

**CITY OF CENTRAL POINT
City Council Meeting Agenda
February 27, 2014**

**Central Point
City Hall
541-664-3321**

City Council

Mayor
Hank Williams

Ward I
Bruce Dingler

Ward II
Kelly Geiger

Ward III
Ellie George

Ward IV
Allen Broderick

At Large
David Douglas
Rick Samuelson

Next Res. 1390
Next Ord. 1982

- I. **REGULAR MEETING CALLED TO ORDER – 7:00 P.M.**
- II. **PLEDGE OF ALLEGIANCE**
- III. **ROLL CALL**
- IV. **PUBLIC APPEARANCES** - *This time is reserved for citizens to comment on items that are not on the agenda.*
- V. **SPECIAL PRESENTATION**
 - Special Recognition
 - RVCOG Annual Report

VI. CONSENT AGENDA

Page 1 - 7 A. Approval of February 13, 2014 Council Minutes

VII. ITEMS REMOVED FROM CONSENT AGENDA

VIII. PUBLIC HEARING, ORDINANCES, AND RESOLUTIONS

- | | |
|---------|---|
| 9 - 14 | A. Ordinance No. _____, Adding Section 5.40 Medical Marijuana Dispensaries to the Central Point Municipal Code; Declaring an Emergency (Humphrey) |
| 16 - 20 | B. Resolution No. _____, Amending the Central Point Business License Fee Schedule (Adams) |
| 22 - 26 | C. Ordinance No. _____, Amending Central Point Municipal Code Section 11.20.050 Transportation Utility Fees (Samitore) |
| 28 - 30 | D. Resolution No. _____, Establishing the Transportation Utility Fees (Samitore) |

Administration

Chris Clayton, City
Manager
Deanna Casey, City
Recorder

**Community
Development**

Tom Humphrey,
Director

Finance

Bev Adams, Director

Human Resources

Barb Robson, Director

**Parks and Public
Works**

Matt Samitore,
Director
Jennifer Boardman,
Manager

Police

Kris Allison Chief

- 32 - 33 E. First Reading, Ordinance Amending Central Point Municipal Code Section 12.36.100 Regarding Street Tree Height Requirements Over Public Streets (Samitore)

IX. BUSINESS

- 35 - 92 A. Bid Award for Long Term Financial Plan (Adams)
- 94 - 137 B. Bid Award for Audit Services (Adams)
- 139 - 140 C. Enterprise Zone Discussion (Humphrey)

X. MAYOR'S REPORT

XI. CITY MANAGER'S REPORT

XII. COUNCIL REPORTS

XIII. DEPARTMENT REPORTS

XIV. EXECUTIVE SESSION

The City Council may adjourn to executive session under the provisions of ORS 192.660. Under the provisions of the Oregon Public Meetings Law, the proceedings of an executive session are not for publication or broadcast.

XV. ADJOURNMENT

Consent Agenda

**CITY OF CENTRAL POINT
City Council Meeting Minutes
February 13, 2014**

I. REGULAR MEETING CALLED TO ORDER

Mayor Williams called the meeting to order at 7:00 p.m.

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL:

Mayor: Hank Williams
Council Members: Bruce Dingler, Kelly Geiger, Rick Samuelson, and David Douglas were present. Allen Broderick was excused, Ellie George was absent.

City Manager Chris Clayton; City Attorney Sydnee Dreyer; Police Chief Kris Allison; Community Development Director Tom Humphrey; Parks and Public Works Director Matt Samitore; and City Recorder Deanna Casey were also present.

IV. PUBLIC APPEARANCES - None

V. SPECIAL PRESENTATION – Fire District No. 3 Quarterly Report

Fire Chief Peterson updated the Council on the calls and response times on average within the city of Central Point. They have been working with the School District teaching students how to be prepared for an emergency at home. They hope to partner with RCC for use of their training facility in White City. The Fire District Board is working with the Medford Fire District to join forces to create a cohesive department that will serve the valley better.

VI. CONSENT AGENDA

- A. Approval of January 23, 2014 City Council Minutes
- B. 2013 Safety Committee Report

Kelley Geiger made a motion to approve the Consent Agenda as presented. David Douglas seconded. Roll call: Hank Williams, yes; Bruce Dingler, yes; Kelly Geiger, yes; David Douglas, yes; and Rick Samuelson, yes. Motion approved.

VII. ITEMS REMOVED FROM CONSENT AGENDA- None

VIII. PUBLIC HEARINGS, ORDINANCES AND RESOLUTIONS

- A. **First Reading and Public Hearing – An Ordinance Amending the Central Point Municipal Code Section 11.20.050 Transportation Utility Fees**

Parks and Public Works Director Matt Samitore explained the background regarding the Transportation Utility Fee that was adopted in 2007 for both residential and commercial customers. At that time the fee had a minimum charge of \$10.00 and a maximum of \$100 for commercial and industrial users. The original ordinance put the fee schedule within Municipal Code Book. Staff has been slowly removing all fees from the Municipal Code Book and setting them by resolution.

At the time of adoption the Council added a sunset clause hoping that two things would occur: 1) State would adjust the DMV and fuel tax rates and, 2) the economy would start to generate revenue for the street department. Neither of these options happened and in 2010 the City Council extended the sunset clause for an additional three years. The Transportation Utility Fee will sunset soon and the city will lose this revenue for the Street fund.

He provided a spread sheet showing how removing the maximum \$100 limit will affect 23 Central Point businesses. By eliminating the min/max the fee could generate an additional \$22,000 a year. Residential customers currently pay \$.52 center per trip and commercial users pay \$.22 cents per trip. Commercial properties currently get a break in trip fees without the need for the cap.

There was discussion regarding the sunset clause. It is unrealistic to believe that the street fund can survive without this revenue. It is a common fee for other cities and we are in the same fee range as others around the valley. If the economy picks up or the city finds another source of revenue for the street fund the council can always revisit this fee.

Mayor Williams opened the public hearing. No one came forward and the public hearing was closed.

Bruce Dingler moved to second reading An Ordinance Amending the Central Point Municipal Code Section 11.20.050 Transportation Utility Fees to be effective July 1, 2014. Rick Samuelson seconded. Roll call: Hank Williams, yes; Bruce Dingler, yes; Kelly Geiger, yes; David Douglas, yes; and Rick Samuelson, yes. Motion approved.

B. First Reading and Public Hearing – An Ordinance Adding Section 5.40 Medical Marijuana Dispensaries to the Central Point Municipal Code

Community Development Director Tom Humphrey explained the process that the city has done in regards to Medical Marijuana Dispensaries. Staff presented the plan to the Citizens Advisory Committee and the Planning Commission. They recommended the proposed changes to the City Council.

The State issued a 31 page ruling of regulations aimed at implementing House Bill 3460 which establishes a registration system for medical marijuana facilities. The state regulations: 1) limit dispensaries to areas zoned for commercial or industrial use or as agricultural lands; 2) limit dispensaries to within 1000 feet of

public, private elementary, secondary or career schools attended primarily by minors; 3) limit dispensaries to within 1000 feet of another medical marijuana facility; 4) permit service to persons with medical marijuana cards and their registered caregivers; and 5) require conduct with stringent security and safety rules. The bill does not preempt cities from adopting further restrictions.

The City recommends the addition of Chapter 5.40 which defines medical marijuana dispensaries and specifies the condition under which they would be allowed as a conditional use. These specifications would be limiting but not prohibit the dispensaries in Central Point city limits. Staff has recommended adding a 500 foot buffer from the nearest residential zoning district. Dispensaries would be allowed in C-2(M), C-4, and C-5 zoning districts as a conditional use permit item. Staff will return with ordinance amendments to those zoning districts in March, 2014. There are additional noticing requirements in regards to zoning amendments.

City Manager Chris Clayton explained that the cost to begin the process at the state level will be \$5,000, a Central Point Conditional Use Permit fee is \$3,000. The City will bring a resolution at the next meeting to discuss a business license fee. The state would be required to regulate their rules but may ask assistance from the local governments.

City Attorney Sydnee Dreyer is recommending an emergency clause be included in the second reading of the Ordinance on February 26 to ensure that the regulations and process is in place by the March 3rd deadline.

Mayor Williams opened the Public Hearing. No one came forward, and the Public Hearing was closed.

There was discussion on how other cities throughout the valley and state are going to handle this challenge. Most cities have chosen to follow the recommendation of LOC and change their business license code to state they will not issue to businesses that are unlawful for state or federal reasons. These decisions could be subject to state reprimand and may be subject to law suits.

Central Point Council members are not in favor of allowing these facilities but would like to have regulation in place rather than take the chance of a law suit with the state.

Rick Samuelson made a motion to move to second reading An Ordinance Adding Section 5.40 Medical Marijuana Dispensaries to the Central Point Municipal Code including an Emergency Clause at the second reading. Kelly Geiger seconded. Roll call: Hank Williams, yes; Bruce Dingler, yes; Kelly Geiger, yes; David Douglas, yes; and Rick Samuelson, yes. Motion approved.

IX. BUSINESS

A. 332 North 2nd Street Update

Mr. Samitore stated that the property located at 332 North 2nd Street should be removed from the derelict structure process. This property has had enough improvements over the last three months that it is no longer a concern for the City in regards to a derelict structure. The property owners still have work to do on the structure and will be required to get permits from the city to do some of the work inside. They have made improvements to the outside of the building and landscape that is no longer a hazard for the neighborhood. It is in better shape on the outside than some of the neighboring properties that are inhabited.

B. 75 Bush Street Update

Police Chief Kris Allison reported that Judge Charter presented a ruling on the issues at 75 Bush Street. Mr. Clark was found guilty of the violations. Judge Charter imposed a \$5,000 fine but suspended \$4,000 of that fine. Mr. Clark is ordered to make payments on the remaining \$1,000. If he does not follow through with the payment plan the full \$5,000 fine will be imposed. City staff will be keeping an eye on this property to make sure they stay in compliance with city code. If the property is found in violation of any of the city codes we will begin issuing citations again and go back to court.

C. Planning Commission Report

Mr. Humphrey presented the Planning Commission Report from February 4, 2014:

- A) The Commission considered the Municipal Code Amendments to Chapter 5.40, Regulations for Medical Marijuana Dispensaries. The Commission elected to consider and make a recommendation for Chapter 5, and return in March to consider changes to the zoning code in regards to Medical Marijuana Dispensaries being added to the Commercial zones as a conditional use.

In a separate motion the Commission suggested that the City Council consider regulating medical marijuana grow sites in the city limits because of the disruption they are causing in some residential neighborhoods. A joint study session was discussed and will be proposed to the City Manager.

Under general discussion, the Commission was informed that the department is making changes to Sections 17.05, Applications and types of Review Procedures and Section 17.96, Amendment to Comprehensive Land Use Plan because internal inconsistencies in the code language have raised questions with Jackson County who is currently processing two Urban Growth Boundary applications. Amendments will be introduced to the Commission within the next two months.

X. MAYOR'S REPORT

Mayor Williams reported that:

- He attended the Medford Water Commission meeting where he was personally singled out in regards to not respecting the MWC. He stated that the MWC does not respect their larger water customers.

- He attended the Medford Chamber Forum Lunch regarding Health Care.
- He attended the Study Session.
- He attended the TRADCO meeting. They are looking into water issues and the drought conditions.
- He attended the Car Show at the Expo where he was assisted by Chief Allison in presenting the Mayor's Choice Award.
- He met with the Jackson County Fair Board regarding the possibility of opening the driving range.

XI. CITY MANAGER'S REPORT

City Manager Chris Clayton reported that:

- He and the Mayor are continuing discussions with RCC regarding opening a campus in Central Point.
- He has been working with the Finance Director on selecting a qualified firm to conduct our long term financial plan.
- The Medford Building Department increased their fees. It seems like they were very low for a number of years. Staff reviewed our fees and we do not see the need to increase those at this time.
- SOREDI is thankful for the support that Central Point has given them. But they may be updating their participation fees in the near future. They will be having another meeting with the City Council regarding Enterprise Zones in the next month or two.
- Rogue Disposal has settled their contract negotiation issues.

XII. COUNCIL REPORTS

Council Member David Douglas reported that he meet with the City and the School District to discuss the storm drain education progress. The District contacted the City to participate in the discount on Storm Drain fees by educating kids. He also attended the Study Session.

Council Member Bruce Dingle attended the Study Session. He asked when the speed limit on Front Street was changed. Mr. Samitore stated that we did go through the state, it took about a year for that section of Front to be reduced to 35 MPH. We have an application into the state to lower the other portion of Front Street so that when those improvements are complete we can lower that speed limit also.

Council Member Rick Samuelson attended the Study Session. He thinks the follow up is the most important part of the Boot Camp program and looks forward to some marketing ideas for Central Point Businesses. He attended the City Awards breakfast; it was nice to meet new city employees.

Council Member Kelly Geiger reported that he attended the Study Session and the SOREDI Board meeting. There is discussion among the SOREDI Board about what needs to be done within the Board and the Organization. They will be working to train and education the cities on what they are all about.

XIII. DEPARTMENT REPORTS

Community Development Director Tom Humphrey reported that:

- He had a meeting with Kelly Madding from Jackson County regarding our Urban Growth Expansion and Enterprise Zone options. They will have a draft map at a future meeting showing areas in Central Point that could be included in the Enterprise Zone.
- He attended an MPO TAC meeting. They will be working on a presentation for the Round-a-bout at Hamrick and Beebe Road intersection. There is money available and will be asking for assistance.

Parks and Public Works Director Matt Samitore reported that:

- They have started Battle of the Bones meetings.
- There have been no issues this week with the record rain and the storm drains. There were no issues yesterday, and the new improvements are working well.
- He will have some information in the next few weeks regarding vacant lot requirements along the creeks and the new regulations regarding flood issues and environmental reviews.

Police Chief Kris Allison reported:

- That she had a meeting with Sheriff Winters and Samantha Steele with the School District regarding safety in the Central Point Schools. Sheriff Winters has some ideas on a security system.
- Update on the School Resource Officer and the success of a problem home on Princess that had more than 20 to 30 people living in a single family home at one time. We were able to get an emergency eviction on that residence.
- We have a suspect in the armed robbery of the Holiday Inn Express. He is in custody in Southern California.
- She will be out of the office from February 28th to March 11th. She will not be available by phone. Captain Day will be the Acting Chief during her absence.

XIV. EXECUTIVE SESSION - None

XV. ADJOURNMENT

Kelly Geiger moved to adjourn, David Douglas seconded, all said "aye" and the Council Meeting was adjourned at 8:11 p.m.

The foregoing minutes of the February 13, 2014, Council meeting were approved by the City Council at its meeting of February 27, 2014.

Dated:

Mayor Hank Williams

ATTEST:

City Recorder

Ordinance

Medical Marijuana Dispensary Business Designation, Declaring an Emergency



STAFF REPORT

February 27, 2014

AGENDA ITEM:

Consideration of an Amendment to the Municipal Code to Add Chapter 5.40, Regulations for Medical Marijuana Dispensaries in Central Point and Declaring an Emergency in order to Implement City Policy to Coincide with the Effective Date of State Law.

STAFF SOURCE:

Tom Humphrey, Community Development Director

BACKGROUND:

This is the second reading of an ordinance the Community Development Department prepared to regulate the establishment of medical marijuana dispensaries in Central Point. The code amendments were considered by the Citizen's Advisory Committee and the Planning Commission, both of whom recommended approval. The City Council conducted a public hearing on February 13, 2014 and moved this item to its second reading.

The state has been involved in rulemaking that is aimed at implementing House Bill 3460 which establishes a registration system for medical marijuana facilities. The locational standards called out in HB 3460: 1) limit dispensaries to areas zoned for commercial or industrial use or as agricultural lands; 2) limit dispensaries to within 1000 feet of public, private elementary, secondary or career schools attended primarily by minors; 3) limit dispensaries to within 1000 feet of another medical marijuana facility; 4) permit service to persons with medical marijuana cards and their registered caregivers; and 5) require conduct with stringent security and safety rules. The Bill does not preempt cities from adopting further restrictions on Medical Marijuana dispensaries and there may be follow-on legislation that reinforces this position.

DISCUSSION:

The City's approach to HB 3460 is to add Chapter 5.40 which defines medical marijuana dispensaries and specifies the criteria under which they would be allowed as a *conditional use*. Amendments to Chapter 5 would limit but not prohibit dispensaries in Central Point. The City has elected to add additional buffers which limit dispensaries to within 500 feet of the nearest residential (R) zoning district. An earlier version of the ordinance included *churches* in the 1000' buffer area but this has been deleted at the recommendation of the City Attorney. Dispensaries would be limited to Pine Street in the vicinity of the I-5 Interchange and to the east. The City believes that prohibiting dispensaries outright would simply invite expensive and unnecessary litigation. The Oregon Health Authority is the state agency regulating dispensaries.

ISSUES:

As discussed, the primary issue is whether to have an outright prohibition on dispensaries or to allow them under limited circumstances. The current belief is that allowing them under limited circumstances minimizes city liability. Another issue that has come up involves a dispensary's compatibility with other uses in a zoning district, specifically child care. In order to avoid this conflict the 'first in' business will take precedence. It is unlikely that a child care facility would choose to locate next to a dispensary once one is established particularly when a child care facility has many more locational options than does a dispensary.

As has been mentioned, state law allows dispensaries in *both* commercial and industrial zones. However, Central Point does not typically allow *any* retail businesses in industrial zones unless they are incidental to the industrial use. Therefore, the City is not advocating any changes to industrial zoning districts at this time. Changes to the C-2(M), C-4 and C-5 zoning districts will be brought to the City Council in March as a land use amendment which is subject to different noticing requirements than those being made to Chapter 5.

At the first reading the Council discussed adopting the proposed ordinance under *the provisions of an emergency*. Adoption under these provisions makes the ordinance effective immediately upon adoption. This ensures that the City's guidance for Medical Marijuana Dispensaries in Central Point would be in place when the state law takes effect on March 3, 2014. The Council can determine if this action is *necessary for the immediate protection of the public peace, health, safety and welfare* of the community.

ATTACHMENTS:

Attachment "A" – Ordinance No. ____ An Ordinance Adding Section 5.40 Medical Marijuana Dispensaries to the Central Point Municipal Code; and Declaring an Emergency.

ACTION:

Discuss the second reading of the proposed ordinance amendments and 1) adopt the ordinance as is; 2) adopt the ordinance with changes; or 3) deny the ordinance.

RECOMMENDATION:

Adopt Ordinance No. ____, An Ordinance Adding Section 5.40 Medical Marijuana Dispensaries to the Central Point Municipal Code; and Declaring an Emergency.

ORDINANCE NO. _____

AN ORDINANCE ADDING SECTION 5.40 MEDICAL MARIJUANA DISPENSARIES TO THE CENTRAL POINT MUNICIPAL CODE; AND DECLARING AN EMERGENCY

RECITALS:

- A.** Pursuant to CPMC, Chapter 1.01.040, the City Council, may from time to time make revisions to its municipal code which shall become part of the overall document and citation.
- B.** On February 4, 2014, the Central Point Planning Commission recommended approval of a code amendment to Title 5 Business Licenses and Regulations; Chapter 5.40 Medical Marijuana Dispensaries.
- C.** On February 13, 2014, the City of Central Point City Council held a property advertised public hearing; reviewed the Staff Report and findings; heard testimony and comments, and deliberated on approval of the Municipal Code Amendment.

THE PEOPLE OF CENTRAL POINT DO ORDAIN AS FOLLOWS:

SECTION 1. Chapter 5.40, adds regulations for Medical Marijuana Dispensaries to Title 5 Business Licenses and Regulations in the Central Point Municipal Code in response to the passage of House Bill 3460 which become effective on March 3, 2014.

**Chapter 5.40
MEDICAL MARIJUANA DISPENSARIES**

Sections:

5.40.010 Purpose.

5.40.020 Definitions.

5.40.030 Regulations for Dispensaries.

5.40.040 License--Required.

5.40.050 License--Period.

5.40.060 License--Fees.

5.40.010 Purpose.

It is recognized that the presence of "marijuana dispensaries" within the community of Central Point may result in adverse social and economic impacts, increased crime incidents, and physical deterioration in the general areas of such businesses. It is evident that regulations applicable to such dispensaries are necessary to protect minors and to preserve the character, safety and stability of residential areas that are in proximity

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to such commercial businesses. The purpose of this section is to establish regulations applicable to marijuana dispensaries, as defined in the Oregon Revised Statutes and in Section 5.40.020 of this chapter.

5.40.020 Definitions.

For purposes of this chapter, the following terms and business types are defined in this section:

- A. **Medical Marijuana;** Means of all parts of the genus cannabis whether growing or not, and the seed of such plants that may be administered to treat or alleviate a qualifying patient’s debilitating medical condition or symptoms associated with the patient’s debilitating medical condition.
- B. **Cultivation;** Means a location where marijuana is produced or cultivated for use by a Medical Marijuana Qualifying Patient including within a building, structure or premises used for the cultivation or storage of medical marijuana that is physically separate and off-site from a medical marijuana dispensary.
- C. **Medical Marijuana Dispensary;** A medical marijuana facility registered by the Oregon Health Authority under ORS 475.300 to 475.346 and that sells, distributes, transmits, gives, dispenses or otherwise provides medical marijuana to qualifying patients.
- D. **Infusion;** A facility or business that incorporates medical marijuana (cannabis) by means of cooking, blending, or incorporation into consumable/edible goods.
- E. **Medical Marijuana Qualifying Patient;** A registry identification cardholder (person who has been diagnosed by a physician as having a debilitating medical condition) as further defined by ORS 475.302(3) or the designated primary caregiver of the cardholder as defined by ORS 475.302(5).

5.40.030 Regulations for Medical Marijuana Dispensary.

A. Medical Marijuana Dispensary businesses may be granted a conditional use permit by the planning commission in accordance with the requirements of the zoning district in which the business is proposed, and in accordance with the following regulations:

- 1. Evidence that the business is currently registered under the state of Oregon’s medical marijuana facility registration system under ORS 475.300-ORS 475.346.
- 2. The proposed use complies with all requirements set forth for the issuance of a conditional use permit (CPMC 17.76);
- 3. The lot on which the business is proposed to be located is classified commercial and includes the following designations; C-2(M) Commercial Medical District, C-4 Tourist and Office Commercial District, and C-5 Thoroughfare Commercial District;

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4. The business shall be located in a permanent building and may not locate in a trailer, cargo container or motor vehicle;
5. The subject lot is not within five hundred feet of the nearest residential (R) zoning district;
6. The lot is not within one thousand feet of any lot upon which there is located an educational institution primarily attended by minors, a public park or recreational facility, a day nursery or child care center, or any other public facility which is customarily utilized by minors;
7. The lot is not within one thousand feet of any lot upon which there is located another marijuana dispensary business;
8. The exterior appearance of the structure shall be consistent with the appearance of existing commercial structures on abutting lots or within the immediate neighborhood, so as not to cause blight, deterioration, or avoidable depreciation in property values within the general vicinity;
9. The business shall be permitted an identification sign but shall not exhibit advertisements, displays, or any other promotional or advertising materials that may be visible to the public outside the structure;
10. All doorways, windows and other openings shall be located, covered or screened in such a manner to prevent a view into the interior from any exterior public or semipublic area;
11. No marijuana dispensary business, as defined in this chapter, shall have operating hours earlier than 8:00 a.m. or later than 6:00 p.m. of the same day and only Monday through Saturday, except as specifically permitted by the terms of the conditional use permit.
12. Cultivation or infusion of medical marijuana at the site of the dispensary is prohibited.
13. The business shall provide for secure disposal of marijuana remnants or by-products; such remnants or by-products shall not be placed within the facility's exterior refuse containers.
14. Drive-through services are prohibited.

B. The planning commission may, at its discretion, conduct a poll or survey of residents and property owners in the vicinity of a proposed medical marijuana dispensary business if such poll or survey is determined to be necessary to adequately assess the social, economic or other impacts of the proposed business.

C. Applicants for licenses under this chapter must file with the city recorder a sworn application in writing for the license which shall give the following information:

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1. The name of the applicant;
2. Permanent home address and full local address of the applicant;
3. A brief description of the nature of the business and goods to be sold, if any;
4. Length of time for which the right to do business is desired;
5. The location of the proposed medical marijuana dispensary business.

D. Any person violating any of the provisions of this chapter shall, upon conviction thereof, be punished by a fine as defined by Section 1.16.010.

