



NOTICE OF PUBLIC MEETING  
CITY OF ALBANY  
CITY COUNCIL WORK SESSION  
Council Chambers  
333 Broadalbin Street SW  
Monday, November 9, 2015  
4:00 p.m.

AGENDA

OUR MISSION IS

*"Providing quality public services  
for a better Albany community."*

OUR VISION IS

*"A vital and diversified community  
that promotes a high quality of life,  
great neighborhoods, balanced  
economic growth, and quality public  
services."*

Rules of Conduct for Public Meetings

1. No person shall be disorderly, abusive, or disruptive of the orderly conduct of the meeting.
2. Persons shall not testify without first receiving recognition from the presiding officer and stating their full name and residence address.
3. No person shall present irrelevant, immaterial, or repetitious testimony or evidence.
4. There shall be no audience demonstrations such as applause, cheering, display of signs, or other conduct disruptive of the meeting.

- 4:00 p.m. CALL TO ORDER
- 4:00 p.m. ROLL CALL
- 4:05 p.m. BUSINESS FROM THE PUBLIC
- 4:10 p.m. Transient Lodging Tax – Kate Porsche. [Pages 2-3]  
*Action Requested:* Discussion, direction.
- 4:20 p.m. Request for Sewer Economic Development Funds – Jeff Blaine. [Pages 4-7]  
*Action Requested:* Information, discussion, decision.
- 4:35 p.m. Stormwater Discussion, Part 5: Funding Strategies – Jeff Blaine. [Pages 8-10]  
*Action Requested:* Information, discussion, direction.
- 5:20 p.m. Financial Needs Assessment – Jorge Salinas. [Pages 11-14]  
*Action Requested:* Information, discussion, direction.
- 5:50 p.m. BUSINESS FROM THE COUNCIL
- 5:55 p.m. CITY MANAGER REPORT
- 6:00 p.m. ADJOURNMENT

City of Albany Web site: [www.cityofalbany.net](http://www.cityofalbany.net)



TO: Albany City Council  
VIA: Wes Hare, City Manager  
FROM: Kate Porsche, Economic Development Director  
DATE: November 5, 2015, for the November 9, 2015, City Council Work Session  
SUBJECT: Seeking Direction from Council on Transient Lodging Tax  
RELATES TO STRATEGIC PLAN THEME: ● A Healthy Economy

Action Requested:

Please review this report and provide feedback as to which body should be tasked with review and revisions of the Transient Lodging Tax Policy.

Background:

The TLT was last discussed during the budget hearings and the adoption of the budget. The approved budget allocated \$40,020 for the salary of the new Expo Center Sales contract position (plus up to \$50,000 for commission), as well as a redistribution of the excess TLT to the Equipment Replacement Fund.

At that meeting, there was discussion about changes to the existing policy so that it would better match the Council's goals for the use of the money (including the new allocations mentioned above). However, there was no specific action taken, nor was there consensus as to how the policy should be changed.

Since that time, these issues have been floating without resolution. In meeting with Parks & Recreation Director Ed Hodney and City Manager Wes Hare, we determined that the best course of action was to bring the topic back to the Council and seek direction.

Outlined below you'll find a list of the items on which we seek your guidance. It is our expectation that this work session will define a path forward, not delve into the details of the funding allocations or the specifics of the policy—at this point we seek only framework of how to move forward.

Question of Reviewing Body:

Staff seeks direction on who will review the current policy and make a recommendation. In past meetings, there has been discussion and various ideas on this topic. There seems to be a handful of different options including:

- The TLT Advisory Committee, as outlined in the current policy. This group is a seven-member committee including the Mayor and one other member of the Albany City Council, a representative of the local hotel/motel group, the Albany Visitors Association Director, the Albany Downtown Association Director, a Linn County Commissioner or designee, and the Albany Parks & Recreation Director.

- The ad hoc group that has been periodically meeting. This group generally consists of members of the above committee but with additional political representation from the City or the County. It also includes additional hoteliers and the City's Economic Development Director.
- Some other work group appointed by the Council. This option would have the City Council appointing a special work group or subcommittee to review the policy and allocations.
- The City Council. This option would have the Council directly reviewing the policy and deciding on a course of action.

Staff recommends that City Council directly review the policy. Because of the politically sensitive nature of this topic and the allocation of funds, we feel that the Council should review the policy. We believe it would be possible to complete this work in one or two special work sessions. Additionally, we believe direct review would result in better understanding on the part of all Councilors and clear communication with current TLT recipients as compared to creating a subcommittee or using one of the ad hoc groups.

When the policy work begins, we see a number of items that should be reviewed:

- Changes and consideration of the existing allocation formula;
- Allocation of any excess TLT funds to the Equipment Replacement Fund;
- Deletion of the CTP program/line item and transfer of this line item to the Expo Marketing Contractor;
- Reduction in the reserve line item from \$100,000 to \$50,000 (to cover the first year of commission for the Expo Marketing Contractor).

Again, we do not anticipate that you will begin deliberation regarding the specifics of the policy at Monday's work session, but rather you will provide direction to staff as to which body should be charged with the review and modifications to the TLT Policy.

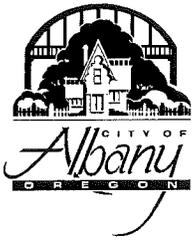
Budget Impact:

There is no budget impact at this time.

