

**GLADSTONE CITY COUNCIL
REGULAR MEETING
CITY HALL COUNCIL CHAMBERS
October 14, 2014**

**7:30 p.m. CALL TO ORDER
ROLL CALL
FLAG SALUTE**

BUSINESS FROM THE AUDIENCE

Visitors: Presentations not scheduled on the Agenda are limited to five (5) minutes. Longer presentations should be submitted to the Assistant City Administrator by 5:00 p.m. Wednesday prior to the Tuesday City Council meeting.

CONSENT AGENDA

All items below will be enacted by one motion unless someone requests specific item(s) be removed prior to Council adoption of the Consent Agenda.

1. Approval of June 10, 2014 and July 22, 2014 Minutes
2. Approval of Increase of System Development Charge (SDC) Fees
3. Payment of September Claims

CORRESPONDENCE – None

REGULAR AGENDA

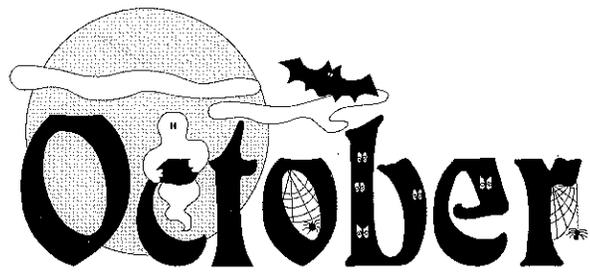
4. Briefing – Feasibility Study to Consolidate Clackamas County Communications, Lake Oswego Communications and Washington County Communications
5. Update – Lake Oswego Tigard Water (LOTW) Waterline Project/Intake Facility
6. Appointment to Planning Commission (three applications received for one vacant position)
7. Approval of Park and Recreation Board Recommendation - Park Rules Amendment
8. Planning Commission Code Review – Noise Control

BUSINESS FROM THE COUNCIL

ADJOURN

Information Only:

- City Administrator Project Report
- Financial Report



CONSENT AGENDA

GLADSTONE REGULAR CITY COUNCIL MEETING MINUTES of June 10, 2014

ROLL CALL

The following city officials answered the roll call: Mayor Wade Byers and Councilors Hal Busch, Thomas Mersereau, Lendon Nelson, and Neal Reisner.

ABSENT: Kari Martinez

STAFF

Pete Boyce, City Administrator; Rhonda Bremmeyer, Senior Center Director; David Doughman, City Counsel; Irene Green, Library Director, Stan Monte, Fire Chief; Jolene Morishita, Assistant City Administrator; Jim Pryde, Police Chief; and Scott Tabor, Public Works Director.

Mayor Byers led the flag salute.

OATH OF OFFICE

Municipal Court Judge Linda Belooof administered the oath of office to new Gladstone Police Officer Lee Gilliam.

BUSINESS FROM THE AUDIENCE:

Sherry Hall, 6820 Angus Way reported the Police Department hosted a bike rodeo where kids came for bike safety and helmets.

Lani Saunders, 675 Barbary is speaking today as a neighbor of the Webster Road property and as a Gladstone taxpayer. She is concerned about the possibility that the City of Gladstone is selling the property. The property is used constantly by people in the community as a place to exercise, walk dogs and spend family time. If sold, it could easily become a gravel pit and/or strip mall which is very worrisome to the people in her community. It will have a negative effect on the livability of that entire area of Gladstone and the value of homes. People move to Gladstone because they want a family environment. They did this in spite of high taxes. As a tax-payer she is appalled at some of the possible plans that have been suggested for the property. The property was purchased for \$3 million and was obtained for the purpose of a library. Now it is suggested that the property be sold for \$2.5 million. This is irresponsible. The value of the rock alone is worth \$10 million. To sell at a loss seems to be the worst kind of physical stewardship. Save Gladstone is now demanding that the property be sold and that none of the proceeds go toward a library. They want to use the money for other projects including an unnecessary pedestrian bridge. She asked the Council to proceed cautiously before selling the property and listen to all citizens. If the property is sold, please get the best price, please use all the proceeds toward a library, please consider retaining part of the property for a nature park and save some of the trees, and please be sure the land is used in a way that adds to Gladstone instead of detracting from it.

Rose Johnson, 5480 Abernathy asked if it is possible for the City to actually mine the property and get back the \$10 million in proceeds from mining the rock. Is this an option for the City? Mayor Byers stated it has not been discussed; what was talked about was before they do anything with the property they would go through the Planning Commission process and evaluate the zoning and land use. Ms. Johnson asked after consideration by the LAC (Library Advisory Committee) what is the most likely site for the library. The community group in Oak Grove representing Jennings Lodge, Oak Grove and

other unincorporated areas that would come under the jurisdiction of a consolidated Gladstone and Oak Grove Library made a proposal that if Gladstone was going to stick to a Portland Avenue location they were going to insist on a certain library size. The LAC agreed to this. Was the proposal ever put in writing and did the entire LAC Committee vote on it. City Administrator Boyce explained the City has a resolution from the Oak Grove CPO. Ms. Johnson stated that this plan would create a bad inequity for property taxes. Oak Grove is unincorporated and if there are any cost overruns, they would be responsible for \$.395 per \$1,000 whereas Gladstone could potentially pay any amount up to the final cost.

John Eichsteadt, 665 Barbary stated he is here to second what his neighbor had to say about their concerns about the property. When it was first proposed to be sold, it was going to be mined and leveled down to the street. Mayor Byers stated because a development proposal was presented that was going to include mining, the City Council decided not to do that. The County had issued a grading permit and the City tried to revoke it and they couldn't. A Federal judge found that they could not revoke that permit and suggested that the City condemn the property and buy it. Mr. Eichsteadt stated he was grateful for the decision not to mine the property; however, his concern was the impact it would have on the livability of his neighborhood and negative impacts on the value of their properties.

CONSENT AGENDA

Item(s) Removed from the agenda:

3.1 Request to Purchase Two New Patrol Vehicles

Councilor Nelson moved and Councilor Reisner seconded a motion to approve Consent Agenda items:

- 1. Approval of May 13, 2014 Minutes*
- 2. Noise Variance Application – Latus Motors – 870 E. Berkeley Street*
- 3. Resolution 1038 – Extending Workers' Compensation coverage to Volunteers of the City of Gladstone.*
- 4. Payment of May Claims*

Motion carried unanimously.

3.1 Fire Department New Truck. Councilor Mersereau asked why the need for 59 hours for the new truck? Fire Chief Monte explained it is not all for the new truck. Three years ago Tualatin Valley opened a shop on Highway 212. He asked them to take on Gladstone's maintenance work. At that time they didn't want to do that because they needed guaranteed hours. He talked to other small districts and they brought in IGAs (Intergovernmental Agreement) which was enough to secure the hours. He wanted this business because it was close, there are certified mechanics, the same mechanics work on the truck each time, he gets 24-hour assistance, and they make emergency repairs on the weekend. That is why the additional hours.

Councilor Mersereau asked why the Fire Department needs another engine when they are selling one. Fire Chief Monte explained that part of the reason they have so many engines is based on their ISO insurance rating. They get points for all the pumping capability they have. Engine 101 will be brought in service in July and take engine 102 (the oldest) and move it into reserves. They want to always have a backup if something goes wrong. Last year 101 was not capable of a backup engine and it would not count to the ISO rating. They will be rotating the three engines.

Councilor Len Nelson moved and Councilor Neal Reisner seconded a motion to approve Item 3.1.

Motion carried unanimously.

CORRESPONDENCE

5. E-mail from Steven Heckert Regarding Block Party Fee Increase (from \$10 to \$35). Mayor Byers reported Mr. Heckert requested this issue be put on the Agenda for July.

REGULAR AGENDA

6. Lake Oswego/Tigard Water Line – Request to Extend Occupancy of the Temporary Construction Easement in Meldrum Bar Park by 90 days. City Administrator Boyce introduced Joel Komarek, Lake Oswego/Tigard water line project.

Mr. Komarek explained the City entered into an agreement with the City of Lake Oswego for a temporary construction easement in Meldrum Bar Park. The duration of the agreements are from March 1, 2014 through October 31, 2014 and March 1, 2015 through October 31, 2015. Their contractor would like to complete the work this calendar year and because of a late start in June, they are requesting a four-month extension of the occupancy of parcels C and D. They would like to go from March 1, 2014 through February 28, 2015. The City of Lake Oswego is prepared to pay Gladstone \$4,152 for the additional four months of rent for these two easements.

City Administrator Boyce reported Council could decide to leave the start date at March 1st and add the end date of February 28th resulting in \$4,152 in compensation. Mr. Komarek stated he is prepared to pay for the additional four months from March 1 to February 28th at \$4,152. Staff recommends the Council stick with the agreement as written (June through February 28) with the compensation of \$1,038.

Councilor Nelson asked that Mr. Komarek make a presentation to the Council so that everyone understands how massive this project is and the time involved in doing this project. Mr. Komarek asked to be put on the next agenda to make the presentation.

Councilor Reisner moved to approve the amendment to the temporary construction easement with the required payment of \$100,000 to Gladstone.

The motion died with the lack of a second.

Councilor Mersereau stated Lake Oswego keeps asking and the City keeps giving; however, there is some point that there needs to be help to Gladstone.

Public Works Director, Scott Tabor stated the water line was a line that the City had thought while this project is going down Meldrum Bar Road to extend the water line to the upper boat parking lot. His thought was if they did that it would be cheaper for the City to do their work. He did not count on Lake Oswego paying the prevailing wage for this project (\$80,000). After talking with Pete, and being there are no residents involved, it was strictly a fire line. That was something the City could save money on by doing in-house in increments over the next several years. It was not at the request of Lake Oswego, it was his request to make sure if money was going to be spent, and they would get a water line from Arlington to Clackamas it will be done

in conjunction with the pipe-line. He felt the line being discussed tonight was not necessary and the price too high. It was not at Lake Oswego request to leave that line out, it was his. What is being done down at the River is very cooperative.

When this project is completed there will be better transition for fishermen to drive their vehicles out to where they fish and there is still accessibility during the low water for people to go out and fish. The current staging area will be moved at his request to the overflow parking area which will be a nice rocked level area for people to park their trailers during the fishing season. Lake Oswego is bending over backwards to try and make sure that when they leave the site will be better than what it was when they got there.

Lake Oswego has asked to put an office building up by the fire hydrant. They will go through a City process of paying the rent. The benefit is that they will have to put up a power pole which will have a LED light for security, a power source, and communication source. When they leave the City will have this pole. Mr. Komarek stated they are looking at a completion date of January/February 2015.

Councilor Reisner stated he feels the City is being majorly inconvenienced for a minimum price.

Councilor Nelson moved and Councilor Busch seconded a motion to approve the amendment to the temporary construction agreement with a change to the date of June 1, 2014 to March 1, 2014.

A roll call was taken with the following results: Councilors Busch, yes; Mersereau, yes; Nelson, yes; Reisner, No; and Mayor Byers, yes.

The motion carried 4-1 and was adopted.

7. New Library Discussion. City Administrator Boyce reported that following Council's work session on this subject, staff worked with the City Attorney's office to put together a resolution for a ballot measure on the proposed new library project. From the desire of the community at large to have a new facility that could serve both Gladstone and the Oak Lodge area, he has put together a scenario proposing a 13,000-16,000 sqft facility to be financed with no additional new taxes and no City funds that can be used for a competing project.

City Administrator Boyce proposes going heavier on the debt which would be paid back from library district funds, operating fund over time. Clackamas County will make a \$2.3 million contribution to the project. Some of the additional monies with the County contribution come from library district revenues that are accruing simply because they are operating the current Oak Lodge facility at a savings, less than the revenue they are bringing in. That adds to the County's original \$1.5 million proposal. When combined the funds that are going to the Oak Lodge facility, a major portion would be diverted to Gladstone. No one will be paying any additional tax.

It was clear from the library committee discussions that they wanted the library on Portland Avenue and City Council would also like to see the proposed library on Portland Avenue. After consolidation, the County staff estimates the City will be taking in a little more than \$1.2 million per year. If this is not done, the City will continue to bring in \$600,000/year to operate the

current library. The estimated financing cost for the new facility and acquiring property on Portland Avenue is \$2.7 million. No City funds or Urban Renewal funds can be used for this project. The resolution is meant to be a start of a discussion. Staff is asking for feedback from the public and Council.

Mayor Byers reported in 2010 the voters in Clackamas County approved a library levy of \$.39/thousand. Part of that measure indicated that all libraries ultimately would be in a City. The unincorporated areas all over the County were allocated to various cities. The County gave funds to each city library to use as they wished. The City is working to construct a library that would be suitable to serve the service area that has been assigned. In exchange, the City will get \$1.2/year. City Administrator Boyce noted there are two IGA's; one for setting up the district and one for opening a facility that can serve the consolidated area.

Rose Johnson noted the Oak Grove neighborhood association demanded a 16,000 sqft library building.

It was commented that the idea of giving the public/voters a range and explained it is the City's endeavor to build a 13,000 to 16,000 sqft library. It could be explained that there are some unknowns (land costs, other revenue sources, etc.). Mayor Byers explained that Clackamas County asked the City to advise them of the library plans by June 30th. If this Council decides by then that the City is going to present a ballot measure in November of 2014 it would meet their request to know what Gladstone's intentions are. Based on the results of the November ballot measure, the County would either continue working with Gladstone or take another action. City Administrator Boyce stated at the last library advisory committee meeting they are not saying they will close the library, they are saying they will look at a plan B, but they don't know what that is yet.

When talking about location in the ballot measure he uses the term Portland Avenue area. His intent in doing that is to have some measure of flexibility knowing that the City may need multiple parcels of property to site the facility.

Comments from the Audience: Ed Holbrook, proprietor with brother and son of Holbrook Specialties on Arlington Street have been in business for 45 years. His brother Gary lives in Beavercreek, his son lives in Canby, and he lives in Oregon City. He cannot vote on this issue. All the businesses and houses face Arlington Street, few faces Portland Avenue. Gary Holbrook noted in speaking to the acquisition of properties. In one of the proposals that the committee had gone through were six separate sites proposed; one being the McLoughlin Center. There would be a challenge to relocate businesses if McLoughlin Center was chosen. He asked if there is a provision in the budget to relocate this 45 year old business. They are a specialty business and they have customers who come from all around. He asked if the businesses and homes on Arlington Street will be out of business if the Portland Avenue area is chosen.

City Administrator Boyce stated the committee did discuss other sites, however the committee members felt it would be better to recommend an area (Webster Road, Portland Avenue and Arlington Street). The majority settled on Portland Avenue knowing that if they want to find some willing sellers, it is all in the negotiations as to how that happens.

Jim Martin, Chair of Oak Grove Community Council and member of the Library Committee, 18163 LaBonita Way, Oak Grove stated the library committee process went very well. He was pleased with how well and receptive people were with each other's comments and concerns. They sent in a resolution which stated what they wanted and this was a request knowing that it would be considered. They would like a library that is 16,000 sqft, had access to public transportation and no farther than one block away. If there is a library 13,000 to 16,000 feet it will address certain features and capabilities for the library. The community council felt the size range is a fair and honest approach to trying to address what the committee and community council wanted. Mr. Martin noted that a 13,000 sqft building is .3 sqft per person which across the county is at the bottom of all the libraries in Clackamas County. 16,000 sqft is .4 sqft per person which is still below average. If Gladstone can build a library that they can afford without damaging the City by using money that should be used for other purposes, it's the right thing to do.

Mr. Martin suggested the Council consider what they will do if they don't accept the county money and don't incorporate Oak Lodge into their district. He does not feel the City can afford a 9,000 sqft building. He explained that Gladstone was to receive \$1 million (Gladstone's contribution). The \$2.3 million is Oak Grove's contribution. They are putting up a good amount of money for the library and they are okay with that. City Administrator Boyce stated the initial \$1 million spent from Clackamas County was the million dollars slated for the Gladstone library. There is another million dollars slated for the Oak Lodge facility that was in that \$1.5 million. The other \$500,000 was from projected savings that operating the facility through library district funds.

Rose Johnson, 5480 Abernathy stated if the payoff of the mortgage period runs 20-30 years, it is a long time to be projecting what the income will be and if it will remain stable. Since the City has 39.7 cents per thousand that is part of the library measure, it is the only property tax income that is going to come out of Oak Grove. It will be dependent on the number of houses and their collective assessed values to generate that income. This measure means that a small city is going to have to shoulder the burden that a County with \$18 million in their budget is putting off on cities. This will make for an easier future for the County but a very difficult future for Gladstone. She also voiced concern about the inequities in the tax base. Oak Grove residents pay less in taxes than Gladstone but are able to use Gladstone city services.

Mary Accettura, 17528 SE Valley View Road stated she lives 100 feet out of the city limits of Gladstone and she can't vote either. She computed how much of her property taxes go to the library district. She pays 45 cents/thousand and she lives in the unincorporated area. She is actually paying a little bit more than the citizens of Gladstone. This all seems like a waste of time since they don't know where they are going to build the library. Who is willing to sell on Portland Avenue and whose willing to sell at the city's required pricing? She commends Gladstone's librarian, she is doing an excellent job. Since June 2012 to May 31, 2013 there have been 67,000 plus people through the library. She visited the library last week and she counted 20 people and it was crowded. There was an article in the newspaper about a study done by the Oregon Library Association and Oregon Education Association. There are 81% of the public schools in Oregon without functioning libraries. That is why our libraries are so important. The Multnomah County library system has the second most participants in the system in the United States (only one above is New York).

Kevin Johnson, 6970 Winfield Court stated he was a strong opponent to the last library proposal and he was not alone. The resolution addresses most of the concerns he had with the previous project (square footage, price, location, and funding). Something that needs to be included is possibly changing the IGA to have Happy Valley annexing and taking part of our library district since they are already a city. This needs to be on the ballot measure because if there is a new city council/county commissioners that want to change the terms, and it is not in the ballot, they can do that with a vote of five or seven people. He feels the library issue is getting close to something that he would be in favor of.

Les Poole, 15115 SE Lee Avenue, Oak Grove stated he has lived in Oak Grove for 20 years. He thinks this process should have happened three years ago. Now the amount is \$6 million and whether you are for or against this issue there has been a dramatic reduction in the amount of money that was going to be spent, borrowed, somewhere diverted or created from the tax payers. He commends everybody that has been involved. He agrees with what Kevin Johnson has said. It is important that the City is clear with its verbiage. If it is not understood by the public, they will say no. He suggested the wording of "a minimum of 13,000 sqft." The reason the district was formed was the County wanted to get out of the business of libraries. He asked that the City watch real close what they come up with for a proposal.

Kim Sieckmann, 145 W. Dartmouth stated the City has been discussing the library issue a long time. He feels this proposal is something the voters can support. The cost is being shared proportionately the way the resolution is written. There are still some edits needed. The IGA needs to be in to protect the Gladstone voters. The City needs to strive or attempt to meet the size; however, if the project receives more funding; don't lock the size to 13,000-16,000 sqft. He asked the Council to consider what the voters objected to in the last ballot. The largest majority of the town knows there is a need for a new library.

Mayor Byers stated staff will continued to make changes based on the comments received tonight and will present a revised resolution for review and approval at the next meeting.

Councilor Busch suggested that the IGA and explanatory statement be rewritten to include that a new IGA with Clackamas County will be negotiated regarding the payoff of debt.

Recess was taken at 8:50 and the meeting reconvened at 9:00.

8. Library Board Appointment. Mayor Byers reported there were two applicants for the position. City Administrator Boyce reported that Maria Mitchell has withdrawn her application.

Councilor Nelson moved and Councilor Busch seconded a motion to appoint Natalie Smith to the Library Board.

The motion carried unanimously.

9. Ordinance 1451 – An Ordinance Increasing Water Rates by 3%. Mayor Byers asked that the ordinance be read by title. Assistant City Administrator Morishita read Ordinance 1451, An Ordinance Amending Chapter 13.04 of the Gladstone Municipal Code By Increasing Water

Rates and Reaffirming All Remaining Provisions of Chapter 13.04 of the Gladstone Municipal Code.

Councilor Busch moved and Councilor Nelson seconded a motion to approve Ordinance 1451 – An Ordinance Amending Chapter 13.04 of the Gladstone Municipal Code By Increasing Water Rates and Reaffirming All Remaining Provisions of Chapter 13.04 of the Gladstone Municipal Code.

Discussion: Councilor Mersereau reported that last year there was an 8% increase on water rates and now there is an additional 3%. A rate study is being done as part of the Water Master Plan and he asked if it would be premature to approve 3% now when they will know what rates are recommended. Making a decision now does not seem appropriate without that recommendation.

It was pointed out that there may not be time to consider the Water Master Plan. He would rather take a 3% now and if there is a recommended higher level, change it at that time. Mayor Byers stated they can start putting the funds away now and when a construction project comes up they can address it with the funds collected thus far.

Question: What is the cost of living index for Portland? Answer: City Administrator Boyce stated he believed it is in the 2.5% range. 3% is a little bit more than the CPI.

City Administrator Boyce reported he believes the rate study will indicate something higher than 3%. Last year the feedback from the public was they agreed the Master Plan is needed to justify the rate increase. The intent of the 3% is to cover the CPI and cushion the effect of future rate increases if more than 3%.

*A roll call was taken with the following results: Councilors Busch, yes; Mersereau, yes; Nelson, yes; Reisner, yes; and Mayor Byers, yes.
The motion carried 5-0.*

Councilor Busch moved and Councilor Nelson seconded a motion to consider Ordinance 1451 – An Ordinance Amending Chapter 13.04 of the Gladstone Municipal Code By Increasing Water Rates and Reaffirming All Remaining Provisions of Chapter 13.04 of the Gladstone Municipal Code.

*A roll call was taken with the following results: Councilors Busch, yes; Mersereau, yes; Nelson, yes; Reisner, yes; and Mayor Byers, yes.
The motion carried 5-0 and the Ordinance passes.*

10. Resolution 1037 – A Resolution Increasing Stormwater/Sewer Rates by 3%. Mayor Byers asked for a motion.

Councilor Busch moved and Councilor Nelson seconded a motion to consider Resolution 1037 – A Resolution Revising the Master Fee Schedule, Resolution 1023 Reflecting Changes in Storm/Sewer Fees.

Discussion: None.

Motion Carried 5-1.

11. Resolution 1039 – Authorizing Grant Application for Max Patterson Park. Public Works Supervisor Scott Tabor reported the City applied for a grant from the Oregon State Parks in late April. One of the utility workers Chris Mont was looking at the grant, received help from Jeff Smith, Fire Department and together put together a very good plan. The engineering is done. After submitting the plan, Gladstone came in 15th and grant money was allotted to the first 9. They now have a good plan to make Patterson Park to be accessible to people of all abilities, improve the tennis courts and add a basketball court. They are ready for next year.
12. Sanitary Sewer Master Plan Request for Proposals. City Administrator Boyce reported an effort has been made to complete master plans for major infrastructure systems in the City. Staff is requesting authorization to advertise RFP (Request for Proposals). They have already mapped the sewer in conjunction with the water and storm water.

Discussion: What are we working on? Mr. Boyce stated that the storm water and water will both be complete in August. He should have the road and street proposal ready for Council in July. He thinks we need to look at both parks and facilities. Mr. Boyce reiterated that the most important master plans to complete are the ones he is working on now: water, storm water, sewer, road and streets.

Question: What happens if the sanitary sewer is not done in one year and five days? Answer: City Administrator Boyce stated that is what they are targeting. If that is not done, staff will negotiate a contract, present it to Council, and if they approve provisions in the contract for lateness, staff will make sure they are in there.

Question: The amount in the staff report is \$100,000. The budget item for this current year and next is \$180,000. What is coming out of the fund for the master plan? Answer: Mr. Boyce stated the reason for the cushion is there could have some sewer projects requiring engineering. There is another line item in the budget that deals with the storm water permit. The estimate is \$100,000; it may be more. There could be additional projects that spring up that could require some of that funding that may not be tied to the master plan.

Councilor Busch moved and Councilor Mersereau seconded a motion to authorize staff to advertise RFP for the sanitary sewer master plan.

Motion carried 5-0.

13. League of Oregon Cities Legislative Input. Mayor Byers asked the councilors to review the material submitted and rank/prioritize the list. The League wants the City's four top priorities.

BUSINESS FROM THE COUNCIL

Councilor Mersereau reported the budget committee did an excellent job.

Councilor Reisner noted earlier this year the Council considered property on West Arlington. He asked if they have completed their process. City Administrator Boyce reported they have not received payment, so they are working on a lien for the property.

Councilor Reisner asked for an update on the department policy statements for the Council Guidebook. City Administrator Boyce reported the library and senior center actively working on their statements.

Mayor Byers noted he went to Bob Nelson's memorial service. He did a lot of things for the community; Gladstone lost a great guy. The Fire Department did an outstanding job at the funeral.

Pastor Dunfee is going to Afghanistan. He asked people to keep him in their thoughts and prayers.

Councilor Mersereau and wife Barbara had a great car show at High Rocks. They set a new record this year. The first year there were 25 cars, the next year 89, last year 117, and this year there were 130 cars.

Mayor Byers reported that the yearly festival is the first weekend in August. He looks forward to having a great time.

Mayor Byers adjourned the Council Meeting at 9:30 p.m. into Executive Session 192.660(2) (i) to review and evaluate the employment related performances of the chief executive officer of any public body, a public officer, employee or staff member who does not request a public hearing.

The next City Council meeting was adjourned to _____, at 7:30 p.m.

Approved by the Mayor this _____ day of _____, 2014.

Attest:

Mayor

Assistant City Administrator

GLADSTONE CITY COUNCIL ADJOURNED MEETING MINUTES of July 22, 2014

Meeting was called to order at 7:30 pm.

Roll Call:

The following city officials answered roll call: Councilor Nelson, Councilor Mersereau, Councilor Martinez, Councilor Busch, Councilor Reisner, and Mayor Byers

Absent:

None reported

Staff:

Shane Abma, City Attorney; Pete Boyce, City Administrator; Jolene Morishita, Assistant City Administrator; Lee Jundt, Sergeant; Stan Monte, Fire Chief; Scott Tabor, Public Works Supervisor; Jim Pryde, Police Chief; Jeff Jolley, Police Lieutenant; Irene Green, Library director

Mayor Byers led the flag salute.

Business from the Audience:

None

Consent Agenda:

None

Correspondence:

None

Regular Agenda:

1. Tebo's Restaurant – OLCC Temporary Sales License Application:

City Administrator Boyce explained that Tebo's is scheduled for a special event on August 1, and needs that approval to conduct the event. Tebo's is a reputable establishment and the staff recommends approval of the application. *Councilor Nelson made a motion to accept. Councilor Martinez seconded. No discussion. Motion passed unanimously.*

2. Prioritize Project List (City Administrator's Project List):

Councilor Busch recommended that financial tracking needs to be number one (#1) on the list to address the concerns by the auditor addressed to management. Councilor Reisner added that, similarly, upgrading the accounting and financial skill set should be a top priority on the list. Councilor Nelson recommended that the Ridgeway signs that were on Councilor Mersereau's list be removed because it was completed. Councilor Martinez suggest that things like developing the Update for the Transportation System Plan, and managing the Rinearson Pond Project should be on the list. She suggested that some of them should be combined, such as reviewing options for the police facilities and fixing leaks in the police station should be rolled together. She also suggested that items like the

public policy plans that are on the list should be done in terms of the long range plan including things like public policy plans. Items such as the senior center, the storm water, the sanitary master, the pavement master, and the traffic could be put together to reduce the number of items.

After some discussion about the items on the list and about how long it should take to generate a policy plan for each of them, Police Chief Pryde reiterated that the work on the police plan started before he took office, and that he had worked with Irene, and at the senior center with Rhonda and believes that the council can have them completed within the year.

Councilor Martinez would like to see roof repairs for city hall added to the list. Mayor Byers assured her that it would be on the list later in the meeting. Councilor Mersereau backed Councilor Martinez's suggestion that city hall and the police station be high on the priority of items. She added that reviewing potential public works projects to coincide with the budget process is very important.

City Administrator Boyce stated that the master plans would identify the capital projects and will include rate studies to help identify how they will be funded. He also stated that current maintenance of facilities is spread out to the different departments and that there needs to be a more efficient way to handle the maintenance. He has been working with other managers to see what else can be done to consolidate the maintenance. Discussion ensued.

Councilor Martinez wanted to know more about the Transportation System Plan. City Administrator Boyce explained that the RFP for the transportation plan would be in the August meeting, including such things as paving, plans, bike paths, and sidewalks. After comments from the Council about a Sanitary, Water, and Sewer Master Plan, City Administrator Boyce added that plans for water and storm water should be completed next month (August), along with the rate study. Sanitary Sewer should go quicker because the mapping is done and are now dependent on the proposal submissions on the RFPs, but he feels that they can be completed within the time period. He also thinks that paving can be done in the coming year.

Councilor Mersereau clarified that only the plans would be completed this year, and that the actual work would take place in the years that followed. City Administrator Boyce concurred. Councilor Martinez summarized the list of plans then voiced concerns about what should be done about Rinearson Pond, because it did not fit under any of the other plans. City Administrator Boyce said that it would take several years to complete, and that he and Councilor Busch had been attending meetings about the Rinearson project, reiterating that it was going to be a long term project. Councilor Busch concurred, then explained that the planning should be completed easily because principals were already on board and that construction could begin, and the project finished, in 2015.

Councilor Reisner stated that there were other things, like getting finances in order with the auditors, were more important than Rinearson. City Administrator Boyce suggested

that many of the things addressed by Councilor Reisner were also addressed in the reports from auditors.

Councilor Mersereau suggested that library plans should be considered in the plans, since it will need to be addressed if the measure is passed.

Mayor Byers suggested that Councilor Martinez's list was workable and contained the elements that should be on the priority lists. Councilor Martinez read them off then passed the list to the City Administrator:

Master Plans and Rate Plans
Public Policies
City Hall and the Police Station
Ongoing Public Works

3. Gladstone Personnel Handbook – 5.3.1 Political Activity:

City Administrator Boyce stated that there is a city employee that wants to run for public office (City Council or something), and that the personnel handbook, section 5.3.1, prohibits city employees from holding public office. He wants the Council to see if they should leave the handbook as is or if they feel that the policy should be changed.

Mayor Byers stated that some of the employee positions within the city are defined as employees for IRS purposes; in essence, because they are classified as employees for IRS reasons does not mean that they are full-time employees for other reasons. Councilor Nelson said that he thought the policy to be unfair because it excluded people, like those that volunteered for the fire department, from the electoral process. City Administrator Boyce explained that the firefighters are technically on-call employees, as are certain on-call workers from the library.

Councilor Reisner moved to add the following to the end of the first sentence at the bottom of page 21 of the Gladstone Personnel Handbook, under the 5.3.1 section, "unless the person is an on-call employee." After discussion, the city attorney suggested that it be brought back instead of voting on it at this meeting, because he is hesitant about messing with the personnel handbook on the fly until they have had a chance to look at the definitions and statute.

After discussion, Councilor Reisner withdrew his motion, and the item is tabled until the August meeting.

Other Regular Business

Kim Sieckmann, 145 W Dartmouth, asked for clarification about the content of section 5.3.1 of the personnel handbook that states that a city employee, by state law, cannot serve on the budget committee; the City Council acts as the budget committee. City Administrator Boyce

acknowledged that the statement was correct, and that in a situation where there was conflict, the person would have to abstain from voting in situations that would cause conflict.

Work Session

Mayor Byers announced it was time for the Work Session. No time stamp.

4. Police Station/City Hall:

City Administrator Boyce announced that a couple of events had occurred that made the City Hall/Police Station issues pertinent again. A grant had become available which would allow the city to do seismic upgrades to the Police Station. The deadline to apply for the grant is September 30, 2014.

Police Chief Pryde introduced the concept of the Seismic Rehabilitation Grant Program available to the city that is run through the Oregon Business Development Department. He explained that we are overdue for a large event from the Cascadia Subduction Zone and, that as a central public safety facility, we have continuity of operations. There is \$50 million available through the grant program, with the maximum award up to \$1.5 million with no grant match requirement. In addition, the city would be reimbursed up to \$5,000 for engineering cost required for applying for the grant.

City Administrator stated that Ralph Turnbaugh (Engineering) had quoted \$9,500 to do the investigation and get the grant together for the city, \$5,000 of which is eligible for reimbursement.

Chief Pryde explained more about the requirements of the grant, including the need to have the grant application made by September 30, by 5:00 PM. The awards would be announced later in the year, with the disbursements being made in 2015.

Councilor Martinez was concerned that the grant may be affected if there is a common wall between the city hall and the police station. Councilor Reisner wanted to know where the initial funds were coming from to pay for the investigation and application for the grant. City Administrator Boyce suggested that they come out of the State Revenue Sharing Funds, and that he would have to look into the budget for funds available from the police department and from administration.

Mayor Byers noted that the city would have to pay for the removal of the roof, and that the city hall would have to be done at the same time. Councilor Martinez suggested that there would be an efficiency of work if the city had the same contractor do the work on the police station and city hall at the same time. Councilor Mersereau suggested that the City Administrator come up with two plans: one for the seismic upgrades and work that would be required to repair city hall, the other to tear down and expand the building to bring it up to 18,000 square feet that was suggested in an earlier study. A discussion ensued regarding the possibilities of the police station absorbing the space from the city hall.

