE**

Range #		Minimum	Maximum
M18		<i>Monthly</i>	\$3,564
		<i>Hourly</i>	\$4,776
M3	Human Resources Assistant	<i>Hourly</i>	\$20.56
		<i>Annually</i>	\$27.55
		<i>Annually</i>	\$42,768
		<i>Pay Period</i>	\$57,312
		<i>Pay Period</i>	\$1,644.92
		<i>Pay Period</i>	\$2,204.31
M19		<i>Monthly</i>	\$3,651
		<i>Hourly</i>	\$4,895
M3	Confidential Executive Assistant	<i>Hourly</i>	\$21.06
		<i>Annually</i>	\$28.24
		<i>Annually</i>	\$43,812
		<i>Pay Period</i>	\$58,740
		<i>Pay Period</i>	\$1,685.08
		<i>Pay Period</i>	\$2,259.23
M20		<i>Monthly</i>	\$3,744
		<i>Hourly</i>	\$5,017
M3	Deputy City Recorder	<i>Hourly</i>	\$21.60
		<i>Annually</i>	\$28.94
M3	Payroll Specialist	<i>Annually</i>	\$44,928
		<i>Pay Period</i>	\$60,204
		<i>Pay Period</i>	\$1,728.00
		<i>Pay Period</i>	\$2,315.54
M21		<i>Monthly</i>	\$3,837
		<i>Hourly</i>	\$5,142
M3	Acquisitions Coordinator	<i>Hourly</i>	\$22.14
		<i>Annually</i>	\$29.67
M3	Assistant Planner	<i>Annually</i>	\$46,044
		<i>Pay Period</i>	\$61,704
M3	Library Volunteer Coordinator	<i>Pay Period</i>	\$1,770.92
		<i>Pay Period</i>	\$2,373.23
M22		<i>Monthly</i>	\$3,934
		<i>Hourly</i>	\$5,271
M3	Human Resources Technician	<i>Hourly</i>	\$22.70
		<i>Annually</i>	\$30.41
M3	Risk Management Technician	<i>Annually</i>	\$47,208
		<i>Pay Period</i>	\$63,252
		<i>Pay Period</i>	\$1,815.69
		<i>Pay Period</i>	\$2,432.77
M23		<i>Monthly</i>	\$4,031
		<i>Hourly</i>	\$5,402
M3	Acquisitions Supervisor	<i>Hourly</i>	\$23.26
		<i>Annually</i>	\$31.17
M3	Confidential Office Manager	<i>Annually</i>	\$48,372
		<i>Pay Period</i>	\$64,824
M3	Executive Assistant to the City Manager	<i>Pay Period</i>	\$1,860.46
		<i>Pay Period</i>	\$2,493.23
M25		<i>Monthly</i>	\$4,236
		<i>Hourly</i>	\$5,677
M3	Accountant	<i>Hourly</i>	\$24.44
		<i>Annually</i>	\$32.75
M3	Emergency Services Coordinator	<i>Annually</i>	\$50,832
		<i>Pay Period</i>	\$68,124
M3	Microcomputer Support Technician	<i>Pay Period</i>	\$1,955.08
		<i>Pay Period</i>	\$2,620.15
M3	Program Development Specialist		
M3	Recreation Coordinator		
M3	Web Services Coordinator		
M27		<i>Monthly</i>	\$4,449
		<i>Hourly</i>	\$5,963
M3	Associate Planner	<i>Hourly</i>	\$25.67
		<i>Annually</i>	\$34.40
M2	Circulation Supervisor	<i>Annually</i>	\$53,388
		<i>Pay Period</i>	\$71,556
		<i>Pay Period</i>	\$2,053.38
		<i>Pay Period</i>	\$2,752.15