5.40.040 License-Registration-Required.

No person, or his employee or agent, shall engage in or conduct within the city any medical marijuana dispensary business unless the license fee has been paid and a license issued as provided herein. No person, his employee or agent shall engage in or conduct within the city any medical marijuana dispensary business unless the person possesses a current registration under the state's medical marijuana facility registration system.

5.40.050 License--Period.

License for dispensaries shall be for annual periods commencing on July 1st of each year. License renewals shall be consistent with criteria established in CPMC Section 5.04.092.

5.40.060 License--Fees.

The license fee to be charged by the city designee for a medical marijuana dispensary business license shall be as set forth in the City of Central Point Business License Fee Schedule as set in 5.04.120.

SECTION 2. Emergency. This Ordinance is necessary for the immediate protection of the public peace, health, safety and welfare and shall take effect immediately upon adoption.

PASSED by the Council and signed by me in authentication of its passage this ____ day of February 2014.

Mayor Hank Williams

ATTEST:

City Recorder

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Resolution

Business License Fee



To: Mayor & Council *RA*
From: Bev Adams, Finance Director
Date: February 27, 2014
Subject: Business license fees/fee schedule update

Background:

With the City's recent code amendments and preparations for a possible Medical Marijuana Dispensary business application, it was necessary to also make changes to the City's business license fee schedule to include this new business type.

Reviewing the current fee schedule which was adopted almost 13 years ago (June 25, 2001) prompted a study of other business license fees in our neighboring cities. We also analyzed the specific process that each application requires of staff resources, and discussed a reasonable and justifiable fee to accompany each application.

Following this staff report is a resolution to adopt the proposed updated business license fee schedule.

I am also attaching a copy of the old fee schedule adopted back in 2001 for your review.

In addition, (and for easier review) the proposed changes are shown below in a business license fee table. The table has current fees and proposed fees; with notes on which are increases, no change, or new fee.

Fees	Current Fee:		Proposed	
Business License Application Fee	\$25		\$25	No change
Business License Fee	\$25		\$35	\$10 increase
Business License/Each Employee over 2	\$5	Max of \$200	\$5	No change
Renewal Fee/Home Based	\$50		\$60	\$10 increase
Renewal Fee/Commercial	\$50		\$60	\$10 increase
Renewal Fee/Each Employee over 2	\$5	Max of \$200	\$5	No change
Late Fee	\$15		\$25	\$10 increase
Transfer Fee	\$10		\$10	No change
Solicitors/Seasonal Fee	\$10	Per Person	\$15	\$5 increase
Temporary Fee	\$10/\$25/\$50	Per day/month/year	\$25	Per Month/60 day max
Background Check	\$10		\$10	No change
Home Occupation Permit	\$146	One time fee	\$146	No change
OLCC Application Fee	\$100		\$100	No change
OLCC Renewal Fee	\$35		\$35	No change
OLCC Transfer	\$75		\$75	No change
OLCC Temp	\$10		\$10	No change
Medical Marijuana Application Fee	\$0		\$100	New fee
Medical Marijuana Renewal Fee	\$0		\$75	New fee
Medical Marijuana Transfer	\$0		\$100	New fee
Adult Business License	\$900		\$900	No change

Recommended Action:

That Council approves the attached resolution to update the City's business license fees and fee schedule.



CITY OF CENTRAL POINT BUSINESS LICENSE FEE SCHEDULE

LICENSE TYPE	LICENSE FEE
Business License	\$50.00 including two employees
Electrical Contractors	
Plumbing	\$5.00 per additional employee
Merchant Police	\$200 maximum annual fee
Pawnbrokers	
Drug Paraphernalia	
Late Fee	\$15.00
Special Event	\$10.00 per day
Transfer of Business	\$10.00
Public Dances	\$60.00 per month
Solicitors, Canvassers or Peddlers License	\$10.00 per person and \$10.00 per day, \$25.00 per month or \$50.00 per year
Adult Business License	\$900.00 per semiannual period

RESOLUTION NO. _____

**A RESOLUTION TO UPDATE AND AMEND THE BUSINESS LICENSING FEES
FOR THE CITY OF CENTRAL POINT**

RECITALS:

- A. The City's current business license fee schedule was adopted June 25, 2001.
- B. Following a review of business license fees of cities within the Rogue Valley and an assessment of staff time involved to review and process applications and various accompanying documents, the Finance Director recommends an increase in certain fees as noted on the following fee schedule.
- C. Some fees listed on the original fee schedule are no longer current or necessary and have been removed, and new businesses that did not exist in the 2001/02 year are now in existence and are necessary to include in the City's fee schedule.

THE CITY OF CENTRAL POINT RESOLVES AS FOLLOWS:

Section 1:

Adopt Exhibit A, City of Central Point Business License Fee Schedule.

Section 2.

This new fee schedule will become effective on March 1, 2014.

Passed by the Council and signed by me in authentication of its passage this _____, Day of _____, 2014.

Hank Williams, Mayor

ATTEST:

Deanna Casey, City Recorder

Exhibit A

City of Central Point Business License Fee Schedule

Fees	Proposed
Business License Application Fee	\$25
Business License Fee	\$35
Business License/Each Employee over 2	\$5 Max of \$200
Renewal Fee/Home Based	\$60
Renewal Fee/Commercial	\$60
Renewal Fee/Each Employee over 2	\$5 Max of \$200
Late Fee	\$25
Transfer Fee	\$10
Solicitors/Seasonal Fee	\$15 Per Person
Temporary Fee	\$25 Per Month/60 day max
Background Check	\$10
Home Occupation Permit	\$146 One time fee
OLCC Application Fee	\$100
OLCC Renewal Fee	\$35
OLCC Transfer	\$75
OLCC Temp	\$10
Medical Marijuana Application Fee	\$100
Medical Marijuana Renewal Fee	\$75
Medical Marijuana Transfer	\$100
Adult Business License	\$900

Adopted on _____, 2014 by Council Resolution No. _____

Ordinance/Second Reading

Transportation Utility Fee Amendments



STAFF REPORT

DATE: FEBRUARY 19, 2014
TO: HONORABLE MAYOR AND CITY COUNCIL
FROM: MATT SAMITORE, DIRECTOR

SUBJECT: Second Reading of an ordinance to eliminate the minimum and maximum from the transportation utility fee; put the rates for the utility fee in resolution format; and eliminate the sunset for the utility fee.

SUMMARY: In 2007 the City adopted a transportation utility fee that bills residential and commercial customers for the number of trips associated with their use. The fee had a clause added to it to have a minimum charge of \$10.00 and a Maximum for \$100.00 for commercial and industrial users. By eliminating the min/max the fee would generate approximately \$22,000 a year annually to the street fund. Residential customers currently pay \$.52 cents per trip and commercial customers pay \$.22 cents. A comparison table is attached to show the affected users who would pay more from the maximum charge being eliminated. A second table also shows what the same user would be paying in the other Rogue Valley cities.

Additionally, the prior ordinance put the fee schedule within the ordinance. Typically rates are set via resolution so council can adjust them without going through the three month ordinance revision process. This ordinance revision eliminates the fees from the ordinance and will have an accompanying resolution setting the rates.

Lastly, the fee had a sunset clause added to it. The clause was added with the hope that two things would occur. First the state would adjust the DMV and Fuel Tax rates and, second, that the economy would start to generate revenue for the street fund again. Since that time the state did make a modest increase in their fees which has helped stabilize the fund, however the increase was less than what was needed to make up the difference in the fee. Unfortunately, the city is only generating around \$15,000 in fees for development currently. The sunset clause was extended once in 2010 and will sunset this year without a further extension or elimination of the clause.

The only change between first and second reading is that the minimum and maximum for the commercial, industrial and institutional users will not go into effect until July 1, 2014.

RECOMMENDATION: Staff recommends approving the resolution.

Table A

Business	Monthly	Annually	Difference No Cap
Texaco/Bi-Mor	\$ 160.95	\$1,931.43	\$ 731.43
Rays Foodplace	\$ 253.73	\$3,044.76	\$ 1,844.76
76 station	\$ 201.19	\$2,414.28	\$ 1,214.28
dollar tree shopping	\$ 121.61	\$1,459.36	\$ 259.36
Crater H.S.	\$ 325.67	\$3,908.01	\$ 2,708.01
Scenic M.S.	\$ 176.78	\$2,121.37	\$ 921.37
Post Office	\$ 159.61	\$1,915.36	\$ 715.36
Pilot Gas	\$ 321.90	\$3,862.85	\$ 2,662.85
Pilot Fast Food	\$ 145.34	\$1,744.10	\$ 544.10
Chevron	\$ 160.95	\$1,931.43	\$ 731.43
Building behind Dutch Bros on 99	\$ 105.64	\$1,267.67	\$ 67.67
Reddaway	\$ 115.22	\$1,382.60	\$ 182.60
Albertsons	\$ 224.15	\$2,689.79	\$ 1,489.79
Grange	\$ 111.04	\$1,332.53	\$ 132.53
Asante Clinic	\$ 177.00	\$2,124.05	\$ 924.05
Furniture Row	\$ 199.93	\$2,399.15	\$ 1,199.15
Super 8	\$ 137.04	\$1,644.44	\$ 444.44
Sonic	\$ 126.62	\$1,519.46	\$ 319.46
Holiday Inn	\$ 151.46	\$1,817.54	\$ 617.54
providence	\$ 253.57	\$3,042.84	\$ 1,842.84
Shell Station	\$ 160.95	\$1,931.43	\$ 731.43
Burger King	\$ 116.27	\$1,395.28	\$ 195.28
Fair City market	\$ 114.98	\$1,379.82	\$ 179.82
Crossing Building	\$ 253.63	\$3,043.59	\$ 1,843.59
Fedex	\$ 128.40	\$1,540.84	\$ 340.84
Fairfield Inn	\$ 122.61	\$1,471.35	\$ 271.35
Mcdonalds	\$ 128.40	\$1,540.74	\$ 340.74
	\$4,654.67		\$ 23,456.07

Table B – Rogue Valley City Comparisons

Business	Current	Central Point - No Cap	Medford	Talent	Phoenix	Eagle Point	Ashland
Texaco/Bi-Mor	\$ 100.00	\$ 160.95	\$403.29	\$ 277.13	\$167.73	\$335.47	\$297.00
Rays Foodplace	\$ 100.00	\$ 253.73	\$635.76	\$ 436.87	\$264.42	\$528.84	\$344.10
76 station	\$ 100.00	\$ 201.19	\$504.11	\$ 346.41	\$209.67	\$419.34	\$154.44
dollar tree shopping	\$ 100.00	\$ 121.61	\$304.72	\$ 209.39	\$126.74	\$253.48	\$229.77
Crater H.S.	\$ 100.00	\$ 325.67	\$816.01	\$ 560.73	\$339.39	\$678.78	\$584.00
Scenic M.S.	\$ 100.00	\$ 176.78	\$442.95	\$ 304.38	\$184.23	\$368.46	\$438.00
Post Office	\$ 100.00	\$ 159.61	\$399.94	\$ 274.82	\$166.34	\$332.68	\$116.80
Pilot Gas	\$ 100.00	\$ 321.90	\$806.58	\$ 554.25	\$335.47	\$670.94	\$541.49
Pilot Fast Food	\$ 100.00	\$ 145.34	\$364.18	\$ 250.25	\$151.47	\$302.93	\$146.00
Chevron	\$ 100.00	\$ 160.95	\$403.29	\$ 277.13	\$167.73	\$335.47	\$156.42
Building behind Dutch Bros on 99	\$ 100.00	\$ 105.64	\$264.70	\$ 181.89	\$110.09	\$220.18	\$79.92
Reddaway	\$ 100.00	\$ 115.22	\$288.69	\$ 198.38	\$120.07	\$240.14	\$524.70
Albertsons	\$ 100.00	\$ 224.15	\$561.64	\$ 385.94	\$233.59	\$467.19	\$666.00
Grange	\$ 100.00	\$ 111.04	\$278.24	\$ 191.19	\$115.72	\$231.45	\$241.98
Asante Clinic	\$ 100.00	\$ 177.00	\$443.51	\$ 304.77	\$184.46	\$368.93	\$219.78
Furniture Row	\$ 100.00	\$ 199.93	\$500.96	\$ 344.24	\$208.35	\$416.71	\$596.07
Super 8	\$ 100.00	\$ 137.04	\$343.37	\$ 235.95	\$142.81	\$285.62	\$221.92
Sonic	\$ 100.00	\$ 126.62	\$317.27	\$ 218.02	\$131.96	\$263.92	\$125.56
Holiday Inn	\$ 100.00	\$ 151.46	\$379.51	\$ 260.79	\$157.84	\$315.69	\$245.28
providence	\$ 100.00	\$ 253.57	\$635.36	\$ 436.59	\$264.25	\$528.51	\$356.40
Shell Station	\$ 100.00	\$ 160.95	\$403.29	\$ 277.13	\$167.73	\$335.47	\$135.63
Burger King	\$ 100.00	\$ 116.27	\$291.34	\$ 200.20	\$121.17	\$242.35	\$116.80
Fair City market	\$ 100.00	\$ 114.98	\$288.11	\$ 197.98	\$119.83	\$239.66	\$277.50
Crossing Building	\$ 100.00	\$ 253.63	\$635.52	\$ 436.70	\$264.32	\$528.64	\$231.25
Fedex	\$ 100.00	\$ 128.40	\$321.74	\$ 221.08	\$133.81	\$267.63	\$218.30
Fairfield Inn	\$ 100.00	\$ 122.61	\$307.22	\$ 211.11	\$127.78	\$255.56	\$198.56
Mcdonalds	\$ 100.00	\$ 128.40	\$321.71	\$ 221.07	\$133.81	\$267.61	\$128.48
	\$2,700.00	\$ 4,654.67	\$ 11,663.04	\$8,014.39	\$4,850.81	\$9,701.63	\$7,592.15

ORDINANCE NO. _____

**AMENDING CENTRAL POINT MUNICIPAL CODE SECTION 11.20.050
TRANSPORTATION UTILITY FEES**

Recitals:

- A. Ordinance 1910 established the Street Utility Fee section of our ordinance with a rate structure built into the ordinance.
- B. It is the only fee left in the current municipal code that is not established by resolution.
- C. The ordinance also included a sunset clause that has been extended once and needs removal in order to provide stable long term transportation funding.

THE PEOPLE OF THE CITY OF CENTRAL POINT DO ORDAIN AS FOLLOWS:

Section 1. Section 11.20.050 of the Central Point Municipal Code is amended to read:

11.20.050 Unit rate established.

Rates shall be established by resolution of the City Council in accordance to the provisions set forth in 11.20.040.

~~The residential unit rate, to be applied to residential land uses, is hereby established at \$0.5203 per adjusted average daily trip. The nonresidential unit rate, to be applied to all other land uses, is hereby established at \$0.2207 per adjusted average daily trip. Nonresidential unit rate per month shall be a minimum of ten dollars with a maximum of one hundred dollars. Unit rates may be revised by resolution of the city council from time to time.~~

~~Example Rate for a Single Family Home:~~

~~Unit Rate x Average Daily Trips (ADT) = Monthly Charge~~

~~\$0.5203 x 9.57 = \$4.98~~

~~Example Rate for a 3,000 Square Foot Office Building:~~

~~Unit Rate x Average Daily Trips (ADT) x gross sq. ft./1,000 = Monthly Charge~~

~~\$0.2207 x 11.01 x 3 = \$7.29~~

Ordinance No. _____ (022714)

Section 2. This Ordinance removes the Sunset Clause as outlined in Ordinance 1910 Section 6, and provided as a foot note in the Central Point Municipal Code Chapter 11.20.

~~“Section 6. Sunset Clause. The rates and charges identified in this ordinance shall become effective on April 1, 2008 and shall remain effective for a period of three years (until February 28th, 2011). Any extension of the rates and charges must be granted by a City of Central Point City Council continuing resolution.”~~

Section 3. This Ordinance will be effective 30 days after adoption. The current fee schedule will be in effect until June 30, 2014. A new fee structure will be set by Council Resolution and will become effective on July 1, 2014.

Passed by the Council and signed by me in authentication of its passage this _____ day of _____, 2014.

Mayor Hank Williams

ATTEST:

City Recorder

Ordinance No. _____ (022714)

Resolution

Establishing

Transportation Utility

Fee Rates



STAFF REPORT

DATE: WEDNESDAY, FEBRUARY 19, 2014
TO: HONORABLE MAYOR AND CITY COUNCIL
FROM: MATT SAMITORE, DIRECTOR

SUBJECT: Sets the fees for the Transportation Utility Fee.

SUMMARY: The fees for the transportation utility fee were previously set via ordinance form. The change from ordinance to resolution allows for current and future councils to amend the fee in a more efficient way as well as matches the rest of the current fees that are collected by the city.

There is no change to the current fee schedule. Residential customers will be billed at \$.052 cents per trip while commercial and industrial users will be billed at \$0.22 cents per trip. The methodology for establishing the trips is also unchanged. The current methodology is based on the total amount trips generated by the particular use established the current version of the Institute of Transportation Engineers (ITE) Trip Generation. Per council direction, the changes for the minimum maximum fee for commercial, industrial and institutional users will not go into effect until July 1, 2014.

Table A: Rates

Residential Monthly Rate / ADT:	\$0.5203
Non-Residential Monthly Rate / ADT:	\$0.2207

RECOMMENDATION: Approve the rate resolution.

RESOLUTION NO. _____

A RESOLUTION ESTABLISHING THE TRANSPORTATION UTILITY FEE RATES

Recitals:

- A. The Street Utility Fee was approved in 2007.
- B. The fee established a minimum fee charge of \$10.00 and \$100.00 maximum for commercial and industrial users.
- C. The fee established rates for residential and for commercial/industrial users
- D. The rates were based upon the Trip Generation Report from the Institute of Transportation Engineers.
- E. The rates were previously set via Ordinance.
- F. The rates shall remain unchanged other than being in a resolution format.

The City of Central Point resolves as follows:

Section 1. The fees for the Transportation Utility Fee are set via Table A.

Passed by the Council and signed by me in authentication of its passage this _____ day of _____, 2014.

Mayor Hank Williams

ATTEST:

City Recorder

Table A: Transportation Fund Fee Schedule

Residential Monthly Rate / ADT:	\$ 0.5203
Non-Residential Monthly Rate / ADT:	\$ 0.2207

Ordinance/First Reading

Amendments to Street Tree Height Requirements



STAFF REPORT

DATE: WEDNESDAY, FEBRUARY 19, 2014
TO: HONORABLE MAYOR AND CITY COUNCIL
FROM: MATT SAMITORE, DIRECTOR

SUBJECT: First reading of an ordinance amending the minimum requirements for trees above public rights of way.

SUMMARY: The current code has minimums for trees above sidewalks, residential streets and main thoroughfares. This particular section of the code was established in the 1990s and unfortunately has not kept up with the heights of current utility vehicles including the City Street Sweeper, Rogue Disposal Vacuum Truck, Fire Service Trucks and Rogue Disposal Garbage Trucks. In order to allow for safe passage of these types of vehicles staff is asking that code be amended by allowing for an additional one foot of clearance on residential streets from 13 feet to 14 feet and one foot on collector and arterial streets from 15 feet to 16 feet.

The difference is on the main streets, the Fire District uses their ladder trucks, which are between 15 and 16' in height.

RECOMMENDATION:

Move to second reading an Ordinance Amending Central Point Municipal Code Section 12.36.100 Street Tree Standards Regarding Height Requirements over Public Streets.

ORDINANCE NO. _____

AMENDING CENTRAL POINT MUNICIPAL CODE SECTION 12.36.100 STREET TREE
STANDARDS REGARDING HEIGHT REQUIREMENTS
OVER PUBLIC STREETS

Recitals:

- A. The existing code does not follow current height requirements for City and Fire District Vehicles to safely access local and collector streets.
- B. The current code does not meet proper safety allowances for pedestrian and vehicular use of the public right of way.

THE PEOPLE OF THE CITY OF CENTRAL POINT DO ORDAIN AS FOLLOWS:

Section 1. Section 12.36.100 of the Central Point Municipal Code is amended to read:

12.36.100 Street tree standards.

H. Street trees, as they grow, shall be pruned to provide at least eight feet of clearance above sidewalks and ~~thirteen~~ **fourteen** feet above local streets, ~~fifteen~~ **sixteen** feet above collector streets, and eighteen feet above arterial streets. This provision may be waived in the case of newly planted trees so long as they do not interfere with public travel, sight distances, or endanger public safety as determined by the city.

Passed by the Council and signed by me in authentication of its passage this _____ day of _____, 2014.

Mayor Hank Williams

ATTEST:

City Recorder

Business

Award Long Term Financial Plan Bid



Staff Report

Finance Department
Bev Adams, Finance Director

To: Mayor & Council
From: Bev Adams, Finance Director *BA*
Date: February 27, 2014
Subject: Long Term Plan contract

Background:

In January we issued a "Request for Proposal" to contract out for Long Term Financial Planning services. We received two proposals:

- FCS Group/Peter Moy, Principal
- GEL Oregon Inc./Andy Parks, CPA

Proposals were scored based on the following criteria:

1. Contract provisions
2. General experience
3. Prompt service
4. Cost of service

Both proposals met expectations and criteria on contract provisions, general experience; prompt service and cost of service. Based on final interviews with both firms, we recommend that the Council consider award of the contract to the FCS Group.

The base project is \$28,420, with the final plan document of \$6,760. We have attached a copy of the proposed contract with the FCS Group for a total contract of \$35,180.

The project will begin this fiscal year with completion early in the 2014/15 fiscal year.

Attached are the proposed contract and a copy of FCS Group proposal for the long term planning service.

Recommended Action:

That Council approves a contract with FCS Group to provide the City of Central Point with a long term financial plan.

CITY OF CENTRAL POINT
GENERAL SERVICES CONTRACT
Long Term Financial Plan Services

This contract is made between the City of Central Point (City) and FCS Group named below (Consultant).

Consultant Information:

Full legal name or business name: FCS Group

Address: 7525 166th Avenue NE, Suite D-215, Redmond, WA 98052

Telephone: 425.867.1802 x228 FAX: 425.867.1937 Email: PeterM@fcsgroup.com

City and Consultant agree:

1. Services to be Provided. Consultant will provide to City the services as set forth on the attached EXHIBITS A & B.

2. Effective Date or Duration. This contract is effective on the following start date (or on the date at which every party has signed this contract, whichever is later.) This contract shall expire, unless otherwise terminated or extended, on the following end date:

Contract start date: March 1, 2014 Contract end date: June 30, 2015

3. Consideration. City agrees to pay Consultant a sum not to exceed the following for services provided:

- \$28,420 base project
- \$ 6,760 plan document

City shall pay Consultant for services and reimburse Consultant for expenses incurred by Consultant in performance of services in accordance with a payment schedule to be submitted by Consultant and accepted by City. No reimbursement will be made for expenses that are not specifically itemized in this payment schedule without prior approval by City's Authorized Representative. Consultant shall submit monthly invoices to City for Consultant's services within ten days after the end of the month covered by the invoice. Total payments under this contract or any amendments shall not exceed the sum specified in this section 3.

4. Additional Work. The City may request "Consultant" to perform extra work or services listed in Section 1, or Exhibit B, as the case may be. Any extra work request issued will have a binding hourly rate or "not to exceed" cost amount that has been negotiated with "Consultant" prior to issuance of the extra work request. If any change in work requested will affect any of the pricing for work or services agreed to herein, then "Consultant" shall supply to City's authorized representative in writing the adjustments to the pricing of items this section 3 and justification for such adjustment. Consultant's requested adjustments to the pricing shall be negotiated and approved by City's authorized representative prior to "Consultant" performing the work or services. All definitions, terms, and conditions of this Agreement shall apply to extra work requests issued by City and performed by "Consultant".

5. Authorized Representative for Consultant. The authorized representative for Consultant is Peter Moy, Principal/FCS Group.

6. Standard Contract Provisions. Consultant shall comply with City's Standard Contract Provisions for Personal Services, a copy of which is attached as Exhibit A.

City of Central Point

Consultant

By: _____

By: _____

Title: City Manager _____

Title: _____

Date: _____

Date: _____

SSN/Tax ID # _____

C.P. Business License # _____

Form 1099: G on file; G attached

EXHIBIT A

CITY OF CENTRAL POINT STANDARD CONTRACT PROVISIONS FOR PERSONAL SERVICES

1. Qualified Personnel. Consultant has represented, and by entering into this contract now represents, that all personnel assigned to the services required under this contract are fully qualified to perform the service to which they will be assigned in a skilled and worker like manner and, if required to be registered, licensed or bonded by the State of Oregon, are so registered, licensed and bonded.