KP:hr

c: Ed Hodney, Parks & Recreation Director

*G:\Economic Development\TLT\staff report TLT 2015.11.09 final.docx*



TO: Albany City Council

VIA: Wes Hare, City Manager

FROM: Jeff Blaine, P.E., Public Works Engineering & Community Development Director *JB*  
Kate Porsche, Economic Development & Urban Renewal Director *Kate*

DATE: October 28, 2015, for the November 9, 2015, City Council Work Session

SUBJECT: SnoTemp Request for Sewer Economic Development Funds

RELATES TO STRATEGIC PLAN THEME: • A Healthy Economy

Action Requested:

Staff recommends that City Council consider and take action on SnoTemp's request for use of Sewer Economic Development Funds.

Discussion:

SnoTemp and the City of Albany have a successful history of partnering on required public infrastructure necessary to support SnoTemp expansion projects. As an example, the City used Water Economic Development and SDC funds back in fiscal year 2009-10 to construct a transmission main in Lochner Road along the eastern boundary of the SnoTemp site. This transmission main was necessary to provide required fire flows for their expansion. Staff is coming before you now with a similar request to use Sewer Economic Development funds. As part of SnoTemp's most recent expansion project, they are required to construct approximately 275 feet of 12-inch sewer main along Lochner Road (See Attachment1).

The requirement to construct the sewer is tied to SnoTemp's first phase of development. Road improvements are tied to future phases and are part of a larger economic development effort. The discussion related to Lochner Road street improvements is on hold while SnoTemp develops strategies for execution of the full development plan, but the first phase of project's expansion efforts are moving forward at this time. As you may recall, Council reviewed this economic development project at the December 15, 2014, Council Work Session, when Mr. Jason Lafferty came before you. Since that time City staff, our partners at Albany-Millersburg Economic Development Corporation, and the state of Oregon have been working with SnoTemp on their project.

Staff continues to see SnoTemp and their expansion as a good fit for our community and the region. One of the key sectors for our area is food processing, and cold storage is an integral part of that supply chain. We have worked hard to support SnoTemp's expansion efforts and are enthusiastic to have them, not just remain, but expand here in Albany. Mr. Lafferty will provide a brief update on SnoTemps overall development plans and the request for Sewer Economic Development funds at the November 9, 2015, Work Session. A letter from Mr. Lafferty that explains their needs related to the sewer work is provided as Attachment 2.

City staff and SnoTemp's engineers estimate that the sewer extension project will cost approximately \$150,000. There are adequate reserves in the Sewer Economic Development fund to cover this expense. However, when coupled with recently approved plans to use Sewer Economic Development funds for portions of required Cox Creek Interceptor improvements, the reserves would be exhausted. Going forward, reserves would be replenished at \$50,000 per fiscal year based on Council policy until a \$500,000 balance has been established.

Despite depleting reserves, staff remains supportive of using Sewer Economic Development funds for the SnoTemp project. The Economic Development reserve funds were created for this purpose and were intended to be utilized in their entirety at Council discretion in support of economic development activities. Adequate reserves exist throughout other sewer funds should other system needs arise.

If Council approves of this request, staff will begin work immediately to design and construct the sewer extension. The project would be designed and bid as a City project similar to our standard Capital Improvement Plan (CIP) projects.

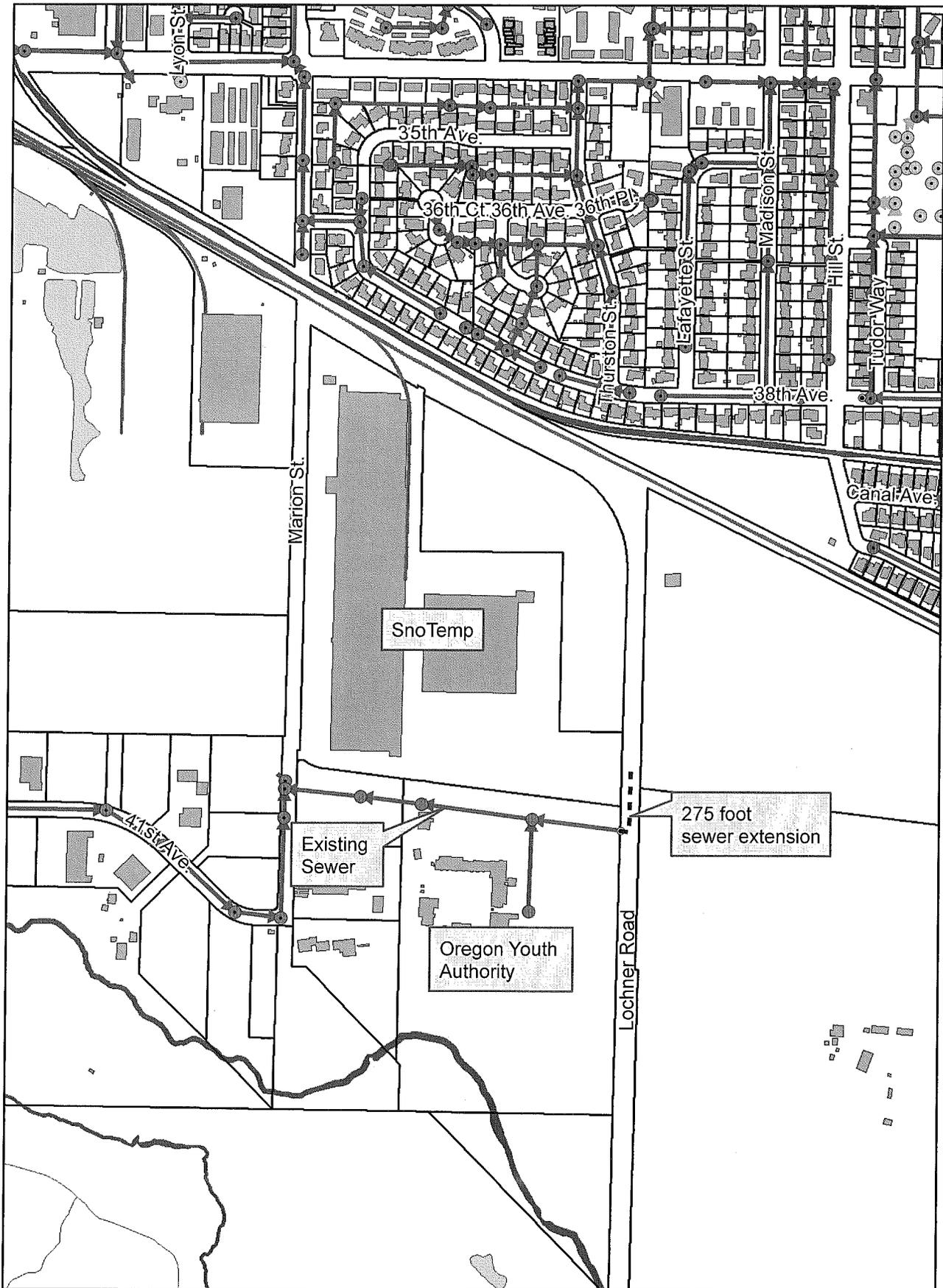
Budget Impact:

The sewer extension project is estimated to cost \$150,000. There are adequate reserves within the Sewer Economic Development fund to cover these costs.

JJB:kw

c: Chris Bailey, Public Works Operations Director  
Kristin Preston, P.E., Wastewater Superintendent  
Staci Belcastro, P.E., City Engineer  
John Pascone, AMEDC President  
Jason Lafferty, SnoTemp Chief Executive Officer

# Attachment 1



# ATTACHMENT 2



10/20/15

Mr. Jeff Blaine  
Interim Public Works Engineering and Community Development Director  
City of Albany  
333 Broadalbin Street SW  
Albany, Oregon 97321

Re: Request for Sewer Economic Development Funding

Dear Jeff,

I am submitting this request for sewer economic development funding for the City of Albany to construct the public 8" sanitary sewer main extension in Lochner Road per section 1.1 of the Conditions of Approval in the Notice of Decision. The general contractor, Fisher Construction Group, estimates the sanitary sewer extension will cost approximately \$150,000 using standard means and methods. The city's estimate coincides with our general contractor's estimate.

SnoTemp requests that the City of Albany constructs the sanitary sewer in Lochner Road using the sewer economic development funds. Thank you for your consideration.

Best regards,

A handwritten signature in black ink, appearing to read "Jason Lafferty". The signature is stylized with a large, sweeping flourish at the end.

Jason Lafferty  
CEO  
SnoTemp Cold Storage  
541-343-1694 x116  
Jason@snotemp.com



TO: Albany City Council  
VIA: Wes Hare, City Manager  
FROM: Jeff Blaine, P.E., Public Works Engineering & Community Development Director JB  
DATE: November 4, 2015, for the November 9, 2015, City Council Work Session  
SUBJECT: Stormwater Discussion Part 5 – Funding Strategies & Council Direction

RELATES TO STRATEGIC PLAN THEME:

- Great Neighborhoods
- A Safe City
- An Effective Government

Action Requested:

Staff requests that Council provide direction on the alternatives you would like to consider to fund stormwater activities.

Discussion:

This memo and accompanying presentation represents the fifth and final presentation in a series of stormwater discussions. The purpose of this presentation is to provide a general review of our discussion topics, identify potential funding strategies, and receive Council direction on next steps.

Presentation Review

*Kickoff, January 2015* – At this meeting staff identified that Albany had not significantly changed how we manage stormwater since we were in the midst of separating the stormwater and sanitary sewer collection systems in the 1970s and 1980s. Discussion centered on the need for a broad overview regarding stormwater management and that the City of Albany Strategic Plan calls for developing a “full storm drain system program,” and for identifying a “stable funding strategy for stormwater utility functions” as objectives. A schedule for future discussion topics was also set.

*Why is Stormwater Important & Stormwater Management, March 2015* – Staff reviewed why it is important to manage stormwater from both a quantity and quality perspective. In addition to pictures of stormwater generated flooding and property damage in Albany, staff shared videos that included underwater footage of stormwater outfalls to the Puget Sound discharging large volumes of sediment, garbage, and other pollutants. Council reviewed the contaminants typically found in stormwater, current stormwater planning efforts, and the lack of reliable stormwater funding.

*Stormwater Regulations, June 2015* – At this meeting, staff outlined how various federal/state stormwater regulations impact Albany. The main point of the presentation was that Albany will soon be subject to additional regulations under the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4), Phase II permit. The Oregon Department of Environmental Quality (DEQ) will require that Albany apply for a NPDES MS4, Phase II permit in 2016. This permit will put many new requirements on Albany for which there is currently no funding. These requirements pertain to the “six minimum control measures” that range from general operations and maintenance practices to property or land development requirements.