**MANAGEMENT/PROFESSIONAL
GROUP SALARY SCHEDULE**

Range #		Minimum	Maximum
M29		<i>Monthly</i>	\$4,675
		<i>Hourly</i>	\$6,266
M3	Building Division Services Supervisor	\$26.97	\$36.15
M3	Court Operations Supervisor	\$56,100	\$75,192
M3	Fleet and Facilities Division Supervisor	<i>Pay Period</i>	\$2,157.69
M3	Graphic Services Supervisor		\$2,892.00
M3	Grounds Supervisor		
M3	Library Services 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		<i>Monthly</i>	\$4,792
		<i>Hourly</i>	\$6,421
M2	City Recorder	\$27.65	\$37.04
M3	Crime Analyst	\$57,504	\$77,052
M3	Engineering Inspection Supervisor	<i>Pay Period</i>	\$2,211.69
M3	* Human Resources Analyst		\$2,963.54
M3	* Management Analyst		
M31		<i>Monthly</i>	\$4,912
		<i>Hourly</i>	\$6,582
M3	* City Surveyor	\$28.34	\$37.97
M3	Senior Planner	\$58,944	\$78,984
		<i>Pay Period</i>	\$2,267.08
			\$3,037.85
M33		<i>Monthly</i>	\$5,160
		<i>Hourly</i>	\$6,916
M2	Development Engineer	\$29.77	\$39.90
M2	* GIS Coordinator	\$61,920	\$82,992
M2	Project Engineer	<i>Pay Period</i>	\$2,381.54
			\$3,192.00
M34		<i>Monthly</i>	\$5,289
		<i>Hourly</i>	\$7,088
M2	Senior Human Resources Analyst	\$30.51	\$40.89
M2	Senior Management Analyst	\$63,468	\$85,056
		<i>Pay Period</i>	\$2,441.08
			\$3,271.38
M35		<i>Monthly</i>	\$5,422
		<i>Hourly</i>	\$7,265
M3	Accounting Supervisor	\$31.28	\$41.91
M3	Database Administrator	\$65,064	\$87,180
M3	GIS Program Administrator	<i>Pay Period</i>	\$2,502.46
M2	Library Communications Coordinator		\$3,353.08
M3	Network Administrator		
M2	Plans Examination Supervisor		
M3	Police Technology Specialist		
M3	Senior Transportation Planner		

**MANAGEMENT/PROFESSIONAL
GROUP SALARY SCHEDULE**

Range #		Minimum	Maximum
M36		\$5,557	\$7,446
M2	Inspection Supervisor	\$32.06	\$42.96
M2	* Principal Human Resources Analyst	\$66,684	\$89,352
		\$2,564.77	\$3,436.62
M37		\$5,696	\$7,634
M2	Principal Planner	\$32.86	\$44.04
M2	Redevelopment Project Manager	\$68,352	\$91,608
M2	Senior Project Engineer	\$2,628.92	\$3,523.38
M38		\$5,839	\$7,829
M2	Communications Strategist	\$33.69	\$45.17
M3	Police Business Manager	\$70,068	\$93,948
M2	Police Sergeant	\$2,694.92	\$3,613.38
M39		\$5,985	\$8,020
M2	* Administrative Services Manager	\$34.53	\$46.27
M2	Assistant to the City Manager	\$71,820	\$96,240
M2	Library Division Manager	\$2,762.31	\$3,701.54
M2	Parks and Facilities Manager		
M2	Senior Network Administrator		
M2	Utility Division Manager		
M40		\$6,136	\$8,220
M2	Economic Development Manager	\$35.40	\$47.42
M2	Planning Manager	\$73,632	\$98,640
		\$2,832.00	\$3,793.85
M41		\$6,288	\$8,426
M2	Engineering Manager	\$36.28	\$48.61
		\$75,456	\$101,112
		\$2,902.15	\$3,888.92
M42		\$6,445	\$8,637
M2	Building Official	\$37.18	\$49.83
		\$77,340	\$103,644
		\$2,974.62	\$3,986.31
M44		\$6,771	\$9,074
M2	Police Lieutenant	\$39.06	\$52.35
		\$81,252	\$108,888
		\$3,125.08	\$4,188.00
M46		\$7,114	\$9,533
M2	Assistant Community Development Director	\$41.04	\$55.00
M2	Assistant Finance Director	\$85,368	\$114,396
M2	Assistant Public Works Director	\$3,283.38	\$4,399.85
M2	City Engineer		
M2	Information Technology Manager		

