



City of Tigard

Tigard Workshop Meeting – Agenda

TIGARD CITY COUNCIL

MEETING DATE AND TIME: April 19, 2016 - 6:30 p.m.

MEETING LOCATION: City of Tigard - Town Hall - 13125 SW Hall Blvd., Tigard, OR 97223

PUBLIC NOTICE:

Times noted are estimated.

Assistive Listening Devices are available for persons with impaired hearing and should be scheduled for Council meetings by noon on the Monday prior to the Council meeting. Please call 503-718-2419 (voice) or 503-684-2772 (TDD - Telecommunications Devices for the Deaf).

Upon request, the City will also endeavor to arrange for the following services:

- Qualified sign language interpreters for persons with speech or hearing impairments; and
- Qualified bilingual interpreters.

Since these services must be scheduled with outside service providers, it is important to allow as much lead time as possible. Please notify the City of your need by 5:00 p.m. on the Thursday preceding the meeting by calling: 503-639-4171, ext. 2410 (voice) or 503-684-2772 (TDD - Telecommunications Devices for the Deaf).

VIEW LIVE VIDEO STREAMING ONLINE:

<http://live.tigard-or.gov>

Workshop meetings are cablecast on Tualatin Valley Community TV as follows:

Replay Schedule for Tigard City Council Workshop Meetings - Channel 28

- Every Sunday at 12 a.m.
- Every Monday at 1 p.m.
- Every Thursday at 12 p.m.
- Every Friday at 10:30 a.m.

SEE ATTACHED AGENDA



City of Tigard

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TIGARD CITY COUNCIL

MEETING DATE AND TIME: April 19, 2016 - 6:30 p.m.

MEETING LOCATION: City of Tigard - Town Hall - 13125 SW Hall Blvd., Tigard, OR 97223

6:30 PM

1. WORKSHOP MEETING
 - A. Call to Order- City Council
 - B. Roll Call
 - C. Pledge of Allegiance
 - D. Call to Council and Staff for Non-Agenda Items
2. JOINT MEETING WITH LIBRARY BOARD **6:35 p.m. estimated time**
3. RECEIVE UPDATE ON SAFE ROUTES TO SCHOOL PROGRAM **7:05 p.m. estimated time**
4. CONSIDERATION OF RESOLUTIONS FORMING A TIGARD TRIANGLE CITIZEN ADVISORY COUNCIL **7:35 p.m. estimated time**
5. RECEIVE A BRIEFING ON THE METZGER ELEMENTARY SCHOOL PARK PROJECT UPDATE **7:50p.m. estimated time**
6. DISCUSSION ON RIVER TERRACE AND CITY-WIDE SANITARY SEWER SURCHARGE FEES **7:55 p.m. estimated time**
 - EXECUTIVE SESSION: The Tigard City Council will go into Executive Session to discuss property acquisition and exempt public records, under ORS 192.660(2) (e) and (f). All discussions are confidential and those present may disclose nothing from the Session. Representatives of the news media are allowed to attend Executive Sessions, as provided by ORS 192.660(4), but must not disclose any information discussed. No Executive Session may be held for the purpose of taking any final action or making any final decision. Executive Sessions are closed to the public. **8:25 p.m. estimated time**
7. NON AGENDA ITEMS
8. ADJOURNMENT **9:00 p.m. estimated time**

AIS-2477

2.

Workshop Meeting

Meeting Date: 04/19/2016

Length (in minutes): 30 Minutes

Agenda Title: Joint Meeting with Library Board

Prepared For: Margaret Barnes, Library

Submitted By: Norma Alley,
Central Services

Item Type: Joint Meeting-Board or Other Juris.

Meeting Type: Council Workshop Mtg.

Public Hearing: No

Publication Date:

Information

ISSUE

This is the regularly-scheduled, annual joint meeting between City Council and the Tigard Library Board.

STAFF RECOMMENDATION / ACTION REQUEST

None requested.

KEY FACTS AND INFORMATION SUMMARY

Annual meeting with the Tigard Library Board to provide information to City Council and update them on overall library operations.

OTHER ALTERNATIVES

n/a

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

n/a

DATES OF PREVIOUS COUNCIL CONSIDERATION

The Library Board last met with City Council on April 21, 2015.

AIS-2508

3.

Workshop Meeting

Meeting Date: 04/19/2016

Length (in minutes): 30 Minutes

Agenda Title: Receive Update on Safe Routes to School Program

Prepared For: Liz Hormann, Community Development

Submitted By: Liz Hormann, Community Development

Item Type: Update, Discussion, Direct Staff **Meeting Type:** Council Workshop Mtg.

Public Hearing: No

Publication Date:

Information

ISSUE

Update on the City of Tigard Safe Routes to School Program.

STAFF RECOMMENDATION / ACTION REQUEST

N/A

KEY FACTS AND INFORMATION SUMMARY

The Tigard Safe Routes to School (SRTS) Program has started to take hold in a number of schools. While each school's program is different, the SRTS coordinator is working to develop a comprehensive program and Action Plan for each Tigard-area elementary and middle school. The following are a few examples of how a SRTS program is being implemented:

- More frequent Walk & Bike to School Days – Templeton has instituted a monthly Walk & Bike to School Day and Mary Woodward has a weekly Walk & Bike to School Day to help inspire students and parents to walk and roll to school on a more regular basis.
- Action Plans – Templeton was the first school to adopt its Action Plan in April 2016, a few other schools are in the initial phases of drafting Action Plans. Key project priorities from the Templeton SRTS Action Plan are:
 - Improving the safety of the crosswalk at SW 96th Ave & SW Sattler Ave. - reduce the speed limit on SW Sattler and install enhanced crossing signs like in-street pedestrian signs or other traffic calming devices.
 - Improve the safety of crossing SW McDonald St. - install enhanced crossing signs like Rectangular Rapid Flashing Beacon (RRFB).
 - Improve walking conditions on SW Murdock - pathways or sidewalks on one side of SW Murdock from East Heritage Butte Park to Templeton.
 - District-wide crossing guard program.

- Jump Start Program – Three schools (T'wality Middle School, Fowler Middle School, and Metzger Elementary) are teaching Bike Safety Education to students through the end of the school year.
- Mapping – Integrated the TTSD Supplemental Transportation Zones into school SRTS maps. These are the zones where TTSD provides bus transportation for students within the one-mile walking zone and are a good initial focus area for the SRTS program.
- Projects – A few on-the-ground projects have been implemented including Leading Pedestrian Interval (LPI) signals that improve pedestrian safety at a number of crossings on Durham Rd.; a No Parking Zone at Mary Woodward Elementary to improve the circulation of buses getting into and out of the driveway and improving the visibility of those using the crosswalk in front of the school; and a LQC trail project at Metzger Elementary set to be completed in June 2016.

In addition to these activities, the SRTS coordinator and planner liaisons are working to build a lasting foundation for a SRTS program at each school by forming SRTS Task Forces, working with the existing PSO groups, and others within the school. These groups of interested parents, students, school staff, and community members are the key to creating self-sustaining programs at each school that continue to support safe and active transportation for students.

Finally, implementation of the school Action Plans will require additional project funding and a re-prioritization of potential projects around schools. Shifting transportation mode rates will take time. Therefore, the SRTS coordinator must work to find a way to create self-sustaining programs at each school, that continue to support safe and active transportation for students.

OTHER ALTERNATIVES

N/A

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

Strategic Plan:

Goal 1. Facilitate walking connections to develop an identity

Goal 3. Engage the community through dynamic communication

DATES OF PREVIOUS COUNCIL CONSIDERATION

November 17, 2015

Attachments

[Templeton.SRTS.ActionPlan](#)

[SRTS PowerPoint](#)



Templeton Elementary Safe Routes to School Action Plan



Templeton Elementary

Safe Routes to School Action Plan

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— INTRODUCTION —

SCHOOL INFORMATION

School Name:	Templeton Elementary
School Address:	9500 SW Murdock St, Tigard, OR 97224
County:	Washington County
School District:	Tigard-Tualatin School District
School Website:	http://www.templeton.ttsdschools.org/pages/templeton_elementary
Enrollment:	597
Enrollment by Grade:	K=87, 14.7%; 1st=88, 14.7%; 2nd=107, 17.9%; 3rd=110, 18.4%; 4th=110, 18.4%; 5th=95, 15.9%
Free/ Reduced Lunch:	50%
Action Plan Contact:	Liz Hormann, lizh@tigard-or.gov, 503-718-2708

THE PROJECT TEAM

School Principal:	Todd Robson
Parent Representatives:	Amy Reilly and Colleen Gibb
City Staff Representative:	Buff Brown
City Police/ School Resource Officer:	Travis Doughty
School District Representative:	Phil Wentz
City Safe Routes to School Coordinator:	Liz Hormann

WHAT IS SAFE ROUTES TO SCHOOL?

The Tigard Safe Routes to School (SRTS) Program works to promote and support the use of safe, healthy and active transportation (like biking and walking) to school. There are so many benefits to walking, biking and rolling to school – from increasing daily physical activity to ensuring students are awake and ready to learn to improving the environment and air quality around the school. A generation and a half ago, nationally, over 50% of students walked or biked to school; now only 13% of students use active transportation to get to school. There are a number of reasons for this decline, which is why the Tigard SRTS Coordinator is working with each school to develop a comprehensive SRTS Program specific to each school's unique context and environment.

The Six E's provide the foundation of our SRTS initiatives, ensuring that the safety, active transportation and community aspects are promoted.

Equity – Reduce health and wealth disparities by providing equitable services in all school communities.

Education – Students learn lifelong safety behaviors and skills, while parents can learn about the benefits of active transportation and safe travel for students to school.

Encouragement – Parents and students are invited to engage in biking and walking events and activities that promote healthy and active transportation options.

Enforcement – Promote safe walking and biking through consistent enforcement of traffic laws around schools.

Engineering – Implement engineering changes such as new sidewalks, improved crossings, and other traffic calming devices to enhance safety of the walk or bike to school.

Evaluation – Assess the neighborhood travel routes, and drop-off and pick-up processes at the school; as well as evaluate the success of the SRTS Program as a whole in Tigard.

This Action Plan lists the known barriers to walking, biking or rolling to Templeton Elementary School and identifies the potential engineering and programmatic strategies to address those barriers. Some strategies are more geared toward engineering and infrastructure, while others are more programmatic – education, encouragement events, and enforcement. The Action Plan is available for use by the city, the Templeton SRTS Task Force, the Tigard-Tualatin School District, parents, students and community members as a framework to guide Templeton's work on SRTS.

SRTS Program Goals

1. Reduce the number of driving trips to schools.
2. Educate families about the benefits of active transportation.
3. Improve traffic safety and circulation around schools.
4. Identify champions to build the program and sustain activities.

— EXISTING CONDITIONS —

SCHOOL ATTENDANCE AREA

The Templeton Elementary attendance boundary is an area framed by Hall Blvd.; Durham Rd. and Hwy 99W, minus a small portion of the southeast corner across from Durham Elementary; and including an area south of Durham Rd. to the Tualatin River between Hwy 99W and 103rd Ave. (see map on page 4).

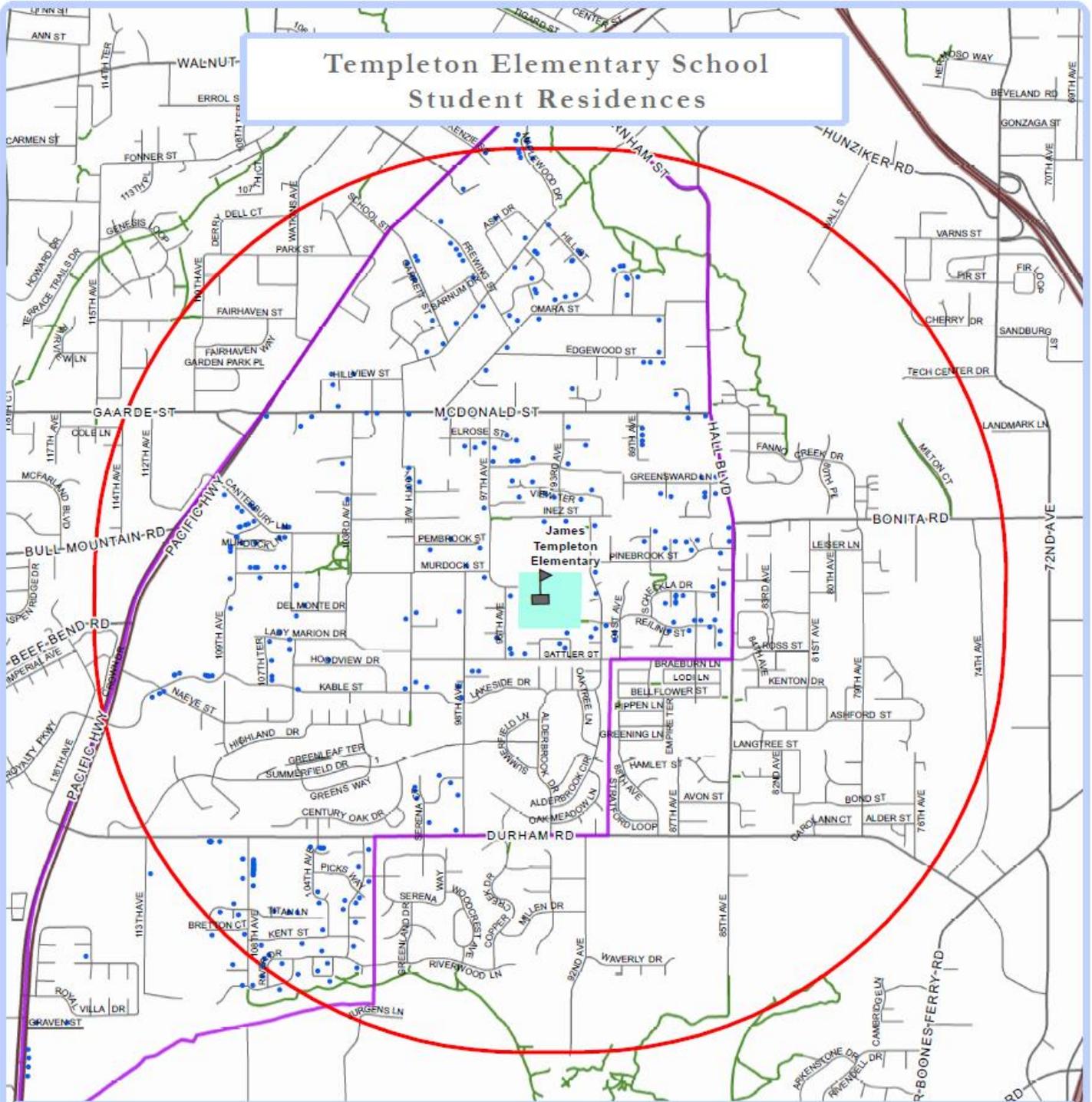
DISTRICT TRANSPORTATION POLICY

The preferred method of travel is by school bus for students in grades kindergarten through 5th who live more than 1 mile from school. Otherwise, students are encouraged to walk, bike, carpool, or be driven to school.

DISTRICT SUPPLEMENTAL TRANSPORTATION POLICY

The Supplemental Transportation Plan provides for buses to transport students inside Oregon's unfunded walking distances – 1 mile for elementary school students and 1.5 miles for middle school students – because of hazardous conditions such as difficult crossings, limited infrastructure, crossing railroad tracks, freeway crossings, and high volume and high speed roadways. The Plan outlines areas that contain these conditions and addresses the reasoning behind the designation (see map on page 5).

Templeton Elementary School Student Residences



School

• Student Residences



Trails

One-mile Radius Around Templeton Elementary

Templeton Elementary Attendance Area

Templeton Elementary School Property



DATA SOURCES:

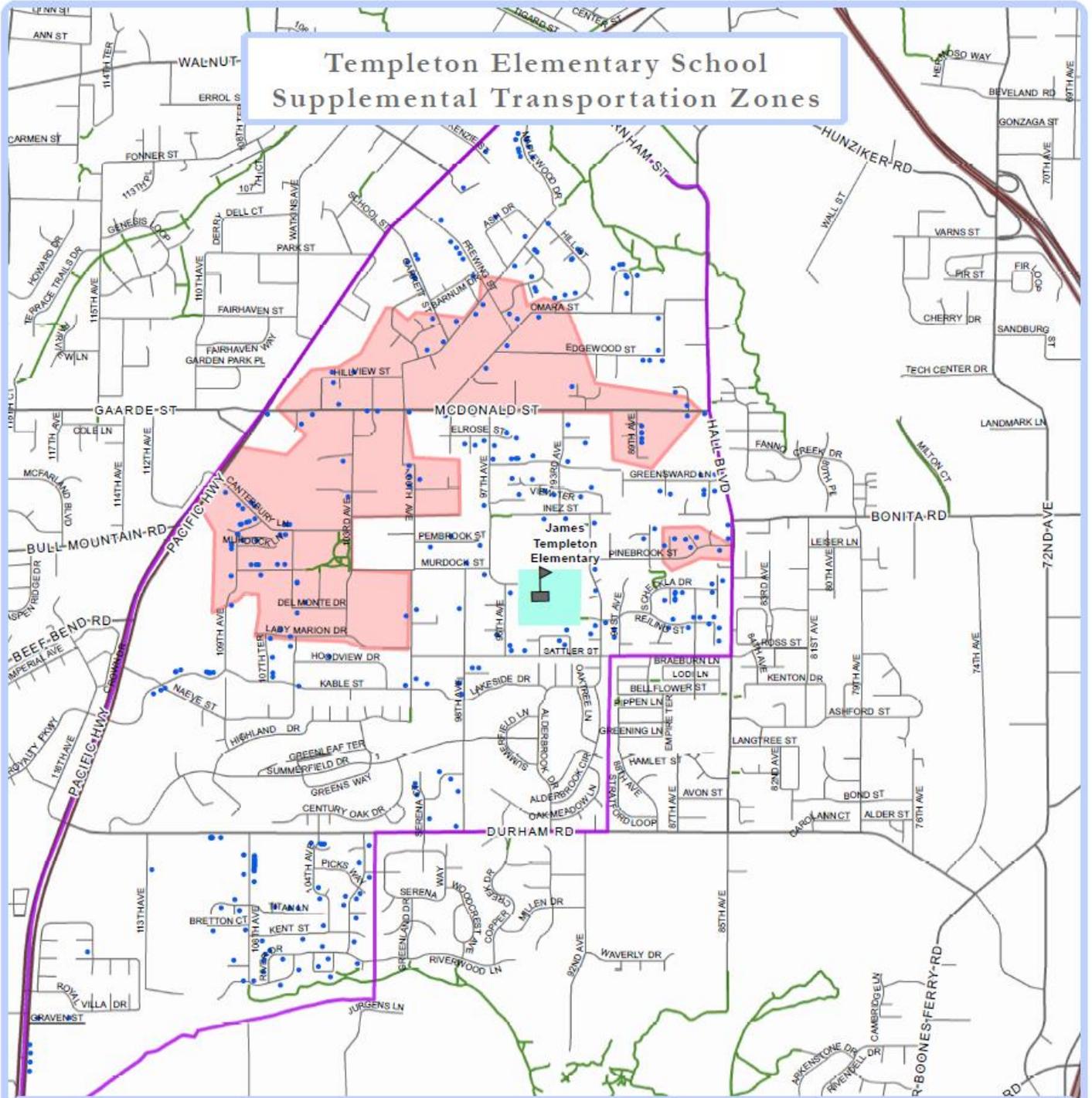
City of Tigard
Metro
Washington County



DISCLAIMER:

This map was derived from several databases. The City cannot accept responsibility for any errors. Therefore, there are no warranties for this product. However, any notification of errors is appreciated.

Templeton Elementary School Supplemental Transportation Zones



School



Student Residences



Trails



Templeton Elementary School Property



Templeton Elementary Attendance Area



Supplemental Transportation Zone

0 0.25 0.5 Miles

DATA SOURCES:

City of Tigard
Metro
Washington County



DISCLAIMER:

This map was derived from several databases. The City cannot accept responsibility for any errors. Therefore, there are no warranties for this product. However, any notification of errors is appreciated.

WALK AND BIKE AUDIT EVALUATION

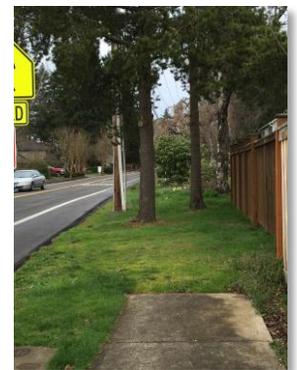
A walk audit is a tool to identify key issues and barriers to walking and biking to school. This is an interactive event where we go out and walk the areas and routes around the school. An on the ground investigation during the walk to and from school time period is the best way to see key issues, conflict areas, and behaviors of those travelling to and from school. The following physical environment barriers were identified during the Templeton walk audit, through the parent surveys, and other communication with parents and school officials.

Physical environment barriers

- **Crossing:** SW Sattler at 96th Ave is difficult because many cars don't stop for kids crossing the street.
 - No slowing mechanisms from Hall Blvd. – straight shot down SW Sattler at 35+ mph.
 - 35 mph seems very high for a street like SW Sattler.
 - Bushes on east side of SW Sattler block view of kids trying to cross.
- **Crossing:** 98th and Durham Rd. – cars turning left from 98th to Durham don't always wait for kids to cross.
- **Crossing:** McDonald and Omara – cars don't always stop at marked crosswalk. When the cars do stop, they do not wait for person to get all the way or even most of the way across. Cars start moving again as soon as the person clears the first lane.
- **Crossing/ traffic circulation:** Murdock and 97th – many conflict points at this intersection – traffic flow and pedestrian use.
 - At pick-up this crosswalk is difficult for students to cross. Cars backed-up for drop-off and regular traffic flow trying to get around creates a congested intersection.
- **Crossing:** 98th and Sattler – this is a four-way stop, so generally protected for students crossing, but there is no curb or standing area for students coming from the west side (southwest corner) of 98th to cross.
- **Crossing:** 108th and Durham Rd. – high traffic volumes and the nature of the stoplight (no through traffic up 108th to the north, vehicles must either turn left or right onto Durham Rd.) make this a difficult crossing. Parent indicated preference to crossing Durham here (as opposed to 98th) because there are fewer driveways and street access points on the north side of Durham Rd.
- **Crossing/ Infrastructure:** Difficult crossing/ intersection at Pinebrook and 92nd Ave and no sidewalk or path on Pinebrook (the east end of Pinebrook is part of the district Supplemental Transportation Plan, offering buses within the mile walk radius of Templeton).
- **Roadway/ Infrastructure:** Noncontiguous sidewalks or pathways along Murdock St. from 103rd to 98th. Traffic increases on Murdock during the student drop-off and pick-up times, which coincide with pedestrian traffic on the street. Murdock is a very narrow street with little to no shoulder space. Steep drainage ditches line the road in some spots, making any walking space very limited.
 - Parents noted that they would feel okay with a pathway, soft-path, etc. –



Four-way stop at Sattler and 98th – no sidewalk or curb for students crossing 98th to the sidewalk on Sattler.



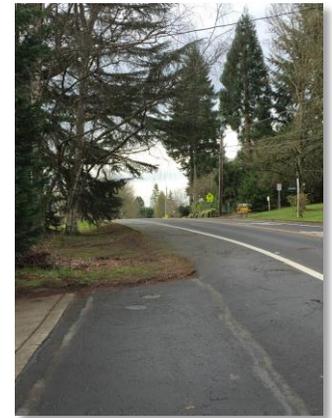
Sidewalk ends on north side of Sattler about 300ft before 96th which leads to the entrance to Templeton.



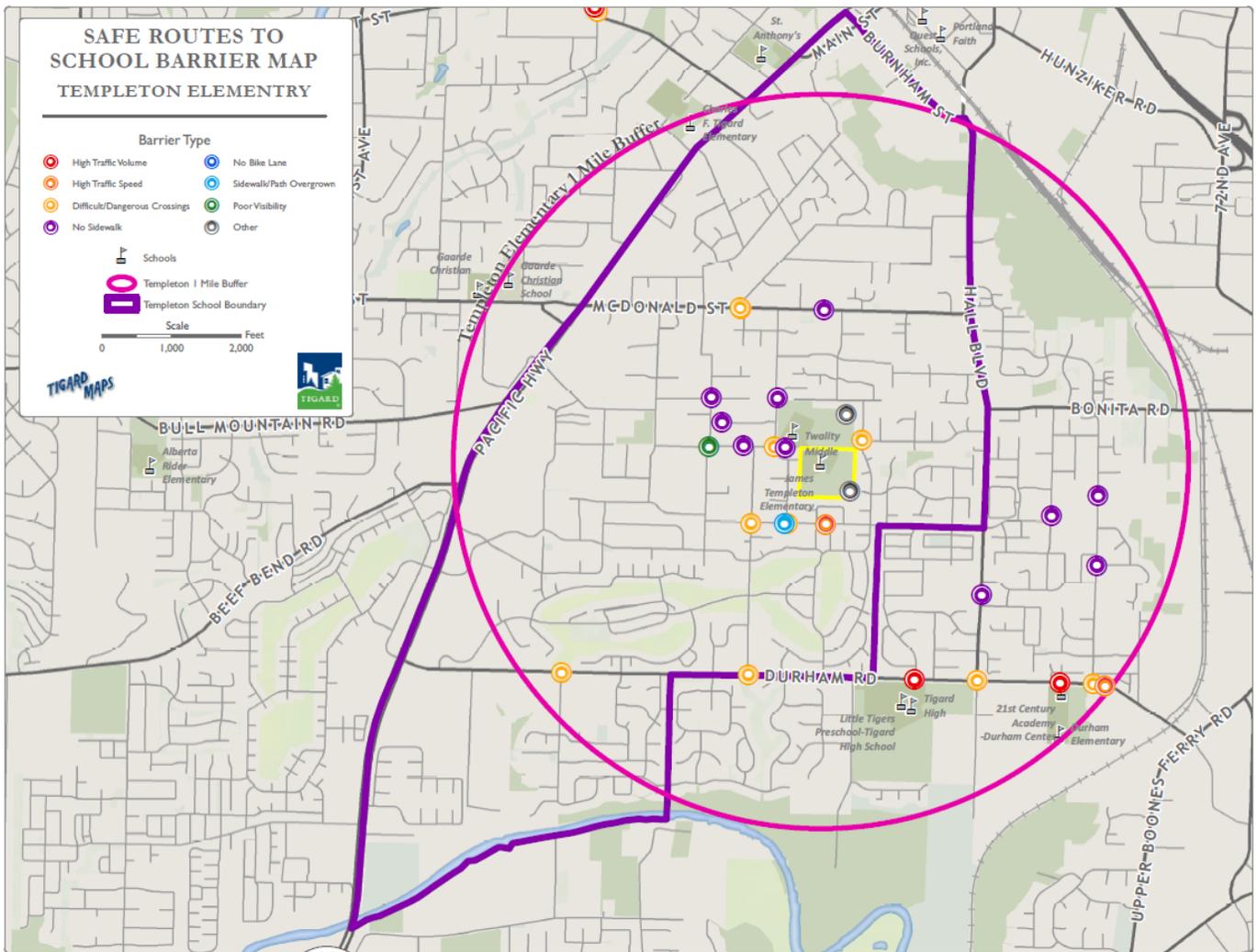
SW Murdock has no shoulder space and steep drainage ditches, leaving little walking space.

they indicated a full sidewalk was not necessarily needed. Expressed the need to carve out a space for pedestrians.

- There are trails in the East Butte Heritage Park that do not connect with any other infrastructure.
- **Roadway/Infrastructure:** SW 97th has a number of sidewalk gaps and very few crossings. The speed is 25 mph and 20 in the School Zone, but there are a number of gaps in the sidewalk network leading to Templeton.
- **Roadway/Infrastructure:** Sidewalk gap on the west side of 98th Ave between Kable St. and Kimberly Dr.
- **Roadway/Infrastructure:** 100th Ave has no sidewalks. Traffic speeds are over posted limits, especially going around the blind curve just north of View Terrace.
- **Roadway/Infrastructure:** Sidewalk gap on Pembroke from 100th Ave to midway down the block to 97th Ave.
- **Roadway/Infrastructure:** Sidewalk gap on the north side of SW Sattler leading to 96th Ave and the entrance to Templeton.
- **Roadway/Infrastructure:** Noncontiguous sidewalks along McDonald. 35 mph speed limit, not much of a shoulder for students to walk along.
- **Access:** Back field access – during the wet months, difficult to cross back field.



Sidewalk gap on SW 97th up the hill to Twality Middle School and Templeton Elementary.



Programmatic barriers

- **Education:** No formal walking or biking safety education program taught to students.
- **Education:** No designated walking or biking route maps for Templeton to post on website or give to parents.
- **Education:** No formal education to parents about safe walking and biking, and how to shift to more walking or biking to school.
- **Enforcement:** Limited capacity for additional crossing guards – only a staff person and a few students in the parking lot for enforcement.

How does the school already promote pedestrian and bicycle safety?

Templeton Elementary has taken a number of steps to promote pedestrian and bike safety:

- Formed a SRTS Task Force in Spring 2014 – the team meets monthly to plan and implement a Templeton SRTS Program.
- Students and parents participate in annual Walk & Bike to School events – twice a year.
- In February 2016 students and parents started a Monthly Walk & Bike to School Day event on the first Wednesday of every month.
- There are established Walking School Buses from at least one neighborhood – looking to develop more.
- Walk Audits were performed in November 2015.
- [Implemented a Leading Pedestrian Interval](#) (LPI) at the crosswalk of Durham Rd & 98th Ave – pedestrians are given a 5 second head start to start crossing before any vehicle gets a green light.
- A monthly SRTS Newsletter Article is sent to parents – topics include pedestrian and bicycle safety.



— EVALUATIONS AND DATA —

STUDENT TRAVEL DATA

We conducted In-Class Student Tallies and this is how our students travel to and from school.