2. Contract Renewal. The City shall have the option to renew this contract annually after the initial term has expired. Each renewal shall be with such modifications as may be agreed to by the parties in a written amendment of the contract, provided that the amendments made for any renewal term may not increase the total compensation to be paid to Consultant by more than 10% or increase the rate of compensation for any contract Service by more than 5%.

3. Authorized Representative for City. The City's authorized representative is the City Manager or the Finance Director.

4. Notices. Any notice permitted or required by this contract shall be deemed given when personally delivered or upon deposit in the United States mail, postage fully prepaid, certified, and with return receipt requested, to the persons and addresses shown below. In addition, if directions for telephonic transmission ("FAX") are set forth below, notices may be delivered by FAX. Notices sent by certified mail will be deemed delivered three business days after placement in the mail and notices sent by FAX will be deemed delivered when successful transmission is electronically confirmed. Except as expressly provided in the contract, required notices must be signed by the person designated to receive notices, or that person's designee or attorney.

Consultant: Authorized Representative named on first page at address for Consultant listed on first page.

City: Authorized Representative (see section 3 of this page), 140 South Third Street, Central Point, Oregon 97502

Each party shall notify the other of any change in the name, address or FAX instructions to be used for delivery of notices.

5. Termination. Notwithstanding any other provision to the contrary, this contract may be terminated as follows:

5.1. The parties, by mutual written agreement, may terminate this contract at any time.

5.2. Either party may terminate this contract in the event of a breach of the contract by the other party.

5.3. The City may terminate this contract at any time or for any reason, upon not less than ten days' written notice in advance of the termination date. For purposes of this Agreement, written notice includes notice via email or facsimile.

5.4. City may terminate this contract immediately upon Consultant's failure to have in force any insurance required by this contract. Except as provided in section 6, in the event of a termination, City shall pay Consultant for work performed to the date of termination.

6. Remedies.

6.1. In the event of a termination of this contract by City because of a breach by Consultant, City may complete the Services either by itself or by contract with other persons, or any combination. Consultant shall be liable to City for any costs or losses incurred by City arising out of or related to the breach, including costs incurred in selecting other contractors, time-delay losses, attorney fees and the like, less the remaining unpaid balance of the consideration provided in this contract. City may withhold payment of sums due Consultant for work performed to the date of termination until City's costs and losses have been determined, at which time City may offset any such amount due Consultant against the costs and losses incurred by City.

6.2. The foregoing remedies provided to City for breach of this contract by Consultant shall not be exclusive. City shall be entitled to exercise any one or more other legal or equitable remedies available because of Consultant's breach.

6.3. In the event of breach of this contract by City, Consultant's remedy shall be limited to termination of this contract and payment for work performed to the date of termination.

7. Records/Inspection. Consultant shall maintain records of its charges to City under this contract for a period of not less than three full fiscal years following Consultant's completion of this contract. Upon reasonable advance notice, City or its authorized representatives may from time to time inspect, audit and make copies of any of Consultant's records that relate to this contract. If any audit by City discloses that payments to the Consultant were in excess of the amount to which Consultant was entitled under this contract, Consultant shall promptly pay to City the amount of such excess. If the excess is greater than one percent of the contract amount, Consultant shall also reimburse City its reasonable costs incurred in performing the audit.

8. Ownership of Work Product. All work product of Consultant that results from this Agreement (the work product) is the exclusive property of City. City and Consultant intend that such work product be deemed "work made for hire" of which City shall be deemed the author. If for any reason the work product is not deemed "work made for hire," Consultant irrevocably assigns to City all its right, title, and interest in and to any and all of the work product, whether arising from copyright, patent, trademark, trade secret, or any other state or federal intellectual property law or doctrine. Consultant shall execute such further documents and instruments as City may reasonably request in order to fully vest such rights in City. Consultant forever waives any and all rights relating to the work product, including without limitation, any and all rights arising under 17 USC 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications.

9. Indemnification. Consultant shall defend, indemnify and save City, its officers, employees and agents harmless from any and all losses, claims, actions, costs, expenses, judgments, subrogation's, or other damages resulting from injury to any person (including injury resulting in death,) or damage (including loss or destruction) to property, of whatsoever nature arising out of or incident to the performance of this agreement by Consultant (including but not limited to, Consultant's employees, agents, and others designated by Consultant to perform work or services attendant to this agreement). Consultant shall not be held responsible for damages caused by the negligence of City.

11. Workers' Compensation. If Consultant will perform the work with the help of others, Consultant shall comply with the Oregon Workers' Compensation law by qualifying as a carrier-insured employer or as a self-insured employer and shall strictly comply with all other applicable provisions of such law. Consultant shall provide the City with such further assurances as City may require from time to time that Consultant is in compliance with these Workers' Compensation coverage requirements and the Workers' Compensation law.

12. Insurance. Consultant shall have and maintain the insurance policies specified below. Each policy of insurance shall be written as a primary policy, not contributing with or in excess of any coverage which City may carry. A copy of each policy or a certificate

satisfactory to City shall be delivered to City prior to commencement of the Services. The adequacy of all insurance policies for compliance with this Section 12 shall be subject to approval by City's Risk Manager. Failure to maintain any insurance coverage required by the contract shall be cause for immediate termination of the contract by City.

Unless otherwise specified, each policy shall be written on an "occurrence" form with an admitted insurance carrier licensed to do business in the state of Oregon; and shall contain an endorsement entitling City to not less than 30 days prior written notice of any material change, non-renewal or cancellation. In the event the statutory limit of liability of a public body for claims arising out of a single accident or occurrence is increased above the combined single limit coverage requirements specified below, City shall have the right to require that Consultant increase the coverage limits of all liability policies by the amount of the increase in the statutory limit.

12.1. Commercial General Liability. Consultant shall maintain a broad form commercial general liability insurance policy with coverage of not less than \$1,000,000 combined single limit per occurrence, and as an annual aggregate, for bodily injury, personal injury or property damage. The policy shall have a contractual liability endorsement to cover Consultant's indemnification obligations under the contract. The policy shall also contain an endorsement naming City as an additional insured, in a form satisfactory to City, and expressly providing that the interest of City shall not be affected by Consultant's breach of policy provisions.

12.2. Workers' Compensation Insurance. Unless Consultant is exempt, Consultant shall comply with the Oregon Workers' Compensation law by qualifying as a carrier-insured employer or as a self-insured employer and shall strictly comply with all other applicable provisions of such law. Consultant shall provide City with such assurances as City may require from time to time that Consultant is in compliance with these Workers' Compensation coverage requirements and the Workers' Compensation law.

12.3. Comprehensive Automobile Liability. If Consultant will use a motor vehicle on a regular basis in the performance of the Services, Consultant shall maintain automobile liability insurance coverage of not less than \$1,000,000 combined single limit per occurrence for bodily injury, personal injury or property damage for each motor vehicle owned, leased or operated under the control of Consultant for, or in the performance of, the services.

12.4. Professional Liability. If Consultant is required to be licensed by the State of Oregon to perform the Services, Consultant shall maintain a professional liability insurance policy with coverage limits of not less than \$1,000,000 per claim, and a deductible of not more than \$10,000, to protect Consultant from claims by City or others for injury, loss or damage arising from or resulting from the wrongful or negligent performance or non-performance of, the Services. The policy shall contain an endorsement entitling City to not less than 60 days prior written notice of any material change, non-renewal or cancellation of such policy. This policy may be written on a "claims made" form, provided that continuous coverage is maintained to cover claims made within two years after completion of the Services.

13. Assignment/Subcontracting. Consultant shall not assign this contract, in whole or in part, or any right or obligation, without City's prior written approval. Consultant shall require any approved subcontractor to agree, as to the portion subcontracted, to comply with all obligations of Consultant specified in this contract. Notwithstanding City's approval of a subcontractor, Consultant shall remain obligated for full performance of this contract and City shall incur no obligation to any subcontractor. Consultant shall indemnify, defend and hold City harmless from all claims of subcontractors.

15. Independent Contractor. Whether Consultant is a corporation, partnership, other legal entity or an individual, Consultant is an independent contractor. If Consultant is an individual, Consultant's duties will be performed with the understanding that Consultant is a self-employed person, has special expertise as to the services which Consultant is to perform and is customarily engaged in the independent performance of the same or similar services for others. The manner in which the services are performed shall be controlled by Consultant; however, the nature of the services and the results to be achieved shall be specified by City. Consultant is not to be deemed an employee or agent of City and has no authority to make any binding commitments or obligations on behalf of City except to the extent expressly provided in this contract.

16. Compliance with Laws/Business License. Consultant shall comply with all applicable Federal, State and local laws, rules, ordinances and regulations at all times and in the performance of the Services, including, but not limited to those laws pertaining in nonresident contractors in ORS 279A.120 and all applicable provisions of ORS 279B.220, 279B.225, 279B.230, 279B.235, and 279B.240. Consultant shall obtain a City of Central Point business license as required by the city municipal code prior to beginning work under this contract. The Contractor shall provide a business license number in the space provided on page one of this contract. Consultant warrants that all vehicles used to perform the work or services stated in this Agreement have all permits, licenses, certificates, or other approvals required under applicable federal, state, and local laws, regulations, statutes, ordinances, rules, policies and orders.

17. Governing Law. This agreement shall be governed and construed in accordance with the laws of the State of Oregon. Any claim, action, or suit between City and Consultant that arises out of or relates to performance of this agreement shall be brought and conducted solely and exclusively within the Circuit Court for Jackson County, for the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought only in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon.

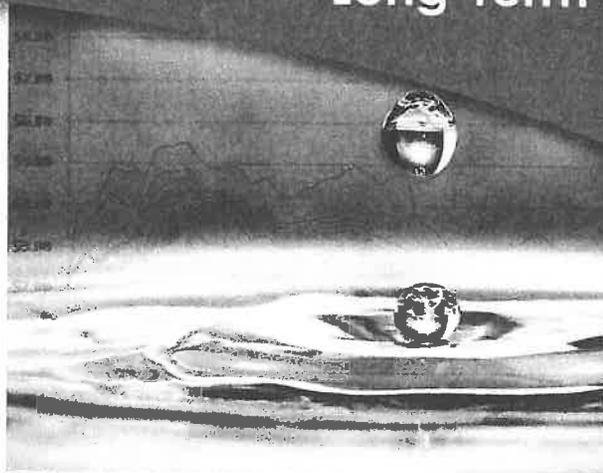
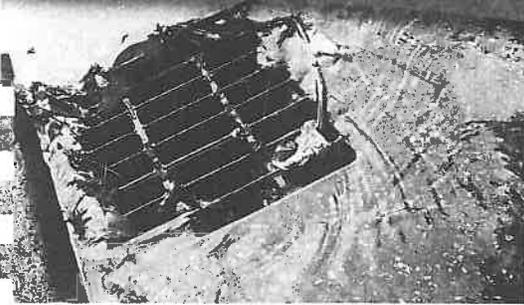
18. Attorney Fees. In the event of any action to enforce or interpret this contract, the prevailing party shall be entitled to recover from the losing party reasonable attorney fees incurred in the proceeding, as set by the court, at trial, on appeal or upon review.

19. Integration. This contract embodies the entire agreement of the parties. There are no promises, terms, conditions or obligations other than those contained in this contract. This contract shall supersede all prior communications, representations or agreements, either oral or written, between the parties. This contract shall not be amended except in writing, signed by both parties.

20. Waiver. Any failure of a party to enforce any provision of this Agreement will not constitute a waiver of such provision or prejudice the right of that party to enforce such provision at any subsequent time.

February 12, 2014

City of Central Point Long-Term Financial Plan



Contact

Peter Moy, Principal
7525 166th Ave NE, Ste D-215
(425) 867-1802 x228 ph
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peterm@fcsgroup.com

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

www.fcsgroup.com

February 12, 2014

Bev Adams, Finance Director
City of Central Point
140 S Third Street
Central Point, OR 97502

Subject: Proposal to Provide a Long-Term Financial Plan

Dear Ms. Adams:

The City of Central Point has requested a brief response to several specific questions regarding our interest and experience in preparing long-range financial plans. FCS GROUP has extensive regional and local experience in developing financial plans and analyses that are similar in nature and complexity to the project outlined in your scope of services.

FCS GROUP (formed in 1988) provides finance, economic, and management consulting services to public sector clients inclusive of school districts, city and county governments, municipal corporations and ports, utility districts, and state agencies. Since the firm's inception, FCS GROUP has delivered high-quality, cost-effective consulting services on over 2,300 engagements and served more than 525 clients. Our long-range financial planning experience includes nearly 200 individual studies, taking many forms:

- ◆ Long-range financial planning for cities and counties,
- ◆ Contributing to utility master planning and comprehensive planning with the development of long-range financial forecasts,
- ◆ Development of both enterprise reserve studies and general fund financial plans, and
- ◆ Economic and life-cycle cost analyses.

FCS GROUP has enjoyed the opportunity to work with the City on several projects in recent years, including an analysis of your indirect costs, rate studies for water and stormwater, and transportation utility financial planning.

We look forward to working with you to help the City with its long range financial planning. If you have any questions regarding our initial response, please do contact me at (425) 867-1802, ext. 228 or PeterM@fcsgroup.com.

Sincerely,
FCS GROUP



Peter Moy
Principal

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Appendix A – Résumés

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QUALIFICATIONS

FCS GROUP, established in 1988, provides utility rate, financial, economic, and management consulting services to public sector clients inclusive of city and county governments, municipal corporations and ports, special purpose districts, and state agencies. Since the firm’s inception, FCS GROUP has delivered high-quality, cost-effective consulting services in over 2,300 engagements and served more than 525 clients. Our staff serves clients throughout the western United States and Canada from locations in Redmond, Washington, Portland, Oregon, and Anchorage, Alaska.

Our mission is to facilitate sound decision-making and management by public officials and stakeholders. We do this by providing a solutions-oriented, analytical approach to public sector financial and management issues and programs. At FCS GROUP, we understand that every city faces its own unique challenges. Our success and reputation comes from the ability to listen to clients and produce customized study results that can be easily implemented and understood by everyone.

Our **Utility Rates, Charges and Advisory** practice serves water, wastewater/sewer, storm and surface water, reclaimed/recycled water, solid waste, electric, and transportation clients. We have performed more than 1,700 utility finance and business advisory projects ranging from defining revenue requirements and developing full cost of service rates to forming utilities and negotiating complicated wholesale agreements.

Our **Economic Services** group provides a unique combination of skills and knowledge about public sector infrastructure in order to support municipal goals of attracting business, creating jobs, enhancing public space, and forming economically vital, sustainable communities.

Our **Management Consulting and Public Finance** practice specializes in helping local and state governments, regional agencies, and public safety entities address and solve issues involving policy objectives, public finance and cost recovery, and organizational performance.

Public Sector Experts in
Rates, Fees and Charges
Economics
Management Consulting
Public Finance

1988
Founded in 1988—25 years of service

2,300
Finance, Economic and Management Consulting Projects

3
Offices in WA, OR and AK

25
Technical and Management Professionals

525
Clients Served in the Western United States and Canada

#
Corporate Office
(425) 867-1802
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CONTACT DETAILS

Contact Details		
Peter Moy Principal	(425) 867-1802 x228 peterm@fcsgroup.com	7525 166 th Ave NE, Ste D-215 Redmond, WA 98052

KEY PERSONNEL

Peter Moy and Nathan Reese will be primarily responsible for the delivery of your Long-Term Financial Plan and models. They will be supported by Doug Gabbard and John Ghilarducci. Their experience is summarized below. Their full resumes are included in Appendix A.

Peter Moy | Principal-in-Charge

M.B.A., Finance, University of California, Berkeley

B.S., Finance and Organizational Behavior and Industrial Relations, University of California, Berkeley

Peter Moy is a principal for FCS GROUP with over 30 years of public sector experience specializing in public finance and financial planning, program evaluation, management and operational reviews, performance audits, and policy analysis. He began his career as a GAO field auditor, and then went into public service with the City of Seattle as the primary financial and management operations staff advisor to the City Council. He has worked with a variety of governmental agencies and provides clients with a thorough knowledge of government operations and innovative and workable solutions to issues and problems. Mr. Moy has a broad understanding and expertise in how government sets and implements financial, capital spending and budget policies, how the many different government functions are performed, and what roles the public, community organizations, and employees have in making government responsive to their needs. He has been responsible for projects that have involved general city financial planning forecasts for revenues and expenditures, modeling and forecasting the revenues and costs associated with development projects and annexations, and analyzing the costs of different city services. He has also made presentations on evaluating the financial impact of special development projects at conferences for the Washington Finance Officers Association and the Great Northwest Planning Conference and also served on the Seattle School District's Committee on Fiscal Integrity.

Mr. Moy provides the team with expertise in many service areas. In conjunction with his **experience with the City of Central Point's 2013 Indirect Cost Allocation Analysis** project, he brings the following relevant experiences:

- ◆ Cost of service and financial analyses for all different types of departments,
- ◆ Cost benefit analyses to identify the potential costs or savings of new facilities and buildings,
- ◆ Cost of service and rate analyses for fleet, information technology, and facilities management,
- ◆ Fiscal impact studies on the effects of annexations, large housing developments, special purpose facilities (e.g. NASCAR track, waterfront development, large housing developments),
- ◆ Financial forecasting and budget planning and analysis,
- ◆ Development and parks and recreation cost of service and fee studies,
- ◆ Development of financial policies,
- ◆ Establishing service priorities and criteria, and
- ◆ Strategic financial planning.

Mr. Moy previously worked for the U.S. Government Accountability Office and served as the

Director of Legislative Audits and as the Assistant Director of the Seattle City Council's central staff where he was responsible for advising the City Council on financial, policy, and budget issues. Prior to joining FCS GROUP in 2000, he worked as an independent consultant for 16 years. Subsequent work included a variety of governmental and non-profit agencies, providing clients with a thorough knowledge of government operations and innovative and workable solutions to issues and problems.

Peter is highly proficient in managing multiple concurrent projects. During the period that the City's Long-Term Financial Plan is in process, he will be involved with several other engagements. However, his role on most of the following current projects involves supervision and quality assurance rather than a detailed work effort. Over the next four months he currently has about 50% availability for this project:

- ◆ City of Tacoma Cost Allocation and Cost Rate Analysis and Modeling
- ◆ Port of Seattle Employment Analysis and Forecasting
- ◆ Marysville Fire Department Alternatives
- ◆ Seattle Human Services Department Cost Allocation Plan
- ◆ Seattle-King County Environmental Health Services cost Allocation and Fee Study

His role on the project will be to conduct interviews, develop the model framework, provide review and quality assurance over model development, identify financial issues based on the model forecasts, make presentations, and other project management duties.

Nathan Reese | Project Consultant

M.P.A., Maxwell School of Syracuse University
B.A., International Politics, Brigham Young University

Nathan Reese is a project consultant at FCS GROUP. His focus is on analytical work in support of the firm's management consulting efforts. For the past four years, he has been developing financial models for cost of service, user fee, and cost allocation studies. His previous experience includes positions as a senior budget analyst and management analyst for local government, most recently in the Finance Department for the City of Bellevue, Washington. He has worked with several city departments, including transportation, and has performed various municipal/legal research functions. He has coordinated department budget narratives, prepared and analyzed data, and written various city-wide performance reports. His experience includes preparing cost allocation plans and conducting comprehensive development services fee and rate studies, developing financial models for analyzing revenues and costs. For cost allocation and fee models, he has provided training to the client's staff so they can operate the models without our assistance and has prepared high level user manuals for these models.

Nathan will also be involved with several other engagements. Over the next four months he currently has about 25% availability for this project:

- ◆ City of Tacoma Cost Allocation and Cost Rate Analysis and Modeling
- ◆ Port of Seattle Employment Analysis and Forecasting
- ◆ Marysville Fire Department Alternatives

- ◆ Lodi Cost Allocation Plan
- ◆ Seattle Human Services Department Cost Allocation Plan
- ◆ Seattle-King County Environmental Health Services cost Allocation and Fee Study

His role on the project will be to build the forecasting models, provide model training, and prepare the model documentation.

Doug Gabbard | Project Consultant

M.B.A., University of Oregon
B.A., Classical Languages, Santa Clara University

Doug Gabbard has over 8 years of professional experience including the past six years where he has been serving as a financial and economic analyst in municipal and private sector positions. He was hired by FCS GROUP in 2011 and prior to that served as a financial analyst for the City of Salem, supporting the City budget process for four years. He was also involved with the development of economic statistical analysis and econometric modeling. Prior to that, Mr. Gabbard was a senior financial analyst at the Oregon Department of Transportation in Salem, Oregon, where he performed Monte Carlo simulations to model basis risk of interest rate swaps. Doug's role on the project will be to provide assistance and be a back-up for Mr. Reese depending on the project's work schedule.

John Ghilarducci | Technical Advisor

M.P.A., Organization and Management, University of Washington
B.S., Economics, University of Oregon

FCS GROUP principal and shareholder John Ghilarducci has been with the firm for 23 of his 26 years of professional experience. His practice focuses on all aspects of utility and general services system development charges (SDCs) and financial rate studies, from technical modeling and public involvement to ordinance drafting and implementation. He has formed stormwater and transportation utilities and has developed water, sewer, stormwater, transportation and parks rates and charges for dozens of clients. Mr. Ghilarducci is a recognized technical rate and finance expert and provides litigation support/expert witness testimony throughout the Northwest. John has performed hundreds of enterprise fund rate and financial projects throughout the Northwest including dozens of projects in southwest Oregon. A selection of his experience in Central Point includes:

- ◆ Public Works and Planning Fee Study
- ◆ Special Wholesale Water SDC Methodology Review
- ◆ Stormwater Rate Update
- ◆ Transportation SDC Survey and Utility Formation Study
- ◆ Water Rate Study and Revenue Requirement Update
- ◆ Water, Stormwater, Transportation, and Parks SDC Study and Stormwater Utility Formation

Mr. Ghilarducci's role on the project will be to provide technical advice on the water and stormwater models based on his knowledge of the rate studies and financial issues facing the two utility funds.

LONG –TERM FINANCIAL PLANNING

For 26 years, FCS GROUP has provided financial consulting services to local governments and special districts, and as a result, FCS GROUP understands local government finances and the local government operations that provide the services desired by the public. With this knowledge and experience, we have developed financial models that enable our clients to analyze and forecast revenues and costs in a variety of scenarios for many different city services. Within the past three years, FCS GROUP has performed over three hundred projects throughout the western U.S. that address long-term financial planning, rate and fee forecasting, and cost recovery for general government and utility funds—areas of experience directly applicable to Central Point’s Long-Term Financial Plan project. We have included a list of projects performed in the past three years in the **Appendix B—Long –Term Financial Planning and Applicable Government Finance Experience**. The list of experience includes, but is not limited to the following:

- ◆ Developing models and forecasts of the short and long term revenues and costs for the General Fund in different economic scenarios and for specific impacts caused by annexations and large development projects,
- ◆ Developing financial plans for specific departmental programs involving police, parks, fire, facilities, fleet, and community development, and
- ◆ Developing short and long term financial plans and models for water, wastewater, and stormwater utilities as part of comprehensive plans and utility rate studies,

Modeling is an integral part of FCS GROUP’s project work. More than seventy-five percent of FCS GROUP studies include the creation or review of a model for long-term financial planning, revenue and cost scenarios, economic analyses, and fee and utility rate forecasting.

Our project team has experience in all these areas and also has experience working with the City of Central Point, especially with its water and stormwater funds. Peter Moy and John Ghilarducci have both managed projects for the City, and Mr. Moy will be the managing principal on this project, and Mr. Ghilarducci will be a technical advisor assisting with the modeling for the water and stormwater funds. In addition to our team’s consulting experience, Peter Moy, Doug Gabbard, and Nathan Reese have previously worked for local government and have first-hand experience as budget analysts developing revenue and cost forecasts.

Because of FCS GROUP’s non-utility financial practice, our consultants have conducted management, user fee, cost of service, and cost allocation studies for most of the different departments supported by a general fund. This knowledge about both costs and operations enables us to provide the City of Central Point with a unique insight into forecasting the specific revenues and costs for various City services. We have analyzed services that include almost every activity in a General Fund from police, courts, fire, and ambulance services to parks, libraries, and street maintenance. With our cost allocation work we also have analyzed the administrative and overhead functions of many cities including Central Point.