**MANAGEMENT/PROFESSIONAL
GROUP SALARY SCHEDULE**

Range #		Minimum	Maximum
M47		<i>Montbly</i>	<i>\$7,292</i>
M2	Police Captain	<i>Hourly</i>	<i>\$56.37</i>
		<i>Annually</i>	<i>\$117,252</i>
		<i>Pay Period</i>	<i>\$4,509.69</i>
M48		<i>Montbly</i>	<i>\$7,474</i>
M1	Human Resources Director	<i>Hourly</i>	<i>\$57.78</i>
		<i>Annually</i>	<i>\$120,192</i>
		<i>Pay Period</i>	<i>\$4,622.77</i>
M50		<i>Montbly</i>	<i>\$7,853</i>
M1	Central Services Director	<i>Hourly</i>	<i>\$60.71</i>
M1	Director of Community Development	<i>Annually</i>	<i>\$126,276</i>
M1	Director of Library Services	<i>Pay Period</i>	<i>\$4,856.77</i>
M1	Financial and Information Services Director		
M1	Lake Oswego Tigard Water Project Director		
M1	Public Works Director		
M52		<i>Montbly</i>	<i>\$8,249</i>
M1	Assistant City Manager	<i>Hourly</i>	<i>\$63.78</i>
M2	Assistant Police Chief	<i>Annually</i>	<i>\$132,660</i>
		<i>Pay Period</i>	<i>\$5,102.31</i>
M54		<i>Montbly</i>	<i>\$8,667</i>
M1	Police Chief	<i>Hourly</i>	<i>\$67.01</i>
		<i>Annually</i>	<i>\$139,380</i>
		<i>Pay Period</i>	<i>\$5,360.77</i>

**TIGARD POLICE OFFICERS ASSOC.
SALARY SCHEDULE**

Range #		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
P6	<i>Monthly</i>	\$3,324	\$3,490	\$3,663	\$3,846	\$4,039	\$4,241
	<i>Hourly</i>	\$19.17	\$20.14	\$21.13	\$22.19	\$23.30	\$24.47
	<i>Annually</i>	\$39,883	\$41,884	\$43,959	\$46,156	\$48,462	\$50,891
	<i>Pay Period</i>	\$1,533.95	\$1,610.93	\$1,690.72	\$1,775.21	\$1,863.93	\$1,957.33
P10	<i>Monthly</i>	\$3,668	\$3,850	\$4,043	\$4,247	\$4,459	\$4,682
	<i>Hourly</i>	\$21.16	\$22.21	\$23.32	\$24.50	\$25.72	\$27.01
	<i>Annually</i>	\$44,020	\$46,204	\$48,511	\$50,964	\$53,502	\$56,187
	<i>Pay Period</i>	\$1,693.07	\$1,777.09	\$1,865.80	\$1,960.15	\$2,057.78	\$2,161.05
P11	<i>Monthly</i>	\$3,759	\$3,947	\$4,144	\$4,352	\$4,569	\$4,798
	<i>Hourly</i>	\$21.69	\$22.77	\$23.91	\$25.11	\$26.36	\$27.68
	<i>Annually</i>	\$45,106	\$47,364	\$49,731	\$52,221	\$54,833	\$57,578
	<i>Pay Period</i>	\$1,734.85	\$1,821.69	\$1,912.73	\$2,008.50	\$2,108.96	\$2,214.54
P19	<i>Monthly</i>	\$4,692	\$4,809	\$5,050	\$5,303	\$5,568	\$5,847
	<i>Hourly</i>	\$27.07	\$27.75	\$29.14	\$30.59	\$32.12	\$33.73
	<i>Annually</i>	\$56,309	\$57,713	\$60,605	\$63,632	\$66,817	\$70,161
	<i>Pay Period</i>	\$2,165.73	\$2,219.73	\$2,330.96	\$2,447.38	\$2,569.88	\$2,698.50