*Current O&M Practices/Future Needs, August 2015* – There are 128 miles of stormwater pipes, over 4,000 catch basins/inlets, 2,200 stormwater manholes, and 76 stormwater quality facilities in the City. There is an additional 70 miles of open ditches and channels. In August Council received a report on current stormwater operations and maintenance (O&M) practices and future requirements. Currently stormwater O&M activities are limited and primarily reactive, rather than proactive. While Albany does have a strong street sweeping program, only 2 percent of the stormwater pipes and roughly half of the storm catch basins are cleaned annually. Albany also does not have reliable information on the condition of the storm system and a recent pilot condition survey of the storm system showed pipe conditions are likely worse than those identified in the sewer system; which has its own significant condition problems that Albany is investing heavily in to address. Implementation of modern asset management strategies would provide a mechanism to achieve proactive, effective, and efficient operations and maintenance of stormwater infrastructure, but is not possible with current financial resources. Additionally, Albany's NPDES MS4, Phase II permit will likely require maintenance activities that exceed current practices and, therefore, will also require more resources.

#### Funding Alternatives

Without additional financial resources dedicated to stormwater activities, Albany risks expensive emergency repairs to failing pipes, more frequent flooding, impacts to City streets from pipe failures, and non-compliance with future permit conditions. Non-compliance with permit conditions will result in DEQ enforcement actions and may include monetary fines. Albany is not alone in facing this problem. To address it, communities can exercise different options to generate revenues. These options include, but are not limited to:

- General Fund
- Other Related Utility Funds
- Special Districts
- LIDs/GO Bonds/Operating Levies
- Stormwater User Fee (Stormwater Utility)

For various reasons, creation of a fee-for-service based stormwater utility tends to be the best way to secure stable, defensible funding without impacting other needs throughout the City. In fact, Albany is the largest community in Oregon without a stormwater user fee; although many communities smaller than Albany already have such a fee. The primary reasons to utilize a stormwater user fee concept are:

- Fairness and Equity
- Dependable Revenue Source
- Revenues Dedicated to Stormwater Management
- Legally Defensible
- Easily Understood by Rate Payers

At Monday's work session staff will review funding options in more detail and will provide information on stormwater user fees from a sample set of Oregon communities.

Council Direction

Staff is seeking direction from Council on which alternatives you would like to consider for funding stormwater activities. Staff will then report back to Council at future work sessions with additional information. If Council determines that you would like to consider a stormwater user fee, staff envisions a series of presentations/workshops with Council over a period to time in order to develop the program. Development and implementation of a defensible stormwater utility fee could take up to two years.

Budget Impact:

There is no budget impact at this time.

JB:kw

- c: Chris Bailey, P.E., Public Works Operations Director (via e-mail)
- Mark A. Yeager, P.E., Utility Services Manager (via e-mail)
- Staci Belcastro, P.E., City Engineer (via e-mail)
- Jeni Richardson, P.E., Civil Engineer III (via e-mail)
- Jeff Babbitt, Senior Accountant (via e-mail)



TO: Albany City Council  
VIA: Wes Hare, City Manager  
FROM: Jorge Salinas, Assistant City Manager/CIO *JS*  
DATE: November 4, 2015, for the November 9, 2015, Work Session  
SUBJECT: Financial Needs Assessment 2016 - 2026

RELATES TO STRATEGIC PLAN THEME: ● Effective Government  
● Safe City  
● Great Neighborhoods  
● Healthy Economy

Action Requested:

Staff is seeking Council feedback on the recommendations provided by department directors in support of long-term planning and resource allocation.

Discussion:

Through this draft long-term perspective analysis, directors have taken the opportunity to prioritize and identify short- and long-term risks related to funding requirements and resource allocation in support of the Strategic Plan.

The objective of this process is to share a draft analysis with Council and gather feedback on additional information that will be used in future budget discussions.

Budget Impact:

The budget impact will be determined after the analysis is complete.

JS:

Projects and Services Planning for COA 2016 - 2026:  
Financial Needs Assessment by departments