Through these studies, we have honed our ability to identify potential issues with a wide assortment of methodologies and have improved the practices and approaches used by our clients while helping them work toward more financial self sufficiency and sustainability.

EXAMPLES OF SIMILARLY-SCOPED LONG-TERM FINANCIAL PLANNING ENGAGEMENTS

FCS GROUP has performed hundreds of financial and economic analyses throughout the West. We have built financial models to deal with long range planning and revenue and cost analysis. The diversity of our experience provides the City of Central Point with the assurance that its Long-Term Financial Forecast and corresponding models will be thoroughly vetted and that the resulting product will be dynamic and flexible enough to be used for the funds and departments identified in the Request for Proposal. The City can also be assured that this model will help facilitate discussion of the financial policies necessary to meet the City's goals of fiscal sustainability and growth.

Similar modeling and long term forecasting projects that have been conducted by Peter Moy and FCS GROUP staff include the following.

Clatsop County, Oregon | Long-Term Financial Plan

Clatsop County engaged FCS GROUP to develop a long-term financial plan to guide the County's financial practices and future financial health. In developing the plan, the County wanted to analyze the use and level of reserve funding, especially for its Special Projects Fund and General Fund Resource Stabilization Account, review its indirect cost allocation plan and fee setting methodologies, compare its policies and practices with other comparable jurisdictions, and review its budget policies. FCS GROUP established a process that involved the County's elected officials, department directors, and financial staff, analyzed the County's various funds and financial policies, and surveyed other county jurisdictions. Based on the analyses and conclusions, FCS GROUP developed a long-term financial plan in conjunction with the County staff that incorporated recommendations and policy choices.

Bend, Oregon | Long-Term Financial Forecast Model and Budget Process

FCS GROUP prepared a long-term financial forecast model for the City of Bend, Oregon, and helped the City develop a budget process that reflects the long-term impacts of immediate budget decisions. The financial forecast model included ten-year projections for 25 funds, representing all of the City's funds except for debt service and fiduciary funds. The forecast included three alternate scenarios, and the model had the capability to add more scenarios. A snapshot of the model is shown here.

Bellingham, Washington | Waterfront Financial Model

The City of Bellingham engaged FCS GROUP and Northern Economics to develop a waterfront development financial model that identifies the potential cost and revenue impacts of the development on the City. The model was designed to accommodate different scenarios and different types of development on the waterfront site over 30 years. The process included developing metrics for both revenues and costs by type of revenue and by type of service cost and was a collaborative effort with City departments and the Finance Department staff. Follow-up activities included forecast model changes and training for the City's Finance Department staff on how to use the model.

Clatsop County, Oregon | Rural Law Enforcement District Financial Analysis and Plan

Clatsop County engaged FCS GROUP to develop a financial plan for the County's Rural Law Enforcement District. To develop the plan, FCS GROUP analyzed the District's revenue and expenditure history and reviewed the past financial policies and guidelines. As part of the plan a five-

year forecasting model was developed to estimate future revenues and expenditures and the District's future financial position. Process interviews were conducted with the key stakeholders and a report and presentation were made to the County Commissioners and the District's Advisory Committee.

Maple Valley, Washington | Six Year Financial Forecast

In support of the City's budget process, FCS GROUP helped the City of Maple Valley develop a six year financial forecast that estimated the revenues and expenditures for its General Fund based on the population, demographic, and land use profiles that the City anticipates during the forecast period. Other funds that were included in the forecast were the Street Fund, Surface Water Management Fund, Capital Improvement Fund, Street Capital Projects Fund, and the Community Service Capital Projects Fund. Key tasks included reviewing the City's existing forecast methodology, identifying key economic drivers and indicators affecting the City's revenues and expenditures, developing a baseline scenario and possible alternatives, and developing a spreadsheet model that can assist the City with future forecasts.

Kitsap County, Washington | Financial Analysis of Proposed ISC Race Track

Kitsap County engaged FCS GROUP to analyze the financial and economic impacts on the County's finances of a proposed NASCAR race track. The analysis involved reviewing the International Speedway Corporation's report on the economic and fiscal impacts of the race track. The review included analyzing three key elements of the proposal: the economic impact on County revenues, the associated County costs needed to support the track, and the impact of any proposed financing plans on the County. Issue papers were prepared on each element to provide elected officials with information to assist in their decision-making process concerning the track. In addition, a study was done comparing the track's impact on the area to the long term financial impacts of the area's 20 year build-out plan without the track.

Wenatchee, Washington | City and County Revenue Sharing for Sunnyslope UGA

The City of Wenatchee and Chelan County engaged at FCS GROUP to conduct a revenue-sharing study involving the Sunnyslope urban growth area to determine whether or not each jurisdiction is being fairly compensated through their revenue-sharing agreement. The area was a logical area for an extension of city services and potential annexation. To determine what the financial impacts were for providing services to the area, a forecast analysis of the potential City revenues and expenditures for the identified area based on build-out densities and existing plans for development in the area was conducted. In addition, a cost benefit analysis of city services and facilities providing regional benefits to non-city residents was also conducted.

Covington, Washington | Parks and Recreation Financial Plan

FCS GROUP worked for the City of Covington and Alta Planning + Design to prepare a financial plan as part of the City's Parks, Recreation, and Open Space (PROS) Plan. We developed estimates of the ongoing costs and revenues for the capital improvements proposed in the PROS Plan, and advised the City on revenue and management policies to further its goal for long-term financial health for its parks and recreation assets.

Blaine, Washington | East Maple Ridge Fiscal Analysis

The City of Blaine requested the developer of the East Maple Ridge development conduct a fiscal analysis of the City's revenues and expenditures resulting from this project. FCS GROUP conducted

an analysis that concentrated primarily on the City's General Fund and some specific revenues. Revenues included property, sales, and utility taxes, while expenditures included police and street costs.

Blaine, Washington | Fiscal Impact Analysis of Grandis Pond Housing Development

FCS GROUP was engaged by the developer of Grandis Pond, a large housing development project in Blaine, Washington, to analyze the fiscal impacts of the development on the City's revenues and expenditures. The analysis identified the fiscal impacts on the City's General Fund and a few other selected funds. The analytical process involved meeting with the City staff from all the departments that might be affected by the development to discuss their cost of service, staffing levels, and workload indicators. FCS GROUP developed a financial model designed to determine the various impacts of the development project, and the final analysis compared the General Fund and selected fund revenues with expenditures generated by the development's build-out.

Westminster, Colorado | Long-Range Fiscal Planning Model for City Utilities

FCS GROUP performed a long-range fiscal planning model and cost of service study for the City of Westminster's four utility funds. This study included the development of long-term revenue requirements models for each service, and revenue requirement forecasts to ensure the long-term fiscal health of the four services. At the conclusion of the project, we documented our findings in a report, wrote a user manual for the model, drafted adopting ordinances/resolutions, participated in Council and public meetings, and trained City staff to use the models.

Airway Heights, Washington | Cost Analysis to Serve Tribal Casino and Urban Growth Areas

FCS GROUP conducted a public safety cost-of-service analysis to identify the City of Airway Heights cost of serving a tribal casino and urban growth areas. The public safety costs included those for police, fire/EMS, and municipal court services. The scope of work included developing a cost-of-service framework, analyzing the costs, conducting a survey of neighboring and other jurisdictions that also serve casinos, identifying potential fee structures, and briefing and reporting the results to various stakeholders and elected officials. To identify the full cost of service, FCS GROUP also prepared an indirect cost allocation plan for the City.

DuPont, Washington | Large Development Impact on Public Safety Services

As part of a mitigation agreement with a private developer, the City of DuPont engaged FCS GROUP to determine the impact that the specific development would have on the City's fire, emergency medical, and police services; and based on the impact, determined if the costs exceeded the revenues generated by the project. If the costs exceed the revenues, the City wanted FCS GROUP to determine what the developer's appropriate mitigation contribution might be. The analysis involved determining the potential number of service calls, reviewing the Fire and Police Department's operating and capital budget, analyzing the cost of service, forecasting potential revenues from the development, and calculating a mitigation fee, if necessary. An extra scenario was also run after the original study as requested by the City.

Clackamas County, Oregon | Sheriff's Office Cost of Service Analysis

FCS GROUP prepared a cost of service analysis for the Clackamas County Sheriff's Office to use in setting reimbursement rates for the four cities that contract with the Sheriff's Office for city police services. This analysis included identifying both direct and indirect costs, creating appropriate metrics for allocating the indirect costs, and designing rates to give customers an appropriate amount of control but also ensure that the Sheriff's Office recovers all of its costs.

Los Gatos, California | Transportation Impacts Analysis and Fee Development

FCS GROUP is managing a project for the Town of Los Gatos that entails updates to its transportation impact fee and construction activities mitigation fee. Innovative methods were used to encourage transit oriented development and to mitigate roadway damage caused by heavy trucks. The work by FCS GROUP included:

- Analyzing growth trends and development patterns;
- Reviewing Capital Improvement Plan and long-range project lists and capital cost assumptions;
- Evaluating growth-related nexus methodologies for all transportation facilities (street, bike, pedestrian, transit);
- Providing mitigation fee alternatives for review by department staff;
- Preparing a construction activities mitigation fee that captures a portion of the street-related maintenance attributed to excessive roadway damage caused by heavy trucks; and
- Presenting findings and summarizing results for the Town Council and public at large.

Silverton, Oregon | Economic Opportunities Analysis

The City of Silverton hired FCS GROUP to assist in a comprehensive economic development strategy, as an update to the City's Comprehensive Plan. This work included an analysis of local and regional economic conditions, assessment of buildable lands, and a forecast of land needs based on trends in commercial, industrial, tourism, and housing market patterns. A new city/county intergovernmental agreement and land use zoning amendments, and economic vision/goals were key outcomes of this work.

Quadrant Corporation | Northwest Landing Project in Dupont

Quadrant Corporation engaged FCS GROUP to review the City of Dupont's 2004 - 2009 Capital Facilities Plan to determine the impact on Quadrant's Northwest Landing project in Dupont. The review of the plan involved determining the financial impacts on the project, assessing the reasonableness of the financing plans and sources of revenue, analyzing the levels of service used to determine the capital needs, and identifying alternatives for financing and establishing levels of service.

Quadrant Corporation | Redmond Ridge and Trilogy Developments

Quadrant Corporation engaged FCS GROUP to review the revenue impacts on King County if Quadrant's Redmond Ridge and Trilogy developments were delayed or stopped by King County because concurrent road improvements were not funded. FCS GROUP analyzed the property tax, sales tax, and the real estate excise tax revenues that would be generated if the developments were allowed to continue through 2010 based on Quadrant's planned build-out schedule

Quadrant Corporation | Snoqualmie Ridge Phase II Development

Quadrant Corporation engaged FCS GROUP to review an analysis of the fiscal impact that its Snoqualmie Ridge Phase II development will have on the City of Snoqualmie's general fund revenues and expenditures. The review included identifying key economic assumptions, as well as planning and staffing standards used to forecast revenues, costs, and levels of service. FCS GROUP identified alternative methods and assessed whether the forecasts were reasonable. Working with the City's consultant, we also identified the impacts of using alternative scenarios and assumptions. Working with the Quadrant staff, we prepared a presentation on alternative analyses for the City Council.

APPROACH

Our overall approach to developing a Long Term Financial Plan (LTFP) and model is to work closely with key stakeholders such as elected officials, the City's Finance Director, department directors, and any key community members involved in the process. We use a collaborative process to obtain a better understanding of the issues facing the City and to educate the key stakeholders in the processes, strategies, and techniques that we use in developing the Long Term Financial Plan model. Although we will perform much of the work to prepare the plan and model, we believe that a Long Term Financial Plan can only be as effective as its acceptance and understanding by those that must implement and manage the plan in the future. We want to provide the City with a framework as well as the financial tools that can help the City meet future challenges and opportunities. The following tasks outline our process and work tasks to develop the Long Term Financial Plan model and the deliverables desired by the City.

TASK 1: KICK-OFF MEETING AND BACKGROUND

FCS GROUP will conduct a kick off meeting with the City's project manager and the appropriate City staff to introduce and discuss the project team, study objectives, methodologies, potential schedule, and the roles of the City staff and the consultant team. We will also review the preliminary data needs list which will include such items as the 20013-2014 operating and capital budget, past annual financial reports and budgets, the fleet and facilities plans, other relevant financial and departmental studies, financial policies, and any other background materials and documents that the City believes are relevant.

We will also discuss the project plan and timeline to better understand how the City wants to use the models and any subsequent forecasts. Based on the kick-off meeting and background review, we will then develop a revised project plan and timeline that reflects any new information and scheduling issues identified by the City during the kick-off meeting.

TASK 2: INTERVIEW KEY STAKEHOLDERS

To help us better understand the City's finances and issues, the basis for the financial plan, and any financial issues or concerns, we will conduct interview sessions with elected officials, department directors, other key City staff, and any external stakeholders. During these interviews, we will discuss the LTFP's purpose, future goals and projects that might affect department funding, costs, and programs, potential issues and concerns the departments have, and any existing and future challenges and opportunities.

TASK 3: DEVELOP FINANCIAL MODEL FRAMEWORK

Based on the background review and stakeholder interviews, we will develop a financial model framework that will provide the basis for designing the model and its components. We will also work with the Finance Director to determine the model's requirements and desired outputs as well as the level of detail necessary for the forecasts. Once we have defined the framework, we will review it with the City's Finance Director. The City identified the funds that it wanted to include as part of the financial model: the General Fund, Water Fund, Stormwater Fund, and the Street Fund.

As part of the framework, the following are examples of the key model elements and parameters that might need to be defined and identified with the City.

- ◆ The number of forecast years,
- ◆ The key economic, revenue, and cost assumptions,
- ◆ Population forecasts,
- ◆ Historical expenditures and revenues,
- ◆ Future departmental and program plans,
- ◆ Performance and workload measures, and
- ◆ Desired summary reports.

TASK 4: DEVELOP THE FINANCIAL MODELS

Based on the framework we will develop the financial models for the designated departments and funds. In developing the model we want to make the models so they are user friendly, updateable, understandable, and flexible. The models will be developed using Microsoft Excel and will allow the City staff to change assumptions and to make adjustments to individual departmental budgets. The following shows an example of a model format that takes a base department budget and allows the user to enter one time cuts and adds as well as ongoing additions or reductions.

City of XXXXXXXX
 Finance

Assumptions											
CPI	1.79%	1.83%	1.87%	1.92%	1.92%	1.92%	1.92%	1.92%	1.92%	1.92%	1.92%
Benefits Growth Rate	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Budget											
Salaries	\$106,000	\$107,940	\$109,959	\$112,071	\$114,222	\$116,415	\$118,651	\$120,929	\$123,250	\$125,617	\$128,029
Benefits	\$23,614	\$25,975	\$28,573	\$31,430	\$34,573	\$38,031	\$41,834	\$46,017	\$50,619	\$55,681	\$61,249
Supplies & Misc.	\$58,860	\$59,937	\$61,059	\$62,231	\$63,426	\$64,643	\$65,885	\$67,150	\$68,439	\$69,753	\$71,092
Capital (Furn. & Equip.)	\$3,822	\$3,892	\$3,965	\$4,041	\$4,118	\$4,198	\$4,278	\$4,360	\$4,444	\$4,529	\$4,616
Total Budget	\$192,296	\$197,744	\$203,556	\$209,773	\$216,340	\$223,287	\$230,647	\$238,456	\$246,752	\$255,580	\$264,986
Program Additions											
Update software			\$50,000								
Addition # 2											
Addition # 3											
Total	\$0	\$0	\$50,000	\$0							
Program Reductions											
Add 1 FTE		\$60,000									
Addition # 2											
Addition # 3											
Total	\$0	\$60,000	\$0								
Baseline Expenditure Forecast	\$192,296	\$197,744	\$203,556	\$209,773	\$216,340	\$223,287	\$230,647	\$238,456	\$246,752	\$255,580	\$264,986
One-time Program Add	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ongoing Program Add	\$0	\$60,000	\$61,123	\$62,296	\$63,492	\$64,711	\$65,954	\$67,220	\$68,511	\$69,826	\$71,167
Expenditure Total	\$192,296	\$257,744	\$314,678	\$272,069	\$279,832	\$287,998	\$296,601	\$305,676	\$315,263	\$325,406	\$336,153

We will also develop summary pages that might look like the following:

Operating Revenue Summary											
General Fund	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Taxes											
Property Tax	\$1,301,567	\$1,568,985	\$1,578,001	\$1,731,882	\$1,637,416	\$1,599,955	\$1,605,551	\$1,621,607	\$1,637,623	\$1,654,201	\$1,670,743
Sales Tax											
Locally Generated	\$980,000	\$1,022,923	\$1,103,329	\$2,148,300	\$1,493,454	\$1,088,525	\$1,012,160	\$1,031,593	\$1,051,400	\$1,071,587	\$1,092,161
1% Criminal Justice	\$254,917	\$285,335	\$341,116	\$370,989	\$385,746	\$397,600	\$409,816	\$422,370	\$435,306	\$448,595	\$462,288
Utility Tax	\$293,066	\$303,503	\$312,982	\$360,310	\$379,268	\$382,406	\$382,406	\$382,406	\$382,406	\$382,406	\$382,406
Gambling Tax	\$38,000	\$36,970	\$38,206	\$44,379	\$46,852	\$47,261	\$47,261	\$47,261	\$47,261	\$47,261	\$47,261
Total Taxes	\$2,968,550	\$3,217,693	\$3,373,634	\$4,666,841	\$3,942,735	\$3,513,747	\$3,457,196	\$3,505,237	\$3,554,196	\$3,604,049	\$3,654,859
Licenses & Permits											
Special Licenses	\$593	\$624	\$738	\$793	\$816	\$831	\$847	\$863	\$880	\$897	\$914
Franchise Fee- Cable TV	\$75,000	\$76,884	\$79,285	\$91,274	\$96,077	\$98,872	\$99,872	\$98,872	\$98,872	\$98,872	\$98,872
Development Permits	\$185,705	\$1,302,884	\$390,865	\$260,577	\$68,859	\$0	\$0	\$0	\$0	\$0	\$0
Total Licenses & Permits	\$261,298	\$1,380,391	\$470,888	\$352,645	\$163,751	\$97,703	\$97,719	\$97,735	\$97,752	\$97,769	\$97,786
Intergovernmental Revenue											
State Grants	\$58,778	\$64,710	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Shared (C&M/VET)	\$33,652	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Entitlements:											
Sales/Use Equalization	\$275,999	\$348,721	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
M/VET/ DUI- Criminal Justice	\$37,690	\$33,295	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Liquor Excise	\$39,000	\$41,061	\$48,749	\$2,494	\$53,979	\$5,016	\$56,072	\$57,149	\$59,246	\$59,384	\$60,504
Liquor Profits	\$76,000	\$80,016	\$94,898	\$102,295	\$105,190	\$107,210	\$109,239	\$111,369	\$113,505	\$115,684	\$117,905
Total Intergovernmental Revenue	\$521,119	\$568,803	\$143,748	\$154,789	\$159,170	\$162,226	\$165,341	\$168,515	\$171,751	\$175,048	\$178,409
Charges for Service											
Development Charges	\$227,284	\$849,877	\$261,377	\$174,756	\$61,965	\$6,381	\$6,381	\$6,381	\$6,381	\$6,381	\$6,381
Miscellaneous Charges	\$17,776	\$19,829	\$20,403	\$23,272	\$25,421	\$24,611	\$24,611	\$24,611	\$24,611	\$24,611	\$24,611
Total Charges for Service	\$245,060	\$869,706	\$281,781	\$198,028	\$86,386	\$30,992	\$30,992	\$30,992	\$30,992	\$30,992	\$30,992
Fines and Forfeits											
Total Fines and Forfeits	\$58,819	\$60,786	\$70,607	\$74,541	\$75,192						
Miscellaneous Revenue											
Interest Income	\$84,545	\$30,827	\$168,061	\$218,653	\$323,335	\$381,690	\$410,169	\$431,184	\$448,906	\$462,727	\$471,962
Other Miscellaneous Revenue	\$4,404	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Miscellaneous Revenue	\$88,949	\$30,827	\$168,061	\$218,653	\$323,335	\$381,690	\$410,169	\$431,184	\$448,906	\$462,727	\$471,962
Total Operating Revenue	\$4,043,794	\$6,128,209	\$4,508,719	\$5,655,496	\$4,770,571	\$4,261,550	\$4,236,609	\$4,308,856	\$4,378,789	\$4,445,778	\$4,509,201

Expenditures Summary											
General Fund	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
City Council	\$80,215	\$81,580	\$83,040	\$84,577	\$86,176	\$87,841	\$89,578	\$71,391	\$73,288	\$75,273	\$77,554
City Manager	\$147,573	\$151,632	\$155,958	\$160,576	\$165,447	\$170,591	\$176,030	\$181,790	\$187,899	\$194,386	\$201,287
Finance	\$182,286	\$257,744	\$314,678	\$272,069	\$279,832	\$287,988	\$286,601	\$305,876	\$315,263	\$325,406	\$336,153
City Clerk	\$180,769	\$185,468	\$190,456	\$195,775	\$201,362	\$207,239	\$213,431	\$219,962	\$226,862	\$234,162	\$241,897
City Attorney	\$115,553	\$117,668	\$119,859	\$122,171	\$124,516	\$126,907	\$129,344	\$131,827	\$134,358	\$136,938	\$139,567
Community Development	\$400,199	\$410,627	\$421,708	\$433,520	\$445,930	\$458,987	\$472,745	\$487,261	\$502,600	\$518,831	\$536,033
Police	\$1,404,093	\$1,503,474	\$1,641,485	\$1,756,816	\$1,860,144	\$1,964,874	\$2,074,807	\$2,190,202	\$2,311,332	\$2,438,482	\$2,571,953
Jail	\$85,080	\$89,431	\$92,158	\$98,401	\$99,885	\$92,630	\$94,409	\$96,222	\$98,069	\$99,952	\$101,871
Court	\$96,088	\$108,165	\$126,107	\$136,834	\$143,444	\$149,326	\$155,384	\$161,613	\$168,031	\$174,632	\$178,996
Public Works Admin. & Waste R&R	\$201,474	\$213,535	\$208,243	\$202,087	\$194,797	\$186,251	\$176,311	\$164,830	\$151,641	\$136,564	\$119,396
Streets	\$271,483	\$276,451	\$281,624	\$287,031	\$292,542	\$298,159	\$303,883	\$309,718	\$315,664	\$321,725	\$327,902
Community Services	\$53,178	\$54,151	\$55,164	\$56,223	\$57,303	\$58,403	\$59,525	\$60,667	\$61,832	\$63,019	\$64,229
Total Expenditures	\$3,187,929	\$3,409,934	\$3,660,488	\$3,776,080	\$3,922,380	\$4,069,208	\$4,222,047	\$4,381,159	\$4,546,838	\$4,719,369	\$4,896,639

Fund Balance											
General Fund	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Contribution to Fund Balance	\$855,865	\$2,718,275	\$848,230	\$1,879,417	\$848,191	\$182,342	\$14,562	(\$72,303)	(\$168,049)	(\$273,592)	(\$387,438)

TASK 5: PREPARE FINANCIAL FORECASTS

Based on the historical trends and future needs and priorities of the departments, we will use the financial models to develop a ten year forecast for the City's functions previously identified in Task 2. We will start with a base year such as FY 2013-2014 and develop a status quo scenario as well as other scenarios that incorporate previously identified plans, financial issues, challenges, and opportunities. Key questions that the forecasts might address include the following:

- ◆ What does a status quo scenario look like over five to ten years?
- ◆ Are there any gaps between revenues and expenditures for the different funds?
- ◆ Does the City have the financial capacity to implement potential new or enhanced programs?
- ◆ What are the potential impacts from revenue downturns?

- ◆ What actions can the City take to lessen the effects of these types of impacts?
- ◆ How do changes in financial policies affect the financial results?

We will work with the City staff to identify assumptions and a few potential scenarios that it might want to model and forecast. Once we have completed the forecasts and scenarios, we will meet with the City to discuss the results and to identify any changes in assumptions that might be needed before finalizing the forecasts.