**OREGON PUBLIC EMPLOYEES
UNION SALARY SCHEDULE**

Range #		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S9 Library Aide	<i>Monthly</i>	\$1,962	\$2,060	\$2,163	\$2,271	\$2,385	\$2,504	\$2,629
	<i>Hourly</i>	\$11.32	\$11.88	\$12.48	\$13.10	\$13.76	\$14.45	\$15.17
	<i>Annually</i>	\$23,544	\$24,720	\$25,956	\$27,252	\$28,620	\$30,048	\$31,548
	<i>Pay Period</i>	\$905.54	\$950.77	\$998.31	\$1,048.15	\$1,100.77	\$1,155.69	\$1,213.38
S22 Accounting Assistant I Administrative Specialist I Court Clerk I	<i>Monthly</i>	\$2,702	\$2,837	\$2,979	\$3,128	\$3,284	\$3,448	\$3,620
	<i>Hourly</i>	\$15.59	\$16.37	\$17.19	\$18.05	\$18.95	\$19.89	\$20.88
	<i>Annually</i>	\$32,424	\$34,044	\$35,748	\$37,536	\$39,408	\$41,376	\$43,440
	<i>Pay Period</i>	\$1,247.08	\$1,309.38	\$1,374.92	\$1,443.69	\$1,515.69	\$1,591.38	\$1,670.77
S24 Reprographics Specialist	<i>Monthly</i>	\$2,839	\$2,981	\$3,130	\$3,287	\$3,451	\$3,624	\$3,805
	<i>Hourly</i>	\$16.38	\$17.20	\$18.06	\$18.96	\$19.91	\$20.91	\$21.95
	<i>Annually</i>	\$34,068	\$35,772	\$37,560	\$39,444	\$41,412	\$43,488	\$45,660
	<i>Pay Period</i>	\$1,310.31	\$1,375.85	\$1,444.62	\$1,517.08	\$1,592.77	\$1,672.62	\$1,756.15
S25 Building Maintenance Technician I Library Assistant Utility Worker I	<i>Monthly</i>	\$2,911	\$3,057	\$3,210	\$3,371	\$3,540	\$3,717	\$3,903
	<i>Hourly</i>	\$16.79	\$17.64	\$18.52	\$19.45	\$20.42	\$21.44	\$22.52
	<i>Annually</i>	\$34,932	\$36,684	\$38,520	\$40,452	\$42,480	\$44,604	\$46,836
	<i>Pay Period</i>	\$1,343.54	\$1,410.92	\$1,481.54	\$1,555.85	\$1,633.85	\$1,715.54	\$1,801.38
S26 Records Technician	<i>Monthly</i>	\$2,983	\$3,132	\$3,289	\$3,453	\$3,626	\$3,807	\$3,997
	<i>Hourly</i>	\$17.21	\$18.07	\$18.98	\$19.92	\$20.92	\$21.96	\$23.06