Department	Category	Project/Program/Service	Priority	Year Required	Capital or Operational	Drivers	Funding		Risk		Strategic Plan
							Funding Required	Funding Available	Risk Description	Risk Level (P x I)	SP Theme
APD	Facilities	Police Station Replacement	P1	2017	Capital	Current facility cannot support current nor future growth	\$15,400,000.00	\$15,400,000.00	0	High	Safe City
APD	Equipment Replacement	Patrol/fleet vehicles	P1	2017	Operational	Anticipated replacement - age/condition	\$281,000.00	\$281,000.00	Police Officers can't do their jobs effectively without reliable	High	Safe City
APD	Equipment Replacement	Patrol/fleet vehicles	P2	2018	Operational	Anticipated replacement - age/condition	\$343,395.00	\$128,000.00	Police Officers can't do their jobs effectively without reliable vehicles.	High	Safe City
APD	Equipment Replacement	Patrol/fleet vehicles	P2	2019	Operational	Anticipated replacement - age/condition	\$321,195.00	\$128,000.00	Police Officers can't do their jobs effectively without reliable vehicles.	High	Safe City
APD	Equipment Replacement	Patrol/fleet vehicles	P2	2020	Operational	Anticipated replacement - age/condition	\$249,595.00	\$128,000.00	Police Officers can't do their jobs effectively without reliable	High	Safe City
AFD	Facilities	Replace Fire Station 11	P1	2017	Capital	Aging, inadequate, unsafe facility	\$8,800,000.00	\$9,000,000.00	Inability to provide emergency services to community	High	Safe City
AFD	Facilities	Repair parking lot at Fire Station 12	P3	2017	Capital	Deteriorating infrastructure	\$170,000.00	\$0.00	Failing asphalt/infrastructure	Low	Safe City
AFD	Facilities	Repair parking lot at Fire Station 13	P3	2017	Capital	Deteriorating infrastructure	\$100,000.00	\$0.00	Failing asphalt/infrastructure	Low	Safe City
AFD	Facilities	Relocate City Bus Storage for Department Training Grounds	P1	2017	Operational	Needed space to train emergency responders	\$750,000.00	\$0.00	Inadequate space to train	Medium	Safe City
AFD	Facilities	Expand emergency responders training facility	P2	2017	Operational	Training needs for emergency responders	\$1,250,000.00	\$0.00	Inadequately trained responders	Medium	Safe City
AFD	Equipment Replacement	Provide adequate funding to replace emergency vehicles/equipment	P1	2017	Capital	Significant need with no identified funding source	\$7,125,000.00	\$0.00	Inability to replacement necessary vehicles and equipment before it wears out	High	Safe City
AFD	Equipment Replacement	Remount medic unit - 123	P1	2017	Capital	Necessary for wear and tear/condition	\$150,000.00	\$0.00	Failure of medic unit at critical time	High	Safe City
AFD	Equipment Replacement	Replace fire engine - 131	P2	2017	Capital	Anticipated replacement due to age	\$450,000.00	\$0.00	Loss of engine from fleet	Low	Safe City
AFD	Equipment Replacement	Replace life safety division staff vehicle - 176	P3	2017	Capital	Anticipated replacement - Age/Condition	\$25,000.00	\$0.00	Loss of needed vehicle	Low	Safe City
AFD	Equipment Replacement	Replace firefighter personal protective turnout gear	P1	2017	Capital	Scheduled replacement for compliance	\$200,000.00	\$0.00	Failure of protective equipment	High	Safe City
AFD	Equipment Replacement	Replace Rescue vehicle - 120	P3	2017	Capital	Exceeding equipment replacement schedule	\$350,000.00	\$0.00	Aging vehicle - loss of rescue from fleet	Low	Safe City
AFD	Equipment Replacement	Replace Brush/Wildland engine - 184	P1	2017	Capital	Inadequate wildland fire protection capabilities	\$125,000.00	\$0.00	Aging vehicle - loss of brush capabilities	Medium	Safe City
AFD	Equipment Replacement	Replace Water Tender - 144	P1	2018	Capital	Exceeding equipment replacement schedule	\$350,000.00	\$0.00	Aging vehicle - loss of tender from fleet	Low	Safe City
AFD	Equipment Replacement	Replace two Staff vehicles - 180 & 183	P3	2018	Capital	Anticipated replacement - Age/Condition	\$50,000.00	\$0.00	Loss of needed vehicle	Low	Safe City
AFD	Equipment Replacement	Update Radio system to 700/800 Mhz	P2	2018	Capital	County interoperability and improved communications - Potential compliance	\$1,500,000.00	\$0.00	Emergency communications failures	Medium	Safe City
AFD	Equipment Replacement	Replace SCBA air compressor	P2	2018	Capital	Necessary for wear and tear/condition	\$75,000.00	\$0.00	Failure of critical equipment	Medium	Safe City
AFD	Equipment Replacement	Update Station tone-out system	P2	2018	Operational	Improved technology and County standardization	\$300,000.00	\$0.00	Failure of current system	Medium	Safe City
AFD	Facilities	Remodel Station 13 & 14 for gender neutrality	P2	2018	Operational	Employee equality	\$250,000.00	\$0.00	Litigation	Medium	Safe City
AFD	Equipment Replacement	Remount medic unit - 122	P1	2019	Capital	Necessary for wear and tear/condition	\$150,000.00	\$0.00	Failure of medic unit at critical time	High	Safe City
AFD	Equipment Replacement	Replace medic unit - 129	P2	2019	Capital	Necessary for wear and tear/condition	\$240,000.00	\$0.00	Failure of medic unit at critical time	Medium	Safe City
AFD	Equipment Replacement	Replace two Staff vehicles - 182 & 191	P3	2019	Capital	Anticipated replacement - Age/Condition	\$50,000.00	\$0.00	Loss of needed vehicle	Low	Safe City
AFD	Equipment Replacement	Replace Department IT Equipment	P2	2019	Capital	Anticipated replacement - Age/Condition	\$95,000.00	\$0.00	Failure of current system	Medium	Safe City
AFD	Equipment Replacement	Replace Self Contained Breathing Apparatus (SCBA)	P1	2020	Capital	OSHA compliance requirement	\$385,000.00	\$0.00	Failure of critical equipment and noncompliance	High	Safe City
AFD	Equipment Replacement	Replace Command Vehicle - 185	P1	2020	Capital	Anticipated replacement - Age/Condition	\$65,000.00	\$0.00	Aging vehicle - loss of command rig	Medium	Safe City
AFD	Equipment Replacement	Replace medic unit - 127	P2	2021	Capital	Necessary for wear and tear/condition	\$240,000.00	\$0.00	Failure of medic unit at critical time	Medium	Safe City
AFD	Equipment Replacement	Replace Staff vehicle - 191	P2	2021	Capital	Anticipated replacement - Age/Condition	\$40,000.00	\$0.00	Loss of needed vehicle	Low	Safe City
AFD	Equipment Replacement	Replace Personal Watercraft	P2	2021	Capital	Anticipated replacement - Age/Condition	\$20,000.00	\$0.00	Aging vehicle - lost for response	Low	Safe City
AFD	Facilities	Build Fire Station 15	P2	2022	Capital	Response times and community need	\$2,500,000.00	0	Inability to keep up with demand from community	Medium	Safe City