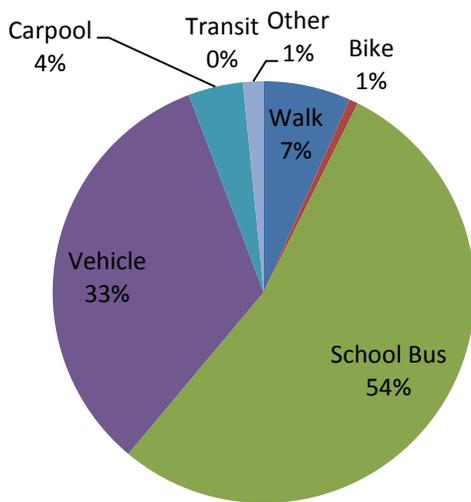
TO SCHOOL

Travel Mode	Walk	Bike	School Bus	Family Vehicle	Carpool	Public Transit	Other
% of Students	7%	1%	53%	33%	4%	0%	2%

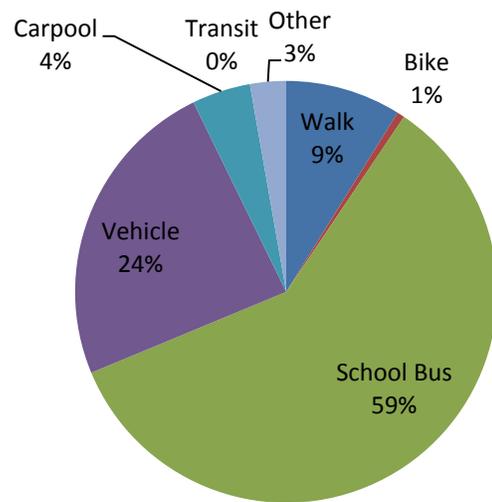
FROM SCHOOL

Travel Mode	Walk	Bike	School Bus	Family Vehicle	Carpool	Public Transit	Other
% of Students	9%	1%	59%	24%	4%	0%	3%

Templeton AM Mode Split – How students get to school

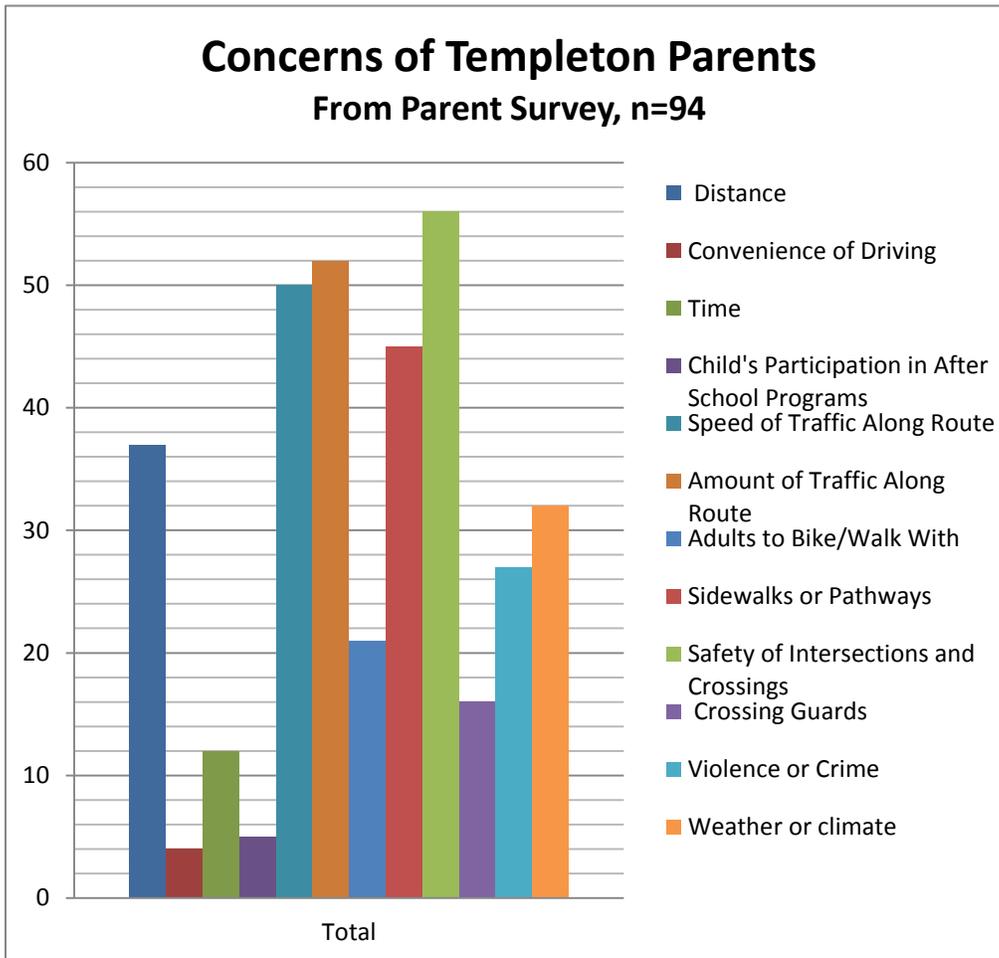


Templeton PM Mode Split – How students get home from school



PARENT SURVEY DATA

We conducted a Parent Survey to gather information about how students get to and from school and learn about concerns and issues surrounding the walk or bike to school.



The top five walkability and bikeability issues for Templeton parents are:

1. Safety of intersections and crossings
2. Amount of traffic along route
3. Speed of traffic along route
4. Sidewalks or pathways
5. Distance

Templeton SRTS Data:

- Approximately 38% of the parents who drive their students to school live within a ½ mile of school.
- Over 144 students walked to Templeton on International Walk & Bike to School Day!
- Templeton Car Count (11/17/2015): A total of 127 cars were counted in the car drop-off line in the Templeton parking lot.
- 24% of parents surveyed said 5th grade was the earliest grade where they would let their student walk to school without an adult.

— RECOMMENDATIONS AND PLAN IMPLEMENTATION —

A comprehensive SRTS Program includes engineering/ infrastructure and programmatic strategies. The following sections outline the possible strategies that directly address the identified barriers and hazards. At this time this is simply a list of potential strategies. The Templeton SRTS Task Force, parents, City of Tigard, and others will work to refine the strategies for implementation.

ENGINEERING AND INFRASTRUCTURE STRATEGIES

Improve safety of the crosswalk at 96th & Sattler:

- Reduce the speed limit on SW Sattler.
- Install enhanced crossing signs like Rectangle Rapid Flashing Beacons (RRFB) and/ or in-street pedestrian signs.
- Investigate the use of traffic calming devices, such as a raised crosswalk.

Improve drop-off and pick-up circulation and safety – Murdock & 97th:

- Develop a school drop-off and pick-up circulation plan.
- Implement recommendations from the circulation plan.
- Include a designated walking/ biking route through the Templeton pick-up and drop-off driveway for pedestrians entering from 97th and Murdock.

Crossing McDonald:

- Install enhanced crossing signs like RRFB at crossing on McDonald.

Sidewalks on McDonald:

- Prioritize key sidewalk gaps on McDonald.
- Fill sidewalk gaps on McDonald.

Sidewalks on 97th:

- Fill sidewalk gaps on both sides of 97th from McDonald up to Templeton.
- In particular, build sidewalks on the east side of SW 97th in front of Twality Middle School.

Improve walking conditions on SW Murdock:

- Pathways or sidewalks on one side of SW Murdock from East Heritage Butte Park to Templeton.
- Traffic calming devices to slow traffic and bring attention to pedestrians.



A RRFB is an active warning device used to alert motorists of crossing pedestrians. They remain dark until activated by pedestrians.



Raised pedestrian crosswalks serve as a traffic calming measure that draws more attention to the pedestrian crossing.



Pathways can connect neighborhoods directly with schools.

Access across the back field:

- Create a soft-path (gravel or bark chips) around the grass field to provide dry, designated path for students entering from the pathways on 92nd and Home St.

Fill additional neighborhood sidewalk gaps:

- Prioritize and fill key sidewalk gaps/ pathways on the following roads:
 - 98th Ave between Kable St. and Kimberly Dr.
 - Pembroke from 100th Ave to midway down the block to 97th Ave.
 - North side of SW Sattler leader to 96th Ave.

Improve walking conditions on SW 100th Ave:

- Prioritize key sidewalk gaps on 100th, with a focus on the blind S curve just north of View Terrace.
- Traffic calming devices to slow traffic and bring attention to pedestrians.

Improve walking conditions on Pinebrook and 92nd Ave:

- Given that the east end of Pinebrook is on TTSD’s Supplemental Transportation Plan, the first step is to work with the District to devise a potential plan for improving walking conditions in this area.

Crossing Durham Rd.:

- Implement Leading Pedestrian Interval signals at crossings along Durham Rd. – a signal timing change where pedestrians are given a 5 second head start to cross before any vehicle traffic gets a green light.

*The engineering recommendations in this plan are considered “planning level” and may require further engineering analysis, design, or public input to determine if they are appropriate solutions before implementation.



Sidewalks are an important component of the walking route to school. In some cases, a pathway (or designated walkway) can be implemented instead of a full sidewalk.



Driver feedback signs provide real-time information of a driver’s speed and reminds drivers of the posted speed limit.

PROGRAMMATIC STRATEGIES

Education:

- Develop walking and biking route maps.
- Develop pedestrian education for all 2nd graders.
- Pass out pedestrian and bicycle safety brochures to parents in the vehicles waiting to pick up their kids.
- Develop and distribute yard signs. Messages geared toward reminding drivers to slow down, watch for students, and designate walking routes.
- Work with the Summer Lunch Program at Templeton for outreach and education opportunities.

Encouragement:

- Monthly Walk & Bike to School Day – making walking and biking to school a more regular habit (create themes for every month).
- Form Walking School Buses – groups of students who walk to school together.
- SchoolPool (Drive Less Connect) – help parents connect to form walking school buses or carpools.
- All schools Youth Bike Fair – learn bike safety and practice skills.
- [Fire Up Your Feet Program](#) – opportunity to increase physical activity and raise money for school.
- Templeton SRTS Task Force parent representative recruitment – develop a process to continually recruit parents because kids will eventually age out of Templeton.

Enforcement:

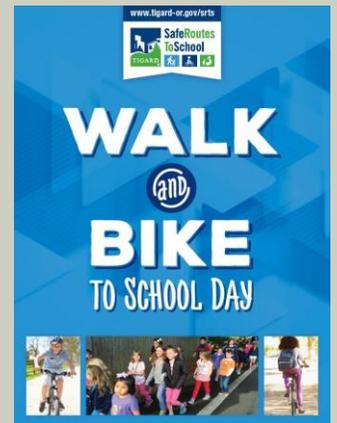
- District-wide crossing guard program:
 - McDonald & Omara/ 97th
 - Sattler & 96th
 - Murdock & 97th
- Work with Tigard Police Department and School Resource Officer on traffic enforcement around Templeton.
- Implement Police enforcement in concert with the installation of traffic calming devices and infrastructure.

Evaluation:

- Annual Parent Survey.
- Annual Student Tally Survey.
- Traffic Counts – install a traffic counter in driveway to provide a daily count of drivers. The counter will also be part of a parent education campaign.



A walking school bus/bike train is a group of children walking/ biking to school together.



Make walking and biking to school a regular activity by setting a recurring date for a Walk & Bike to School Day.



Crossing guards aid students crossing the street at the school and at intersections in the surrounding neighborhood.

STRATEGY PRIORITIZATION

All of the strategies outlined in this Action Plan will play an important role in Templeton's SRTS Program. However, the SRTS Task Force has identified a few priorities to guide the work over the next year or so. Since this is the first Action Plan the Task Force recognizes that these priorities may shift and as these projects and programs are implemented new priorities will develop.

1. **District-wide crossing guard program.**
2. **Improve safety of the crosswalk at 96th & Sattler.**
3. **Improve safety of crossing McDonald.**
4. **Improve the drop-off and pick-up circulation and safety.**
5. **Access across the back field.**
6. **Improve walking conditions on SW Murdock.**
7. **Develop Walking & Biking route maps.**

FINAL THOUGHTS

Thank you for taking the time to read the Templeton SRTS Action Plan. A successful SRTS Program will require students, parents, school staff, the City of Tigard, Tigard-Tualatin School District, and the community to work together to ensure students are able to walk, bike or roll to school safely.

If you would like to be more involved in the Templeton SRTS Program, please reach out to Principal Robson or the SRTS Coordinator, we would love to have you involved!



City
of
Tigard



Respect and Care | Do the Right Thing | Get it Done

SafeRoutes

Tigard Safe Routes to School



Presented to City Council

April 19, 2016



A more integrated SRTS Program

- ▶ Bike Safety Education
- ▶ Recurring Encouragement Events
- ▶ Action Plans
- ▶ SRTS Projects

Bike Safety Education – Jump Start Grant

- ▶ Teacher training
- ▶ Three schools:
 - ▶ Metzger Elementary
 - ▶ Fowler Middle School
 - ▶ Twality Middle School



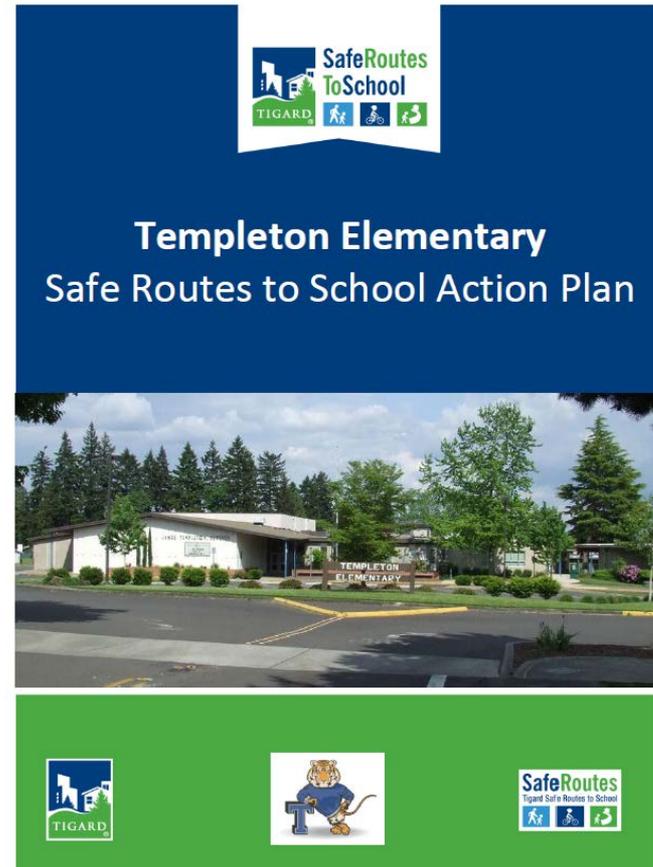
Recurring Encouragement Events

- ▶ Templeton Monthly Walk & Bike to School Day
- ▶ Mary Woodward Weekly Walk & Bike to School Day



Action Plans

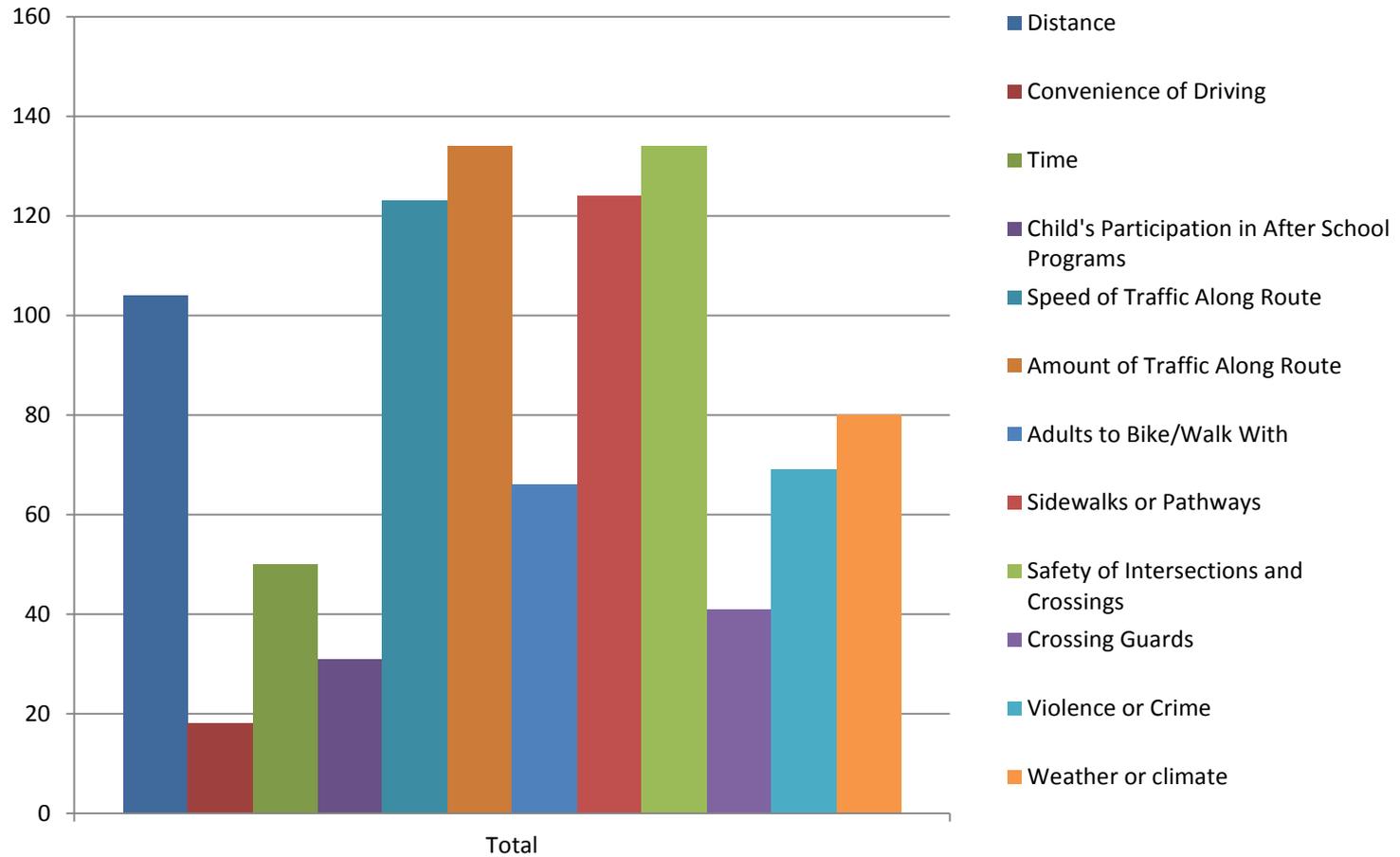
- ▶ Templeton SRTS Action Plan – **Completed**
- ▶ Durham SRTS Action Plan – **Draft**
- ▶ Mary Woodward SRTS Action Plan – **Draft**



SRTS Projects

- ▶ Leading Pedestrian Interval Signals:
 - ▶ Pedestrians get 5 second head start when crossing
 - ▶ Enhance safety and visibility of pedestrians
- ▶ No Parking Zone at Mary Woodward:
 - ▶ Improve traffic flow
 - ▶ Enhance safety and visibility of crosswalk in front of school
- ▶ LQC: Lincoln Street Trail:
 - ▶ Provide an important connection from SW Oak to Metzger Elementary

Concerns of Elementary Parents



School Progress Report

School Name:	FY 17				
	FY 16				
	Principal Buy-In	Events	Parent Task Force	Action Plan Complete	On-the-Ground Improvement Project
Alberta Rider (Planner Liaison: Lina Smith)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
CF Tigard (Planner Liaison: Monica Bilodeau)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Durham (Planner Liaison: Liz Hormann)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Mary Woodward (Planner Liaison: Cheryl Caines)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Meztger (Planner Liaison: Gary Pagenstecher)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Templeton (Planner Liaison: Buff Brown)	<input checked="" type="checkbox"/>				
Fowler Middle School (Planner Liaison: Liz Hormann)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Twality Middle School (Planner Liaison: Susan Shanks)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			

Questions?



Tigard Safe Routes to School Coordinator:

Liz Hormann

lizh@tigard-or.gov

503-718-2708

AIS-2565

4.

Workshop Meeting

Meeting Date: 04/19/2016

Length (in minutes): 20 Minutes

Agenda Title: Consideration Resolutions Forming a Tigard Triangle Citizen Advisory Council

Submitted By: Cheryl Caines, Community Development

Item Type: Resolution
Update, Discussion, Direct Staff

Meeting Type: Council
Workshop
Mtg.

Public Hearing: No

Publication Date:

Information

ISSUE

Should the city establish a Citizen Advisory Council to guide the development of the Tigard Triangle Urban Renewal Plan?

STAFF RECOMMENDATION / ACTION REQUEST

Staff recommends that Council establish the Tigard Triangle Citizen Advisory Council per the attached Resolution and appoint its members by consent at an upcoming meeting. A second Resolution appointing members to the Citizen Advisory Council is attached for Council’s preview.

KEY FACTS AND INFORMATION SUMMARY

The city desires to convene a Citizen Advisory Council (CAC) to guide the urban renewal planning effort in the Tigard Triangle and provide meaningful public input into the plan, as well as to meet its Metro funding obligation. In the interest of creating a group with broad representation, staff publicized this volunteer opportunity in Cityscape and on the Tigard Triangle webpage. Staff also requested that each of the city’s citizen boards, committees, commissions, and councils that meet on a regular basis send one representative to serve on the CAC. With the exception of the Park and Recreation Advisory Board, each of the city’s citizen groups is represented on the CAC. The second attached Resolution includes a list of CAC members and their group affiliations, if any.

In addition to the CAC, the city will also be forming a Technical Advisory Committee (TAC) to provide input into the Urban Renewal Plan. The following agencies and organizations have confirmed interest in serving on this committee:

- Clean Water Services

- Community Partners for Affordable Housing
- Metro
- Oregon Department of Transportation
- Portland Community College
- REACH Community Development
- Tigard Chamber of Commerce
- Tigard Tualatin School District
- TriMet
- Tualatin Valley Fire and Rescue
- Tualatin Valley Water District

Staff reached out to the Lake Oswego business community and city staff but, as of the writing of this report, has not gotten a response.

OTHER ALTERNATIVES

The city needs to convene a CAC to meet its Metro funding obligation; however, Council may direct staff to seek additional and/or different individuals to serve on the CAC and TAC.

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

Council Goal 3: Adopt and Begin Implementation of Tigard Triangle Strategic Plan
Approved Plan: Tigard Triangle Strategic Plan completed March 2015

DATES OF PREVIOUS COUNCIL CONSIDERATION

March 2015: Staff completed the Tigard Triangle Strategic Plan (TTSP)

June 2015: Council directed staff to submit a CPDG application to Metro for funds to implement the TTSP

February 2016: Council directed staff to enter into an IGA with Metro for CPDG funds

March 2016: Council awarded a contract to MIG Inc. to implement the TTSP

Attachments

Establish Tigard Triangle CAC

Appoint Tigard Triangle CAC Members

**CITY OF TIGARD, OREGON
TIGARD CITY COUNCIL
RESOLUTION NO. 16-**

A RESOLUTION ESTABLISHING A CITIZEN ADVISORY COUNCIL TO ADVISE STAFF
DURING DEVELOPMENT OF THE TIGARD TRIANGLE URBAN RENEWAL PLAN

WHEREAS, the city completed the Tigard Triangle Strategic Plan in March 2015 and one of City Council's goals for 2016 includes its adoption and implementation; and

WHEREAS, the Tigard Triangle Strategic Plan recommends a number of implementation strategies, including development of an Urban Renewal Plan; and

WHEREAS, the city was awarded a Community Planning and Development Grant (CPDG) from Metro to develop an Urban Renewal Plan for the Tigard Triangle; and

WHEREAS, the city is required to develop a public involvement strategy that facilitates public input into the Urban Renewal Plan, including the creation of a Citizen Advisory Council (CAC), per the city's CPDG intergovernmental agreement with Metro; and

WHEREAS, the city desires broad citizen representation on the CAC since creation of an urban renewal district that utilizes tax increment financing requires a citywide public vote.

NOW, THEREFORE, BE IT RESOLVED by the Tigard City Council that:

SECTION 1: The Tigard Triangle Urban Renewal Plan CAC is hereby established to review and comment on draft materials and ensure that the final plan builds upon and implements the Tigard Triangle Strategic Plan. Its membership shall include up to 4 citizen-at-large members and one representative from each of the following citizen boards, committees, commissions, and councils:

- Metzger Citizen Participation Organization (CPO 4M)
- Tigard Triangle Stakeholder Working Group
- City of Tigard City Council
- City of Tigard City Center Advisory Commission
- City of Tigard Library Board
- City of Tigard Neighborhood Involvement Committee
- City of Tigard Planning Commission
- City of Tigard Transportation Advisory Committee
- City of Tigard Youth Advisory Council

SECTION 2: The mission of the CAC is to:

- Create an environment conducive to multiple and diverse opinions and ideas;
- Review and comment on draft materials prepared by staff and consultants;
- Ensure the Urban Renewal Plan is consistent with the vision in the Tigard Triangle Strategic Plan and the applicable goals, policies, and actions measures in the Comprehensive Plan; and
- Promote public understanding of the Urban Renewal Plan.

SECTION 3: The CAC shall:

- Attend at least four CAC meetings;
- Consider all written and oral comments submitted by the public;
- Seek to achieve general consensus on the Urban Renewal Plan by the CAC membership (decisions will be made by majority vote if consensus cannot be reached);
- Assure respect and consideration of others' opinion and ideas; and
- Recommend City Council remove and replace members unwilling or unable to adhere to the protocol described above.

SECTION 4: The city's Urban Renewal Plan project manager is assigned as staff liaison to the CAC. Other city staff will be called upon to support the CAC's mission as deemed necessary throughout the Urban Renewal Plan process.

SECTION 5: The term of service for CAC members shall expire after a public vote on the Urban Renewal Plan at a general election. The CAC shall be disbanded at that point.

SECTION 6: This resolution is effective immediately upon passage.

PASSED: This _____ day of _____ 2016.

Mayor - City of Tigard

ATTEST:

City Recorder - City of Tigard

**CITY OF TIGARD, OREGON
TIGARD CITY COUNCIL
RESOLUTION NO. 16-**

A RESOLUTION APPOINTING MEMBERS TO THE TIGARD TRIANGLE URBAN RENEWAL PLAN CITIZEN ADVISORY COUNCIL

WHEREAS, the city completed the Tigard Triangle Strategic Plan in March 2015 and one of City Council's goals for 2016 includes its adoption and implementation; and

WHEREAS, the Tigard Triangle Strategic Plan recommends a number of implementation strategies, including development of an Urban Renewal Plan; and

WHEREAS, the city was awarded a Community Planning and Development Grant (CPDG) from Metro to develop an Urban Renewal Plan for the Tigard Triangle; and

WHEREAS, the city is required to develop a public involvement strategy that facilitates public input into the Urban Renewal Plan, including the creation of a Citizen Advisory Council (CAC), per the city's CPDG intergovernmental agreement with Metro; and

WHEREAS, the city desires broad citizen representation on the CAC since creation of an urban renewal district that utilizes tax increment financing requires a citywide public vote; and

WHEREAS, the city advertised for CAC members through its Cityscape publication and Tigard Triangle webpage and also requested that each of the following citizen boards, committees, commissions, and councils send one representative from their group to serve on the Urban Renewal Plan CAC:

- Metzger Citizen Participation Organization (CPO 4M)
- Tigard Triangle Stakeholder Working Group (SWG)
- City of Tigard City Council (CC)
- City of Tigard City Center Advisory Commission (CCAC)
- City of Tigard Library Board (LB)
- City of Tigard Neighborhood Involvement Committee (NIC)
- City of Tigard Park and Recreation Advisory Board (PRAB)
- City of Tigard Planning Commission (PC)
- City of Tigard Transportation Advisory Committee (TTAC)
- City of Tigard Youth Advisory Council (YAC)

NOW, THEREFORE, BE IT RESOLVED by the Tigard City Council that:

SECTION 1: As established in Resolution 16-____, the membership of the Tigard Triangle Urban Renewal Plan CAC shall include representatives from the following groups:

- Metzger Citizen Participation Organization (1 member)
- Tigard Triangle Stakeholder Working Group (1 member)
- City of Tigard Boards, Committees, Commissions, and Councils (7 members)
- Citizens at Large (up to 4 members)

SECTION 2: The membership of the Tigard Triangle Urban Renewal Plan CAC shall consist of the following individuals:

- Jim Long (CPO 4M)
- Elise Shearer (SWG & TTAC)
- John Goodhouse (CC)
- David Walsh (CCAC)
- Scott Hancock (LB)
- Cathy Olson (NIC)
- Gary Jelinek (PC)
- Zack Dean (YAC)
- John Boren (Citizen-at-Large, city planner)
- Katen Patel (Citizen-at-Large, Triangle property owner)
- Veronica Smith (Citizen-at-Large, housing advocate)
- Dustin White (Citizen-at-Large, architect)

SECTION 3: The term of service for CAC members shall expire after a public vote on the Urban Renewal Plan at a general election. The CAC shall be disbanded at that point.

SECTION 4: This resolution is effective immediately upon passage

PASSED: This _____ day of _____ 2016.

Mayor - City of Tigard

ATTEST:

City Recorder - City of Tigard

AIS-2660

5.

Workshop Meeting

Meeting Date: 04/19/2016

Length (in minutes): 10 Minutes

Agenda Title: Receive a Briefing on the Metzger Elementary School Park Project Update

Prepared For: Kenny Asher, Community Development

Submitted By: Lina Smith, Community Development

Item Type: Update, Discussion, Direct Staff **Meeting Type:** Council Workshop Mtg.

Public Hearing: No

Publication Date:

Information

ISSUE

Receive a briefing on the Metzger Elementary School Park Project.

STAFF RECOMMENDATION / ACTION REQUEST

Receive a briefing on the Metzger Elementary School Park Project, and next steps for implementation.

KEY FACTS AND INFORMATION SUMMARY

Metzger Elementary School’s athletic fields will be transforming into a public park, open to City of Tigard residents outside of school hours. A joint-use intergovernmental agreement (IGA) between the City of Tigard and Tigard-Tualatin School District was unanimously approved by Tigard City Council on September 22, 2015. Through this IGA, the city will initiate site improvements and provide higher levels of maintenance, so the athletic fields can be utilized as an open park when the area is not needed for school functions.

Now that the IGA has been finalized, The City of Tigard Public Works and Community Development Departments are working together to redevelop this space into a public park and outdoor destination spot, which will provide much-needed recreation in north Tigard.

In February 2016, the city selected Verde, teamed up with the Multicultural Collaborative and ESA Vigil-Agrimis, as the consultant team to lead this exciting project. The team’s approach to neighborhood park design focuses on inclusivity, social enterprise, and advocacy for community members. The team has valuable experience working in multicultural communities, and encourages community empowerment through public space design. A successful example of the team’s previous work is the “Let Us Build Cully Park” project in

northeast Portland.

The city aims to make Metzger Elementary School Park's design process an empowering experience for local residents. Accordingly, community engagement will play a key role throughout Metzger Elementary School Park's planning. City staff will continually work to reach out to a variety of populations and age groups, build relationships with local stakeholders and neighbors, and provide a platform for diverse public participation. The future park should create a safe space for the community to come together, engage in opportunities for exploration and discovery, and share an organic, unpredictable experience.

OTHER ALTERNATIVES

N/A

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

Tigard Strategic Plan Goals:

- GOAL 1: Walking and Connecting
- GOAL 2: Growing and Planning
- GOAL 3: Engaging and Communicating

Tigard Comprehensive Plan Goals:

- GOAL 1: Citizen Involvement
- GOAL 8: Parks, Recreation, Trails and Open Space

DATES OF PREVIOUS COUNCIL CONSIDERATION

The joint-use IGA for Metzger Elementary School Park was approved by City Council on September 22, 2015. This is the first time city staff will be briefing City Council on this project.