	<i>Annually</i>	\$35,796	\$37,584	\$39,468	\$41,436	\$43,512	\$45,684	\$47,964
	<i>Pay Period</i>	\$1,376.77	\$1,445.54	\$1,518.00	\$1,593.69	\$1,673.54	\$1,757.08	\$1,844.77
S28 Accounting Assistant II Administrative Specialist II Court Clerk II Customer Service Specialist	<i>Monthly</i>	\$3,136	\$3,293	\$3,458	\$3,631	\$3,813	\$4,004	\$4,204
	<i>Hourly</i>	\$18.09	\$19.00	\$19.95	\$20.95	\$22.00	\$23.10	\$24.25
	<i>Annually</i>	\$37,632	\$39,516	\$41,496	\$43,572	\$45,756	\$48,048	\$50,448
	<i>Pay Period</i>	\$1,447.38	\$1,519.85	\$1,596.00	\$1,675.85	\$1,759.85	\$1,848.00	\$1,940.31
S29 Customer Service Field Worker Permit Technician Assistant Senior Library Assistant	<i>Monthly</i>	\$3,214	\$3,375	\$3,544	\$3,721	\$3,907	\$4,102	\$4,307
	<i>Hourly</i>	\$18.54	\$19.47	\$20.45	\$21.47	\$22.54	\$23.67	\$24.85
	<i>Annually</i>	\$38,568	\$40,500	\$42,528	\$44,652	\$46,884	\$49,224	\$51,684
	<i>Pay Period</i>	\$1,483.38	\$1,557.69	\$1,635.69	\$1,717.38	\$1,803.23	\$1,893.23	\$1,987.85
S31 Building Maintenance Technician II Engineering Technician I Utility Worker II	<i>Monthly</i>	\$3,374	\$3,543	\$3,720	\$3,906	\$4,101	\$4,306	\$4,521
	<i>Hourly</i>	\$19.47	\$20.44	\$21.46	\$22.53	\$23.66	\$24.84	\$26.08
	<i>Annually</i>	\$40,488	\$42,516	\$44,640	\$46,872	\$49,212	\$51,672	\$54,252
	<i>Pay Period</i>	\$1,557.23	\$1,635.23	\$1,716.92	\$1,802.77	\$1,892.77	\$1,987.38	\$2,086.62
S32 Senior Accounting Assistant Senior Administrative Specialist	<i>Monthly</i>	\$3,460	\$3,633	\$3,815	\$4,006	\$4,206	\$4,416	\$4,637
	<i>Hourly</i>	\$19.96	\$20.96	\$22.01	\$23.11	\$24.27	\$25.48	\$26.75
	<i>Annually</i>	\$41,520	\$43,596	\$45,780	\$48,072	\$50,472	\$52,992	\$55,644
	<i>Pay Period</i>	\$1,596.92	\$1,676.77	\$1,760.77	\$1,848.92	\$1,941.23	\$2,038.15	\$2,140.15