Department	Category	Project/Program/Service	Priority	Year Required	Capital or Operational	Drivers	Funding		Risk		Strategic Plan
							Funding Required	Funding Available	Risk Description	Risk Level (P x I)	SP Theme
AFD	Equipment Replacement	Replace Sled Boat	P2	2022	Capital	Anticipated replacement - Age/Condition	\$50,000.00	0	Aging vehicle - lost for response	Low	Safe City
AFD	Equipment Replacement	Replace fire engine - 138	P1	2022	Capital	Anticipated replacement - Age/Condition	\$500,000.00	0	Aging vehicle - lost for response	Low	Safe City
AFD	Equipment Replacement	Replace Pumper/Tender - 139	P1	2022	Capital	Anticipated replacement - Age/Condition	\$600,000.00	0	Aging vehicle - lost for response	Low	Safe City
AFD	Equipment Replacement	Replace fire engine - 136	P1	2023	Capital	Anticipated replacement - Age/Condition	\$500,000.00	\$0.00	Aging vehicle - lost for response	Low	Safe City
AFD	Equipment Replacement	Replace Heart Monitor/Defibrillators	P1	2023	Capital	Anticipated replacement - Age/Condition	\$240,000.00	\$0.00	Equipment failure	High	Safe City
AFD	Equipment Replacement	Replace fire engine - 132	P1	2024	Capital	Anticipated replacement - Age/Condition	\$500,000.00	\$0.00	Aging vehicle - lost for response	Low	Safe City
AFD	Equipment Replacement	Replace firefighter personal protective turnout gear	P1	2024	Capital	Scheduled replacement for compliance	\$250,000.00	\$0.00	Failure of protective equipment	High	Safe City
AFD	Equipment Replacement	Replace medic unit 124	P1	2025	Capital	Necessary for wear and tear/condition	\$275,000.00	\$0.00	Failure of medic unit at critical time	Medium	Safe City
AFD	Equipment Replacement	Replace medic unit 123	P1	2025	Capital	Necessary for wear and tear/condition	\$275,000.00	\$0.00	Failure of medic unit at critical time	Medium	Safe City
AFD	Equipment Replacement	Replace fire engine - 137	P1	2026	Capital	Anticipated replacement - Age/Condition	\$500,000.00	\$0.00	Aging vehicle - lost for response	Low	Safe City
AFD	Equipment Replacement	Replace Technical Rescue vehicle	P3	2026	Capital	Anticipated replacement - Age/Condition	\$400,000.00	0	Aging vehicle - lost for response	Low	Safe City
Finance	Equipment Replacement	Replace Eden (Financial Information System)	P2	2018	0	No longer supported	\$300,000.00	\$0.00	Unsupported Software	High	Effective Government
Finance	Equipment Replacement	Replace Jaylan (Muni Court Information System)	P1	2017	0	No longer supported	\$40,000.00	\$25,000.00	Unsupported Software	High	Effective Government
Finance	Equipment Replacement	Electronic Bidding and Contract Management (new) - Purchasing	P3	2018	0	Cost and time savings for city and contractors	\$20,000.00	\$0.00	Manual Process	low	Effective Government
HR	HR Training	Increased funding for training and conferences for HR staff (HR Knowledge)	P1	2017	Operational	Continuous changes to employment-related statutes and re	\$5,600.00	\$15,600.00	Inaccurate advice to departments,	Medium	Effective Government
HR	HR Training	Increased funding for in-house training of all City staff (In-house Training)	P2	2017	Operational	Continuous changes to employment-related statutes and re	\$7,000.00	\$8,000.00	Supervisors not complying with law	Medium	Effective Government
IT	Equipment Replacement	Upgrade of Laserfiche to Laserfiche RIO	P2	2017	Capital	Support for Laserfiche will expire 2018	\$35,000.00	\$9,000.00	Lose the ability to add new feature	Medium	Effective Government
IT	Equipment Replacement	Upgrade to Office 2016 or Office 365	P2	2017	Capital	Support for Service pack 3 ended 08/2014	\$159,000.00	\$0.00	Potential for running office softwa	High	Effective Government
IT	Equipment Replacement	Virtual Infrastructure Upgrade (Hosts and SAN)	P1	2016	Capital	Current virtual infrstrcture is over 6 years old. Hardware su	\$100,000.00	\$90,000.00	Potential for unplanned downtime	High	Effective Government
IT	Equipment Replacement	Upgrade aging network gear for the city.	P1	2016	Capital	Many of the City's core network gear is very old (i.e., 6 - 9 ye	\$60,000.00	\$60,000.00	Potential loss of communication be	High	Effective Government
IT	Equipment Replacement	Windows OS upgrade	P3	2023	Capital	Support will expire Oct 14, 2023	\$50,000.00	\$0.00	Lose support of application or supp	Medium	Effective Government
Library	Facilities	Solar power for Main Library	P2	2018	Capital	42,000 sf of all electrical facility expensive to power	\$150,000.00	\$0.00	Utility expenses drain resources fo	Low	Effective Government
Library	Facilities	Expand collection size/meeting room capacities	P3	2019	Capital	Capacity to add shelving limited to first floor; growth potent	\$1,125,000.00	\$0.00	Inability to expand with communit	Low	Great Neighborhoods
Library	Equipment Replacement	Full support for hosting Evergreen ILS	P1	2017	Capital	Expenses related to hosting ILS are not in current budgets.	\$20,000.00	\$15,000.00	Systems for 6 local libraries compr	Medium	Effective Government
P&R	Facilities	\$3 million backlog of small-scale repair/replacement needs in existing parks	P1	2016	Operational	Generally paid for through limited operating budgets. Backl	\$3,000,000.00	\$50,000.00	equpt failure, increased injury risk,	High	Great Neighborhoods