City Administrator Boyce gave several examples of the funds that would be needed to consolidate the buildings for the police department and also for rebuilding on the current site, and for building on the Webster site. Councilor Busch warned that getting the grant and doing the rehabilitation to the building puts the city on a new path for how that future monies and buildings will be used. Discussion ensued.

Mayor Byers said that the current consideration should be focused on whether the city should spend the \$9,500 to do the investigation and apply for the grant to do the seismic upgrade to the current building. Councilor Reisner wanted to know how long we would have to act if we received the grant.

City Administrator Boyce said that he will put together scenarios to see what it would cost to build new, what it would cost to have the current building up to code, and what it would take to pay for it. He can have it ready for the September meeting.

In discussion, it was decided that the City Administrator would have the presentation of the options ready for the September 9 meeting, along with the investigation for the grant. The Council could have an adjourned meeting on September 23 to determine the final resolution for the application of the grant.

Business from the Council

Councilor Reisner wanted to know if City Administrator Boyce would be taking off any time during the preparation of the grant application. City Administrator Boyce responded that he has two week of vacation planned for the first two weeks in August. He still believes he can meet the deadline.

Mayor Byers made several announcements regarding current events in the community.

Mayor adjourned the meeting. No time stated.

Approved by the Mayor this _____ day of _____, 2014.

ATTEST:

Mayor

Assistant City Administrator

CITY OF GLADSTONE

STAFF REPORT

Report Date: September 23, 2014

Meeting Date: October 14, 2014

To: City Council

From: Jolene Morishita

Agenda Item

Increase of SDC Fees

History/Background

Each year the City of Gladstone recalculates their system development charges and adjusts as appropriate.

Proposal/Options

As required by Resolution 1019 passed on October 9, 2012, system development charges are to be recalculated each year using the July 1st Engineering News Record Construction Cost Index for the Seattle Area. The 2014 ENR percentage has increased by .2 percent. This proposal, in keeping with Resolution 1019, is to increase our SDC charges by .2 percent.

Recommended Staff Action

I recommend increasing SDC by .2 percent to adhere to the requirement of Resolution 1019.

Cost Impact

This increase of fees will not impact staff time. SDC fees are calculated and charged based on the type of project proposed for development. As an example, the fees for a single family dwelling will increase .2 percent which calculates to be an increase of \$6.89 per dwelling.


Assistant City Administrator Signature

9/23/2014

Date


City Administrator

10-9-14

Date

SYSTEMS DEVELOPMENT CHARGES (SDC's)

Fiscal Year 2014-2015

City of Gladstone

The City of Gladstone collects three system development charges (SDC's) to finance capacity improvements to the city's transportation, water and sewer infrastructure. When applicable, SDC's are collected prior to issuance of building permits. SDC's are typically owed for new construction, for increases in building size and may be owed for any use-change. SDC's are not owed for additions to single family residences.

The city also collects sewer connection charges at the time of connection for properties within the Tri City Sewer District based on the number of EDU's (currently set at \$2020 per EDU).

Transportation SDC's are determined from the attached table. An administrative surcharge equal to five percent (5%) of the transportation SDC is collected at the time of payment to reimburse staff for calculating, updating, etc., the transportation SDC.

The following is an example of the system development charges for a new single family residence:

Water and Sewer SDC	\$2,029.23 (one EDU)
(Water – 87% or \$1765.42)	
(Sewer – 13% or \$ 263.81)	
Transportation SDC	1,359.07
Administrative Surcharge	67.95
Sewer connection	
(Tri-City)	2,020.00
Inspection	100.00
¾" Water Line	<u>1,260.00</u>

Total due prior to issuance of a building permit: \$6,836.25 (Tri-City)

SDC's are adjusted July 1st of each year based on increases or decreases reported in the *Engineering News Record* of the Construction Cost Index for the Seattle Area.

September 23, 2014

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**CITY OF GLADSTONE
TRANSPORTATION SYSTEM DEVELOPMENT CHARGES**

	SDC Effective	
SITE LAND USE ODE/CAT.	10/14/2014	Unit
RESIDENTIAL		
210 Single Family (includes Duplex)	\$ 1,359.07	dwelling unit
220 Apartment	\$ 941.52	dwelling unit
230 Residential Condo/Townhouse	\$ 832.19	dwelling unit
240 Manufactured Housing (in park)	\$ 683.09	dwelling unit
250 Recreation Home	\$ 448.76	dwelling unit
RECREATIONAL		
411 City Park	\$ 249.77	acre
412 County Park	\$ 358.27	acre
416 Campground/RV Park	\$ 639.68	camp site
420 Marina	\$ 630.54	berth
430 Golf Course	\$ 7,613.28	hole
432 Golf Driving Range	\$ 1,963.64	tee
435 Multipurpose Rec Facility	\$ 19,252.58	facility
443 Movie Theater w/out matinee	\$ 34,559.97	screen
444 Movie Theater w/matinee	\$ 24,086.74	screen
473 Casino/Video Poker/Lottery	\$ 21,097.29	T.S.F.G.F.A.
480 Amusement/Theme Park	\$ 11,901.21	acre
491 Tennis Courts	\$ 4,876.08	court
492 Racquet Club	\$ 6,366.88	court
494 Bowling Alley	\$ 5,235.84	lane
495 Recreational Community Center	\$ 4,873.87	T.S.F.G.F.A.
INSTITUTIONAL/MEDICAL		
501 Military Base	\$ 267.92	employee
520 Elementary School	\$ 57.78	student
522 Middle/Junior High School	\$ 82.16	student
530 High School	\$ 190.63	student
540 Junior/Community College	\$ 163.27	student
550 University College	\$ 252.29	student
560 Church	\$ 970.33	T.S.F.G.F.A.
565 Day Care Center/Preschool	\$ 256.09	student
590 Library	\$ 3,059.57	T.S.F.G.F.A.
610 Hospital	\$ 1,771.52	bed
620 Nursing Home	\$ 392.83	bed
630 Clinic	\$ 4,733.58	T.S.F.G.F.A.
COMMERCIAL/SERVICES		
310 Hotel/Motel	\$ 1,118.85	room
812 Building Materials/Lumber	\$ 3,663.26	T.S.F.G.F.A.
813 Free-Standing Disc. Store w/groceries	\$ 2,756.76	T.S.F.G.F.A.
814 Specialty Retail Center	\$ 3,751.83	T.S.F.G.F.A.
815 Free-Standing Disc. Store w/o groc.	\$ 3,324.45	T.S.F.G.F.A.
816 Hardware/Paint Stores	\$ 4,731.52	T.S.F.G.F.A.
817 Nursery/Garden Center	\$ 3,328.39	T.S.F.G.F.A.
820 Shopping Center	\$ 2,519.61	T.S.F.G.F.A.
823 Factory Outlet Center	\$ 1,560.98	T.S.F.G.F.A.
831 Quality Restaurant (not a chain)	\$ 9,854.98	T.S.F.G.F.A.
832 High turnover, Sit-Down Restaurant	\$ 4,997.68	T.S.F.G.F.A.
833 Fast Food Rest. (No Drive-Thru)	\$ 13,726.91	T.S.F.G.F.A.

**CITY OF GLADSTONE
TRANSPORTATION SYSTEM DEVELOPMENT CHARGES**

SITE LAND USE ODE/CAT.		10/14/2014	Unit
834 Fast Food Rest. (Drive-Thru)	\$	9,511.46	T.S.F.G.F.A.
836 Drinking Plan/Bar	\$	4,424.80	T.S.F.G.F.A.
837 Quick Lubricatino Veh. Shop	\$	2,587.81	Service Stall
840 Automobile Service Center	\$	3,699.24	T.S.F.G.F.A.
841 New Car Sales	\$	3,459.38	T.S.F.G.F.A.
844 Gas/Service St. (no Mkt/Car Wash)	\$	4,958.96	V.F.P.
845 Gas/Service St. (w/Conv. Mkt.)	\$	4,788.91	V.F.P.
846 Gas/Service St (w/Conv. Mkt & Car W	\$	4,496.49	V.F.P.
848 Tire Store	\$	2,294.27	T.S.F.G.F.A.
850 Supermarket	\$	6,412.57	T.S.F.G.F.A.
851 Convenience Market (24 hour)	\$	19,052.82	T.S.F.G.F.A.
853 Conv. Market w/Fuel Pump			V.F.P.
860 Wholesale Market	\$	620.86	T.S.F.G.F.A.
861 Discount Club	\$	3,856.08	T.S.F.G.F.A.
862 Home Improvement Superstore	\$	3,233.37	T.S.F.G.F.A.
863 Electronics Superstore	\$	4,154.97	T.S.F.G.F.A.
870 Apparel Store	\$	4,295.76	T.S.F.G.F.A.
880 Pharmacy/Drugstore w/o Drive-Thru	\$	5,286.96	T.S.F.G.F.A.
881 Pharmacy/Drugstore w/Drive-Thru	\$	5,175.42	T.S.F.G.F.A.
890 Furniture Store	\$	466.78	T.S.F.G.F.A.
895 Video Arcade	\$	33,350.21	T.S.F.G.F.A.
896 Video Rental Store	\$	18,515.48	T.S.F.G.F.A.
911 Bank/Savings: Walk-In	\$	15,935.12	T.S.F.G.F.A.
912 Bank/Savings: Drive-In	\$	27,007.63	T.S.F.G.F.A.
OFFICE			
710 General Office Building	\$	1,657.14	T.S.F.G.F.A.
714 Corp. Headquarters Building	\$	1,161.95	T.S.F.G.F.A.
715 Single Tenant Office Building	\$	1,741.43	T.S.F.G.F.A.
720 Medical-Dental Office Building	\$	5,437.97	T.S.F.G.F.A.
730 Government Office Building	\$	10,374.71	T.S.F.G.F.A.
731 State Motor Vehicles Dept.	\$	24,987.86	T.S.F.G.F.A.
732 U.S. Post Office	\$	16,283.79	T.S.F.G.F.A.
750 Office Park	\$	1,718.83	T.S.F.G.F.A.
760 Research/Development Ctr.	\$	1,220.65	T.S.F.G.F.A.
770 Business Park	\$	1,920.57	T.S.F.G.F.A.
PORT/INDUSTRIAL			
030 Truck Terminals	\$	1,482.55	T.S.F.G.F.A.
090 Park/Ride w/Bus Service	\$	539.14	Parking Space
093 Light Rail Station w/Parking	\$	300.69	Parking Space
110 General Light Industrial	\$	1,049.06	T.S.F.G.F.A.
120 General Heavy Industrial	\$	225.75	T.S.F.G.F.A.
130 Industrial Park	\$	1,047.57	T.S.F.G.F.A.
140 Manufacturing	\$	574.96	T.S.F.G.F.A.
150 Warehouse	\$	746.54	T.S.F.G.F.A.
151 Mini-Warehouse	\$	376.26	T.S.F.G.F.A.
170 Utilities	\$	737.51	T.S.F.G.F.A.
*TSGFA= Thousand Square Feet of Gross Floor Area			
*VFP= Vehicle Fueling Position			

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Payroll

G/L Distribution Report

User: sledoux

Batch: 00099.09.2014 COMPUTER

City of Gladstone



Account Number	Debit Amount	Credit Amount	Description
Section 1 001	GENERAL FUND		
001-000-140000	0.00	449.66	CASH IN BANK
001-000-290001	0.00	37.86	FEDERAL WITHHOLDING W/H
001-000-290002	0.00	86.62	SOCIAL SECURITY W/H
001-000-290003	0.00	35.06	STATE TAX W/H
001-000-290004	0.00	0.40	WBF WORKDAY ASSESS
001-000-290005	0.00	3.96	UNEMPLOYMENT
001-000-290007	0.00	4.10	TRI-MET TAX
001-000-290111	0.00	95.62	RETIREMENT/PERS
001-024-102500	147.19	0.00	PAYROLL COSTS
001-024-146000	21.72	0.00	POLICE OFFICER
001-024-152500	544.37	0.00	OVERTIME
Section 1 Total:	713.28	713.28	
Report Total:	713.28	713.28	

Payroll

G/L Distribution Report

User: sledoux

Batch: 00100.09.2014 COMPUTER

City of Gladstone



Account Number	Debit Amount	Credit Amount	Description
Section 1 001	GENERAL FUND		
001-000-140000	67,930.53	0.00	CASH IN BANK
001-000-290000	0.00	151,661.67	DIRECT DEPOSIT LIABILITIES
001-000-290001	0.00	30,735.78	FEDERAL WITHHOLDING W/H
001-000-290002	0.00	41,009.02	SOCIAL SECURITY W/H
001-000-290003	0.00	17,690.95	STATE TAX W/H
001-000-290004	0.00	288.46	WBF WORKDAY ASSESS
001-000-290005	0.00	1,876.19	UNEMPLOYMENT
001-000-290007	0.00	1,939.80	TRI-MET TAX
001-000-290008	0.00	1,306.29	MISCELLANEOUS
001-000-290102	0.00	5,139.00	CREDIT UNION W/H
001-000-290103	0.00	54,162.83	HEALTH INS W/H
001-000-290104	0.00	1,944.49	UNION DUES W/H
001-000-290105	0.00	6,058.33	DEFERRED COMP W/H
001-000-290108	0.00	126.18	LIFE INSURANCE/PU
001-000-290111	0.00	40,946.05	RETIREMENT/PERS
001-000-290112	0.00	3,016.73	RETIREMENT
001-000-290114	0.00	800.00	FIREFIGHTER HOUSE DUES
001-000-290115	0.00	927.40	DISABILITY INSURANCE
001-000-290124	0.00	1,750.06	VEBA HEALTH CONTRIBUTIONS
001-000-290125	0.00	528.33	SECTION 125 FLEX HEALTH
001-021-100000	9,311.13	0.00	CITY ADMINISTRATOR
001-021-100500	7,160.63	0.00	ASSISTANT CITY ADMINSTRATOR
001-021-101500	4,839.87	0.00	ADMIN SECRETARY/REC COORDINATO
001-021-102000	4,334.40	0.00	ACCOUNT CLERK (FINANCE)
001-021-102500	12,386.30	0.00	PAYROLL COSTS
001-022-102500	2,446.64	0.00	PAYROLL COSTS
001-022-120500	4,695.88	0.00	MUNICIPAL COURT CLERK
001-024-102500	47,298.60	0.00	PAYROLL COSTS
001-024-140000	8,712.35	0.00	POLICE CHIEF
001-024-140300	6,871.19	0.00	POLICE LIEUTENANT
001-024-140500	7,818.10	0.00	POLICE SERGEANT
001-024-141000	7,438.27	0.00	POLICE SERGEANT
001-024-141500	5,520.09	0.00	POLICE ACTING SERGEANT
001-024-142000	6,354.85	0.00	POLICE DETECTIVE

Account Number	Debit Amount	Credit Amount	Description
001-024-142300	6,335.97	0.00	POLICE DETECTIVE
001-024-142500	5,242.08	0.00	POLICE OFFICER
001-024-143000	4,527.52	0.00	POLICE OFFICER
001-024-143500	4,527.52	0.00	POLICE OFFICER
001-024-146000	5,526.56	0.00	POLICE OFFICER
001-024-146200	4,752.65	0.00	POLICE OFFICER
001-024-146400	5,534.25	0.00	POLICE OFFICER
001-024-146500	2,052.45	0.00	MUNICIPAL ORDINANCE SPECIALIST
001-024-150000	3,689.36	0.00	POLICE RECORDS CLERK
001-024-151500	568.70	0.00	HOLIDAY PAY
001-024-152500	10,347.23	0.00	OVERTIME
001-024-152600	4,421.08	0.00	TRAINING OVERTIME
001-025-102500	6,315.44	0.00	PAYROLL COSTS
001-025-170000	1,060.48	0.00	FIRE CHIEF
001-025-170300	6,657.12	0.00	FIRE MARSHAL
001-025-171000	19,439.82	0.00	ON-CALL FIREFIGHTERS
001-026-102500	3,137.72	0.00	PAYROLL COSTS
001-026-190000	665.69	0.00	PUBLIC WORKS SUPERVISOR
001-026-190500	4,771.45	0.00	UTILITY WORKER, JOURNEY
001-027-102500	230.77	0.00	PAYROLL COSTS
001-027-201000	470.79	0.00	PLAYGROUND AIDES
001-027-201500	2,030.70	0.00	FIELD MAINTENANCE CREW
001-028-102500	5,607.08	0.00	PAYROLL COSTS
001-028-208500	5,892.32	0.00	SENIOR CENTER MANAGER
001-028-209500	2,459.35	0.00	TRAM DRIVER
001-028-210000	1,487.40	0.00	CENTER ASSISTANT
001-028-210500	2,087.86	0.00	NUTRITION CATERER
001-029-102500	10,260.47	0.00	PAYROLL COSTS
001-029-220000	6,187.79	0.00	LIBRARY DIRECTOR
001-029-221500	3,269.27	0.00	LIBRARY ASSISTANT II
001-029-222500	4,421.63	0.00	LIBRARY ASSISTANT II
001-029-222800	4,062.34	0.00	LIBRARY ASSISTANT II
001-029-223000	3,963.27	0.00	LIBRARY ASSISTANT II
001-029-223100	3,570.99	0.00	LIBRARY ASSITANT II
001-029-223200	654.78	0.00	LIBRARY AIDE
001-029-223500	2,558.83	0.00	ON CALL LIB ASSISTANT
Section 1 Total:	361,907.56	361,907.56	
Section 1 003	SEWER FUND		
003-000-140000	0.00	16,724.75	CASH IN BANK
003-003-102500	4,791.83	0.00	PAYROLL COSTS
003-003-300300	2,330.00	0.00	PUBLIC WORKS SUPERVISOR
003-003-300700	2,345.16	0.00	UTILITY WKR_JOURNEY/MAINT TECH

Account Number	Debit Amount	Credit Amount	Description
003-003-301000	5,394.25	0.00	UTILITY WORKER
003-003-301200	1,863.51	0.00	ACCOUNT CLERK
Section 1 Total:	16,724.75	16,724.75	
Section 1 004	WATER FUND		
004-000-140000	0.00	23,395.84	CASH IN BANK
004-004-102500	7,575.05	0.00	PAYROLL COSTS
004-004-400300	1,997.14	0.00	PUBLIC WORKS SUPERVISOR
004-004-400700	2,345.11	0.00	UTILITY WKR,JOURNEY/MAINTENANC
004-004-401000	4,807.52	0.00	UTILITY WORKER, JOURNEY
004-004-401200	1,863.49	0.00	ACCOUNT CLERK
004-004-401500	4,807.53	0.00	UTILITY WORKER, JOURNEY
Section 1 Total:	23,395.84	23,395.84	
Section 1 005	ROAD & STREET FUND		
005-000-140000	0.00	12,146.29	CASH IN BANK
005-005-102500	3,811.00	0.00	PAYROLL COSTS
005-005-501500	1,664.29	0.00	PUBLIC WKS SUPERVISOR
005-005-502000	4,830.96	0.00	UTILITY WORKER, JOURNEY
005-005-502300	1,840.04	0.00	SEASONAL HELP
Section 1 Total:	12,146.29	12,146.29	
Section 1 008	POLICE/COMMUNC LEVY FUND		
008-000-140000	0.00	36,541.63	CASH IN BANK
008-008-102500	12,189.46	0.00	PAYROLL COSTS
008-008-800500	5,562.03	0.00	SCHOOL RESOURCE OFFICER
008-008-801000	4,302.41	0.00	POLICE OFFICER
008-008-801500	5,242.08	0.00	POLICE OFFICER
008-008-802500	2,052.45	0.00	MUNICIPAL ORDINANCE SPECIALIST
008-008-802700	4,399.89	0.00	EXECUTIVE ASSISTANT
008-008-803000	2,793.31	0.00	OVERTIME
Section 1 Total:	36,541.63	36,541.63	
Section 1 009	FIRE/EMERG SERVICES LEVY FUND		
009-000-140000	0.00	8,931.75	CASH IN BANK
009-009-102500	2,806.63	0.00	PAYROLL COSTS
009-009-900500	5,476.25	0.00	FIRE COORDINATOR
009-009-901500	648.87	0.00	SEASONAL HELP
Section 1 Total:	8,931.75	8,931.75	

Account Number	Debit Amount	Credit Amount	Description
	<u> </u>	<u> </u>	
Report Total:	459,647.82	459,647.82	

Clearing House

Distribution Report

User: sledoux
Printed: 09/26/2014 - 2:02PM
Batch: 00001.09.2014



Account Number	Debit	Credit	Account Description
001-000-140000	0.00	151,661.67	CASH IN BANK
001-000-290000	151,661.67	0.00	DIRECT DEPOSIT LIABILITIES
	<u>151,661.67</u>	<u>151,661.67</u>	
Report Totals:	<u>151,661.67</u>	<u>151,661.67</u>	

Accounts Payable

Checks by Date - Detail by Check Date

User: sledoux
Printed: 10/8/2014 4:51 PM



Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
76979	08830 September	US Postal Service September Newsletter Postage	09/18/2014	1,244.22
Total for Check Number 76979:				1,244.22
Total for 9/18/2014:				1,244.22
Report Total (1 checks):				1,244.22

Accounts Payable

Checks by Date - Detail by Check Date

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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
76980	00285J	Air Filter Exchange	09/19/2014	
	02-11125	Air Filter Exchange		309.00
	02-11125	Air Filter Exchange		79.00
Total for Check Number 76980:				388.00
76981	00367A	Amazon	09/19/2014	
	001498738284	Amazon		11.99
	002553859198	Amazon		153.76
	003949538992	Amazon		14.98
	010037937138	Amazon		10.99
	042832923826	Amazon		10.99
	064177091740	Amazon		13.99
	071114224419	Amazon		26.69
	079899060126	Amazon		11.99
	103132212574	Amazon		14.99
	119109515398	Amazon		8.99
	136993212929	Amazon		10.99
	177824933190	Amazon		10.99
	194407083692	Amazon		14.77
	215834882744	Amazon		43.01
	216431994655	Amazon		99.90
	228746875414	Amazon		8.99
	239228759729	Amazon		41.88
	265363007586	Amazon		10.99
Total for Check Number 76981:				520.88
76982	00434M	American Society Composer	09/19/2014	
	500718833	American Society of Composers		341.91
Total for Check Number 76982:				341.91
76983	00616	Baker & Taylor Inc	09/19/2014	
	4010969819	Baker & Taylor		19.26
	4010970446	Baker & Taylor		46.56
	4010974870	Baker & Taylor		91.65
	4010977053	Baker & Taylor		296.94
	4010977768	Baker & Taylor		29.05
	4010978931	Baker & Taylor		11.15
	4010980074	Baker & Taylor		57.85
	4010981211	Baker & Taylor		1,080.76
	4010981230	Baker & Taylor		471.63
	4010982314	Baker & Taylor		566.37
Total for Check Number 76983:				2,671.22
76984	00739	Beery,Elsner & Hammond LLP	09/19/2014	
	11793	Public Works		1,822.80
	11793	Public Safety		472.50

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	11793	Public Records & Meetings		217.50
	11793	Personnel/Labor		8,950.00
	11793	Parks		60.00
	11793	Land Use/Comm Dev.		1,817.40
	11793	City Council		1,314.90
	11793	General		18.05
	11793	Finance		420.00
	11793	Elections		245.00
	11793	Risk Mgmt/Litigation		2,248.25
Total for Check Number 76984:				17,586.40
76985	00980 363857	Brodart Co. Brodart Co.	09/19/2014	257.13
Total for Check Number 76985:				257.13
76986	01339 October 2014 October 2014 October 2014 October 2014 October 2014 October 2014 October 2014	CIS/EBS Trust CIS Insurance CIS Insurance CIS Insurance CIS Insurance CIS Insurance CIS Insurance	09/19/2014	46,260.57 6,267.15 113.09 926.06 290.29 11.55 23.87
Total for Check Number 76986:				53,892.58
76987	01621 40886	County of Clackamas, Clack Co. - Jail inmate crew	09/19/2014	1,410.00
Total for Check Number 76987:				1,410.00
76988	01838 00242659	Clyde/West Inc. Clyde/West	09/19/2014	152.65
Total for Check Number 76988:				152.65
76989	02536 0475455	EBSCO Information Services EBSCO	09/19/2014	175.37
Total for Check Number 76989:				175.37
76990	02731 60617	Executive Copy & Printing Executive Printing	09/19/2014	1,693.39
Total for Check Number 76990:				1,693.39
76991	02798 130488	Factory Reps Co Inc Factory Reps	09/19/2014	806.32
Total for Check Number 76991:				806.32
76992	02941 13739355	Fowler, H.D. Co. Inc. H.D. Fowler	09/19/2014	833.98
Total for Check Number 76992:				833.98
76993	03000 Reimbursement Reimbursement Reimbursement	Mike Funk Mike Funk Mike Funk Mike Funk	09/19/2014	28.95 61.88 13.80

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 76993:	104.63
76994	03818 2-1014704	Honey Buckets Honey Buckets	09/19/2014	336.22
			Total for Check Number 76994:	336.22
76995	03958 12258084 12258084 12258084 12258084 12258084	Integra Telecom INTEGRA INTEGRA INTEGRA INTEGRA INTEGRA	09/19/2014	98.91 659.59 148.40 98.91 32.20
			Total for Check Number 76995:	1,038.01
76996	04606 11283	Local Gov't Personnel Institut LGPI	09/19/2014	901.00
			Total for Check Number 76996:	901.00
76997	04831 6772	Metereaders Metereaders	09/19/2014	2,040.00
			Total for Check Number 76997:	2,040.00
76998	04900 92133537 92138406 92138407 92138408 92138409 92138580 92138581	Midwest Tape Midwest Tape Midwest Tape Midwest Tape Midwest Tape Midwest Tape Midwest Tape Midwest Tape	09/19/2014	27.29 18.59 81.81 43.49 472.56 354.92 197.09
			Total for Check Number 76998:	1,195.75
76999	05432 NCCWC15-745	North Clackamas County North Clack Water	09/19/2014	33,786.58
			Total for Check Number 76999:	33,786.58
77000	05675 72829741001	Office Depot Office Depot	09/19/2014	36.54
			Total for Check Number 77000:	36.54
77001	05706 4080369	One Call Concepts Inc One Call Concepts	09/19/2014	139.64
			Total for Check Number 77001:	139.64
77002	06148 2109	Oregon Patrol Service Oregon Patrol Service	09/19/2014	506.00
			Total for Check Number 77002:	506.00
77003	06223 Contract Fee Contract Fee	Oregon, State Of BOLI Contract Fee Section BOLI Contract Fee Section	09/19/2014	273.71 250.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 77003:	523.71
77004	06225 Notary Fee	Oregon, State of Notary Fee	09/19/2014	40.00
			Total for Check Number 77004:	40.00
77005	06380 Order	Oriental Trading Co Inc Oriental Trading	09/19/2014	96.24
			Total for Check Number 77005:	96.24
77007	06871a 5748646-SP14 5748646-SP14 5748646-SP14 5748646-SP14 5748646-SP14 5748646-SP14	Pitney Bowes Pitney Bowes rental Pitney Bowes rental Pitney Bowes rental Pitney Bowes rental Pitney Bowes rental Pitney Bowes rental	09/19/2014	48.39 4.03 112.91 4.03 116.99 116.91
			Total for Check Number 77007:	403.26
77008	07021 483900 3	Portland General Electric PGE	09/19/2014	5,321.76
			Total for Check Number 77008:	5,321.76
77009	07510M 93158922	Ricoh USA Inc Ricoh	09/19/2014	349.94
			Total for Check Number 77009:	349.94
77010	08205 CL04821 CL04821 CL04821 CL04821 CL04821	Stein Oil Co. Inc. Stein Oil Stein Oil Stein Oil Stein Oil Stein Oil	09/19/2014	245.38 251.15 335.87 94.41 189.09
			Total for Check Number 77010:	1,115.90
77011	08375m s/1370113	Taser International Taser Int.	09/19/2014	1,513.42
			Total for Check Number 77011:	1,513.42
77012	08566 988391 988522	Traffic Safety Supply Co. Inc. Traffic Safety Supply Traffic Safety Supply	09/19/2014	1,355.40 1,375.20
			Total for Check Number 77012:	2,730.60
77013	09281t 992	Wilsonville Lock & Security Wilsonville Lock	09/19/2014	89.85
			Total for Check Number 77013:	89.85
			Total for 9/19/2014:	132,998.88

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Report Total (33 checks):	132,998.88

Accounts Payable

Checks by Date - Detail by Check Date

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Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
77057	00438 19413	Alexin Analytical Laboratories Alexin Labs	09/29/2014	288.00
Total for Check Number 77057:				288.00
77058	00367a 002552520752 043584257086 066714875185	Amazon Amazon Amazon Amazon	09/29/2014	59.96 49.27 49.59
Total for Check Number 77058:				158.82
77059	02657 Sept 2014	Axa Equi-Vest AXA Def comp.	09/29/2014	5,958.33
Total for Check Number 77059:				5,958.33
77060	02661 35 2255 100	Axa EVLICO AXA UL Premiums	09/29/2014	194.06
Total for Check Number 77060:				194.06
77061	02659 RIA Cont X5736	Axa RIA AXA Retirement Cont.	09/29/2014	2,822.67
Total for Check Number 77061:				2,822.67
77062	00603 7192	Backflow Management Inc Backflow Mgmt.	09/29/2014	750.00
Total for Check Number 77062:				750.00
77063	00616 4010983253 4010983950 4010988197 4010988273	Baker & Taylor Inc Baker & Taylor Baker & Taylor Baker & Taylor Baker & Taylor	09/29/2014	249.63 65.97 259.83 280.59
Total for Check Number 77063:				856.02
77064	00734 Sept 2014	Beloof & Haines Beloof & Haines	09/29/2014	3,000.00
Total for Check Number 77064:				3,000.00
77065	01167 0030G-02 0030G-03 0030G-04 0030G-05 0030G-06	Cascade Environmental Group Cascade Environmental Cascade Environmental Cascade Environmental Cascade Environmental Cascade Environmental	09/29/2014	736.25 2,408.68 10,496.44 2,763.20 400.00

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 77065:	16,804.57
77066	01663 Sept 2014	Clackamas Cty Benevolent Foundation CC Peace Ofc. Benevolent	09/29/2014	50.00
			Total for Check Number 77066:	50.00
77067	01726 Sept 2014 Sept 2014 Sept 2014	Clackamas Fed. Cred. Union CCFCU CCFCU CCFCU	09/29/2014	5,139.00 1,052.37 100.00
			Total for Check Number 77067:	6,291.37
77068	01893D 10 229 0732582	Comcast Cable Comcast	09/29/2014	135.02
			Total for Check Number 77068:	135.02
77069	02166 Delivery	CWS Delivery, Inc. CWS Delivery	09/29/2014	135.00
			Total for Check Number 77069:	135.00
77070	02798 130682	Factory Reps Co Inc Factory Reps	09/29/2014	328.20
			Total for Check Number 77070:	328.20
77071	02813H ORCAN39879	Fastenal Fastenal	09/29/2014	115.46
			Total for Check Number 77071:	115.46
77072	02845 5934	Fine Line Concrete Cutting Inc Fine Line Concrete	09/29/2014	487.50
			Total for Check Number 77072:	487.50
77073	02941 13748158	Fowler, H.D. Co. Inc. Fowler	09/29/2014	1,764.36
			Total for Check Number 77073:	1,764.36
77074	03271 Sept 2014	Gladstone Fire Department GVF Dues	09/29/2014	800.00
			Total for Check Number 77074:	800.00
77075	03677 214865	HomeTown Hearth & Grill Hometown Hearth	09/29/2014	13.73
			Total for Check Number 77075:	13.73
77076	04142 321	Johnson, Robert C Robert Johnson	09/29/2014	2,915.50
			Total for Check Number 77076:	2,915.50
77077	04633m 25762 25763	Lord & Associates Inc Lord & Assoc Lord & Assoc	09/29/2014	230.00 339.50

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 77077:	569.50
77078	04900	Midwest Tape	09/29/2014	
	92141285	Midwest Tape		30.64
	92141794	Midwest Tape		53.53
	92141796	Midwest Tape		26.24
	92154930	Midwest Tape		18.64
	92154932	Midwest Tape		140.00
	92155535	Midwest Tape		48.49
	92155537	Midwest Tape		20.84
	92165865	Midwest Tape		19.39
			Total for Check Number 77078:	357.77
77079	05521	Northwest Natural	09/29/2014	
	148922-8	NW Natural		75.01
	149733-8	NW Natural		15.50
	363279-1	NW Natural		15.50
			Total for Check Number 77079:	106.01
77080	05660t 60085359	Occupational Health Centers Concentra	09/29/2014	
			Total for Check Number 77080:	84.50
77081	05675 1717934263	Office Depot Office Depot	09/29/2014	
			Total for Check Number 77081:	535.82
77082	05679	Office Max	09/29/2014	
	158155338	Office Max		17.09
	158155338	Office Max		42.75
	158155338	Office Max		4.00
	158569951	Office Max		20.87
	158569951	Office Max		44.19
			Total for Check Number 77082:	128.90
77083	05681m 11-39851-tmb13	Office Of The Trustee Office of the Trustee	09/29/2014	
			Total for Check Number 77083:	640.00
77085	06331 Voss	Oregon-Washington Lawmans OR-WA Lawmen's Assn.	09/29/2014	
			Total for Check Number 77085:	165.00
77086	06511 0011179	Pacific Fence & Wire Co. Pacific Fence	09/29/2014	
			Total for Check Number 77086:	751.00
77087	06540 04-17926	Pacific Northwest Telco, Inc. Pacific NW Telco	09/29/2014	
			Total for Check Number 77087:	237.50
77088	06715	Mike Patterson Plumbing	09/29/2014	