**OREGON PUBLIC EMPLOYEES
UNION SALARY SCHEDULE**

Range #		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S33 Senior Customer Services Field Worker	<i>Monthly</i>	\$3,546	\$3,723	\$3,909	\$4,104	\$4,309	\$4,524	\$4,750
	<i>Hourly</i>	\$20.46	\$21.48	\$22.55	\$23.68	\$24.86	\$26.10	\$27.40
	<i>Annually</i>	\$42,552	\$44,676	\$46,908	\$49,248	\$51,708	\$54,288	\$57,000
	<i>Pay Period</i>	\$1,636.62	\$1,718.31	\$1,804.15	\$1,894.15	\$1,988.77	\$2,088.00	\$2,192.31
S34 Engineering Assistant Purchasing Assistant	<i>Monthly</i>	\$3,634	\$3,816	\$4,007	\$4,207	\$4,417	\$4,638	\$4,870
	<i>Hourly</i>	\$20.97	\$22.02	\$23.12	\$24.27	\$25.48	\$26.76	\$28.10
	<i>Annually</i>	\$43,608	\$45,792	\$48,084	\$50,484	\$53,004	\$55,656	\$58,440
	<i>Pay Period</i>	\$1,677.23	\$1,761.23	\$1,849.38	\$1,941.69	\$2,038.62	\$2,140.62	\$2,247.69
S35 Backflow-Cross Connection Specialist CMMS Software Specialist * Mechanic Permit Technician Records Management Specialist Senior Building Maintenance Technician Senior Utility Worker Water Utility Technician	<i>Monthly</i>	\$3,725	\$3,911	\$4,107	\$4,312	\$4,528	\$4,754	\$4,992
	<i>Hourly</i>	\$21.49	\$22.56	\$23.69	\$24.88	\$26.12	\$27.43	\$28.80
	<i>Annually</i>	\$44,700	\$46,932	\$49,284	\$51,744	\$54,336	\$57,048	\$59,904
	<i>Pay Period</i>	\$1,719.23	\$1,805.08	\$1,895.54	\$1,990.15	\$2,089.85	\$2,194.15	\$2,304.00
S36 GIS Technician	<i>Monthly</i>	\$3,820	\$4,011	\$4,212	\$4,423	\$4,644	\$4,876	\$5,120
	<i>Hourly</i>	\$22.04	\$23.14	\$24.30	\$25.52	\$26.79	\$28.13	\$29.54
	<i>Annually</i>	\$45,840	\$48,132	\$50,544	\$53,076	\$55,728	\$58,512	\$61,440
	<i>Pay Period</i>	\$1,763.08	\$1,851.23	\$1,944.00	\$2,041.38	\$2,143.38	\$2,250.46	\$2,363.08
S37 Building Inspector I Code Compliance Officer Engineering Technician II Librarian	<i>Monthly</i>	\$3,914	\$4,110	\$4,316	\$4,532	\$4,759	\$4,997	\$5,247
	<i>Hourly</i>	\$22.58	\$23.71	\$24.90	\$26.15	\$27.46	\$28.83	\$30.27
	<i>Annually</i>	\$46,968	\$49,320	\$51,792	\$54,384	\$57,108	\$59,964	\$62,964
	<i>Pay Period</i>	\$1,806.46	\$1,896.92	\$1,992.00	\$2,091.69	\$2,196.46	\$2,306.31	\$2,421.69
S39 Senior Permit Technician Senior Water Utility Technician	<i>Monthly</i>	\$4,111	\$4,317	\$4,533	\$4,760	\$4,998	\$5,248	\$5,510
	<i>Hourly</i>	\$23.72	\$24.91	\$26.15	\$27.46	\$28.83	\$30.28	\$31.79
	<i>Annually</i>	\$49,332	\$51,804	\$54,396	\$57,120	\$59,976	\$62,976	\$66,120
	<i>Pay Period</i>	\$1,897.38	\$1,992.46	\$2,092.15	\$2,196.92	\$2,306.77	\$2,422.15	\$2,543.08
S40 Graphic Designer Information Technology Specialist	<i>Monthly</i>	\$4,215	\$4,426	\$4,647	\$4,879	\$5,123	\$5,379	\$5,648
	<i>Hourly</i>	\$24.32	\$25.53	\$26.81	\$28.15	\$29.56	\$31.03	\$32.58
	<i>Annually</i>	\$50,580	\$53,112	\$55,764	\$58,548	\$61,476	\$64,548	\$67,776
	<i>Pay Period</i>	\$1,945.38	\$2,042.77	\$2,144.77	\$2,251.85	\$2,364.46	\$2,482.62	\$2,606.77
S41 Livability Compliance Specialist Senior Engineering Technician Senior Librarian	<i>Monthly</i>	\$4,320	\$4,536	\$4,763	\$5,001	\$5,251	\$5,514	\$5,790
	<i>Hourly</i>	\$24.92	\$26.17	\$27.48	\$28.85	\$30.29	\$31.81	\$33.40
	<i>Annually</i>	\$51,840	\$54,432	\$57,156	\$60,012	\$63,012	\$66,168	\$69,480
	<i>Pay Period</i>	\$1,993.85	\$2,093.54	\$2,198.31	\$2,308.15	\$2,423.54	\$2,544.92	\$2,672.31