TASK 6: IDENTIFY ISSUES, FINANCIAL IMPACTS, AND IMPLEMENTATION STRATEGIES

The forecasts will provide a baseline to identify issues, challenges and opportunities. Based on the forecast, we will review the forecasts with the City to identify key areas of concern and to analyze potential strategies and policy issues that need to be addressed as part of the City's long term strategies to manage and improve its financial performance and maintain a strong and sustainable financial base. As part of this effort we will work with the relevant department staff to understand their concerns and prior efforts regarding any financial issues that affect them.

TASK 7: PRESENT THE LONG-TERM FINANCIAL FORECAST RESULTS

After identifying the issues, financial impacts, and potential implementation strategies, we will make one presentation to the City Council on the forecast and the issues identified.

TASK 8: PROVIDE TRAINING AND MODEL DOCUMENTATION

The model will be developed using Microsoft's Excel spreadsheet software. We will provide the files and spreadsheets to the City and provide a half day training session on the model. A user manual will also be provided to provide documentation on how to use the models.

Optional Task 9: Prepare a Long-Term Financial Plan Document

As an optional task we will prepare a Long Term Financial Plan that brings together the various analyses performed in the previous tasks. We will work with the City's project manager on an outline and format for the plan. We will then prepare a draft plan for review by the City, meet with the City staff to discuss the draft, make appropriate changes, and issue a final plan. We will provide the City with 10 final copies and an electronic version.

Optional Task 10: Add Additional Funds or Departments

The base proposal includes the four funds identified in the RFP and the departments in the General Fund. If the City wants to add additional funds or departments, we have estimated an amount that might cover an additional fund such as the Building Fund and the Public Works Department.

DELIVERABLES

The following will be provided as part of our Task Plan:

- ◆ Financial forecasting models to assist City staff with financial analyses of revenues, expenditures, financial forecasts and projections.
- ◆ An analysis of the financial forecasts and identification of any issues and potential recommendations.
- ◆ Training and documentation on the forecasting models.
- ◆ A public presentation to the City Council and other stakeholders.
- ◆ A Long Term Financial Plan Report (Optional)

COST

The following shows the hours by staff member, their hourly rate, the cost per task, and our out of pocket expense budget. The cost of the optional tasks are also shown. The total base project fee is \$28,420 and if both optional tasks are desired, the total project budget is \$38,480.

Tasks	Consultant Hours				Total Labor Hours	Budget
	Principal Moy	Project Consultant Reese/Gabbard	Technical Advisor Ghilarducci	Admin. Support		
<i>Effective Hourly Billing Rates:</i>	\$225	\$150	\$230	\$80		
Task 1: Kick-Off Meeting And Background	6	2	-	2	10	\$1,810
Task 2: Interview Key Stakeholders	12	-	-	-	12	\$2,700
Task 3: Develop Financial Model Framework	4	2	-	-	6	\$1,200
Task 4: Develop The Financial Models	8	60	2	-	70	\$11,260
Task 5: Prepare Financial Forecasts	4	2	2	-	8	\$1,660
Task 6: Identify Issues, Financial Impacts, And Implementation Strategies	4	4	-	-	8	\$1,500
Task 7: Present The Long-Term Financial Forecast Results	8	2	-	1	11	\$2,180
Task 8: Provide Training And Model Documentation	2	20	-	2	24	\$3,610
Travel and Expenses						\$2,500
Total Base Project Budget	48	92	4	5	149	\$28,420
Optional Task 9: Prepare A Long-Term Financial Plan Document	24	8	-	2	34	\$6,760
Optional Task 10: Add Additional Funds Or Departments	4	16	-	-	20	\$3,300
Total Project Budget With Optional Tasks	76	116	4	7	203	\$38,480

SCHEDULE

Assuming that there are no data or interview scheduling problems, the estimated schedule for the project shows a start time during the week of March 10 and a completion date during the first week of July. If an actual plan document is desired, the completion date will be near the end of July.

Project Task	March					April				May				June					July			
	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28
Task 1: Kick-Off Meeting And Background	■	■																				
Task 2: Interview Key Stakeholders	■	■																				
Task 3: Develop Financial Model Framework			■	■																		
Task 4: Develop The Financial Models				■	■	■	■	■	■													
Task 5: Prepare Financial Forecasts										■	■	■	■									
Task 6: Identify Issues, Financial Impacts, And Implementation Strategies											■	■	■	■	■	■	■					
Task 7: Present The Long-Term Financial Forecast Results																■	■					
Task 8: Provide Training And Model Documentation																				■	■	
Optional Task 9: Prepare A Long-Term Financial Plan Document																					■	
Optional Task 10: Add Additional Funds Or Departments	■	■										■	■									

STATEMENTS AND CLAIMS

CLAIMS AGAINST THE FIRM

No claims have been made against the firm or individuals represented on our FCS GROUP team with the last five years, alleging that the firm breached a contract for services or for negligence in performing those services.

STATEMENT OF CAPABILITY

FCS GROUP and its represented personnel, is capable of performing all services described in the Scope of Services as defined both in Section II of the RFP as well as detailed in our approach to the referenced Scope of Services.

CONSTRAINTS

There are no constraining factors that would affect FCS GROUP's ability to perform these services promptly and efficiently. If the City has delays in providing us data or in scheduling interviews, the schedule could be slightly extended.

APPENDIX A – RÉSUMÉS

PETER MOY

Principal



Peter Moy is an FCS GROUP principal with over 41 years of public sector experience specializing in public finance, program evaluation, personnel and organizational analysis, management and operational

reviews, performance audits, and policy analysis. He has worked with a variety of non-profit organizations and governmental agencies and provides clients with a thorough knowledge of government operations and innovative and workable solutions to issues and problems. Mr. Moy has a broad understanding and expertise in how government sets and implements policies, how the many different government functions are performed, and what roles the public, community organizations, and employees have in making government responsive to their needs.

Mr. Moy began his career as a management auditor with the Congressional watchdog agency, the United States General Accounting Office. He later worked for the Seattle City Council as a program analyst and as the Assistant Director of the Council's Central Staff where he acted as the City Council's primary financial advisor and managed a staff responsible for analyzing policy, program, and management issues. In addition to his public sector work experience, Mr. Moy has been an active participant in the community where he has served on the board and committees of many community organizations, such as Seattle Housing Authority, the Seattle School District's Committee on Fiscal Integrity, United Way of King County, Leadership Tomorrow, the Asian Counseling & Referral Service, and the Wing Luke Asian Museum.

EDUCATION

- ◆ M.B.A., Finance, University of California, Berkeley
- ◆ B.S., Finance and Organizational Behavior and Industrial Relations, University of California, Berkeley

CAREER SUMMARY

- ◆ 41 years (since 1972) professional experience
- ◆ Joined FCS GROUP in 2000

EXPERTISE

- ◆ Financial Planning and Analysis
- ◆ Indirect Cost Allocation Plans
- ◆ Cost of Service/Cost Recovery
- ◆ Impact Fees
- ◆ Development Services Fees
- ◆ User Fees
- ◆ Performance Audits
- ◆ Organizational Analysis and Change
- ◆ Benchmarking and Comparative Studies
- ◆ Annexations and Development Analysis
- ◆ Mergers, Acquisitions, Assumptions, Consolidations, Divestitures

PROFESSIONAL AFFILIATIONS

- ◆ Associate Member, WCCMA
- ◆ Associate Member, Association of Washington Cities

EXAMPLE PROJECT EXPERIENCE

Oregon

ASTORIA

- ◆ Water and Sewer Rate Forecast

BEND

- ◆ Community Development Fee Study
- ◆ Long-Term Financial Plan

CANBY

- ◆ Cost of Services/User Fee Analysis
- ◆ Cost of Service and Fee Model Training

CENTRAL POINT

- ◆ Indirect Cost Allocation Analysis

CENTRAL SCHOOL DISTRICT 13J

- ◆ Bond Project Performance Review

CLACKAMAS COUNTY

- ◆ Code Enforcement Performance Audit
- ◆ Cost Allocation Plan Review and Update
- ◆ Cost of Service Study
- ◆ Federally Approved Cost Allocation Plan
- ◆ Information Services Cost of Service Model Documentation

CLACKAMAS COUNTY SHERIFF'S OFFICE

- ◆ Cost of Service Study

CLATSOP COUNTY

- ◆ Long-term Financial Plan
- ◆ Rural Law enforcement District Financial Analysis

DOUGLAS COUNTY

- ◆ Indirect Cost Allocation Plan

FOREST GROVE

- ◆ Library Staffing Analysis and Benchmarking
- ◆ User Fee Study and Management Consulting

GRESHAM

- ◆ Fire Department Self-Inspection Program Evaluation*

HILLSBORO

- ◆ Fee and SDC Review
- ◆ Community Development Cost of Service Study
- ◆ Indirect Cost Allocation Plan
- ◆ Building and Planning Support Analysis

LANE COUNTY

- ◆ Stormwater Utility Feasibility Study and Business Analysis

MARION COUNTY

- ◆ Cost Allocation Plan Services

METRO PORTLAND

- ◆ Solid Waste Disposal Charges Review

MULTNOMAH COUNTY

- ◆ Land Use Division Fee Study

NEWPORT

- ◆ Cost Allocation and User Fee Study

OREGON STATE POLICE DEPARTMENT

- ◆ Administrative Cost Allocation Model

PORTLAND

- ◆ Fire Department Support Analysis
- ◆ Overhead Model Review
- ◆ Facilities Services Review
- ◆ Incidence and Response Forecasting Model for Bureau of Fire, Rescue and Emergency Services; Comparative Analysis of Bureau's Performance Measures*

SILVERTON

- ◆ Economic Opportunities Analysis

SPRINGFIELD

- ◆ Development Review Cost Analysis and Recovery Methodology

TIGARD

- ◆ Engineering Services Review
- ◆ Cost Allocation Plan and Indirect Rate Study

WASHINGTON COUNTY

- ◆ Contract Administration Review
- ◆ Equipment Replacement Fund Performance Audit

WOODBURN

- ◆ Internal Controls Review

Washington

ABERDEEN

- ◆ Ambulance Cost of Service and Rate Study and Update

AIRWAY HEIGHTS

- ◆ Public Safety Cost of Service Analysis
- ◆ Cost of Library Alternatives

ASOTIN

- ◆ EMS Cost Allocation

ASOTIN COUNTY

- ◆ EMS Cost Allocation

AUBURN

- ◆ Ambulance Cost-of-Service Analysis and Rate Study
- ◆ OMB A-87 Cost Allocation Plan and Model

BAINBRIDGE ISLAND

- ◆ Litigation Support
- ◆ Building and Development Services Fee Study Hard Copy Documentation

BELLEVUE

- ◆ Criminal Prosecution Workload Analysis
- ◆ Development Services Building Division Cost of Service and Fee Analysis
- ◆ Temporary Labor Annual Review Process
- ◆ Fire Cost of Service Financial Consulting; Fire Department Incident and Response Workload Forecast and Analysis; Overtime Analysis*

BELLEVUE FIRE DEPARTMENT

- ◆ Downtown Plan

BELLINGHAM

- ◆ Medic One Cost of Service Analysis
- ◆ Storm and Surface Water Rate, SDC, and Permit Fee Study
- ◆ Building Services Cost of Service and Fee Update
- ◆ Public Works Permitting Cost of Service and Fee Study
- ◆ Waterfront Development Financial Model

BLAINE

- ◆ East Maple Ridge Fiscal Analysis

BONNEY LAKE

- ◆ Indirect Cost Allocation Plan
- ◆ Finance Department Review

PORT OF BREMERTON

- ◆ Kitsap SEED Project Financial Analysis

BURIEN

- ◆ Cost of Service Study and Fee Policy

CASCADE WATER ALLIANCE

- ◆ General Financial Consulting
- ◆ SPU Wheeling Financial Assistance
- ◆ Lake Tapps Financial Assistance
- ◆ Issaquah Pipeline Financial Assistance
- ◆ Tacoma Wholesale Financial Assistance

CENTRALIA

- ◆ Indirect Cost Allocation Plan

CHEHALIS

- ◆ Annexation Study Assumptions Review
- ◆ Industrial Area Annexation Fiscal Impact Study

CHELAN COUNTY AND CITY OF WENATCHEE

- ◆ Chelan County/Wenatchee Revenue Sharing Study

CLARK COUNTY

- ◆ Treatment and Transmission Capacity Planning of the Salmon Creek WW Management System

CLARKSTON

- ◆ EMS Cost Allocation

COVINGTON

- ◆ Development and Building Permit Cost of Service and Fee Analysis Study
- ◆ New Development General Fund and Debt Service Analysis

COWLITZ COUNTY

- ◆ Development and Building Permit Cost of Service and Fee Study

DES MOINES

- ◆ Stormwater Efficiency Rate Study
- ◆ Parks Maintenance Performance Audit

DUPONT

- ◆ Public Safety Mitigation Analysis

EASTSIDE FIRE & RESCUE

- ◆ Funding Task Force Staff Support
- ◆ Overtime Analysis: Staffing Needs Assessment

EVERETT

- ◆ Financial Services Study

FIFE

- ◆ Cost Allocation Plan Evaluation
- ◆ Jail Cost of Service and Business Process Analysis

FRIDAY HARBOR

- ◆ Fire Department Consolidation and Financial Analysis

GORDON THOMAS HONEYWELL

- ◆ Gateway Pacific Terminal Fiscal Impact Analysis

HOQUIAM

- ◆ Ambulance Utility Cost of Service and Rate Study

ISLAND COUNTY FIRE DISTRICT #1

- ◆ Cost of Service and Financial Analysis

KENNEWICK

- ◆ Cost Allocation Plan and Comprehensive Development Fee and Rate Study

KING COUNTY

- ◆ Local Hazardous Waste Management Program (LHWMP) Rate Design Evaluation
- ◆ Auditor's Office Assessment of the Wastewater Treatment Division's Productivity Initiative
- ◆ Business Plan of the Office of Economic and Financial Analysis

- ◆ Radio Communications Service
- ◆ King County Council Program Budget Conversion Analysis

- ◆ Overhead Analysis

KING COUNTY WATER DISTRICT #125

- ◆ Cost Benefit Analysis

KIRKLAND

- ◆ Fire Services Cost Analysis
- ◆ Revenue Generating Regulatory License Fee Study

KITSAP COUNTY

- ◆ Parks and Recreation Cost Recovery Policy and Fee Update
- ◆ Indirect Cost Allocation Plan
- ◆ Financial Management Review
- ◆ Analysis of the Proposed ISC Race Track
- ◆ Surface and Stormwater Management Performance Audit

LONGVIEW

- ◆ Fire and EMS Cost of Service and Financial Analysis

LONGVIEW

- ◆ Fire and EMS Cost of Service and Financial Analysis

LYNDEN

- ◆ Ambulance Utility Cost of Service and Rate Study

LYNNWOOD

- ◆ Independent Financial Analysis
- ◆ Fire Department Performance Audit

LYNNWOOD PUBLIC FACILITIES DISTRICT

- ◆ Independent Financial Analysis

MAPLE VALLEY

- ◆ Six Year Financial Forecast

MARYSVILLE

- ◆ Fire and EMS Alternatives Assessment
- ◆ Central Annexation Solid Waste Cost Benefit Analysis

MASON COUNTY PUD #3

- ◆ Facility Cost Benefit Analysis

MASTER BUILDERS ASSOCIATION OF KING AND SNOHOMISH COUNTIES

- ◆ Snoqualmie Valley School District Impact Fee Review

MCCLEARY

- ◆ Ambulance Utility Rates

MERCER ISLAND

- ◆ Development Services Cost of Service and Fee Analysis
- ◆ Ambulance Utility Rate Analysis and Update
- ◆ EMS Cost of Service Study and Rate Update
- ◆ Fire Operations Division Overtime Analysis

METRO PARKS TACOMA

- ◆ Facilities Cost Benefit Analysis
- ◆ Administrative Performance Audit

MONROE

- ◆ Fire Annexation Issues and Council Presentation

MOUNTLAKE TERRACE

- ◆ Utility Overhead Analysis

NEWCASTLE

- ◆ Building and Planning Permit Cost of Service and Fee Study

NORMANDY PARK

- ◆ Cost Allocation Plan Assistance

NORTH WHATCOM FIRE AND RESCUE SERVICES

- ◆ Strategic Plan Financial Forecast

OCEAN SHORES

- ◆ Ambulance Cost of Service and Rate Study

OLYMPIA

- ◆ Overhead and Hourly Rate Analysis
- ◆ Enterprise Parking Fund Analysis
- ◆ Administrative Cost Analysis for the Department of Public Works

PIERCE COUNTY

- ◆ WWC/TOC Facility Cost Benefit Analysis and Update
- ◆ Consolidated Maintenance Facility Cost Benefit Analysis Update
- ◆ Cost Benefit Analysis of Facility Consolidation
- ◆ Consolidation of Natural Resource Lands Management
- ◆ Government Center Cost Benefit Analysis
- ◆ Centralized Maintenance Facility Cost Benefit Analysis
- ◆ Fee Policy Committee Support

PORT ANGELES

- ◆ PenCom Cost of Service and Rate Study

PORT TOWNSEND

- ◆ Cost Allocation Plan
- ◆ Water and Sewer Rate and SDC Study
- ◆ Equipment Rental and Replacement Study

PUYALLUP

- ◆ Fire and EMS Alternatives Analysis, Impact Fee Study, Cost Analysis, and Cost of Service Update
- ◆ Equipment Rental and Replacement Rate Study
- ◆ Potential Annexation Analysis Update
- ◆ Information Technology Fee Study
- ◆ Cemetery Financial Analysis
- ◆ Parks Impact Fee Study

QUADRANT CORPORATION

- ◆ Impact Fee Review of the Proposed 2010 SVSD Capital Facilities Plan
- ◆ Northwest Landing Capital Facilities Plan Impact Review
- ◆ Snoqualmie Ridge Phase II Analysis

RENTON

- ◆ B&O Tax Research

RIDGEFIELD

- ◆ Indirect Cost Plan Review
- ◆ Transportation Benefit District Formation

SAMMAMISH

- ◆ Fire Services Financial Analysis and Cost Analysis Briefings and Update
- ◆ Fire Services Evaluation
- ◆ Transport Fee and Levy Analysis

SEATTLE

- ◆ Seattle City Light and Seattle Public Utilities Customer Contact Center Cost Allocation Review
- ◆ Department of Planning and Development Rental Housing, Registration and Inspection Fee Model
- ◆ Emergency Preparedness Review
- ◆ Management and Administration Review
- ◆ Indirect Cost Rate Framework and Methodology
- ◆ Fire Department Program and Funding Study; Fire Department Staffing Analysis; Fire Department Management Information Systems Evaluation; Arson Squad Review; Police and Fire Department Organizational Review*
- ◆ Seattle Fire Dept. Operational Analysis & Cost Savings - Phase I & II

SEATTLE-KING COUNTY DEPARTMENT OF PUBLIC HEALTH

- ◆ Indirect Cost Allocation and Rate Study

PORT OF SEATTLE

- ◆ Concessions Employment Analysis and Forecasting

SHELTON

- ◆ Indirect Cost Allocation Study

SHORELINE FIRE DISTRICT

- ◆ Management Study*

SILVER LAKE WATER & SEWER DISTRICT

- ◆ Everett Annexation Analysis

PORT OF SKAMANIA COUNTY

- ◆ Economic Impact Feasibility Study

SNOHOMISH

- ◆ Urban Growth Area and annexation Boundaries Analysis

SNOHOMISH COUNTY

- ◆ Cost of Service Analysis - Plant Programs
- ◆ Land Use Permitting Process
- ◆ Cost Recovery and User Fee Study

SOUTH CORRECTIONAL ENTITITY (SCORE)

MULTIJURISDICTIONAL MISDEMEANANT JAIL

- ◆ Cost and Contribution Analysis

SPOKANE

- ◆ Comprehensive User Fee Study Update

SPOKANE COUNTY

- ◆ Cost Allocation On-Call Technical Assistance
- ◆ Cost Allocation and Jail Housing Rate Services
- ◆ Full Cost Allocation Plan, Benefit Rates, and Indirect Cost Rates for Police Department

SPOKANE VALLEY

- ◆ Citywide Central Service Cost Allocation Plan

STANWOOD

- ◆ Fire Cost of Service and Financial Analysis
- ◆ Indirect Cost Allocation Plan

SUMNER

- ◆ Indirect Full Cost Allocation Plan

SUNCADIA RESORTS, INC.

- ◆ Fire Station Property Tax Analysis

SUNNYSIDE

- ◆ Ambulance Cost of Service and Rate Study

TACOMA

- ◆ Cost Allocation and Cost Rate Analysis and Modeling
- ◆ Review of Fire Department's Vehicle Maintenance Operations*
- ◆ Public Works Permit Fee Study

TACOMA PUBLIC UTILITIES

- ◆ TPU South Service Center Cost Benefit Analysis

THURSTON COUNTY

- ◆ Development Services Cost Recovery & User Fee Update

TIMBERLAND REGIONAL LIBRARY

- ◆ Cost and Efficiency Review

TUKWILA

- ◆ Segale Development Analysis Review
- ◆ General Fund Revenue Review and Analysis Update
- ◆ Indirect Cost Allocation Plan
- ◆ Department of Parks and Recreation Cost of Service and Cost Recovery Analysis

VANCOUVER

- ◆ Development Review Services Cost of Service Update
- ◆ Public Works Financial Management study
- ◆ Recreation Cost of Service Study

VANCOUVER FIRE DEPARTMENT

- ◆ Fire Development Fee Update

WALLA WALLA

- ◆ Permit Center Project

WASHINGTON STATE AUDITOR'S OFFICE

- ◆ Performance-Based Contracting Review
- ◆ Performance Based Contracting Training

WASHINGTON STATE DEPARTMENT OF HEALTH

- ◆ CHS Financial Analysis and Modeling

WASHINGTON STATE DEPARTMENT OF SERVICES FOR THE BLIND

- ◆ Contracting Review

WASHINGTON STATE DEPARTMENT OF SOCIAL AND HEALTH SERVICES

- ◆ Business Assessment/Analysis

WASHINGTON STATE INSTITUTE FOR PUBLIC POLICY

- ◆ Wildfire Suppression Cost Study

WASHINGTON STATE LIQUOR CONTROL BOARD

- ◆ Cost Allocation and Cost of Service Model Update
- ◆ Benchmarking and Staffing Analysis

WASHINGTON STATE OFFICE OF FINANCIAL MANAGEMENT

- ◆ Risk-based Contract Audits
- ◆ Personnel and Client Service Contract Audits

WEST RICHLAND

- ◆ Indirect Cost Allocation Plan

WHATCOM COUNTY

- ◆ EMS Strategic Plan

YAKIMA

- ◆ City/County Purchasing Merger Implementation Plan

California

BAKERSFIELD

- ◆ Joint Powers Agreement with Kern County*

BRISBANE

- ◆ Water and Sewer Rate Update

CAMPBELL

- ◆ Implementation Strategies for Financing Fire Service Improvements and Cost Estimates for Consolidating Services*
- ◆ Indirect Cost Allocation Plan and User Fee Study

COASTSIDE FIRE PROTECTION DISTRICT

- ◆ Financial Analysis

DEL MAR

- ◆ Indirect Cost Allocation Plan and User Fee Study

FRESNO

- ◆ Police Department Vehicle Impound Fee Analysis

INDIAN WELLS

- ◆ Building and Safety Fee Study
- ◆ Business License Cost of Service Study

KERN COUNTY

- ◆ Joint Powers Agreement with Bakersfield*

LODI

- ◆ OMB A-87 Cost Allocation Plans and Indirect Cost Rates (2011-2014)

LONG BEACH

- ◆ Fire Study

LOS GATOS

- ◆ Indirect Cost Allocation Plan and User Fee Study

MADERA COUNTY

- ◆ County-wide Cost Allocation Plan

PALO ALTO

- ◆ Overtime and Staffing Analysis

POWAY

- ◆ Cost of Service and Fee Analysis
- ◆ Update of Indirect Cost Allocation Plan
- ◆ Indirect Cost Allocation Model Update

SACRAMENTO

- ◆ Financing Alternatives for funding the Fire Department*

SAN FRANCISCO (CITY AND COUNTY)

- ◆ Department of Public Works Cost Allocation Plan

SONOMA

- ◆ Financial Sustainability of FireMed and Feasibility of the Fire-Based System
- ◆ Fire and EMS Model Training