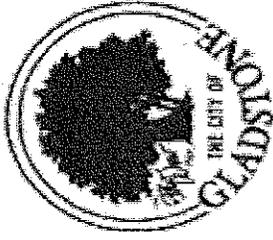
Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
	C16252	Patterson Plumbing		397.07
	C16280	Patterson Plumbing		181.12
Total for Check Number 77088:				578.19
77089	06842	Petty Cash for benefit of	09/29/2014	
	Petty Cash	Petty Cash		76.30
	Petty Cash	Petty Cash		10.00
	Petty Cash	Petty Cash		6.78
Total for Check Number 77089:				93.08
77090	07021	Portland General Electric	09/29/2014	
	804537 5	PGE		26.06
	822837 7	PGE		14.75
Total for Check Number 77090:				40.81
77091	07480	Research Technology Intl	09/29/2014	
	186182	Research Tech		280.95
Total for Check Number 77091:				280.95
77092	07728	Scholastic Book Fairs	09/29/2014	
	124-131	Scholastic Book Fairs		347.05
Total for Check Number 77092:				347.05
77093	07873	ServiceMaster of Oregon	09/29/2014	
	153761	ServiceMaster		290.00
Total for Check Number 77093:				290.00
77094	07905	Sierra Springs	09/29/2014	
	13891887091114	Sierra Sprgins		90.08
Total for Check Number 77094:				90.08
77095	05396	Sprint	09/29/2014	
	345122314-154	Sprint		319.90
Total for Check Number 77095:				319.90
77096	08320	Swag NW	09/29/2014	
	47712	Swag NW		90.00
Total for Check Number 77096:				90.00
77097	08530	Top Industrial Supply	09/29/2014	
	77187	TOP Ind. Supply		10.00
Total for Check Number 77097:				10.00
77098	02915	Union Security Insurance	09/29/2014	
	4005790-212	Union Security Ins		156.55
	4005790-212	Union Security Ins		0.70
Total for Check Number 77098:				157.25
77099	08802	US Bank	09/29/2014	
	43000027	U.S. Bank		1,190.42
	43000027	U.S. Bank		3.50
	43000027	U.S. Bank		286.11

Check No	Vendor No Invoice No	Vendor Name Description	Check Date Reference	Check Amount
			Total for Check Number 77099:	1,480.03
77100	08970 IN705139	Video Store Shopper The Video Store Shopper	09/29/2014	288.01
			Total for Check Number 77100:	288.01
77101	09281T 1082 1396	Wilsonville Lock & Security Wilsonville Lock Wilsonville Lock	09/29/2014	59.85 148.75
			Total for Check Number 77101:	208.60
			Total for 9/29/2014:	51,718.56
			Report Total (44 checks):	51,718.56

Accounts Payable

Outstanding Invoices

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 Date Type: Current



Account Number	Amount	Invoice No	Inv Date	Description	Task Label	Type	PO Number	Payment Date
Vendor 00283m								
001-024-161000	62.72	Reimbursemen	10/01/2014	Aikin mileage reimbursement				10/15/2014
Vendor Total:	62.72							
Vendor 00415								
001-025-177800	158.97	W41035180J	10/01/2014	American Messaging				10/15/2014
Vendor Total:	158.97							
Vendor 00616								
001-029-230500	48.80	4010989347	09/15/2014	Baker & Taylor				10/15/2014
001-029-230500	24.91	4010991068	09/15/2014					10/15/2014
001-029-230500	526.49	4011002073	09/29/2014					10/15/2014
001-029-230500	9.20	4010999472	09/25/2014					10/15/2014
001-029-230500	434.81	4010997870	09/24/2014					10/15/2014
001-029-230500	304.33	4010994814	09/23/2014					10/15/2014
001-029-230500	448.55	4010996029	09/23/2014					10/15/2014
001-029-230500	306.40	4010994843	09/22/2014					10/15/2014
001-029-230500	110.61	4010992587	09/18/2014					10/15/2014
001-029-230500	58.13	4010989320	09/18/2014					10/15/2014
Vendor Total:	2,272.23							
Vendor 00875								
001-024-159500	182.45	91452	09/08/2014	Blumenthal				10/15/2014
001-024-159500	26.00	91433-01	09/17/2014					10/15/2014
001-024-159500	199.45	91452-01	09/17/2014					10/15/2014
001-024-159500	325.95	91631	09/17/2014					10/15/2014
001-024-159500	321.45	91597	09/17/2014					10/15/2014
001-024-159500	113.95	91433-02	09/23/2014					10/15/2014
001-024-159500	31.50	91452-02	09/29/2014					10/15/2014
001-024-159500	31.50	91631-01	09/30/2014					10/15/2014
001-024-159500	31.50	91597-01	09/30/2014					10/15/2014
001-024-159500	31.50	91433-03	09/30/2014					10/15/2014

Account Number	Amount	Invoice No	Inv Date	Description	Task Label	Type	PO Number	Payment Date
001-025-174500	8.95	95216	09/26/2014					10/15/2014
001-025-174500	6.10	94457	09/23/2014					10/15/2014
Vendor Total:	1,310.30							
Vendor 00980				Brodart				
001-029-225000	1,495.90	361841	07/22/2014					10/15/2014
Vendor Total:	1,495.90							
Vendor 01140				Carbone's Custom Firearms				
001-024-161500	982.00	1719	09/16/2014					10/15/2014
001-024-161500	2,075.00	1718	09/16/2014					10/15/2014
Vendor Total:	3,057.00							
Vendor 01230				Central City Concern				
001-024-161000	145.00	08/17/2014 Wc	08/31/2014					10/15/2014
Vendor Total:	145.00							
Vendor 01302				Chief Supply				
001-025-181700	102.07	131118	09/24/2014					10/15/2014
Vendor Total:	102.07							
Vendor 01343				Cintas				
001-024-161000	88.35	8401515754	09/19/2014					10/15/2014
Vendor Total:	88.35							
Vendor 01343a				Cintas First Aid Lockbox				
001-024-161000	165.95	5001879046	09/18/2014					10/15/2014
Vendor Total:	165.95							
Vendor 01576				Clackamas, County of				
005-005-508000	126.91	27104	07/31/2014					10/15/2014
005-005-515000	23,668.40	27105	07/31/2014					10/15/2014
001-021-107000	2,690.94	27106	07/31/2014					10/15/2014
Vendor Total:	26,486.25							
Vendor 01621				County of Clackamas,				
001-024-161000	65.00	40935	09/27/2014					10/15/2014
001-024-161500	314.00	40863	09/03/2014					10/15/2014
004-004-415500	45,710.98	40829	09/18/2014					10/15/2014
008-008-816480	9,894.42	41258	10/01/2014					10/15/2014
001-025-181900	7,190.33	41253	10/01/2014					10/15/2014

Account Number	Amount	Invoice No	Inv Date	Description	Task Label	Type	PO Number	Payment Date
Vendor Total:	63,174.73							
Vendor 01730	Clackamas Landscape Supply			Clackamas Landscape				10/15/2014
003-003-303000	60.00	54048	09/25/2014					
Vendor Total:	60.00							
Vendor 01839m	Coastal Farm & Home Supply			Coastal Farm				10/15/2014
004-004-408500	68.78	015844	09/10/2014					10/15/2014
004-004-408500	143.96	015860	09/18/2014					10/15/2014
Vendor Total:	212.74							
Vendor 01893G	Comcast			Comcast				10/15/2014
001-024-161000	114.97	0725743	09/12/2014					
Vendor Total:	114.97							
Vendor 01916	Community Classifieds			Community Newspapers				10/15/2014
001-021-116500	131.25	264939	08/31/2014					
Vendor Total:	131.25							
Vendor 02057	Creative Services of			Creative Svcs.				10/15/2014
001-024-157000	255.95	D-14-08-9561	09/24/2014					
Vendor Total:	255.95							
Vendor 02256	Demco			Demco				10/15/2014
001-029-225500	90.35	5406685	09/19/2014					
Vendor Total:	90.35							
Vendor 02395	BrianDoyle			Doyle, Brian				10/15/2014
001-029-228500	100.00	Doyle	10/01/2014					
Vendor Total:	100.00							
Vendor 0273 Jg	Extreme Products			Extreme Products				10/15/2014
001-024-159500	84.98	24092	09/22/2014					10/15/2014
001-024-159500	616.00	24225	09/30/2014					10/15/2014
Vendor Total:	700.98							
Vendor 02798	Factory Reps Co Inc			Factory Reps				10/15/2014
004-004-408500	183.96	130775	09/25/2014					10/15/2014
001-026-193000	2,633.29	130844	09/29/2014					10/15/2014
001-026-194000	61.75	130954	10/02/2014					10/15/2014
Vendor Total:	2,879.00							

Account Number	Amount	Invoice No	Inv Date	Description	Task Label	Type	PO Number	Payment Date
Vendor 03151								
001-026-196000	109.00	2993.0	09/30/2014	General Tree				10/15/2014
Vendor Total:	109.00							
Vendor 03300								
001-024-155000	59.51	56298	09/05/2014	Gold Wrench				10/15/2014
001-024-155000	60.80	56181	09/05/2014					10/15/2014
001-024-155000	29.70	56381	09/11/2014					10/15/2014
001-024-155000	21.56	56425	09/16/2014					10/15/2014
001-024-155000	517.70	56504	09/23/2014					10/15/2014
Vendor Total:	689.27							
Vendor 03324n								
001-022-125500	130.00	September 201	09/29/2014	Ron Gray				10/15/2014
Vendor Total:	130.00							
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001-026-195500	480.44	2-1023937	09/15/2014					10/15/2014
001-026-195500	93.00	2-1017992	09/05/2014					10/15/2014
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Vendor 04311								
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001-024-159500	114.95	ML09191404	09/19/2014					10/15/2014
001-024-159500	226.85	ML09191405	09/19/2014					10/15/2014
001-024-159500	25.95	ML09191408	09/19/2014					10/15/2014
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Vendor 04561P				Life Assist				
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001-029-225000	1,491.20	209822	09/30/2014					10/15/2014
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001-021-107500	7,000.00	9062	08/31/2014					10/15/2014
002-002-203000	2,500.00	UR 8987	06/30/2014					10/15/2014

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001-029-231500	17.29	92180795	09/18/2014					10/15/2014
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Vendor Total:	258.96							
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001-024-161000	335.00	1402	09/19/2014	Mr. Belvedere Janitorial				10/15/2014
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Vendor Total:	534.60							
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Vendor Total:	29,156.03							
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001-029-224500	16.44	2643701-2	09/22/2014	NW Natural				10/15/2014
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Vendor Total:	73,256.75							
Vendor 05656								
004-004-405000	4,349.00	GLAD1415FA	09/19/2014	Oak Lodge - Facility Lease				10/15/2014
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004-004-405000	43.65	56-00074-001	09/18/2014					10/15/2014
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004-004-405000	81.35	56-00860-001	09/18/2014					10/15/2014
004-004-405000	58.15	56-00850-001	09/18/2014					10/15/2014
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001-029-225500	41.99	732882744001	10/01/2014					10/15/2014
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001-024-156500	207.61	733083916001	10/02/2014					10/15/2014
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001-022-127000	506.00	2124	10/01/2014					10/15/2014
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001-021-116000	619.30	AIE01381	08/26/2014	Oregon Gov Ethics Commission				10/15/2014
001-021-114500	200.00	ARQ13186	08/25/2014					10/15/2014
002-002-200500	25.41	UR.AIE003750	08/26/2014					10/15/2014
Vendor Total:	844.71							
Vendor 06346				Oregonian				
001-029-227000	40.00	1974874	09/30/2014					10/15/2014
001-024-161000	40.00	4370839	09/20/2014					10/15/2014
Vendor Total:	80.00							
Vendor 06361				Oregonian Media Group				
001-021-116500	830.70	2000092519	07/31/2014	Oregonian advertising				10/15/2014
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Vendor 06587				Pacific Office Automation				
001-029-226500	600.00	42858479	09/20/2014					10/15/2014
Vendor Total:	600.00							
Vendor 06640				Paramount Pest Control Inc				
001-021-110500	48.00	68306	09/04/2014					10/15/2014
Vendor Total:	48.00							
Vendor 07001				Portland, City of				
001-024-155500	2,317.50	10166406	09/30/2014					10/15/2014
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Vendor 07021				Portland General Electric				
001-029-224500	540.25	177395 7	09/24/2014					10/15/2014
001-021-109500	805.95	358308 1	09/24/2014					10/15/2014
001-028-213500	496.26	492198 3	09/24/2014					10/15/2014
001-025-177500	639.09	177405 4	09/25/2014					10/15/2014
001-024-161000	170.65	733075 2	09/24/2014					10/15/2014
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Vendor 07027				Portland Habilitation Center				
				Portland Habilitation				

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Vendor 07060m				Portland Windustrial				
004-004-406500	459.60	09746801	09/17/2014					10/15/2014
003-003-303000	168.02	09849400	09/30/2014					10/15/2014
003-003-303000	8.30	09849401	09/30/2014					10/15/2014
003-003-303000	240.70	09859200	09/30/2014					10/15/2014
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Vendor 07280				Rackspace email				
001-021-115500	622.00	2654541	09/07/2014					10/15/2014
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Vendor 07468R				Reisner - mileage				
001-021-114500	122.60	Reimbursemen	09/27/2014					10/15/2014
Vendor Total:	<u>122.60</u>							
Vendor 07711				Sanderson Safety				
001-025-181400	44.00	1048990-01	09/23/2014					10/15/2014
Vendor Total:	<u>44.00</u>							
Vendor 07717R				Satcom Global				
001-024-164600	42.75	AS09140186	09/01/2014					10/15/2014
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Vendor 07780				SeaWestern				
001-025-181400	48.25	179131	09/16/2014					10/15/2014
Vendor Total:	<u>48.25</u>							
Vendor 07905				Sierra Springs				
001-024-161000	98.38	5338633	09/15/2014					10/15/2014
Vendor Total:	<u>98.38</u>							
Vendor 07915				Sign guy				
001-024-155000	200.00	12207	09/19/2014					10/15/2014
Vendor Total:	<u>200.00</u>							
Vendor 07960				Sisul Eng				
005-005-509000	2,801.30	SGL13-002-18	10/01/2014					10/15/2014
005-005-509000	957.50	SGL14-035-04	10/01/2014					10/15/2014
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001-028-214000	137.50	CL05085	09/30/2014					10/15/2014
001-025-173000	433.63	CL05071	09/30/2014					10/15/2014
001-024-155000	1,810.20	CL04865	09/15/2014					10/15/2014
001-024-155000	1,776.85	CL05130	09/30/2014					10/15/2014
001-026-194000	149.83	CL05085	09/30/2014					10/15/2014
004-004-407000	85.64	CL05085	09/30/2014					10/15/2014
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Vendor 08391M		Andrew ETeitelman		Andrew Teitelman				
001-022-123500	775.00	September 201	09/23/2014					10/15/2014
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Vendor 08465		Tigard Sand & Gravel		Tigard Sand/Gravel				
004-004-406500	1,430.32	176321	09/27/2014					10/15/2014
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Vendor 08566		Traffic Safety Supply Co. Inc.		Traffic Safety Supply				
005-005-515000	531.15	988708	09/17/2014					10/15/2014
005-005-515000	531.15	988757	09/25/2014					10/15/2014
005-005-515000	531.15	989100	09/25/2014					10/15/2014
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Vendor 08652		Tualatin Valley Fire & Rescue		TVFR				
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001-024-164000	357.99	9732299410	09/19/2014					10/15/2014

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003-003-303000	1,690.00	31514	09/30/2014					10/15/2014
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Vendor 09023				Washington County Consolidated				
001-025-177800	105.00	20141006582	10/06/2014					10/15/2014
Vendor Total:	105.00							
Vendor 09281T				Willsonville Lock				
001-024-161000	201.00	19393	09/17/2014					10/15/2014
001-024-161000	95.85	991	09/17/2014					10/15/2014
Vendor Total:	296.85							
Report Total:	294,218.40							

City of Gladstone Staff Report

Report Date: October 3, 2014
Meeting Date: October 14, 2014
To: Pete Boyce, City Administrator
From: Jim Pryde, Chief of Police

AGENDA ITEM

Briefing update on the status of the feasibility study to consolidate Clackamas County Communications, Lake Oswego Communications and Washington County Communications.

History/Background

Consultants were hired to examine the feasibility of consolidating three dispatch centers.

Proposal

GeoComm Consulting has recommended consolidation of the three dispatch centers. City Council will be briefed on what next steps are being considered. These include, but are not limited to:

- Develop an agreed upon governance structure.
- Address funding and budgetary needs.
- Develop an operational structure for police and fire to include melding three disparate work groups.
- Facilitate transitional project management and determine technology requirements.
- Design a facility.
- Align practices, policies and procedures throughout the three organizations.

The briefing will be provided by CCOM director Bob Cozzie.

Options

- A. To consolidate three dispatch centers.
- B. To maintain dispatch centers as they are today.

Cost Impact

Please refer to the consolidation feasibility study frequently asked questions document which contains some preliminary cost estimates. Cost impact is not known yet. However, it is estimated a savings of 2.5 million a year could be realized once consolidated.

Recommended Staff Action

No staff action is required at this time. Staff will keep city council informed of the progress of this major initiative.

Department Head: Jim Pryde
Date: 10/9/14

Administration: Pete Boyce
Date: 10/9/14

Consolidation Feasibility Study

Clackamas County Communications (CCOM)
Lake Oswego Communications (LOCOM)
Washington County Consolidated Communications Agency (WCCCA)

Frequently Asked Questions

- Q. Does this study mean that the three PSAPs are going to consolidate?**
- A. Not at this time. GeoComm Consulting was tasked to determine the feasibility for consolidation of the three 9-1-1 agencies in Clackamas and Washington Counties. Though the recommendation is for consolidation, individual agencies, boards, and commissions will have to determine, in the future, if there is political will and resources available for the three centers to consolidate.
- Q. What steps will be necessary to move forward with consolidation?**
- A. There are a number of tasks, which must be completed prior to a consolidation:
1. Develop an agreed upon governance structure
 2. Address funding and budgetary needs, including alignment of funding formulas
 3. Develop an operational structure for both police and fire, to include melding the 3 geographically disparate work groups
 4. Facilitate transitional project management
 5. Determine technology requirements
 6. Design a facility
 7. Align operations practices, policies and procedures throughout the 3 organizations
- Q. What would it cost to consolidate?**
- A. There would be a number of costs to consider with consolidation:
1. Fiscal Impact
 - a. Costs of building a new facility. GeoComm Consulting estimates a new facility to cost approximately \$27,252,000. All three facilities are in need of upgrades or replacement, and the estimated cost to replace all three facilities is considerably higher than the cost of a single new facility.

- b. On-going annual operational costs. On-going yearly costs are estimated to be about \$17.1 million and current user-generated revenue is around \$19.6 million. Based on funding models, there could be an approximate \$2.5 million savings eventually shared among the three agencies if consolidation occurred.

2. Governance Impacts

- a. In addition to monetary costs, there are consequences of consolidation that will impact user agencies and citizens. The larger center requires a change to the existing governance models at the three 9-1-1 centers.
- b. Larger structures traditionally result in less flexibility, more homogenized work cultures, larger-scale systemic funding, and can be influenced by regional politics.

Q. What does consolidation mean to me as a taxpayer?

- A. There is an initial cost of more than \$27 million to design and build a new facility. Once consolidation is complete, all three agencies will work as one new agency, which according to the GeoComm report, will result in an estimated \$2.5 million overall annual decrease of operating costs.

Q. What does consolidation mean to me as a user agency?

- A. The new consolidated center would become a single agency located within either Clackamas or Washington Counties. The existing Member Boards at CCOM, LOCOM, and WCCCA would no longer exist and would be replaced by a Board of Directors comprised of elected officials and representatives from some of the PSAPs. No single PSAP will necessarily have a seat on the Member Board, but will be represented by a director.

Member agency fees may decrease due to the anticipated saving of approximately \$2.5 million per year, although that savings is shared by all fire and law agencies in the two-county region. There will be a cost; however, for building a new dispatch facility, which is approximately \$27 million. Funding for the new facility has not yet been determined, and will likely be a task of the new consolidated Board of Directors.

Portland Dispatch Center Consortium PSAP Consolidation/Co-Location Feasibility Study

Final Implementation Action Plan

August 2013

This document was prepared under a grant from the Office of Grants and Training, United States Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position of policies of the Office of Grants and Training or the U.S. Department of Homeland Security.

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Background, Project Methodology, and Alignment with Guiding Principles of Service Delivery

Geo-Comm, Inc. (“GeoComm”) has been engaged as the Portland Dispatch Center Consortium’s (PDCC’s) partner to formulate an Implementation Action Plan for the recommended optimum model of the 9-1-1 system for the three study Public Safety Answering Points (PSAPs) of Clackamas County Department of Communications (C-COM), Lake Oswego Communications Center (LOCOM), and Washington County Consolidated Communications Agency (WCCCA). This Implementation Action Plan includes the appropriate governance, operational, and technical structures to achieve successful provision of service to the citizens of Clackamas and Washington Counties. During the Assessment and Recommendation process of this engagement, the findings of GeoComm and the direction of PDCC project management team led to a recommendation of consolidation. The Implementation Action Plan develops the phases and actions necessary to complete the implementation of that consolidation recommendation.

This Implementation Action Plan provides the three PSAPs with a direction to define, establish, and maintain quality services, and where possible, improve service delivery within Clackamas and Washington Counties and the City of Lake Oswego. The plan details the recommendations for maintaining or improving emergency dispatch center services, call processing, operations, and technologies for constituents within Clackamas and Washington Counties and the risks of not developing a comprehensive plan.

GeoComm has provided an assessment that identifies an action plan for short-term and long-term implementation activity, financial implications, and recommendations for moving forward with operational and technological enhancements based on project objectives, findings, conclusions, and industry standards. The report also utilizes our team’s public safety expertise and the input of key stakeholders in order to provide a roadmap for future developments for the PDCC and a planning tool for executive leadership of Clackamas County, including the City of Lake Oswego and Washington County.

Methodology

Once the Existing Conditions Report was completed, the GeoComm team began to assess the results of that report. In addition, GeoComm reviewed the input from the stakeholder sessions. A thorough review of the governance and management structure, current methods of operation and technology in use was then undertaken by the team.

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Discussion followed with identified team members to identify long-term strategies for effective operations that took into consideration the three essential elements of management, operations, and technology and what strategies might best correlate with the mission, vision, and values expressed by the stakeholders who had been invited to participate in this effort. The team clarified the vision and action items through discussions with executive leadership of the project.

Alignment with Principles of Service

Guiding principles are the precepts that guide an organization irrespective of changes in short-term goals, strategies, work, or leadership. They are the fundamental core values that represent the desired state and help in determining an organization's actions.

On October 3, 2012, the Project Steering Committee and key stakeholders were invited to participate in the project initiation of the Interoperable Communications Strategic Plan (ICSP) Update and PSAP Feasibility Study project. At this stakeholder session, and throughout the interviews and discussion forums that GeoComm conducted as a part of this study, the stakeholders articulated a set of guiding principles which define the desired service level for the citizens of the PDCC area.

Through information collected from the project initiation meeting, surveys, personal interviews, stakeholder sessions and site visits, GeoComm presents this Implementation Action Plan in order to provide a framework for governance and operational management of 9-1-1 emergency communications system for C-COM, LOCOM, and WCCCA, as well as a pathway to that future. This draft Implementation Action Plan provides direction and suggested guidance for assisting the PSAPs with organizing essential strategic planning elements and recommendations for an acceptable governance model to carry the PSAPs forward for functional operational management and system governance in a consolidated environment.

Goal Review and Implementation Planning

The guiding principles of service were further developed to illustrate the service philosophy through discussion and personal interviews, and GeoComm used these guiding principles as part of our validation and evaluation of our assessment of the models and has applied them to the recommendations contained in this final report.

These guiding principles of service were identified as follows:

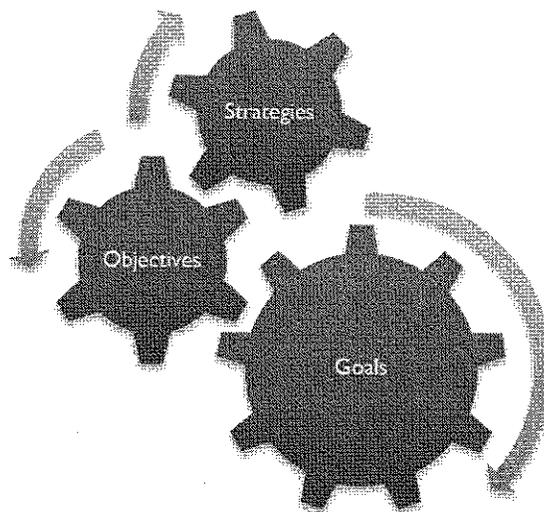
- Fiscally Sustainable** – Making sure ongoing costs are sustainable and decisions are fiscally sound.
- Operable** – Operability is just as important as interoperability; heightened situational awareness with the same information provided to responders at the same time; ability to achieve appropriate staffing for call volume and expectations of responders; maintaining interconnectivity and interoperability seamlessly.

- Resilient** – No single points of failure; no downtime; quality of service means appropriate level of redundancy, and minimizing duplication of technology to the extent reasonable.
- Responsive** – Nimble policy and decision making; fast and accurate call processing; quality training; seamless call processing; whatever the outcome of recommended changes to be implemented as a result of the study, it should be transparent to the citizens and not negatively impact them.
- Realistic** – Prioritizing the options and making choices that make sense to your community; a need to continue high quality service, but, in an affordable, functionally technological way.

As the GeoComm team fleshed out the optimum model for implementation planning it was important to measure the model against the guiding principles. By using the PDCC guiding principles that seek improved public service, the Implementation Action Plan can be based on the objectives the region desired.

Implementation Plan Goals

The goal of the Implementation Action Plan is to provide sufficient structure and outline to the PDCC as they further consider implementation of the recommended model. Ultimately the real work of implementing a new structure has to be undertaken by the PSAPs and governments involved. Numerous decisions will need to be made along the path to consolidation and the final structure of the new organization may or may not look, in the end, like the recommendations put forth by GeoComm. The Implementation Action Plan contains sufficient detail and process steps to initiate the planning activity and establishes the key elements of decision making that are required for successful implementation of whatever design is finally determined to be in the best interest of Clackamas County, Washington County, and the City of Lake Oswego.



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This Implementation Action Planning document provides:

- An overview of the methodology employed in development of the Implementation Action Plan recommendations.
- An overview of the current governance structure and recommendations for further refinement of the governance strategy in the consolidated environment.
- A financial overview, budgetary pricing consideration, and cost sharing funding plan modeling.
- Facility requirements and planning objectives including considerations for continuity of operations.
- A technology overview and planning strategy.
- An operational overview of current practices, gaps and issues, with strategic recommendations for continued enhancement of service effectiveness.

The final section includes the timeline summary of implementation strategies for addressing the goals identified at the initiation of this portion of the project by the key stakeholders and system users to carry the region into the implementation phase, should consolidation be accepted as appropriate for the three study PSAPs to achieve the desired level of emergency communication service for citizens and users alike.

Summary

The multiple facets of this study process examined a variety of consolidated and co-located PSAP models and configurations identified by the PDCC. Through consultation with the PDCC steering committee, the final model chosen for this Implementation Action Plan could best be called Consolidated PSAP model. Under this model, all 9-1-1 calls are initially answered in one place, information is collected by Call Takers trained for all service types of public safety emergency assistance (law enforcement, fire and EMS), response incidents are created and entered into a single Computer Aided Dispatch (CAD) system, which then immediately and electronically routes those "dispatchable" incidents and their supporting information to service-specific (law enforcement, fire and EMS) radio dispatchers, who are located in the same facility. These dispatchers then assign the incidents to the appropriate response units and coordinate their responses as the event is handled.

Consolidation decisions of this magnitude to consolidate or not do not come without challenges and will certainly require significant effort to implement. However, GeoComm is confident that the assessment and ultimate recommendation has identified sufficient feasibility for financial sustainability of 9-1-1 service while also improving the overall public safety communications services to the citizens and visitors within the region.

The PDCC region has taken significant action to manage Enhanced 9-1-1 (E9-1-1) services in a coordinated and comprehensive manner, which will provide increased integration and overall managerial control for consistent emergency communication services for all citizens and public safety agency participants. This Implementation Action Planning effort, and the dynamic nature of an effective planning process, provides the foundation for long-term stability and sustainability should consolidation be pursued.

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Overview

Effective governance requires a sound structure and framework from which to build policies and operational policy. It includes the necessary plan for communications among and between the members and the policy makers, an agenda or activity outline which gives direction to the group's activities and provides a basis for carrying out its stated and shared mission, a foundation for the role of the group and legal issues such as voting, meeting requirements, and definitions of its authority limits.

Governance Structures

Efficient organizations successfully manage the interests and expectations of their stakeholders in a balanced way. It will be important for the new regional entity and its participating agencies to ensure all parties have clear and mutually agreed upon definitions in order to safeguard a common understanding of roles and functions. Definitions for stakeholder participants, as well as clear role definition so that all participants and the new regional entity management clearly understand the expectations, and a plan for appropriate levels of, and vehicles for, communication between and among the parties will be essential for effective outcomes.

Policy Board

GeoComm recommends there should be a Policy Board whose role will be to develop policy, establish protocols, adopt standards, establish service levels, adopt the annual budget and fund allocation principles, and approve personnel rules and contracts.

Policy Board

The Policy Board should function as the overall program and procedures board of regional 9-1-1 Operations. Development of the Intergovernmental Agreement (IGA) and bylaws, which will outline the responsibilities and role of the Policy Board, other boards, and committees to be established, should be initiated by the Policy Board. The Chair of the Policy Board should rotate among the three founding participating agency members. Officers of the Policy Board should be elected by Board members. Voting and other functional rules or practices of the Board should be codified in enabling agreements. The membership in the Policy Board should be high ranking appointed or elected officials of the cities or counties whose participating Public Safety Answering Point (PSAP) agencies are part of this consolidation.

In addition to the policy level decision-making role that the Policy Board plays, advisory committees or working group structure might also be appropriate.

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◇ Executive Committee of the Policy Board

Officers of the Policy Board (chair, vice-chair, secretary, treasurer, and a member at large from each County and the City of Lake Oswego) should be considered as the Executive Committee (EC) of the Policy Board. The EC should be responsible for establishing the agenda for the Policy Board discussions, determining when issues are fully vetted and researched and ready for action by the Policy Board, review of and recommendations regarding the annual budget, and recommendations of the cost allocation to participating agencies. In this way, and through this pre-board level decision making process, issues can be fully developed, discussed, and explored before action is finalized at the Board level.

□ Management Advisory Committee

Because the existing “CEO Board” seems to function at a high level and provide significant and important management direction to Washington County Consolidated Communications Agency (WCCCA), the new regional entity may wish to consider continuing this function in an expanded Management Advisory Committee (MAC). The MAC should be representative of executive leadership of major agency clients of the new regional entity (e.g. City of Lake Oswego Police and Fire Departments) and would continue to work directly with the new regional entity Executive Director to address policy change recommendations, contracting, audit and financial reports and functions, as well as performance, standards, and labor relations related issues.

◇ Long Range Planning

The long range planning function can either be assigned to a sub-committee of the Policy Board or a sub-committee of the Management Advisory Committee depending on the assignment of responsibilities the new organization establishes. This committee may be comprised of members of the MAC but may also include Board members, user agency representatives and be supplemented with senior staff or other - appropriate stakeholders who would be assigned the task of studying, planning, and establishing long range goals for the 9-1-1 system and needs of the Communication Center. Planning is an essential function of any well-managed organization and GeoComm recommends the continuation of this important process.

In addition, GeoComm recommends that the MAC or the Executive Committee of the Policy Board be assigned the additional responsibility to establish and keep current the Long Range Plan of the new regional entity with an annual review of goals, capital planning, and a long-term vision for the consolidated operation in Clackamas and Washington Counties

User Agency Input and Committee Structure

User agency input, through a functional committee structure will help to enhance regional participation in decision-making and should help to ensure sound and thorough policy development, as well as enhance its acceptance.

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As advisors to Clackamas and Washington Counties and the City of Lake Oswego and the new regional entity administration, as well as partners in effective service to their shared customers, these collective stakeholders should have an active role in identifying issues, researching alternatives and solutions, providing user perspective, defining interoperable communications goals for effective operations, enhancing regional preparedness, advising on costs, suggesting grant opportunities and other related activities that help to achieve the mission and goals of the new regional entity.