**OREGON PUBLIC EMPLOYEES
UNION SALARY SCHEDULE**

Range #		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S42 Plans Examiner	<i>Monthly</i>	\$4,428	\$4,649	\$4,881	\$5,125	\$5,381	\$5,650	\$5,933
	<i>Hourly</i>	\$25.55	\$26.82	\$28.16	\$29.57	\$31.04	\$32.60	\$34.23
	<i>Annually</i>	\$53,136	\$55,788	\$58,572	\$61,500	\$64,572	\$67,800	\$71,196
	<i>Pay Period</i>	\$2,043.69	\$2,145.69	\$2,252.77	\$2,365.38	\$2,483.54	\$2,607.69	\$2,738.31
S43 Building Inspector II Building-Housing Code Compliance Officer	<i>Monthly</i>	\$4,541	\$4,768	\$5,006	\$5,256	\$5,519	\$5,795	\$6,085
	<i>Hourly</i>	\$26.20	\$27.51	\$28.88	\$30.32	\$31.84	\$33.43	\$35.11
	<i>Annually</i>	\$54,492	\$57,216	\$60,072	\$63,072	\$66,228	\$69,540	\$73,020
	<i>Pay Period</i>	\$2,095.85	\$2,200.62	\$2,310.46	\$2,425.85	\$2,547.23	\$2,674.62	\$2,808.46
S44 Environmental Services Coordinator GIS Programmer Analyst Project Coordinator	<i>Monthly</i>	\$4,653	\$4,886	\$5,130	\$5,387	\$5,656	\$5,939	\$6,236
	<i>Hourly</i>	\$26.84	\$28.19	\$29.60	\$31.08	\$32.63	\$34.26	\$35.98
	<i>Annually</i>	\$55,836	\$58,632	\$61,560	\$64,644	\$67,872	\$71,268	\$74,832
	<i>Pay Period</i>	\$2,147.54	\$2,255.08	\$2,367.69	\$2,486.31	\$2,610.46	\$2,741.08	\$2,878.15
S45 Engineering Construction Inspector	<i>Monthly</i>	\$4,770	\$5,009	\$5,259	\$5,522	\$5,798	\$6,088	\$6,392
	<i>Hourly</i>	\$27.52	\$28.90	\$30.34	\$31.86	\$33.45	\$35.12	\$36.88
	<i>Annually</i>	\$57,240	\$60,108	\$63,108	\$66,264	\$69,576	\$73,056	\$76,704
	<i>Pay Period</i>	\$2,201.54	\$2,311.85	\$2,427.23	\$2,548.62	\$2,676.00	\$2,809.85	\$2,950.15
S46 Senior Plans Examiner	<i>Monthly</i>	\$4,889	\$5,133	\$5,390	\$5,660	\$5,943	\$6,240	\$6,552
	<i>Hourly</i>	\$28.21	\$29.61	\$31.10	\$32.65	\$34.29	\$36.00	\$37.80
	<i>Annually</i>	\$58,668	\$61,596	\$64,680	\$67,920	\$71,316	\$74,880	\$78,624
	<i>Pay Period</i>	\$2,256.46	\$2,369.08	\$2,487.69	\$2,612.31	\$2,742.92	\$2,880.00	\$3,024.00
S47 Senior Building Inspector Senior GIS Programmer-Analyst	<i>Monthly</i>	\$5,010	\$5,261	\$5,524	\$5,800	\$6,090	\$6,395	\$6,715
	<i>Hourly</i>	\$28.90	\$30.35	\$31.87	\$33.46	\$35.13	\$36.89	\$38.74
	<i>Annually</i>	\$60,120	\$63,132	\$66,288	\$69,600	\$73,080	\$76,740	\$80,580
	<i>Pay Period</i>	\$2,312.31	\$2,428.15	\$2,549.54	\$2,676.92	\$2,810.77	\$2,951.54	\$3,099.23
S48 Sr Environmental Program Coordinator	<i>Monthly</i>	\$5,135	\$5,392	\$5,662	\$5,945	\$6,242	\$6,554	\$6,882
	<i>Hourly</i>	\$29.63	\$31.11	\$32.67	\$34.30	\$36.01	\$37.81	\$39.70
	<i>Annually</i>	\$61,620	\$64,704	\$67,944	\$71,340	\$74,904	\$78,648	\$82,584
	<i>Pay Period</i>	\$2,370.00	\$2,488.62	\$2,613.23	\$2,743.85	\$2,880.92	\$3,024.92	\$3,176.31



Cook Park-Tigard, Oregon