Arizona

DEWEY-HUMBOLDT

- ◆ Indirect Cost Allocation Plan and User Fee Study

Idaho

COEUR D'ALENE

- ◆ Interfund Allocation Study

Nevada

SPARKS

- ◆ Financial Rate Study for Sanitary, Storm,

and Effluent Sewer system

Montana

BILLINGS

- ◆ Parks, Recreation, and Public Lands - Assistance in Budget Preparation

Virginia

ALEXANDRIA

- ◆ Fire Department Staffing Analysis

ARLINGTON COUNTY FIRE DEPARTMENT

- ◆ Fire Department Staffing Analysis

Federal Government

UNITED STATES FOREST SERVICE

- ◆ Cost Review Panel for FY 2009 Large Fires

* performed prior to joining FCS GROUP

PUBLICATIONS/SEMINARS/SPEAKING ENGAGEMENTS

- ◆ *Looking Ahead—Development Fees and the Cost of Service*, Washington Finance Officers Association 2012 Conference
- ◆ *Basics of Performance Based Contracting*, Washington Finance Officers Association Annual Conference, 2011
- ◆ *Getting the Most out of Outsourcing: Performance Based Contracting*, Government Finance Officers Association Annual Conference, 2010
- ◆ *Consolidation Service*, Washington Finance Officers Association Annual Conference, 2010
- ◆ *Indirect Cost Allocation Methods*, Washington Finance Officers Association Annual Conference, 2010
- ◆ *Annexations/Mergers/Consolidation of Fire Services - The Financial Side*, Washington Finance Officers Association Annual Conference, 2009
- ◆ *Setting up an Ambulance Utility*, Washington Finance Officers Association Annual Conference, September 2007
- ◆ *Equipment Repair & Replacement*, Washington Finance Officers Association Annual Conference, 2007
- ◆ *Performance Audit Practice & Results*, Washington City/County Management Association, 2006
- ◆ *Evaluating the Impact of Special Development Projects*, Great Northwest Planning Conference, 2007
- ◆ *Financing Fire and Emergency Medical Services*, Washington Finance Officers Association Annual Conference, September 2003

REFERENCES

- ◆ Mike Sauerwein, Administrative Services Director, City of Sammamish | (425) 295-0510
- ◆ Roxanne Lieb, Senior Research Associate, Washington State Institute for Public Policy | (360) 586-2677
- ◆ Chip Corder, Finance Director, Mercer Island | (206) 236-3555

RELEVANT PROJECT EXPERIENCE

FINANCIAL PLANNING

City of Alexandria, VA
 City of Bellingham, WA
 City of Bend, OR
 Town of Friday Harbor, WA
 Island County Fire District #1, WA
 City of Maple Valley, WA
 City of Monroe, WA
 City of Stanwood, WA
 City of Vancouver, WA
 Eastside Fire and Rescue, WA
 King County, WA
 Pierce County, WA
 Quadrant Corporation, WA
 Trendwest Resorts, Inc., WA
 North Whatcom Fire & Rescue Services, WA
 Clatsop County, OR
 City of Kirkland, WA
 City of Puyallup, WA
 City of Shelton, WA
 King County, WA
 King County Water District # 125, WA
 Kitsap County, WA
 Clallam County, WA
 Kent School District, WA
 City of Gresham, OR
 Suburban Cities Association
 Puget Sound Council of Governments, WA
 Quadrant Corporation, WA
 Washington State Rail Commission, WA
 Trendwest Resorts, Inc., WA
 Everett/Snohomish County Impact Coordinating Council, WA
 Pierce County, WA
 U.S. Forest Service

USER FEES

City of Bellingham, WA
 City of Canby, OR
 City of Forest Grove, OR
 City of Newcastle, WA
 City of Poway, CA
 City of Puyallup, WA
 City of Seattle, WA
 City of Spokane, WA
 City of Vancouver, WA
 City of Woodinville, WA
 Clatsop County, OR
 Snohomish County, WA

INDIRECT COST ALLOCATION

City of Auburn, WA
 City of Centralia, WA

City of Coeur d'Alene, ID
 Clackamas County, OR
 Clatsop County, OR
 Town of Dewey-Humboldt, AZ
 City of Lodi, CA
 City of Kennewick, WA
 City of Poway, CA
 City and County of San Francisco, CA
 City of Spokane, WA
 City of Stanwood, WA
 Marion County, OR
 Oregon State, OR
 Pierce County, WA
 Puget Council of Governments, WA
 City of Seattle, WA
 City of Shelton, WA
 City of Tukwila, WA
 City of West Richland, WA
 Liquor Control Board, WA

COST ALLOCATION & OVERHEAD

Clackamas County, OR
 King County, WA
 Seattle Office of Housing, WA
 Seattle Human Services Dept., WA

PERFORMANCE AUDIT/OPERATIONS REVIEW

City of Bonney Lake, WA
 Central School District 13J, OR
 City of Des Moines, WA
 City of Lynnwood, WA
 City of Marysville, WA
 City of Port Townsend, WA
 City of Seattle, WA
 King County, WA
 Metro Parks Tacoma, WA
 Timberland Regional Library, WA
 Washington County, OR
 Auditor's Office, WA
 DSHS Children's Administration, WA
 Office of Financial Management, WA

COST OF SERVICE

City of Bellingham, WA
 City of Canby, OR
 Eastside Fire and Rescue, WA
 Clackamas County, OR
 City of Bellevue, WA
 City of Clarkston, WA
 City of Hoquiam, WA
 City of Kirkland, WA

City of Maple Valley, WA
 City of Mercer Island, WA
 City of Mountlake Terrace, WA
 City of Puyallup, WA
 City of Seattle, WA
 Snohomish County, WA
 City of Springfield, OR
 City of Airway Heights, WA
 City of Tacoma, WA
 City of Tukwila, WA
 City of Bellevue, WA
 Liquor Control Board, WA
 Seattle Center, WA

FISCAL HEALTH/IMPACT

Metropolitan King County Council, WA

STRATEGIC PLANNING

City of Seattle, WA
 Asian Counseling & Referral Service, WA
 Asian/Pacific Islander Task Force on Youth, WA
 King County Human Services Roundtable, WA
 Kitsap County, WA
 Seattle Center, WA
 Seattle Housing Authority, WA
 Woodland Park Zoo, WA

PROGRAM/MANAGEMENT EFFECTIVENESS

City of Gresham, OR
 City of Portland, OR
 City of Seattle, WA
 Community Transit (Seattle), WA
 General Services Administration, WA
 University of Washington, WA

MANAGEMENT STUDIES

City of Bellevue, WA
 City of Billings, MT
 City of Bonney Lake, WA
 City of Des Moines, WA
 City of Lynnwood, WA
 City of Tigard, OR
 City of Vancouver, WA
 King County, WA
 Metropolitan King County Council, WA
 Pierce County, WA
 Seattle Parks and Recreation, WA
 Whatcom County, WA

POLICY ANALYSIS

City of Seattle, WA
 City of Kirkland, WA

Kent School District, WA
King County, WA

PROPERTY TAX ANALYSIS

Suncadia Fire Station, WA

**ORGANIZATIONAL
DEVELOPMENT & ANALYSIS**

City of Palo Alto, CA
City of Port Townsend, WA
City of Seattle, WA
City of Tacoma, WA
Central Puget Sound Economic
Development District, WA
Community Transit (Seattle), WA
King County, WA

King County Prosecutor's Office,
WA

Port of Seattle, WA
Seattle Management Association,
WA

Snohomish County, WA

UTILITIES/PUBLIC WORKS

City of Des Moines, WA
City of Seattle, WA
City of Tacoma, WA
City of Port Townsend, WA
King County, WA
University of Washington, WA
King County Water District #125,
WA

HUMAN SERVICES

City of Seattle, WA
Asian Counseling & Referral
Service, WA
Asian/Pacific Islander Task Force
on Youth, WA
King County Human Services
Roundtable, WA

**PUBLIC SAFETY (POLICE,
COURTS & FIRE)**

City of Anchorage, AK
City of Bellevue, WA
City of Bellingham, WA
City of Campbell, CA
City of Clarkston, WA
City of Gresham, OR
City of Kirkland, WA
City of Long Beach, CA
City of Lynnwood, WA
City of McCleary, WA
City of Ocean Shores, WA
City of Puyallup, WA
City of Portland, OR
City of Sacramento, CA
City of Sammamish, WA
City of Seattle, WA

City of Sonoma, CA
City of Tacoma, WA
Arlington County, VA
Bakersfield/Kern County, CA
Eastside Fire & Rescue, WA
Everett/Snohomish County
Impact Coordinating Council, WA
King County Fire District #41, WA
North Shore Fire Departments, IL
North Whatcom Fire & Rescue,
WA
Shoreline Fire District, WA
Whatcom County, WA

**INFORMATION SYSTEMS
PLANNING**

City of Kirkland, WA
City of Seattle, WA
King County, WA
Pierce Transit, WA
WA State Department of
Licensing
Washington County, OR

SUPPORT ANALYSIS

City of Portland, OR
City of Spokane Valley, WA

COST CONTAINMENT

Metropolitan King County
Council, WA

FINANCIAL ANALYSIS

Port of Bremerton, WA

BUSINESS PLANNING

King County Radio
Communications Services Group,
WA

NATHAN REESE Project Consultant



Nathan Reese is an FCS GROUP project consultant. His focus is on analytical work in support of the firm's management consulting efforts. His previous experience includes positions as a

senior budget analyst and management analyst for local government, most recently in the Finance Department for the City of Bellevue, Washington. He has worked with several city departments, including transportation, and has performed various municipal/legal research functions. He has coordinated department budget narratives, prepared and analyzed data, and written various city-wide performance reports. As an intern, he ran city surveys on animal control and police services.

His experience includes government financial planning, preparing cost allocation plans, and conducting comprehensive development services fee and rate studies. He analyzes the cost of service for each type of fee and compares it with the fee charged, and performs a cost recovery analysis to determine if the cost recovery levels are consistent with cost recovery policies.

Nathan has nine years of experience in building flexible, user-friendly financial models for local government for a variety of tasks, such as:

- ◆ Budget development
- ◆ Budget monitoring
- ◆ Revenue forecasting
- ◆ Indirect cost allocation
- ◆ Internal service fund charges
- ◆ Reserve contributions for equipment replacement, etc.

In addition to developing financial models, also has several years of experience in providing training and training materials to staff so that they can use the modeling tools we have developed for them.

EDUCATION

- ◆ M.P.A., Maxwell School of Syracuse University
- ◆ B.A., International Politics, Brigham Young University

CAREER SUMMARY

- ◆ 10 years (since 2004) professional experience
- ◆ 5 years (since 2008) experience in municipal rate and fee consulting
- ◆ Joined FCS GROUP in 2008

EXPERTISE

- ◆ Financial Planning and Analysis
- ◆ Government Finance & Budgeting
- ◆ Indirect Cost Allocation Plans
- ◆ Cost of Service
- ◆ Benchmarking and Comparative Studies
- ◆ Annexations and Development Analysis

PROFESSIONAL AFFILIATIONS

- ◆ Member, Washington Finance Officers Association

EXAMPLE PROJECT EXPERIENCE

Oregon

BEND

- ◆ Community Development Fee Study
- ◆ Long-Term Financial Plan

CENTRAL POINT

- ◆ Indirect Cost Allocation Analysis

CENTRAL SCHOOL DISTRICT 13J

- ◆ Bond Project Performance Review

CLACKAMAS COUNTY

- ◆ Code Enforcement Performance Audit
- ◆ Cost Allocation Plan Review and Update

DOUGLAS COUNTY

- ◆ Indirect Cost Allocation Plan

FOREST GROVE

- ◆ Water Rate and SDC Study

HILLSBORO

- ◆ Building and Planning Support Analysis
- ◆ Indirect Cost Allocation Plan
- ◆ Community Development Cost of Service Study

MARION COUNTY

- ◆ Cost Allocation Plan Services

METRO PORTLAND

- ◆ Review of Solid Waste Disposal Charges

MULTNOMAH COUNTY

- ◆ Land Use Division Fee Study

NEWPORT

- ◆ Cost Allocation and User Fee Study

OREGON STATE

- ◆ Department of Oregon State Police
Administrative Cost Allocation Model

SPRINGFIELD

- ◆ Development Review Cost Analysis and
Recovery Methodology

TIGARD

- ◆ Cost Allocation Plan and Indirect Rate Study
- ◆ Engineering Services Review

Washington

ABERDEEN

- ◆ Ambulance Cost of Service and Rate Study
Update

AIRWAY HEIGHTS

- ◆ Cost of Library Alternatives
- ◆ Public Safety Cost of Service Analysis

AUBURN

- ◆ OMB A-87 Cost Allocation Plan and Model
- ◆ Revenue and Cost of Service Fee Study

BLAINE

- ◆ East Maple Ridge Fiscal Analysis

BONNEY LAKE

- ◆ Indirect Cost Allocation Plan

CENTRALIA

- ◆ Indirect Cost Allocation Plan

CLARK REGIONAL WASTEWATER DISTRICT

- ◆ Financial Analysis Services

COWLITZ COUNTY

- ◆ Development and Building Permit Cost of
Service and Fee Study

FIFE

- ◆ Cost Allocation Plan Evaluation
- ◆ Jail Cost of Service and Business Process
Analysis

FRANKLIN PUBLIC UTILITY DISTRICT #1

- ◆ Electric Cost of Service Analysis and Rate
Design Study

FRIDAY HARBOR

- ◆ Fire Department Consolidation and Financial
Analysis

ISLAND COUNTY FIRE DISTRICT #1

- ◆ Cost of Service and Financial Analysis

KELSO

- ◆ Utility Rate and SDC Update

KENNEWICK

- ◆ Cost Allocation Plan and Comprehensive
Development Fee and Rate Study

KING COUNTY

- ◆ Auditor's Office Assessment of the Wastewater
Treatment Division's Productivity Initiative
- ◆ Evaluation of Local Hazardous Waste
Management Program Rate Design

KING COUNTY PARKS AND RECREATION

- ◆ Cost Recovery Policy and Fee Update

KITSAP COUNTY

- ◆ Parks and Recreation Cost Recovery Policy and
Fee Update
- ◆ Indirect Cost Allocation Plan

LANGLEY

- ◆ Indirect Cost Allocation Plan

LYNDEN

- ◆ Ambulance Utility Cost of Service and Rate Study

MARYSVILLE

- ◆ Central Annexation Solid Waste Cost Benefit Analysis

MASON COUNTY PUD #3

- ◆ Facility Cost Benefit Analysis

MERCER ISLAND

- ◆ Development Services Cost of Service and Fee Analysis
- ◆ EMS Cost of Service Study and Rate Update

METRO PARKS TACOMA

- ◆ Administrative Performance Audit
- ◆ Facilities Cost Benefit Analysis

MOUNTLAKE TERRACE

- ◆ Utility Overhead Analysis

NORMANDY PARK

- ◆ Cost Allocation Plan Assistance

OCEAN SHORES

- ◆ Ambulance Cost of Service and Rate Study

ORTING

- ◆ Water, Sewer, and Stormwater Rate and Charge Study

PIERCE COUNTY

- ◆ Central Maintenance Facility Road Operations Cost Benefit Analysis Update
- ◆ Wastewater Collections/Transportation Operations Center (WWC/TOC) Facility Cost Benefit Analysis and Update
- ◆ Consolidation of Natural Resource Lands Management

PORT ANGELES

- ◆ PenCom Cost of Service and Rate Study

PORT TOWNSEND

- ◆ Cost Allocation Plan
- ◆ Financial Reporting Process and Reports Review

QUADRANT CORPORATION

- ◆ Impact Fee Review of the Proposed 2010 Snoqualmie Valley School District's Capital Facilities Plan

RIDGEFIELD

- ◆ Indirect Cost Plan Review

SAMMAMISH

- ◆ Fire Services Cost Analysis Update and Briefings

- ◆ Fire Services Evaluation

SEATTLE

- ◆ Seattle City Light and Seattle Public Utilities Customer Contact Center Cost Allocation Review
- ◆ Department of Planning and Development Rental Housing, Registration and Inspection Fee Model

SEATTLE-KING COUNTY DEPARTMENT OF PUBLIC HEALTH

- ◆ Indirect Cost Allocation and Rate Study

PORT OF SEATTLE

- ◆ Concessions Employment Analysis and Forecasting

SILVER LAKE WATER AND SEWER DISTRICT

- ◆ Everett Annexation Analysis

SOUTH CORRECTIONAL ENTITY (SCORE) MULTIJURISDICTIONAL MISDEMEANANT JAIL

- ◆ Cost and Contribution Analysis

SPOKANE

- ◆ Comprehensive User Fee Study Update
- ◆ Full Cost Allocation Plan, Benefit Rates, and Indirect Cost Rates
- ◆ Police Department Full Cost Allocation Plan and Indirect Cost Rates

SPOKANE COUNTY

- ◆ Cost Allocation and Jail Housing Rate Services

SPOKANE

- ◆ Comprehensive User Fee Update
- ◆ Full Cost Allocation Plan, Benefit Rates, and Indirect Cost Rates

STANWOOD

- ◆ Cost of Service and Financial Analysis
- ◆ Indirect Cost Allocation

SUMNER

- ◆ Indirect Full Cost Allocation Plan

SUNNYSIDE

- ◆ Ambulance Cost of Service and Rate Study

TACOMA

- ◆ Public Works Permit Fee Study
- ◆ Cost Allocation and Cost Rate Analysis and Modeling

TUKWILA

- ◆ Indirect Cost Allocation Plan
- ◆ Parks and Recreation Cost of Service and Cost Recovery Analysis

VANCOUVER

- ◆ Development Review Services Cost of Service Update

WASHINGTON STATE AUDITOR'S OFFICE

- ◆ Performance-Based Contracting Review

WASHINGTON STATE DEPARTMENT OF SERVICES FOR THE BLIND

- ◆ Contracting Review

WASHINGTON STATE LIQUOR CONTROL BOARD

- ◆ Cost Allocation and Cost of Service Model Update

WASHINGTON STATE INSTITUTE FOR PUBLIC POLICY

- ◆ Wildfire Suppression Cost Study

WEST RICHLAND

- ◆ Indirect Cost Allocation Plan

YAKIMA

- ◆ City and County Purchasing Merger Implementation Plan

California

CAMPBELL

- ◆ Indirect Cost Allocation Plan and User Fee Study

FRESNO

- ◆ Vehicle Impound Fee Analysis for Police Department

INDIAN WELLS

- ◆ Business License Cost of Service Study

LODI

- ◆ OMB A-87 Cost Allocation Plans and Indirect Cost Rates (2011-2014)

PUBLICATIONS/SEMINARS/SPEAKING ENGAGEMENTS

- ◆ *Indirect Cost Allocation Plans*, Puget Sound and Eastern Washington Finance Officers Association Seminar, May 2012
- ◆ *Indirect Cost Allocation Methods*, Washington Finance Officers Association Annual Conference, Spokane, WA 2011
- ◆ *Indirect Cost Allocation Methods*, Washington Finance Officers Association Annual Conference, 2010
- ◆ *Good Management Practices Through Proper Budgeting Techniques*, Evergreen Rural Water of Washington, February 2010

REFERENCES

- ◆ John Salstrom, Accounting, City of Spokane, WA | (509) 625-6021
- ◆ Al Juarez, Chief Financial Officer, City of Bonney Lake, WA | (253) 447-4314
- ◆ Peter Moote, Assistant Director of Administrative Services Department, City of Poway, CA | (858) 668-4414
- ◆ Toby LaFrance, Finance Director, City of Tigard, OR | (503) 718-2406

LOS GATOS

- ◆ Indirect Cost Allocation Plan and User Fee Study
- ◆ OMB A-87 Cost Allocation Plans and Indirect Cost Rates (2013)

MADERA COUNTY

- ◆ County-wide Cost Allocation Plan

PALO ALTO

- ◆ Overtime and Staffing Analysis

POWAY

- ◆ Cost of Service and Fee Model Documentation
- ◆ Indirect Cost Allocation Model and Plan Update

SAN FRANCISCO (CITY AND COUNTY)

- ◆ Cost Allocation Plan for the Department of Public Works

SANTA PAULA

- ◆ Solid Waste Stranded Cost Analysis

Nevada

DOUGLAS COUNTY

- ◆ Lake Tahoe Consolidation Study

SPARKS

- ◆ Utility Rate Study Analysis

WASHOE COUNTY

- ◆ Water, Recycled Water and Wastewater Financial Policy and Funding Study

Federal Government

- ◆ U.S. Forest Service Cost Review Panel for FY 2009 Large Fires

DOUG GABBARD

Senior Analyst



Doug Gabbard is a financial and economic analyst with eight years of experience in municipal and private sector positions. He was hired by FCS GROUP in 2011. His comprehensive financial

planning experience involves extensive experience in utility rate analysis, economic analysis and cost of service review, and the development and review of an indirect cost and allocation plans for approval by the Federal Highway Administration. He has also developed a calculator to model a stormwater utility for individual commercial customers within the context of satisfying a transportation funding mechanism.

Previously, Mr. Gabbard served as a financial analyst for the City of Salem, where he performed utility revenue forecasting and capital improvement planning, and as a senior financial analyst at the Oregon Department of Transportation where he performed Monte Carlo simulations to model basis risk of interest rate swaps.

Mr. Gabbard is a member of the Oregon Municipal Finance Officers Association.

COST ALLOCATION EXPERIENCE

Mr. Gabbard's cost allocation experience while employed with the City of Salem, Oregon, includes the following:

Indirect Cost Allocation Plan: Supervised development of the indirect cost allocation plan that enabled central service departments to be reimbursed by (non-general fund) operating departments.

Indirect Cost Rate Study: Supervised development of the indirect cost rate proposal that enabled central service departments to be reimbursed by grants to operating departments.

Allocation Model Development: Created new allocation model for self-insurance fund that charged operating departments for liability and workers compensation insurances based primarily on prior claims experience.