Communications Advisory Committee

User agency input, through the Communications Advisory Committee (CAC) will be an important factor in the successful operations of the regional operation and will help the agency to effectively meet the needs of the user agency it serves. It will be helpful for the design of the regional operation to determine how user agencies will have input into several different areas of concern. This includes:

- ◇ 9-1-1 operational policy, standards, or dispatch protocols
- ◇ Radio system use and access to channels, talkgroups, and resources
- ◇ Fiscal policy on how the 9-1-1 and regional radio system budget is developed and if agency contributions are anticipated, how each agency contributes its share
- ◇ Strategic policy regarding current and future performance needs by each agency to meet their operational environment (shared vision of system growth, priority of build out, upgrades, etc.)

The CAC would be an advisory board to the consolidated PSAP's management and the Policy Board, and would oversee the technical and communications related elements of emergency services and radio networks, and develop and implements rules, procedures, and guidelines for use of these networks, talkgroups or other areas which impact service to the user agency participants. Composition of the CAC should consist of representatives of user agencies being dispatched by the new regional entity, as well as Clackamas and Washington Counties and the City of Lake Oswego government representatives. An effort should be made to ensure appropriate representation of all user agencies and should be adjusted as necessary to provide appropriate and balanced input from the individual public safety disciplines dispatched by the new regional entity.

Representation, terms of appointments, appointing authority, duties, and responsibilities should all be defined in the bylaws.

Public Safety Users Group (Users Group)

The new regional entity may wish to review the need for, scope of, and composition of any additional user groups. User agency input is essential to ensuring goals and objectives of performance are met and it will be important that system users are afforded sufficient opportunity to provide that input.

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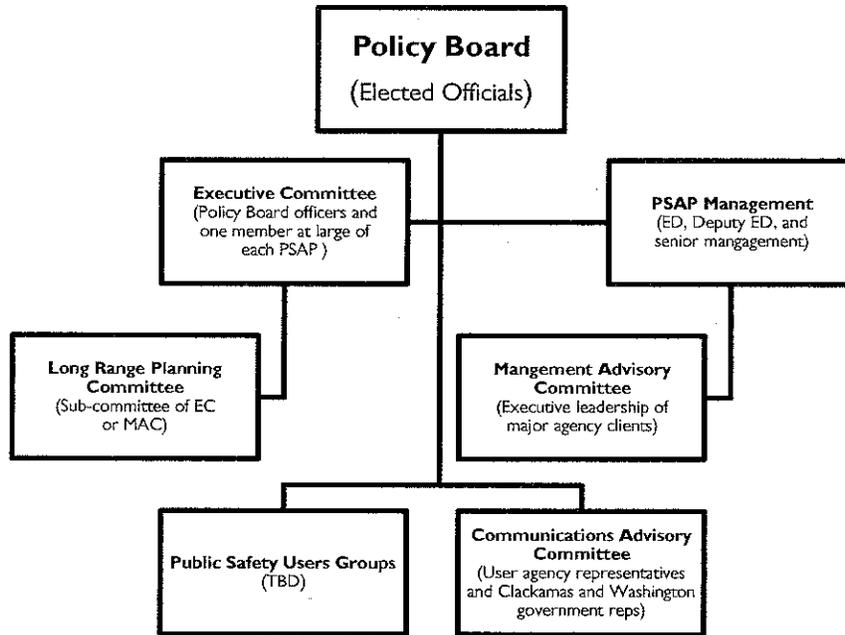


Figure 2.1: Recommended Committee Structure

Governance Documents

Once the participating agencies and governments have agreed to the structure of the new entity, it will be important to codify that structure in legal governance documents. These governance documents will outline roles, responsibilities, function, financial obligations and operation of the governance portion of the new entity. They should provide the framework for decision-making and also should provide sound guidance to the participating agencies related to service levels, adherence to defined principles of operations, finance, planning and policy.

Interlocal Agreements

Interlocal agreements (ILA), which codify the agreements between the entities participating, generally describe the level of interaction, authority and the responsibility and liability exposure the group might have, including the responsibilities of the member in order to retain membership in the organization, financial support, withdrawal procedures, and on-going participation responsibilities. Defined governance structure is essential to delineate the requirements and privileges of membership in the organization.

An ILA providing the necessary legal framework for the new regional communication system should outline roles and responsibilities of the parties, as well as their expectations with regard to the decision-making authority of the organization and the services it will provide.

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An ILA should be considered for jurisdictions wishing to participate as members on the Management Advisory Committee (MAC), the Communications Advisory Committee (CAC) or other agency user boards or committees if those will exist. These ILA should define the ability and extent of User Agency input into the policy determinations of the new regional entity administration, management or the Policy Board as it relates to communications operability, interoperability, 9-1-1 call handling, performance, dispatching protocols and responsibilities of the user agency, financial contribution if applicable, dispute resolution processes, and how communications between the new regional entity and its User Agencies will be conducted.

Agreements help to define expectation of the parties including how and to what degree, if any, user agencies will have input into items such as:

- Operational policies for 9-1-1 call handling, CAD systems, dispatch protocol, training, supervision, etc.
- Radio system policy, use and access to interoperability channels, talkgroups, and resources
- Fiscal policy on how the regional radio system budget is developed and how each agency contributes its share if appropriate
- Strategic policy regarding current and future performance needs by each agency to meet their operational environment (shared vision of system growth, priority of build out, upgrades, etc.)
- Long range planning

Bylaws

Bylaws outline the group's overall functional structure and key operational policies, defining how the agency or organization is supposed to operate when everything is running perfectly and when things go awry. Good bylaws strike a balance between the one extreme of being too detailed to allow the staff and the board latitude in operations, and the other extreme of being so vague that they do not offer instruction when trouble arises or a clear reference is needed. Bylaws and internal policies regarding Management or Communications Advisory Committee operations (quorum, voting, notification, dispute resolution, etc.) and other appropriate governance documents to define the Committee's scope will help to define the Committee's advisory role, limits of authority, and capacity for input into the Policy Board's decision-making. It would be beneficial for the new regional entity to ensure that bylaws are fully developed for the Management and Communications Advisory Committee and their redesigned role with the Policy Board and that any new responsibilities or expectations are identified. It will also be necessary for the Policy Board to establish bylaws to govern processes of the Policy Board.

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Summary

GeoComm understands that governance structure is not only a critical success factor, but perhaps the most critical success factor with respect to the implementation and operation of a multi-jurisdictional consolidated communications center. All members of the organization must feel that they have the ability to represent their constituency in an equitable fashion and will have the appropriate level of influence in resolving matters of concern. We also understand that the development of that structure takes time and collaboration among all the participants.

The following table is a synopsis of recommended boards, committees, or advisory groups, and summarizes the membership or representation of the group and a general statement about suggested authority or responsibility to the new regional entity.

Table 2.1: Board or Committee Membership and Authority

Board or Committee	Membership or Representation	Authority or Role
Clackamas County and Washington County Board of Commissioners and City of Lake Oswego Mayor and City Council	Elected or high level officials representative of the participating agencies.	Establishment of regional entity. Taxing authority. Revenue distribution.
Policy Board	Clackamas County and Washington County Board of Commissioners and City of Lake Oswego Mayor and City Council	Policy board of consolidated Clackamas County, Washington County and City of Lake Oswego 9-1-1 Operations; overall responsibility for establishing 9-1-1 service levels for constituents, budget approval authority, agency Executive Director appointing authority, adopt the annual budget, approve personnel rules, adopt standards.
PSAP Administration	Executive Director, operations and technical management, staff	Day to day operational management, budget management, quality assurance, performance, staffing, and technology functionality. The Executive Director is recommended by the MAC, appointed by the Policy Board.

Board or Committee	Membership or Representation	Authority or Role
Management Advisory Committee	Representative of executive leadership of major agencies clients of the new regional entity.	Provides guidance and advice to the new regional entity Executive Director to address policy changes, contracting, audit and financial reports and functions, as well as performance, standards, and labor relations related issues. Recommends Executive Director appointment to the Policy Board.
Communications Advisory Committee	Representative of user agencies being dispatched by the new regional entity, as well as Clackamas and Washington County representatives.	Oversee the technical and communications related elements of emergency services and radio networks, and develops and implements rules, procedures, and guidelines for use of these networks, talkgroups or services.
Long Range Planning	Sub-committee of either the Policy Board under the direction of the Executive Committee or the Management Advisory Committee. Comprised of members of the MAC but may also include Board members, user agency representatives and supplemented with senior staff or other appropriate stakeholders	Responsible for studying, planning, and establishing long range goals for the 9-1-1 system and needs of the Communication Center.
Public Safety Users Group	User agency representatives	Advise and recommend System service policies and development plans to the Communications Advisory Committee for consideration and recommendation to the Policy Board.

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GeoComm recommends that an Implementation or Transition Team be established to specifically work on the issues surrounding the transition from independent agencies to a consolidated environment. The myriad of decisions to be addressed in such an endeavor will require countless hours of discussion and analysis by the parties. It is recommended that the Implementation or Transition Team be invested with the authority to carry out that analysis and present options to the decision making body for action.

The principles, as developed and articulated by the PSAPs and stakeholders in this study, focus on the needs of the community and are about quality service for citizens of the region. They are not about, and should not be about, an individual PSAP, government, or person. Decision-making in a service-oriented environment is committed to directing the organization to the most effective and efficient operations. When you remove the emotion that often surrounds the decision-making process, what remains is faithfulness to the principles. The end result is an effective strategic direction.

GeoComm understands that the recommendations and action plan contained in this report may not please each of the participants in the study. It is anticipated that some stakeholders may believe the recommendations are less than desirable from an individual or personal perspective. We also understand that the decisions the Implementation Team, on behalf of the three entities they represent, will make about structure, governance, operational elements, technology sharing, and performance criteria will shape what the new regional entity will ultimately look like and how it will function. Those decisions, and numerous others to be made as part of implementation, will define the operational framework of the new organization, and that new organization, established by the three PSAPs themselves, may or may not look exactly like the recommendations contained within this Implementation Action Plan.

The region will have to shape and craft its organization to fit its needs and the economic and political realities that exist in the Clackamas County, Washington County, and City of Lake Oswego service area.

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3 Financial and Funding Plan Overview

As detailed in this and previous reports, GeoComm has compared the cost of current Public Safety Answering Point (PSAP) operations to current funding and has determined there is feasibility in moving to the next stage of intensive implementation planning. The next steps must be taken locally by appropriate decision-makers from various units of government or PSAP agencies. The results of these implementation decisions will be the basis for determination of initial start-up and ongoing costs associated with any finally adopted consolidation model.

Budgetary Considerations and Pricing

The new PSAP operation must create and maintain a sustainable budget for all operations including staffing, facility improvements, and technology upgrades. Many of these needs exist today and the cost for implementation cannot be completely attributable to the consolidation effort. For example, excessive or extended delay in technology upgrades would eventually result in major system failure. Delays in staffing enhancements may eventually result in a tragedy that is difficult to recover from in terms of both financial costs and public confidence. As previously noted, the cost of consolidation is often regarded as too high due to the initial start-up costs. However, when the cost drivers to accomplish such a goal are fully examined, it is often found that much of the expense is attributed to subsystems, which are in need of replacement or upgrade regardless of consolidation. Synergies created by elimination or reduction of duplicated technology, frequently result in less expense than stand-alone upgrades of the same systems.

Throughout the data collection and assessment phases of this project, agencies have agreed that the primary goal of any consolidation effort should be to enhance public safety in the region. Both public safety service enhancements and financial benefits have been summarized in the previous three reports (Consolidation Assessment, Technical Partnership Assessment, and the Consolidation Recommendations Report).

The following discussion provides an overview of the items that should be addressed in the implementation planning phase, to be conducted locally, as it relates to financial stability and fiscal policy.

Radio Equipment

It will not be possible for the new PSAP to be equipped with the same type of radio console equipment that is in use in the three PSAPs today. The equipment has been discontinued by the manufacturer, and some of the necessary parts are no longer available except as used equipment on the secondary market.

It is possible that a new radio system for the two counties may be in place before the new PSAP is ready for equipment. The new radio system is likely to include new radio consoles for the three existing PSAPs. Those new consoles can be moved to the new PSAP at a relatively low expense.

However, if new consoles have not yet been purchased, and if the radio system master switch is not moved to the new PSAP, the cost of 24 new radio consoles and the associated back room equipment compatible with the existing radio switch could be as high as \$1,020,000.

Dispatch Equipment

There are many unknowns about the telephone and CAD systems that could be in place in the existing PSAPs before the new PSAP is occupied. The telephone equipment project is being driven at the state level and funded with state-level funds. The CAD procurement is already in its early stages.

It is likely that the Implementation Team will decide to purchase all new console furniture for the new PSAP. GeoComm is recommending a total of 41 console positions in the new PSAP's operations area. The projected cost for 41 positions of new console furniture is \$410,000. Additional positions may be needed for the training area if a decision is made to make the training environment similar to the live operations environment.

A new full-featured CAD system for the new PSAP is likely to be in excess of \$4 million dollars. However, unless the present procurement is halted, a new complete CAD system is not likely to be needed. The CAD system now in the procurement process should be able to be moved to the new PSAP at a much lower cost.

As the planning process for the new PSAP gets underway, a careful evaluation should be performed of each system that will be installed there. The evaluation should consider the feasibility of moving existing equipment, the cost of providing new equipment at all console positions, and the level of disruption that will occur if equipment is moved from PSAP to PSAP and is unavailable for use during the move. A system-by-system determination should be made as to how to proceed. Once these decisions are made, adequate information will be available to develop a realistic technical equipment budget for the new PSAP.

Construction Pricing

As discussed in the Consolidation Recommendations Report, a high level estimate of new facility construction costs indicates that the project will require a little over \$27 million dollars. This estimate does not include site acquisition costs and anticipates a building footprint that will accommodate the recommended staff head count. Any adjustments to the assumptions used to develop the preliminary construction budget during further refinement of the project objectives, Implementation Plan development and decisions on staffing, equipment, site location, etc., will impact this estimate.

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Table 3.1: New Construction Cost Summary

Description	Building Area		Total
	(Sq. Ft.)	Cost per Sq. Ft.	
Building Subtotal	32,894	\$425	\$ 13,980,120
Grounds and Parking Total	38,250	\$130	\$ 4,972,500
Total Area	71,144		\$ 18,952,620
<hr/>			
Architectural and Engineering Cost		10%	\$ 1,895,262
Contingency		12%	\$ 2,274,314
Total Area			\$ 18,952,620
Total Furnishings			\$ 4,129,254
	Grand Total		\$ 27,251,451

Throughout this report, GeoComm has noted that the Washington County Consolidated Communications Agency (WCCCA) radio shop space requirements are not included in the new facility space allocation totals or projected costs. Facility requirements were kept to a minimum as it specifically relates to call taking and dispatch needs, including supervision and administration to maintain the operation. The radio shop could choose to remain in the existing facility or to move. If the existing WCCCA facility becomes the backup PSAP location, it would be good to have it occupied and the radio shop would be a good tenant. If during implementation it is determined that the radio shop is a necessary component of operations, space needs will need to be calculated at that time.

Funding Sources

Revenue

As reported in the Consolidation Recommendations Report, participating agencies identified annual revenue in the amount of \$4,004,415 from the 9-1-1 telephone tax and \$15,610,000 coming from other sources such as user fees collected from customer agencies and general revenue for a total of \$19,614,415.

The projected annual operating budget for the consolidated operation is \$17,080,005, compared to the above revenue projections of \$19.6 million, for a projected net operational annual savings of more than \$2.53 million.

Fee Schedule

Cost Sharing

The Consolidation Recommendations report discussed a variety of cost share mechanisms to determine the user fees paid by agencies served by the participating PSAPs.

GeoComm has reviewed the current shared funding agreements for participating PSAPs serving the participating agencies within the Portland Dispatch Center Consortium (PDCC) region. Consolidation implementation planning provides an opportunity to revisit or reset the cost-sharing methodology to a more simple approach that equitably distributes costs among user agencies. As there is no consensus around any one method and there is no right or wrong answer to this question of how equity is determined, this is an early task for the Implementation Team. It will be important for all participating PSAPs and all customer agencies to understand the financial impact of the cost-sharing mechanism and the fairness in which the methodology was determined.

When working through the cost-sharing options, the participants should be open to significant adjustments to current funding methods and even the development of new funding models. A combination of surcharges, user fees, general fund tax support, and grants should be explored in addition to a long-term option of creating an Emergency Communications District. Oregon statutes provide for the creation of an Emergency Communications District that would have the authority to assess, levy and collect taxes to pay the cost of acquiring sites for and constructing, reconstructing, altering, operating and maintaining a 9-1-1 emergency reporting system. A 9-1-1 emergency reporting system as defined by Oregon statutes includes both the primary 9-1-1 answering point and public safety dispatch.

Formation of an Emergency Communications District requires widespread support of the public safety agencies and local governments within the proposed district's boundaries. Since a significant percentage of public safety agencies would be participants in the consolidated PSAP and served by the district, the necessary support is politically feasible.

An emergency communications district with direct responsibility and accountability to the citizens eliminates the perceptions that governmental users are paying inequitably and squarely places service delivery costs on citizens.

Until a clear consensus is reached and action undertaken to create an Emergency Communications District for the purposes outlined here, the region's main focus is defaulted to continued reliance on the surcharge mechanism, user fees, and taxes. In any multi-agency operation, the mechanism by which costs are shared is usually the most contentious issue for stakeholders. With this in mind, significant and early deliberation on the shared costs and funding mechanism is essential. Early decisions that can be acceptable to all parties will be in the Region's best interest.

The variables impacting the cost sharing formula must be carefully considered by the Implementation Team. The following user fee sample criteria is repeated from previous discussions:

Population

Several consolidated PSAP operations around the country utilize a population basis for cost-sharing allocations. This approach is based on the belief that the citizens served by the consolidated operation should share equally in its cost, regardless of the actual workload impact. This philosophy is the one under which most municipalities operate for their own internal operations. Citizens are generally not charged a higher tax rate in areas that have increased use of law enforcement, emergency medical services, or fire services. In fact, it is not uncommon that the highest tax contributors within a community are actually the lowest users of safety services. Primary advantages to a population based approach are that population totals are generally set by an independent entity such as the U.S. Census Bureau, generally do not have wide fluctuations and are not able to be manipulated by operational procedures. A significant drawback to this philosophy when dealing with multiple, separate jurisdictions is the perception that some communities are unfairly subsidizing others. A population based cost-sharing approach may not accurately reflect the true cost impact of a participating agency joining the consolidated system and therefore, could cause costs to rise significantly on existing participants when a new partner is added.

Workload Impact

Many cost-sharing systems in place attempt to allocate costs to participating agencies based upon the workload impact that each agency brings to the consolidated operation. In most operations where a workload impact philosophy exists, it is supported by the assertion that some participants should not subsidize others and everyone should pay their own way. Further justification for this approach rests in the fact that busier agencies would have higher independent costs, and therefore should contribute more to the consolidated operation. There are many systems that provide statistical data related to workload including data elements such as total 9-1-1 calls, total dispatched calls for service, total field unit interactions, etc.

When a workload impact cost-sharing methodology is adopted in principle, there are usually disagreements about which workload elements are most appropriate to drive cost allocations. In addition, there are some workload measurements that can be manipulated by operational procedures exacerbating any already existing tension. Even when workload formulas are well thought out, vetted with participating agencies and politically accepted, there can be challenges such as wide fluctuations in workload due to major incidents and temporary one-time events.

4-04

Ability to Pay

Some consolidated PSAPs have included in their cost-sharing models the percentage of tax base of the participating agencies so that there is some level of subsidization or cost-smoothing for participants whose impact on operations exceeds their ability to contribute at an equitable level.

Combination Formula

Many PSAPs set user fees through a combination of cost factors that can have a positive impact on participating agencies by taking into account workload, population, and property values. This approach is generally much more stable than using stand-alone data elements as the sole cost allocation determinant. While a cost-sharing formula incorporating several components is generally considered the fairest, agencies must be careful not to make the formula so complex that it is easily misunderstood. Complex cost-sharing mechanisms that can be manipulated are often sources of political tension even when the underlying philosophies are fair and equitable.

As part of operations going forward independently or in conjunction with implementation planning processes for any of the consolidation or collocation models contained within this report, GeoComm strongly recommends that the 9-1-1 user service fees be based on simple, fair data and a concise formula.

It is vitally important that all participants have confidence in the cost-sharing mechanism. Careful and thorough discussions will need to occur as the most equitable mechanisms are developed. The table below offers a simple example of how minor differences in the cost sharing formula can have significant impact on participating agencies:

Table 3.2: Cost-Sharing Methodology – Workload Model Example

Sample Consolidated Agency Budget \$1,000,000	Law Dispatched	Law Officer Initiated	Law Total	Percent Law Enforcement	Total Fire/EMS	Percent Fire/EMS	Cost Share Workload Model
Agency A	23,530	78,059	101,589	38%	2,616	17%	\$372,016
Agency B	77,110	49,722	126,832	48%	9,639	64%	\$485,540
Agency C	24,612	12,569	37,181	14%	2,858	19%	\$142,444
Total	125,252	140,350	265,602	100%	15,113	100%	\$1,000,000

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Cost Share Workload Model: 95 percent of workload incidents are law enforcement related so 95 percent of the budget is allocated based on law enforcement workload indicators. The remaining 5 percent of the budget is allocated based on fire/EMS workload.

Table 3.3: Cost-Sharing Methodology - Population Model Example

Sample Consolidated Agency Budget \$1,000,000	Population	Percent	Cost Share Population Model
Agency A	100,842	20%	\$200,106
Agency B	321,000	64%	\$636,978
Agency C	82,100	16%	\$162,916
Total	503,942	100%	\$1,000,000

Cost Share Population Model: Apportioned based on a straight population split.

Table 3.4: Cost-Sharing Methodology – Combination Model Example

Sample Consolidated Agency Budget \$1,000,000	Cost Share Combination Model
Agency A	\$286,061
Agency B	\$561,259
Agency C	\$152,680
Total	\$1,000,000

Cost Share Combination Model: One half of the budget being apportioned based on call volume load impact as in Cost Share Workload Model and one half apportioned based on the population percentage.

In scenario A, the overall percentage of workload incidents the discipline split in budget responsibility. 95 percent of the budget is allocated based on law enforcement workload indicators. The remaining 5 percent of the budget is allocated based on fire/EMS workload.

In scenario B, budgetary responsibility is based on a pure population basis.

In scenario C, half of the budget is apportioned based on workload as in scenario A and half apportioned based on the population percentage.

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Summary

GeoComm’s review of the financial situation involving the consolidation effort results in initial operational savings, although technology and infrastructure costs offset any savings for the first several years. It is important to understand that many of the enhancements contained within this project need to be addressed whether or not consolidation occurs.

Overall personnel services account for the vast majority of expenditures for the participating agencies both today and in a consolidated environment. Personnel services provide the greatest opportunity for the largest increase in expenditures in the future – this is also the only area where a significant control of that growth can occur.

Both C-COM and WCCCA have respectable fund balances equaling 19 percent and 22 percent of annual expenses, respectively. The annual expenses used to calculate these percentages did not include any set-aside for future technology needs, upgrades, or enhancements. These balances should transfer to the new operation and GeoComm does not recommend all funds be expended as part of the consolidation implementation. If the recommendation of creating an Emergency Communications District is accepted, the district governing body will have the power to issue bonds to support capital projects involving infrastructure. Without direct bonding authority the participating agencies should look to governmental financing options or indirect bonding to support implementation.

Within the report, GeoComm has provided high level estimates for operational costs, including personnel and technology support in addition to high level facility estimates in support of further consolidation discussions. This report provides sufficient assessment for important decisions regarding future direction and planning that should be part of any implementation strategies. As implementation determinations are finalized, more detailed and specific financial analysis will be possible for the agencies.

Table 3.5: Pre-Cutover Implementation and Transitional Budget – Operations and Capital

Expenses Description	Consolidated Model (All Agencies)
Personnel	
Full-Time/Regular Wages	\$ 84,639
Temporary Wages	\$ 656,581
Employee Benefits	\$ 357,298
Total Personnel	\$ 1,098,518
Materials & Services	
Relocation Costs	\$ 7,500

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Expenses Description	Consolidated Model (All Agencies)
Total Material & Services	\$ 7,500
Capital Expenditures	
Technology Systems	\$ 6,035,000
Facility	\$ 27,251,241
Total Capital Expenditures	\$ 33,286,241
Total Expenses	\$ 34,392,259

Table 3.6: Pre-Cutover Implementation and Transitional Budget – Technology Systems

Estimated Technology System Costs	Estimated Cost
9-1-1 Emergency Telephone System	Paid by State
Computer Aided Dispatch/Mobile (Hardware & Software)	\$ 4,000,000
Interfaces on Police & Fire RMS Systems to CAD	Included
EMD Software Interfaced with CAD	Included
Radio Console System	\$ 1,020,000
Microwave System Modifications	\$ 100,000
Backup Radio Equipment	\$ 100,000
Headsets	\$ 10,000
Dispatch Furniture	\$ 410,000
Master Time Synchronization	\$ 20,000
Primary & Backup Logging/Recording System	\$ 150,000
Administrative Phone System	\$ 75,000
System Integration, Transition, and Project Management	\$ 150,000
Total Estimated Technology System Costs	\$ 6,035,000

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**Table 3.7: Post-Cutover Year One Operational
 Expense Budget – Consolidated Entity**

Year One Expense Budget	
Personnel	
Full-Time/Regular Wages	\$ 9,277,556
Overtime	\$ 558,858
Employee Benefits	\$ 4,917,105
Total Personnel	\$ 14,753,519
Materials & Services	
Supplies	\$ 105,790
Training and Travel	\$ 115,475
Utilities	\$ 228,300
Repairs and Maintenance (General)	\$ 304,037
Radio Maintenance	\$ 190,315
CAD Maintenance	\$ 251,225
Office Equipment Maintenance	\$ 26,850
Facilities Maintenance	\$ 140,900
Vehicle Maintenance	\$ 58,070
Administrative Telephone System	\$ 31,450
Contract Services	\$ 360,117
GIS Costs	\$ 5,000
IT Costs	\$ 31,000
Facility Rent	\$ -
Emergency Notification Systems	\$ 21,400
Miscellaneous	\$ 104,211
Transfers	\$ 352,346
Total Material & Services	\$ 2,326,486
Total Expense	\$ 17,080,005

4-29

Overview

In this section, facility space requirements for a newly constructed consolidated operation are discussed including space needs, design requirements, and location criteria considerations.

Facility Requirements

Space Requirements

As shown on the Portland Dispatch Center Consortium (PDCC) Space Assessment High Level Feasibility Worksheet (Appendix A) GeoComm calculates the total square footage need for the new consolidated PSAP as 32,894 square feet. It is important to note that this figure does not include space for the radio shop presently located at Washington County Consolidated Communications Agency (WCCCA). During the planning process, it will be necessary to determine if the radio shop becomes a part of the new Public Safety Answering Point (PSAP) facility, moves to a new separate facility, or remains at its present location. If the radio shop is incorporated into the new facility, additional space sufficient for its long-term needs should be added to the space estimates in this report.

Exterior space projections are also on the worksheet. Local planners may choose to allow more exterior space for additional parking, landscaping, building setback space for security purposes, or other goals.

Design Requirements

There are many goals to consider when designing a communications center. The facility must provide a secure, comfortable, functional, attractive, and healthy working environment for its greatest assets – the capable, skilled, and dedicated personnel who work there. The facility must be capable of surviving natural and human-caused incidents that would disable an ordinary building. It must provide adequate space for operational, administrative, and technical needs. Sustainability is also an important consideration.

PSAPs are different from standard government buildings. Because of the high number of unique design considerations in a PSAP project, there is great value in obtaining architectural, engineering, and/or project management assistance from a firm with extensive experience in PSAP design and construction. Most professionals who manage PSAPs might have the opportunity to go through only one or two major PSAP construction projects in a career. It is often wise to include expertise from persons who have been through many such projects, to gain the benefits of their experience and expertise. The level to which outside professionals are involved is a local decision and can vary from merely providing advice during the design process to partnering with a local architectural firm during the entire project.

Table 4.1: Facility Summary – Recommended Configuration

Description	Building Area		Total
	(Sq. Ft.)	Cost per Sq. Ft.	
Building Subtotal	32,894	\$425	\$ 13,980,120
Grounds and Parking Total	38,250	\$130	\$ 4,972,500
Total Area	71,144		\$ 18,952,620
Architectural and Engineering Cost		10%	\$ 1,895,262
Contingency		12%	\$ 2,274,314
Total Area			\$ 18,952,620
Total Furnishings			\$ 4,129,254
	Grand Total		\$ 27,251,451

The PSAP must be secure, designed to deter disruptions by terrorists, ordinary criminals, or angry or disgruntled individuals. Adequate security also can help to prevent well-intentioned actions by untrained people who lack the judgment to choose the proper actions during unusual circumstances.

PSAP staff members should be able to park their vehicles in a secure location and enter the facility without fear of harm, even during late-evening shift changes. The access control system should keep a log of all entrances to secure areas. Two-factor authentication, using a combination of access cards, PIN entry, or biometric devices such as fingerprint readers, may be appropriate for some or all portions of the facility. Not all employees need to be able to access all parts of the building. For example, equipment rooms may be restricted to technical support staff and members of management. Some rooms may require use of a card to exit in order to log both ingress and egress information. (Of course, there must be a provision for an emergency exit in case of a system failure.)

While PSAPs are generally secure facilities with limited public contact, decisions must be made about tours and visitors. Some PSAPs are designed with a viewing area where school groups, scout groups, or others such as media representatives can view the operations area through windows without disrupting the call takers and dispatchers. Most PSAPs do allow small groups or individuals to be escorted into the operations area, but it's helpful to be able to restrict larger groups to the viewing area.

The landscaping for the building should include barriers to prevent close approach by unauthorized vehicles. The visitor parking area should be sufficiently distant from the building to limit the effect of a vehicle-borne explosive device.

4-31

Efforts to provide amenities can boost employee morale. A well-equipped food preparation area is also of great value because of the needs of a 24/7/365 staff at a communications center. Natural light in common areas is welcome. Efforts should be made to make the employee entrance as attractive as the public entrance. Employees will be able to offer many other suggestions for ways to improve employee comfort and morale.

The air quality inside the building is another important consideration. Building materials, furnishings and cleaning products should be chosen with attention to the chemicals they may release into the air over time. A method should be provided to quickly shut off the flow of outside air into the building to allow sheltering in place in the event of a nearby release of hazardous materials. A method should also be provided to maximize fresh air intake if an irritant is released inside the building. Adequate fresh air flow in the operations area will help to reduce airborne disease transfer between staff members. Copy machines and higher-volume laser printers should be housed in closed ventilated rooms when possible.

Fire alarm and suppression systems should be state-of-the-art. It is often possible to obtain a variance to limit the noise generated by the fire alarm system in the operations area, so the dispatchers will be able to summon assistance without loud alarms to hinder the communication. An alternate source of water for the fire suppression system is desirable, in case of a loss of pressure from the local water utility.

Survivability of the building and its systems is crucial. The building should be designed to remain functional when encountering the natural hazards that are statistically more likely to occur in the Portland region. Three of those hazards in this region are wild land fires, seismic events and to a lesser degree, volcanic activity. The danger from wild land fires can be mitigated through appropriate building placement and landscaping. A number of communications centers have been built with enhanced ability to remain functional during seismic events, including the Seattle Fire Department PSAP and Valley Emergency Communications Center in Salt Lake County, Utah.

Critical building systems should be provisioned to at least an "N+1" standard, with one or more spares for each critical system. This approach minimizes the number of single points of failure that could cause a building to become unusable. If primary building power fails, there should be two other sources of power capable of sustaining critical functions. Primary building air handlers and equipment room chillers should have backups. Plans should be in place for continued operation during long-term outages of utility power, water or natural gas.

There should be two cable entrances to the building, located on different sides of the building. The cable routes from the entrances to the external networks should be diverse, and positioned so that a single excavation will not sever both cables at once. It may be feasible for the two cable routes to go to two different telephone central offices. It may also be feasible to have power feeds from two different utility substations.

A-37

The facility should include provisions for supporting lengthy high-volume activity periods. Emergency sleeping facilities should be available for situations when staff members cannot leave the premises between shifts, or at times when they do not feel safe in doing so.

The building's grounding should conform to a recognized industry standard such as the Motorola R56 grounding standard.

The building's operations area should be designed to control the ambient noise level in the room. While it is desirable for dispatchers and call takers to be able to converse with one another, it is also desirable to control sonic reflections that can interfere with desired communication. An architect with experience in designing communications centers can give valuable advice on this and other topics unique to the PSAP environment.

When PSAP systems are replaced, it is usually necessary to install the new system and make it operational before the old system is removed. In some cases the old and new systems will need to operate in parallel for a period of time. The PSAP's equipment room should have ample space to allow installation and operation of new systems in parallel with existing systems.

With the many voice and data networks that are present in modern PSAPs, it can be helpful to color-code the network wiring. In this way, technicians can tell at a glance the network with which a particular network cable is associated.

The jointly-developed APCO-NENA Service Capability Criteria Rating Scale is a helpful document, particularly when planning for enhanced PSAP survivability. It is available on the NENA website at <http://www.nena.org/?page=ServiceRatingScale> and on the APCO website at <http://apcointl.org/standards/apco-standards-for-download.html>.