AIS-2589

6.

Workshop Meeting

Meeting Date: 04/19/2016

Length (in minutes): 30 Minutes

Agenda Title: DISCUSSION ON RIVER TERRACE AND
CITY-WIDE SANITARY SEWER SURCHARGE
FEES

Prepared For: Toby LaFrance

Submitted By: Carol
Krager,
Central
Services

Item Type: Update, Discussion, Direct Staff
Meeting Type: Council
Workshop
Mtg.

Public Hearing No

Newspaper Legal Ad Required?:

Public Hearing Publication

Date in Newspaper:

Information

ISSUE

Discussion on River Terrace utility fees and city-wide sanitary sewer surcharge.

STAFF RECOMMENDATION / ACTION REQUEST

The upcoming budget process presents Council with an opportunity to implement fees they have discussed in previously. Staff would like direction from Council on implementing the fees in the Master Fees and Charges during the budget hearings in June, or if Council would prefer to schedule additional meetings to discuss implementation of the fees.

KEY FACTS AND INFORMATION SUMMARY

Citywide Sewer Surcharge

On October 19, 2014, staff presented Council with the results of a Sewer Surcharge calculation report. That report is attached to this Agenda Item Summary (AIS). The reasons for conducting the report included:

- On April 21, 2014 the City of Tigard Budget Committee instructed staff to pursue a local revenue source for the sewer system. The Sewer Fund of the city does not have sufficient resources to pay for operations and capital. The Budget Committee determined that service level decreases would put Tigard in jeopardy of violating environmental rules and negatively impacting public health and safety. To prevent the

fund from running out of money, additional local revenue such as a surcharge, will be examined and brought to Council for consideration.

- Sewer rates and the city's share of the revenues are set by the region's sewer provider, Clean Water Services (CWS). Tigard has set a 5% franchise fee on sewer services. For every dollar that a customer pays, \$0.84 goes to CWS and \$0.16 goes to Tigard. Of the Tigard \$0.16, \$0.05 goes to the General Fund as the Franchise Fee, and \$0.11 goes to the Sewer Fund. Therefore, for every \$1.00 that our customers pay in sewer rates, only \$0.11 goes toward operational/maintenance costs of Tigard's sewer system and any sewer system capital improvement projects.
- Recent case law has confirmed that home rule cities such as Tigard, can charge utility districts a franchise fee. This presents the opportunity for an equitable split of the franchise fee. In this second option, the franchise fee is paid first and the remaining is shared via the 84/16% split. This would result in for each \$1 paid, \$0.05 goes to the Franchise Fee approximately \$0.80 goes to CWS, and approximately \$0.15 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.
- In August 2014, Tigard contracted with FCS Group to perform a Sewer rate analysis to determine the additional revenue required that will permit Tigard to adequately fund Sewer services and capital.

The results of the study recommended the following:

- Tigard maintain reserves of:
 - 60 Days operations
 - Approximately \$1 million for emergency repairs
- Tigard fully funds depreciation related system reinvestment of \$611,000 to \$726,000 per year.
- Tigard fully funds a modest Capital Improvement Plan, including River Terrace projects and system master plan.
- HDR examined two funding scenarios:
 - Scenario #1: Tigard pays 5% franchise fee out of the 16% share it receives from CWS. This results in a deficit of \$5.1 million over the next five fiscal years.
 - Scenario #2: Tigard and CWS share the franchise fee equitably based on the 84/16% split set by CWS. With the decreased franchise fee, this results in a deficit of \$2.5 million.
- Under funding Scenario #1: Tigard sewer customers pay \$3.55 per dwelling unit equivalent (DUE) per month.
- Under funding Scenario #2: Tigard sewer customers pay \$1.95 per DUE per month.
- HDR recommends that Tigard adopt one of the following local sewer charge scenarios:
- HDR recommends that Tigard's new sewer charge be adjusted annually based on the Engineering News Record (ENR) City of Seattle index with a minimum floor set at 2.00 percent.

Since the recommended fees were for FY2015 and the upcoming Master Fees and Charges are for FY2017, the recommended fees would be \$3.77 in Scenario #1 or \$2.07 in Scenario #2. These amounts can be found in Tables 4.2 & 4.3 in the attached reports.

At the October 19, 2014 workshop, Council instructed staff to work with CWS so that Scenario #2 could be implemented. Over the last year and a half, Staff has worked with CWS on this issue. Concurrently, staff has been working with the other six larger cities served by CWS. Both Beaverton and Hillsboro are in the process of implementing new Right-of-Way ordinances and are interested in working collaboratively with CWS to bring them into compliance. Staff from all seven cities have agreed to guiding principles to work collaboratively with CWS to implement equitable franchise fees. It is anticipated that CWS and the cities will work toward a solution that will result in CWS paying their share of the franchise fee; however, it may need to be phased in over a multi-year period. Tigard's Sewer Fund is not able to wait that long and a surcharge is needed.

River Terrace Funding Strategy

Council adopted the River Terrace Funding Strategy Report (attached to this AIS) in Resolution 14-66 on December 16, 2014. The Funding strategy has been the guiding document on funding the infrastructure needed in the River Terrace area. Council has already adopted the System Development Charges (SDCs) charged to developers. The funding strategy includes utility fees for several of the infrastructure needs.

The following table outlines the different recommended fees. For each infrastructure area, the recommendation is identified, where the recommendation can be found in the report, how the fee would be used, and implementation alternatives that Council could consider.

Infrastructure Area	Recommendation	Report Citation	Use	Alternative
Sewer	Citywide Surcharge	Pg 14-16 Exhibit 10 & 11	Extension of local sewer lines to developments	Underfund city sewer service. The need for the surcharge existed prior to River Terrace. River Terrace will add local sewer assets that will require O&M and further dilute existing resources.
Parks	Citywide Park Utility Fee of \$1.11/month	Pg 16-19 Exhibits 15 & 16	Contribute to Land purchase and development of two Community Parks and Linear Parks / Trails. Citywide Fee	Funding Strategy also has a future \$13M GO Bond (\$9.1M to River Terrace Community Parks land and development) which would cost the average household \$63/yr in taxes. The GO Bond could be increased by

			provides \$3.0M to River Terrace.	\$3M and the average household would pay \$77/yr.
Stormwater	Utility Surcharge of \$12/mo in River Terrace only.	Pg 19-23 Exhibits 20 & 21	O&M or reimbursement district debt payment. Fee Generates \$6.5M over 20 years.	Phase in implementation. O&M is a need after 3-year developer warranty expires on new facilities. City has been working with developers without the use of LID's or Developer Reimbursement Districts thus far. Tigard will undertake a citywide Stormwater Master Plan next year.
Transportation	Utility Surcharge of \$5/mo in River Terrace only	Pg 23-31 Exhibits 26 & 27	O&M of right of way or capital expenditures. Generates \$1.4M.	Fund from other source. O&M could come from diverting Gas Tax from other areas of Tigard. City Gas Tax could be used for capital expenditures after retiring debt in FY2020.

OTHER ALTERNATIVES

Council could direct staff that they do not wish to schedule implementation of any of the fees. This would create some significant deficits in the city's future infrastructure financing.

COUNCIL OR CCDA GOALS, POLICIES, MASTER PLANS

DATES OF PREVIOUS CONSIDERATION

Council discussed the Sewer Surcharge as the Council and Budget Committee three times between April 2014 and November 2014, with the most recent meeting being on November 18, 2014.

Council discussed the River Terrace Financing Strategy in nine separate meetings between June 2013 and December 2014, with the report being adopted on December 16, 2014.

Fiscal Impact

Cost: N/A

Budgeted (yes or no): No

Where Budgeted (department/program): N/A

Additional Fiscal Notes:

Tigard has various infrastructure funding needs. Council has previously provided direction on the utility fees. The fees discussed in this AIS are one important tool to address those needs, generating several million dollars for the infrastructure areas over the next 20 years. Staff is seeking guidance in implementing the fees.

Attachments

Tigard Sewer Surcharge Draft Report

River Terrace Funding Strategy Resolution and Report

City of Tigard



SANITARY SEWER
INFRASTRUCTURE
FINANCING SERVICES
Tigard Sewer Surcharge
Draft Report

October 29, 2014

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This entire report is made of readily recyclable materials, including the bronze wire binding and the front and back cover, which are made from post-consumer recycled plastic bottles.

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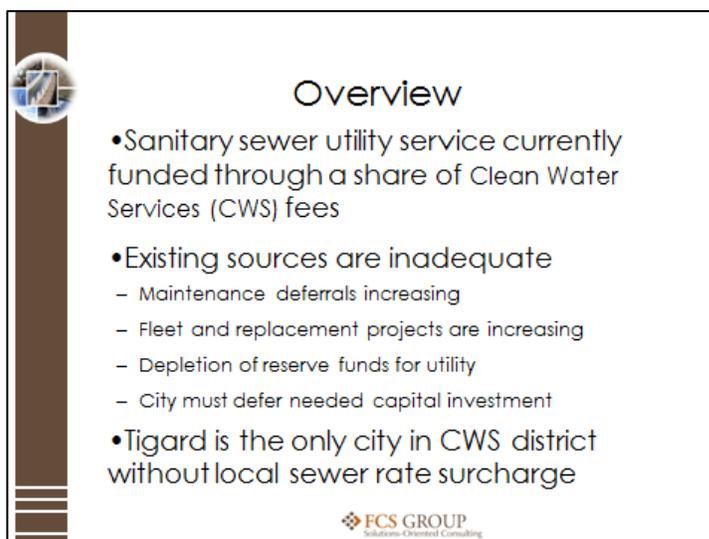
SECTION I: INTRODUCTION

The City of Tigard (City) Sanitary Sewer Division maintains and operates a safe and reliable wastewater collection system that protects public health, protects the environment, and meets or exceeds all regulatory standards. In addition to managing and operating 167 miles of pipe, the Sanitary Sewer Division provides a wide range of services such as line repairs and replacements, twenty four hour seven days per week emergency response, line cleaning, video inspection of sanitary lines and utility locates.

The City operates and maintains the public sanitary sewer system in accordance with an intergovernmental agreement with Clean Water Services (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. The cities within CWS boundaries are expected to meet or exceed those performance standards and provide periodic reports to CWS to keep them updated and to fulfill their individual obligations as a co-implementer of the permit. The City 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.

CWS provides sanitary sewer treatment and sets all fees related to these services contracting with the City for billing and collection of sanitary sewer charges within the city's limits. The city currently retains approximately 16 percent of these revenues and sends the remaining 84 percent to CWS each month. Approximately 5 percent of the retained revenues are related to franchise fees, which are transferred to the General Fund. There are currently no local charges assessed by the city.

This report evaluates the sufficiency of the City's share of CWS revenues to meet its ongoing operating and capital expenses and evaluates an option of establishing a local charge to assist in funding any revenue deficiencies. In addition, this report provides a sensitivity analysis of the local sewer surcharge rate under the current CWS franchise fee allocation, and under a potential revised franchise fee allocation.

A slide titled "Overview" with a decorative vertical bar on the left side containing a circular icon of a sewer pipe. The slide lists three main bullet points with sub-points. The FCS GROUP logo is at the bottom right.

Overview

- Sanitary sewer utility service currently funded through a share of Clean Water Services (CWS) fees
- Existing sources are inadequate
 - Maintenance deferrals increasing
 - Fleet and replacement projects are increasing
 - Depletion of reserve funds for utility
 - City must defer needed capital investment
- Tigard is the only city in CWS district without local sewer rate surcharge

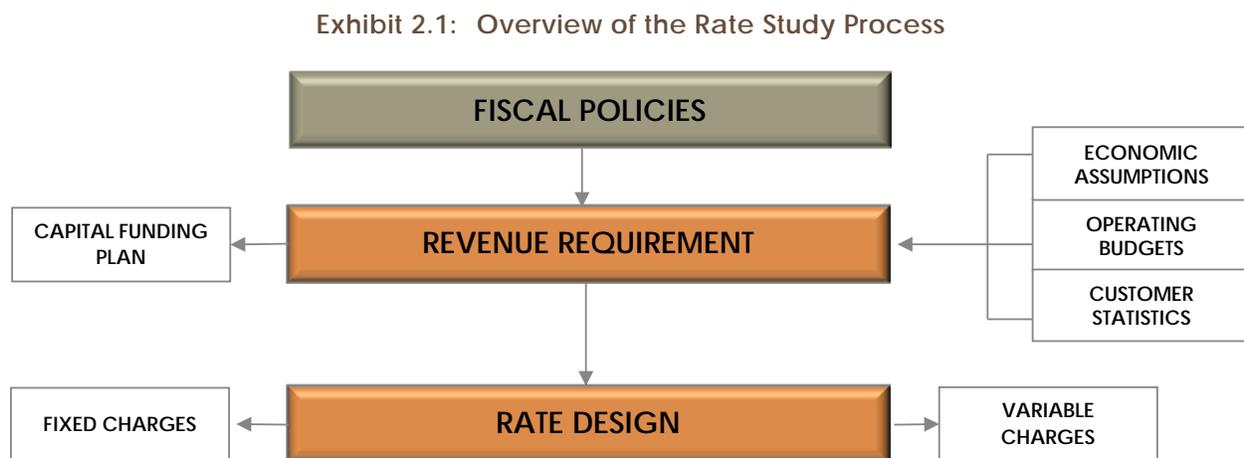
FCS GROUP
Solutions-Oriented Consulting

SECTION II: RATE STUDY METHODOLOGY

A. RATE SETTING PRINCIPLES AND METHODOLOGY

The methods used to establish user rates are based on principles that are generally accepted and widely followed throughout the industry. These principles are designed to produce rates that equitably recover costs from each class of customer by setting the appropriate level of revenue to be collected from ratepayers, and establishing a rate structure to equitably collect those revenues.

Exhibit 2.1 illustrates the primary tasks of the rate study process.



B. FISCAL POLICIES

The stewardship of public funds is one of the greatest responsibilities given to the officials and the managers of the City. Therefore, the establishment and maintenance of wise fiscal policies enables the City officials to protect public interest and ensure public trust.

This study incorporates formal and informal fiscal policies of the City to ensure that current policies are maintained, including reserve levels, capital/ system replacement funding and debt service coverage.

C. REVENUE REQUIREMENT

A revenue requirement analysis forms the basis for a long-range financial plan and multi-year rate management strategy for the sanitary sewer system. It also enables the City to set utility rate structures which fully recover the total cost of operating the sanitary sewer system: capital improvement and replacement, operations, maintenance, general administration, fiscal policy attainment, cash reserve management, and debt repayment. Linking rate levels to a financial plan such as this helps to enable not only sound financial performance for the City's sanitary sewer fund,

but also a clear and reasonable relationship between the costs imposed on utility customers and the costs incurred to provide service.

A revenue requirement analysis includes the following core elements to form a complete portrayal of the sanitary sewer utility's financial obligations.

- ◆ **Operating Forecast.** Identifies future annual non-capital costs associated with the operation, maintenance, and administration of the system.
- ◆ **Capital Funding Plan.** Defines a strategy for funding the City's capital improvement/equipment replacement program, including an analysis of available resources from rate revenues, debt financing, and any special resources that may be readily available (e.g. grants, outside contributions, etc.). Identifies if additional funding sources are needed.
- ◆ **Revenue Sufficiency Testing.** Evaluates the sufficiency of revenues in meeting all financial obligations, including any coverage requirements associated with long-term debt.
- ◆ **Rate Strategy Development.** Designs a forward-looking strategy for adjusting rates to fully fund all financial obligations on an annual basis over the projection period.

D. RATE DESIGN

The principal consideration of rate design is for the rate structure to generate sufficient revenues for the system which are reasonably commensurate with the cost of providing service. The pricing structure is largely dictated by the objectives of the system. Most rate structures consist of a combination of fixed and variable charges. Fixed charges typically attempt to cover system costs that do not vary with usage, but in practice only recover a portion of those costs (as the majority of utility costs are fixed in nature). Variable charges typically serve two functions, equitably recovering variable costs such as chemicals and electricity and encouraging customers to use the system efficiently (e.g. conservation).

SECTION III: REVENUE REQUIREMENT

A. INTRODUCTION

A revenue requirement analysis forms the basis for a long-range financial plan and multi-year rate management strategy. The analysis is developed by completing an operating forecast that identifies future annual operating costs and a capital funding plan that defines a strategy for funding the capital improvement needs of the City.

B. OPERATING FORECAST

The purpose of the operating forecast is to determine whether the existing rates and charges are sufficient to recover the costs the City incurs to operate and maintain the sanitary sewer system. The fiscal year (FY) 2015 Budget provided the primary basis for developing a multi-year forecast for FY 2016 through FY 2034 expenses. The main focus of the report is on the first five (5) year projection period FY 2015 through FY 2019. The complete forecast can be found in the technical appendix. The ensuing discussion highlights the key assumptions used to develop the sanitary sewer operating forecast.

Reserves

- ◆ **Operating Reserves.** A minimum of 60 days of operating and maintenance (O&M) expenses (\$353,000 to \$427,000, per industry standards and discussion with City staff).
- ◆ **Capital Contingency Reserves.** A target of \$1.00 million for emergency repairs and unanticipated capital (per discussion with City staff).

Operating Non Rate Revenue

- ◆ **Non-Rate Revenue.** Non-rate revenue consists primarily of the City's share of CWS revenue, bad debt, interest earnings and recovered expenditures.
 - CWS revenue projections were derived by applying the FY2015 rate structure to detailed customer statistics (dwelling units and billed usage) from the City's billing system, adjusting for expected growth. Based on the previous four years of increases, it was assumed that CWS will raise rates at 3.00 percent per year. This increases the share the City receives from CWS annually.
- ◆ **Customer Growth.** All existing customer accounts, dwelling units and consumption were escalated with 0.45 percent annual growth rate based on the assumptions from the Tigard River Terrace analysis.
 - In addition to growth in the existing system, the medium growth option of the Tigard River Terrace analysis was incorporated starting in FY2017 with 80 to 120 new dwelling units per year through FY2035.

- ◆ **Interest Earnings.** 0.50 percent per year through 2034 (based on latest trends and discussion with City staff).

O&M Expenses

- ◆ **General Cost Inflation.** 3.00 percent per year (based on discussion with City staff).
- ◆ **Construction Cost Inflation.** 4.00 to 4.50 percent per year (based on discussion with City staff).
- ◆ **Labor Cost Inflation.** 3.40 to 4.00 percent per year (based on City internal analysis).
- ◆ **Medical Benefit Cost Inflation.** 5.67 to 6.67 percent per year (based on City internal analysis).
- ◆ **Contractual Services Inflation.** 4.00 percent per year (based on discussion with City staff).
- ◆ **Franchise Fees.** City franchise fees are calculated based on projected revenue and the prevailing fee of 5.00 percent. The fee is collected in the sanitary sewer fund and transferred out to the general fund.

Debt Service

- ◆ **Existing Debt.** The City's sanitary sewer utility does not have any existing debt service.
- ◆ **New Debt.** No new debt is anticipated within the projection period.

System Reinvestment

- ◆ System reinvestment funding policies aim to ensure system integrity through reinvestment in capital infrastructure. There are a variety of funding benchmarks – at a minimum most utilities use annual depreciation expense to establish an annual funding provision.
- ◆ This study assumed the sanitary sewer is funding full depreciation at \$611,000 to \$726,000 per year for FY2015 through FY2019.

C. CAPITAL FUNDING PLAN

The sewer utility's capital plan includes \$21.32 million in capital costs in the 20-year projection period. There is approximately \$8.70 million in the first five year period FY2015 through FY2019. Costs represented in this plan are based on inflated dollars to the year of construction. The projects include:

- ◆ Citywide Sanitary Sewer Extension Program
- ◆ Derry Dell Creek Sewer Interceptor Relocation
- ◆ East Tigard Sewer Replacement
- ◆ Krueger Creek Slope Stabilization
- ◆ Sewer Rehabilitation Program; and
- ◆ Various renewal and replacement projects.

In addition to the existing system, the CIP also include two projects related to Tigard River Terrace:

- ◆ Scholls Ferry Trunk Extension Phase 1; and
- ◆ Beef Bend Road Line Upsizing.

The capital funding strategy envisions funding these project through a mix of available cash balances (including interest), rate funded system reinvestment, City's share of CWS System Development

Charges (SDCs) and transfers from other funds. **Exhibit 3.1** provides a summary of the funding sources for the capital funding expenditures. A detailed capital plan can be found in the Technical Appendix.

Table 3.1: Sanitary Sewer Capital Funding Summary

Year	Capital Costs	Transfers In	SDCs	Cash/Rate Funding	Total Funding
FY2015	\$ 2,912,500	\$ 1,622,400	\$ 74,506	\$ 1,215,594	\$ 2,912,500
FY2016	2,864,832	262,853	23,547	2,578,433	2,864,832
FY2017	634,562	273,892	40,997	319,673	634,562
FY2018	1,114,395	285,670	46,623	782,101	1,114,395
FY2019	1,163,428	298,239	52,551	812,638	1,163,428
Subtotal	\$ 8,689,717	\$ 2,743,054	\$ 238,224	\$ 5,708,439	\$ 8,689,717
FY2020+	12,628,012	-	1,026,360	11,601,652	12,628,012
Total	\$ 21,317,729	\$ 2,743,054	\$ 1,264,584	\$ 17,310,092	\$ 21,317,729

D. SUMMARY OF REVENUE REQUIREMENT

The operating forecast components of O&M expenses, debt service and rate-funded system reinvestment come together to form the multi-year revenue requirement. The revenue requirement compares the overall revenue available to the sanitary sewer system to the expenses and evaluates the sufficiency of rates on an annual basis.

Two scenarios were developed to evaluate the sanitary sewer’s revenue requirement based on the collection of Franchise Fees.:

1. **Scenario 1:** existing franchise fee collection – this scenario evaluates “business as usual”, where the City pays the 5.00 percent franchise fee out of its 16.00 percent share of CWS revenue leaving 11.00 percent to be used towards meeting ongoing sanitary sewer expense.
2. **Scenario 2:** proportional franchise fee collection between the City and CWS – this scenario evaluates the impact of collecting the franchise fees from CWS and the City proportionally. Instead of taking out the full 5.00 percent franchise fees from the City’s revenue share, it would be proportionally deducted from the City and CWS share. Based on this distribution, the City would retain 15.20 percent of revenue instead of 11.00 percent to be used towards meeting ongoing sanitary sewer expenses. Implementation of this scenario will require close coordination with CWS.

Table 3.2 provides the cost sharing differences between the two scenarios.

Table 3.2: Franchise Fee Cost Sharing

Revenue	S1: EXISTING		S2: PROPORTIONAL	
	CWS	City	CWS	City
Revenue Share	84.00%	16.00%	84.00%	16.00%
less: Franchise Fee	0.00%	5.00%	4.20%	0.80%
Net Revenue Share	84.00%	11.00%	79.80%	15.20%

D.1 Scenario 1 Summary Existing Franchise Fee Collection

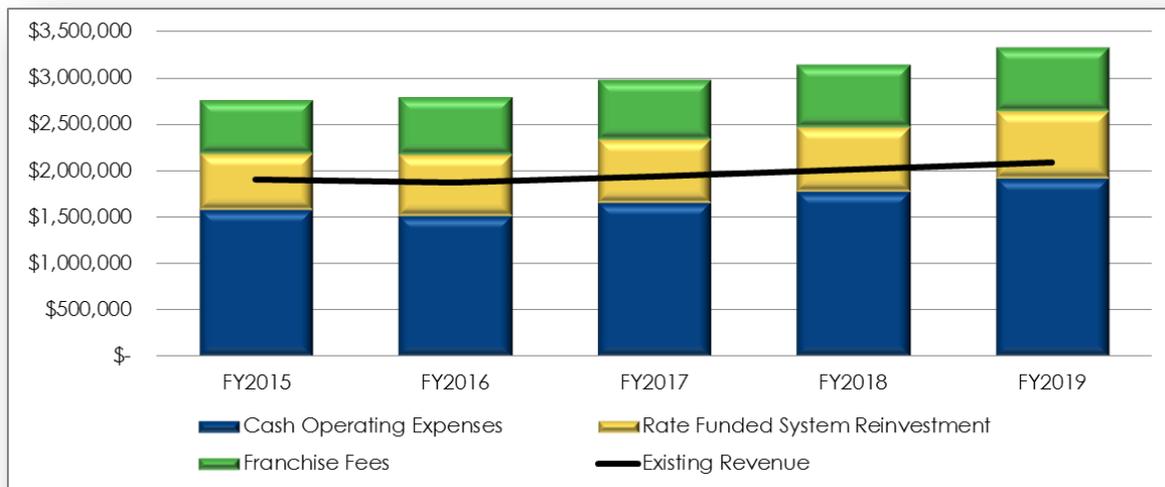
Key findings of the sanitary sewer revenue requirement scenario 1 analysis include:

- ◆ Current rate revenue levels are not sufficient to meet the sanitary sewer utility’s existing financial obligations; the annual deficiency is \$853,000 in FY2015, increasing to \$1.24 million by FY2019.
- ◆ Deficiencies are due to:
 - Capital infrastructure needs to maintain the system and associated rate funded system reinvestment
 - Cost increases that are greater than growth in the system

The City currently does not set sanitary sewer utility rates; therefore, in order to cover the forecasted needs it is proposed that a local sanitary sewer utility charge be established. The level of the charge will be discussed in Section IV Rate Design.

Exhibit 3.1 and **Table 3.3** provide a summary of the sanitary sewer system revenue requirement forecast for scenario 1.

Exhibit 3.1: Sanitary Sewer Utility Revenue Requirement Summary
 – Scenario 1



**Table 3.3: Sanitary Sewer Utility Revenue Requirement Summary
– Scenario 1**

Revenue Requirement Summary	FY2015	FY2016	FY2017	FY2018	FY2019
Revenues					
Share of CWS Revenue	\$ 1,783,834	\$ 1,845,787	\$ 1,915,687	\$ 1,989,697	\$ 2,068,048
Non-Rate Revenues	120,670	22,101	22,089	22,223	22,338
Total Revenue	\$ 1,904,504	\$ 1,867,889	\$ 1,937,777	\$ 2,011,920	\$ 2,090,386
Expenses					
Cash Operating Expenses	\$ 1,575,168	\$ 1,513,713	\$ 1,654,501	\$ 1,770,987	\$ 1,912,474
Franchise Fees	571,560	618,249	639,983	663,013	687,410
Rate Funded System Reinvestment	610,716	668,013	680,704	702,992	726,260
Total Expenses	\$ 2,757,444	\$ 2,799,975	\$ 2,975,187	\$ 3,136,992	\$ 3,326,145
Surplus (Deficiency)	\$ (852,940)	\$ (932,086)	\$ (1,037,411)	\$ (1,125,072)	\$ (1,235,759)

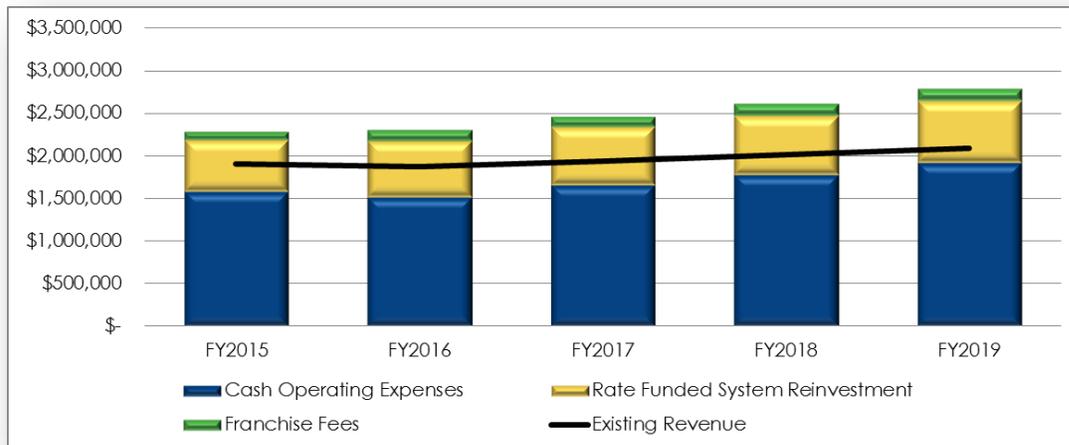
D.2 Scenario 2 Summary Proportional Franchise Fee Collection

Key findings of the sanitary sewer revenue requirement scenario 2 analysis include:

- ◆ Current rate revenue levels are not sufficient to meet the sanitary sewer utility’s existing financial obligations; the annual deficiency is \$386,000 in FY2015, increasing to \$689,000 by FY2019.
- ◆ Deficiencies are due to:
 - Capital infrastructure needs to maintain the system
 - Cost increases that are greater than growth in the system
- ◆ Similarly to scenario 1, the City currently does not set sanitary sewer utility rates; therefore, in order to cover the forecasted needs it is proposed to establish a local sanitary sewer utility charge. The level of the charge will be discussed in Section IV Rate Design.

Exhibit 3.2 and **Table 3.4** provide a summary of the sanitary sewer system revenue requirement forecast for scenario 2.

**Exhibit 3.2: Sanitary Sewer Utility Revenue Requirement Summary
– Scenario 2**



**Table 3.4: Sanitary Sewer Utility Revenue Requirement Summary
– Scenario 2**

Revenue Requirement Summary	FY2015	FY2016	FY2017	FY2018	FY2019
Revenues					
Share of CWS Revenue	\$ 1,783,834	\$ 1,845,787	\$ 1,915,687	\$ 1,989,697	\$ 2,068,048
Non-Rate Revenues	120,670	21,717	21,682	21,802	21,903
Total Revenue	\$ 1,904,504	\$ 1,867,505	\$ 1,937,369	\$ 2,011,499	\$ 2,089,951
Expenses					
Cash Operating Expenses	\$ 1,575,168	\$ 1,513,713	\$ 1,654,501	\$ 1,770,987	\$ 1,912,474
Franchise Fees	104,354	122,751	127,999	133,960	140,685
Rate Funded System Reinvestment	610,716	668,013	680,704	702,992	726,260
Total Expenses	\$ 2,290,238	\$ 2,304,477	\$ 2,463,204	\$ 2,607,939	\$ 2,779,420
Surplus (Deficiency)	\$ (385,735)	\$ (436,972)	\$ (525,835)	\$ (596,440)	\$ (689,469)

SECTION IV: RATE DESIGN

A. INTRODUCTION

The principal objective of the rate design stage is to develop sanitary sewer rate structures that collect the appropriate level of revenue. The City currently does not assess local charges for sanitary sewer service. In order to fund the ongoing deficiencies identified in the revenue requirement section above, it is recommended that a local charge be formed.