P&R	Facilities	Timber Ridge Neighborhood Park Acquisition	P1	2016	Capital	Growth-driven need	\$700,000.00	\$0.00	reduced service levels	Low	Great Neighborhoods
P&R	Facilities	Renovation of Senior Center	P3	2020	Capital	Growth-driven need	\$2,500,000.00	\$0.00	reduced service levels	Low	Great Neighborhoods
P&R	Facilities	Replace Park Restroom/Montieth Park	P2	2018	Capital	Aging and difficult to maintain structure; ADA noncomplian	\$250,000.00	\$0.00	equpt failure, increased injury risk,	Medium	Great Neighborhoods
P&R	Facilities	Replace Monteith Park Stage	P3	2022	Capital	Aging and difficult to maintain structure; ADA noncomplian	\$300,000.00	\$0.00	equpt failure, increased injury risk,	Low	Great Neighborhoods
P&R	Facilities	East Thornton Lake Natural Area Development	P2	2017	Capital	Growth-driven need	\$750,000.00	\$0.00	reduced service levels	Low	Great Neighborhoods
P&R	Facilities	Timber Linn Park Improvements Phase 1B	P3	2025	Capital	Identified project in Timber Linn Park master plan	\$400,000.00	\$0.00	reduced service levels	Low	Great Neighborhoods
P&R	Facilities	Timber Linn Park Improvements Phase 1C	P3	2025	Capital	Identified project in Timber Linn Park master plan	\$600,000.00	\$0.00	reduced service levels	Low	Great Neighborhoods
P&R	Facilities	Community Park Development Phase 1	P3	2018	Capital	Growth-driven need	\$2,000,000.00	\$0.00	reduced service levels	Low	Great Neighborhoods
P&R	Facilities	Community Park Development Phase 2	P3	2024	Capital	Growth-driven need	\$3,000,000.00	\$0.00	reduced service levels	Low	Great Neighborhoods
P&R	Facilities	Neighborhood Park Development Timber Ridge	P2	2019	Capital	Growth-driven need	\$750,000.00	\$0.00	reduced service levels	Low	Great Neighborhoods
P&R	Facilities	Monteith Park Master Plan	P2	2018	Capital	New plan needed to improve servicability of existing park, g	\$75,000.00	\$0.00	0	Low	Great Neighborhoods
P&R	Facilities	Replace ball field lights at Bryant and Timber Linn parks	P2	2019	Capital	Present equipment is 40+ years old, outdated, unsafe, and	\$600,000.00	\$0.00	equpt failure, increased injury risk,	Medium	Great Neighborhoods
P&R	Facilities	Sunrise Park Renovation	P1	2016	Capital	Address accessibility barriers in 40-year old park	\$100,000.00	\$100,000.00	equpt failure, increased injury risk,	High	Great Neighborhoods
P&R	Facilities	Deerfield Park Renovation	P1	2017	Capital	Address accessibility barriers in 40-year old park	\$400,000.00	\$0.00	equpt failure, increased injury risk,	High	Great Neighborhoods
P&R	Facilities	Playground Replacement Grand Prairie Park	P1	2017	Capital	Outdated equipment no longer meets federal design/safety	\$150,000.00	\$0.00	equpt failure, increased injury risk,	High	Great Neighborhoods
P&R	Facilities	Playground Replacement Draper Park	P2	2018	Capital	Outdated equipment no longer meets federal design/safety	\$150,000.00	\$0.00	equpt failure, increased injury risk,	Medium	Great Neighborhoods
P&R	Facilities	Playground Replacement Pineway Park	P2	2019	Capital	Outdated equipment no longer meets federal design/safety	\$100,000.00	\$0.00	equpt failure, increased injury risk,	Medium	Great Neighborhoods
P&R	Facilities	Playground Replacement Henderson Park	P1	2017	Capital	Outdated equipment no longer meets federal design/safety	\$75,000.00	\$0.00	equpt failure, increased injury risk,	High	Great Neighborhoods
P&R	Facilities	Playground Replacement Lehigh Park	P2	2019	Capital	Outdated equipment no longer meets federal design/safety	\$150,000.00	\$0.00	equpt failure, increased injury risk,	Medium	Great Neighborhoods
P&R	Facilities	New Hike/Bike Trail Development	P3	2020	Capital	New growth in Oak Creek area, South Albany	\$500,000.00	\$0.00	0	Low	Great Neighborhoods
P&R	Facilities (CARA Projects)	Monteith Park Expansion	0		0	0	\$0.00	\$0.00	0	0	0
P&R	Facilities (CARA Projects)	Dave Clark Path Lighting	0		0	0	\$0.00	\$0.00	0	0	0
P&R	Facilities (CARA Projects)	Washington/Water Avenue Plaza and Streetscape	0		0	0	\$0.00	\$0.00	0	0	0
PW	Facilities	River Front Interceptor (Sewer Capital)	P1	2015	Capital	Required for regulatory compliance, to allow any developm	\$11,500,000.00	\$0.00	Sewer overflows to River, Regulatc	High	Safe City, Healthy Economy, Effective Government
PW	Stormwater General	Develop Funding Source	P1	Annually	Operational	Upcoming regulatory requirements, failing infrastructure, ic	TBD	N/A	Regulatory enforcement, Localized	High	Safe City, Effective Government
PW	Transportation General	Develop Funding Source	P1	Annually	Operational	Failing/deteriorating infrastructure, public concern for qual	TBD	N/A	Increased costs over the long term	Medium	Effective Government
PW	Water/Sewer Utilities	Utility Rate Adjustments	P1	Annually	Operational	Perpetual life replacement needs, Inflationary costs relat	N/A	N/A	Inadequate funding source for mai	High	Effective Government
PW	Facilities	Bus Barn Property Purchase, Transportation - Transit	P2	2016	Capital	Identified in the Strategic Plan as Objective 20 (relocate city	\$800,000.00	\$0.00	Conflicts with AFD use of space at	Low	Great Neighborhoods