Location Determination Criteria

There are many things to consider when choosing a location for a PSAP. In Clackamas and Washington counties, the seismic rating of the proposed site is of great importance. Both counties in their entirety fall within Seismic Zone 3, as rated on a scale of 1 to 4 with 4 being the most susceptible to seismic events. More-detailed maps have been produced by the State of Oregon Department of Geology and Mineral Industries¹, showing areas of greater and lesser hazard for specific hazards such as ground motion amplification, liquefaction, and slope instability. These maps indicate that there are areas of higher and lower hazard within both counties, including the areas near the common border between the two counties. A new PSAP should be sited in an area of lower seismic hazard, to the degree possible.

¹ <http://www.oregongeology.org/sub/default.htm>.

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A central location is helpful for the agencies dispatched by the PSAP. With the size of the two counties, no location will be close to all the agencies. Areas near the common boundary between the two counties (in the general area of Lake Oswego and Tualatin, for example) are more central than areas far to the east or west of the common boundary. However, the other considerations listed in this section may be more important than a location as close to the center of the two counties as possible.

A PSAP should, to the degree possible, be located away from hazardous material storage areas, industries that use or generate hazardous materials or atmospheric pollutants, and transportation routes used to transport hazardous materials. The PSAP should not be located in a high-crime area or a location where vandalism is common. It should not be located near an agency or other occupancy that generates a high level of incompatible foot traffic.

The new PSAP location should have ample space for secure parking, enough to accommodate both the arriving and departing shift personnel at shift change times. The tract should be large enough that the building can be set back and protected from streets and drives accessible to the public. It should be located in an area where its security features and communications antennas will not be opposed by nearby residents or urban planners. While security features can often be made more aesthetically pleasing, antennas are difficult to beautify or camouflage. A radio tower may be needed at the PSAP site.

Availability of public utilities is an important consideration. There are advantages to being served by two different power substations or two geographically separated telephone company central switching offices. Some locations lend themselves to such dual feeds more readily than others.

A site at a higher elevation can be advantageous for microwave communication pathways and for reduced flood risks, as long as the higher elevation doesn't introduce new seismic hazards or unduly complicate access during severe weather.

NENA has developed an Operations Information Document entitled *Public Safety Answering Point Site Selection Criteria*. A copy is available for download from the NENA website at http://www.nena.org/?page=PSAP_SiteSelectStd. The resource may be helpful to the Implementation Team.

Efficiency Optimization

The State of Oregon has identified high energy efficiency and sustainability as highly desirable goals for public facility construction projects within the state. These goals are achievable in PSAP construction projects. While the security and survivability that are vital to a PSAP may appear at first glance to be incompatible with sustainability and "green building" design practices, there are in fact many opportunities to incorporate energy-saving and sustainability features in a new PSAP.

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It is true that the initial cost of such sustainable facilities is usually higher than conventional construction, but many local governments have calculated the combined construction and operating cost of a sustainable facility to be much lower than conventional construction over the total life span of the building.

An excellent set of standards for sustainable buildings has been developed by the Leadership in Energy and Environmental Design (LEED) certification program. LEED certification is prestigious and indicates a high commitment to sustainability and environmental stewardship. Two examples of LEED-certified PSAPs are the King County Regional Communications and Emergency Coordination Center in Renton, Washington, which obtained a LEED certification, and the Johnson County Communications Center in Olathe, Kansas (Metro Kansas City area), which obtained LEED Gold certification. LEED criteria cover many aspects of building design including energy-efficient heating and cooling, water usage, air quality inside the facility, use of recycled materials in construction, handling of building trash after occupancy, and even the amount of material that is discarded during the construction process. All of these aspects are important considerations for the project, but some items such as energy-efficient heating and cooling have a great effect on the long-term cost of operating the building and are particularly important from a budgetary standpoint.

GeoComm recommends that architectural teams under consideration for use on the project be evaluated for their knowledge of and experience with LEED criteria and techniques.

Summary

The Implementation Team will need to address many facility design considerations when developing the plan for a new communications center. The facility must ensure a secure, comfortable, safe, functionally efficient, pleasing, and healthy working environment for employees. The facility should be capable of surviving natural and human-caused events, requiring it to be engineered beyond what might be required of an ordinary building not housing the critical services provided by a multi-jurisdictional consolidated communications center. The space must be adequate for operational, administrative, and technical requirements, and sustainability is a significant part of the building and facility considerations.

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Overview

Technology planning for any new Public Safety Answering Point (PSAP) is a challenging task. Many factors have an effect on the selection of the technology elements for the new facility and on the plan for the transition. These factors include the expected remaining useful life of the existing systems, any plans already in place for upgrading or replacing those systems, the age of the hardware components, and availability of additional compatible hardware.

Long-term Transition Planning

A new PSAP project typically requires many months, if not years of planning, followed by a year or more of construction. Time is usually available to make plans for the transition of each technology system in a way that minimizes downtime and leverages the equipment replacements already planned to maintain or upgrade the systems. Obviously, the new PSAP must be operational before the PSAP it replaces can be fully decommissioned. This is true not only of the PSAP as a whole, but of each major system within the PSAP.

In some cases it may be possible to time a major system replacement to coincide with the commissioning of a new PSAP. In those cases the transition is greatly simplified, because the new system is installed in the new PSAP, while the previous system remains operational until the former PSAP is decommissioned.

It is sometimes possible to adjust the regular equipment replacement schedule so the new components are installed at the new PSAP, while the older components they replace remain at the former PSAP as long as they are needed. This is more feasible for components with shorter life spans such as PC workstations and servers. Components with a life span of many years, such as switches and proprietary interfaces, are often more difficult to manage in this way.

When components or entire systems must be moved from the former PSAP to the new PSAP, careful planning must occur to ensure continuity of system operation during the move. Some core component moves offer no options for continuity other than use of backup systems while the equipment is quickly moved and returned to service. When proper planning takes place and site preparation is done in advance, downtimes can be minimized. It is sometimes advantageous to plan these moves during low activity times at the PSAP, although those times often fall outside the normal business day for the technicians who must remove, transport, reinstall, and activate the components. In contrast, it may be better to move some systems when technical resource availability is at its highest, even though activity may also be high at those times. A careful judgment call must be made about each system, taking into account the potential need for immediate additional resources if complications occur, and the effectiveness of the backup systems in handling the expected activity levels during the move.

Even when systems are reused in their entirety, it may be possible to remove some system workstations from the existing PSAPs in advance of moving day, in order to pre-position them at the new PSAP. Carrying out the actual move in stages is also helpful. Here is a possible scenario as an example.

The move took place over four days. Prior to the move five overflow workstations had been moved to the new PSAP and set up for the first group of occupants. Early on Monday morning the first group of dispatchers from PSAP A reported for duty at the new PSAP. Technicians immediately began work moving the now-vacant workstations from PSAP A to the new PSAP. By the evening shift change, enough workstations were in place for the rest of PSAP A's dispatchers. Technicians worked through the night moving and installing the remaining equipment from PSAP A. On Tuesday morning PSAP B's dispatchers reported for duty at the new PSAP, using workstations that had been moved from PSAP A. Technicians then began moving equipment from PSAP B, and by Wednesday morning the first group of dispatchers from PSAP C was able to move in. By Thursday morning there was enough equipment in place for all dispatchers to work from the new PSAP. By the end of the day Thursday, several overflow workstations were functional at the new PSAP, and Friday was available for troubleshooting any issues that needed attention.

This approach is much more manageable for a single major system than for all the major systems at once. While the example given here is simplistic, it illustrates an approach that can be used successfully in some situations.

Technologies

Radio Technology

The Washington County Consolidated Communications Agency (WCCCA)-C800 radio system is expected to be upgraded to P25 digital trunking at some point in the near future, once funding has been obtained for the new system. The system's master switch in place today is capable of P25 digital trunking, and may become part of the new system. The master switch is presently located in an equipment room at WCCCA.

No decision has been made as to where the master switch will be located in this consolidation scenario. There are several possibilities, all viable.

- The master switch may move to the equipment room of the new consolidated PSAP.
- The master switch may remain in its present location.
- The master switch may move to a new location separate from the consolidated PSAP, perhaps co-located with a new radio shop.

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Moving the master switch of an operating radio system is a disruptive event. The radio system will continue to operate during the move, but it will be in a severely degraded mode until the switch is back online. However, there may be compelling reasons that will justify moving the switch.

The present Motorola CENTRACOM Gold Series Elite™ radio consoles in use at the three PSAPs have been discontinued by the manufacturer and are rapidly approaching the end of their support life. Some replacement parts are already in short supply. It is expected that these radio consoles will be replaced in the near future, most likely as part of the radio system upgrade to P25 digital trunking. It is highly unlikely that the present radio consoles would be used in a consolidated PSAP.

There are advantages to installing new radio consoles at the new consolidated PSAP. The new consoles can be configured and tested without interfering with the existing radio consoles at the three present PSAPs. The logistics of the move are much simpler if radio consoles do not need to be moved as dispatchers move to the new PSAP. However, the radio system transition may be on a faster track than the PSAP construction project, and it is difficult to justify the high cost of replacing a large number of nearly new radio consoles. The radio system vendor may be able to assist with loaner equipment to ease the transition process if existing consoles must be moved to the new PSAP.

Telephone Technology

The State of Oregon is working toward a statewide plan for the transition to Next Generation 9-1-1 (NG9-1-1). It is expected that the statewide plan will include complete replacement of the PSAP telephone equipment in the PSAPs located in Clackamas and Washington counties. It is also expected that the 9-1-1 answering positions statewide will be connected to a redundant pair of 9-1-1 switches, geographically separated for diversity.

This type of system architecture simplifies the process of moving 9-1-1 answering positions from one PSAP location to another. The amount of 'back-room' 9-1-1 equipment at each PSAP will be minimal, and can be duplicated at the new PSAP if necessary.

It is likely that new 9-1-1 equipment will be installed in the existing PSAPs well ahead of a move to a consolidated PSAP. If this is the case, the new PSAP should receive its own back-room equipment and one or two answering positions for testing purposes. The new PSAP can be fully tested and ready to receive calls before any equipment is moved out of the existing PSAPs. The state may have spare answering positions for maintenance purposes that can be used to ease the process of moving answering positions from the existing PSAPs to the new PSAP.

If, on the other hand, the new 9-1-1 equipment is not installed until the new consolidated PSAP is ready to receive it, the process is much simpler. The new equipment is installed in the new PSAP and fully tested at all positions.

During the move the calls are simply rerouted from the existing PSAPs to the new PSAP.

The existing 9-1-1 equipment is deactivated and removed as part of the decommissioning process for the existing PSAPs.

Computer Aided Dispatch (CAD)

The initial stages of a procurement process have already begun for a new shared CAD system to be used by two and possibly all three of the existing PSAPs. It is likely that the new CAD system will be operational well before a move to a consolidated PSAP. Depending on the timing of the two projects, the CAD servers and workstations may even be approaching their scheduled replacement dates as the new PSAP project is completed. Because the hardware cost of a CAD workstation is relatively low, it is often feasible to purchase all new CAD workstations for a new PSAP, even if the existing CAD workstations are relatively new. After the move the original CAD workstations (regular desktop PCs) can be redeployed in some other role for the remainder of their service life.

GeoComm understands that the new CAD system is expected to have an off-site backup server. If a new server cannot be cost-justified for the new PSAP, it may be possible to move the backup server to the new PSAP and to promote it to primary server at an appropriate time shortly before the PSAP moves take place. The original primary server then becomes the backup server, and at an appropriate time it is moved if necessary to a suitable location away from the new PSAP.

Many CAD vendors are very accommodating to their customers with regard to seat licenses during a PSAP move. It is not at all uncommon for a vendor to permit two complete sets of workstations to be operational during the transition period, as long as the number of workstations drops back to the licensed level at the conclusion of the move process. GeoComm recommends that this be an area of discussion with potential vendors during the CAD procurement process. It is sometimes easier to gain concessions such as these during contract negotiations than after the contract is complete.

Other Systems

In addition to the above "big three" systems, each PSAP has several other technology systems in daily use. Each system will need to be evaluated to determine if it should be retired, replaced, or moved as part of the PSAP consolidation process. A determination should be made as to the acceptable length of time the system can be unavailable during the move process. Then a plan should be formulated to achieve a successful move within the established time parameters.

It may become necessary for one or more smaller systems to transition a day or two before or after the PSAP cutover day. In that case, one or two dispatchers may be needed to tend the system(s) at the other location until all transitions are complete.

Backup, Failover, and Continuity of Operations Plans

In the months leading up to a PSAP move, it is highly important to review and test all existing backup systems and plans. The activities surrounding a move raise the likelihood that backup systems will be needed. The need may be planned or unexpected. Ensuring that all backup systems have been tested and verified for proper operation, and that all staff members have been trained in their use, is a wise course of action.

Any PSAP replacement project should include formulation of backup, failover, and continuity of operations plans for the new facility. Based on the call data from 2012, it appears that the new consolidated Clackamas-Washington PSAP will perhaps be the largest PSAP in the state of Oregon in terms of call volume. A PSAP of that size should contain as much built-in redundancy as is practical. It should also have backup plans that are regularly tested, covered in training, and used in exercises. Failover plans and procedures should be carefully drawn up to ensure that a failover does not overload and disable the alternate PSAP or system. NG9-1-1 will include capabilities for rerouting 9-1-1 calls from a single PSAP to multiple PSAPs, capabilities that are likely to be necessary for a PSAP of this size.

The new PSAP must have one or more backup locations capable of supporting ongoing operations if the primary PSAP is unusable for some reason. GeoComm has suggested that the present WCCCA facility could become the backup for the consolidated PSAP. However, it is costly in terms of both budget and personnel time to maintain an unstaffed backup facility at a high level of readiness. GeoComm recommends that other options also be explored, such as utilizing other regional PSAPs, or locating some staff members at the backup facility who can maintain and test it as part of their regular responsibilities.

A formal Continuity of Operations Plan (COOP) should be developed for the consolidated PSAP. Templates and instructions for such a plan are available from multiple sources, including the Federal Emergency Management Agency.¹ Once the plan is developed, it should be promulgated to all who are parties to it, and it should be included in training programs. It should be reviewed at least annually for accuracy, and revised as needed.

During a new PSAP project, it is often difficult to find time for the level of contingency planning and associated training that is needed. While a new PSAP project offers the opportunity to greatly enhance the survivability and redundancy of PSAP systems, the work associated with the project offers enhanced opportunities for human error to disrupt operations in unexpected ways. Rather than trusting new systems to automatically correct for any failures, managers should redouble their efforts to plan, train, and exercise in preparation for any contingencies that may occur.

¹ The FEMA Continuity Plan Template and Instructions for Non-Federal Entities, February 25, 2011 is available at <http://www.fema.gov/planning-templates#1>.

Technology Plan Timeline and Temporary Support

The existing technical support personnel for the three PSAPs will all be needed for the transition period. In addition, the project management positions for the overall project will be needed to assist with management of the technical aspects of the project.

Contractor services in technical areas will be needed from the electrical contractor, the telephone equipment provider, the radio vendor's service shop, and possibly other vendors. During the development of the Technology Plan, a decision should be made as to whether a technology consulting firm should be engaged to guide the technical aspects of the project. A technology consulting firm may not be needed if the local technical staff and the overall project management team have the necessary skills and abilities for managing a complex project such as this one. However, considering the greatly increased workload the local technical staff will be carrying during the project, outside technical consulting expertise can be of great value working in a partnership role with local staff.

The development of the Technology Plan and the initial discussions with contractors should occur in parallel with the design and early construction activities for the facility. Some early installation steps, such as telephone and data entrance cable installation, will occur during construction. Most of the technology installation will occur immediately after substantial completion of the building. Contractor services will be needed through training and testing, and during and after the transition of operations to the new PSAP.

Summary

While technology planning for a new PSAP is indeed a formidable task, careful planning and attention to these details will contribute greatly to the success of the project as a whole. Early identification and involvement of all stakeholders and team members from both public and private sectors will be vital in defining and achieving project goals.

It will be important for technical personnel to be heavily involved in the design of the new facility to ensure that adequate provisions are made for equipment room(s), cable routes, and access to all necessary equipment. Vendors will need to be consulted to determine what requirements of theirs need to be incorporated into the design and equipping of the facility. A carefully developed Technology Plan will be of great value as the project moves forward.

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Overview

This section provides an overview of staffing recommendations for the new consolidated Public Safety Answering Point (PSAP), including issues and discussion regarding a base line benefits package, which will require negotiation with the designated collective bargaining unit determined through the statutory process outlined in Oregon legislation. This section also provides information on implementation and transitional staffing and training issues that need to be addressed.

PSAP Organizational Structure

The following organizational structure is recommended for consideration by the PSAPs who will comprise the new consolidated PSAP structure. It should be noted that the transitional organizational structure may be different than the final organizational structure shown here. In some cases, certain support functions may be outsourced (e.g. payroll) while other functions are performed by PSAP employees requiring additional FTE headcount.

Table 6.1: Final Organizational Structure

Director
Assistant Director
Executive level clerical position
Operations Manager
Operational Floor Supervisors
Dispatch Positions
Operations support clerical position
Training and Quality Assurance Manager
Training Supervisor
Training Specialist
Audio Reproduction Specialist
Quality Assurance Technicians
Training and QA clerical position
Technical Support Manager
Computer Aided Dispatch (CAD) Administrator/Supervisor
PC Technical Support positions for the PSAP
CAD Analyst
Master Street Address Guide (MSAG) Coordinator
Geographic Information System (GIS) Technician
Shared Technical and Administrative Support Position

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Administration and Budget Manager
 Payroll and Accounting position
 Front Desk/general clerical position
 Shared Technical and Administrative support position
 Facility and Maintenance support staff

The organizational chart is broken down into five functional areas, Executive Office, Operations, Training and Quality Management, Technical Support, and Administration/Finance. This structure was based on GeoComm's observations of existing PSAP organizational design as well as a review of specific functions and relationships that are necessary in a fully consolidated entity.

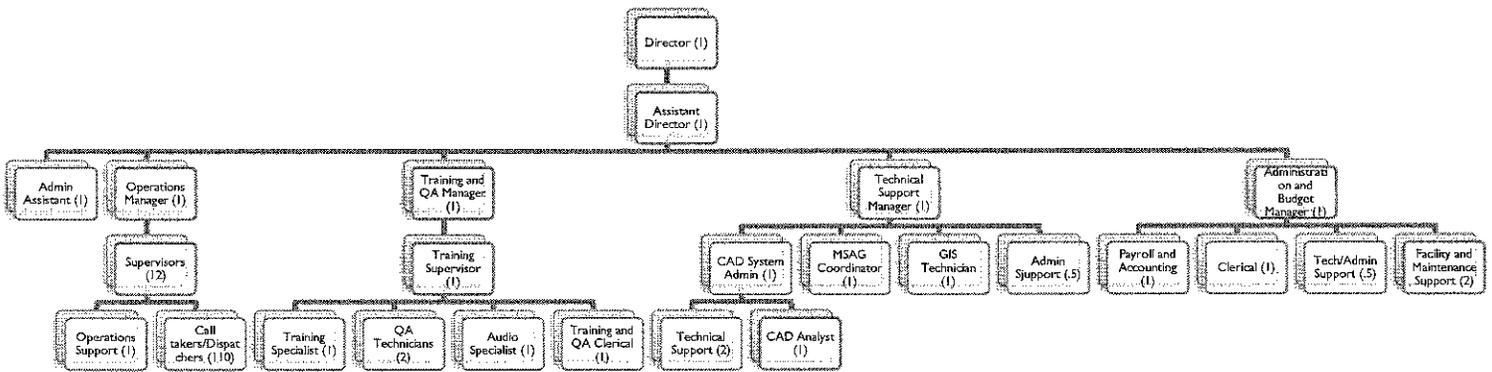


Figure 6.1: Organizational Chart

GeoComm made the following assumptions in the design of this organizational recommendation:

Executive Level (Director and Assistant Director)

- Provides a single point of authority and accountability for the organization.
- A designated "second in command," (Assistant Director) position is important for continuity of operations in an organization of this size.
- Deputy Director's role would include a proactive liaison function with the user agencies.

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Operations

- Provides a dedicated manager to oversee daily PSAP operations.
- Provides sufficient personnel to provide a 24 x 7 supervisory presence.
- Provides a dedicated clerical/administrative position to assist with paperwork, reports, documentation, etc.
- Does not provide a dedicated administrative supervisor to coordinate policy, procedure and other operational issues. The need for this position should be evaluated.
- Provides 110 full-time dispatcher FTE positions. Over hire authority must be provided to bring in additional new employees at a level appropriate for the turnover rate, to compensate for expected departures of full-time trained employees (moving to new job, retirement, etc.) and for the expected attrition rate of new employees being brought in.

Training and Quality Assurance

- Provides a dedicated manager to oversee the training of new employees and recurring employee training.
- Links the quality assurance function with the training function to provide 360 degree feedback into the training plan.
- Provides a training supervisor and training specialist who are responsible for the development and deployment of training programs.
- Assumes that Certified Training Officers (CTO) would be used to assist in the provision of classroom training for both new employee training and recurring training.
- Assigns the audio reproduction specialist into this organizational unit, since this position will be preparing audio files for quality assurance in addition to handling audio and data requests for other entities.
- Provides two QA technician positions to conduct case reviews and scoring. This approach places the QA review and scoring with an independent group which will feed QA results to shift supervisors and employees. Management may elect to move the QA review and scoring to the shift level and reallocate these FTEs to other functions.
- Provides a dedicated clerical position to provide support with document preparation and filing.
- This area coordinates the employee hiring function in conjunction with the Operations area.

Technical Support

- Provides a dedicated manager to oversee the technology areas of the PSAP, allowing assignment of a specialist to this function.
- Provides a CAD system administrator who functions as a supervisor to oversee CAD system files and infrastructure.
- Provides two Full Time Equivalent (FTE) positions to support the technology of the PSAP, including CAD workstations and other technology systems which may need trouble shooting prior to escalation to vendor engagement.
- Provides a CAD analyst FTE to keep critical CAD system files and tables updated, including response zones, unit tables, etc. This position should also be proficient in creating reports from CAD and 9-1-1 system data.

- Provides a MSAG Coordinator to maintain the current 9-1-1 system street files. This position will need to be reevaluated during transition to NG9-1-1 and may need to be reclassified to more of a GIS function.
- Provides a dedicated GIS Coordinator for the PSAP to work with other agencies and to ensure that the GIS layers for street mapping, response zones, and other layers required by the CAD system are up to date. This position is also responsible for the creation of maps and other resources for the PSAP.
- Provides a half time clerical support position that is shared with the Administration area.

Administration and Finance

- Provides a dedicated administrative manager who has a focus on finance and budget.
- Provides a position to manage payroll and accounting issues with the designated vendor. It is envisioned that employee payroll would be outsourced to a third party vendor (which could be one of the participating units of government) to manage pay check creation (salary, benefits, taxes, etc.) This position also manages employee Human Resource files and benefits.
- Provides a front desk, shared general clerical position to support the PSAP.
- Provides an additional half time clerical position that is shared with the Technology area.
- Provides two positions that focus on facility and maintenance issues.

Staffing Plans

GeoComm had originally recommended that the new entity add 15.5 new call taker/dispatcher positions for new consolidated communications center beyond the existing 109.5 staffing allocations for the three PSAPs. Based on new analysis and a revision to the Net Available Work Hours (NAWH), GeoComm is now recommending that the consolidated entity increase staffing by only 9.5 new FTEs. In order to provide maximum flexibility with shift staffing, GeoComm is recommending that a half time FTE to added to the staffing plan to create 110 FTEs and that the remaining nine positions be covered by overtime dollars.

GeoComm is further recommending that the consolidated entity have sufficient overtime dollars to cover the equivalent salary for five over hire FTEs, while having authority to hire a total of ten over hire positions. This will add \$558,816 in overtime funds to the budget which will provide management with additional flexibility to staff the PSAP. It is impossible to achieve 100 percent efficiency in scheduling personnel because the use of fixed schedules cannot accommodate unscheduled absences or the need to provide partial shift coverage to support training activities, quality assurance processes and meetings. These types of vacancies typically require overtime. The use of overtime funds in lieu of additional full-time dispatchers saves the organization the 53 percent overhead cost for benefits. This recommendation changes the total number of regular FTE dispatchers for new consolidated communications center to 110. This action also minimizes the hiring impact requirements for the new PSAP. The use of over hire positions will also provide a buffer to fill vacancies caused by normal attrition.

It should also be anticipated that some incumbent employees will seek positions elsewhere based on a variety of factors including increased commuter distance to the new PSAP. The over hire approval number should be evaluated after the first two years of the transition and may be lowered based on the stability of the organization's work force.

The following table summarizes all of the personnel changes occurring with this recommendation.

Table 6.2: Summary of Personnel Changes

Summary of Personnel Changes	Personnel FTE Count
Current Staffing (LOCOM, C-COM, WCCCA)	109.5
Additional FTE for New Consolidated Communications Center	.5
Total FTE for New Consolidated Communications Center	110
Overtime Dollars In Lieu of Additional FTE positions	9
Over Hire Positions - Funded	5
Total Over Hire Positions Authorized	10

The new PSAP should conduct an in depth analysis of the projected call volume of the participating agencies to determine peak activity periods by hour of day and day of week. There should also be further analysis to determine the presence of any seasonal impact to the agency's call volume.

GeoComm recommends that the 110 dispatcher positions be provisioned in the following manner:

- 10 FTEs be classified as Call Taker only positions. Based on the number of dedicated call taker positions that will be needed, this assignment will reduce the training time and allow new employees to be placed into full service sooner. A call taker employee may elect to promote to a dispatcher position at a later time based on acquired skill level. The use of a limited number of call taking employees also creates some budget efficiency in that these employees have a lower pay structure.
- 100 FTEs be classified as cross-trained Call Taker/Dispatcher positions. Employees in these positions must be capable of handling emergency and non-emergency calls for service as well as law enforcement and fire/rescue dispatch positions.
- Of the 110 total FTE count, a minimum of 12 FTEs should be certified to provide training. This number may be changed by PSAP management following a review of the training program and expected delivery methods. GeoComm recommends a sufficient number of certified trainers on each base shift to accommodate new employee training and recurring employee training activities.

- Of the 110 total FTE count, a minimum of 6 FTEs should be certified to function as acting supervisors and be able to provide supervisory assistance in the absence of the shift supervisor.

GeoComm recommends a varied shift schedule which will provide a dynamic staffing assignment based on call volume. The use of 10 and/or 12 hour base shifts (with varied start times) supplemented by a group of eight hour shift employees should provide management with sufficient flexibility to provide the needed staffing. It should be noted that GeoComm based the proposed budget on a 2,080 work year using 10 hour shifts, complemented with eight hour swing shifts.

Recommended Benefits for Cost Modeling

GeoComm has reviewed the benefits package available to the employees of C-COM, LOCOM, and WCCCA. It would not be financially prudent to consolidate the best benefits from each PSAP into a single large benefits package for the consolidated PSAP.

For example, a PSAP may offer more compensatory time off (Comp Time) in lieu of additional premium holiday pay packages. While the final benefits package must be negotiated with the statutorily designated collective bargaining unit(s), GeoComm has created a mixed benefit model from which to derive budgetary estimates.

Table 6.3 below shows an example of potential benefits for the consolidated entity which could be considered a framework for future negotiations.

Table 6.3: Potential Benefit Package Considerations

Benefit	Example Benefits Consolidated Entity	C-COM	LOCOM	WCCCA
Medical Insurance	Health Care Coverage, based on best available coverage and affordability	Choice of three insurance plans	Pacific Source/VSP Vision or Kaiser Plan	Several health care plan options are available
Dental Insurance	Yes	Yes	Oregon Dental Services	Yes
Life Insurance	Based on base salary; Maximum benefit \$50,000 + \$5,000 per dependent	Based on base salary; Maximum benefit \$50,000	Based on base salary; Maximum benefit \$50,000	Based on base salary; Maximum benefit \$50,000 + \$5,000 per dependent
Disability Insurance	60% of monthly salary; maximum benefit \$3,333 per month	60% of monthly salary; maximum benefit \$3,333 per month	\$3,600 coverage per month	60% of employees monthly salary; maximum benefit \$6,000 per month

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Benefit	Example Benefits Consolidated Entity	C-COM	LOCOM	WCCCA
Retirement Plan	Employer contribution of 6% of salary; PERS or OPSRP	Employer contribution of 6% of salary; PERS or OPSRP	Employer contribution of 6% of salary; PERS or OPSRP; Lake Oswego pays both the employer and employee portion of PERS.	Employer contribution of 6% of salary; PERS or OPSRP
Comp Time	60 hour maximum accumulation, with 40 hours carry over permitted into next fiscal year	40 hours carry over permitted into next fiscal year	120 hour maximum accumulation	60 hours maximum accumulation
Holidays	4 hours accumulation per pay period in lieu of holiday leave; maximum of 56 hours of holiday leave can be carried over into next calendar year	Nine holidays plus some job titles earn an additional 8.4 hours per month; dispatch staff earn an additional floating holiday annually; maximum of 240 hours can be carried over into the next calendar year; after 10 years of service the carry over amount increases to 280 hours	In lieu of holidays, all employees accrue 10 hours of pay credit for each full month worked. 21 hours of holiday pay can be carried on the books at any time, additional accrual is contributed to employee's VEBA account monthly	4 hours accumulation per pay period in lieu of holiday leave; maximum of 56 hours of holiday leave can be carried over into next calendar year
Sick Leave	4 hours per pay period accumulation; with negotiated limit on accumulation; Personal leave incentives provided for low sick leave usage	8 hours per month accumulation; no limit on accumulation	One day per month; 1,000 hours maximum accumulation, additional accrual is contributed to the employee's VEBA account monthly	4 hours per pay period accumulation; no limit on accumulation; Personal leave incentives provided for low sick leave usage
Longevity Pay	Yes	Yes	Yes	Yes
Incentive Pay	Yes	Yes	Yes	N/A
Tuition Reimbursement	Yes, negotiated maximum	N/A	Yes; maximum \$2,000	Yes

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Labor Considerations

Oregon State Law sets out a procedure for the selection of a collective bargaining unit to represent the employees of the consolidated center. An existing bargaining unit could be selected or a new bargaining unit could be created. In either event, incumbent personnel who are active with the union(s) will likely be active within the bargaining unit(s) associated with the new consolidated PSAP.

GeoComm recommends that the process regarding benefit consolidation be approached in an open and transparent way, while acknowledging the "give and take" role of the collective bargaining process.

It is highly likely that the benefits assigned to any current group of employees will change as a result of the transition and merger of three PSAPs into a new consolidated entity.

PSAP Staffing and Transitional Planning

GeoComm has reviewed the current number of employees assigned to operational positions to determine how to best integrate the existing workforce into the new organizational structure.

There are 12 existing supervisory employees among the three PSAPs. GeoComm is recommending that 12 floor supervisors be used and that "assignment out of class" dollars be allocated to allow senior level employees to ride up into a supervisory vacancy for sick leave, vacations, and other supervisory absences. GeoComm believes that this helps ready employees for future promotion and provides better redundancy for operations. GeoComm has placed the equivalent of two supervisor FTE salary dollars into the budget with an incentive pay for such "out of class" work. An additional training supervisor was also placed in the budget, bringing the total number of dispatch supervisors to 13. As a result of these recommendations, there would be no displacement of incumbent supervisory employees in the proposed organizational structure.

The existing call taker and dispatcher FTE count today is 109.5. This number will increase to 110 and should not result in the displacement of any incumbent employees. GeoComm is recommending that ten of these employees be hired into designated Call Taker positions. It should be noted that there are not ten FTEs assigned to call taking job descriptions today and this number exceeds the number of new hire employees recommended. GeoComm recommends that existing dispatchers be assigned to the same job function as their current assignment and that the Call Taker positions be hired through attrition or through the over hire process.

Other managerial, technical and administrative positions create duplication beyond the recommended organizational chart. This is especially true with the management positions. The recommended organizational chart envisions a total of six employees who will fill the executive and management level positions. There are nine incumbents between the three PSAPs today.

Table 6.4: Management Structure

Management Positions	New PSAP Required	Total Existing	WCCGA	C-COM	LOCOM
Director/Assistant Director Level	2	4	2	1	1
Manager/CFO Level	4	5	3	2	0

It is recommended that all of these positions be retained at least through the transition period into the first full year of operations to provide needed organizational and planning support. The budget has been amended to reflect the continuation of these personnel through the first year of operations.

It is recommended that management absorb all of the existing technical and clerical positions and determine which employee skill sets make them best suited to the new position descriptions. Any overage in these areas or issues where incumbents do not match the required skill set would be handled through attrition.

Transitional planning will require consultation with the designated collective bargaining unit(s) and must be performed in compliance with Section 190 of Oregon Statutes. As noted in prior reports, this state law requires that dispatcher benefits and salary ranges be considered and protected during a consolidation activity.

Training

Training for the consolidated entity will be complex and will require a significant amount of attention to ensure a successful outcome. The number of employees needed to coordinate and provide training will be greater during the transition period. The Training and Quality Assurance team will be responsible for coordination of a master plan that trains new employees coming into the PSAP, and provides cross training to incumbent employees to help them bridge from their current policies to the new PSAP, while also providing recurring training on the critical elements of public safety communications.

Transitional Training

Since each of the three PSAPs has its own unique policy and procedure, it will be necessary to spend the requisite time to develop a set of standardized and uniform policies and procedures for the new consolidated PSAP. This process can take some time and should one of the first objectives of the new organization.