B. EXISTING SANITARY SEWER RATES CHARGED BY CWS

The existing sanitary sewer rates charges by CWS are composed of a fixed monthly charge and a variable consumption charge per one hundred (100) cubic feet (CCF) for individual customer’s average winter usage. The City currently does not assess a local service fee. **Exhibit 4.1** provides a summary of the existing CWS monthly sanitary sewer rates.

Table 4.1: Existing CWS Monthly Sanitary Sewer Rates

Charge	FY2015
Monthly Base Charge (per DU or DUE)	\$25.85
Use Charge (per ccf)	\$1.72
Notes:	
DU = Dwelling units	
DUE = Dwelling unit equivalents	

C. PROPOSED LOCAL SANITARY SEWER RATES

The primary driver behind the projected annual revenue deficiencies in both scenarios are tied to ongoing capital renewal and replacement needs. These expenses are fixed in nature; therefore, the local service fee is proposed to be collected through a monthly fixed fee per dwelling unit or dwelling unit equivalent consistent with the monthly base charge methodology currently in the CWS rate structure. **Table 4.2** and **Table 4.3** provide a summary of the proposed rates for the five-year period for scenarios 1 and 2. Consistent with existing City practices, the charge would be escalated

annually with the Engineering News Record (ENR) City of Seattle index with a minimum floor set at 2.00 percent annually.

Table 4.2: Proposed Local Rates – Scenario 1 Existing Franchise Fee Collection

CWS Fees	FY2015	FY2016	FY2017	FY2018	FY2019
Monthly Base Charge (per DU or DUE)	\$25.85	\$26.63	\$27.42	\$28.25	\$29.09
Use Charge (per ccf)	\$1.72	\$1.77	\$1.82	\$1.88	\$1.94

Local Fees	FY2015	FY2016	FY2017	FY2018	FY2019
Monthly Base Charge (per DU or DUE)	\$3.55	\$3.66	\$3.77	\$3.88	\$4.00

Notes:
 DU = Dwelling units
 DUE = Dwelling unit equivalents
 Assumes a 3.00% increase in CWS charges starting in FY2016

Table 4.3: Proposed Local Rates – Scenario 2 Proportional Franchise Fee Collection

CWS Fees	FY2015	FY2016	FY2017	FY2018	FY2019
Monthly Base Charge (per DU or DUE)	\$25.85	\$26.63	\$27.42	\$28.25	\$29.09
Use Charge (per ccf)	\$1.72	\$1.77	\$1.82	\$1.88	\$1.94

Local Fees	FY2015	FY2016	FY2017	FY2018	FY2019
Monthly Base Charge (per DU or DUE)	\$1.95	\$2.01	\$2.07	\$2.13	\$2.19

Notes:
 DU = Dwelling units
 DUE = Dwelling unit equivalents
 Assumes a 3.00% increase in CWS charges starting in FY2016

SECTION V: SUMMARY

Sanitary sewer revenues at current levels are not sufficient to fund ongoing sanitary sewer system obligations. Two scenarios were evaluated for the sanitary sewer system based on the method of collection of Franchise Fees. The revenue deficiencies identified in Scenario 1 Existing Franchise Fee Collection range from \$853,000 in FY2015 increasing to \$1.24 million in FY2019. Scenario 2 Proportional Franchise Fee Collection deficiencies identified range from \$386,000 in FY2015 increasing to \$689,000 in FY2019. The main difference between the two scenarios is that Scenario 1 collects 11.00 percent of revenue versus 15.20 percent in scenario 2 to be used towards ongoing sanitary sewer requirements.

The City sanitary sewer utility's current source of revenue to cover expenses in either scenario are tied the amount of revenue CWS collects on an annual basis, with the City having no control of the level of revenue the sanitary sewer utility generates. In order to meet future revenue needs it is proposed that the sanitary sewer utility establish a local fee based on dwelling units or dwelling unit equivalents. The fee would be escalated on an annual basis using the Seattle ENR construction cost index with a minimum of 2.00 percent per year consistent with other utility rate practices within the City.

We recommend that the City revisit the study findings during the budget cycle to check that the assumptions used are still appropriate and no significant changes have occurred that would alter the results of the study. The City should continue to monitor the financial status of the sanitary sewer utility, adjusting the sanitary sewer rate strategy as needed.

The detailed technical exhibits developed as part of the sanitary sewer study can be found in the Technical Appendix.

TECHNICAL APPENDIX

CITY OF TIGARD, OREGON
TIGARD CITY COUNCIL
RESOLUTION NO. 14-66

A RESOLUTION TO AMEND THE RIVER TERRACE FUNDING STRATEGY, *as amended*

WHEREAS, the City of Tigard annexed the River Terrace area west of Bull Mountain in 2011 and 2012; and

WHEREAS, the City of Tigard has adopted an amendment to the Tigard Comprehensive Plan to include the River Terrace Community Plan, and

WHEREAS, the City of Tigard has amended the Tigard Comprehensive Plan Designations Map to include the River Terrace Community Plan, and

WHEREAS, the City of Tigard has completed planning for the public facilities necessary for the implementation of these amendments related to River Terrace, and

WHEREAS, the City of Tigard has adopted the master plan addenda for the water, sewer, stormwater, parks and transportation systems, and

WHEREAS, these projects are appropriate to be added to the City of Tigard Master Plans,

NOW, THEREFORE, BE IT RESOLVED by the Tigard City Council that:

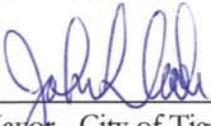
SECTION 1: The River Terrace Funding Strategy (Exhibit A) is hereby approved as the master funding strategy for River Terrace.

SECTION 2: The projects on this master lists shall be funded based on the funding strategy unless changes are made to this resolution by Council.

SECTION 3: Staff will bring forward all financing mechanisms contained in the strategy for Council consideration in a public hearing.

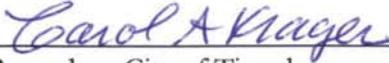
SECTION 4: This resolution is effective immediately upon passage.

PASSED: This 16th day of December 2014.



Mayor - City of Tigard

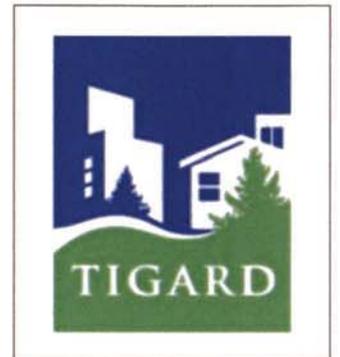
ATTEST:



City Recorder - City of Tigard

Exhibit A

City of Tigard



RIVER TERRACE FUNDING STRATEGY

December, 2014 (final report)

FCS GROUP

4000 Kruse Way Place, Bldg. 1, Ste. 220
Lake Oswego, OR 97035
T: 503.841.6543

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EXECUTIVE SUMMARY

In 2012, the City of Tigard (“city”) annexed more than 500 acres of territory known as River Terrace. At build-out, up to 2,587 dwellings, a commercial center of 40,000 gross square feet, and at least one new public school are expected to be located in River Terrace. As the long-term owner of public facilities (including local roads, water reservoirs, pump stations, local transmission lines for water and sewer, parks, trails and stormwater facilities), the city must consider how to fund the capital and operating costs of these facilities.

FCS GROUP worked with the city to develop and analyze funding options for water, sewer, parks, stormwater, and transportation. The output of our analysis is a recommended funding strategy for these five systems. The subsections below briefly describe the recommended funding strategy. A detailed analysis of the funding options for each system—including the criteria by which they were evaluated—can be found in the body of this report.

This Funding Strategy provides a course of action as of the date of its adoption. Given its long-term nature, however, elements of it could change as the development of River Terrace moves forward. Potential changes include the rate of development absorption, number and scope of projects, and the cost of those projects. In addition, new funding sources could become available and/or existing funding sources could become limited. The city should re-evaluate and revise this Funding Strategy every five years in order to ensure that it remains relevant and useful in guiding public investment in River Terrace over the next two decades.

Water

The recommended funding strategy for water infrastructure shown in **Exhibit i** is generally consistent with the city’s existing funding sources. This includes utility fees, citywide system development charges (SDCs), and developer dedications of local transmission lines. Both the utility fee and SDCs will likely be adjusted in January of 2015 because of a new study.

Exhibit i: Water Funding Strategy

Funding Mechanism	Payment Base	Rate	Near Term Funding	Long Term Funding	Total Revenue	New?	If existing fee, does it increase?
Utility Fees	Customers	Avg. monthly water rates = \$38 per account	\$ 5,295,000	\$ -	\$ 5,295,000	<input type="checkbox"/>	Yes, through planned utility increases
SDC	Developers	Water SDCs = \$7,580 per SFD	2,000,000	10,278,500	12,278,500	<input type="checkbox"/>	Yes, through planned utility increases
Total			\$ 7,295,000	\$ 10,278,500	\$ 17,573,500		

Source: FCS GROUP.

Sewer

The recommended funding strategy for sanitary sewer infrastructure shown in **Exhibit ii** utilizes funding sources already used by the city and Clean Water Services (CWS). This includes CWS capital funds, SDCs, developer dedications of local gravity feeds, and a new citywide utility fee surcharge. The city is enacting the surcharge regardless of River Terrace development.

Exhibit ii: Sewer Funding Strategy

Funding Mechanism	Payment Base	Rate	Near Term Funding	Long Term Funding	Total Revenue	New?	If existing fee, does it increase?
CWS	Customers		\$ 10,130,300	\$ -	\$ 10,130,300	<input type="checkbox"/>	N/A
Utility Fee Surcharge	Customers		609,150	494,000	1,103,150	<input checked="" type="checkbox"/>	
SDC	Developers	Sewer SDCs = \$4,900 per SFD	609,150	-	609,150	<input type="checkbox"/>	No
Total			\$ 11,348,600	\$ 494,000	\$ 11,842,600		

Source: FCS GROUP.

Parks

The recommended funding strategy for parks shown in **Exhibit iii** includes several new funding sources for River Terrace infrastructure, such as an SDC overlay for River Terrace and a citywide utility fee surcharge. In addition, this strategy relies on General Fund monies, existing citywide SDCs, a new general obligation bond, and grants.

Exhibit iii: Parks Funding Strategy

Funding Mechanism	Payment Base	Rate	Near Term Funding	Long Term Funding	Total Revenue	New?	If existing fee, does it increase?
City General Fund	Citizens		\$ 250,000	\$ -	\$ 250,000	<input type="checkbox"/>	N/A
SDC- Citywide	Developers	Parks SDCs = \$6,451 per SFD (est. av g.)	\$ 2,000,000	\$ 9,263,400	\$ 11,263,400	<input type="checkbox"/>	No
SDC - RT	Developers	Parks SDCs = \$1,200 per SFD (est. av g.)	\$ -	\$ 2,794,000	\$ 2,794,000	<input checked="" type="checkbox"/>	
Utility Fee	Customers	+/- \$1.11 per month (est. av g.)	\$ -	\$ 3,000,000	\$ 3,000,000	<input checked="" type="checkbox"/>	
G.O. Bond	Citizens	Bond costs \$63/year for \$311,000 median home (est.)	\$ -	\$ 9,100,000	\$ 9,100,000	<input checked="" type="checkbox"/>	
Grants	Other entities		\$ -	\$ 1,024,000	\$ 1,024,000	<input checked="" type="checkbox"/>	
Total			\$ 2,250,000	\$ 25,181,400	\$ 27,431,400		

Source: FCS GROUP.

Stormwater

The recommended funding strategy for stormwater shown in **Exhibit iv** includes existing General Fund monies, utility fees, SDC revenue from across the city, and developer contributions. The General Fund is not a new source of funding for the city; however, it is a new source of monies for stormwater capital projects. New funding mechanisms include a River Terrace utility fee surcharge and a River Terrace reimbursement district.

Exhibit iv: Stormwater Funding Strategy

Funding Mechanism	Payment Base	Rate	Near Term Funding	Long Term Funding	Total Revenue	New?	If existing fee, does it increase?
General Fund	Citizens	Avg. of \$42,000 per year	\$ 250,000	\$ 832,500	\$ 1,082,500	<input type="checkbox"/>	N/A
Utility Fees	Customers	Current fee of \$500 per dwelling	250,000	832,500	1,082,500	<input type="checkbox"/>	Existing SDCs may be adjusted
SDC	Developers	Avg. monthly storm utility rates = \$8.75	200,000	-	200,000	<input type="checkbox"/>	Existing rates may be adjusted
Utility Fee Surcharge	River Terrace Customers	\$12/month surcharge	750,000	5,750,000	6,500,000	<input checked="" type="checkbox"/>	
Reimbursement Districts	Developers	Assumes \$1-2M per district (every 6 years)	500,000	1,665,000	2,165,000	<input checked="" type="checkbox"/>	
Developers	Developers		-	-	11,022,000*	<input type="checkbox"/>	N/A
Total			\$ 1,950,000	\$ 9,080,000	\$ 22,052,000		

* Developer funded stormwater improvements are uncertain timing.

Source: FCS GROUP.

Transportation

The recommended funding strategy for transportation shown in **Exhibit v** includes the following existing funding sources:

- Fund transfers,
- Transportation Development Tax (TDT) revenue,
- Developer dedications,
- Washington County cost sharing, and
- ODOT/Metro grants.

The new funding mechanisms for transportation include a citywide SDC, an SDC overlay for River Terrace, and a River Terrace utility fee surcharge.

Exhibit v: Transportation Funding Strategy

Funding Mechanism	Payment Base Rate		Near Term Funding	Long Term Funding	Total Revenue	New?	If existing fee, does it increase?
Fund Transfers	Citizens	Avg. \$150,000 a year contributions	\$ 1,000,000	\$ 2,000,000	\$ 3,000,000	<input type="checkbox"/>	N/A
TDT Revenue**	Developers	TDT = \$6,323 per dwelling (avg)	\$ -	\$ 3,040,000	\$ 3,040,000	<input type="checkbox"/>	No
SDC - Citywide	Developers	\$5,000 per dwelling (avg)	\$ 2,025,000	\$ 6,705,000	\$ 8,730,000	<input checked="" type="checkbox"/>	
SDC - RT	Developers	Subdistrict Transportation SDCs = \$467 per dwelling (avg)	\$ 252,000	\$ 835,000	\$ 1,087,000	<input checked="" type="checkbox"/>	
Transportation Utility Fee Surcharge	Citizens within RT	\$5/month surcharge	\$ 100,000	\$ 1,300,000	\$ 1,400,000	<input checked="" type="checkbox"/>	
Private Cost***	Developers		\$ 3,700,000	\$ 13,820,000	\$ 17,520,000	<input type="checkbox"/>	N/A
Developers***	Developers		\$ 4,000,000	\$ 4,000,000	\$ 8,000,000	<input type="checkbox"/>	N/A
WA County (cost share)	County property owners/citizens	to be determined	tbd	tbd	tbd	<input type="checkbox"/>	N/A
ODOT/Metro grants (cost share)	State/Metro citizens		\$ -	\$ 900,000	\$ 900,000	<input type="checkbox"/>	N/A
Total			\$ 11,077,000	\$ 32,600,000	\$ 43,677,000		

** Net after credits.

*** Non-credit eligible; excludes Roy Rogers Road Improvements.

**** Includes TDT credits for Roy Rogers Road Improvements.

Source: FCS GROUP.

Infrastructure Totals

Overall, the infrastructure funding strategy in River Terrace addresses revenue requirements of \$ **\$33,920,600** in the near term and \$77,633,900 in the long term, as shown in **Exhibit vi**.

Exhibit vi: Funding Strategy Summary

Funding Mechanism	Near Term Funding	Long Term Funding	Total Revenue
Water	\$ 7,295,000	\$ 10,278,500	\$ 17,573,500
Sewer	11,348,600	494,000	11,842,600
Parks	2,250,000	25,181,400	27,431,400
Stormwater	1,950,000	9,080,000	22,052,000
Transportation	11,077,000	32,600,000	43,677,000
Total	\$33,920,600	\$77,633,900	\$ 122,576,500

Source: FCS GROUP.

ACKNOWLEDGEMENTS

This project was made possible through funding provided by the City of Tigard, a Metro Construction Excise Tax grant, and Washington County. The findings and conclusions of this report were formulated by the consultant team using input from City staff, River Terrace Stakeholder Workgroup members, Technical Advisory Committee members, and the Tigard City Council. We sincerely appreciate the time and energy devoted by all that participated in the: River Terrace Community Plan; River Terrace public facility master plans for water, sewer, parks, stormwater and transportation; and the River Terrace Funding Strategy.

Tigard City Council

John L. Cook, Mayor

Marland Henderson, Council President

Gretchen Buehner, Councilor¹

Jason Snider, Councilor

Marc Woodard, Councilor

Tigard City Staff

Marty Wine, City Manager

Toby LaFrance, Finance and Information Services Director

Debbie Smith-Wagar, Assistant Finance Director

Kenny Asher, Community Development Director

Susan P. Shanks, Senior Planner

Brian Rager, Interim Public Works Director

Tom McGuire, Assistant Community Development Director

John Goodrich, Interim Assistant Public Works Director

Mike McCarthy, Senior Project Engineer

Steve Martin, Parks and Facilities Manager

Judith Gray, Senior Transportation Planner

Carrie Pak, Interim City Engineer

Marissa Grass, Associate Planner

¹ Councilor Buehner recused herself from River Terrace work sessions and decisions citing a potential conflict of interest.

River Terrace Stakeholder Working Group (SWG)

Jim Beardsley, Property Owner

Ernie Brown, Tigard-Tualatin School District

Joanne Criscione, Property Owner

Nora Curtis, Clean Water Services

Michael Freudenthal, Neighborhood Representative

Fred Gast, Developer

Dan Grimberg, Developer/Property Owner

Lisa Hamilton, Friends of Bull Mountain

Jerry Hanford, Neighborhood Representative

Steve Jacobson, Property Owner

Marsha Lancaster, Property Owner

Yolanda McVicker, Community Planning Organization - CPO 4B

Kathy Stallkamp, Community Planning Organization- CPO 4B

Jamie Stasny, Developer

John Weathers, Neighborhood Representative

Marc Woodard, Tigard City Council

River Terrace Technical Advisory Committee (TAC)

Alan Kennedy, Tualatin Valley Fire and Rescue

Andrew Barrett, City of Beaverton

Andy Braun, Clean Water Services

Anne Debbaut, Oregon Department of Land Conservation and Development

Carrie Pak, Clean Water Services

Dave Wells, King City

David Winship, City of Beaverton

Jabra Khasho, City of Beaverton

John Wolff, Tualatin Valley Fire and Rescue

Julia Hajduk, City of Sherwood

Julie Russell, Tigard Water District

Kelly Hossaini, Miller Nash/Tigard-Tualatin School District

Kim McMillan, City of Tigard

Lidwien Rahman, Oregon Department of Transportation

Michael Stone, City of Tigard

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Paul Shaefer, Washington County

Paul Witney, Tualatin River Keepers

Peter Arellano, City of Beaverton

Gerry Uba, Metro

Richard Steinbrugge, Beaverton Schools

Steve L. Kelley, Washington County

Steve Martin, City of Tigard

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Anthony Martin, Analyst

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I. INTRODUCTION

The City of Tigard (population 49,135) is currently the 12th largest city in Oregon (third largest in Washington County). In 2002, the Metro Council approved a 500+ acre urban growth boundary (UGB) expansion and authorized conceptual planning for the area now named River Terrace (RT) along with adjacent rural lands. The West Bull Mountain Concept Plan was developed from about 2005 to 2010 by Washington County in partnership with Metro. In 2011, the Metro Council voted to add the 49-acre “Roy Rogers West” area into the UGB.

In 2012, the City of Tigard (“city”) annexed these areas and initiated development of the River Terrace Community Plan to implement the West Bull Mountain Concept Plan. At build-out, the River Terrace area will be zoned to accommodate up to 2,587 dwellings, a commercial center of 40,000 gross square feet, and at least one new public school. As part of the Community Plan, the city has responsibility for:

- ♦ Establishing land-use designations, regulations and design standards.
- ♦ Applying natural resource protections and abiding by the environmental standards of Clean Water Services, Washington County, Metro, state government, and federal government. These include new standards for stormwater quantity and quality.
- ♦ Ensuring that the city’s master plans and regulatory maps are updated to address River Terrace infrastructure requirements including:
 - Parks, recreation and trails
 - Storm/surface water quality
 - Water
 - Sanitary sewer
 - Transportation
- ♦ Preparing a River Terrace funding strategy to comply with Metro Title 11 Functional Plan that requires areas added to the UGB to include “provision(s) for financing of local and state public facilities and services.”

The City of Tigard selected FCS GROUP in 2013 (as subcontractor to Otak, Inc.) to prepare the River Terrace Funding Strategy. This effort included coordinating with city staff, SWG and TAC members, and the Tigard City Council to evaluate and select a preferred funding strategy for the required public facilities. This report is a plan for funding major capital facilities in the River Terrace Community Plan area over defined periods of six years (near-term) and build-out (long-term).

This plan provides a course of action as of the date of this document. Given its long term nature, however, elements of this plan could change as the development of River Terrace moves forward. Some things that could change include the rate of development absorption, number and scope of projects, and the cost of those projects. In addition, new funding sources could become available and/or existing funding sources could become limited.

II. METHODOLOGY

A collaborative approach was used to identify and evaluate funding sources for the major capital facility improvements required to serve future development within River Terrace. As the long-term owner of public facilities (including local roads, water reservoirs, pump stations, local transmission lines for water and sewer, parks, trails and stormwater facilities), the city must consider how to fund capital costs (including design, permitting, land acquisition and facility construction) and operating/maintenance (O&M) costs in all areas of the city. While this Funding Strategy is primarily focused on funding for capital improvements, FCS GROUP also worked with city finance staff to prepare 10-year forecasts for related O&M costs, and included the findings in the recommendations (see the **Appendix**).

A. PROCESS AND APPROACH

The process used to develop this Funding Strategy involved consultants, city staff, regional and state service providers, private property owners, and developers. The city formed a Stakeholder Working Group (SWG), a Technical Advisory Committee (TAC), conducted open public community meetings, and held on-line forums to obtain feedback on interim findings for the funding strategy and public facility master plan updates.

As part of this process, FCS GROUP initially prepared a series of technical memoranda to discuss and identify funding options related to key facilities and issues of importance. These memoranda were provided in November and December 2013 and were made available on the River Terrace website:

- ◆ Funding Considerations for River Terrace in Comparison with North Bethany
- ◆ Parks, Trails, and Open Space Funding Options for River Terrace
- ◆ Stormwater Funding Options for River Terrace
- ◆ Transportation Funding Options for River Terrace
- ◆ Wastewater Funding Options for River Terrace
- ◆ Water Funding Options for River Terrace

In addition to these technical memoranda, city staff prepared informational documents regarding funding strategy policy options to inform the community about how various groups (i.e., existing city residents, future residents in River Terrace, developers, and property owners in River Terrace) could help pay for essential public infrastructure.

In the spring and summer of 2014 FCS GROUP, city staff, and other consultant team members presented draft public facility master plan addenda and preliminary funding strategies to the Tigard City Council during work sessions open to the public. Input received at these meetings and subsequent meetings with the TAC and SWG was used to finalize the master plan addenda for adoption by the Tigard City Council and to provide feedback regarding the assumptions contained in the funding strategy. Additional public and stakeholder meetings were conducted in fall 2014 to discuss and refine the recommended funding strategies that are contained in this document.

Underlying the alternatives and recommendations in this report is the assumption that the city desires and intends to develop River Terrace in the manner that it has planned. This report is not a cost-benefit analysis and it provides no evaluation of the city's net fiscal impacts from development in River Terrace.

B. FUNDING SOURCES

There is a hierarchy of public facilities needed to serve new developing areas. Local infrastructure facilities such as: neighborhood streets, sidewalks, water and sewer line connections to the trunk system, and storm drainage systems may be required as a condition of development approval, included in a development agreement or funded as part of adopted system development charges (SDCs) that must be paid by developers in lieu of constructing a facility.

Development agreements between developers and local service providers are often used to advance or expedite the financing for specific public facility improvements. In addition to specifying the capital projects to be constructed, development agreements help clarify project delivery timelines, funding responsibilities, and developer investment reimbursement levels.

If the required public facilities are included as a "qualified public improvement" per Oregon Revised Statute (ORS) 223.309, then the local government must have an ordinance or resolution that establishes or modifies an improvement fee to provide credit against such fee for the construction of a qualified public improvement.

Capital improvements to major public facilities are often constructed by local governments or utility service providers through some form of debt financing or "pay-as-you-go" fund allocations for capital projects that are included in the city's Capital Improvement Plan (CIP).

When capital improvements are funded or financed by the local jurisdiction(s), service provider(s) or through development agreement(s), the funding options that are used in Washington County include:

- ◆ System Development Charges (SDC)
- ◆ Transportation Development Tax (TDT)
- ◆ Local Improvement Districts (LID)
- ◆ Reimbursement Districts
- ◆ Utility Rates
- ◆ Urban Renewal Districts (Tax Increment Financing)
- ◆ Special Taxing Districts
- ◆ Bonds
- ◆ Loans and Grants
- ◆ General Funds (with a mix of funding sources)
- ◆ Developer Dedications

A summary of these local options techniques is provided below.

B.1 System Development Charges

ORS 223.297 – 223.314 provides "a uniform framework for the imposition of system development charges by governmental units" and establishes "that the charges may be used only for capital improvements." An SDC can be formulated to include one or both of the following components: (1) a reimbursement fee, intended to recover an equitable share of the cost of facilities already constructed

or under construction; and (2) an improvement fee, intended to recover a fair share of future, planned, capital improvements needed to increase the capacity of the system. SDCs may include an improvement fee for new facilities and a reimbursement fee associated with capital improvements already constructed. SDCs cannot be used for operation or routine maintenance. ORS 223.299 defines “capital improvements” as facilities or assets used for:

- ♦ Water supply, treatment and distribution;
- ♦ Waste water collection, transmission, treatment and disposal;
- ♦ Drainage and flood control;
- ♦ Transportation; and
- ♦ Parks and recreation.

The city currently collects SDCs for sanitary sewer, stormwater, and parks facilities and is updating these SDCs. The city is also considering a new local SDC for transportation.

In addition to the SDCs that can be imposed by local governments, school districts can impose local construction taxes under the provisions of ORS 320.170 to 320.189. These taxes play no role in the funding of city facilities and are not addressed further in this report.

B.2 Local Transportation System Development Charges

The city is in the process of considering a local Transportation SDC for transportation facilities (including streets, transit facilities, pedestrian and bicycle facilities) that would be in addition to the existing Washington County TDT. The local transportation SDC would represent an impact fee on new development and could be considered citywide or within defined sub-districts within the city.

B.3 Transportation Development Tax (TDT)

Approved by Washington County voters on November 4, 2008 (Measure No. 34-164), the TDT replaced the previous tax, known as the Traffic Impact Fee. The TDT went into effect on July 1, 2009 and is levied countywide in all cities.

Since River Terrace is located within Washington County, the city may decide to use Washington County Transportation Development Tax (TDT) revenues for roadway improvements that add capacity, such as improvements to Roy Rogers Road, Bull Mountain Road, and other eligible collector and arterial facilities.

B.4 Local Improvement Districts (LID)

Cities in Oregon have the statutory authority to establish local improvement districts and levy special assessments on the benefited property to pay for improvements. These are payable in annual installments for up to 30 years. LIDs are generally used for capital improvement projects that benefit numerous large tenants and/or private property owners.

The primary advantage of LIDs from the city’s perspective is the ability to attain a consistent level of revenue generation early in the development process. Financial intermediaries such as banks now view LIDs as a more reliable funding source than others (such as SDCs) and are more apt to provide loans based on future LID revenue streams. However, the financing terms for “raw land” LIDs have become far more stringent since the 2007 financial crisis and are now far less favorable than financing terms given to municipal bond issues or state infrastructure loans.

B.5 Reimbursement Districts

Similar to LIDs, cities can negotiate public/private advance financing arrangements with developers where a developer agrees to front capital improvements/investment within a designated zone of benefit. The developer is then partially reimbursed as new land use development approvals are granted within the reimbursement district over a period that usually extends 10-15 years. While reimbursement districts have been successfully utilized in the city in the past, there is no guarantee that future revenues will be steady and reliable as with the LID or property tax assessments.

B.6 Utility Rates

Utility rates are a common way to raise local revenues to pay for required infrastructure facilities and operations. However, they require approval and adoption by the city or service district and must meet state and local regulations. Utility fees are paid for by customers within the service area and typically are included in monthly or bi-monthly utility bills for streets, water, sewer, stormwater, and parks. Tigard currently charges utility fees for water, sewer, transportation, and stormwater.

B.7 Urban Renewal District (URD)

The city currently has a Downtown urban renewal district (URD) in place, and there may be an opportunity for to utilize funding from the creation of a new River Terrace URD. In many cases, URD funds are combined with other local funding sources, (e.g., SDCs) to leverage non-local grants or loans.

B.7.a URD Requirements

The requirements for preparing an urban renewal plan and establishing an URD are contained in ORS 457. In general, the most pertinent elements of the legal requirements of ORS 457 include:

- Does the area within the proposed boundary contain blighting conditions as defined in ORS 457? (this includes “inadequate streets and other rights of way, open space and utilities” among other factors that seem to exist in River Terrace)
- Does the area (along with other URDs in the city) constitute less than 25% of the city’s acreage and assessed valuation level? (this seems to be the case when considering River Terrace and the current Downtown URD area)
- Do the proposed urban renewal plan and project activities address and help treat blighting conditions?
- Are the proposed project activities eligible as urban renewal activities?
- Have urban renewal project costs and revenues been estimated?

B.7.b Maximum Indebtedness Requirements

After the passage of House Bill 3056 (passed by the Oregon Legislature in 2009), urban renewal agencies have new limits on the amounts of maximum indebtedness (MI) allowed in urban renewal plans adopted after January 1, 2010.

- If the total “frozen tax base” is \$50 million or less (as is the case in River Terrace), the total MI may not exceed \$50 million.

B.7.c Revenue Sharing Possibilities

There are also new possibilities for revenue sharing with overlapping districts for plans adopted or substantially amended to increase MI after January 1, 2010.

- Revenue sharing among overlapping tax districts begins in the 11th year after the initial plan was adopted, or when Tax Increment Financing (TIF) collections equal or exceed 10% of the initial MI.
- For any year when TIF collections equal or exceed 10% of the initial MI, but are less than 12.5% of the initial MI, the urban renewal agency receives the 10%, plus 25% of the tax increment between 10% and 12.5%. Overlapping tax districts receive 75% of the tax increment between 10% and 12.5%.
- For any year when TIF collections equal or exceed 12.5% of the initial MI, the UR agency receives the 12.5% tax increment, and any tax increment collections greater than 12.5% are distributed to overlapping taxing districts.

B.7.d Concurrence Waivers

Variations in the MI requirements and the revenue sharing provisions can occur if the municipality obtains the written concurrence of the overlapping tax districts that impose at least 75% of the taxes imposed under the permanent rate limits in the URD.