EDUCATION

- ◆ M.B.A., Finance, University of Oregon
- ◆ B.A., Classical Languages, Santa Clara University

CAREER SUMMARY

- ◆ 8 years (since 2006) professional experience
- ◆ Joined FCS GROUP in 2011

EXPERTISE

- ◆ Long-Term Financial Planning
- ◆ Cost of Service Utility Rate Studies (Water, Sewer, Stormwater, Solid Waste and Electric)
- ◆ System Development Charges (SDCs)/Connection Charges
- ◆ Comprehensive Plans – Financial Elements
- ◆ Rate Design Restructuring
- ◆ Utility Formations
- ◆ Capital Infrastructure Planning
- ◆ Funding Alternatives
- ◆ Cost Benefit Analyses
- ◆ Reserve Analysis
- ◆ Community Education and Involvement

PROFESSIONAL AFFILIATIONS

- ◆ Government Finance Officers Association
- ◆ Oregon Municipal Finance Officers Association
- ◆ Oregon State Fiscal Association

EXAMPLE PROJECT EXPERIENCE

Oregon

PORT OF BANDON

- ◆ Strategic Business Plan

BEND

- ◆ Wastewater Rate Study
- ◆ Sewer Financial Plan Model
- ◆ Extra Strength Surcharge Analysis

BENTON COUNTY

- ◆ Natural Areas and Parks Funding Services

BOARDMAN

- ◆ Recreation Center Feasibility Study

CANBY

- ◆ Parks and Transportation SDC Studies

CLACKAMAS COUNTY

- ◆ Code Enforcement Performance Audit
- ◆ Water Environment Services Solids Planning
- ◆ Economic Landscape Implementation Assistance
- ◆ Happy Valley Joint Transportation SDC Update

CLACKAMAS RIVER WATER

- ◆ Water Rate Analysis

COTTAGE GROVE

- ◆ Utility Rate Update

CRESWELL

- ◆ Water Rate Update

EUGENE

- ◆ Service Fee Analysis

FALLS CITY

- ◆ TSP Funding Strategy and Transportation SDC Update

FOREST GROVE

- ◆ SDC Evaluation

GLADSTONE

- ◆ Water Rate Study and Stormwater Utility Formation

JACKSON COUNTY

- ◆ Transportation and Parks SDC Study

LAKE OSWEGO

- ◆ TSP Funding Strategy

LANE COUNTY

- ◆ Stormwater Utility Feasibility Study

MCMINNVILLE WATER AND LIGHT

- ◆ Water SDC Study

METRO PORTLAND

- ◆ Solid Waste Disposal Charges Review

MILWAUKIE

- ◆ Stormwater SDC and Rate Study

PORT OF MORROW

- ◆ Strategic Business Plan

MT. ANGEL

- ◆ Sewer Rate and SDC Study

ONTARIO

- ◆ Transportation SDC Review

OREGON BUSINESS INFRASTRUCTURE FINANCE AUTHORITY

- ◆ Oregon Public Ports Economic Analysis

OREGON CITY

- ◆ Parks Utility Fee Framework
- ◆ Cost-of-Service Water Rate and SDC Study
- ◆ SDC Calculation Tool Development, Maintenance and Review

PORT OF PORT ORFORD

- ◆ Strategic Plan

REDMOND

- ◆ Stormwater Utility Formation and Implementation Support

ROSEBURG

- ◆ Transportation SDC Update

SALEM

- ◆ Parks SDC Study

SILVERTON

- ◆ SDC Update

ST. HELENS

- ◆ SDC Update

PORT OF ST. HELENS

- ◆ Strategic Plan

WARRENTON

- ◆ SDC Study

THE DALLES

- ◆ Wastewater Rate and SDC Study
- ◆ Wastewater Financial Plan

PORT OF THE DALLES

- ◆ Strategic Business Plan

TIGARD

- ◆ River Terrace Community Plan
- ◆ Parks and Recreation Department SDC Study

TROUTDALE

- ◆ Storm Sewer Rate and SDC Study

TUALATIN HILLS PARKS AND RECREATION DISTRICT

- ◆ Parks and Recreation SDC Index Update

TUALATIN

- ◆ Water Rate and SDC Study
- ◆ Water Master Plan Financial Element

VENETA

- ◆ Water and Wastewater Rate and SDC Studies

VERNONIA

- ◆ Wastewater Rate Study

WARRENTON

- ◆ Multiple Service SDC Study

WILLAMALANE PARKS AND RECREATION DISTRICT

- ◆ Parks and Recreation SDC Annual Adjustment

Index, Study, and Update

WILSONVILLE

- ◆ Economic Opportunity Analysis Update

WOOD VILLAGE

- ◆ Transportation / Stormwater Utility Formation

Idaho

NAMPA

- ◆ Wastewater Rate Study and Funding Options Study

California

LOS GATOS

- ◆ Traffic Impact Fee and Construction Activities Mitigation Fee Update

PUBLICATIONS/SEMINARS/SPEAKING ENGAGEMENTS

- ◆ *Intermediate Excel*, Oregon State Fiscal Association Annual Conference, April 2011
- ◆ *Advanced Excel*, Oregon State Fiscal Association Annual Conference, 2011
- ◆ "What Does 'Steady Growth' Look Like in an Excel Chart?", OFMOA Update, Oregon Municipal Finance Officers Association, July 2010
- ◆ *Intermediate Excel*, Oregon State Fiscal Association Annual Conference, April 2010
- ◆ *Advanced Excel*, Oregon State Fiscal Association Annual Conference, 2010

REFERENCES

- ◆ Rebecca Gershow, Senior Planner, Willamalane Park and Recreation District, OR | (541) 736-4044
- ◆ Shannon Ostendorff, Wastewater Division Manager, City of Redmond, OR | (541) 504-2000
- ◆ Bill Peterson, City Administrator, City of Wood Village, OR | (503) 667-6211
- ◆ Adam Crafts, Project Manager, Wallis Engineering | (360) 695-7041

JOHN GHILARDUCCI

Principal



FCS GROUP principal and shareholder John Ghilarducci has been with the firm for 23 of his 26 years of professional experience. His practice focuses on all aspects of utility and general services system development charges (SDCs) and financial rate studies, from technical modeling and public involvement to ordinance drafting and implementation. He has formed stormwater and transportation utilities and has developed water, sewer, stormwater, transportation and parks rates and charges for dozens of clients. Mr. Ghilarducci is a recognized technical rate and finance expert and provides litigation support/expert witness testimony throughout the Northwest.

Mr. Ghilarducci's innovative rate making approaches have resulted in "level of service" stormwater rates, area-specific system development charges, sewer strength sub-classes, inverted block water rate structures, and defensible stormwater rate credit methodologies. He offers a broad knowledge of public policy and finance, and a thorough understanding of the institutional issues and options underlying the formation of utilities and the design of supporting rate and charge structures.

EXAMPLE PROJECT EXPERIENCE

Oregon

ASHLAND

- ◆ Transportation SDC Study

ASTORIA

- ◆ Financial Chapter for WWTP Facilities Plan

AUMSVILLE

- ◆ Utility Rate Design Advisory Services

BAKER CITY

- ◆ Special SDC Workshop

BEND

- ◆ Transportation System Development Charges (SDCs)

BENTON COUNTY

- ◆ Parks Funding Plan

EDUCATION

- ◆ M.P.A., Organization and Management, University of Washington
- ◆ B.S., Economics, University of Oregon

CAREER SUMMARY

- ◆ 26 years (since 1988) professional experience
- ◆ Joined FCS GROUP in 1991

EXPERTISE

- ◆ System Development Charges (SDCs), General Facilities Charges (GFCs) and Connection Charges
- ◆ Water, Sewer, Stormwater, & Transportation Utility Rates
- ◆ Stormwater & Transportation Utility Formations
- ◆ Transportation Funding
- ◆ Comprehensive Plans – Financial Elements
- ◆ Litigation Support/Expert Witness
- ◆ Financial/Feasibility Studies
- ◆ Special Cost of Service
- ◆ Options Analysis

PROFESSIONAL AFFILIATIONS

- ◆ American Water Works Association
- ◆ American Public Works Association
- ◆ Oregon Municipal Finance Officers Association

CANBY

- ◆ Parks SDC Study
- ◆ Transportation SDC Study

CENTRAL POINT

- ◆ Public Works and Planning Fee Study
- ◆ Special Wholesale Water SDC Methodology Review
- ◆ Stormwater Rate Update
- ◆ Transportation SDC Survey and Utility Formation Study
- ◆ Water Rate Study and Revenue Requirement Update
- ◆ Water, Stormwater, Transportation, and Parks SDC Study and Stormwater Utility Formation

CLACKAMAS COUNTY

- ◆ Economic Landscape Phase 3
- ◆ Economic Landscape Study
- ◆ Fuller Road Transit Oriented Development Study
- ◆ Happy Valley Joint Transportation SDC Update
- ◆ Transportation Utility Formation Study, Update, and Public Outreach

CLACKAMAS RIVER WATER

- ◆ Water Rate Analysis

CLATSKANIE

- ◆ Goal 9 Economic Opportunities Analysis Update

COLUMBIA COUNTY

- ◆ Transportation and Parks SDC Feasibility Study

CORNELIUS

- ◆ Parks SDC Update
- ◆ Utility Rate and SDC Study

CORVALLIS

- ◆ Downtown Core SDC Evaluation
- ◆ Intermediate SDC Review
- ◆ Stormwater SDC Study

COTTAGE GROVE

- ◆ System Development Charge and Utility Rate Study

DESCHUTES COUNTY

- ◆ Transportation SDC Study

EAGLE POINT

- ◆ Water, Transportation, and Stormwater Rate and SDC Study

FALLS CITY

- ◆ TSP Funding Strategy and TSDC Update

FOREST GROVE

- ◆ Water Rate and SDC Study and Update

GLENEDEN SANITARY DISTRICT

- ◆ Sewer SDC Study

GOVERNMENT CAMP SANITARY DISTRICT

- ◆ Issues Review

GRESHAM

- ◆ DES Financial Analysis
- ◆ Stormwater Bond Feasibility Study

HAPPY VALLEY

- ◆ Economic Opportunities Analysis
- ◆ Clackamas County Joint Transportation SDC Update
- ◆ Transportation Utility Formation
- ◆ Transportation Utility Fee Implementation Study

HILLSBORO

- ◆ Large Water User SDC Payment Alternatives
- ◆ Water Rate and SDC Study

HUBBARD

- ◆ TSP Funding Strategy and Transportation SDC Update

JACKSONVILLE

- ◆ Transportation and Parks SDC Studies

JUNCTION CITY

- ◆ Park SDC Advice

KEIZER

- ◆ Stormwater Utility Formation
- ◆ Water Rate Study and Update Assistance

KLAMATH COUNTY

- ◆ Transportation, Storm Drainage, and Parks SDC Study

KLAMATH FALLS

- ◆ Transportation System Development Charge (TSDC) Study

LAFAYETTE

- ◆ Parks SDC Capital Facilities Plan Update

LAKE OSWEGO

- ◆ Planning On-Call Work
- ◆ Population Baseline Forecast
- ◆ Sewer Utility Financial Plan and Rate Review
- ◆ Water Cost of Service Analysis, SDC Study, Rate Study, and Update

LANE COUNTY

- ◆ Stormwater Utility Feasibility Study
- ◆ Transportation and Parks SDC Study

MADRAS

- ◆ Transportation System Development Charge (TSDC) Study

MAMMOTH COMMUNITY WATER DISTRICT

- ◆ Connection Fee Ongoing Support Services

MCMINNVILLE WATER AND LIGHT

- ◆ Water SDC Study

MEDFORD

- ◆ Parks SDC Services
- ◆ Street SDC Credit Policy Special Evaluation
- ◆ Sewer, Stormwater, and Transportation Utility Rate Design Study

METRO PLANNING

- ◆ Infrastructure Analysis Work Session
- ◆ Regional Infrastructure Planning Study and Update

METROPOLITAN LAND GROUP

- ◆ North Bethany Transportation Funding Strategy

MILWAUKIE

- ◆ Transportation Maintenance Fee Public Process
- ◆ Wastewater Rate and Water, Wastewater and Stormwater SDC Studies and Update
- ◆ Stormwater SDC and Rate Study

MONMOUTH

- ◆ Parks SDC Study
- ◆ Transportation System Development Charge (TSDC) Assistance
- ◆ Western Oregon University SDC

MOSIER

- ◆ Parks SDC Study
- ◆ Water Rate Update and SDC Study and Review

MT. ANGEL

- ◆ Stormwater SDC Study

NEWBERG

- ◆ Street Utility Formation

NEWPORT

- ◆ Citywide Cost Allocation Plan and User Fee Study

OREGON CITY

- ◆ Parks Utility Fee Framework
- ◆ Transportation Utility Formation Study, Maintenance Fee Public Process, and SDC Study
- ◆ Water Rate Study

PHOENIX

- ◆ Water, Parks, Stormwater System, and

- Transportation Development Charge (SDC) Studies

PORT OF ST. HELENS

- ◆ Strategic Plan

PORTLAND

- ◆ Parks SDC Comparison Chart and Index Update
- ◆ Portland Area Regional Employment Study

PREMIER WEST BANK

- ◆ Valuation of Shady Cove Waterworks, LLC
- ◆ Rate Model Training

PRINEVILLE

- ◆ SDC Work Session #1

RAINIER

- ◆ Wastewater Rate Update

RALEIGH WATER DISTRICT

- ◆ Water SDC and Revenue Requirements Study

REDMOND

- ◆ Stormwater Utility Formation
- ◆ Transportation System Plan Financial Section
- ◆ Water and Sewer Rate Studies and Update

REEDSPORT

- ◆ Downtown and Riverfront Plan

ROSEBURG

- ◆ Transportation SDC Rates Comparison

SALEM

- ◆ Park SDC Study

SILVERTON

- ◆ SDC Update

SCAPPOOSE

- ◆ Wastewater Rate Study

SEASIDE

- ◆ Water Rate, Wastewater, and Parks SDC Studies

SHADY COVE

- ◆ Wastewater, Stormwater, Transportation, Parks System, and Special Development Charge (SDC) Studies and Review

SHERWOOD

- ◆ Transportation Plan Funding SDC Study and Update
- ◆ Stormwater and Wastewater Rate and SDC Studies
- ◆ Water Rate and SDC Study and Financial Chapter

SILVERTON

- ◆ Water, Wastewater, and Transportation SDC Study and Update

ST HELENS

- ◆ Water, Sanitary Sewer, Storm Sewer, Transportation and Parks SDC Studies and Updates

TALENT

- ◆ Stormwater, Transportation, and Parks SDC Study

THE DALLES

- ◆ Wastewater Rate and SDC Study
- ◆ Wastewater Financial Plan

TIGARD

- ◆ Parks and Transportation SDC Studies and Advice

TILLAMOOK

- ◆ Stormwater SDC Study

TROUTDALE

- ◆ Storm Sewer Rate and SDC Study

TUALATIN HILLS PARKS AND RECREATION DISTRICT

- ◆ Aging Facilities Assessment Tool
- ◆ Park SDC Consulting and Index Adjustment

TUALATIN

- ◆ Water Rate and SDC Study with Water Master Plan and Financial Element
- ◆ Southwest Tualatin Master Plan Implementation

VENETA

- ◆ Water Rates and Water, Sewer, and Transportation SDC Studies

VERNONIA

- ◆ Wastewater Rate Study

WARRENTON

- ◆ Fort Stevens State Park Wastewater Cost Analysis
- ◆ Street, Water, Wastewater, Parks, Storm Drainage SDC Methodology Review and Public Process

WASHINGTON COUNTY

- ◆ Transportation Impact Fee Study

WEST LINN

- ◆ Water, Stormwater, and Transportation SDC Updates

WILLAMALANE PARKS AND RECREATION DISTRICT

- ◆ Parks SDC Annual Adjustment Index

WILSONVILLE

- ◆ Goal 9 Study

WOODBURN

- ◆ Transportation Impact Fee Study

- ◆ Water Rate and SDC Study

WOOD VILLAGE

- ◆ Transportation Utility Formation

YACHATS

- ◆ Water, Wastewater, and Storm Drainage SDC Studies

Washington

AUBURN

- ◆ Parks Impact Fee Study

BAINBRIDGE ISLAND

- ◆ Storm and Surface Water Rate Update
- ◆ Special Stormwater Rate Policy Analysis

BATTLE GROUND

- ◆ Stormwater Utility Financial Update

BELLINGHAM

- ◆ Stormwater Rate Study
- ◆ Marginal Water Cost Analysis
- ◆ Storm and Surface Water Rate, SDC, and Permit Fee Study

BLAINE

- ◆ Stormwater Rate Update
- ◆ Wholesale Water Rate Support

BONNEY LAKE

- ◆ Water SDC and Rate Financial Analysis

BOTHELL

- ◆ Water, Sanitary Sewer, and Stormwater Rate and Stormwater SDC Study

BURLINGTON

- ◆ Special Stormwater Work and Utility Formation

CAMAS

- ◆ Miscellaneous On-Call Services
- ◆ Utility Rate Study

CARNATION

- ◆ Stormwater Financial Analysis

CENTRALIA

- ◆ Stormwater Utility Formation and Rate Studies

CHEHALIS

- ◆ Wastewater Customer Charge Analysis and Special Evaluation of Treatment Offer
- ◆ Water, Wastewater, and Stormwater Utility Rate Study

CLARK COUNTY

- ◆ Transportation Impact Fee Study

CLINTON

- ◆ Sewer Financial Review

COWLITZ COUNTY

- ◆ Stormwater Funding Analysis

DES MOINES

- ◆ Stormwater Comprehensive Plan, Efficiency and Rate Study, and Update

DUVALL

- ◆ Parks Impact Fee Study
- ◆ Sewer Rate and GFC Update and Advice
- ◆ Water Rate Analysis and Comprehensive Plan Financial Chapter

EDGEWOOD

- ◆ Sewer Feasibility Study and Financial Chapter

EDMONDS

- ◆ Comprehensive Water System Plan
- ◆ Stormwater Rate Update

ENUMCLAW

- ◆ Stormwater Utility Formation and Financial Analysis
- ◆ Water and Wastewater Rate and Charge Study
- ◆ Water Financial Chapter

EVERETT

- ◆ Water and Sewer Connection Charge Update and Model Review

FIFE

- ◆ Wastewater Revenue Requirement and Parity Certificate
- ◆ Water Initial Revenue Requirements Study
- ◆ Water Rate and GFC Study Update
- ◆ Water System Plan

FIRGROVE MUTUAL WATER COMPANY

- ◆ Water Utility Financial Plan and Share Charge Analysis

ISSAQUAH

- ◆ Water Rate and General Facilities Charge Study

JEFFERSON COUNTY PUD #1

- ◆ Water and Sewer Rate Study

KENT

- ◆ Stormwater and Water Rate Policy Review and Update

KING CONSERVATION DISTRICT

- ◆ Rate Structure Development

KING COUNTY WATER DISTRICT #20

- ◆ Water District #20 and Water District #85 Merger

KING COUNTY WATER DISTRICT #49

- ◆ Water Rate Study Technical Assistance

KING COUNTY

- ◆ Regional Watershed Initiative Project
- ◆ Stormwater Management Rate Evaluation

KIRKLAND

- ◆ Stormwater Rate, Capital Facilities Charge (CFC) Study, and Update

KITSAP COUNTY

- ◆ Surface and Stormwater Management Performance Audit

KLICKITAT PUBLIC UTILITY DISTRICT

- ◆ Water and Sewer SDC Rate Study and Update
- ◆ Water Rate Support Services

LACEY

- ◆ Water Utility Rate and Charge Study

LAKEWOOD WATER DISTRICT

- ◆ Financial Management Services

LEWIS COUNTY

- ◆ Regional Flood District Formation
- ◆ Water and Wastewater Regional Utility Formation

LEWIS COUNTY SEWER DISTRICT #1

- ◆ Connection Charge Review
- ◆ Sewer Rate Study and Revenue Requirements Update

LONGVIEW

- ◆ Water and Sewer Rate and CFC Study

LYNNWOOD

- ◆ Water, Sewer, and Stormwater Rate Study

MAPLE VALLEY

- ◆ Park Impact Fee Study

MERCER ISLAND

- ◆ Water Rate and Connection Charge Study

MUKILTEO

- ◆ Surface Water Comprehensive Plan

NEWCASTLE

- ◆ Infrastructure Maintenance Plan
- ◆ Stormwater Funding Analysis

NORTH BEND

- ◆ Parks Impact Fee Study
- ◆ Retail Water GFC Update and Wholesale Rate and GFC Development
- ◆ Stormwater Bond Parity Certificate and Utility Formation
- ◆ Water and Sewer Rate and GFC Study and Update

OCEAN SHORES

- ◆ Water Financial Plan

OLYMPIA

- ◆ Evaluation of GFC Development Incentives
- ◆ Parks Impact Fee Study
- ◆ Storm and Surface Water Rate Study

PIERCE CONSERVATION DISTRICT

- ◆ Rate Development Study

PORT ANGELES

- ◆ Water, Wastewater, and Solid Waste Rate Studies

PORT TOWNSEND

- ◆ Water and Sewer Rate and SDC Study

POULSBO

- ◆ Water and Sewer Rate Study

PUGET SOUND REGIONAL COUNCIL

- ◆ Regional Transportation Stormwater Retrofit Program

PUYALLUP

- ◆ Parks Impact Fee Study

REDMOND

- ◆ Stormwater Rate Study, Review, and Update
- ◆ Water and Sewer Rate Study and General Facilities Charges (GFCs)

RENTON

- ◆ Water, Wastewater, and Surface Water Comprehensive Rate Study and SDC Studies

RICHLAND

- ◆ Transportation Plan

RIDGEFIELD

- ◆ Transportation Benefit District Formation

SAMMAMISH

- ◆ Stormwater Utility Rate Study

SAMMAMISH PLATEAU WATER AND SEWER DISTRICT

- ◆ Financial Consulting

SAN JUAN COUNTY

- ◆ Stormwater Utility Formation Planning

SEATAC

- ◆ Stormwater Funding Analysis

SEATTLE NORTHWEST SECURITIES

- ◆ Bel-Red Corridor Financial Strategy

SEATTLE PUBLIC UTILITIES

- ◆ Conceptual Development
- ◆ Outreach Program
- ◆ Utility Connection Charge Study

SHORELINE WATER DISTRICT

- ◆ Water Cost of Service Rate, GFC, and Capital Investment Studies, Analysis, and Update
- ◆ Management Advisory Services
- ◆ Special GFC Analysis

SKAGIT COUNTY

- ◆ Drainage Utility Study
- ◆ Flood Control Zone District (FCZD) Formation
- ◆ Funding Options Analysis
- ◆ On-Call Surface Water Consulting

SKAMANIA COUNTY

- ◆ Economic Development Council Grant Applications

SNOHOMISH

- ◆ Water and Sewer Connection Fee and Capital Facility Charge Update

SNOHOMISH COUNTY

- ◆ Regional Detention Funding Analysis

SNOQUALMIE

- ◆ Stormwater Comprehensive Plan

SULTAN

- ◆ Solid Waste Rate Study
- ◆ Wastewater Utility Rate Study

SUMNER

- ◆ Stormwater Capital Facilities Charge (CFC) Study
- ◆ Water, Sewer, and Stormwater Utility Rate Study and Evaluation

TUKWILA

- ◆ Parks Impact Fee Review
- ◆ Stormwater Funding Analysis

UNION HILL WATER ASSOCIATION

- ◆ Financial Analysis Element of Comprehensive Water System Plan
- ◆ Revenue Requirement Update and Rate Structure Evaluation

UNIVERSITY PLACE

- ◆ Transportation Impact Fee Study

VANCOUVER

- ◆ Water, Sewer, Storm Drainage, and Stormwater Rate Studies and Updates

WALLA WALLA

- ◆ Sanitation Level of Service Study
- ◆ Transportation Impact Fee Study
- ◆ Water and Sewer Rate and Capital Facility Charge (CFC) Studies

- ◆ Wastewater Rate Study

WASHINGTON STATE JOINT TRANSPORTATION COMMISSION

- ◆ Joint Transportation SDC Update
- ◆ Stormwater Cost Recovery for Cities

WASHOUGAL

- ◆ Stormwater Rate Study
- ◆ Water and Wastewater Rate and Charge Study

WENATCHEE

- ◆ ERU Analysis
- ◆ Wenatchee Utility Rate and Financial Study

WHATCOM COUNTY

- ◆ Birch Bay Stormwater Funding Analysis
- ◆ Whatcom County/Birch Bay Stormwater Master Plan

YARROW POINT

- ◆ Stormwater Utility Formation Workshops
- ◆ Stormwater Utility Rate Design/Committee Facilitation

YELM

- ◆ City Finance Technical Advisor Services
- ◆ Nisqually Tribe Sewer Treatment Cost of Service Analysis

California

LOS GATOS

- ◆ Transportation Impact Fee Update

MAMMOTH COMMUNITY WATER DISTRICT

- ◆ Connection Fee Ongoing Support Services
- ◆ Study to Determine Revised Water and Wastewater Connection Fees

SACRAMENTO

- ◆ Cost of Service and Utility Rate Study
- ◆ Stormwater Utility Rate Model Development
- ◆ Storm Drainage Rate Structure Review

SAN JOSE

- ◆ Connection Fee Study

PUBLICATIONS/SEMINARS/SPEAKING ENGAGEMENTS

- ◆ *Managing Financial Risk and Declining Water Demand*, Washington Finance Officers Association Annual Conference, September 2012
- ◆ *Managing Financial Risk and Declining Water Demand*, Washington Association of Sewer & Water Districts Spring Conference, April 2012
- ◆ *Managing Financial Risk and Declining Water*

Alaska

KETCHIKAN

- ◆ Preliminary Stormwater Financial Services

KETCHIKAN PUBLIC UTILITIES

- ◆ Water and Wastewater and Storm Drain Cost Allocation and Rate Design Study

Idaho

COEUR D'ALENE

- ◆ Stormwater Utility Formation
- ◆ Stormwater Rate Study

NAMPA

- ◆ Wastewater Special Industrial Rate Estimate
- ◆ Stormwater Utility Formation and Technical Support
- ◆ Wastewater Funding Options Study
- ◆ Wastewater Cost of Service Rate Study

POST FALLS

- ◆ Financial Plan and Capacity Fee Update

Nevada

SPARKS

- ◆ Financial Rate Study for Sanitary, Storm and Effluent Sewer System

WASHOE COUNTY

- ◆ Stormwater Utility Formation
- ◆ Truckee River Flood Area Funding Study

Canada

SASKATOON, SK

- ◆ Data Needs Review
- ◆ Wastewater Utility Cost of Service

Federal Government

UNITED STATES ARMY CORPS OF ENGINEERS (CA)