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Training curriculum should be based on written policy and procedure and should include learning objectives that cover cognitive and psychomotor training of the duties, tasks, knowledge and skills needed to work in the new PSAP environment. A special focus of this transitional training should be placed on revised and new call types and priorities along with any new or revised response protocols.

The delivery of training should be based on the appropriate combination of classroom and performance-based activities to include scenario-based training to ensure incumbent workers, as well as new employees, are able to demonstrate an appropriate application of the new policies, procedures and protocols in a simulated emergency environment.

While much of the technology in use at WCCCA and C-COM is similar, all employees in the new consolidated center will be learning and using new policies and procedures. Management will need to provide a significant amount of additional training and recurring training during the transition period. For example, dispatchers cannot be trained on a new fire dispatch protocol six months in advance of the cut over and be expected to retain the knowledge without additional recurring exposure to the content. Full-scale training of new protocols should be provided to each incumbent employee prior to the transition. If there is a gap of more than a few weeks between training and the actual transition date, the agency should also provide some method of refresher training just prior to the "go live" date.

Transitional training funds were included in the consolidated entity budget, and this training would have been provided by each of the three PSAPs prior to the transition. GeoComm expects that approximately 40 hours of training will be required for each employee during the implementation transition period.

Post Transition Training

After the full transition has been accomplished, the consolidated PSAP should follow these guidelines for the provision of training services. Many of these were previously identified in the Consolidation Recommendations Report:

- Adopt an Instructional System Design process such as A.D.D.I.E., which is analysis, design, development, implementation, and evaluation.
- Establish a training committee comprised of trainers from each PSAP to serve in the development, design and delivery of the new training program.
- Conduct a training needs analysis using standardized processes which include a validation of the results.
- Conduct a review of existing training materials and complete a gap analysis between existing programs and the results of the validated training needs analysis.
- Design new training programs for each category of newly hired or appointed PSAP employee based on established learning and performance objectives and in compliance with industry standards and state and federal laws.

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- Design training materials to cover policies, procedures, protocols, call types and priorities, equipment, equipment failure procedures, crisis response, mass casualty incidents and other critical topics identified in the training needs analysis.
- Develop training materials that include well-documented lesson plans which standardize how training is delivered and include effective written and performance examinations.
- Design a master training plan that will provide employees with career paths and which promotes the concept of succession planning.
- Design and develop training to include refresher and advanced levels of training to maintain proficiency and effectiveness.
- Design and develop training to include both classroom and scenario-based performance activities.
- Design the training so that classroom training and on the job training complement each other to present trainees with a progression of complex training concepts which are demonstrated and documented.
- Deliver training programs and evaluate the results in terms of what worked, how effective the instructors and training materials were, and whether training resulted in the trainee's performance reflecting the agency's expectations.
- Develop evaluation tools for training and the PSAP's Quality Assurance program which are directly linked and complement each other as part of an overall performance evaluation process.
- Evaluate training on a regular basis and make revisions to training programs as necessitated by changes in policy, procedures, protocols and equipment.
- Provide all trainers with appropriate types of training in instructional design, instructional strategies, and training documentation. Classroom trainers and CTO type trainers have different responsibilities so the training for each should reflect such differences.

Effective training is the key to a successful transition and to long-term effectiveness and efficiency of the PSAP. Training requires the dedication of sufficient resources to address the training needs of all personnel within the PSAP. Training should remain a priority for the PSAP both during the transition and post transition in order to effectively minimize the risks related to inadequate training.

Summary

In this section, GeoComm has provided information on the number of personnel needed to support the new consolidated communications center consolidated entity, a recommendation for transitional staffing from the current three PSAP environment to a single PSAP model, an analysis on merging operational and management personnel to indicate no loss of staff, and a series of recommendations regarding various training components of this project.

Operational planning, including policy development, establishing procedural protocols, training, development of appropriate schedules, compensation, and benefits are also essential to successful transition planning. Finally, well-defined management structures and reporting authority coupled with a sound staffing plan will help to ensure the success of the transition.

Overview

This section of the Implementation Action Plan outlines a number of recommended strategies and anticipated timelines to achieve a successful implementation. Included in this section is discussion of governance development, operational policy, staff hiring, training and transitions methodologies, technology implementation, facility design, and construction.

Implementation Action Plan Strategy I - Governance

Implementation Team, Governance, Policy Development, and Financial Framework

Strategy I of the Implementation and Transition Plan project should focus effort on the development of an effective governance structure and appropriate benchmarking that will guide the Consolidated PSAP of C-COM, LOCOM, and WCCCA, 9-1-1 and development of the Implementation Team as well as the ongoing governance requirements for the new organization.

Implementation Team Governance

Governance and development of the Implementation Team structure and operating procedures, defining decision-making process, participation requirements, voting rules, and agreement on financial support for the transition will be necessary first steps. In addition, the Implementation Team will need to establish its scope of work; the level of decisions it will be involved in; and perhaps most significant, its scope of authority. Setting the parameters of influence and authority will help to define the sphere of responsibility for which the Implementation Team will be accountable. Subcommittees for various aspects of the Transition process should be established to make recommendations to the Implementation Team for action.

Ongoing Organizational Governance Structure

Following establishment of the Implementation Team membership, the next aspect of development in the Transition is likely to be the actual governance structure of the new organization.

GeoComm recommends Phase I Governance activities should include:

- Facilitate governance structure for new organization and an appropriate ongoing governance structure for the consolidated operation
- Development of appropriate governance documents for ongoing governance structure
- Development of the scope and authority of the consolidated operation
- Support for development of the decision making construct
- Voting rules development
- Participation requirements
- Governance document and bylaws development

- Determine appropriate subcommittees such as:
 - ◇ Finance
 - ◇ Policy
 - ◇ Governance
 - ◇ Technology
 - ◇ Facility
 - ◇ Operational

Long Range Planning Development

Once the governance and scope of the ongoing governance responsibility are established and agreed upon, rules for establishing policy for the new consolidated system can be developed. This element of the Action Plan of the Implementation and Transition process should include:

- Technology plan development
- Operational plan development
- Implementation timeline development

Financial Structure and Implementation Timeline

Just as important as governance and policy structure development is the financial stability and long range forecasting of the new consolidated 9-1-1 system. GeoComm recommends that the restructured ongoing governance responsibilities include fiscal responsibilities to include functions such as:

- Funding plan development
- Revenue forecasting
- Long Range fiscal planning
- Development of a fee schedule for agencies for the consolidated system
- Identification of possible funding sources to support participating communities

Implementation Action Plan Strategy II - Operations

Operational Effectiveness and Policy

Implementation Strategy II deals with Operational Effectiveness and involves the identification of appropriate benchmarks and quality performance standards for the new consolidated entity. Each of the three PSAPs in existence today has a mixture of formal and informal performance standards (i.e. the target time to answer a 9-1-1 call). Operational effectiveness also deals with continuity of operations and decisions regarding the extent of redundancy and resiliency to be provided for technical and support systems.

GeoComm recommends that an operational subcommittee be charged with the development of these documents and recommendations, including:

- Determination of published performance standards to which the PSAP will be held accountable
- Determination of internal benchmarks and quality assurance standards, including management metrics
- Region wide policy for 9-1-1 Operational Effectiveness including network, backup or failover, COOP, data integrity, public education, and others determined appropriate by the Implementation Team
- Regional and countywide standards for 9-1-1 Operational Effectiveness

Implementation Action Plan Strategy III - Transition Project Management

Project Management

Project management is key to the success of any project and participating agencies should decide early if professional project management services will be secured from a contractor or if project management assignments will be made internally. Normally, project management processes that are implemented at the beginning of a project will be used during the life of this project. Regardless of the approach, GeoComm strongly recommends a commitment to full-time, focused project management.

One of the primary functions of project management throughout the entire project is effective and regular communications with the Implementation Team and relevant stakeholders. Effective control of a project's scope is fundamental to achieving expectations. Project scope management is necessary to ensure the project includes all of the work required and only the work required to complete the project successfully, as defined by the project management plan. By organizing tasks, managing the level of effort, developing and monitoring the project schedule, and producing key deliverables, the Implementation Team will be successful in meeting objectives and timelines within financial projections.

Key components of project management include resource management covering the physical resource types (such as personnel, equipment and materials). The high level duties of the project manager include:

- Providing overall direction and supervision to the Implementation Team to ensure the project is progressing according to the goals, within the project timeline, and in accordance with quality standards
- Coordinate procurement of services and equipment
- Oversee vendors to ensure construction, installations and acceptance is conducted, as contracted
- Serve as team leader, process coordinator, and subject matter expert to achieve the objectives defined in the scope of work
- Schedule and facilitate meetings and conference calls
- Set agendas, review progress, and prepare management progress reports

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- Schedule on-site meetings, coordinate preparation of meeting materials, coordinate development of meeting summaries
- Ensure project status remains on track with regard to tasks, deliverables, and timelines
- Oversee correspondence for project

GeoComm recommends budgeting \$20,000 per month for project management through the duration of the project if a decision is made to hire an external service provider.

Temporary Operational Staff Support, Hiring, and Training

A project of this size and magnitude will require careful attention to a variety of issues and objectives including the need to assess the proper level of operational, administration, and support staffing required for a successful transition. It is important to factor in appropriate recruitment, selection, and training timelines for operational personnel to ensure they are ready at the correct time in the project management schedule. An Operational Subcommittee should be charged with development of the following functional documents relating to this activity:

- Recruitment and Selection Process
- New Employee Training Program
- Transitional Employee Training Program

With regard to operational staffing, GeoComm is recommending additional full-time dispatchers and a larger group of over hire dispatchers than would be normally recommended. This is designed to provide an appropriate staffing buffer leading into and through the first year of consolidation. In addition, GeoComm is recommending that any duplication in management personnel be maintained through the transition period and through the first full year of operations for the new PSAP.

Staff Hiring Methods and Timelines

GeoComm recommends the initial hiring of new dispatcher positions to meet the staffing plan, plus any vacancies in the existing PSAP staffing tables and the over hire of an additional ten positions to assist with staffing through the transition period. The number of over hire positions has been increased for the transitional period in order to provide an appropriate staffing buffer to compensate for any employees who (a) do not transition to the consolidated entity, (b) are unable to handle the increased call volume, structure and policies of the new consolidated entity, or (c) do not successfully complete new employee training. Overtime funding has been provided to allow incumbent positions the opportunity to fill in for unscheduled vacancies caused by sick leave or other circumstances.

The recruitment and selection process should begin with a review of existing hiring practices and policies in place at each of the three PSAPs. It should also include a review of the APCO Project RETAINS process to ensure that industry standards are being followed.

The timeline for initiation of the recruitment and selection process should be based on the estimated "time to completion" for the hiring process and should also incorporate new employee training criteria and timing. The project plan should provide for the recruitment, selection, and hiring of new employees prior to the actual consolidation taking place.

While the actual time frames for completion of these activities will be based on a careful analysis of existing and preferred policy actions, GeoComm offers the following baseline recommendations:

- Three months for the development of a recruitment, selection and new employee training plan
- Four months for recruitment, testing, interview, background, and medical screening

This seven-month process should be calculated backwards from the transition target date. The PSAPs involved in the consolidation may wish to initiate the process earlier and allow the new employees to receive call taker training and On-the-Job Training (OJT) experience in the three existing PSAPs prior to transitioning to the new environment.

Staff Training Recommendations and Timelines

New Employee Training should be based on the needs of the new consolidated center while also leveraging existing processes and procedures in each of the three PSAPs. The approach to new employee training may include a provision for completion of the Call Taker training module first, to allow the employees to function in a call taking role prior to completion of additional dispatcher training. This action will allow the staffing situation in the new consolidated PSAP to stabilize more quickly.

GeoComm recommends that six months be allocated to the creation of the transitional training program as well as the creation of a formal training program to include new hire training and recurring in-service training for incumbent employees. As noted in the Recommendations Report, the following elements of the training plan need development:

- Adopt an Instructional System Design process such as A.D.D.I.E., which is analysis, design, development, implementation, and evaluation
- Establish a training subcommittee comprised of trainers from each PSAP to serve in the development, design and delivery of the new training program
- Conduct a training needs analysis using standardized processes which include a validation of the results
- Conduct a review of existing training materials and complete a gap analysis between existing programs and the results of the validated training needs analysis
- Design new training programs for each category of newly hired or appointed PSAP employee based on established learning and performance objectives and in compliance with industry standards and state and federal laws
- Design training materials to cover policies, procedures, protocols, call types and priorities equipment, equipment failure procedures, crisis response, mass casualty incidents, and other critical topics identified in the training needs analysis

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- Develop training materials that include well-documented lesson plans, which standardize how training is delivered and include effective written and performance examinations
- Design a master training plan that will provide employees with career paths and which promotes the concept of succession planning
- Design and develop training to include refresher and advanced levels of training to maintain proficiency and effectiveness
- Design and develop training to include both classroom and scenario-based performance activities
- Design the training so that classroom training and on the job training complement each other to present trainees with a progression of complex training concepts which are demonstrated and documented
- Deliver training programs and evaluate the results in terms of what worked, how effective the instructors and training materials were, and whether training resulted in the trainee's performance reflecting the agency's expectations
- Develop evaluation tools for training and the PSAP's Quality Assurance program which are directly linked and complement each other as part of an overall performance evaluation process
- Evaluate training on a regular basis and make revisions to training programs as necessitated by changes in policy, procedures, protocols, and equipment
- Provide all trainers with appropriate types of training in instructional design, instructional strategies, and training documentation. Classroom trainers and CTO type trainers have different responsibilities so the training for each should reflect such differences

GeoComm recommends that a minimum of six months be allocated in the project timeline for completion of basic telecommunicator training and for completion of call taker training. As noted in the Recruitment and Selection area above, it may be desirable to alter the timeline to provide new employees with classroom and OJT training in the existing PSAPs in advance of the transition to the new facility.

Transitional Employee Training should take into account the necessary skills and abilities that incumbent employees will need as they transition from their current PSAP role into the consolidated center. The Transitional Employee Training program will likely have a separate module for each of the three PSAPs' based upon commonality, or lack thereof, of the designated new training program. It is important that the transitional training include "hands on" access to the technology that will be used in the new PSAP, including access to radio console graphics, CAD system applications and other systems which will be used in the consolidated center. While each PSAP will have a different set of needs based on its existing technology and policy, GeoComm estimates that approximately 40 hours of training should be allocated to each employee for the transitional training process. The transitional training would be provided through 16 hours of classroom training with the remainder provided on shift. For the recurring in-service training component, GeoComm again recommends a minimum of 40 hours per year and has budgeted 16 hours of classroom training per year, per employee, and recommends that the additional hours be provided through shift training opportunities.

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Effective training is the key to a successful transition and to long-term effectiveness and efficiency of the PSAP. Training requires the dedication of sufficient resources to address the training needs of all personnel within the PSAP. Training should remain a priority for the PSAP both during the transition and post transition in order to effectively minimize the risks related to inadequate training.

Temporary Contract Staff

Temporary staff and contractual hiring of additional staff should be examined as a part of overall project management for a consolidation of this size. GeoComm has recommended the continued use of duplicated management staff through the planning, design, construction, and first year of consolidated operation. This action will provide additional staffing to assist with implementation.

Implementation Action Plan Strategy IV - Technology

Technology Implementation Timelines

The technology phase of the project begins as soon as a tentative startup date is established. At that point, the system upgrade and equipment refresh timelines for all existing systems should be reviewed and revised to take into account the move to the new PSAP. It will be possible in many cases to accelerate or delay an equipment refresh already planned, so the new equipment can be installed at the new PSAP.

Another early task is to review the timelines of major technology projects already underway or planned, to determine how they can best be aligned with the new PSAP cutover date. There is a great advantage to installing the new technology in the new PSAP when it is possible to do so.

Technology lead time, the time required between the order placement and the activation of the new system, is an important consideration that should be addressed early in the process. The lead times typically vary widely by vendor and system, and can also vary based on the other activity to which the vendor is committed. For systems with a substantial engineering component, ample time for the engineering work must be provided. As soon as each system is selected, contact should be made with the vendor to determine how far in advance the order should be placed to ensure system availability when needed in the new PSAP. Tentative system selections and preliminary discussion with vendors about timelines should be occurring at least a year before the PSAP is scheduled to be active. This process should be in parallel with facility design and construction. Similar discussions should take place with all vendors who will be involved in moving existing systems. Facility features required by the systems need to be communicated early to the architect or design team, so the requirements can be met in the initial construction rather than through expensive modifications late in the process. Late decisions on PSAP systems often lead to major project delays and added expenses.

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It will be possible early in the PSAP project to identify the technical systems that must be moved from the existing PSAPs to the new PSAP. For each system, a decision must be made about the feasibility of moving existing console equipment as the PSAP transition occurs. If it is not feasible to move the equipment in stages, then new console equipment must be purchased and installed as a part of the new PSAP project.

Because the timeline for any necessary procurements can be long, this process should start early in the overall PSAP project so system acquisition does not delay the startup date.

GeoComm recommends a minimum of 90 days be allocated to technology installation in the new PSAP. This must occur after substantial completion of the facility and must be completed before on-site training is conducted. It will be necessary to coordinate with any outside contractors who will be involved in the process to ensure that their resources are available when needed.

System acceptance testing and burn-in will occur during the training period that precedes the actual move to the new PSAP.

It is crucial, in order to develop true 'ownership' and buy-in, that the local technical team be represented on the overall Implementation Team from the beginning, and that one or more technical representatives be included in the project management structure. A technical subcommittee with representatives from all three existing PSAPs will provide a forum for coordination and joint decision-making. If any other agencies will have equipment in the new facility, they should also be represented on the technical subcommittee.

There can be great value in having at least one technical team representative at all operational subcommittee meetings, and at least one operational subcommittee representative at all technical subcommittee meetings. This "cross-pollination" allows each group to be more aware of what is being planned by the other and can lend a valuable perspective to the discussions that occur in both groups.

Temporary Technical Support

During the technical system installation phase, the technical personnel will be very busy with dual responsibilities – installing and activating equipment at the new PSAP, along with carrying out the normal maintenance functions at the existing PSAPs. During this time there may be a need to use vendors to augment the PSAP technical personnel in their everyday duties, to ensure that both responsibilities are adequately covered.

The existing technical support personnel for the three PSAPs will all be needed for the transition period. In addition, the project management positions for the overall project will be needed to assist with management of the technical aspects of the project. Contractor services in technical areas will be needed such as electrical contracting, the telephone equipment installation, the radio vendor's service shop, and possibly other vendors.

As discussed in the Technology Planning section of this report, during the development of the Technology Plan decisions regarding the use of a technology consultant to guide the technical aspects of the project should be considered. It should be determined if the participating agency local technical staff and the overall Implementation Team have the necessary skills and abilities for managing a complex project such as this. If not, a technology consulting firm (or individual contractors) may be needed. However, considering the increased workload the local technical staff will likely encounter during the project, additional outside technical consulting expertise can be of great value working in a partnership role with local staff.

Implementation Action Plan Strategy V - Facility

Facility Construction and Timelines

The development of the Technology Plan and the initial discussions with contractors should occur in parallel with the design and early construction activities for the facility. Some early installation steps, such as telephone and data entrance cable installation, will occur during construction. Most of the technology installation will occur immediately after substantial completion of the building. Contractor services will be needed through training and testing, and during and after the transition of operations to the new PSAP.

Facility construction is never a rapid process, but the amount of time required to get through initial design, selecting and contracting with an architect or design-build firm, zoning and permitting, site acquisition, site preparation, final design and the actual construction can vary greatly with local policies and regulations. The actual construction of a PSAP building from ground breaking to substantial completion often takes 12 to 18 months. The work that is required before construction begins can take another 18 months or even longer, depending on the number of issues that must be addressed and obstacles that must be overcome. Local government facilities departments in the region can provide valuable guidance on expected time frames for government facility planning, design, and construction in the local environment.

Implementation Action Plan Strategy Summary

Table 7.1 on the following page, illustrates the key implementation action plan process phases that will need to occur and be managed to ensure a successful transition. The specific timeline for any of these processes will depend on so many variables that an exact timeline is impossible to predict. Leadership and dedication to the task will be essential for an effective plan to be coordinated.

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Table 7.1: Implementation Action Plan Process Phase Summary

Process Phases	Description
Implementation Team Make Up and Authority	<ul style="list-style-type: none"> <input type="checkbox"/> Team development and member identification <ul style="list-style-type: none"> ◇ Establish scope for Implementation Team-define tasks ◇ Timeline development ◇ Make Implementation Team assignments ◇ Develop meeting schedule ◇ Identify organizer and support ◇ Establish subcommittees as appropriate <ul style="list-style-type: none"> ■ Finance ■ Policy ■ Governance ■ Technology ■ Facility ■ Operations
Governance and Organizational Structure Timelines	<ul style="list-style-type: none"> <input type="checkbox"/> Define decision-making process <ul style="list-style-type: none"> ◇ Define authority of governance body ◇ Initiate writing of governance documents ◇ Identify legal support ◇ Define "rules of engagement" for meetings, voting, action and participation ◇ Define regulations and "rules we live by" ◇ Document proceedings ◇ Policy revision or development
Financial Structure	<ul style="list-style-type: none"> <input type="checkbox"/> Funding plan development <ul style="list-style-type: none"> ◇ Revenue forecasting ◇ Long range fiscal planning ◇ Recurring operational expense and budget development ◇ Fee schedule development
Operational Effectiveness	<ul style="list-style-type: none"> <input type="checkbox"/> 9-1-1 Data Integrity and GIS transition <input type="checkbox"/> Public Education <input type="checkbox"/> Determine staffing plan (base shift hours and overlap coverage for peak periods) <input type="checkbox"/> Determination of published performance standards to which the PSAP will be held accountable <input type="checkbox"/> Determination of internal benchmarks and quality assurance standards, including management metrics <input type="checkbox"/> Region wide policy for 9-1-1 Operational Effectiveness including network, backup or failover, COOP, data integrity, public education and others determined appropriate by the Implementation Team <input type="checkbox"/> Regional and countywide standards for 9-1-1 Operational Effectiveness
Staff Hiring Methods	<ul style="list-style-type: none"> <input type="checkbox"/> Review of existing recruitment and selection process practices and policies <input type="checkbox"/> Review of the APCO Project RETAINS for process compliance with industry standards <input type="checkbox"/> Develop hiring process timeline to include new employee training criteria development
Training Process	<ul style="list-style-type: none"> <input type="checkbox"/> Create training program curriculum for (1) Transitional Training, (2) New Employee Training and (3) Recurring In-Service Training. <ul style="list-style-type: none"> ◇ Adopt an Instructional System Design process such as A.D.D.I.E.

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Process Phases	Description
	<ul style="list-style-type: none"> ◇ Establish a training subcommittee ◇ Conduct a standardized training needs analysis ◇ Conduct a review of existing training materials and complete a gap analysis between existing programs and the results of the validated training needs analysis for recurring in-service training program and for new employee training program <ul style="list-style-type: none"> ■ Design new training programs for each category of employee ■ Design training materials to cover policies, procedures, protocols, call types and priorities equipment, equipment failure procedures, crisis response, mass casualty incidents and other critical topics identified in the training needs analysis ■ Develop training materials that include well-documented, standardized lesson plans ■ Design a master training plan ■ Design and develop training to include: refresher and advanced levels of training, classroom and scenario-based performance activities, complementary classroom and OJT training ■ Deliver training programs and evaluate performance results that relate to the agency's defined expectations. ■ Develop evaluation tools for training and the PSAPs Quality Assurance program ■ Develop a schedule and process for evaluating and revising training programs as necessitated by changes in policy, procedures, protocols and equipment ■ Provide all trainers with appropriate types of training in instructional design, instructional strategies, and training documentation ■ Conduct a review of existing procedures in use by each of the three PSAPs in order to develop recommendations for consolidated policy and procedures in the new PSAP. This will become the basis for the Transitional Training Program. <ul style="list-style-type: none"> ♦ Examine existing policies and procedures for variances and differences and best practices ♦ Determine new opportunities and required changes based on integration of all user agencies into the new consolidated PSAP structure ♦ Examine new procedure requirements based on use of new or upgraded technology ♦ Determine gaps between new policy structure and existing policy structure for each of the three PSAPs individually ♦ Develop a transitional training plan based on the unique differences between existing operations in each PSAP and the new procedures and structure in the consolidated entity
<p>Technology Implementation</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Establish local technical team to assist with design requirements and coordination of installation, moves, technology selection, etc. (Technology Plan) <input type="checkbox"/> Develop system upgrade and equipment refresh timelines for all existing systems <input type="checkbox"/> Review the timelines of major technology projects already underway or planned to coordinate installation wherever possible <input type="checkbox"/> Identify the technical systems that must be moved from the existing PSAPs to the new PSAP <p><input type="checkbox"/> Select and contract with an architect or design-build firm</p>

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Process Phases	Description
Facility Construction	<ul style="list-style-type: none"><input type="checkbox"/> Site selection and acquisition<input type="checkbox"/> Apply for necessary zoning and permitting<input type="checkbox"/> Site preparation<input type="checkbox"/> Final building design<input type="checkbox"/> Construction

The Gantt chart as shown in Appendix B illustrates the anticipated timeline for implementation actions discussed throughout this report that are considered necessary phases of a transition from stand-alone PSAPs to a consolidated operation. The timeframes associated with the phases are estimates and will depend on both leadership and tenacity toward the goal.

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GeoComm again is most appreciative of the cooperation we received from the Public Safety Answering Points (PSAPs) in the Portland Dispatch Center Consortium (PDCC) region. Management, stakeholders, and executive leadership have been most cooperative and responsive. This Implementation Plan for consolidation considerations identifies the issues and establishes the framework for Clackamas County Department of Communications (C-COM), Lake Oswego Communications Center (LOCOM), and Washington County Consolidated Communications Agency (WCCCA) to further explore if the potential can be turned into reality. The Plan at first may appear daunting. Some of the challenges will be easier to overcome and address than others. Mitigating or resolving the challenges, however, will continue to advance the region toward the ultimate goal of improved service, more effective governance and policy development and a superior level of survivability and efficiency in operations.

The value of this process and this report is that it brings the topic of consolidation to the forefront for additional discussion and further assessment, and in GeoComm's opinion, those continued conversation have to be done locally. Determining the feasibility of pursuing consolidation or a methodology to achieve a functioning operational design can be done by a consultant; the next step, however, is the in-depth discussions that come with implementation of successful strategies and that must be completed by the local professionals who directly provide the service. GeoComm hopes that this report is not just accepted and put on a shelf. We believe there is strong indication of advantages to all participating agencies and the discussions should continue.

GeoComm understands that the region may not implement a plan that looks exactly like what has been proposed; however, the local professionals should take the recommendations and modify them as needed to the preferred way of operating and make implementation decisions related to the level of service that will be expected in their own communities. This report is a planning tool and a framework for the implementation team.

Highly functioning organizations are perpetually striving to increase efficiencies and find more effective ways of conducting their work. Successful organizations seek service enhancements to their constituency and put that goal above many others, if not paramount, in their processes and procedures. These successful organizations seek opportunities to improve and enhance operations at every level of the organization.

Elected officials and PSAP management should understand that estimates included in this report were collected and assessed for feasibility potential which is the end goal of the project. It is important to note that the financial estimates are based on data obtained during the data collection process of this project. Updated data will need to be gathered during the implementation process and cost estimates recalculated with every decision that is made by the implementation team. The financial information provided in this report is based on a certain set of assumptions for a specific snapshot in time.

Decisions that will be made during the implementation process, and through continued and more intense discussions of the participants, will certainly influence and impact these estimates.

As the three PSAPs who have been part of this Consolidation Feasibility Study begin to deliberate the value of pursuing consolidation, either in the recommended form or in some other configuration they deem is more appropriate, the Guiding Principles, established early on in the study process, should become a part of the evaluation of any new construct. Assessment questions of the new structure should include:

- Fiscally Sustainable** – are ongoing costs sustainable and decisions are fiscally sound?
- Operable** – will there be heightened situational awareness with the same information provided to responders at the same time; is there opportunity to achieve appropriate staffing for projected call volume and expectations of responders; maintaining interconnectivity and interoperability seamlessly?
- Resilient** – does a new structure secure reliability; minimize single points of failure; achieve no downtime; improve quality of service and appropriate levels of redundancy, while minimizing duplication of technology to the extent reasonable?
- Responsive** – does it improve policy and decision making; foster a nimble organization; help to ensure fast and accurate call processing; quality training; seamless call processing; transparent to the citizens with no negative impact to them or responders?
- Realistic** – do the priorities, options, and choices make sense to your community; does the configuration continue high quality service, but, in an affordable, functionally technological way?

Positive answers to these questions will align the new configuration with the guiding principles and help to ensure a path to improved emergency communication services. The PDCC has taken significant action to manage Enhanced 9-1-1 (E9-1-1) services in a coordinated and comprehensive manner, which will provide increased integration and overall managerial control for consistent emergency communication services for all citizens and public safety agency participants. This Implementation Planning effort, and the dynamic nature of an effective planning process, provides the foundation for long-term stability and sustainability.

GeoComm encourages C-COM, LOCOM, WCCCA, and their overseeing governmental units (counties and city) to continue with the next phase of exploration and implementation. Such discussion will provide an excellent opportunity for management to examine the efficiency and productivity of the current operations and to incorporate changes and new practices into the foundation for the new PSAP or into existing operations even if consolidation is not pursued further.

Appendix A

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PDCC Space Assessment High Level Feasibility Worksheet

Model 1 - CCOM, LOCOM and WCCCA		2027		Construction
Description		Qty	Building Area	Building Area
Administration				
1.	Director's Office	2	300	600
2.	Manager's Office	4	220	880
3.	Administrative Office	6	120	720
4.	Board Meeting Room	1	1,650	1,650
5.	Conference Room	2	400	800
6.	Work Room	1	120	120
7.	File Room	1	120	120
8.	Reception Seating	1	120	120
9.	Restroom	2	120	240
Administration Total -				5,250

Training and Techology				
10.	Training Coordinator/Supervisor	2	180	360
11.	Technical Office	9	120	1,080
12.	Training-25	2	1,350	2,700
13.	Computer Based Training Room	1	600	600
14.	Training Storage	1	80	80
15.	Software Testing Area	1	230	230
16.	Data/Computer Center	1	1,000	1,000
17.	Telephone	1	600	600
18.	Radio Equipment	1	800	800
19.	Equipment Room	1	240	240
20.	Radio Communications Room	1	650	650
21.	Technology Storage Room	1	200	200
22.	Training Storage	1	80	80
23.	Supply Storage	1	120	120
				8,740

Operations				
24.	Call Taker Workstations	14	110	1,507
25.	Dispatch Consoles	24	110	2,640
26.	Supervisor's Console	3	125	375
27.	Supervisor's Office	3	120	360
28.	Quiet Room	3	80	240
29.	Restroom	2	200	400
30.	Special Projects Office	2	150	300
31.	Supply Storage	2	80	160
Operations Total -				5,982

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Operations Support

32.	Staff Restrooms	1	800	800
33.	Exercise Gym	1	1,000	1,000
34.	Locker Room	2	1,200	2,400
35.	Break Room	1	1,000	1,000
36.	Maintenance Office	1	600	600
37.	Janitor	2	120	240
38.	Electrical/Mechanical	1	1,000	1,000
39.	UPS	1	200	200
40.	Boiler	1	200	200
				7,440

Main Building Summary

41	Main Building Subtotal			27,412
42	Building Circulation 20%			5,482
43	Total Area			32,894

Footprint and Grounds

44.				
45.	Flag Pole	1	200	200
46.	Trash	1	200	200
47.	Parking	200	130	26,000
48.	Generators	1	2,000	2,000
49.	Fuel Tank	1	1,000	1,000
50.	Water Tank	1	1,000	1,000
51.	Radio Transmitter Antenna	1	200	200
52.	Circulation or Open Space (25%)			7,650
53	Area Subtotal			38,250

Furnishings

54	Call Taker Workstations	14	\$ -	\$ -
55	Dispatch Radio Consoles	24	\$ -	\$ -
56	General Office Furnishings	32894	\$ 26	\$ 855,254
Total				\$ 855,254

Summary

				Total
	Building Subtotal	32894	\$ 425	\$ 13,980,120

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Grounds and Parking Total	38250	\$ 130	\$ 4,972,500
Total Area	71144		\$ 18,952,620
Architectural and Engineering Cost		10%	\$ 1,895,262
Contingency		12%	\$ 2,274,314
Total Area			\$ 18,952,620
Total Furnishings			\$ 855,254
Grand Total -			\$ 23,977,451

Does not include real estate acquisition, taxes, financing costs, legal fees, etc.

Dispatch positions are estimated based on the actual projected radio dispatch positions in 2027, plus a console for special operations and a console for training. Call taker workstations are based on the number of call taker hours needed during the average hour, increased by 30% and two additional workstations, one for special operations and one for training. The cost of this equipment is included in technology.