In light of these and other URD provisions, the city may consider the creation of a new district. Revenue generation potential from urban renewal tax increment collections within a district that coincides with River Terrace is further analyzed in the next section.

B.8 Special Taxing Districts

Special districts with taxing authority may be formed by voters within the district for specific purposes, such as providing sanitary service, water improvements, or surface water control.² For example, a Water Control District (ORS Chapter 553) may be formed to construct, improve, operate, and maintain surface water control works that improve public health, welfare, and safety as well as enhance pollution control and increase water quality. The district would have a separate board of directors and may levy taxes, fees, and assessments. If the district levies a property tax, the tax rate is limited to a portion of the real market value of all taxable property in the district.

B.9 Bonds

Cities may finance public facilities using several types of debt known as bonds or certificates of participation.

B.9.a General Obligation Bonds

In Oregon, general obligation (G.O.) bonds must be approved by voters. G.O. bonds provide their own debt service in the form of a property tax levy that is exempt from the Measure 5 (compression) limits. G.O. bonds offer slightly lower interest rates than revenue bonds, being backed by the city's tax base. From the investor's perspective, tax backed debt is more secure. These bonds also carry no additional coverage requirement, allowing the city to collect revenues necessary to meet annual debt service with no additional financial consequences. G.O. bonds can be politically unpalatable if the municipality's constituency doesn't support the intended purpose of the bond funds.

² Special districts in Oregon may be formed by local governments without a vote if the district foregoes the ability to levy a property tax.

B.9.b Revenue Bonds

Revenue Bonds are, by definition, backed by the revenue of a utility or enterprise fund, or some other dedicated revenue source. Because the payment stream is less secured than tax backed bonds, revenue bonds carry higher interest rates than G.O. bonds. This differential, however, may be minimal.

Revenue bonds are perhaps the most common source of funding for construction of major public facility or utility projects. To issue revenue bonds the city must commit to certain security conditions related to repayment, specifically reserve and coverage requirements for annual rate revenues. These conditions are included in the bond resolution to be adopted by the city and essentially impose certain conservative financial practices on the city as a way of making the bonds more secure.

Revenue bond coverage is a contractual requirement binding a utility to demonstrate that annual revenues exceed expenses by a multiple of the debt service payment. This factor is usually at least 1.25 and is higher for agencies with unrated bonds or low bond ratings. Revenue bond coverage requirements can result in higher utility rates than would otherwise be necessary to meet the cash needs of the utility.

B.9.c Full Faith and Credit Obligations (FFCOs)

This last type is a hybrid of the first two. Like revenue bonds, FFCOs require no vote, and they trigger no property tax levy. Like general obligation bonds, FFCO's do not figure into debt coverage ratio calculations for municipalities that have outstanding revenue bonds. Like G.O. bonds, which are issued against the taxing authority of the city, these bonds may be repaid by other dedicated revenues. This arrangement takes advantage of the more favorable terms, while still requiring system users to repay the debt. The General Fund would ultimately remain responsible for debt repayment should rate revenues prove insufficient. Debt limits for public borrowing through the use of FFCOs and G.O. Bonds is described in ORS chapter 287.A.

B.10 Loans and Grants

Federal and state grant programs, once readily available for financial assistance, have been mostly eliminated or replaced by low-cost loan programs. Remaining grant programs are generally limited in application, lightly funded, and heavily subscribed. Nonetheless, the economic benefit of grants and low-interest loans can make the effort of applying worthwhile.

B.10.a Bank and State Loans

The city may utilize private bank loans or state loans to make strategic capital facility upgrades. State loan funds available from Business Oregon currently include the Special Public Works Fund and the Oregon Bond Bank. Special Public Works funds are available on a competitive basis to public jurisdictions and can fund projects up to \$3 million in size, but require well-secured loan guarantees from the applicants. Oregon Bond Bank or Oregon Infrastructure Finance Authority loan funds may be available if the project is well secured and other funding alternatives are not available.

B.10.b Grants and Low-Interest Financing

Grants offer some potential for the capital improvement projects and initiatives that the city is considering. The city may be able to leverage non-local dollars using dedicated local funding. There are several regional, state and federal grant and loan programs that may be available for transportation, water, sewer, and stormwater improvements. Please refer to Metro and Business Oregon contacts for current grant and loan funding opportunities.

B.11 General Fund

The General Fund includes revenues (primarily property tax revenues and franchise fee revenues) the city receives that are not associated with enterprise funds and can be used to fund activities or projects associated with local governance. As part of the annual budgeting process, Tigard City Council has the discretion to allocate a portion of General Funds to enterprise activities or other dedicated purposes. Since General Funds are relied upon to fund essential city administrative services (including police services), they do not represent a very reliable funding source for funding public infrastructure. However, General Funds can serve as an important credit mechanism for issuing bonds, as noted above.

B.12 Developer Dedications

Jurisdictions can require developers to dedicate rights-of-way and/or build public improvements as a condition of development approval if those public facilities are identified in an adopted subarea development plan, transportation system plan or public facility plan, and the value of the real estate and improvements is commensurate with the level of impact generated by the proposed development. In cases where dedicated public facilities are eligible for SDC or TDT credits, the developer may be entitled to an amount of credit based on the amount of the improvement charge and the value of the land and/or capital facility provided based on the credit terms/methods adopted per local ordinance.

C. FUNDING SOURCE EVALUATION CRITERIA

An evaluation of funding options for each public facility type was conducted to ascertain the relative potential for implementing the potential funding measures identified above. FCS GROUP worked with city staff to identify potential “bundles” of funding based on the status quo (existing practice within the City of Tigard) and scenarios that would entail new funding sources. Each funding “bundle” or scenario was then evaluated using the evaluation criteria below.

C.1 Equity

Equity is defined herein as the equitable distribution of cost/risk among three categories: existing city residents, new residents within River Terrace, and River Terrace developers/property owners.

A score was assigned to each funding scenario ranging from low cost/risk (1) to high cost/risk (5). The overall equity score for each funding scenario was determined based upon the relative standard deviation from uniform equity (which represents a case where each group shares costs/risks equally). A relatively low equity score depicts a large standard deviation, and a relatively high score depicts a small standard deviation from uniform equity.

C.2 Reliability of Funds

Reliability of funds is an important consideration, especially if debt is used to advance funding for improvements. Funding sources, such as SDCs, Reimbursement Districts, and General Fund allocations do not generate revenue in a predictable manner, and have poor reliability. In comparison, G.O. Bonds, special districts, and LIDs tend to be far more reliable and less risky to the agency that takes on debt. A score of 1 (low) to 5 (high) was assigned to each funding scenario based on how reliable the funds were in each scenario.

C.3 Facilitates Development

Adequate public facilities must be provided (and funded) before major private development can occur in River Terrace. The ability for the public or private sector to fund necessary infrastructure to

accommodate new private development is an important consideration and should be viewed from each of their perspectives. If there is an over reliance on private developers/property owners within River Terrace to fund all necessary public infrastructure, the development costs per unit of net development (housing units or commercial floor area) may drive up costs to a level that exceeds supportable market prices (e.g. lot or home sales prices). On the other hand, if new public facilities are to be funded primarily using SDCs or General Funds, then it is likely that the city would not invest in these facilities until adequate capital reserves are established which could take many years. A score of 1 (low) to 5 (high) was assigned to each funding scenario, based on the relative potential it would have to facility development within the near-term (next six years).

C.4 Ease of Implementation

Ease of Implementation refers to the process that is required to adopt or implement the funding sources identified within each funding scenario. Some funding sources, such as utility rates and SDCs do not require public votes to enact and therefore are relatively easier to implement (these are not without inherent political or market risks) than funding sources that require a public vote or legal formation steps (such as Urban Renewal Districts, Local Improvement Districts, Reimbursement Districts, and Special Taxing Districts). A score of 1 (low) to 5 (high) was assigned to each funding scenario, based on the relative ease of implementation to enact the relevant funding options.

C.5 Ability to Address Near-Term Costs

Using the adopted facility master plans and CIP, city staff was able to identify a preliminary list of facility improvements necessary to get development underway in River Terrace. Each improvement entails additional capital costs that are to be incurred by the city, other major service providers (e.g. CWS, Washington County, etc.), or developers. A score of 1 (low) to 5 (high) was assigned to each funding scenario, based on the anticipated level of funds it would generate in comparison to the expected near-term capital cost requirements.

C.6 Ability to Address Long-Term Costs

The adopted public facility plans for River Terrace were used to identify specific facility improvements necessary to serve River Terrace (and the surrounding area) at build-out. Each improvement entails additional capital costs that are to be incurred by the city, or other major service providers (e.g. CWS, Washington County, etc.), or developers. A score of 1 (low) to 5 (high) was assigned to each funding scenario, based on the anticipated level of funds it would generate in comparison to the expected long-term capital cost requirements.

C.7 Total Evaluation Score

A total score was computed for each funding scenario using the overall equity score, and the scores assigned for the ability to: facilitate development; implement the funding scenario; address near-term cost; and address long-term cost. The total score was then used to rank each funding scenario. The scenarios with the highest scores are identified as the preferred funding scenario for each public facility type.

D. DEVELOPMENT ABSORPTION FORECAST

City staff and consultants worked with SWG/TAC members to estimate available public facility infrastructure capacity and the timing of near-term improvements and developments within River Terrace. The development absorption forecast takes into account land uses planned as part of the adopted River Terrace Community Plan. To keep the funding revenue forecasts conservative, it is

assumed that the fees generated will occur approximately one year after development approvals are granted by the city. It is also assumed that the amount of total net new development realized in River Terrace will be 10% less than the zoned capacity and no commercial or school development is counted in the city's revenue forecast. The near-term and long-term development absorption assumptions are provided in **Exhibit 1**.

Exhibit 1: River Terrace Development Absorption Forecast (Dwelling Units)

Absorption Scenario	Near Term*	Long Term	Total	Years Until Build-out
Low	440	1,888	2,328	24
Medium	540	1,788	2,328	20
High	640	1,688	2,328	18

* Near term is assumed to extend from FYE 2015 to FYE 2021. FYE = fiscal year ending.

Note: this assumes 10% under-build factor.

Excludes: 40,000 sq. commercial and school developments.

III. FUNDING STRATEGY

FCS GROUP relied upon the River Terrace master plan addenda and the current adopted Tigard five-year CIP to identify specific improvements and their associated capital costs for public facilities related to River Terrace. This section highlights the overall findings, public facility capital costs, near-term project assumptions, funding scenario evaluation, and preliminary preferred scenarios for each infrastructure type if River Terrace develops as planned. Funding revenue forecasts are based on the medium absorption forecast depicted in the preceding table.

A. WATER

A.1 Overall Findings

The service provider for water in River Terrace is the City of Tigard.

The City of Tigard's Water Fund is being programmed to make major investments per the Lake Oswego-Tigard Water Partnership. Prior and planned rate increases should adequately address local revenue requirements and enable the city to proactively construct capital projects that benefit existing and future customers, including those in River Terrace. Development Agreements could be utilized to allow private (developer) construction of water lines eligible for SDC credits.

There are three zones in River Terrace with different water pressures in the water system: a 410 zone, a 550 zone, and a 713 zone. Adequate water capacity is currently available to serve future River Terrace development within the 410 and 713 zones. However, there is a city-wide need for additional water storage capacity in the 550 zone. City staff estimates that only 72 additional homes can be built in River Terrace within the 550 zone before the new 3.0 million gallon per day (gpd) Cach Reservoir is constructed.

A.2 Public Facility Costs

Near-term water facility improvements include capacity-related facilities in the 410 and 550 zones. The 410 zone will require two transmission mains and a water pressure reducing valve (PRV), the only upgrade required in the near term. The new Cach Reservoir and a new pump station and transmission main are planned in the near-term to serve city-wide needs within the 550 zone. See **Exhibit 2** for details.

Exhibit 2: Water Infrastructure Needs

Facilities by Pressure Zone	Capital Cost	Near Term	Potential Funding Source
410 Zone:			
18-inch Transmission Mains	\$1,398,500	<input type="checkbox"/>	Funding primarily through water rates and SDCs (credit eligible)
20-inch Transmission Mains	\$6,080,000	<input type="checkbox"/>	Funding primarily through water rates and SDCs (credit eligible)
550 Zone to 410 Zone PRV	\$200,000	<input checked="" type="checkbox"/>	Funding primarily through water rates and SDCs
713 Zone:			
None	-		
550 Zone:			
16-inch Transmission Mains through River Terrace	\$2,800,000	<input type="checkbox"/>	Funding primarily through water rates and SDCs (credit eligible)
3.0 mgd Cach Reservoir	\$5,400,000	<input checked="" type="checkbox"/>	Funding primarily through water rates and SDCs
16-inch Transmission from Reservoir to 550B	\$595,000	<input checked="" type="checkbox"/>	Funding primarily through water rates and SDCs
1,400 gpm (firm capacity) Pump Station	\$1,100,000	<input checked="" type="checkbox"/>	Funding primarily through water rates and SDCs
Total Cost	\$17,573,500		

Source: River Terrace Water System Master Plan Addendum June 2014, compiled by FCS Group

A.3 Funding Scenarios

There is one funding scenario for water infrastructure, and it is generally consistent with the existing funding sources utilized by the City of Tigard. This includes utility fees, citywide SDCs, and developer dedications of local transmission lines (**Exhibit 3**).

Exhibit 3: Water Funding Scenario

Funding Source	Scenario	
	A (status quo)	Notes
Utility Fee (existing)	<input checked="" type="checkbox"/>	Existing city-wide water rates may be increased to address costs
SDC (City wide)	<input checked="" type="checkbox"/>	Existing city-wide water SDCs should be sufficient to address costs
Developer	<input checked="" type="checkbox"/>	Developers to provide/construct local water system connections
Preliminary Ranking	1	

A.4 Evaluation

Overall, the water funding scenario received a total score of 26 points (out of a possible 30 points). The scenario has good marks for equity, reliability, ability to facilitate development, and can be implemented without the need to establish new revenue sources (**Exhibit 4**).

Exhibit 4: Water Funding Evaluation Criteria

Evaluation of Cost Burdens and Implementation Criteria	
Equity (1: lower cost burden - 5: higher cost burden) A (status quo)	
Citywide Resident Cost Burden	■
Citizens in Subdistrict Cost Burden	■
Developer/Property Owner Cost Burden	■
Evaluation Criteria (1: worst - 5: best)	
Cost Equity *	■
Reliability of Funds	■
Facilitates Development	■
Ease of Implementation	■
Ability to Address Near-Term Costs	■
Ability to Address Long-Term Costs	■
Total Score (sum of Evaluation Criteria)	26

* denotes relative variance from "uniform" equity (wherein developers, future residents, and existing residents would split costs equally)

A.5 Analysis of Preferred Funding Scenario

Total water system infrastructure costs, excluding local connections to main transmission lines, are estimated at \$17.6 million. Estimated near-term costs for water infrastructure total \$7,295,000 (FYE 2014 dollars), most of which will be paid for using rate revenues from the water fund. The rest of the near term and long term funding will be paid through SDC and water rate revenue (see **Exhibit 5**). Developers will be responsible for constructing local connections, the cost of which is not listed.

The recommended funding strategy for water systems (see **Exhibit 6**) relies upon existing funding mechanisms already being used by the City of Tigard, including utility fees (water rates) and SDCs.

Exhibit 5: Water Funding Strategy, Scenario A

Scenario A				
Funding Mechanism	New Funding Source?	Near Term Funding	Long Term Funding	Notes
Utility Fees (Water Fund)	<input type="checkbox"/>	\$5,295,000	-	Reflects portion of Water Fund Balance by FYE 2021
SDC (City wide, Water SDC Fund)	<input type="checkbox"/>	\$2,000,000	\$10,278,500	Existing SDCs (after inflation adjustment), \$7,580 per SFD
Total Revenue		\$7,295,000	\$10,278,500	
Total Capital Cost		\$7,295,000	\$10,278,500	

Exhibit 6: Recommended Water Funding Strategy, Scenario A

Funding Mechanism	New Funding Source?	Who Pays?	How Much \$?	Notes
Utility Fees (Water Fund)	<input type="checkbox"/>	Customers	Avg. monthly water utility rates = \$38	Planned water utility rate increases
SDC (City wide, Water SDC Fund)	<input type="checkbox"/>	Developers	Water SDCs = \$7,580 per SFD*	Developers pay SDCs and provide local water lines

* these rates/SDCs are to be adjusted as part of citywide rate/SDC analysis for water by Jan. 2015.

B. SANITARY SEWER

B.1 Overall Findings

Clean Water Services (CWS) is the sanitary sewer service provider for the River Terrace area and the city has responsibility for maintaining gravity lines below 12 inches in diameter.

The city's Sanitary Sewer Fund is financially challenged regardless of River Terrace and a local city-wide sewer surcharge is recommended. Most areas within River Terrace will require new pump stations before development can occur unless CWS allows for interim facilities for sewer. The North Pump Station is scheduled for construction in summer 2015 and completion in January 2016. The South Pump Station is scheduled for construction in summer 2018 and completion in January 2019.

The city will need to coordinate with CWS to ensure that planned pump stations and force mains serving River Terrace are constructed in a timely manner. The city's limited financial resources may be focused on coordination with CWS and review of developer engineering designs of gravity main lines. Development Agreements can be utilized to allow private (developer) construction of gravity lines, eligible for SDC credits.

B.2 Public Facility Costs

Sewer infrastructure upgrades for River Terrace are estimated to cost just under \$12 million. Facilities in the River Terrace North (RTN) area include a new pump station, a force main, a Scholls Ferry trunk pipe extension, and upsizing the Barrows Road trunk line. River Terrace South (RTS) facilities include a force main, a pump stations, and a pipe upsizing on Beef Bend Road. See **Exhibit 7** for details.

Exhibit 7: Sewer Infrastructure Costs

North River Terrace Facilities	Capital Cost	Near Term	Potential Funding Lead	Potential Funding Source Notes
RTN Force Main	\$650,000	<input checked="" type="checkbox"/>	CWS	CWS Sewer Fund
RTN Pump Station	\$5,666,400	<input checked="" type="checkbox"/>	CWS	CWS Sewer Fund
Scholls Ferry Trunk Extension, Phase 1 (city share)	\$942,000	<input checked="" type="checkbox"/>	Tigard	Tigard Sewer Fund
Barrows Rd. Trunk Upsizing (city share)	\$276,300	<input checked="" type="checkbox"/>	Tigard	Tigard Sewer Fund
Total Cost (north)	\$7,534,700			
South River Terrace Facilities	Capital Cost	Near Term	Potential Funding Lead	Potential Funding Source Notes
RTS Force Main	\$2,461,900	<input checked="" type="checkbox"/>	CWS	CWS Sewer Fund
RTS Pump Station	\$1,352,000	<input checked="" type="checkbox"/>	CWS	CWS Sewer Fund
Beef Bend Rd. 8" line upsizing to 10" (city share)	\$494,000	<input type="checkbox"/>	Tigard	Tigard Sewer Fund
Total Cost (south)	\$4,307,900			
Grand Total Cost	\$11,842,600			

Source: River Terrace Sanitary Sewer System Master Plan Addendum, June 2014; Tigard Capital Improvement Program; compiled by FCS Group

B.3 Funding Scenario

The preferred funding scenario for sanitary sewer infrastructure is generally consistent with the existing funding sources utilized by the City of Tigard and CWS. This includes CWS capital funds, SDCs, and developer dedications of local gravity feeds (**Exhibit 8**). As mentioned above, the city is also in the process of enacting a new local sewer rate surcharge that is needed with or without River Terrace development.

Exhibit 8: Sewer Funding Scenario

Potential Funding Options	Scenario	
Funding Source	A	Notes
Utility Fees (Citywide surcharge)	<input checked="" type="checkbox"/>	New local surcharge needed with or without River Terrace
SDC (Citywide)	<input checked="" type="checkbox"/>	Existing sewer SDCs
CWS (Capital Fund)	<input checked="" type="checkbox"/>	CWS funds
Developer	<input checked="" type="checkbox"/>	Developers to provide/construct local system connections
Preliminary Ranking	1	

B.4 Evaluation

The preferred funding scenario received a total score of 25 (out of a possible 30 points). The preferred scenario for sanitary sewer funding received a relatively favorable equity score and is expected to facilitate development and not entail overly complicated new funding sources, other than the planned citywide sewer rate surcharge (**Exhibit 9**).

Exhibit 9: Sewer Funding Evaluation Criteria

Evaluation of Cost Burdens and Implementation Criteria	
Equity (1: lower cost burden - 5: higher cost burden)	A
Citywide Resident Cost Burden	
Citizens in Subdistrict Cost Burden	
Developer/Property Owner Cost Burden	
Evaluation Criteria (1: worst - 5: best)	
Cost Equity *	
Reliability of Funds	
Facilitates Development	
Ease of Implementation	
Ability to Address Near-Term Costs	
Ability to Address Long-Term Costs	
Average Rating	
Total Score (sum of Evaluation Criteria)	25

* denotes relative variance from "uniform" equity (wherein developers, future residents, and existing residents would split costs equally)

B.5 Analysis of Preferred Funding Scenario

Most of the sewer infrastructure required to serve River Terrace requires major near-term investments (primarily by CWS). In addition to funding provided by CWS, the planned new

citywide sewer utility fee surcharge is expected to generate about \$1 million in long-term funding, based on a fixed monthly rate. Local sewer SDCs are expected to generate an additional \$610,000 in near-term funding (see **Exhibit 10**). Developers will be responsible for constructing local gravity feeds into sewer mainlines, the cost of which is not listed.

Exhibit 10: Sewer Funding Strategy, Scenario A

Funding Mechanism	New Funding Source?	Scenario A		Total	Notes
		Near Term Funding	Long Term Funding		
CWS (capital fund)	<input type="checkbox"/>	\$10,130,300		\$10,130,300	CWS Capital Imp. Program funds
Utility Fee (City surcharge)	<input checked="" type="checkbox"/>	\$609,150	\$494,000	\$1,103,150	City surcharge on fixed monthly rate
SDC (City wide)	<input type="checkbox"/>	\$609,150		\$609,150	Sewer connection fees
Total Revenue		\$11,348,600	\$494,000	\$11,842,600	
Total Cost		\$11,348,600	\$494,000	\$11,842,600	

The recommended funding strategy for sanitary sewer systems (see **Exhibit 11**) relies upon existing funding mechanisms already being used by Clean Water Services (CWS) and the City of Tigard, including utility fees (sewer rates) and SDCs.

Exhibit 11: Recommended Sewer Funding Strategy, Scenario A

Funding Mechanism	New Funding Source?	Who Pays?	How Much \$?	Notes
Utility Fees (Sewer Fund)	<input type="checkbox"/>	Customers (within city service district)	Avg. monthly sewer utility rates = \$54 per account (existing)	Additional citywide sewer rate surcharge required with or without River Terrace
SDC (Citywide, Sewer SDC Fund)	<input checked="" type="checkbox"/>	Developers	Sewer SDCs: \$4,900 per SFD	Developers provide local lines and pay sewer SDCs
CWS Capital Fund	<input type="checkbox"/>	Customers in CWS district		CWS (capital fund)

C. PARKS

C.1 Overall Findings

The City of Tigard is the parks service provider for River Terrace.

City of Tigard residents voted to support a Parks G.O. Bond in recent years, but the existing parks capital funds are mostly committed. The city must now rely upon SDC funds, user fees, General Funds, and grants to pay for its parks.

In addition to updating the citywide parks SDC, it is recommended that the city consider ways to enhance parks operating revenues, such as through a citywide parks utility fee, and consider a future G.O. Bond to help bridge parks funding gaps. Development Agreements could also be utilized to allow private developers to construct neighborhood parks or dedicate land or easements for future parks and trails (eligible for SDC credits and reimbursement).

C.2 Public Facility Costs

The total cost for parks and trails in River Terrace is over \$27 million. Community and neighborhood parks are expected to make up the vast majority of the costs, while trails and linear parks cost \$4.9 million combined (see **Exhibit 12**).

Exhibit 12: Parks Infrastructure Costs

Facility	Capital Cost	Potential Funding Sources
Community parks	\$15,894,000	Parks SDCs, General Fund, grants, and voter approved GO bonds
Neighborhood parks	\$6,727,000	Parks SDCs, General Fund, grants
Linear parks	\$3,356,000	Parks SDCs, General Fund, grants
Trails	\$1,454,000	Parks SDCs, General Fund, grants, and voter approved GO bonds
Total Costs	\$27,431,000	

Source: Tigard Park System Master Plan Addendum, Table 5.

* Near-term investment primarily includes land acquisition.

Land acquisition is a near term funding priority because the city does not have a mechanism for exacting park land aside from the voluntary Planned Development process. Early land acquisition is likely critical to ensure land availability for park use in the future.

C.3 Funding Scenarios

Four funding scenarios were evaluated for funding parks in River Terrace. All involve the General Fund, SDC revenues, grants, and developer dedications that would be eligible for SDC credits (see **Exhibit 13**).

Exhibit 13: Parks Funding Scenarios

Funding Source	Funding Scenario				Notes
	A (status quo)	B	C	D	
City General Fund	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	City currently allocates General Funds to parks
Utility Fee (new)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	City can consider a new monthly parks utility fee
SDC (City wide)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Existing citywide Parks SDCs to be updated
SDC (Subdistrict)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	District SDC could focus on neighborhood parks & trails
Urban Renewal District	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Urban Renewal District may be formed with voter approval
G.O. Bond	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	G.O. Bonds may be issued with voter approval
Grants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Grants from state or Metro may be available
Developer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Developers can receive SDC credits for constructing eligible public facility improvements.
Preliminary Ranking	4	2	3	1	

C.4 Evaluation

The rankings for the four scenarios indicate that scenario D has the highest score and is the preferred funding scenario. While scenario D maybe somewhat difficult to implement because it relies on a future G.O. Bond, it would generate reliable future revenues that could be used to construct attractive parks and recreation amenities that would help facilitate development.

Scenario A does not have very reliable funding sources since the city would have to leverage far more grant funding. Scenario C has a very high equity score, but the funding sources are not as reliable as scenario C or D. And Scenario C is most difficult to implement since it would require a favorable public vote for the formation of a new Urban Renewal District as well as a G.O. Bond (see **Exhibit 14**).

Exhibit 14: Parks Evaluation Criteria

Evaluation of Cost Burdens and Implementation Criteria		Scenarios			
Equity (1: lower cost burden - 5: higher cost burden)		A (status quo)	B	C	D
Citywide Resident Cost Burden					
Citizens in Subdistrict Cost Burden					
Developer/Property Owner Cost Burden					
Evaluation Criteria (1: worst - 5: best)					
Cost Equity *					
Reliability of Funds					
Facilitates Development					
Ease of Implementation					
Ability to Address Near-Term Costs					
Ability to Address Long-Term Costs					
Total Score (sum of Evaluation Criteria)		12	19	17	21

* denotes relative variance from "uniform" equity (wherein developers, future residents, and existing residents would split costs equally)

C.5 Analysis of Preferred Funding Scenario

Parks and trails in River Terrace are estimated to cost approximately \$27.4 million, as indicated in **Exhibit 15**. For the preferred parks funding scenario (Scenario D), it is estimated that the city would fund approximately \$2.25 million in near-term land acquisition for parks in River Terrace. This assumes \$250,000 in General Funds and about \$2 million in parks SDC funds in the near-term.

The long-term funding requirements of \$25.2 million can be funded through the parks SDC, a potential new G.O. Bond, a potential new citywide parks utility fee, and grants from such entities as Metro, the State, and non-profit foundations (such as the Meyer Memorial Trust). The potential new G.O. Bond would require voter approval. It could be part of a larger citywide parks and trails construction program. It is estimated that for every \$13 million in bonds, the levy amount would equate to \$0.20 per \$1,000 in assessed valuation (AV), which would cost the average homeowner about \$63 per year.

Exhibit 15: Parks Funding Strategy, Scenario D

Funding Mechanism	New Funding Source?	Recommended Scenario D			Total	Notes
		Near Term Funding	Long Term Funding			
City General Fund	<input type="checkbox"/>	\$250,000	-		\$250,000	Includes portion of unallocated existing parks GO bond
SDC (Citywide)	<input type="checkbox"/>	\$2,000,000	\$9,263,400		\$11,263,400	Assumes \$6,451 per dwelling unit (75% allotted to RT)
SDC (RT District)	<input checked="" type="checkbox"/>	-	\$2,794,000		\$2,794,000	Assumes \$1,200 per dwelling unit (100% allotted to RT)
Utility Fee (new citywide)	<input checked="" type="checkbox"/>	-	\$3,000,000		\$3,000,000	New monthly parks utility fee of +/- \$1.11 / month (75% allotted to RT)
G.O. Bond (citywide)	<input checked="" type="checkbox"/>	-	\$9,100,000		\$9,100,000	Assumes Voter Approved \$13 M bond* (70% allotted to RT)
Grants	<input checked="" type="checkbox"/>	-	\$1,024,000		\$1,024,000	Grants (Metro, State, Foundations, etc.)
Total Revenue		\$2,250,000	\$25,181,400		\$27,431,400	
Total Cost		\$2,250,000	\$25,181,400		\$27,431,400	

* assumes voter-approved levy of \$0.20 per \$1,000 AV; results in average cost to \$311,100 median home of \$63/year.

The recommended funding strategy for parks (see **Exhibit 16**) relies upon existing funding mechanisms already being used by the City of Tigard including the General Fund and parks SDCs.

The recommended strategy also relies on new sources of funding through a local River Terrace parks SDC, citywide parks utility fee, and non-local grants. If public support for a new G.O. bond for parks is not forthcoming, the city may opt to delay implementation of planned parks capital projects, or may need to increase the local parks SDC that is charged on new development.

Exhibit 16: Recommended Parks Funding Strategy, Scenario D

Funding Mechanism	New Funding Source?	Who Pays?	How Much \$?	Notes
City General Fund	<input type="checkbox"/>	Citizens	\$250,000	Fund Transfers
SDC (City wide)	<input type="checkbox"/>	Developers	Parks SDCs = \$6,451 per SFD (est. avg)	Developer SDCs; 75% allotted to RT
SDC (RT District)	<input checked="" type="checkbox"/>	Developers	Parks SDCs = \$1,200 per SFD (est. avg)	Developer SDCs; 100% allotted to RT
Utility Fee (new city wide)	<input checked="" type="checkbox"/>	Customers	+/- \$1.11 per month (est. avg)	New citywide parks utility fee (75% allotted to RT)
G.O. Bond	<input checked="" type="checkbox"/>	Citizens	Bond costs \$63/year for \$311,100 median home	New citywide \$13 M G.O. bond; \$0.20 per \$1,000 AV (70% allotted to RT)
Grants	<input checked="" type="checkbox"/>	Other entities	+/- \$996,000	Metro, state or federal grants

D. STORMWATER

D.1 Overall Findings

The city is focused on ensuring that development is environmentally sustainable through low impact stormwater design standards and construction of new stormwater water quality and quantity facilities. Recent federal water quality regulations mandate local investments in stormwater facilities and maintenance activities. While planned rate increases by CWS will increase Stormwater Funds for the city, additional local funding sources should be considered to finance, construct, and maintain stormwater facilities in River Terrace.