Projects and Services Planning for COA 2016 - 2026:  
Financial Needs Assessment by departments

Department	Category	Project/Program/Service	Priority	Year Required	Capital or Operational	Drivers	Funding		Risk		Strategic Plan
							Funding Required	Funding Available	Risk Description	Risk Level (P x I)	SP Theme
APD, CD & PW	Personnel	Code Compliance Officer	P1	2016	Operational	Reduce property code violations, substandard housing conditions, and inadequate infrastructure	\$95,640.00	\$0.00	On going case load not handled as expected.	High	Great Neighborhoods
APD	Personnel	Police Officer	P1	2016	Operational	Current staffing levels cannot support the growing population	\$127,812.00	\$0.00	1. Increase overtime expenses. 2. Potential for crime increase.	High	Safe City
APD	Personnel	Communications Specialist	P1	2017	Operational	Current staffing levels cannot support the growing population	\$78,647.00	\$0.00	1. Increase overtime expenses. 2. Potential for crime increase.	High	Safe City
APD	Personnel	Police Officer	P1	2018	Operational	Current staffing levels cannot support the growing population	\$112,396.00	\$0.00	1. Increase overtime expenses. 2. Potential for crime increase.	High	Safe City
AFD	Personnel	Hire three additional emergency responders to staff Station 14 with four full-time staff	P1	2017	Operational	Call volume, response times, inadequate emergency response coverage	\$350,000.00	\$0.00	Delayed responses/Negative patient outcomes/Increased fire size	High	Safe City
AFD	Personnel	Hire additional personnel to address increased call volume, response times, and community/department needs	P1	2018	Operational	Call volume, response times, inadequate department staffing	\$350,000.00	\$0.00	Inability to keep up with demand from community	Medium	Safe City
AFD	Personnel	Hire additional personnel to address increased call volume, response times, and community/department needs	P1	2020	Operational	Call volume, response times, inadequate department staffing	\$375,000.00	\$0.00	Inability to keep up with demand from community	Medium	Safe City
AFD	Personnel	Hire additional personnel to address increased call volume, response times, and community/department needs	P1	2023	Operational	Call volume, response times, inadequate department staffing	\$400,000.00	\$0.00	Inability to keep up with demand from community	Medium	Safe City
AFD	Personnel	Hire additional personnel to address increased call volume, response times, and community/department needs	P1	2026	Operational	Call volume, response times, inadequate department staffing	\$400,000.00	\$0.00	Inability to keep up with demand from community	Low	Safe City
ED/CARA	Personnel	Assistance with CARA program - convert temp position to perm.	P1	2017	Operational	Workload	\$107,520.00	\$107,520.00	URD projects will lag	Medium	Healthy Economy
HR	Personnel	Add back 1.0 FTE lost after FY 2010-2011	P1	2017	Operational	To provide more timely, thoughtful and quality services to citizens	\$106,000 + supplies	\$0.00	Untimely responses to department requests	High	Effective Government
HR	Personnel	Reclassify current staff	P1	2017	Operational	Recognize increased contributions and effort of overworked staff	\$33,000.00	\$0.00	Staff turnover, inability to recruit and retain staff	Medium	Effective Government
Library	Personnel	Increase hours of operation/fully support programming	P1	2017	Operational	Retirements; poor outreach to Spanish-speaking citizens; no outreach to other ethnic groups	\$160,000.00	\$15,000.00	Staff ineffectiveness; morale; poor communication	Medium	Great Neighborhoods
P&R	Personnel	Park Maintenance--new positions	P1	2016	Operational	Growth in population-related park acreage and use. General maintenance	\$130,000.00	\$0.00	reduced service levels	High	Great Neighborhoods