Appendix B

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		Portland Dispatch Center Consortium Consolidation Implementation Timeline												APPENDIX B									
ID	Task Name	Duration	Start	Finish	2014			2015			2016			2017			2018						
					Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
22	PSAP building construction bid development, release bid, award bid	6 mons	Fri 1/1/16	Thu 6/16/16																			
23	Technical advisory team develops preliminary transition plans for each system and provides input to architectural design process	3 mons	Mon 2/1/16	Fri 4/22/16																			
24	Obtain system vendor input for design process	3 mons	Tue 3/1/16	Mon 5/23/16																			
25	PSAP construction permitting, certification, and other issues	3 mons	Wed 6/1/16	Tue 8/23/16																			
26	Start PSAP building construction	9 mons	Mon 10/3/16	Fri 6/9/17																			
27	CONSTRUCTION PHASE	120 days	Fri 6/30/17	Thu 12/14/17																			
28	PSAP facility interior finish work, wiring, equipment installation	6 mons	Fri 6/30/17	Thu 12/14/17																			
29	PERSONNEL PLANNING	653 days	Mon 11/2/15	Wed 5/2/18																			
30	Form PSAP labor management advisory team	15 days	Mon 11/2/15	Fri 11/20/15																			
31	Begin labor management strategy development	0 days	Fri 11/20/15	Fri 11/20/15																			
32	Finalize labor management strategy for new PSAP employees	0 days	Fri 4/1/16	Fri 4/1/16																			
33	New PSAP employee recruitment and selection process development started	3 mons	Wed 3/1/17	Tue 5/23/17																			
34	Recruitment, selection, testing and interview process for new PSAP employees started	4 mons	Thu 6/1/17	Wed 9/20/17																			
35	PSAP employee recruitment & selection process completed - employees hired	2 mons	Thu 9/21/17	Wed 11/15/17																			
36	Training of new employees in basic telecommunicator and Call Taking started [3 - 6 month duration]	6 mons	Thu 11/16/17	Wed 5/2/18																			
37	PROJECT COMPLETION AND IMPLEMENTATION PHASE	87 days	Tue 1/2/18	Wed 5/2/18																			
38	Transitional training of incumbent employees starts	2 mons	Tue 1/2/18	Mon 2/26/18																			
39	Final PSAP building prep with furniture installation, systems testing, and punch list completed	3 mons	Tue 1/2/18	Mon 3/26/18																			
40	Installation of technical systems, console equipment and burn-in period	3 mons	Tue 1/2/18	Mon 3/26/18																			
41	Transitional training of incumbent employees completed	0 days	Mon 2/26/18	Mon 2/26/18																			
42	Training of new employees in basic telecommunicator and call taking completed	0 days	Wed 5/2/18	Wed 5/2/18																			
43	TRANSITION MONTH (BEGIN MOVE TO NEW PSAP)	22 days	Mon 4/2/18	Wed 5/2/18																			
44	System testing and hands-on training	22 days	Mon 4/2/18	Tue 5/1/18																			
45	Go live in new PSAP facility	0 days	Wed 5/2/18	Wed 5/2/18																			
46	IMPLEMENTATION COMPLETION	0 days	Thu 5/31/18	Thu 5/31/18																			

City of Gladstone Staff Report

Report Date: October 9, 2014
Meeting Date: October 14, 2014
To: City Council
From: Pete Boyce, City Administrator

AGENDA ITEM

Update – Lake Oswego Tigard Water (LOTW) Update

History/Background

Lake Oswego Tigard water line project is constructing a new water intake facility on the Clackamas River and constructing a new water line through the Gladstone.

Proposal

N/A Update from LOTW staff.

Options

N/A Update from LOTW staff.

Cost Impact

Staff will continue to monitor construction activity.

Recommended Staff Action

No council action is required at this time. Staff will keep city council informed of the progress of this construction project.

Department Head: Pete Boyce
Date: 10/9/14

Administration: Pete Boyce
Date: 10/9/14

City of Gladstone Staff Report

Report Date: October 9, 2014
Meeting Date: October 14, 2014
To: City Council
From: Pete Boyce, City Administrator

AGENDA ITEM

Appointment of Planning Commission

History/Background

Please be advised there is one (1) vacancy on the Planning Commission, term to expire 12-31-14, due to the recent resignation of Kim Sieckmann who was appointed to the City Council.

Section 2.28.020 of the GMC requires the seven members of the Planning Commission be residents of the city and appointed by the City Council on the basis of their qualifications to serve in such capacity.

Section 2.28.080 of the GMC, "*Consideration of qualifications for membership*", states:

- 1. In selecting individuals for membership on the Planning Commission, the City Council shall give preference to those individuals who possess a particular competence in the field of municipal planning by way of their profession, trade or prior or present governmental service.*
- 2. No more than two voting members shall be engaged principally in the buying, selling or developing of real estate for profit as individuals, or be members of any partnership, or officers or employees of any corporation that is engaged principally in the buying, selling or developing of real estate for profit.*
- 3. No more than two voting members shall be engaged in the same kind of business, trade or profession.*

Current Planning Commission members:

Patrick McMahon. Patrick is a Problem Solver for the City of Portland Bureau of Fire, has lived in Gladstone for 14 years, was appointed to the Planning Commission in 2011, currently serves on the city's Budget Committee and was a Gladstone Volunteer Fire Captain from 1998 to August 2010.

Kirk Stempel was first appointed December 2008, has lived in Gladstone for 13 years, is employed by Gladstone Fire Department, President of the Gladstone Fire Association and a current member of the Traffic Safety Commission.

Kevin Johnson, was appointed in January 2014, has lived in Gladstone for 47 years and is employed in Property Management (JMP, Inc.) and is a current member of the Budget Committee.

Tamara Stempel was originally appointed August 2005, re-appointed in 2006 and 2009, has lived in Gladstone for 22+ years and is the Director of Green Building Services and is a current member of the Budget Committee.

Steve Johnson, was appointed in July 2014, has lived in Gladstone for 23 years and is employed in IT Consulting, Small Business Owner/Western Systems, Inc. and is a current member of the Budget Committee.

Michele Kremers. Michele is a Marylhurst University College Professor, has lived in Gladstone for 11 years and is a member of the New Library Design and Library Arts Committees. Appointed in 2012.

Notice of the Commission vacancy was advertised in the August & September newsletters, on the city's website and in the Clackamas Review. As of this date applications for appointment to the Planning Commission have been received from:

- Steve Bergeron, 340 W. Clarendon, has lived in Gladstone for 16 years and is employed with Boeing Commercial Airplane. He has previously served as Union Steward, Union Trustee and Union Local Lodge President.
- Les Poole, 18340 Cornell Place, has lived in Gladstone for 2 years (21 years in Oak Grove) and is self-employed: Sales Manager "Points for Profit" Land Use Specialist. He has served in the Oak Lodge Community Council, CAPS (Wilsonville), Trolley Trail Friends, Milwaukie Elks and Bomber B-17 Alliance.
- Elliott Veazey, 6650 Parkway Drive, has lived in Gladstone for four months and is employed in Construction Program Management, Nelson Capitol CPM, LLC. He has served as a City of Portland Adjustment Committee Member. applying for re-appointment..

Proposal

Appoint Planning Commission member. Staff believes it is important to planning commission business to have full citizen representation.

Options

Do not appoint Planning Commission member.

Cost Impact

No impact.

Recommended Staff Action

Staff recommends City Council fill the vacant seat on the Planning Commission.

Department Head: Pete Boyce
Date:10/9/14

Administration: Pete Boyce
Date: 10/9/14

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CITY OF GLADSTONE

APPLICATION FOR APPOINTMENT TO CITIZENS COMMITTEES



 Budget Committee Park & Recreation Board
 Planning Commission (Review GMC Chapter 2.28) Library Board (Review GMC Chapter 2.25)
 Traffic Safety Comm. Senior Center Advisory Bd.

NAME: STEVE BERGERON

ADDRESS: 340 W. CLAZENDON ST.

TELEPHONE: (HOME) 503-657-2801 (WORK) 971-563-6637

EMAIL: STEVE.M.BERGERON@GMAIL.COM

HOW LONG HAVE YOU LIVED IN GLADSTONE: 16

OCCUPATION/EMPLOYER (state your specific line of business): Boeing Commercial Airplane

DESCRIBE YOUR ACTIVITIES AND INTERESTS: Family, Dogs And Beating.

PREVIOUS AND CURRENT COMMUNITY AFFILIATIONS AND ACTIVITIES, INCLUDING CITY APPOINTMENTS: Union Steward, Union Trustee
union Local Lodge President

Have you ever applied for a Committee Position Before? YES X NO

If yes, when? What Committee?

Why would you like to serve on this Commission, Board or Committee?
(Attach additional materials or information if you wish).

I like to be of service to others, and serving in Gladstone
would be of service to my immediate community.

SIGNATURE: [Signature] DATE: 8-25-14

CITY OF GLADSTONE

APPLICATION FOR APPOINTMENT TO CITIZENS COMMITTEES



- Budget Committee
- Planning Commission (Review GMC Chapter 2.28)
- Traffic Safety Comm.
- Park & Recreation Board
- Library Board (Review GMC Chapter 2.25)
- Senior Center Advisory Bd.

NAME: LES K. POOLE

ADDRESS: 18340 CORNELL PLACE

TELEPHONE: (HOME) 503-659-1588 (WORK) 503-954-0074

EMAIL: elpee5440@gmail.com

HOW LONG HAVE YOU LIVED IN GLADSTONE: 2 YEARS (21 YRS OAK GROVE)

OCCUPATION/EMPLOYER (state your specific line of business): SELF EMPLOYED: SALES MGR. "POINTS FOR PROFIT" & LAND USE SPECIALIST

DESCRIBE YOUR ACTIVITIES AND INTERESTS: OUTDOOR RECREATION, LAND STEWARDSHIP AND PLANNING, HISTORIC PRESERVATION, WRITING, VOLUNTEERING IN THE COMMUNITY.

PREVIOUS AND CURRENT COMMUNITY AFFILIATIONS AND ACTIVITIES, INCLUDING CITY APPOINTMENTS: DAK LODGE COMMUNITY COUNCIL, CAPS (WILSONVILLE), TROLLEY TRAIL FRIENDS, MILWAUKIE ELKS, BOMBER B-17 ALLIANCE

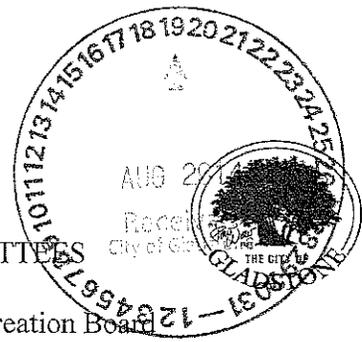
Have you ever applied for a Committee Position Before? YES NO

If yes, when? _____ What Committee? _____

Why would you like to serve on this Commission, Board or Committee? (Attach additional materials or information if you wish). I HAVE 30 YEARS OF EXPERIENCE IN LAND DEVELOPMENT AND CONTRACTING. I WORK WELL WITH OTHERS, AND WANT THE CITY TO MOVE FORWARD.

SIGNATURE: Les K. Poole DATE: OCT. 7, 2014

CITY OF GLADSTONE



APPLICATION FOR APPOINTMENT TO CITIZENS COMMITTEES

- | | |
|---|--|
| <input type="checkbox"/> Budget Committee | <input type="checkbox"/> Park & Recreation Board |
| <input checked="" type="checkbox"/> Planning Commission (Review GMC Chapter 2.28) | <input type="checkbox"/> Library Board (Review GMC Chapter 2.25) |
| <input type="checkbox"/> Traffic Safety Comm. | <input type="checkbox"/> Senior Center Advisory Bd. |

NAME: Elliott D. VEAZEY

ADDRESS: 6650 PARKWAY Drive Gladstone, OR 97037

TELEPHONE: (HOME) 801.656.9550 (WORK) — SAME

EMAIL: elliottveazey@gmail.com

HOW LONG HAVE YOU LIVED IN GLADSTONE: TWO MONTHS

OCCUPATION/EMPLOYER (state your specific line of business): CONSTRUCTION PROGRAM MANAGEMENT, Nelson Capitol CPM, LLC.

DESCRIBE YOUR ACTIVITIES AND INTERESTS: Construction Project Management, Real Estate Development, URBAN PLANNING, PARKS & RECREATION. NON-work items include my family (wife & two daughters), cycling, classic cars.

PREVIOUS AND CURRENT COMMUNITY AFFILIATIONS AND ACTIVITIES, INCLUDING CITY APPOINTMENTS: City of Portland - Adjustment Committee Member.

Have you ever applied for a Committee Position Before? YES NO

If yes, when? July '14 What Committee? PLANNING Commission

Why would you like to serve on this Commission, Board or Committee? (Attach additional materials or information if you wish). As a member of the community I feel it is my responsibility to participate & be of service. Serving on the planning Commission is an opportunity to contribute to the community & City of Gladstone. THANK YOU FOR YOUR consideration

SIGNATURE: Elliott D. VEAZEY DATE: 8.19.14

City of Gladstone Staff Report

Report Date: October 9, 2014
Meeting Date: October 14, 2014
To: City Council
From: Pete Boyce, City Administrator

AGENDA ITEM

Park and Recreation Board Recommendation - Park Rules Amendment

History/Background

Discussion among staff members from public works, fire and police resulted in a staff recommendation to the Park and Recreation Advisory Board to amend park rules. The Park and Recreation Board had discussions regarding park rules on June 30, 2014 and August 25, 2014.

Proposal

The Park and Recreation Board recommends adoption of the following park rules:

- No alcoholic beverages of any kind.
- Dogs must be on leashes at all times, except in designated areas.
- No fires of any kind.
- Use litter can, no personal or home garbage.
- No golfing in ball fields.
- No unauthorized excavations of any kind in the park.
- BMX bicycles in designated areas only.
- RC cars and planes in designated areas only.
- No firearms of any kind allowed in the park.
- Park hours are: Open one hour before sunrise. Closed one hour after sunset.

If City Council agrees with the proposal staff will engage with the City Attorney to create amendments to the existing park rules in municipal code. The goal for the new park rules is to create a park environment that is pleasant for users, provides clarity for enforcement of rules and reduces vandalism and illicit activities in the park. Some park users may be unhappy with new park hours.

Options

The Park and Recreation Board reviewed the City of Milwaukee's park rules (enclosed). Staff also initially presented set park hours 5 a.m. to 10 p.m. A set time would give park users a better expectation of when the park may be used. The downside being during the winter there would be considerable time the park would remain open while it is dark.

Cost Impact

The cost impact would be limited. New signage in parks would need to be posted. There may be some addition staff time needed to inform park users of the new rules but long term the cost of enforcement would similar to current expenditures.

Recommended Staff Action

The Park and Recreation Board is recommending adoption of the above listed rules. Staff also recommends City Council authorize the City Attorney to develop language to incorporate these rules into the Gladstone Municipal Code. Once the language is developed it will be brought back to City Council for final adoption.

Department Head: Pete Boyce
Date: 10/9/14

Administration: Pete Boyce
Date: 10/9/14

PARKS AND RECREATION BOARD

MINUTES

AUGUST 25, 2014

CITY HALL CONFERENCE ROOM

1. The meeting was called to order and Self Introductions were made. Present in the room were (Chair) Lee Wooldridge, (Members) Steve Dormer, Linda Cosgrove, Martha Wooldridge, Michael Villanti, Jerry Herrmann, (liaison to City Council) Neal Reisner, (Supervisor of Public Works) Scott Tabor, (Code Enforcement Officer for City of Gladstone) Sean Boyle. There were no guests.
2. Minutes from the June 30, 2014 meeting were reviewed and approved.
3. There was a lengthy discussion of the park rules. The following was approved ---
 1. No alcoholic beverages of any kind.
 2. Dogs must be on leashes at all times, except in designated areas.
 3. No fires of any kind.
 4. Use litter can, no personal or home garbage.
 5. No golfing in ball fields.
 6. No unauthorized excavations of any kind in the park.
 7. BMX bicycles in designated areas only.
 8. RC cars and planes in designated areas only.
 9. No firearms of any kind allowed in the park.
 10. Park hours are: Open one hour before sunrise. Closed one hour after sunset.

These rules were approved and have now been referred to the City attorney for evaluation. Scott will order new signage when the City Council has passed approval. See attached papers.

4. Planned for next meeting is a discussion of usage of the river bank including the bar and boat launch.
5. Pete to schedule the room for the 10-27-14 meeting at 7:00 pm. Linda to type notes from this meeting.

Meldrum Bar Park Rules

- 1. No Alcoholic Beverages of any kind
- 2. Dogs Must Be On Leashes At All Times Except In Designated Areas
- 3. No Fires Of Any Kind
- 4. Use Litter Can, No Personal Or Home Garbage
- 5. No Golfing in Ball Fields
- 6. No Unauthorized Excavations Of Any Kind In The Park
- 7. BMX Bicycles In Designated Areas Only
- 8. RC Cars and Planes In Designated Areas Only (No Gas Powered Engines Allowed)
- 9. No Fireworks Of Any Kind Allowed In The Park
- 10. Park Hours Are: Open One Hour Before Sunrise, Closed One Hour After Sunset

PARKS & RECREATION BOARD MEETING

CITY OF GLADSTONE

JUNE 30, 2014, 7:00 PM

CITY HALL CHAMBERS

1. Parks & Recreation Board members present: Stephen Dorner, Michael Villanti, Jerry Herrmann, Linda Cosgrove. City Council liaison – Neal Reisner. Supervisor of Public Works Department – Scott Tabor.
2. Guests in the room included Bill Colby, Harry Todd, Kelly Uchytel and Sherry Uchytel.
3. The meeting was called to order and Self Introductions were made.
4. The minutes of 4-28-14 were reviewed and approved.
5. It was suggested that Pete contact Martha Woolridge and Lee Woolridge to see if they would like to continue their participation with the Parks Board.
6. Off leash area at Meldrum Bar Park — Discussion included two sites. One was the old orchard area and the other was the area to the right of the road as one walks down into the park. After all thoughts were presented, it was decided to locate the area at the old orchard site. This would be away from private residences and the road way. Preparation of the area may include removal of some diseased or dead trees and fencing. Scott will make arrangements to move the existing fencing from the Nick Shannon Park area to Meldrum Bar Park. The fencing will be six foot high and include a double entry with a possible spring gate. Consideration will be given to handicap access and parking will be improved.
7. Nick Shannon Park — A three foot high fence enclosure to be installed for safety of children.
8. Establishing a Fire Department area — Stan Monte, from the Gladstone Fire Department, presented a request to establish an area for the City Fire Department to be used as storage and training at Meldrum Bar Park. Needed is approximately 150 x 150 foot space. This site would be established at the current location of the construction trailer unit for Lake Oswego/Tigard pipe line project following removal of all equipment and offices. An estimated four storage units rather than permanent structures surrounded with fencing are considered. Of concern mentioned was an estimated ½ acre of space removed from park use and that the enclosure be aesthetically pleasing in a parks setting. We were assured that there would be adequate parking for all vehicles. More detailed plans will be submitted prior to final instillation. This has been recommended and approved.

9. Park Rules--- Scott has obtained a copy of the City of Milwaukie Park Rules for review and discussion at our next meeting. Shawn Boyle has been invited to engage in this discussion scheduled for 8-25-14. Of concern are City of Gladstone codes and the enforceability of these codes.
10. Hazard trees at Meldrum Bar Park --- Scott reports that additional hazard trees at Meldrum Bar Park have been removed. The total billing is estimated to be between \$9,000.00 to \$10,000.00 with crane work and grinding.
11. State of Oregon Grant for Max Patterson Park --- Scott reports that City of Gladstone did not receive the applied for funds (\$262,625.00) from the State of Oregon Parks Division. This request was not in the top 9% submitted. The Parks Department is currently revising their request and will submit it again in the coming year.
12. Cross Park -- Scott reports that the City has received \$35,000.00 from Metro for trail enhancement at Cross Park. Bids for new handicap paths have been requested and none received to date. He will wait for future replies to his request.
13. Sequoia located at Arlington and Princeton Streets --- Scott reports that this tree has received vehicle damage and that an arborist has been consulted who felt that the tree did not require removal. Vehicle insurance for cost recovery is being evaluated.
14. Funds for City Parks --- Neal is requesting the City council to designate funds from the Lake Oswego/Tigard partnership to City Parks for maintenance and enhancement. He will present this proposal at the next City Council Meeting.
15. Other -- Rules for City Parks to be discussed at 8-25-14 meeting. Pete to reserve the meeting room and Linda to type meeting notes from today.

Gladstone Municipal Code

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[Title 12 STREETS, SIDEWALKS AND PUBLIC PLACES](#)

Chapter 12.12 PARK REGULATIONS

Note

*** Prior history:**

12.12.040 **History:** Ord. 597 §2(3), 1958; Repealed by Ord. 1273 §1, 1998.

12.12.010 Generally.

The rules and regulations set out in this chapter governing the use of the public parks in the city are adopted.

Statutory Reference: ORS Ch. 226

History: Ord. 597 §2, 1958.

12.12.020 Damaging plants or structures.

No person shall dig up, cut, break, remove, deface any building, structure, sign, bush or plant belonging to or growing within the public park in the city.

Statutory Reference: ORS Ch. 226

History: Ord. 597 §2(1), 1958.

12.12.021 Molesting animals and birds.

(1) No person shall disturb, harass, destroy or injure any wild or domestic animal or bird within a public park in the city.

(2) Violation of this section will result in a Class "A" Infraction.

Statutory Reference: ORS Ch. 226

History: Ord. 1233 §1, 1996.

12.12.022 Removal of wildlife.

(1) No person shall remove any wild animal or bird from the waters or boundaries of a public park in the city.

(2) Violation of this section will result in a Class "A" Infraction.

Statutory Reference: ORS Ch. 226

History: Ord. 1233 §1, 1996.

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12.12.030 Discharging of weapons or disposing of burning substances.

No person shall have in his possession or discharge any destructive weapon, firearm, firecracker, torpedo, or fireworks or make a fire or throw or place upon the ground any lighted match, cigar or any burning substance in any such public park in the city.

Statutory Reference: ORS Ch. 226

History: Ord. 597 §2(2), 1958.

12.12.050 Hours.

(1) All city parks on the river shall be closed to the public from 10:00 p.m. to 3:00 a.m. each day.

(2) All non-river city parks shall be closed to the public from 10:00 p.m. to 7:00 a.m. each day.

Statutory Reference: ORS Ch. 226

History: Ord. 597 §2(4), 1958; Ord. 1018 §1, 1983; Ord. 1156 §1, 1992; Ord. 1165 §1, 1992.

12.12.060 Vehicular traffic.

No person shall operate any vehicle, including automobiles, trucks, motorcycles and other motorized vehicles off designated roadways within any of the city parks.

Statutory Reference: ORS Ch. 226

History: Ord. 597 §2(5), 1958; Ord. 1273 §2, 1998.

12.12.065 Remote controlled airplanes.

No person within a city park shall operate a remote control, internal combustion, motorized airplane. This prohibition shall not apply to gliders and aircraft propelled by electric motors.

Statutory Reference: ORS Ch. 226

History: Ord. 1010 §1, 1982.

12.12.070 Horseback riding.

Horseback riding is prohibited in city parks.

Statutory Reference: ORS Ch. 226

History: Ord. 597 §2(6), 1958.

12.12.080 Dogs.

7-8

Dogs are not allowed in the parks unless on a leash.

Statutory Reference: Ch. 226

History: Ord. 597 §2(7), 1958.

12.12.090 Obedience to police officer or lifeguard.

All persons using the park shall at all times obey all lawful orders of any police officer or lifeguard who may be stationed therein.

Statutory Reference: ORS Ch. 226

History: Ord. 597 §2(8), 1958.

12.12.095 Golfing.

(1) Golfing is prohibited in public parks. Violation of this section is a Class "A" Infraction.

(2) Golfing that results in any damage to the park is prohibited. Violation of this section is a Class "C" Misdemeanor.

(3) Golfing that results in any object coming within twenty feet (20') of any person or animal is prohibited. Violation of this section is a Class "B" Misdemeanor.

(4) Golfing is defined as any form of contact or attempted contact between an object designed or actually used for golfing and another inanimate object.

Statutory Reference: ORS Ch. 226

History: Ord. 1174 §1, 1993.

12.12.100 Drinking or possession of intoxicating beverages.

(1) The drinking or possession of alcoholic liquor containing more than one-half of one percent alcohol by volume of any kind is prohibited within any of the areas of the city parks except upon special permit issued by the City Council to a nonprofit, charitable, or fraternal organization. The issuance of any such special permits shall be within the sole discretion of the City Council. In granting or denying any request for such special permit, the council may consider the nature of the organization requesting the special permit, the number of persons to be involved, compliance with all requirements of the OLCC and applicable city ordinances, availability of park facilities, and security and crowd control considerations.

(2) The City Council may, as a condition to the issuance of such permit, require payment to the city by the applicant for special permit of the hourly wages of city policemen deemed necessary to monitor the activity involved. The duration of any special permit issued shall be determined by the City Council.

Statutory Reference: ORS Ch. 226

History: Ord. 597 §2(9), 1958; Ord. 812, 1973; Ord. 877 §1, 1976; Ord. 1186§1, 1993.

12.12.110 Disposal of refuse, papers and rubbish.

7.9

All refuse, papers and rubbish shall be placed in refuse containers provided for that purpose, and everyone who uses the park facilities shall keep them and the premises clean, so as to leave them in orderly condition for the next user.

Statutory Reference: ORS Ch. 226

History: Ord. 597 §2(10), 1958.

12.12.120 Violation—Penalty.

(1) Violation of any provision of this chapter is a Class “C” misdemeanor, unless other punishment is specifically provided for in this chapter.

(2) Any person who violates the provisions of this chapter shall be punished for each offense.

Statutory Reference: ORS 221.410

History: Ord. 597 §2a, 1958; Ord. 1263 §1, 1998.

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Milwaukie Code

CHAPTER 9.28 PARK RULES

9.28.010 DEFINITIONS

"Board" means the Board of County Commissioners serving as the NCPRD Board of Directors.

"Director" means the person designated by the County Administrator to administer the District's programs and policies for District parks, forests, and recreation areas.

"District" means North Clackamas Parks and Recreation District and its employees.

"District employee" means an individual employed by Clackamas County and assigned to the District.

"Horse" means horses, mules, donkeys, and other rideable animals.

"Law enforcement officer" means a sworn sheriff, deputy sheriff, municipal Police Officer, Oregon State Police Officer, and such other persons as may be designated by law.

"Park area" means any District park, forest, or recreational area under the jurisdiction or management of the Board.

"Person" as used in this chapter does not include a District employee as defined in this section.

"Reservation" includes, but is not limited to, calling or writing in advance to obtain a picnic area or day use area permit, or secure, for private use, any District facility. (Ord. 1933 § 1 (part), 2004)

9.28.020 GENERAL RULES

A. The Director is authorized to close to public use any District-owned and/or maintained park or portion thereof, restrict the times when any District park owned or maintained area shall be open to such use, and limit or prohibit a recreation use whenever such action is necessary to protect the health or safety of the public or the safety of the park area or its facilities. Cause for park area closure or limitation on use may include sanitary conditions, protection of the watershed, park area construction or repairs, conservation of fish and wildlife, excessive traffic, unsafe or overcrowded shoreline, ramp, parking, or road conditions, the prevention of damage to the park or any of its facilities, or any dangerous, unsafe or unhealthful conditions.

B. The Director or any law enforcement officer may revoke any permit that has been issued erroneously or when a law enforcement officer has probable cause to believe the permit holder or any person in his or her custody, control, or family under that permit, has violated any of the provisions of these rules or any State, County, or federal law. Any person whose permit has been revoked and all other persons in his or her custody, control, and family under that permit shall immediately leave the park.

C. Authorized District employees and law enforcement officers, and within the City of Milwaukie, Milwaukie Code Enforcement personnel shall have the authority to cite or eject from a District park any person who violates any of the rules in this chapter or an exclusion order.

D. No person who has been ordered to leave a District park area by a law enforcement officer, District employee or, within the City of Milwaukie, Milwaukie Code Enforcement personnel shall remain therein.

E. No person, other than law enforcement officers, authorized District employees or, within the City of Milwaukie, Milwaukie Code Enforcement personnel shall enter or remain in any park area, or leave a vehicle parked there, after the daily closing time and

before the daily opening time as established by the Director and posted at the entrance to any park area without permission of the director. Vehicles in violation of this regulation are subject to tow in accordance with Clackamas County Code Chapter 7.01.

F. Hours

Parks are open half an hour before sunrise and close half an hour after sunset unless otherwise established by the Director and indicated on park signs. (Ord. 1933 § 1 (part), 2004)

9.28.030 FIRES

A. No person shall build a fire in any park area, except in:

1. Park barbeques provided for such purpose;
2. Fire pits provided by the District for such purpose;
3. Personal barbeques.

B. No person shall leave any fire unattended, and every fire user shall extinguish the fire before leaving the park area.

C. No person shall build, light, or maintain any fire so as to constitute a hazard by its proximity to any pile of wood, grass, tree, underbrush, park improvement, or other flammable material. (Ord. 1933 § 1 (part), 2004)

9.28.040 HUNTING, FIREWORKS AND WEAPONS

No person shall within any park:

A. Hunt, pursue, trap, kill, injure, or molest any bird or animal, or have in possession any wild animal, bird, fish, or reptile or the eggs or nest of any bird or reptile except for County, State or federal officers enlisted to remove dangerous or threatening wildlife.

However, sport angling is permitted in compliance with rules and regulations promulgated by the Oregon Department of Fish and Wildlife. From time to time the Director may permit the collection of fish or wildlife specimens for the purpose of scientific study when such collection has been authorized by the Oregon Department of Fish and Wildlife;

B. Discharge, for any reason, any firearm, pellet gun, paint ball gun, bow and arrow, slingshot, or other weapon, except for a law enforcement officer in the discharge of his or her official duties;

C. Possess any loaded firearm, except for a law enforcement officer in the discharge of his or her official duties; or

D. Possess or use fireworks or other explosives. The Director, however, may issue a special fireworks permit in accordance with State laws;

E. Remove any weapon from the owner's vehicle while in a park except for a law enforcement officer. All weapons that are stored in a vehicle, in a park, shall be completely unloaded at all times except for a law enforcement officer. (Ord. 1933 § 1 (part), 2004)

9.28.050 CONSUMPTION OF ALCOHOLIC BEVERAGES LIMITED

No person shall in any park area:

A. Possess or consume alcoholic beverages in any park except as provided in subsections B and C of this section.

B. The Director may, from time to time, designate certain parks or park areas where alcohol may be brought for use in meal preparation or consumption by issuing a permit for this purpose. The permit will be in addition to any permit required by the Oregon Liquor Control Commission.