Stormwater systems within River Terrace are expected to be primarily funded by developers and maintained by the City of Tigard. The city may also consider dedicating funds to form stormwater facility reimbursement districts which could function as a bank used to advance funding for regional facilities, with payments provided to the city (by developers, builders or homeowners) after development occurs. Development Agreements could be utilized to allow private developer construction of regional (drainage basin) facilities, with similar reimbursement payback provisions.

D.2 Public Facility Costs

Total permitting, land and capital cost for stormwater facility improvements and planning/modeling work is estimated at \$22 million.³ Near-term stormwater infrastructure requirements include development of a new stormwater model, high-flow conveyance alternatives analysis, and new design standards for River Terrace. Future stormwater system improvements include 11 water quality/detention ponds, two detention ponds, and potentially two high-flow conveyance facilities (**Exhibit 17**).

Exhibit 17: Stormwater Infrastructure Costs

Facility Needs	Capital Cost	Near Term	Potential Funding Lead	Potential Funding Source Notes
Stormwater Modeling Analysis	\$50,000	<input checked="" type="checkbox"/>	City	City Stormwater Fund
River Terrace Stormwater Design Standards	\$150,000	<input checked="" type="checkbox"/>	City	City Stormwater Fund
Water Quality and Detention Ponds (11)	\$12,349,000	<input type="checkbox"/>	Developers	Deveopers and reimbursement districts
Detention Ponds (2)	\$4,265,000	<input type="checkbox"/>	Developers	Deveopers and SWQQ reimbursement districts
High Flow Conveyance Facilities (3)	\$5,238,000	<input type="checkbox"/>	Developers	Deveopers and SWQQ reimbursement districts
Total Cost	\$22,052,000			

Source: River Terrace Stormwater Master Plan, July 2014 Attachment B; and city staff input; compiled by FCS Group

D.3 Funding Scenarios

Four scenarios were evaluated for funding the stormwater infrastructure systems to serve River Terrace. All scenarios include some level of General Fund commitment, utility fees, citywide SDCs, and developer on-site improvements to address stormwater discharge. Scenario A reflects current practices used by the city. Scenario B relies upon reimbursement districts or LIDs within River Terrace. Scenario C includes the formation of a new stormwater taxing district and reimbursement districts within River Terrace. Scenario D includes a new River Terrace district utility fee and reimbursement districts in River Terrace (see **Exhibit 18** for details).

³ These draft cost estimates were prepared by Otak, Inc. as part of the draft Tigard River Terrace Stormwater Master Plan (August 2014). These costs are considered to be on the high-end of what may be realized if developers construct stormwater facilities on-site and avoid public contracting and related prevailing wage requirements.

Exhibit 18: Stormwater Funding Scenarios

Funding Scenario					
Funding Source	A (status quo)	B	C	D	Notes
City General Fund	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	City to allocate portion of General Fund to stormwater needs
Utility Fee (existing citywide fee)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Existing Citywide fee may be increased
Utility Fee (new RT subdistrict fee)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	New RT subdistrict fee is needed under Scenario D
SDC (existing citywide)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Existing Citywide SDC may be increased
Special Taxing District (New RT subdistrict)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	RT voters may establish special district for their needs
Reimbursement Districts or LIDs (new)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	City or Developers may advance financing and recoup investment using LID or Reimbursement Districts
Developer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Developers to construct facilities to handle runoff from new development
Preliminary Ranking	4	3	2	1	

D.4 Evaluation

As indicated in **Exhibit 19**, Scenario D received the highest total score of 19 points (out of a possible 30 points). Scenario D received the highest equity score and, while it will be difficult to implement (because of the administrative cost to create and manage reimbursement districts or LIDs), it would result in fairly reliable funding that could help facilitate development.

Scenario C placed second since it would be harder to implement because of the public vote requirement (from affected voters in River Terrace). It would also entail administrative costs associated with managing LIDs or reimbursement districts. While Scenario A is the easiest to implement, it would be completely dependent upon the private development community to construct both on and off-site stormwater infrastructure, which would likely delay development for many years. Scenario B, which would rely upon formation of several reimbursement districts or LIDs would be very complicated and expensive for the city to administer, and would not likely generate enough near-term funding to facilitate development in River Terrace.

Exhibit 19: Stormwater Evaluation Criteria

Evaluation of Cost Burdens and Implementation Criteria				
Criteria	Funding Scenario			
	A (status quo)	B	C	D
Equity (1: lower cost burden - 5: higher cost burden)				
Citywide Resident Cost Burden				
Citizens in Subdistrict Cost Burden				
Developer/Property Owner Cost Burden				
Evaluation Criteria (1: worst - 5: best)				
Cost Equity *				
Reliability of Funds				
Facilitates Development				
Ease of Implementation				
Ability to Address Near-Term Costs				
Ability to Address Long-Term Costs				
Average Rating				
Total Score (sum of Evaluation Criteria)	12	14	17	19

* denotes relative variance from "uniform" equity (whereas developers, future residents, and existing residents would split costs equally)

D.5 Analysis of Preferred Funding Scenario

Stormwater system improvements within River Terrace are estimated to cost \$22 million. For the preferred stormwater funding scenario (Scenario D), the city would pay for stormwater modeling, high-flow conveyance alternatives analysis, and stormwater design standards in the near-term using available stormwater funds. Most of the funding for stormwater facilities would need to come from

developer construction of on-site facilities required to address the stormwater runoff attributed to their planned developments.

To help facilitate development to the extent possible, it is recommended that the city work with affected property owners and developers to implement a new River Terrace district stormwater utility fee surcharge (equates to +/- \$12 per household per month) and dedicate up to \$250,000 in General Funds every 6 years to form new reimbursement districts in River Terrace. New reimbursement districts could fund approximately \$9.7 million in regional stormwater facilities over the long-term and could be focused on facilities that benefit or involve multiple property owners (see **Exhibit 20**). The city or developers that participate in the advance financing used to form reimbursement districts would be compensated (paid back) over time through special assessments on benefiting property owners that opt to participate in new development over time.

Exhibit 20: Stormwater Funding Analysis, Scenario D

Scenario D							
Funding Mechanism	New Funding Source?	Near Term City Funding	Long Term City Funding	Total City Funding	Developer Funding (Timing Uncertain)	Total	Notes
General Fund	<input type="checkbox"/>	\$250,000	\$832,500	\$1,082,500	-	\$1,082,500	Assumes \$250,000 every 6 years
Utility Fee (city wide)	<input type="checkbox"/>	\$250,000	\$832,500	\$1,082,500	-	\$1,082,500	Existing stormwater rate (adjusted for inflation)
SDC (City wide)	<input type="checkbox"/>	\$200,000		\$200,000	-	\$200,000	Existing SDC
Utility Fee (RT subdistrict)	<input checked="" type="checkbox"/>	\$750,000	\$5,750,000	\$6,500,000	-	\$6,500,000	Assumes \$12/month rate surcharge to RT households
Reimbursement Districts	<input checked="" type="checkbox"/>	\$500,000	\$1,665,000	\$2,165,000	-	\$2,165,000	City contributes funds or "credit" to reimbursement districts
Developers	<input type="checkbox"/>	-	-	-	\$11,022,000	\$11,022,000	Developer to provide on-site stormwater facilities
Total Revenue		\$1,950,000	\$9,080,000	\$11,030,000	\$11,022,000	\$22,052,000	
Total Cost		\$1,950,000	\$9,080,000	\$11,030,000	\$11,022,000	\$22,052,000	
Reimbursement District Funding		\$1,500,000	\$8,247,500	\$9,747,500			

Note: potential stormwater reimbursement district contributions shown in bold italics.
* development costs would incur as development proceeds over the buildout of River Terrace.

The recommended funding strategy for stormwater facilities (see **Exhibit 21**) relies upon existing funding mechanisms already being used by the City of Tigard including the General Fund, stormwater SDCs, and developer dedications of on-site facilities. Potential new sources of funding include a River Terrace subdistrict stormwater utility fee and city or developer-established reimbursement districts.

Exhibit 21: Recommended Stormwater Funding Strategy, Scenario D

Funding Mechanism	New Funding Source?	Who Pays?	How Much \$?	Notes
General Fund	<input type="checkbox"/>	Citizens	Avg. of \$42,000 per year to seed reimbursement district(s)	Discretionary fund transfers
SDC (City wide)	<input type="checkbox"/>	Developers	Current fee of \$500 per dwelling	Existing storm SDCs may be adjusted
Utility Fee (city wide)	<input type="checkbox"/>	Customers (city wide)	Avg. monthly storm utility rates = \$8.75	Existing rates may be adjusted
Utility Fee (RT subdistrict)	<input checked="" type="checkbox"/>	River Terrace Customers (new residents)	\$12/month surcharge	New fee surcharge for RT subdistrict, could be used to help pay O&M or for reimbursement district debt payment
Reimbursement Districts	<input checked="" type="checkbox"/>	Developers or City advances financing; with future payments by builders	Assumes \$1-2M per district (every 6 years)	Focus may be on facilities involving multiple property owners with off site impacts
Developers	<input type="checkbox"/>	Developers		Developer dedications (on site)

E. TRANSPORTATION

E.1 Overall Findings

Transportation infrastructure for River Terrace is required for new vehicle, pedestrian, and bicycle facilities. Traditionally, the city has worked in partnership with ODOT (responsible for state facilities) and Washington County (responsible for county facilities). The city is responsible for upgrades to local routes within the city’s municipal service area, which include neighborhood routes and collector roads. Typically, developer construction/dedications are required for new neighborhood routes, and a mix of local funding sources are used to fund new collector routes and capacity expansion.

The city’s existing transportation funds are generally committed and not available for investing in new transportation improvements in River Terrace over the next five years. The city is in the process of considering a new local city-wide and/or sub-district transportation SDC (TSDC) to supplement the funds it receives from the Washington County TDT. In addition to developer funding of neighborhood routes, Development Agreements could be utilized to allow private developers to advance financing for road segments and intersection improvements (may be eligible for SDC credits and reimbursement).

E.2 Public Facility Costs

Transportation infrastructure needs and costs are significant and often contingent on when and where new development occurs. Total transportation capital costs (for collector improvements, arterial improvements, and selected trails) are estimated at \$149.6 million (see **Exhibit 22**).

The location of the recommended transportation projects included in the River Terrace Transportation System Plan (TSP) Addendum is depicted by the map in **Exhibit 23**.

Within the next 20-years, the recommended transportation facilities are expected to cost approximately \$42.68 million. \$25.15 million of this amount is considered to be public cost, including \$8 million in Roy Rogers Road improvements. The remaining \$17.5 million represents the estimated value of public improvements that development will be required to build that are not credit eligible.

Near-term transportation needs include: the first phase of River Terrace Boulevard; a traffic signal at Roy Rogers Road/Bull Mountain Road intersection; a roundabout at the Bull Mountain Road/River Terrace Boulevard intersection; and upgrades to various Washington County facilities.⁴ The long term needs include all other road extensions, intersection improvements, and selected multi-use trails.

While River Terrace has many transportation infrastructure needs, the larger region has far more needs and very limited funding. The city needs to negotiate a cost sharing scenario with the County for the planned improvements, especially those impacting County facilities such as Roy Rogers Road, Scholls Ferry Road, and Bull Mountain Road.

Exhibit 22: Transportation Infrastructure Costs

Project ID# (see Map)	Project Description	Total Capital Cost Estimate ¹	Included in Funding Strategy			Not in Funding Strategy		
			Public Capital Cost ²	Near Term (yrs. 1-6)	Long Term (yrs. 7-20)	Private Cost	Non-River Terrace Public Cost ³	Outside Planning Area or Horizon (20+ yrs) ⁴
Project ID 1	Neighborhood Route (west of Roy Rogers Rd)	\$7,000,000				✓		
Project ID 2	Lorenzo Ln Collector Extension (west of Roy Rogers Rd)	\$2,500,000	\$120,000		✓			
Project ID 3	Lorenzo Ln Collector Extension (east of Roy Rogers Rd)	\$3,500,000						✓
Project ID 4	Neighborhood Route (east of Roy Rogers Rd)	\$4,000,000				✓		
Project ID 5	River Terrace Blvd (Scholls Ferry Rd to Lorenzo Ln)	\$9,000,000						
	• Phase 1: North (67%)	(\$6,030,000)	\$2,613,000		✓			
	• Phase 2: South (33%)	(\$2,970,000)						✓
Project ID 6	River Terrace Blvd (Lorenzo Ln to Bull Mtn Rd)	\$6,500,000						
	• Phase 1: South (75%)	(\$4,875,000)	\$2,325,000	✓				
	• Phase 2: North (25%)	(\$1,625,000)						✓
Project ID 7	River Terrace Blvd (Bull Mtn Rd to South UGB)	\$12,500,000						

⁴ The timing of signalized intersections on Washington County facilities and local cost sharing funding responsibilities are unknown at this time and will depend upon subsequent county signal warrant analysis and full funding agreements.

Project ID# (see Map)	Project Description	Total Capital Cost Estimate ¹	Included in Funding Strategy			Not in Funding Strategy		
			Public Capital Cost ²	Near Term (yrs. 1-6)	Long Term (yrs. 7-20)	Private Cost	Non-River Terrace Public Cost ³	Outside Planning Area or Horizon (20+ yrs) ⁴
	• Phase 1: North (33%)	(\$4,125,000)	\$1,881,000		✓			
	• Phase 2: South (50%)	(\$6,250,000)	\$2,850,000		✓			
	• Phase 3: Middle (17%)	(\$2,125,000)						✓
Project ID 8	E-W Collector Street (Roy Rogers Rd to River Terrace Blvd)	\$2,500,000	\$120,000		✓			
Project ID 9	E-W Neighborhood Route (River Terrace Blvd to 161st Extension)	\$2,500,000				✓		
Project ID 10	N-S Neighborhood Route (Hazeltine Ln to Woodhue Extension)	\$5,000,000				✓		
Project ID 11	N-S Neighborhood Route (Woodhue Extension to Beef Bend Rd)	\$3,500,000				✓		✓
Project ID 12	E-W Neighborhood Route (161st Extension to 150th Ave)	\$6,000,000				✓		
Project ID 13	Intersection Improvement: Signal (Roy Rogers Rd & New E-W Collector)	\$1,000,000	\$1,000,000		✓			
Project ID 14	Intersection Improvement: Signal (Roy Rogers Rd & Bull Mtn Rd)	\$1,000,000	\$1,000,000	✓				
Project ID 15	Intersection Improvement: Signal (Roy Rogers Rd & Lorenzo Ln Extension)	\$1,000,000						✓
Project ID 16	Intersection Improvement: Signal (Scholls Ferry Rd & River Terrace Blvd)	\$1,000,000	\$1,000,000		✓			
Project ID 17	Intersection Improvement: Roundabout (River Terrace Blvd & New Neighborhood Route)	\$1,500,000						✓
Project ID 18	Intersection Improvement: Roundabout (River Terrace Blvd & Bull Mtn Rd)	\$1,500,000	\$1,500,000	✓				
Project ID 19	Intersection Improvement: Roundabout (River Terrace Blvd & New E-W Collector)	\$2,000,000						✓
Project ID 20	Intersection Improvement: Roundabout (Woodhue Extension & 161st Extension)	\$2,000,000				✓		
Project ID 21	Bull Mountain Road: Upgrade to Urban Standards (Roshak Rd to Roy Rogers Rd)	\$4,000,000						
	• Phase 1: West (30%)	(\$1,200,000)	\$350,000	✓				
	• Phase 2: East (70%)	(\$2,800,000)					✓	✓

Project ID# (see Map)	Project Description	Total Capital Cost Estimate ¹	Included in Funding Strategy			Not in Funding Strategy		
			Public Capital Cost ²	Near Term (yrs. 1-6)	Long Term (yrs. 7-20)	Private Cost	Non-River Terrace Public Cost ³	Outside Planning Area or Horizon (20+ yrs) ⁴
Project ID 22	Roy Rogers Road: Upgrade to Urban Standards (Scholls Ferry Rd to Beef Bend Rd)	\$35,000,000						
	• Phase 1: Inside UGB (17%)	(\$4,000,000)	\$4,000,000	✓				
	• Phase 2: Inside UGB (17%)	(\$4,000,000)	\$4,000,000		✓			
	• Phase 3: Outside UGB (66%)	(\$27,000,000)					✓	✓
Project ID 23	150th Avenue: Upgrade to Urban Standards (Bull Mtn Rd to Beef Bend Rd)	\$4,000,000						
	• Phase 1: North (10%)	(\$400,000)	\$94,000	✓				
	• Phase 2: South & Outside RT (90%)	(\$3,600,000)					✓	✓
Project ID 24	Highway 99W/ Walnut Street Intersection Improvement	\$10,000,000					✓	✓
Project ID 25	Highway 99W/ Bull Mountain Intersection Improvement	\$5,000,000					✓	✓
Project ID 26	Highway 99W/ Durham Road Intersection Improvement	\$10,000,000					✓	✓
Project ID N/A	East-West River Terrace Trail (River Terrace Blvd to 150th Ave)	\$3,600,000						
	• Phase 1: West (50%)	(\$1,800,000)	\$1,800,000		✓			
	• Phase 2: East (50%)	(\$1,800,000)						✓
Project ID N/A	Improvements where new streets meet existing streets	\$2,500,000						
	• Phase 1: Local Streets (20%)	(\$500,000)	\$500,000	✓				
	• Phase 2: Local & Collector Streets (80%)	(\$2,000,000)						✓
TOTAL		\$149,600,000	\$25,153,000					

Notes:

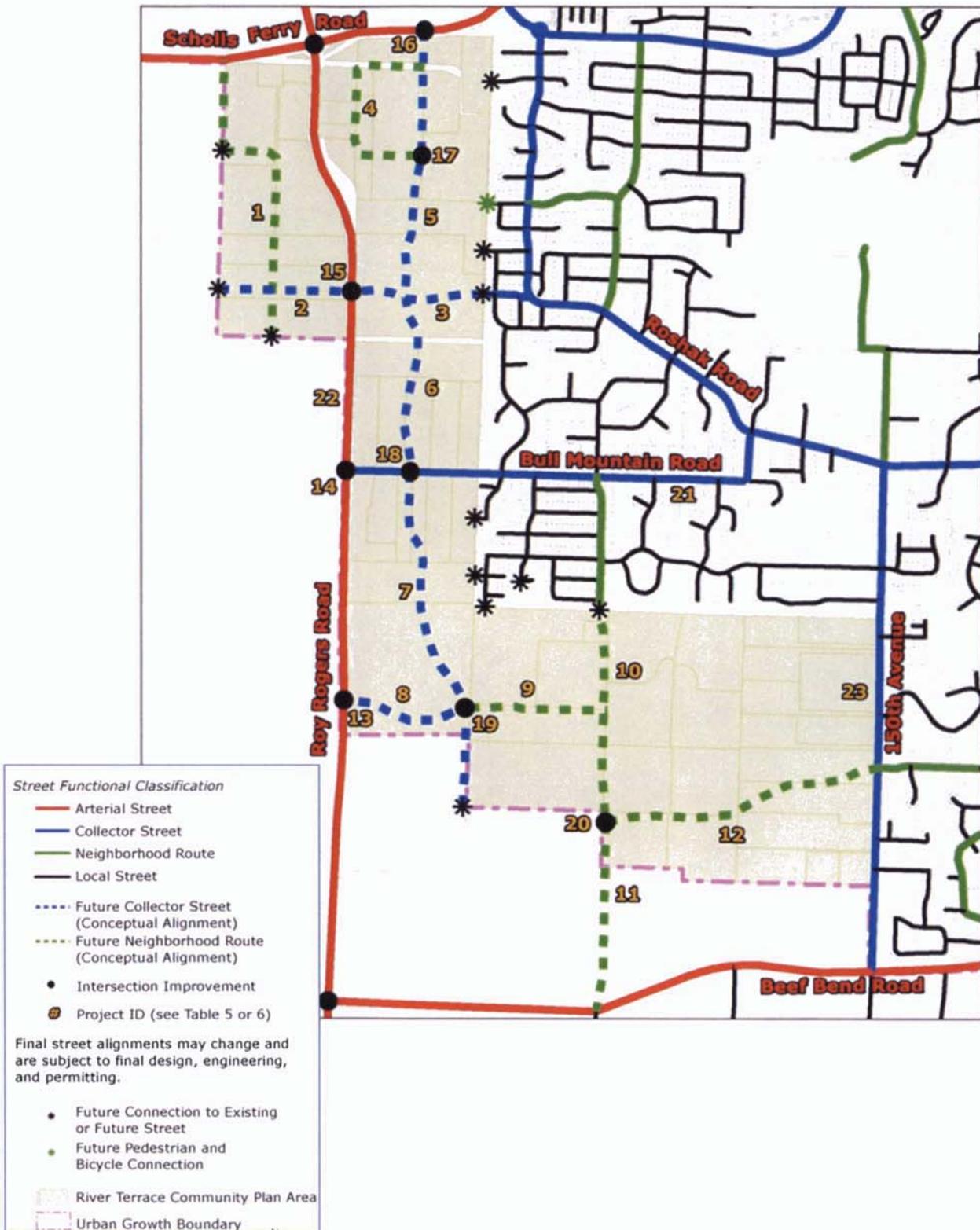
¹ Capital cost estimates and projects derived from River Terrace Transportation System Plan Addendum, Nov. 2014. Costs are in 2014 dollars.

² Public capital cost includes only the “oversized” portion of the project. This “oversized” portion reflects those costs for which a developer could expect reimbursement in the form of SDC credits. Assumes non-creditable value of dedications equals \$1,700 per LF (new collector projects); and \$567/LF for street retrofits.

³ Potential non-River Terrace funding sources include base TSDC and TDT collected outside River Terrace, WA County TDT for projects on County roads in unincorporated areas, County MSTIP for regional capacity and safety projects on County roads, and ODOT STIP funding for state highways.

⁴ Includes projects outside the River Terrace planning area either elsewhere in the city or in unincorporated county areas; or projects needed beyond year 20. Of those projects in unincorporated areas, some are located outside the urban growth boundary.

Exhibit 23: Recommended Transportation Projects in River Terrace Area



E.3 Funding Scenarios

Five scenarios were evaluated for funding the transportation infrastructure in River Terrace, as shown in **Exhibit 24**. Each scenario includes some allocation of the city’s street fund (which utilizes local and state fuel tax), the Washington County TDT, and developer dedications (for neighborhood streets and portions of new collector streets). Scenario B adds citywide and sub-district transportation system development charges (TSDCs) to the mix of funding sources. Scenario C includes a citywide TSDC and a new River Terrace Urban Renewal District. Scenario D includes a citywide TSDC, sub-district TSDC, LIDs, and G.O. Bonds, but does not include an urban renewal district.

After reviewing these scenarios, the Tigard City Council requested that an additional scenario, Scenario E, be developed and evaluated. This new scenario includes a new sub-district transportation utility fee along with a citywide TSDC, and a sub-district TSDC, street funds, grants, and developer dedications.

Exhibit 24: Transportation Funding Scenarios

Funding Scenarios						
Capital Funding Source	A (Status Quo)	B	C	D	E	Notes
Fund Transfers	<input checked="" type="checkbox"/>	City may transfer local or state fuel tax revenue to transportation projects				
Transportation Utility Fee (existing city wide)	<input type="checkbox"/>	Funds are dedicated to street maintenance not capital construction				
Transportation Utility Fee Surcharge (new RT subdistrict)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	City may establish new utility fee surcharge with funds to be dedicated to capital construction within River Terrace
Transportation System Development Charge (Citywide TSDC)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	City may establish new TSDC on new development citywide
River Terrace (RT)-TSDC (new Subdistrict)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	City may establish new RT-TSDC on new development in RT subdistrict
TDT (existing)	<input checked="" type="checkbox"/>	Existing TDT is charged to new development				
LID or Reimbursement Dist. (new)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	LIDs may provide important "gap" funding; requires 51%+ property owner approval
Urban Renewal District (new)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	City voters may establish new URD in RT subdistrict
Tax Levy (new citywide GO bond)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Citywide voters may establish GO bonds for selected transportation improvements
Grants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Developers	<input checked="" type="checkbox"/>	Developers to provide neighborhood transportation facilities and can receive TDT/TSDC credits for constructing eligible public facilities				
Preliminary Ranking	5	4	2	3	1	

E.4 Evaluation

Scenario E received the highest average rating because of high marks for equity, facilitating development, reliability of funds, ease of implementation, and ability to address near-term and long-term costs.

Scenario C placed second in the evaluation, but since it relies on the creation of a voter-approved urban renewal district, it is very complex and difficult to implement and may not generate adequate funding which could delay facility construction and development for many years.

Scenario D would also be difficult to implement since it would rely upon a voter-approved G.O. Bond, and would not facilitate development, since it would rely on relatively high TSDC and LID costs per dwelling unit.

Scenarios A and B are not likely to generate adequate long-term funding to implement the planned transportation facilities (see **Exhibit 25**).

Exhibit 25: Transportation Funding Evaluation

Evaluation of Cost Burdens and Implementation Criteria						
Equity (1: lower cost burden - 5: higher cost burden)	A (Status Quo)	B	C	D	E	
Citywide Resident Cost Burden	4	3	2	1	5	
Citizens in Subdistrict Cost Burden	4	3	2	1	5	
Developer/Property Owner Cost Burden	2	3	4	5	1	
Evaluation Criteria (1: worst - 5: best)						
Cost Equity *	4	3	2	1	5	
Reliability of Funds	4	3	2	1	5	
Facilitates Development	4	3	2	1	5	
Ease of Implementation	1	2	3	4	5	
Ability to Address Near-Term Costs	4	3	2	1	5	
Ability to Address Long-Term Costs	4	3	2	1	5	
Average Rating						
Total Score (sum of Evaluation Criteria)		12	15	19	17	22

* denotes relative variance from "uniform" equity (wherein developers, future residents, and existing residents would split costs equally)

E.5 Analysis of Preferred Funding Scenarios

Scenario E assumes that the city provides approximately \$150,000 per year in street funds (state or local fuel tax revenue) to River Terrace projects, and TDT funds that would otherwise be collected from River Terrace development are exchanged for credits to developers that construct credit-eligible projects, such as frontage improvements along Roy Rogers Road.

Additionally, it is assumed that a new local citywide TSDC is created (average cost per dwelling unit estimated at \$5,000 with 75% of the funds collected in River Terrace allotted to River Terrace projects) and a new River Terrace district TSDC is created (average cost per dwelling unit estimated at \$467 with 100% of the funds collected in River Terrace allotted to River Terrace projects).⁵ The recommended funding strategy also includes a new transportation utility fee surcharge within River Terrace (at an average cost of \$5 dollars per month per dwelling unit or equivalent dwelling unit). Cost sharing among developers, Washington County, and ODOT is expected to result in additional funding for selected facilities listed above. See **Exhibit 26** for details.

While the transportation funding strategy tends to balance out over the long-term (with anticipated revenues equal or greater to expected costs), there is a significant near-term funding gap (during years 1-6) that would need to be bridged through advance financing in some form. This potential near-term issue is identified as a policy issue in the next section of this report.

⁵ All allotment percentages are intended as targets and not absolute requirements.

Exhibit 26: Transportation Funding Strategy, Scenario E

Scenario E					
Funding Mechanism	New Funding Source?	Near Term	Long Term	Total (years 1-20)	Notes
Fund Transfers	<input type="checkbox"/>	\$1,000,000	\$2,000,000	\$3,000,000	Assumes avg. of +/- \$150,000 per year
TDT Revenue (net after credits)	<input type="checkbox"/>	\$0	\$3,040,000	\$3,040,000	Assumes \$6,323 per avg. dwelling unit (75% of funds collected in RT allotted to RT projects including \$8M in TDT credits for Roy Rogers Road)
Transportation System Development Charge (Citywide TSDC)	<input checked="" type="checkbox"/>	\$2,025,000	\$6,705,000	\$8,730,000	Assumes \$5,000 per avg. dwelling unit (75% of funds collected in RT allotted to RT district)
River Terrace (RT) TSDC (new Subdistrict)	<input checked="" type="checkbox"/>	\$252,000	\$835,000	\$1,087,000	Assumes \$467 per avg. dwelling unit (100% dedicated to RT district)
Transportation Utility Fee Surcharge (new RT subdistrict)	<input checked="" type="checkbox"/>	\$100,000	\$1,300,000	\$1,400,000	Assumes \$5/month transportation utility fee surcharge (100% dedicated to RT district)
Private Cost (non-credit eligible: excludes Roy Rogers Road improvements)	<input type="checkbox"/>	\$3,700,000	\$13,820,000	\$17,520,000	Includes on-site and adjacent (half street) improvements to collector or arterial facilities
Developers (Includes TDT credits for Roy Rogers Road improvements)	<input type="checkbox"/>	\$4,000,000	\$4,000,000	\$8,000,000	Assumes (half street) improvements to Roy Rogers Road are TDT credit eligible
WA County (cost share)	<input type="checkbox"/>	tbd	tbd	tbd	Selected County roadway improvements
ODOT/Metro grants (cost share)	<input type="checkbox"/>	\$0	\$900,000	\$900,000	Hwy 99 and pathway improvements
Total Revenue		\$11,080,000	\$32,600,000	\$43,680,000	
Public Cost		\$9,770,000	\$15,400,000	\$25,170,000	
Private Cost (Non-credit eligible)		\$3,700,000	\$13,820,000	\$17,520,000	
Total Cost		\$13,470,000	\$29,220,000	\$42,690,000	
Potential Funding Gap*		(\$2,390,000)	\$3,380,000	\$990,000	

* Funding gap could be "bridged" through: debt financing; additional fund transfers by the City; grants/contributions from County/Metro; and/or deferral or phase-in of future projects. tbd = to be determined.

The recommended funding strategy for transportation facilities (see **Exhibit 27**) relies upon existing funding mechanisms already being used by the City of Tigard including the General Fund, TDT charges/credits, grants, and developer dedications of on-site facilities. Potential new sources of funding include a River Terrace district transportation utility fee and a local citywide and River Terrace district TSDC.