C. The Director may, by issuance of a permit, allow the sale of alcoholic beverages on the premises of designated facilities when duly licensed by the Oregon Liquor Control Commission. For parks located within the City of Milwaukie, such permits shall be administered and issued by the City. (Ord. 1933 § 1 (part), 2004)

9.28.060 PARK PROPERTY

No person shall within any park:

- A. Mutilate, deface, damage, move, or remove any table, bench, building, sign, marker, monument, fence, barrier, fountain, faucet, traffic recorder, or other structure or facility of any kind;
- B. Dig up, deface, or remove any dirt, stones, rock, or other substance whatever, make any excavation, quarry any stone, lay or set off any blast, roll any stones or other objects, or cause or assist in any of the foregoing activities;
- C. Plant any tree or shrub in any park area without written permission of the Director;
- D. Except in designated areas, erect temporary signs, markers, or inscriptions of any type without permission from a District park employee;
- E. Set up or use a public address system without having secured a special use permit from the District Director;
- F. Throw, discharge, or otherwise place or cause to be placed in the soils of any park or the waters of any fountain, pond, lake, stream, or other body of water any matter or thing which will or may result in the pollution of those waters or soils;
- G. Use abusive or threatening language or gestures, create any public disturbance, panhandle, or engage in riotous behavior;
- H. Operate or use any noise-producing machine, vehicle, device, or instrument in a manner that is disturbing to other park area visitors;
- I. Pick, cut, mutilate, or remove any flowers, shrubs, foliage, trees, or plant life, or products of any type. However, from time to time the Director may authorize the removal of nonnative species or issue a special use permit for the collection of plant material for the purpose of scientific study. (Ord. 1933 § 1 (part), 2004)

9.28.070 CONCESSIONS AND SOLICITATIONS

No person shall in any park area:

- A. Operate a concession, either fixed or mobile, without having obtained a permit or contract from the Director;
- B. Solicit, sell or offer for sale, peddle, hawk, or vend any goods, wares, merchandise, food, liquids, or services without having obtained a permit or contract from the Director;
- C. Advertise any goods or services, except signs painted or mounted on vehicles in personal use, without having obtained a permit from the Director. (Ord. 1933 § 1 (part), 2004)

9.28.080 ANIMALS

No person in any park area shall:

- A. Ride, drive, lead, or keep a horse or other livestock in any park area except in areas specifically designated for that purpose, except when used for official business by a law enforcement officer;
- B. Bring into or keep in any park area a dog, cat, or other animal of any kind unless confined or controlled on a maximum six (6)-foot long leash except in those areas that have been specifically designated and posted as "offleash areas." A District park employee or law enforcement officer may require a person keeping an animal to

undertake any necessary measure, including removal of the animal from the park area, to prevent interference by the animal with the safety, comfort, and well-being of park users, or the creation of unsightly or unsanitary conditions;

- C. Bring any animal, other than seeing-eye dog or hearing-ear dog into any park area building except as may be permitted by the Director for special events;
- D. Allow any animal in his or her custody or control to annoy, molest, bark continuously, attack, or injure any person or animal in the park area;
- E. Tie up any animal in his or her custody or control and leave such animal unattended;
- F. Leave their animal's waste within a park unless it is placed in a bag or container and left in a designated waste receptacle. (Ord. 1933 § 1 (part), 2004)

9.28.090 MOTOR VEHICLES

No person shall in any park area:

- A. Operate any motor vehicle in violation of the State Motor Vehicle Code and other laws;
- B. Operate any motor vehicle at a speed in excess of ten (10) miles per hour unless otherwise designated;
- C. Park a motor vehicle any place other than in designated parking areas;
- D. Operate a motor vehicle or bicycle on any area or trail that is not specifically designated for motor vehicle or bicycle use, that is posted as closed to the public, or on which signs have been placed by authority of the Director prohibiting the operation of motor vehicles or bicycles;
- E. Leave any vehicle in any park after hours or overnight without having obtained written permission from the Director. (Ord. 1933 § 1 (part), 2004)

9.28.100 WASTE DISPOSAL

- A. All bottles, cans, ashes, waste, paper, garbage, sewage, fish entrails, and other rubbish or refuse shall be left only in receptacles designated for that purpose.
- B. No person shall bring into a park area any trash, refuse, garbage, litter, waste material, or vehicles for the purpose of leaving them there. (Ord. 1933 § 1 (part), 2004)

9.28.110 CAMPING PROHIBITIONS

No person, unless permitted by the Director, shall camp overnight or longer in any park except in those areas that have been specifically developed and designated for that purpose. (Ord. 1933 § 1 (part), 2004)

9.28.120 PROHIBITED GAMES

No person shall, within the boundaries of any park, take a part in or abet the playing of any game involving thrown or otherwise propelled objects such as stones, arrows, sharp objects, vehicles, javelins, or power model airplanes, rockets, or boats except in areas set apart for those forms of recreation. (Ord. 1933 § 1 (part), 2004)

9.28.130 PRODUCTION OF PERMITS REQUIRED

No person shall:

- A. Fail to produce and exhibit, upon the request of any law enforcement officer or District employee, any required permit from the Director that the person claims to have;
- B. Fail to produce, upon request of any law enforcement officer or District employee, while within the boundaries of any park, any required proof of entrance and/or fee payment. (Ord. 1933 § 1 (part), 2004)

9.28.140 INTERFERENCE WITH PERMITTEE PROHIBITED

No person shall disturb or interfere unreasonably with any person or party occupying any park area or participating in any activity in a park under the authority of a permit. (Ord. 1933 § 1 (part), 2004)

9.28.150 SPECIAL USE PERMIT

A special use permit shall be obtained prior to pursuing the following activities in any park:

- A. Movie, commercial or television filming, photography, and production;
- B. Organized sporting events, except those specifically hosted by the District or those hosted by the City of Milwaukie when such events are held in City-owned parks;
- C. Special educational events or festivals, except those specifically hosted by the District or those hosted by the City of Milwaukie when such events are held in City-owned parks;
- D. Amplified sound, pony rides, dunk tanks, or use of alcohol with a reservation permit, except those specifically hosted by the District or those hosted by the City of Milwaukie when such events are held in City-owned parks. (Ord. 1933 § 1 (part), 2004)

March 12, 2012

To: Gladstone Parks & Recreation Committee

RE: Park Hours
@ Meldrum Bar Park

Recently at a meeting with Public Works (Scott Tabor), Police Department (Sean Boyle) and the Fire Department (Mike Funk), there was a discussion about warming fires at Meldrum Bar. We recommend upholding and enforcing current codes that are in place and not allow fires of any kind at Meldrum Bar.

This led to a discussion about park hours, and how ineffective they are. The current park hours are open at 3:00 AM and close at 10:00 PM allows too much access for people to enter and vandalize the park, or do other illicit activities and who have no purpose to be in the area during those times!

Most parks in the region have the following hours:

Open one hour before dawn
Close one hour after dusk!

We believe the change in the operating hours of the park will lessen the vandalism that occurs and make it easier for Police to enforce park rules while patrolling the area.

With the regional use of the park and the high maintenance associated with the park, changing the park hours and enforcing them will keep unwanted activities out of the parks, and help reduce the maintenance costs.

We recommend that the park hours at Meldrum Bar Park and Cross Park be changed to:

Open: 5:00 AM
Close: 10:00PM

Sincerely,

Scott Tabor,
Public Works Supervisor
City of Gladstone

City of Gladstone Staff Report

Report Date: October 9, 2014
Meeting Date: October 14, 2014
To: City Council
From: Pete Boyce, City Administrator

AGENDA ITEM

Planning Commission Code Review – Noise Control

History/Background

City Council requested the Planning Commission to review city code and make recommendations regarding said code. The Planning Commission is actively reviewing code and is requesting information from City Council

Proposal

The Planning Commission discussed Gladstone Municipal Code (GMC) Chapter 8.12 Noise Control. A question came up during discussion regarding 8.12.070 Exceptions and Variances. Is City Council able to provide some background regarding the development of the listed exceptions and variances?

Options

N/A.

Cost Impact

Staff will continue to provide support to Planning Commission for code review.

Recommended Staff Action

Staff recommends City Council provide requested information to Planning Commission if it exists. Staff was unable to find requested information in city records.

Department Head: Pete Boyce
Date: 10/9/14

Administration: Pete Boyce
Date: 10/9/14

Gladstone Municipal Code

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Title 8 HEALTH AND SAFETY**Chapter 8.12 NOISE CONTROL**

8.12.010 Declaration of purpose.

The City Council has determined that excessive sound is a serious hazard to the public health, welfare and the quality of life and it shall be the policy of the city to prevent excessive sound which may jeopardize the health, welfare and safety of citizens or degrade the quality of life.

Statutory Reference: ORS 467.100

History: Ord. 1023 §2, 1983.

8.12.020 Scope.

This chapter shall apply to the regulation of all sounds originating within the city limits.

Statutory Reference: ORS 467.100

History: Ord. 1023 §2, 1983.

8.12.030 Standards and definitions.

(1) Terminology and Standards. All terminology used in this chapter that is not defined below shall be in accordance with the American National Standards Institute (ANSI.)

(2) Measurement of Sound Level:

(a) Measurements shall be made with a calibrated sound level meter in good operating condition, meeting the requirements of a Type I or Type II meter, as specified in ANSI Standard 1.4-1971(R1976) or S1.4-1983, "Specifications for Sound Level Meters." For purposes of this chapter, a sound level meter shall contain at least an "A" weighting network, and both fast and slow meter response capability;

(b) Persons conducting sound level measurements shall have received training in the techniques of sound measurement and the operation of sound measuring instruments prior to engaging in any enforcement activity;

(c) Procedures and tests required by this chapter and not specified herein shall be placed on file with the City Recorder.

(3) Definitions:

(a) "Amplifying equipment" means public address systems, musical instruments and other similar devices which are electronically amplified.

(b) "City" means the City of Gladstone, Oregon, or the area within the territorial city limits of the City of Gladstone, Oregon, and such territory outside of this city over which the city has jurisdiction or control by virtue of ownership, or any Constitutional or charter provision, or any law.

(c) "Commercial land use" includes land uses zoned C-1, C-2 and C-3 or any use of an office, service establishment, retail store, park, amusement or recreation facility, or other use of the same general type, whether

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publicly or privately owned.

(d) "Construction" means any and all activity necessary or incidental to the erection, demolition, assembling, altering, installing, repair or equipping of buildings, roadways and utilities. It shall include land clearing, grading, excavating and filling before, during or following such activity.

(e) "Continuous sound" means any steady sound with a deviation no greater than plus or minus 2 dBA of its mean, or total fluctuation of 4 dBA, during the period of observation when measured with a sound level meter set on fast response.

(f) "Daytime period" means seven a.m. until ten p.m. of the same day, local time.

(g) "Domestic power tools" means any mechanically powered saw, drill, sander, grinder, lawn or garden tool, or similar device generally used out of doors in residential areas.

(h) "Emergency work" means work made necessary to restore property to a safe condition following severe-inclement weather and natural disasters, work required to restore public utilities or work required to protect persons or property from imminent exposure to danger.

(i) "Industrial land use" includes land use zoned LI or any use of a warehouse, factory, mine, wholesale trade establishment, or other use of the same general type, whether publicly or privately owned.

(j) "Nighttime period" means ten p.m. of one day until seven a.m. the following day, local time.

(k) "Noise sensitive land use" includes property on which residential housing, apartment buildings, schools, churches, hospitals, and nursing homes are located.

(l) "Off-road recreational vehicle" means any self-propelled land vehicle designed for, or capable of traversing over natural terrain, including, but not limited to, racing vehicles, mini-bikes, motorcycles, go-karts, and dune buggies, when operated off the public right-of-way for noncommercial purposes.

(m) "Persons" means a person, persons, firm, association, copartnership, joint venture, corporation or any entity public or private in nature.

(n) "Plainly audible" means unambiguously communicated sounds which disturb the comfort, repose or health of the listener. Plainly audible sounds include, but are not limited to, understandable musical rhythms, understandable spoken words, and vocal sounds other than speech which are distinguishable as raised or normal.

(o) "Powered model vehicle" means any self-propelled airborne, waterborne or land-borne plane, vessel or vehicle, which is not designed to carry persons, including, but not limited to, any model airplane, boat, car or rocket.

(p) "Recreational park" means a facility open to the public for the operation of off-road recreational vehicles.

(q) "Warning devices" means electronic devices used to protect persons or property from imminent danger, including, but not limited to, fire alarms, civil defense warning systems, and safety alarms required by law.

Statutory Reference: ORS 467.100

History: Ord. 1023 §2, 1983; Ord. 1400, 2008.

8.12.040 Responsibility and authority.

(1) Responsibility. The responsibility for enforcement of this chapter shall reside with the City Administrator or his designee.

(2) Authority. In order to implement this chapter and for the general purpose of sound abatement and

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control, the City Administrator or his designee shall have, in addition to any other authority vested with him, the following powers:

- (a) Planning. Implement a noise control strategy in consonance with the city's zoning ordinance and comprehensive plan to assure public and private enterprises do not adversely impact existing noise sensitive properties and properties designated for noise sensitive use and to prevent the encroachment of noise sensitive uses into high impact areas such as industrial zones and immediately adjacent to major highways or arterials which are incompatible for such uses by virtue of existing or projected noise impacts;
- (b) Inspections. Upon presentation of proper credentials, enter and inspect any private property or place, and inspect any report or record at any reasonable time when granted permission by the owner, or by some other person with apparent authority to act for the owner. Such inspection may include administration of
- (c) Issue Summons. Issue summons, notices of violation or other legal orders to any person in alleged violation of any provision of this chapter;
- (d) Investigate Violations. In accordance with all other provisions of this chapter, investigate and document violations and take necessary actions preparatory to enforcement;
- (e) Amendments and Modifications. Develop and recommend amendments and modifications to this chapter so as to maintain or enhance the effectiveness of the noise control program;
- (f) Education. Develop programs for public education regarding the requirements and remedies available through the noise control ordinance.

Statutory Reference: ORS 467.100

History: Ord. 1023 §2, 1983.

8.12.050 Prohibited acts.

- (1) No person shall knowingly continue, cause or permit to be made or continue to make any excessive or unnecessary sounds which are listed in Subsection (2) of this Section or GMC Section 8.12.060.
- (2) The following acts are declared to create excessive and unnecessary sounds in violation of this chapter without regard to the maximum sound levels of GMC Section 8.12.060:
 - (a) Radios, Phonographs, Tapeplayers, Television Sets, Stereo Systems. The playing, using or operating of any radio, tape player, television set or stereo system, including those installed in a vehicle, in such a manner so as to be plainly audible at any time between ten p.m. and seven a.m. the following day, local time:
 - (A) within a noise sensitive unit which is not the source of the sound, or
 - (B) at a distance of one hundred feet or more from the source of the sound.
 - (b) Amplified sounds, external speakers, paging systems. Sounds produced by sound amplification equipment, specifically including but not limited to external speaker and paging systems, in such a manner so as to be plainly audible at any time between seven p.m. and seven a.m. the following day, local time:
 - (A) within a noise sensitive unit which is not the source of the sound, or
 - (B) at a distance of one hundred feet or more from the source of the sound.
 - (c) Revvng engines. Operating any motor vehicle engine above idling speed off the public right-of-way so as to create excessive or unnecessary sounds within a noise sensitive area;
 - (d) Compression braking devices. Using compression brakes, commonly referred to as jake brakes, on any motor vehicle except fire engines, causing noise in violation of federal Interstate Motor Carrier Operations Standards (see 43 U.S.C. 4917(c) and 40 C.F.R. 202.20), and except to avoid imminent danger to persons or

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property.

(e) Exhausts. Discharging into the open air the exhaust of any steam engine, internal combustion engine, or any mechanical device operated by compressed air or steam without a muffler, or with a sound control device less effective than that provided on the original engine or mechanical device;

(f) Idling engines on motor vehicles. Idling more than fifteen (15) consecutive minutes between the hours of ten p.m. and seven a.m. the following day, local time, any motor vehicle with a Gross Vehicle Weight Rating (GVWR) of eight thousand pounds (8,000 lbs) or greater which exceeds 50 dBA on the nearest occupied noise sensitive property;

(g) Vehicle tires. Squealing tires by excessive speed or acceleration on or off public right-of-way except when necessary to avoid imminent danger to persons or property;

(h) Motorcycles, go-karts, dune buggies. Operating motorcycles, go-karts, dune buggies and other off-road recreational vehicles off the public right-of-way on property not designated as a recreational park;

(i) Motorboats. Operating or permitting the operation of any motorboat within the city's jurisdictional boundaries in such manner as to exceed 84 dBA at fifty feet (50') or more;

(j) Powered model vehicles. Operating or permitting the operation of powered model vehicles, with the exception of gliders, aircraft and ground vehicles propelled by electric motors, in areas not designated by the City Administrator or City Council for such use;

(k) Explosives. The discharge of fireworks and other explosive devices;

(l) Tampering. The removal or rendering inoperative for purposes other than maintenance, repair or replacement, of any noise control device;

(m) Animals. Owning, possessing or harboring any bird or other animal, for reasons other than being provoked by a person trespassing or threatening to trespass, which barks, bays, cries, howls or makes any other noise continuously for a period of ten (10) minutes or more;

(n) Steam whistles. Blowing any steam whistle attached to any stationary boiler, except to give notice of the time to begin or stop work;

(o) Horns. The sounding of a horn or signaling device on a vehicle on a street, or public or private place, except as a necessary warning of danger;

(p) Compressed air devices. The use of a mechanical device operated by compressed air, steam or otherwise, unless the noise thereby created is effectively muffled.

(3) No person shall operate a motor vehicle on a public right-of-way unless it meets the noise emission standards promulgated by Oregon Revised Statute 483.449 and Oregon Administrative Rule 340-35-030 (1)(a) and (c), which are adopted by reference. Copies of ORS 483.449 and (OAR 340-35-030) are on file in the office of the City Administrator.

(4) The Municipal Court in its discretion may dismiss a citation issued under this subsection pursuant to the presentation to the clerk of the court, one day prior to the scheduled arraignment date, a certificate of compliance issued by the Department of Environment Quality.

Statutory Reference: ORS 467.100

History: Ord. 1023 §2, 1983; Ord. 1139 §1, 1990; Ord. 1241 §1, 1997, Ord. 1400, 2008; Ord. 1423, 2009.

[Ed. Note: The publication(s) referred to or incorporated by reference in this ordinance are available from the office of the City Recorder.]

8.12.060 Maximum permissible sound levels.

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(1) No person shall cause or permit sound(s) to intrude onto the property of another person which exceeds the maximum permissible sound levels set forth below in this section.

(2) The sound limitations established herein, as measured at or within the property boundary of the receiving land use, are as set forth in Table I after any applicable adjustments provided for herein are applied. When the sound limitations are exceeded, it shall constitute excessive and unnecessary sound(s) and shall be violations in their own right as well as being prima facie evidence of noise.

(3) This section is violated if any of the following occur:

(a) Any continuous sound that exceeds Table I for a cumulative total of greater than one minute in any five-minute period; or

(b) Any sound that exceeds Table I by 5 dBA for any point in time.

TABLE I
TABLE OF ALLOWABLE SOUND LEVELS IN ANY TEN-MINUTE PERIOD (in dBA)

Type of Source by Use	Type of Received by Use					
	Noise Sensitive		Commercial		Industrial	
	Day	Night	Day	Night	Day	Night
Noise Sensitive	55	45		---		---
Commercial	55	50	70	65		---
Industrial	55	50	70	65	75	70

Statutory Reference: ORS 467.100

History: Ord. 1023 §2, 1983, Ord. 1400, 2008.

8.12.070 Exceptions and variances.

(1) Exceptions. The following sounds are exempted from provisions of this chapter:

(a) Sounds caused by the performance of emergency work, vehicles and/or equipment;

(b) Aircraft operations in compliance with applicable federal laws or regulations;

(c) Railroad activities as defined in Subpart A, Part 201 of Title 40, CFR of the Environmental Protection Agency's railroad emission standards, incorporated herein by reference;

(d) Sounds produced by sound amplifying equipment at activities sponsored by Gladstone School District No. 115 between seven a.m. and twelve midnight, local time;

(e) Sounds created by the tires or motor to propel or retard any vehicle on the public right-of-way in compliance with ORS 483.449 and OAR 340-35-030, incorporated herein by reference;

(f) Notwithstanding GMC Section 8.12.070(5), sounds created by refuse pickup operations during the period of four a.m. to ten p.m., local time;

(g) Sounds created by domestic power tools during the period of seven a.m. to ten p.m., local time, provided sound dissipating devices on tools so equipped, are maintained in good repair;

(h) Sounds made by warning devices operating continuously for three minutes or less;

(i) Idling motor vehicles with a Gross Vehicle Weight Rating (GVWR) of eight thousand pounds (8,000

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lbs) or greater between the hours of seven a.m. to ten p.m., local time, provided they are equipped with an exhaust system which is in good working order and in constant operation;

(j) Construction activities during the period of seven a.m. to six p.m., local time, provided equipment is maintained in good repair and equipped with sound dissipating devices in good working order.

(k) Construction activities during the period 6:00 p.m. to 7:00 a.m. on rights of way owned by the Oregon Department of Transportation provided typical measures for work in urban areas are used to mitigate noise, including notification of affected property owners and the city.

(l) Sounds produced by stage entertainment and music performance between ten a.m. and twelve thirty a.m., local time, as part of the annual Chautauqua Festival.

(2) Variances. Any person who owns, controls or operates any sound source which violates any of the provisions of this chapter may apply to the City Council for a variance from such provisions. Any person who is planning a noise source which is expected to violate any provision of this chapter may apply to the City Council for a variance from such provision. Any person granted a variance under this chapter may apply for renewal of that variance upon its expiration. Such renewal application shall be processed just as if it was an initial application.

(a) Application. The application shall state the provision from which a variance is being sought, the period of time the variance is to apply, the reason for which the variance is sought and any other supporting information which the City Council may reasonably require.

(b) Review Standards. In establishing exceptions or granting variances, the City Council shall consider:

(A) The protection of health, safety and welfare of citizens as well as the feasibility and cost of noise abatement;

(B) The past, present and future patterns of land use;

(C) The relative timing of land use changes;

(D) The acoustical nature of the sound emitted;

(E) Whether compliance with the provision would produce a benefit to the public.

(c) Time Duration of Variance. Any variance shall be granted for a specific time interval, not to exceed one (1) year.

(d) Public Notification and Public Hearing:

(A) Public notice shall be given in the manner provided for by city ordinance for all variance applications;

(B) A public hearing shall be held before the granting of a variance if such hearing is requested by any affected party.

(e) Conditions for Granting:

(A) The City Council may grant specific variances from the particular requirements of any rule, regulation or order to such specific persons or class of persons or such specific noise source upon such conditions as it may deem necessary to protect the public health and welfare, if it finds that strict compliance with such rule, regulations or order is inappropriate because of conditions beyond the control of the persons requesting such variance or because of special circumstances which would render strict compliance unreasonable or impractical due to special physical conditions or cause, or because strict compliance would result in substantial curtailment or closing down of a business, plant or operation, or because no other alternative facility or method of handling is yet available.

(B) Procedure for Requesting. Any person requesting a variance shall make his request in writing to the city for consideration by the City Council and shall state in a concise manner the facts to show cause why such variance should not be granted.

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(C) Revocation or Modification. A variance granted may be revoked or modified by the City Council after a public hearing held upon not less than twenty (20) days notice. Such notice shall be served upon the holder of the variance by certified mail and all persons who have filed with the City Council a written request for such notification.

(f) Emergency and Safety Hazard. In the case of an emergency or safety hazard, the City Administrator or his designee, may revoke a variance by setting forth the nature of the emergency or hazard in a letter mailed to the holder of the variance. A public hearing before the City Council shall be held at the next regularly scheduled City Council meeting following the revocation to reverse, affirm or modify the revocation action.

Statutory Reference: ORS 467.100

History: Ord. 1023 §2, 1983; Ord. 1330, 2002; Ord. 1335,, 2002.

[Ed. Note: The publication(s) referred to or incorporated by reference in this ordinance are available from the office of the City Recorder.]

8.12.080 Chapter additional to other law.

The provisions of this chapter shall be cumulative and nonexclusive and shall not affect any other claim, cause of action or remedy; nor, unless specifically provided, shall it be deemed to repeal, amend or modify any law, ordinance or regulation relating to noise or sound, but shall be deemed additional to existing legislation and common law on such subject.

Statutory Reference: ORS 467.100

History: Ord. 1023 §2, 1983.

8.12.090 Penalties.

(1) A violation of any provision of this chapter is a Class "A" infraction as specified in GMC 1.08.010 through 1.08.100.

(2) Each and every day during which any provision of this chapter is violated shall constitute a separate offense.

(3) The City Council, acting in the name of the city, may maintain an action or proceeding in a court of competent jurisdiction to compel compliance with or restrain by injunction the violation of any provision of this chapter as additional remedy.

Statutory Reference: ORS 467.100

History: Ord. 1023 §2, 1983; Ord. 1344, 2004.

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**INFORMATION
ONLY**



Current City Project Status

Responsibility (R1-R3) & Authority (A1-A3)								PROJECT	START DATE	GOAL COMP. DATE	STATUS
R1 - City Admin. / ACA	R2 - City Staff	A1 - Voters	A2 - City Council	A3 - Advisory Committee	R3 - Project Leader	Department	Project Type				
<u>Current & Ongoing Projects</u>											
PB					PB		Budget	Amend Budget to Increase Expenditures in Parks Department	July 2014	Nov. 2014	City Council requested budget change. Determining legal authority for supplemental budget. Must provide notice in newsletter or Clackamas Review.
PB					IG	Library	Misc. Projects	Library Credit Cards	June 2014	Nov. 2014	Adding credit/debit cards as a payment option. Reviewing security of system with LINC and City IT staff. Negotiating contract with vendor.
PB					JM	Police Dept.	Misc. Projects	Reevaluating Non-Dept. Personnel Access to PD and Court	June 2014		Restricting number of key fobs to PD and Court to essential personnel only. Determining if fob system needs upgrade.
PB					JM/PB	Admin		Electronic Timesheet/Adjustment of Pay/Chart of Accounts	June 2014		In conjunction with Springbrook software update. Discussing proposed changes with Unions. Working with CPA to automate procedures, revised chart of accounts, develop additional protocols for internal controls.
PB		CC			PB	City Hall	Misc. Projects	Developing Update for the Transportation System/Pavement Master Plan		TBD	Preparing RFP
PB		CC			PB	City Hall	Capital Projects	Managing Rinearson Pond Project	2013	On Going	Proposed construction 2015

Current City Project Status

Responsibility (R1-R3) & Authority (A1-A3)								PROJECT	START DATE	GOAL COMP. DATE	STATUS
R1 - City Admin. / ACA	R2 - City Staff	A1 - Voters	A2 - City Council	A3- Advisory Committee	R3 - Project Leader	Department	Project Type				
PB			CC		PB	City Hall	Capital Projects	Reviewing Options for City Hall/Police Facilities – On Going	08/14/12	On Going	Council to consider proposal at September meeting. Waiting for results of library ballot measure November 2014.
PB			CC		JM	City Hall	Capital Projects	Patching Leaks in City Hall / Police Station Roof –	08/14/12	On Going	Three Leaks Repaired This Winter Along With Replacing Some Drywall in Police Station. City Council authorized staff to bid patching the roof.
PB			CC		ST	PW	Capital Projects	Construction Project Barclay and Howell	July 2014	Oct 2014	Construction in progress
PB	CS		CC		PB	City Hall	Misc. Projects	Implementing New Fee Schedule with Supporting Ordinances	On Going	On Going	Completing as needed
PB	CS		CC		PB	City Hall	Capital Projects	2014 Pavement Rehabilitation Project	07/01/13	Oct. 2014	City Council will consider at Sept Meeting. Construction in progress
PB			CC		PB	City Hall	Misc. Projects	Inter-Government Agencies:- Negotiating IGA with Oak Lodge Sanitary District		Open	Waiting on Response from Oak Lodge Sanitary District
PB			CC		PB	City Hall	Misc. Projects	Inter-Government Agencies:- Negotiating IGA with Clackamas County		Open	Inspection, Building
PB			CC				Misc. Projects	Lake Oswego-Tigard Water Line Project			Waiting on response from County
PB	CS		CC		PB	City Hall					Construction in progress. Update will be given to City Council at October meeting.
PB			CC		MF	Fire Dept.	Council Requirement	Fire Department Operations and Public Policy Plan.	11/12/13		An approved policy as noted in the City Council Guidebook

Current City Project Status

Responsibility (R1-R3) & Authority A1-A3								PROJECT	START DATE	GOAL COMP. DATE	STATUS
R1 - City Admin. / ACA	R2 - City Staff	A1 - Voters	A2 - City Council	A3- Advisory Committee	R3 - Project Leader	Department	Project Type				
PB			CC			Library	Facility Upgrade	Planning and Implementing Library Improvement Projects as included on an "Immediate Critical Repairs" list sent to outside Engineering & Contractors to determine facility repair needs..	07/09/13	On Going	Several Projects have been completed with community & City Administration support. Upgraded outdoor lighting.
PB			CC			Library	Facility Upgrade	New Library Plan - Coordinating with Clackamas County Staff Regarding Library Facility		Ongoing	Waiting for November election results
PB			CC			Library	Council Requirement	Library Operations and Public Policy Plan.	11/12/13	October 2014	Policy submitted to Administration under review
PB			CC			Public Works-Misc.	Council Requirement	Public Works Operations and Public Policy Plan that includes All Public Works Operations	11/12/13		An approved policy as noted in the City Council Guidebook
								BMX Bike Track Proposal for Meldrum Bar Park – Reviewing with Park And Recreation Committee	2013		Staff evaluating insurance issue and park conflicts. Park and Rec Board to advise in April. Park and Rec Board wants to move forward with project. Working on agreement with proposer.
PB			CC	AC	ST	Public Works-Park & Recre.	Support	Dog Park	04/12/11		Council adopted site in Meldrum Bar Park. Public Works developing plan to put up fencing and signage.
PB	CS		CC			Public Works-Sewer	Master Plan	Sanitary Sewer Master Plan			RFP approved by City Council. Waiting to receive proposals.

Current City Project Status

Responsibility (R1-R3) & Authority A1-A3	Project Type	Department	R3 - Project Leader	A3- Advisory Committee	A2 - City Council	A1 - Voters	R2 - City Staff	R1 - City Admin. / ACA	PROJECT	START DATE	GOAL COMP. DATE	STATUS	

City of Gladstone Financial Report

Year To Date

Fund	Cash Balance July 1, 2014	Cash In	Cash Out	Net Cash In (Cash Out)	Cash Balance August 31, 2014
General	3,083,249.03	345,047.34	1,152,718.25	(807,670.91)	2,275,578.12
Storm & Sanitary Sewer	1,227,788.95	307,810.41	251,631.44	56,178.97	1,283,967.92
Water	966,887.18	206,786.81	119,265.61	87,521.20	1,054,408.38
Road & Street	599,321.34	106,779.38	86,383.64	20,395.74	619,717.08
911 Excise Tax	1,663.38	0.92	1,664.30	(1,663.38)	-
State Revenue Sharing	806,337.64	26,523.76	-	26,523.76	832,861.40
Police Levy	355,137.93	6,380.14	160,114.16	(153,734.02)	201,403.91
Fire/Medical Services	175,675.77	2,948.12	29,342.00	(26,393.88)	149,281.89
Library Capital Fund	538,886.20	264.34	539,150.54	(538,886.20)	-
Total City	7,754,947.42	1,002,541.22	2,340,269.94	(1,337,728.72)	6,417,218.70
Urban Renewal	3,529,679.27	552,235.02	-	552,235.02	4,081,914.29

Month

Fund	Cash Balance August 1, 2014	Cash In	Cash Out	Net Cash In (Cash Out)	Cash Balance August 31, 2014
General	2,446,755.14	204,304.53	375,481.55	(171,177.02)	2,275,578.12
Storm & Sanitary Sewer	1,255,012.88	48,415.68	19,460.64	28,955.04	1,283,967.92
Water	1,043,240.34	39,217.54	28,049.50	11,168.04	1,054,408.38
Road & Street	587,086.27	52,584.76	19,953.95	32,630.81	619,717.08
911 Excise Tax	1,664.30	-	1,664.30	(1,664.30)	-
State Revenue Sharing	806,697.45	26,163.95	-	26,163.95	832,861.40
Police Levy	310,261.32	3,249.99	112,107.40	(108,857.41)	201,403.91
Fire/Medical Services	163,731.33	1,439.57	15,889.01	(14,449.44)	149,281.89
Library Capital Fund	539,138.88	11.66	539,150.54	(539,138.88)	-
Total City	7,153,587.91	375,387.68	1,111,756.89	(736,369.21)	6,417,218.70
Urban Renewal	3,536,337.83	545,576.46	-	545,576.46	4,081,914.29

City of Gladstone Financial Report

August 2014
17.00%

By Appropriation & Function	Year to Date Expenditures	Fiscal Year Appropriation	Remaining Appropriation \$	%
				Expended
General Fund	1,012,901.86	7,186,347.00	6,173,445.14	14.09%
Personal Services	618,728.36	3,842,151.00	3,223,422.64	16.10%
Materials & Services	377,155.38	1,681,466.00	1,304,310.62	22.43%
Capital Outlay	17,018.12	1,362,730.00	1,345,711.88	1.25%
Contingency	-	300,000.00	300,000.00	0.00%
Total General Fund	1,012,901.86	7,186,347.00	6,173,445.14	14.09%
<hr/>				
Storm & Sanitary Sewer	402,230.41	2,964,422.00	2,562,191.59	13.57%
Personal Services	33,990.05	228,147.00	194,156.95	14.90%
Materials & Services	350,998.24	1,765,671.00	1,414,672.76	19.88%
Capital Outlay	17,242.12	945,152.00	927,909.88	1.82%
Transfers Out	-	25,452.00	25,452.00	0.00%
Contingency	-	-	-	0.00%
Total Sewer Fund	402,230.41	2,964,422.00	2,562,191.59	13.57%
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Water Fund	149,338.73	1,953,441.00	1,804,102.27	7.64%
Personal Services	47,757.60	308,677.00	260,919.40	15.47%
Materials & Services	83,605.94	709,765.00	626,159.06	11.78%
Capital Outlay	17,975.19	731,614.00	713,638.81	2.46%
Debt Service	-	189,290.00	189,290.00	0.00%
Transfer Out	-	14,095.00	14,095.00	0.00%
Total Water Fund	149,338.73	1,953,441.00	1,804,102.27	7.64%
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Road & Street Fund	127,145.59	1,178,138.00	1,050,992.41	10.79%
Personal Services	28,954.71	171,081.00	142,126.29	16.92%
Materials & Services	63,775.89	246,325.00	182,549.11	25.89%
Capital Outlay	34,414.99	702,001.00	667,586.01	4.90%
Transfers Out	-	58,731.00	58,731.00	0.00%
Total Sewer Fund	127,145.59	1,178,138.00	1,050,992.41	10.79%
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State Revenue Sharing	540.16	893,278.00	892,737.84	0.06%
<hr/>				
Police Levy Fund	187,144.70	699,040.00	511,895.30	26.77%
Personal Services	68,922.26	432,734.00	363,811.74	15.93%
Materials & Services	20,413.84	123,000.00	102,586.16	16.60%
Capital Outlay	97,808.60	130,000.00	32,191.40	75.24%
Transfers Out	-	13,306.00	13,306.00	0.00%
Total General Fund	187,144.70	699,040.00	511,895.30	26.77%
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Fire/Medical Services	29,342.00	395,689.00	366,347.00	7.42%
Personal Services	29,034.75	133,097.00	104,062.25	21.81%
Materials & Services	307.25	20,000.00	19,692.75	1.54%
Capital Outlay	-	237,000.00	237,000.00	0.00%
Transfer Out	-	5,592.00	5,592.00	0.00%
Total General Fund	29,342.00	395,689.00	366,347.00	7.42%
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Urban Renewal	-	4,401,097.00	4,401,097.00	0.00%