Exhibit 27: Recommended Scenario, Scenario E

Funding Mechanism	New Funding Source?	Who Pays?	How Much \$?	Notes
Fund Transfers	<input type="checkbox"/>	Citizens	Avg. \$150,000 a year contributions	Funding from local or state gas tax funds
TDT Revenue	<input type="checkbox"/>	Developers (citywide)	TDT = \$6,323 per dwelling (avg)	Existing TDT (assumes 75% of funds collected in RT are allotted to RT projects or developer credits)
Transportation System Development Charge (Citywide TSDC)	<input checked="" type="checkbox"/>	Developers (citywide)	\$5,000 per dwelling (avg)	New citywide SDC; assumes 75% of funds collected in RT are allotted to RT district
River Terrace (RT) TSDC (new Subdistrict)	<input checked="" type="checkbox"/>	Developers (within RT district)	Subdistrict Transportation SDCs = \$467 per dwelling (avg)	New subdistrict SDC (100% dedicated to RT district)
Transportation Utility Fee Surcharge (new RT subdistrict)	<input checked="" type="checkbox"/>	Property Owners (within RT district)	\$5/month surcharge	100% dedicated to RT projects
Private Cost (non-credit eligible; excludes Roy Rogers Road improvements)	<input type="checkbox"/>	Developers (within RT district)	ROW and street dedications for new routes	Focus is usually for on site improvements
Grants	<input type="checkbox"/>	State/Metro citizens	\$900,000	focus on trails
WA County (cost share)	<input type="checkbox"/>	County property owners/citizens	tbd	County roadway improvements
ODOT (cost share)	<input type="checkbox"/>	State citizens	tbd	Hwy 99 improvements

*All allotment percentages are intended as targets and not absolute requirements.

* Note, funding sources that are not "new" to Tigard may be potentially relied upon in the future.

IV. POLICY CONSIDERATIONS

The River Terrace funding strategy includes a plan for funding required public facilities using existing and new funding sources as well as partnerships with service providers and developers. The funding strategy recognizes the limitations of current financial resources that are available to the city and other service providers, and provides a plan for funding infrastructure required to support planned development.

A. GENERAL CONSIDERATIONS

- ♦ It is recommended that local city policies be adopted to clarify the relationship between the provision and funding of public facilities and when new development can be permitted in River Terrace (and possibly elsewhere in the city). This may entail adoption of an adequate public facilities ordinance that addresses the process for determining when and how public facilities are considered reasonably funded so that development can be permitted in River Terrace.
- ♦ Ongoing inter-jurisdictional coordination will also be required between the city, Washington County, ODOT, CWS, and other agencies to ensure that cost sharing agreements are consistent with each agency's expectations.
- ♦ The city may desire to extend its Capital Improvement Program from five years to six years to provide additional time for River Terrace SDCs and fund balances to accumulate to ensure that adequate funds are in place to complete the highest priority projects.
- ♦ The city should update its SDCs for water, sewer, stormwater, transportation and parks by FYE 2015 to take these recommendations into account. As part of this update, the city may also consider updating its SDC policies regarding how revenues are to be allocated to River Terrace and other citywide needs. The city's SDC credit policies should also be updated to clarify how SDC credits are calculated and applied to eligible public facilities.

The findings and recommendations contained in this Funding Strategy also include the following issues and considerations for each public facility type.

B. WATER SYSTEM

- ♦ Existing funding sources and planned rate increases should be adequate for addressing water system requirements needed citywide and for River Terrace.
- ♦ Adequate water capacity is currently available to serve future River Terrace development within the 410 and 713 zones. However, there is a city-wide need for additional water storage capacity in the 550 zone. City staff estimates that only 72 additional homes can be built in River Terrace within the 550 zone before the new 3.0 million gallon per day (gpd) Cach Reservoir is constructed.
- ♦ The city may consider other interim water system improvements that could be provided, such as pressure reducing valves from the 713 zone to serve the 550 zone, to increase the amount of development that can occur in the 550 zone, in advance of the new Cach Reservoir.

C. SANITARY SEWER SYSTEM

- ♦ Existing funding sources, planned rate increases by CWS, and a new sanitary sewer surcharge by the city should be adequate for addressing sanitary sewer requirements needed citywide and for River Terrace.
- ♦ The city will need to coordinate closely with CWS and interested developers to ensure that planned sewer pump stations in River Terrace north and south areas advance to construction in the near term.

D. PARKS AND TRAILS SYSTEM

- ♦ City funding for parks and trails is generally limited to parks SDC revenues and General Fund allocations, which can vary widely each year.
- ♦ The city's parks SDC is in process of being updated to take into account planned facility improvements needed in River Terrace, as well as recent investments made by the city elsewhere in the city.
- ♦ The city should consider new funding resources (such as a citywide parks utility fee) to make parks funding more independent from the General Fund and help accumulate reserves for parks improvements citywide and in River Terrace.
- ♦ Public support for a future citywide parks and trails G.O. bond should also be considered after the current G.O. bond for parks sunsets.

E. STORMWATER SYSTEM

- ♦ City funding for stormwater facilities and maintenance activities is very limited and inadequate for addressing future River Terrace or citywide needs.
- ♦ The high-flow conveyance facilities require additional alternatives analysis, special permitting, and land or easement acquisition because of the unique nature of this condition and the fact that there are downstream impacts outside the city and Urban Growth Boundary. This could be problematic since the city may not be able to acquire land or fund regional facilities needed at the pace of development.
- ♦ The city is in process of considering increases in local stormwater SDCs to take into account planned facility improvements citywide and in River Terrace.
- ♦ The city should consider new funding resources (such as a River Terrace stormwater district and district utility fee) and public-private partnerships to generate a funds for advance financing regional water quality and quantity facilities, detention ponds, and high-flow conveyance facilities in River Terrace.
- ♦ The city may utilize full faith and credit obligations for advance financing of reimbursement districts to pay for 1-2 regional facilities every 6 years in River Terrace.

F. TRANSPORTATION SYSTEM

- ♦ The city's existing transportation funds are generally committed and not available for investing in new transportation improvements in River Terrace over the next six years.
- ♦ The city is in the process of considering a new local city-wide TSDC and/or subdistrict(s) TSDC to supplement the funds it receives from the TDT. It is recommended that the city consider

policies to allocate a portion of TSDC/TDT revenues generated by new development within River Terrace to projects within River Terrace.

- ♦ The city will need to work with Washington County and ODOT to discuss potential cost sharing responsibilities for County and State facilities.
- ♦ The city should continue to work with Washington County and other local governments to identify potential sources of advance financing for improvements to major County facilities such as Roy Rogers Road and Scholls Ferry Road, and ODOT facilities including Hwy. 99W.
- ♦ In addition to developer funding of neighborhood routes, Development Agreements could be utilized to allow private developers to advance financing for road segments and intersection improvements (may be eligible for TSDC/TDT credits).

These policy considerations serve as a starting point for ensuring that the city has the ability to fund necessary public facilities in River Terrace as development occurs. The actual timing of public facility investments will depend on many factors. While the city has control over local utility rates and SDCs, the city cannot predict development market timing or the future cost of financing. It should be recognized that for any Funding Strategy to be successful, the city will need to continue to follow sound public financing principles that should not waiver in spite of changing market conditions. It is also advised that the city should re-evaluate and revise this Funding Strategy every five years in order to ensure that it remains relevant and useful in guiding public investment in River Terrace over the next two decades.

V. APPENDIX

10-Year Forecast of Selected City Funds

Water Utility Fund



Validation - Financial Consulting

City of Tigard Water Utility

Water Fund	6/30/2015 Budget	6/30/2016 Projected	6/30/2017 Projected	6/30/2018 Projected	6/30/2019 Projected	6/30/2020 Projected	6/30/2021 Projected	6/30/2022 Projected	6/30/2023 Projected	6/30/2024 Projected
Resources:										
Beginning fund balance										
Revenue:										
43126 Developer overhead	9,663	7,440	7,440	7,440	7,440	7,440	7,440	7,440	7,440	7,440
43128 Fire service reimbursement	1,470	-	-	-	-	-	-	-	-	-
43130 Miscellaneous fees and charges	3,267	793	793	793	793	793	793	793	793	793
43301 SDC reimbursement										
45100 Utility sales	18,057,552	18,645,801	18,989,939	19,338,488	19,752,088	20,151,966	20,528,654	20,872,712	21,220,821	21,523,867
45101 Other utility sales	4,456	4,456	4,456	4,456	4,456	4,456	4,456	4,456	4,456	4,456
45102 Leaks/misreads credits	(22,984)	(21,988)	(22,053)	(22,123)	(22,198)	(22,273)	(22,345)	(22,410)	(22,476)	(22,533)
45104 Meter sales	27,762	35,805	70,373	81,386	93,499	96,959	100,547	104,269	108,129	112,133
45105 Fire hydrant flow testing service	6,006	6,006	6,006	6,006	6,006	6,006	6,006	6,006	6,006	6,006
45150 Late penalties/charges	121,136	125,185	125,561	125,963	126,392	126,829	127,240	127,616	127,995	128,326
45151 Returned check fees	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290
45199 Bad debt	(20,544)	(24,933)	(25,281)	(25,654)	(26,052)	(26,457)	(26,838)	(27,186)	(27,538)	(27,844)
45319 Miscellaneous fees and charges	372	372	372	372	372	372	372	372	372	372
45320 Rental income	33,234	33,234	33,234	33,234	33,234	33,234	33,234	33,234	33,234	33,234
47000 Interest earnings	67,611	32,967	26,700	25,859	26,097	26,577	27,103	27,613	28,086	28,556
48000 Other revenue										
48001 Recovered expenditures	10,825	-	-	-	-	-	-	-	-	-
49100 Transfer in from General Fund	27,460	27,460	27,460	27,460	27,460	27,460	27,460	27,460	27,460	27,460
49500 Transfer in from Sanitary Sewer Fund	13,413	13,413	13,413	13,413	13,413	13,413	13,413	13,413	13,413	13,413
49510 Transfer in from Stormwater Fund	17,878	17,878	17,878	17,878	17,878	17,878	17,878	17,878	17,878	17,878
Total revenue	18,359,867	18,905,178	19,277,579	19,656,460	20,062,168	20,465,943	20,846,704	21,194,956	21,547,340	21,854,846
Total resources	\$ 30,880,497	\$ 25,010,154	\$ 24,222,008	\$ 24,445,074	\$ 24,894,882	\$ 25,387,582	\$ 25,865,748	\$ 26,308,533	\$ 26,748,473	\$ 27,142,934

Requirements:

Expenditures:	6/30/2015 Budget	6/30/2016 Projected	6/30/2017 Projected	6/30/2018 Projected	6/30/2019 Projected	6/30/2020 Projected	6/30/2021 Projected	6/30/2022 Projected	6/30/2023 Projected	6/30/2024 Projected
Personnel services:										
Salaries	893,506	935,614	979,707	1,025,877	1,074,224	1,124,849	1,177,859	1,233,368	1,291,493	1,352,357
Benefits	437,142	458,999	481,949	506,047	531,349	557,916	585,812	615,103	645,858	678,151
Total personnel services	1,330,648	1,394,613	1,461,656	1,531,924	1,605,573	1,682,765	1,763,671	1,848,471	1,937,351	2,030,508
Materials and services:										
Supplies	3,849,952	4,005,400	2,005,400	2,075,589	2,148,235	2,223,423	2,301,243	2,381,786	2,465,149	2,551,429
Franchise fee	508,000	672,961	685,382	698,684	712,889	727,322	740,917	753,335	765,899	776,836
Other service	1,120,611	1,159,832	1,200,427	1,242,441	1,285,927	1,330,934	1,377,517	1,425,730	1,475,631	1,527,278
Total materials and services	5,478,563	5,838,194	3,891,209	4,016,714	4,147,051	4,281,679	4,419,677	4,560,851	4,706,678	4,855,543
Capital outlay	3,300	3,416	3,535	3,659	3,787	3,919	4,057	4,199	4,345	4,498
Transfers out and indirect cost allocations	1,543,771	1,611,269	1,681,719	1,755,249	1,831,994	1,912,094	1,995,697	2,082,955	2,174,028	2,269,083
Non-program expenditures										
Transfers out to Water CIP Fund	7,639,391	2,467,150	1,671,982	1,408,009	1,308,561	1,396,004	1,463,089	1,488,918	1,502,845	1,464,662
Transfers out to Water Debt Service Fund	8,490,141	8,469,584	10,429,485	10,590,152	10,756,216	10,758,020	10,757,320	10,758,120	10,755,320	10,756,145
Transfers out to other funds	269,707	281,499	293,807	306,654	320,061	334,055	348,661	363,906	379,817	396,424
Total non-program expenditures	16,399,239	11,218,234	12,395,275	12,304,814	12,384,838	12,488,080	12,569,070	12,610,943	12,637,982	12,617,230
Total expenditures	24,775,521	20,065,726	19,433,394	19,612,360	19,973,242	20,348,538	20,752,172	21,107,419	21,460,385	21,776,862
Ending fund balance	6,104,977	4,944,428	4,788,614	4,832,714	4,921,639	5,019,045	5,113,576	5,201,114	5,288,088	5,366,072
Total requirements	\$ 30,880,497	\$ 25,010,154	\$ 24,222,008	\$ 24,445,074	\$ 24,894,882	\$ 25,387,582	\$ 25,865,748	\$ 26,308,533	\$ 26,748,473	\$ 27,142,934
Days of expenditures in ending fund balance	90	90	90	90	90	90	90	90	90	90



Water CIP Fund



	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024
	Budget	Projected								

Resources:										
Beginning fund balance										
Revenue:										
43300 System development charges										
44800 Federal grants										
47000 Interest earnings	236,125	97,060	(168)	(206)	(139)	32	6,129	12,557	19,094	25,672
48001 Recovered expenditures	5,265									
49001 Debt proceeds	46,894,542		1,425,529	1,952,010	1,967,930	0	0	0	0	0
49100 Transfer in from General Fund										
49425 Transfer in from Parks SDC Fund										
49500 Transfer in from Sanitary Sewer Fund										
49530 Transfer in from Water Fund	888,104	2,467,150	1,671,982	1,408,009	1,308,561	1,396,004	1,463,089	1,488,918	1,502,845	1,464,662
49531 Transfer in from Water SDC Fund	345,000									
Total revenue	48,369,036	2,564,211	3,097,343	3,359,813	3,276,351	1,396,037	1,469,217	1,501,475	1,521,939	1,490,334
Total resources	\$ 92,095,848	\$ 20,538,362	\$ 3,066,241	\$ 3,321,582	\$ 3,250,642	\$ 1,402,017	\$ 2,604,133	\$ 3,826,828	\$ 5,057,798	\$ 6,244,441
Expenditures:										
Capital outlay										
Debt service										
Transfers out										
Other										
Total expenditures	74,121,697	20,569,464	3,104,471	3,347,291	3,244,662	267,101	278,780	290,969	303,691	316,969
Ending fund balance	17,974,151	(31,102)	(38,230)	(25,709)	5,980	1,134,916	2,325,353	3,535,859	4,754,107	5,927,472
Total requirements	\$ 92,095,848	\$ 20,538,362	\$ 3,066,241	\$ 3,321,582	\$ 3,250,642	\$ 1,402,017	\$ 2,604,133	\$ 3,826,828	\$ 5,057,798	\$ 6,244,441
Days of expenditures in ending fund balance	89	(1)	(4)	(3)	1	1,552	3,047	4,438	5,718	6,830

Water Debt Service Fund										
Resources:										
Beginning fund balance										
Revenue:										
47000 Interest earnings	36,542	57,099	57,099	57,736	58,616	59,512	59,512	59,512	59,512	59,512
49001 Debt proceeds	3,806,833		117,951	163,053	165,945	0	0	0	0	0
49530 Transfer in from Water Fund	8,490,141	8,449,584	10,429,485	10,590,152	10,756,216	10,758,020	10,757,320	10,758,120	10,755,320	10,756,145
Total revenue	12,333,515	8,526,683	10,604,535	10,810,941	10,980,776	10,817,532	10,816,832	10,817,632	10,814,832	10,815,657
Total resources	\$ 19,100,498	\$ 19,100,498	\$ 21,178,351	\$ 21,502,708	\$ 21,835,597	\$ 21,838,297	\$ 21,837,597	\$ 21,838,397	\$ 21,835,597	\$ 21,836,422
Requirements:										
Debt service										
Existing debt service										
New debt service										
Total debt service										
Ending fund balance										
Total requirements	\$ 4,719,850	\$ 4,719,850	\$ 6,561,800	\$ 6,560,050	\$ 6,561,050	\$ 6,563,750	\$ 6,563,050	\$ 6,563,850	\$ 6,561,050	\$ 6,561,875
Days of expenditures in ending fund balance	3,806,833	3,806,833	3,924,784	4,087,837	4,253,782	4,253,782	4,253,782	4,253,782	4,253,782	4,253,782
	8,526,683	8,526,683	10,486,584	10,647,887	10,814,832	10,817,532	10,816,832	10,817,632	10,814,832	10,815,657
	10,573,816	10,573,816	10,691,767	10,854,820	11,020,765	11,020,765	11,020,765	11,020,765	11,020,765	11,020,765
	\$ 19,100,498	\$ 19,100,498	\$ 21,178,351	\$ 21,502,708	\$ 21,835,597	\$ 21,838,297	\$ 21,837,597	\$ 21,838,397	\$ 21,835,597	\$ 21,836,422
	453	453	372	372	372	372	372	372	372	372

Water Debt Service Fund										
Resources:										
Beginning fund balance										
Revenue:										
47000 Interest earnings	36,542	57,099	57,099	57,736	58,616	59,512	59,512	59,512	59,512	59,512
49001 Debt proceeds	3,806,833		117,951	163,053	165,945	0	0	0	0	0
49530 Transfer in from Water Fund	8,490,141	8,449,584	10,429,485	10,590,152	10,756,216	10,758,020	10,757,320	10,758,120	10,755,320	10,756,145
Total revenue	12,333,515	8,526,683	10,604,535	10,810,941	10,980,776	10,817,532	10,816,832	10,817,632	10,814,832	10,815,657
Total resources	\$ 19,100,498	\$ 19,100,498	\$ 21,178,351	\$ 21,502,708	\$ 21,835,597	\$ 21,838,297	\$ 21,837,597	\$ 21,838,397	\$ 21,835,597	\$ 21,836,422
Requirements:										
Debt service										
Existing debt service										
New debt service										
Total debt service										
Ending fund balance										
Total requirements	\$ 4,719,850	\$ 4,719,850	\$ 6,561,800	\$ 6,560,050	\$ 6,561,050	\$ 6,563,750	\$ 6,563,050	\$ 6,563,850	\$ 6,561,050	\$ 6,561,875
Days of expenditures in ending fund balance	3,806,833	3,806,833	3,924,784	4,087,837	4,253,782	4,253,782	4,253,782	4,253,782	4,253,782	4,253,782
	8,526,683	8,526,683	10,486,584	10,647,887	10,814,832	10,817,532	10,816,832	10,817,632	10,814,832	10,815,657
	10,573,816	10,573,816	10,691,767	10,854,820	11,020,765	11,020,765	11,020,765	11,020,765	11,020,765	11,020,765
	\$ 19,100,498	\$ 19,100,498	\$ 21,178,351	\$ 21,502,708	\$ 21,835,597	\$ 21,838,297	\$ 21,837,597	\$ 21,838,397	\$ 21,835,597	\$ 21,836,422
	453	453	372	372	372	372	372	372	372	372

Water SDC Fund



City of Tigard Water Utility
Water SDC Fund

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Resources:										
Beginning fund balance	\$ 2,860,840	\$ 4,149,831	\$ 5,066,575	\$ 6,851,719	\$ 8,926,597	\$ 11,310,247	\$ 13,793,190	\$ 16,379,172	\$ 19,072,081	\$ 21,875,947
Revenue:										
43300 System development charges SDCI	693,446	894,335	1,757,785	2,037,879	2,335,446	2,421,867	2,511,499	2,604,461	2,700,877	2,800,877
43301 SDC reimbursement SDCr	925,359	-	-	-	-	-	-	-	-	-
47000 Interest earnings	15,449	22,409	27,360	36,999	48,204	61,075	74,483	88,448	102,989	118,130
Total revenue	1,634,254	916,744	1,785,145	2,074,878	2,383,650	2,482,943	2,585,982	2,692,909	2,803,867	2,919,007
Total resources	\$ 4,495,094	\$ 5,066,575	\$ 6,851,719	\$ 8,926,597	\$ 11,310,247	\$ 13,793,190	\$ 16,379,172	\$ 19,072,081	\$ 21,875,947	\$ 24,794,954
Requirements:										
Transfers out	\$ 345,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers out to Water CIP Fund	-	-	-	-	-	-	-	-	-	-
Transfers out to other funds	263	-	-	-	-	-	-	-	-	-
Total transfers out	345,263	-	-	-	-	-	-	-	-	-
Ending fund balance	4,149,831	5,066,575	6,851,719	8,926,597	11,310,247	13,793,190	16,379,172	19,072,081	21,875,947	24,794,954
Total requirements	\$ 4,840,357	\$ 5,066,575	\$ 6,851,719	\$ 8,926,597	\$ 11,310,247	\$ 13,793,190	\$ 16,379,172	\$ 19,072,081	\$ 21,875,947	\$ 24,794,954

Revenue Assumptions

Interest rate	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%
Customer accounts:										
Customer accounts in existing service area	19,875	19,964	20,054	20,144	20,235	20,326	20,417	20,509	20,601	20,694
Customer accounts in new service area	-	0	80	180	300	420	540	660	780	900
Total customer accounts	19,875	19,964	20,134	20,324	20,535	20,746	20,957	21,169	21,381	21,594
New customers	2,924	89	170	190	211	211	211	212	212	213
Customer account growth in existing service area	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%
Total customer account growth	17.25%	0.45%	0.85%	0.94%	1.04%	1.03%	1.02%	1.01%	1.00%	0.99%
Rate revenue per account, first half of fiscal year	\$ 499	\$ 521	\$ 526	\$ 531	\$ 536	\$ 542	\$ 547	\$ 551	\$ 554	\$ 558
Rate revenue per account, second half of fiscal year	\$ 409	\$ 413	\$ 417	\$ 421	\$ 426	\$ 430	\$ 433	\$ 435	\$ 438	\$ 439
Annual rate adjustment on January 1	4.28%	0.99%	0.99%	0.99%	0.99%	0.99%	0.66%	0.66%	0.66%	0.14%
Share of revenue in first half of fiscal year	56.00%	56.00%	56.00%	56.00%	56.00%	56.00%	56.00%	56.00%	56.00%	56.00%
Franchise fee as percentage of total rate revenue	2.81%	3.61%	3.61%	3.61%	3.61%	3.61%	3.61%	3.61%	3.61%	3.61%
SDC revenue per new account	\$ 9,662	\$ 10,000	\$ 10,350	\$ 10,712	\$ 11,087	\$ 11,475	\$ 11,877	\$ 12,292	\$ 12,723	\$ 13,168

Water Utility Fund Assumptions



City of Tigard Water Utility		6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024
Cost Assumptions		Budget	Projected								
Full-time equivalent (FTE) positions		13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Salaries per FTE		\$ 68,731	\$ 71,970	\$ 75,362	\$ 78,914	\$ 82,633	\$ 86,527	\$ 90,605	\$ 94,874	\$ 99,346	\$ 104,027
Growth in salaries per FTE		10.52%	4.71%	4.71%	4.71%	4.71%	4.71%	4.71%	4.71%	4.71%	4.71%
Benefits per FTE		\$ 33,626	\$ 35,308	\$ 37,073	\$ 38,927	\$ 40,873	\$ 42,917	\$ 45,062	\$ 47,316	\$ 49,681	\$ 52,165
Growth in benefits per FTE		4.47%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Annual escalation of materials and services		3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Annual escalation of capital outlay		3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Annual escalation of transfers		6.84%	4.37%	4.37%	4.37%	4.37%	4.37%	4.37%	4.37%	4.37%	4.37%

Capital projects

Projects for River Terrace:	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024
Pressure Reducing Valve Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pressure Reducing Valve Construction	-	-	-	-	-	-	-	-	-	-
20-inch transmission mains in 410 zone (Design)	-	-	-	-	-	-	-	-	-	-
20-inch transmission mains in 410 zone (Construction)	-	-	-	-	-	-	-	-	-	-
16-inch transmission mains in 550 zone (Design)	-	-	-	-	-	-	-	-	-	-
16-inch transmission mains in 550 zone (Construction)	-	-	-	-	-	-	-	-	-	-
3.0 MG Cach Reservoir Design	-	-	-	1,050,000	-	-	-	-	-	-
3.0 MG Cach Reservoir Construction	-	-	-	-	-	-	-	-	-	-
16-inch transmission from reservoir to 5508	-	-	-	-	-	-	-	-	-	-
1,400 gpm (firm capacity) pump station	-	-	-	-	-	-	-	-	-	-
Total projects for River Terrace	\$ 73,906,047	\$ 20,344,385	\$ 2,869,551	\$ 2,052,100	\$ 2,988,750	\$ -	\$ -	\$ -	\$ -	\$ -
Projects for existing service area	\$ 73,906,047	\$ 20,344,385	\$ 2,869,551	\$ 3,102,100	\$ 2,988,750	\$ -	\$ -	\$ -	\$ -	\$ -
Total capital projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Debt

Issuance cost percentage	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Interest rate	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.50%	4.50%	4.50%	4.50%
Term	20	20	20	20	20	20	20	20	20	20
Principal:										
Proceeds	\$ 46,894,542	\$ -	\$ 1,425,529	\$ 1,952,010	\$ 1,967,930	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Issuance costs	1,034,722	-	31,500	43,165	43,548	0	0	0	0	0
Debt reserve	3,806,833	-	117,951	163,053	165,945	0	0	0	0	0
Total principal	\$ 51,736,097	\$ -	\$ 1,574,980	\$ 2,158,228	\$ 2,177,423	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Debt service coverage ratio (minimum 1.15)	1.17	1.18	1.17	1.16	1.15	1.16	1.17	1.17	1.18	1.17



Sanitary Sewer Fund

City of Tigard Sanitary Sewer Utility

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024
	Estimate	Projected								
Resources:										
Beginning fund balance	\$ 1,449,654	\$ 1,320,471	\$ 6,837	\$ 601,969	\$ 671,891	\$ 913,444	\$ 2,200,096	\$ 3,506,954	\$ 4,833,058	\$ 6,177,370
Revenue:										
43120 Sewer connection fees	74,506	16,738	34,359	40,030	46,057	47,757	49,519	51,347	53,243	55,208
43130 Miscellaneous fees/charges	256,314	256,314	256,314	256,314	256,314	256,314	256,314	256,314	256,314	256,314
45100 Utility sales	2,926,727	2,995,967	2,869,395	2,955,650	3,046,976	3,140,298	3,235,663	3,333,115	3,432,703	3,534,478
45199 Bad debt	(50,500)	(50,500)	(50,500)	(50,500)	(50,500)	(50,500)	(50,500)	(50,500)	(50,500)	(50,500)
45319 Miscellaneous fees and charges	-	-	-	-	-	-	-	-	-	-
47000 Interest earnings	7,828	7,131	37	3,251	3,628	4,933	11,881	18,938	26,099	33,358
48001 Recovered expenditures	141,674	119,422	103,766	108,562	107,991	100,655	101,303	101,977	102,676	103,402
49200 Transfer in from Gas Tax Fund	45,400	-	-	-	-	-	-	-	-	-
49421 Transfer in from Parks Bond Fund	21,800	-	-	-	-	-	-	-	-	-
49425 Transfer in from Parks SDC Fund	375,450	-	-	-	-	-	-	-	-	-
49510 Transfer in from Stormwater Fund	272,400	-	-	-	-	-	-	-	-	-
49511 Transfer in from Water Quality/Quantity Fund	439,200	-	-	-	-	-	-	-	-	-
49532 Transfer in from Water CIP Fund	215,650	-	-	-	-	-	-	-	-	-
Proceeds from new debt	-	-	-	-	-	-	-	-	-	-
Total revenue	4,726,449	3,345,071	3,213,370	3,313,307	3,410,465	3,499,456	3,604,179	3,711,190	3,820,534	3,932,259
Total resources	\$ 6,176,103	\$ 4,665,542	\$ 3,220,207	\$ 3,915,275	\$ 4,082,357	\$ 4,412,900	\$ 5,804,275	\$ 7,218,143	\$ 8,653,592	\$ 10,109,630
Requirements:										
Expenditures:										
Personnel services:										
Salaries	381,237	374,171	390,800	408,584	427,599	447,456	468,191	489,841	512,445	536,045
Benefits	165,637	183,817	192,006	200,766	210,132	219,914	230,129	240,797	251,936	263,566
Total personnel services	546,874	557,988	582,806	609,349	637,731	667,370	698,320	730,638	764,381	799,611
Materials and services:										
Supplies	35,907	37,164	38,465	39,811	41,204	42,646	44,139	45,684	47,283	48,938
Service	614,361	635,864	658,119	681,153	704,994	729,688	755,207	781,639	808,996	837,311
Total materials and services	650,268	673,028	696,584	720,964	746,198	772,315	799,346	827,323	856,279	886,249
Capital outlay	36,500	37,778	39,100	40,468	41,885	43,351	44,868	46,438	48,064	49,746
Debt service:										
Existing debt service	-	-	-	-	-	-	-	-	-	-
New debt service	-	-	-	-	-	-	-	-	-	-
Total debt service	-	-	-	-	-	-	-	-	-	-
Transfers out and indirect cost allocations	598,130	619,176	640,963	663,516	686,864	711,032	736,052	761,951	788,762	816,516
Non-program expenditures										
Loan to CCDA	-	-	-	-	-	-	-	-	-	-
Transfers out	79,849	18,736	18,736	18,736	18,736	18,736	18,736	18,736	18,736	18,736
Capital projects	2,944,011	2,752,000	640,050	1,190,350	1,037,500	-	-	-	-	-
Total non-program expenditures	3,023,860	2,770,736	658,786	1,209,086	1,056,236	18,736	18,736	18,736	18,736	18,736
Total expenditures	4,855,632	4,658,705	2,618,239	3,243,384	3,168,913	2,212,804	2,297,321	2,385,086	2,476,221	2,570,858
Ending fund balance	1,320,471	6,837	601,969	671,891	913,444	2,200,096	3,506,954	4,833,058	6,177,370	7,538,772
Total requirements	\$ 6,176,103	\$ 4,665,542	\$ 3,220,207	\$ 3,915,275	\$ 4,082,357	\$ 4,412,900	\$ 5,804,275	\$ 7,218,143	\$ 8,653,592	\$ 10,109,630
Days of expenditures in ending fund balance	99	1	84	76	105	363	588	740	911	1,071

Sanitary Sewer Fund Assumptions



City of Tigard Sanitary Sewer Utility

Revenue Assumptions

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024
Interest rate	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%
Customer accounts:										
Customer accounts in existing service area	18,162	18,244	18,326	18,409	18,492	18,575	18,658	18,742	18,827	18,911
Customer accounts in new service area		0	80	180	300	420	540	660	780	900
Total customer accounts	18,162	18,244	18,406	18,589	18,792	18,995	19,198	19,402	19,607	19,811
New customers	81	82	162	182	203	203	204	204	204	205
Customer account growth in existing service area	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%
Total customer account growth	0.45%	0.45%	0.89%	0.99%	1.09%	1.08%	1.07%	1.06%	1.05%	1.04%
Franchise fee as percentage of total rate revenue	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Rates:										
Total CWS fixed monthly rate per EDU	\$ 25.85	\$ 26.62	\$ 27.42	\$ 28.24	\$ 29.09	\$ 29.96	\$ 30.85	\$ 31.77	\$ 32.73	\$ 33.70
Total CWS volumetric monthly rate per CCF	\$ 1.44	\$ 1.48	\$ 1.52	\$ 1.56	\$ 1.60	\$ 1.64	\$ 1.68	\$ 1.72	\$ 1.76	\$ 1.80
City portion of CWS fixed monthly rate per EDU	\$ 4.25	\$ 4.38	\$ 4.51	\$ 4.65	\$ 4.78	\$ 4.93	\$ 5.08	\$ 5.23	\$ 5.38	\$ 5.54
City portion of CWS volumetric monthly rate per CCF	\$ 0.28	\$ 0.29	\$ 0.30	\$ 0.31	\$ 0.32	\$ 0.33	\$ 0.34	\$ 0.35	\$ 0.36	\$ 0.37
City surcharge on fixed monthly rate	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50
City surcharge on volumetric monthly rate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City portion of CWS system development charge per EDU	\$ 197.87	\$ 204.80	\$ 211.96	\$ 219.38	\$ 227.06	\$ 235.01	\$ 243.23	\$ 251.75	\$ 260.56	\$ 269.68
Rate revenue:										
CWS portion	\$ 9,929,435	\$ 10,250,723	\$ 10,625,647	\$ 11,022,085	\$ 11,441,259	\$ 11,871,933	\$ 12,314,426	\$ 12,769,068	\$ 13,236,201	\$ 13,716,180
City franchise fee	676,640	697,194	710,265	735,670	762,539	790,117	818,426	847,483	877,311	907,929
City utility revenue	2,926,727	2,995,967	2,869,395	2,955,650	3,046,976	3,140,298	3,235,663	3,333,115	3,432,703	3,534,478
Total rate revenue	\$ 13,532,803	\$ 13,943,885	\$ 14,205,308	\$ 14,713,405	\$ 15,250,774	\$ 15,802,349	\$ 16,368,514	\$ 16,949,666	\$ 17,546,215	\$ 18,198,587
Consumption	248	248	248	248	248	248	248	248	248	248
Average annual consumption per account in CCF	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Growth in average annual consumption per account										

Cost Assumptions

Miles of sanitary sewer system	166.9	167.7	169.1	170.8	172.7	174.5	176.4	178.3	180.2	182.1
Full-time equivalent (FTE) positions	5.50	5.52	5.57	5.63	5.69	5.75	5.81	5.88	5.94	6.00
Salaries per FTE	\$ 65,421	\$ 67,726	\$ 70,113	\$ 72,584	\$ 75,142	\$ 77,791	\$ 80,532	\$ 83,370	\$ 86,309	\$ 89,351
Growth in salaries per FTE	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%
Benefits per FTE	\$ 32,135	\$ 33,271	\$ 34,448	\$ 35,666	\$ 36,927	\$ 38,232	\$ 39,584	\$ 40,983	\$ 42,432	\$ 43,933
Growth in benefits per FTE	3.54%	3.54%	3.54%	3.54%	3.54%	3.54%	3.54%	3.54%	3.54%	3.54%
Annual escalation of materials and services	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Annual escalation of capital outlay	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Annual escalation of transfers	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%	3.52%



City of Tigard Sanitary Sewer Utility

Capital Projects

Projects for River Terrace:

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024
	Estimate	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
North Gravity Segment 1	-	-	-	-	-	-	-	-	-	-
North Gravity Segment 2	-	-	-	-	-	-	-	-	-	-
North Gravity Segment 3	-	-	-	-	-	-	-	-	-	-
North Gravity Segment 4	-	-	-	-	-	-	-	-	-	-
South Gravity Segment 1	-	-	-	-	-	-	-	-	-	-
South Gravity Segment 2	-	-	-	-	-	-	-	-	-	-
South Gravity Segment 3	-	-	-	-	-	-	-	-	-	-
South Gravity Segment 4	-	-	-	-	-	-	-	-	-	-
South Gravity Segment 5	-	-	-	-	-	-	-	-	-	-
South Gravity Segment 6	-	-	-	-	-	-	-	-	-	-
South Gravity Segment 7	-	-	-	-	-	-	-	-	-	-
South Gravity Segment 8A	-	-	-	-	-	-	-	-	-	-
South Gravity Segment 9A	-	-	-	-	-	-	-	-	-	-
Total projects for River Terrace	-	-	-	-	-	-	-	-	-	-
Projects for existing service area	2,912,500	2,752,000	640,050	1,190,350	1,037,500	-	-	-	-	-
Total capital projects	\$ 2,912,500	\$ 2,752,000	\$ 640,050	\$ 1,190,350	\$ 1,037,500	\$ -	\$ -	\$ -	\$ -	\$ -

Total projects for River Terrace

Projects for existing service area

Total capital projects

Debt

Issuance cost percentage										
Interest rate	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Term	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Principal:	20	20	20	20	20	20	20	20	20	20
Proceeds	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Issuance costs	-	-	-	-	-	-	-	-	-	-
Debt reserve	-	-	-	-	-	-	-	-	-	-
Total principal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Parks Funds



City of Tigard Parks Funding
Special Revenue Fund - Parks Bond

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	6/30/2025
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Resources:											
Beginning fund balance	\$ 2,344,697	\$ 351,574	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:											
47000 Interest earnings	4,020	1,898	-	-	-	-	-	-	-	-	-
48001 Recovered expenditures	-	-	-	-	-	-	-	-	-	-	-
Total resources	4,020	1,898	-	-	-	-	-	-	-	-	-
Requirements:											
Expenditures (transfers out)	\$ 1,997,143	\$ 353,472	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending fund balance	351,574	-	-	-	-	-	-	-	-	-	-
Total requirements	\$ 351,574	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Fund - Parks Capital

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	6/30/2025
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Resources:											
Beginning fund balance	\$ 174,509	\$ 163,149	\$ 316,117	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:											
44501 Intergovernmental Revenue	41,506	-	-	-	-	-	-	-	-	-	-
47000 Interest earnings	3,015	881	1,707	-	-	-	-	-	-	-	-
48001 Recovered Expenditures	-	-	-	-	-	-	-	-	-	-	-
Transfers in											
49100 Transfer in from General Fund	-	-	-	-	-	-	-	-	-	-	-
49200 Transfer in from Gas Tax Fund	-	-	-	-	-	-	-	-	-	-	-
49260 Transfer in from Tree Replacement Fund	-	-	-	-	-	-	-	-	-	-	-
49421 Transfer in from Parks Bond Fund	250,000	-	-	-	-	-	-	-	-	-	-
49425 Transfer in from Parks SDC Fund	1,975,343	353,472	-	-	-	-	-	-	-	-	-
49500 Transfer in from Sanitary Sewer Fund	750,606	1,308,945	723,997	749,073	775,017	801,859	829,632	858,366	888,096	918,855	950,679
49510 Transfer in from Stormwater Fund	32,500	-	-	-	-	-	-	-	-	-	-
49530 Transfer in from Water Fund	10,000	-	-	-	-	-	-	-	-	-	-
Total transfers in	24,500	-	-	-	-	-	-	-	-	-	-
Total resources	3,042,949	1,662,417	723,997	749,073	775,017	801,859	829,632	858,366	888,096	918,855	950,679
Requirements:											
Expenditures:											
Work in progress	3,261,979	1,826,447	1,041,821	749,073	775,017	801,859	829,632	858,366	888,096	918,855	950,679
Total Transfers Out	55,981	-	-	-	-	-	-	-	-	-	-
Total expenditures	3,098,830	1,510,330	1,041,821	749,073	775,017	801,859	829,632	858,366	888,096	918,855	950,679
Ending fund balance	163,149	316,117	-	-	-	-	-	-	-	-	-
Total requirements	\$ 3,261,979	\$ 1,826,447	\$ 1,041,821	\$ 749,073	\$ 775,017	\$ 801,859	\$ 829,632	\$ 858,366	\$ 888,096	\$ 918,855	\$ 950,679
Days of expenditures in ending fund balance	19	76	0	0	0	0	0	0	0	0	0

Parks SDC Fund and Assumptions



	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	6/30/2025
City of Tigard Parks Funding											
Parks SDC Fund											
Resources:											
Beginning fund balance	\$ 1,049,011	\$ 605,912	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue:											
43000 Parks SDCs	676,336	699,761	723,997	749,073	775,017	801,859	829,632	858,366	888,096	918,855	950,679
47000 Interest Earnings	19,782	3,272	-	-	-	-	-	-	-	-	-
Total revenue	696,118	703,033	723,997	749,073	775,017	801,859	829,632	858,366	888,096	918,855	950,679
Total resources	\$ 1,745,129	\$ 1,308,945	\$ 723,997	\$ 749,073	\$ 775,017	\$ 801,859	\$ 829,632	\$ 858,366	\$ 888,096	\$ 918,855	\$ 950,679
Requirements:											
Expenditures:											
Debt service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Work in progress	12,000	-	-	-	-	-	-	-	-	-	-
Total transfers out	1,127,217	1,308,945	723,997	749,073	775,017	801,859	829,632	858,366	888,096	918,855	950,679
Total expenditures	1,139,217	1,308,945	723,997	749,073	775,017	801,859	829,632	858,366	888,096	918,855	950,679
Ending fund balance	605,912	-	-	-	-	-	-	-	-	-	-
Total requirements	\$ 1,745,129	\$ 1,308,945	\$ 723,997	\$ 749,073	\$ 775,017	\$ 801,859	\$ 829,632	\$ 858,366	\$ 888,096	\$ 918,855	\$ 950,679
Days of expenditures in ending fund balance	194	0	0	0	0	0	0	0	0	0	0
Revenue Assumptions											
Interest rate		0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%
Customer accounts:											
EDUs in existing service area	23,402	23,507	23,613	23,719	23,826	23,933	24,041	24,149	24,258	24,367	24,476
EDUs in new service area											
Total EDUs	23,402	23,507	23,613	23,719	23,826	23,933	24,041	24,149	24,258	24,367	24,476
New EDUs	105	105	106	106	107	107	108	108	109	109	110
Customer account growth in existing service area	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%
Total customer account growth	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%
Parks System Development Charge											
SDC per EDU	6.451	6.645	6.844	7.050	7.261	7.479	7.703	7.934	8.172	8.418	8.670
Annual increase in SDC per EDU	7.58%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Capital projects											
Existing capital improvement plan	\$ 1,510,330	\$ 3,967,000	\$ 2,544,628	\$ 810,000	\$ 801,859	\$ 829,632	\$ 858,366	\$ 888,096	\$ 918,855	\$ 950,679	\$ -
Parks projects in River Terrace		(2,925,179)	(1,795,555)	(34,983)							

Stormwater Funds



City of Tigard Stormwater Utility

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	6/30/2025
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning fund balance	\$ 3,078,705	\$ 3,875,260	\$ 3,616,044	\$ 3,964,139	\$ 4,551,452	\$ 5,389,013	\$ 6,366,481	\$ 7,485,343	\$ 8,747,042	\$ 10,152,971	\$ 11,704,474
Revenue:											
Local SDCI		1,032,755	1,514,382	1,622,089	1,736,746	1,738,936	1,741,134	1,743,339	1,745,552	1,747,772	1,750,000
Utility sales	2,170,387	2,341,647	2,520,331	2,702,866	2,889,548	3,078,904	3,270,946	3,465,682	3,663,125	3,863,284	4,066,169
Tigard SWM Surcharge	863,904	810,751	816,320	822,365	828,946	835,524	842,118	848,729	855,357	862,002	868,664
Bad debt		20,926	19,527	21,406	24,578	29,101	34,379	40,421	47,234	54,826	63,204
Interest earnings											
Gain or loss on investments											
Recovered expenditures											
Total revenue	3,045,296	4,206,079	4,870,560	5,168,746	5,479,818	5,682,465	5,888,576	6,098,171	6,311,268	6,527,884	6,748,037
Total resources	\$ 6,124,001	\$ 8,081,339	\$ 8,486,604	\$ 9,132,885	\$ 10,031,269	\$ 11,071,477	\$ 12,255,057	\$ 13,583,515	\$ 15,058,310	\$ 16,680,855	\$ 18,452,511
Requirements:											
Expenditures:											
Personnel services:											
Salaries	\$ 393,762	\$ 407,201	\$ 421,098	\$ 435,469	\$ 450,331	\$ 465,701	\$ 481,594	\$ 498,031	\$ 515,028	\$ 532,605	\$ 550,782
Benefits	202,865	204,166	205,476	206,793	208,120	209,454	210,798	212,150	213,510	214,880	216,258
Total personnel services	596,627	611,367	626,573	642,263	658,451	675,155	692,392	710,180	728,538	747,485	767,040
Materials and services:											
Supplies	33,245	34,409	35,613	36,859	38,149	39,485	40,867	42,297	43,777	45,310	46,895
Service	488,165	505,251	522,935	541,237	560,181	579,787	600,079	621,082	642,820	665,319	688,605
Total materials and services	521,410	539,659	558,547	578,097	598,330	619,272	640,946	663,379	686,597	710,628	735,500
Capital outlay	9,100	9,419	9,748	10,089	10,442	10,808	11,186	11,578	11,983	12,402	12,836
Transfers out and indirect cost allocations	431,775	443,977	456,524	469,425	482,691	496,332	510,359	524,782	539,612	554,862	570,542
Healthy Streams program											
Non-program expenditures											
Transfers out	350,956	360,874	371,072	381,559	392,342	403,430	414,831	426,554	438,608	451,004	463,749
Capital projects	338,873	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Total non-program expenditures	689,829	2,860,874	2,871,072	2,881,559	2,892,342	2,903,430	2,914,831	2,926,554	2,938,608	2,951,004	2,963,749
Total expenditures	2,248,741	4,445,296	4,522,465	4,581,433	4,642,257	4,704,997	4,769,714	4,836,473	4,905,339	4,976,381	5,049,668
Ending fund balance	3,875,260	3,616,044	3,964,139	4,551,452	5,389,013	6,366,481	7,485,343	8,747,042	10,152,971	11,704,474	13,402,843
Total requirements	\$ 6,124,001	\$ 8,081,339	\$ 8,486,604	\$ 9,132,885	\$ 10,031,269	\$ 11,071,477	\$ 12,255,057	\$ 13,583,515	\$ 15,058,310	\$ 16,680,855	\$ 18,452,511
Days of expenditures in ending fund balance	629	296	320	363	424	494	573	661	756	859	969

Water Quality/Quantity Fund

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	6/30/2025
	Budget	Projected									
Beginning fund balance	\$ 1,202,483	\$ 788,098	\$ 802,110	\$ 821,400	\$ 842,128	\$ 864,301	\$ 886,638	\$ 909,140	\$ 931,809	\$ 954,646	\$ 977,651
Revenue:											
43122 FIL Water Quantity	9,240	9,282	14,230	15,498	16,767	16,810	16,852	16,895	16,938	16,981	17,024
43123 FIL Water Quantity	473	475	728	793	858	860	863	865	867	869	871
47000 interest earnings	15,102	4,256	4,331	4,436	4,547	4,667	4,788	4,909	5,032	5,155	5,279
Total revenue	24,815	14,012	19,290	20,727	22,173	22,337	22,503	22,669	22,837	23,005	23,175
Total resources	\$ 1,227,298	\$ 802,110	\$ 821,400	\$ 842,128	\$ 864,301	\$ 886,638	\$ 909,140	\$ 931,809	\$ 954,646	\$ 977,651	\$ 1,000,826
Requirements:											
Expenditures:											
Ending fund balance	\$ 439,200	\$ 802,110	\$ 821,400	\$ 842,128	\$ 864,301	\$ 886,638	\$ 909,140	\$ 931,809	\$ 954,646	\$ 977,651	\$ 1,000,826
Total requirements	\$ 788,098	\$ 802,110	\$ 821,400	\$ 842,128	\$ 864,301	\$ 886,638	\$ 909,140	\$ 931,809	\$ 954,646	\$ 977,651	\$ 1,000,826
Days of expenditures in ending fund balance	655										

Stormwater Fund Assumptions



City of Tigard Stormwater Utility

	4/30/2015	4/30/2016	4/30/2017	4/30/2018	4/30/2019	4/30/2020	4/30/2021	4/30/2022	4/30/2023	4/30/2024	4/30/2025
Revenue Assumptions											
Interest rate	0.25%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%	0.54%
Equivalent service unit:											
ESUs in existing service area	33,630	33,781	33,933	34,084	34,239	34,393	34,548	34,704	34,860	35,017	35,174
ESUs in River Terrace	0	0	80	180	300	420	540	660	780	900	1,020
Total ESUs	33,630	33,781	34,013	34,264	34,539	34,813	35,088	35,364	35,640	35,917	36,194
New ESUs	151	151	222	253	273	274	275	276	276	277	278
Customer account growth in existing service area	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%
Total customer account growth	0.45%	0.45%	0.69%	0.74%	0.80%	0.79%	0.79%	0.78%	0.78%	0.78%	0.77%
Franchise fee as percentage of total rate revenue	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Total CMS fixed monthly rate per EDU	6.75	7.26	7.75	8.25	8.75	9.25	9.75	10.25	10.75	11.25	11.75
River Terrace surcharge on fixed monthly rate	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Existing service area surcharge on fixed monthly rate	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

	4/30/2015	4/30/2016	4/30/2017	4/30/2018	4/30/2019	4/30/2020	4/30/2021	4/30/2022	4/30/2023	4/30/2024	4/30/2025
Cost Assumptions											
Full-time equivalent (FTE) positions	60,579	62,544	64,784	66,995	69,282	71,646	74,091	76,620	79,235	81,939	84,736
Salaries per FTE	18,858	3,41%	3,41%	3,41%	3,41%	3,41%	3,41%	3,41%	3,41%	3,41%	3,41%
Growth in salaries per FTE	31,210	31,410	31,612	31,814	32,018	32,224	32,430	32,638	32,848	33,058	33,270
Benefits per FTE	7,87%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%
Annual escalation of materials and services	10.74%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Annual escalation of capital outlay	-76.08%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Annual escalation of transfers	2.83%	2.83%	2.83%	2.83%	2.83%	2.83%	2.83%	2.83%	2.83%	2.83%	2.83%

Capital projects

Project expenditures	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Projects for River Terrace, growth-related	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Projects for River Terrace, not growth-related	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Projects for existing service area, growth related	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Projects for existing service area, not growth related	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Total project expenditures	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000

SDCI cost basis	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
River Terrace	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Rest of city	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Total SDCI cost basis	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Growth in ESUs	0	80	100	120	120	120	120	120	120	120	120
River Terrace	151	152	153	153	154	154	155	155	156	157	158
Rest of city	151	232	233	273	274	274	275	275	276	277	278
Total growth in ESUs	151	232	233	273	274	274	275	275	276	277	278

Calculated SDCI	\$ 9,803.92	\$ 8,824	\$ 8,511	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333
Aero-specific in River Terrace	\$ 4,856	\$ 4,846	\$ 4,835	\$ 4,824	\$ 4,813	\$ 4,802	\$ 4,792	\$ 4,781	\$ 4,770	\$ 4,760	\$ 4,750
Aero-specific in rest of city	\$ 4,924	\$ 4,527	\$ 4,419	\$ 4,353	\$ 4,345	\$ 4,337	\$ 4,329	\$ 4,321	\$ 4,313	\$ 4,305	\$ 4,297
Uniform											
SDCI revenue											
Aero-specific SDCI revenue	\$ 734,938	\$ 705,882	\$ 681,044	\$ 651,044	\$ 621,044	\$ 591,044	\$ 561,044	\$ 531,044	\$ 501,044	\$ 471,044	\$ 441,044
River Terrace	734,938	734,601	734,264	733,927	733,590	733,253	732,916	732,579	732,242	731,905	731,568
Rest of city	734,938	1,442,483	1,589,331	1,735,936	1,741,607	1,747,280	1,752,953	1,758,626	1,764,300	1,770,000	1,775,700
Total aero-specific SDCI revenue	\$ 1,002,755	\$ 1,514,382	\$ 1,622,089	\$ 1,726,746	\$ 1,738,936	\$ 1,741,134	\$ 1,743,332	\$ 1,745,530	\$ 1,747,728	\$ 1,750,000	\$ 1,752,200
Uniform SDCI revenue											

ESUs in River Terrace	4/30/2015	4/30/2016	4/30/2017	4/30/2018	4/30/2019	4/30/2020	4/30/2021	4/30/2022	4/30/2023	4/30/2024	4/30/2025
Base rate	0	0	0	0	0	0	0	0	0	0	0
Low	0	40	140	240	340	440	540	640	740	840	940
Medium	0	80	180	280	380	480	580	680	780	880	980
High	0	100	220	340	460	580	700	820	940	1,060	1,180

Type of local SDC	4/30/2015	4/30/2016	4/30/2017	4/30/2018	4/30/2019	4/30/2020	4/30/2021	4/30/2022	4/30/2023	4/30/2024	4/30/2025
None	\$ 734,938	\$ 1,442,483	\$ 1,589,331	\$ 1,735,936	\$ 1,741,607	\$ 1,747,280	\$ 1,752,953	\$ 1,758,626	\$ 1,764,300	\$ 1,770,000	\$ 1,775,700
Aero-specific	\$ 1,002,755	\$ 1,514,382	\$ 1,622,089	\$ 1,726,746	\$ 1,738,936	\$ 1,741,134	\$ 1,743,332	\$ 1,745,530	\$ 1,747,728	\$ 1,750,000	\$ 1,752,200
Uniform											



Transportation Funds



City of Tigard Transportation Funding

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	6/30/2025
	Budget	Projected									

Resources:											
Beginning fund balance	\$ 1,014,922	\$ 772,190	\$ 1,235,733	\$ 705,957	\$ (323,927)	\$ 145,481	\$ 620,852	\$ 1,395,844	\$ 2,175,048	\$ 2,958,547	\$ 3,746,304
Revenue:											
44200 Gas tax	739,620	739,667	739,715	739,762	739,809	739,857	739,904	739,951	739,999	740,046	740,094
44801 State grants	314										
47000 Interest earnings	34,584	4,170	6,673	3,812	(1,749)	786	3,353	7,538	11,745	15,976	20,230
48001 Recovered expenditures	31,735	31,735	31,735	31,735	31,735	31,735	31,735	31,735	31,735	31,735	31,735
Total revenue	806,263	775,572	778,123	775,309	769,795	772,377	774,992	779,224	783,479	787,757	792,059
Total resources	\$ 1,821,175	\$ 1,547,762	\$ 2,013,856	\$ 1,481,266	\$ 445,868	\$ 917,858	\$ 1,395,844	\$ 2,175,068	\$ 2,958,547	\$ 3,746,304	\$ 4,538,363

Requirements:											
Expenditures:											
Program expenditures											
Non-program expenditures											
Debit service	315,860	312,029	307,899	305,193	300,387	297,006					
Work in progress			1,000,000								
Transfers out to Transportation CIP Fund											
Other transfers out	733,125										
Total non-program expenditures	1,048,985	312,029	1,307,899	1,805,193	300,387	297,006					
Total expenditures	1,048,985	312,029	1,307,899	1,805,193	300,387	297,006					
Ending fund balance	772,190	1,235,733	705,957	(323,927)	145,481	620,852	1,395,844	2,175,068	2,958,547	3,746,304	4,538,363
Total requirements	\$ 1,821,175	\$ 1,547,762	\$ 2,013,856	\$ 1,481,266	\$ 445,868	\$ 917,858	\$ 1,395,844	\$ 2,175,068	\$ 2,958,547	\$ 3,746,304	\$ 4,538,363

Gas Tax Fund

Resources:											
Beginning fund balance	\$ 460,463	\$ 287,648	\$ 733,087	\$ 684,117	\$ 425,706	\$ 229,049	\$ 659,321	\$ 1,639,156	\$ 2,606,227	\$ 3,558,979	\$ 4,495,776
Revenue:											
43119 Street lighting fees	225	156	108	75	52	36	25	17	12	8	6
43125 Fee-in-lieu bicycle striping											
44200 Gas tax	2,809,993	2,873,368	2,938,172	3,004,437	3,072,197	3,141,486	3,212,337	3,284,785	3,358,868	3,434,622	3,512,064
44201 Other gas tax	180,450	178,864	177,291	175,733	174,188	172,656	171,139	169,634	168,143	166,665	165,199
44501 Intergovernmental revenue											
45319 Miscellaneous fees and charges											
47000 Interest earnings	55,732	1,553	3,959	3,694	2,299	1,237	3,560	8,851	14,074	19,218	24,277
48001 Recovered expenditures	61,345	62,370	63,413	64,473	65,550	66,646	67,760	68,893	70,044	71,215	72,405
49001 Debt proceeds											
49412 Transfer in from Street Maintenance Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total revenue	3,207,745	3,216,311	3,282,942	3,348,412	3,414,286	3,482,041	3,554,820	3,632,181	3,711,141	3,791,728	3,873,971
Total resources	\$ 3,668,208	\$ 3,503,958	\$ 4,016,029	\$ 4,032,529	\$ 3,839,992	\$ 3,711,110	\$ 4,214,141	\$ 5,271,337	\$ 6,317,368	\$ 7,350,707	\$ 8,369,747

Requirements:											
Expenditures:											
Program expenditures											
Non-program expenditures											
Debit service, existing											
Debit service, new											
Work in progress											
Transfers out to Transportation CIP Fund											
Other transfers out											
Total non-program expenditures											
Total expenditures	\$ 2,094,752	\$ 2,168,068	\$ 2,243,951	\$ 2,322,489	\$ 2,403,776	\$ 2,487,908	\$ 2,574,985	\$ 2,665,109	\$ 2,758,388	\$ 2,854,932	\$ 2,954,854
Ending fund balance	599,676	592,403	584,561	579,424	570,300	563,881					
Total requirements	\$ 3,668,208	\$ 3,503,958	\$ 4,016,029	\$ 4,032,529	\$ 3,839,992	\$ 3,711,110	\$ 4,214,141	\$ 5,271,337	\$ 6,317,368	\$ 7,350,707	\$ 8,369,747
Days of expenditures in ending fund balance	31	97	75	43	23	79	233	357	471	575	669



City of Tigard Transportation Funding

Street Maintenance Fee Fund

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	6/30/2025
	Budget	Projected									
Resources:											
Beginning fund balance	\$ 1,298,606	\$ 1,193,753	\$ 1,164,894	\$ 1,153,092	\$ 1,163,962	\$ 1,208,479	\$ 1,287,952	\$ 1,404,622	\$ 1,560,758	\$ 1,758,643	\$ 2,000,557
Revenue:											
43130 Miscellaneous fees and charges	2,004,673	2,152,878	2,270,738	2,396,655	2,531,215	2,673,230	2,823,108	2,981,281	3,148,202	3,324,351	3,510,232
45199 Bad debt	(5,050)	(9,204)	(11,519)	(13,992)	(16,635)	(19,425)	(22,368)	(25,475)	(28,754)	(32,213)	(35,864)
45319 Miscellaneous fees and charges											
47000 Interest earnings	2,043	6,446	6,290	6,227	6,285	6,526	6,955	7,585	8,428	9,497	10,803
48001 Recovered expenditures	1,286										
Total revenue	2,002,952	2,150,120	2,265,510	2,388,890	2,520,866	2,660,331	2,807,695	2,963,391	3,127,876	3,301,634	3,485,171
Total resources	\$ 3,301,558	\$ 3,343,873	\$ 3,430,403	\$ 3,541,982	\$ 3,684,828	\$ 3,868,811	\$ 4,095,647	\$ 4,368,013	\$ 4,688,635	\$ 5,060,277	\$ 5,485,727
Requirements:											
Expenditures:											
Program expenditures											
Non-program expenditures											
Debt service	1,900,000	1,950,000	2,025,000	2,100,000	2,243,294	2,319,064	2,397,394	2,478,368	2,562,078	2,648,616	2,734,349
Work in progress	207,805	228,979	252,311	278,020	306,349	337,564	371,960	409,861	451,624	497,642	548,349
Total non-program expenditures	2,107,805	2,178,979	2,277,311	2,378,020	2,476,349	2,580,859	2,691,025	2,807,254	2,929,992	3,059,720	3,196,964
Total expenditures	2,107,805	2,178,979	2,277,311	2,378,020	2,476,349	2,580,859	2,691,025	2,807,254	2,929,992	3,059,720	3,196,964
Ending fund balance	1,193,753	1,164,894	1,153,092	1,163,962	1,208,479	1,287,952	1,404,622	1,560,758	1,758,643	2,000,557	2,288,763
Total requirements	\$ 3,301,558	\$ 3,343,873	\$ 3,430,403	\$ 3,541,982	\$ 3,684,828	\$ 3,868,811	\$ 4,095,647	\$ 4,368,013	\$ 4,688,635	\$ 5,060,277	\$ 5,485,727
Days of expenditures in ending fund balance	207	195	185	179	178	182	191	203	219	239	261

Transportation Development Tax Fund

	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	6/30/2025
	Budget	Projected	Projected	Projected							
Resources:											
Beginning fund balance	\$ 1,234,890	\$ 1,010,045	\$ 1,275,684	\$ 948,709	\$ 1,499,532	\$ 3,177,310	\$ 4,867,341	\$ 6,569,706	\$ 8,284,486	\$ 10,011,763	\$ 11,751,619
Revenue:											
43320 IDT fees	557,000	700,185	1,343,336	1,506,501	1,669,680	1,672,874	1,676,081	1,679,304	1,682,541	1,685,792	1,689,058
47000 Interest earnings	11,279	5,454	6,889	5,123	8,097	17,157	26,284	35,476	44,736	54,064	63,459
Total revenue	568,279	705,639	1,350,224	1,511,624	1,677,777	1,690,031	1,702,365	1,714,780	1,727,277	1,739,856	1,752,517
Total resources	\$ 1,803,169	\$ 1,715,684	\$ 2,625,909	\$ 2,460,332	\$ 3,177,310	\$ 4,867,341	\$ 6,569,706	\$ 8,284,486	\$ 10,011,763	\$ 11,751,619	\$ 13,504,136
Requirements:											
Expenditures:											
Program expenditures											
Non-program expenditures											
Debt service											
Work in progress	12,000	440,000	1,677,200	960,800							
Transfers out to Transportation CIP Fund	780,927										
Other transfers out	197										
Total non-program expenditures	793,124	440,000	1,677,200	960,800							
Total expenditures	793,124	440,000	1,677,200	960,800							
Ending fund balance	1,010,045	1,275,684	948,709	1,499,532	3,177,310	4,867,341	6,569,706	8,284,486	10,011,763	11,751,619	13,504,136
Total requirements	\$ 1,803,169	\$ 1,715,684	\$ 2,625,909	\$ 2,460,332	\$ 3,177,310	\$ 4,867,341	\$ 6,569,706	\$ 8,284,486	\$ 10,011,763	\$ 11,751,619	\$ 13,504,136