- ◆ Tahoe Basin Sewer Cost of Service Report Peer Review

- Conference, 2011
- ◆ Models for Regional and Multi-Jurisdictional Transportation Impact Fees, National Impact Fee Roundtable Annual Conference, November 6, 2009
- ◆ *Fiscal Health During Hard Economic Times*; Washington Association of Sewer and Water Districts (WASWD) Workshop, SeaTac, WA, May 2009
- ◆ *Funding Infrastructure Locally: Rates v. System Development Charges v. Impact Fees v. Taxes*, Lorman Education Services Seminar on Approval & Funding of Infrastructure in Washington, May 9, 2008
- ◆ *Structuring General Facilities Charges to Meet Redevelopment Objectives*, Washington Finance Officers Association Annual Conference, September 2007
- ◆ *Funding Ongoing Stormwater Programs*, Washington Finance Officers Association Annual Conference, September 14, 2006
- ◆ Recovering the Cost of Infrastructure from Growth: Connection Charges & Impact Fees, Washington Finance Officers Association Annual Conference, September 14, 2005
- ◆ *System Development Charges*, Statewide Training Series, League of Oregon Cities, 2005
- ◆ Recovering the Cost of Infrastructure from Growth: Connection Charges & Impact Fees, Washington Finance Officers Association Annual Conference, September 14, 2005
- ◆ “Seven Tips for Building a Successful System Development Charge”, League of Oregon Cities Local Focus, February 2005
- ◆ “*Transportation Utility Fee – Oregon Experience*”, Transportation Research Record/Journal of the Transportation Research Board, No. 1895, TRB, National Research Council, Washington DC, 2004
- ◆ *System Development Charges*, Pacific Northwest Clean Water Association Fall Conference, September 6, 2004
- ◆ *Utility Connection Charges*, Washington Finance Officers Association Annual Conference, September 18, 2003 and 2001
- ◆ *System Development Charges*, Oregon Chapter APWA Conference, Sun River, Oregon, April 5, 2001
- ◆ *Storm/Surface Water Utilities*, Washington Finance Officers Association Annual Conference, September 22, 1999
- ◆ *Conservation Rate Setting*, AWWA Water Works School Session, Clackamas, OR, June 1999
- ◆ *System Development Charges*, AWWA Water Works School Session, Clackamas, OR, June 1999
- ◆ *Growth Paying for Itself in Stormwater Facilities: Fact or Fiction?* (Washington & Oregon), Surface Water Conference, Bend, OR, April 1998
- ◆ SDCs – Conflicts and Controversy, Oregon Municipal Finance Officers' Association, Northwest Government Finance Institute, Portland, OR, November 1997
- ◆ *Ratemaking: A Level-of-Service Approach*, Washington Finance Officers Association Conference, Pasco, WA, September 1995
- ◆ *Funding Packages for Stormwater*, Second Annual Surface Water Conference, Bend, OR, March 1994
- ◆ *Emergency Rate Surcharges in Drought Conditions*, CONSERV93 Conference, Las Vegas, NV, December 1993
- ◆ *Utility Connection Charges and Growth*, Pacific Northwest Pollution Control Association, 58th Annual Conference, Portland, OR, November 1991

REFERENCES

- ◆ Gordon Dobler, City Engineer, City of Coeur d’Alene, ID | (208) 769-2216
- ◆ Mike Gridley, City Attorney, City of Coeur d’Alene, ID | (208) 769-2330
- ◆ Aleta Froman-Goodrich, Senior Project Engineer, City of Oregon City | (503) 496-1570
- ◆ John Lewis, Public Works Director, City of Oregon City | (503) 657-8243
- ◆ Shannon Ostendorff, Public Works, City of Bend, OR (formerly with City of Redmond, OR) | (541) 322-6334
- ◆ Bill Peterson, City Administrator, City of Wood Village, OR | (503) 667-6211
- ◆ Michael Fuss, Public Works Director, City of Nampa, ID | (208) 468-5420
- ◆ Ryan Mello, Executive Director, Pierce Conservation District | (253) 845-9770

APPENDIX B – LONG-TERM FINANCIAL PLANNING AND APPLICABLE GOVERNMENT FINANCE EXPERIENCE

Government and Service Financial Planning
Utility Fund Rate Forecasting and Modeling
Utility Funding and Financial Planning

Government and Service Financial Planning

Client	State	Title	Start Date	Est Finish
Central Point, City of	OR	Indirect Cost Allocation Analysis	Feb-13	Mar-13
Eugene, City of	OR	Service Fee Analysis	Mar-13	Jun-13
Hillsboro, City of	OR	Fee and SDC Survey Report	Jul-13	Aug-13
Hillsboro, City of	OR	Community Development Cost of Service Study	Jan-11	Jun-11
Tigard, City of	OR	Cost Allocation Plan and Indirect Rate Study	Jun-11	Sep-11
Bonney Lake, City of	WA	Indirect Cost Allocation Plan	Apr-12	Jun-12
Fife, City of	WA	Jail Cost of Service and Business Process Analysis	Sep-13	Oct-13
Friday Harbor, Town of	WA	Fire Department Consolidation and Financial Analysis	Oct-10	Jan-11
Kennewick, City of	WA	Cost Allocation Plan and Comprehensive Development Fee and Rate Study	Nov-10	Apr-11
Kitsap County	WA	Parks and Recreation Cost Recovery Policy and Fee Update	May-12	Jul-12
Kitsap County	WA	Indirect Cost Allocation Plan	Jun-11	Sep-11
Langley, City of	WA	Indirect Cost Allocation Plan	Aug-12	Nov-12
Lynden, City of	WA	Ambulance Utility Cost of Service and Rate Study	Oct-13	Dec-13
Marysville, City of	WA	Central Annexation Solid Waste Cost Benefit Analysis	Sep-11	Dec-11
Mason County	WA	Financial Administrative and Consulting Services	Aug-10	Jun-11
Mercer Island, City of	WA	Development Services Cost of Service and Fee Analysis	May-13	Aug-13
Mercer Island, City of	WA	Ambulance Cost of Service and Rate Update	Feb-12	May-12
Mountlake Terrace, City of	WA	Utility Overhead Analysis	Apr-11	Jul-11
Normandy Park, City of	WA	Cost Allocation Plan Assistance	Jun-13	Aug-13
Ocean Shores, City of	WA	Ambulance Utility Cost of Service and Rate Analysis	Nov-11	Feb-12
Port Angeles, City of	WA	PenCom Cost of Service and Rate Study	Nov-10	Mar-11
Port Townsend, City of	WA	Financial Reporting Process and Reports Review	Jul-11	Sep-11
Poway, City of	CA	Indirect Cost Allocation Model Update	Mar-11	Apr-11
Ridgefield, City of	WA	Indirect Cost Plan Review	Sep-11	Nov-11
Sammamish Plateau Water and Sewer District	WA	Assumption Feasibility Support	Apr-12	Dec-12
Sammamish, City of	WA	Fire Services Evaluation	Mar-12	Jul-12
Seattle, City of	WA	Seattle City Light and Seattle Public Utilities Customer Contact Center Cost Allocation Review	Mar-13	Jun-13
Seattle, City of	WA	Dept of Planning and Development Rental Housing, Registration and Inspection Fee Model	Dec-12	Mar-13
Seattle, City of	WA	Seattle Fire Department Operational Analysis and Cost Savings, Phase 1	May-12	Jul-12
Seattle, City of	WA	Seattle Fire Dept. Operational Analysis and Opportunities for Cost Savings and Efficiency	May-12	Jul-12
Shoreline Water District	WA	Regional Water and Sewer Utility cost of Service Study	Apr-13	Dec-13
Shoreline Water District	WA	Finance Department Work Process Documentation	Aug-13	Aug-13
South Correctional Entity (SCORE) Multijurisdictional Misdemeanant Jail	WA	Cost and Contribution Analysis	May-13	Jul-13

Client	State	Title	Start Date	Est Finish
Spokane County	WA	On-Call Cost Allocation Technical	Mar-13	Dec-13
Spokane County	WA	Cost Allocation and Jail Housing Rate	Jan-12	Dec-12
Spokane, City of	WA	Full Cost Allocation Plan, Benefit Rates and Indirect Cost Rates	May-12	Sep-12
Spokane, City of	WA	Full Cost Allocation Plan, Benefit Rates and Indirect Cost Rates	Jul-11	Dec-11
Spokane, City of	WA	Full Cost Allocation Plan and Indirect Cost Rates	Jul-11	Sep-11
Spokane, City of	WA	Comprehensive User Fee Study Update	Jan-11	May-11
Stanwood, City of	WA	Indirect Cost Allocation Model Training	Nov-12	Dec-12
Sumner, City of	WA	Indirect Full Cost Allocation Plan	Feb-12	Apr-12
Tacoma, City of	WA	Cost Allocation and Cost Rate Analysis and Modeling	Oct-13	Feb-14
Tacoma, City of	WA	Public Works Permit Fee Study	Jul-12	Sep-12
Vancouver, City of	WA	Development Review Services Cost of Service Update	Aug-10	Jan-11
Washington State Institute for Public Policy	WA	Wildfire Suppression Cost Study	Jul-12	Mar-13
Washougal, City of	WA	Comprehensive Water Master Plan	Nov-11	Jan-12
Wenatchee, City of	WA	City Utility Tax Compliance Review	Jan-13	Apr-13
West Richland, City of	WA	Indirect Cost Allocation Plan	Mar-11	Jun-11
Fresno, City of	CA	Police Department Vehicle Impound Fee Analysis	Jun-11	Sep-11
Indian Wells, City of	CA	Business License Cost of Service Study	Jan-11	Jun-11
Lodi, City of	CA	OMB A-87 Cost Allocation Plans and Indirect Cost Rates	Mar-13	Oct-13

Utility Fund Rate Forecasting and Modeling

Client	State	Title	Start Date	Est Finish
Astoria, City of	OR	Wastewater Facilities Plan Rate Study Section Update	Dec-11	Feb-12
Bend, City of	OR	Consultant of Record- Water, Wastewater, Stormwater Rates	Jan-13	Jan-18
Bend, City of	OR	Extra Strength Surcharge Analysis	Apr-13	Dec-13
Bend, City of	OR	Sewer Financial Plan Model	Apr-13	Dec-13
Canby, City of	OR	Parks SDC Study	Nov-11	Mar-12
Canby, City of	OR	Transportation SDC Study	Nov-11	Mar-12
Central Point, City of	OR	Water Rate Update (20123)	Jan-13	Jun-13
Central Point, City of	OR	Water Rate Update (2012)	Apr-12	Jun-12
Central Point, City of	OR	Water Revenue Requirement Update	Mar-11	Apr-11
Clackamas River Water	OR	Rate Forecast Update	Oct-13	Apr-14
Clackamas River Water	OR	Benchmarking and Cost of Service Framework	Sep-12	Mar-13
Clackamas River Water	OR	Review and Analysis of SFWB Rate Proposal	Sep-12	Dec-12
Clackamas River Water	OR	Wholesale Review of SFWB Rate	Apr-12	Jun-12
Clackamas River Water	OR	Water Rate Analysis	Dec-11	Jun-12
Cornelius, City of	OR	Utility Rate and SDC Update	Mar-13	Jul-13
Cottage Grove, City of	OR	Utility Rate Update	Sep-13	Mar-14

Client	State	Title	Start Date	Est Finish
Creswell, City of	OR	Water Rate Update	Sep-13	Jan-14
Falls City, City of	OR	TSP Funding Strategy and TSDC Update	Jan-12	Dec-12
Forest Grove, City of	OR	Special SDC Work	Jul-13	Jul-13
Forest Grove, City of	OR	Electric Cost of Service and Rate Design	Sep-13	Apr-13
Forest Grove, City of	OR	Water Rate and SDC Study	Dec-10	Jun-11
Gladstone, City of	OR	Water Rate Study/Stormwater Utility Formation	Aug-13	Jun-14
Gresham, City of	OR	Wastewater SDC Study	May-11	Aug-11
Hood River, City of	OR	Hood River Transportation SDC Update	Aug-12	Jan-13
Lake Oswego, City of	OR	Financial Advisory Services	Sep-13	Dec-14
Lake Oswego, City of	OR	Sewer Utility Financial/Rate Consulting Services	Oct-11	Dec-11
Lake Oswego, City of	OR	On-Call Financial Consulting Services for Water and Sewer	Mar-11	Dec-11
Lake Oswego, City of	OR	Water Cost of Service Analysis Update	Nov-10	Mar-11
McMinnville Water and Light	OR	Water SDC Study	Jan-11	Jun-11
METRO (Portland Metro)	OR	Solid Waste Disposal Rate Review	Mar-13	Dec-13
Milwaukie, City of	OR	Stormwater SDC and Rate Study	May-12	Jan-13
Mt. Angel, City of	OR	Sewer Rate and SDC Study	Oct-13	Dec-13
Oregon City, City of	OR	SDC Calculation Tool Development	Sep-12	Dec-12
Oregon City, City of	OR	Water Rate Study	May-12	Dec-12
Portland, City of	OR	Portland Parks SDC Index Update	May-11	May-11
Redmond, City of (OR)	OR	Stormwater Utility Formation	Nov-11	Mar-12
St. Helens, City of	OR	SDC Update	Oct-12	Jan-13
St. Helens, City of	OR	Water, Sewer and Stormwater Utility Rates Update	Sep-11	Dec-11
The Dalles, City of	OR	Wastewater Plan Financial Element	Oct-12	Dec-12
Tillamook, City of	OR	Stormwater SDC Study	Jul-12	Dec-12
Troutdale, City of	OR	Storm Sewer Rate and SDC Study	Sep-13	Dec-13
Troutdale, City of	OR	Rate and SDC Study	Mar-13	May-13
Tualatin Hills Park and Recreation District	OR	Park SDC Index Adjustment	Dec-11	Dec-11
Tualatin Hills Park and Recreation District	OR	Park SDC Consulting	Aug-11	Dec-11
Tualatin, City of	OR	Water Rate and SDC Study with Water Master Plan Financial Element	Jul-11	Dec-12
Veneta, City of	OR	Water Rate and SDC Update	Sep-12	Dec-13
Vernonia, City of	OR	Wastewater Rate Study	Jan-13	Jun-13
Warrenton, City of	OR	Special SDC Assistance	Jul-13	Sep-13
Warrenton, City of	OR	Fort Stevens State Park Wastewater Cost Analysis	May-11	Jul-11
Airway Heights, City of	WA	On-Call Financial Consulting Services	May-13	Dec-13
Airway Heights, City of	WA	On-Call Financial Consulting Services	May-12	Dec-12
Airway Heights, City of	WA	Water and Wastewater Rate Update	Sep-11	Dec-11
Airway Heights, City of	WA	Water and Wastewater Utility Rate Support	Jan-11	Dec-11
Bainbridge Island, City of	WA	Special Stormwater Rate Policy Analysis	May-12	Dec-12
Bellevue, City of	WA	Water Cost of Service Study	Jul-13	Dec-13
Bellingham, City of	WA	Water and Sewer Rate Study	Feb-12	Jul-12

Client	State	Title	Start Date	Est Finish
Benton PUD	WA	Cost of Service On-Call Services	Jul-11	Jun-12
Blaine, City of	WA	Wholesale Water Rate Support	Jul-13	Dec-13
Blaine, City of	WA	Wastewater Rate Support (2013)	Jul-13	Dec-13
Blaine, City of	WA	Wholesale Water Rate Support (2012)	Sep-12	Dec-12
Blaine, City of	WA	Wastewater Rate Update (2011)	Jan-11	Dec-11
Blaine, City of	WA	Water Rate Update (2011)	Jan-11	Dec-11
Blaine, City of	WA	Wholesale Water Rate Support (BBJWA) (2011)	Jan-11	Dec-11
Blaine, City of	WA	Wholesale Water Rate Support (BBWSD) (2011)	Jan-11	Dec-11
Bothell, City of	WA	Stormwater Rate Update	Sep-13	Dec-13
Bothell, City of	WA	Water, Sanitary Sewer and Stormwater Rate and Stormwater SDC Study	Mar-11	Oct-11
Bremerton, City of	WA	Water, Sewer and Stormwater Utility Rate Study	May-12	Dec-12
Camas, City of	WA	Water, Sewer, Stormwater and Solid Waste Utilities Rate Study	Apr-13	Dec-13
Camas, City of	WA	On-Call Financial Consulting Services (2012)	Jan-12	Dec-12
Camas, City of	WA	On-Call Services (Misc.)	Jun-11	Aug-11
Cathlamet, Town of	WA	Wholesale Contract Support	Jun-13	Sep-13
Centralia, City of	WA	Electric Rate Study Update	Feb-12	Dec-12
Centralia, City of	WA	Stormwater Rate Study	Jun-11	Oct-11
Clallam County	WA	Preparation of Wholesale Wastewater Agreement	Jul-13	Jan-14
Cle Elum, City of	WA	Upper Kittitas County Regional WWF Rate Assistance	Apr-11	Oct-11
Coal Creek Utility District	WA	Water Cost of Service Study and Sewer Update	Sep-11	Feb-12
Coal Creek Utility District	WA	CCUD GFC Structure Review	Nov-11	Dec-11
Connell, City of	WA	Water and Sewer Rate Update (2013)	Jul-13	Dec-13
Covington Water District	WA	Rate Study (2013)	Apr-13	Dec-13
Covington Water District	WA	Water Rate Study (2012)	Mar-12	Nov-12
Covington Water District	WA	Normalized Year Statistics	May-11	Nov-11
Cowlitz PUD	WA	On-Call Cost of Service Assistance	Jun-13	Jul-13
Cowlitz PUD	WA	On-Call Financial and Rate Assistance	Aug-10	Mar-11
Des Moines, City of	WA	Stormwater Rate Study	Sep-12	Sep-13
Edmonds, City of	WA	Water, Sewer and Stormwater Rate Update and Bond Issuance Support (2013)	May-13	Dec-13
Edmonds, City of	WA	Water, Sewer and Stormwater Rate Update and Bond Issuance Support (2012)	Aug-12	Dec-12
Edmonds, City of	WA	Sewer, Water and Stormwater Revenue Requirements Update	Oct-11	Dec-11
Edmonds, City of	WA	Water, Sewer and Stormwater GFC Study	May-11	Nov-11
Everett, City of	WA	Wholesale Water and Sewer Rate Analysis	Oct-13	Feb-14
Everett, City of	WA	Wholesale Sewer Cost of Service and Rate Analysis	Sep-12	Oct-12
Everett, City of	WA	Water, Sewer and Stormwater Utility Cost of Service Study	Apr-12	Sep-12
Everett, City of	WA	Wholesale CFC Update	Feb-11	Mar-11
Fife, City of	WA	Stormwater Rate Study	Sep-12	Dec-12
Fife, City of	WA	Sewer Rate Study and Water Comprehensive Plan Update	May-12	Dec-12
Franklin PUD	WA	Electric Cost of Service and Rate Design Services	Feb-13	Dec-13
Franklin PUD	WA	Rate Analysis Services (2012)	Mar-12	Dec-12

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Client	State	Title	Start Date	Est Finish
Franklin PUD	WA	Rate Analysis Services	Apr-11	Mar-12
Highline Water District	WA	GFC Update	Apr-13	Dec-13
Kelso, City of	WA	Rate and SDC Update	Jul-13	Dec-13
Kent, City of	WA	Sanitary Sewer Utility Rate Study	May-12	Aug-12
Kent, City of	WA	Stormwater Rate Update	Sep-11	Dec-11
Kent, City of	WA	Stormwater and Water Rate Policy Review	Jan-11	May-11
King Conservation District	WA	Rate Update	Jul-13	Dec-13
King Conservation District	WA	Rate Structure Development	Apr-12	Dec-12
King County	WA	Hazardous Waste Rate Design Implementation	Jan-13	Dec-13
King County	WA	Hazardous Waste Rate Design Implementation	Jan-12	Dec-13
Lake Whatcom Water and Sewer District	WA	Water and Sewer Rate Study Update	Jul-13	Jan-14
Lake Whatcom Water and Sewer District	WA	Water and Sewer Rate Update	Sep-10	Feb-11
Lakehaven Utility District	WA	Water and Wastewater Rate Study	Aug-11	Oct-11
Lakewood Water District	WA	On-Call Financial Consulting Services (2012)	Jan-12	Dec-12
Lakewood Water District	WA	Water System Replacement and Rehabilitation and Planning	Jan-12	Feb-12
Liberty Lake Sewer and Water District	WA	Sewer Rate Update (2012)	Sep-12	Dec-12
Liberty Lake Sewer and Water District	WA	CFC and Sewer Rate Update (2010)	Jun-10	Feb-11
Longview, City of	WA	Solid Waste Rate Support	Mar-13	Dec-13
Lummi Tribal Water and Sewer District	WA	Sewer Capital Tariff Model/Analysis, Phase 1	Jul-12	Aug-12
Lynnwood, City of	WA	Water, Sewer and Storm Rate Update (2012)	Oct-12	Oct-13
Lynnwood, City of	WA	Policy Review of Sewer Connection Charges	Feb-12	Aug-12
Mercer Island, City of	WA	Sewer Rate Model Design	Aug-11	Oct-11
Mukilteo Water and Wastewater District	WA	Water and Wastewater Rate Study	Mar-11	Aug-11
Mukilteo Water and Wastewater District	WA	Wholesale Sewage Disposal Agreement Advisory Services	Jan-11	Mar-11
North Bend, City of	WA	Sewer System GFC Study	Mar-12	Apr-12
North Bend, City of	WA	Water and Wastewater Rate Study	Apr-11	Sep-11
Olympia, City of	WA	Water Rate Update (2013)	Jul-13	Dec-13
Olympia, City of	WA	PUD Wholesale Water Rate Update	Mar-13	Dec-13
Olympia, City of	WA	Water Rate Update (2012)	Jul-12	Oct-12
Olympia, City of	WA	Water Rate Update (2011)	Jun-11	Aug-11
Olympic View Water and Sewer District	WA	Water and Sewer GFC Evaluation	Aug-11	Jan-12
Pierce Conservation District	WA	Billing Database Update	Aug-13	Dec-13
Pierce Conservation District	WA	Rate Development Study	May-12	Dec-12
Point Roberts Water District #4	WA	Large On-Call Site Sewer System (LOSS) Sewer Rate Analysis	Dec-12	Mar-13
Point Roberts Water District #4	WA	Water Rate Update 2011	Dec-11	Jan-12
Port Angeles, City of	WA	Electric, Water, Sewer and Solid Waste Utility Cost of Service Study	May-13	Dec-13
Port Townsend, City of	WA	Water and Sewer Rate Update (2012)	Sep-12	Dec-12
Redmond, City of (WA)	WA	Stormwater GFC Update (2013)	Mar-13	Dec-14
Redmond, City of (WA)	WA	Water, Wastewater Cost of Service Rate Study (2013-2014)	Mar-13	Dec-14
Richland, City of	WA	Electric Cost of Service and Rate Design Services	Feb-13	Dec-16

Client	State	Title	Start Date	Est Finish
Richland, City of	WA	Electric Cost of Service and Rate Design Services, Task 2	Apr-13	Dec-13
Richland, City of	WA	Electric Utility Rate Design	Apr-12	Oct-12
Richland, City of	WA	Cost of Service Review	Apr-12	Aug-12
Ronald Wastewater District	WA	Capacity Charge Review	Apr-13	Apr-13
Ronald Wastewater District	WA	Financial Plan and Rate Forecast	Oct-12	Dec-12
Roslyn, City of	WA	Water and Wastewater Utility Rate Study	Sep-10	Mar-11
Samish Water District	WA	Sewer Rate Update (2013)	Sep-13	Oct-13
Samish Water District	WA	Sewer Rate Update (2012)	Sep-12	Dec-12
Sammamish Plateau Water and Sewer District	WA	Consulting Services (2013)	Jul-13	Dec-13
Sammamish Plateau Water and Sewer District	WA	Water and Sewer Rate Update (2013)	Nov-12	Nov-12
Sammamish Plateau Water and Sewer District	WA	Financial Consulting (2011)	Jun-11	Feb-12
Sammamish, City of	WA	Stormwater Rate Study	Jul-12	Dec-12
SeaTac, City of	WA	Stormwater Rate Study	May-13	Dec-13
Skagit County PUD No. 1	WA	Cost of Service Rate Study	Apr-13	Dec-13
Skagit County PUD No. 1	WA	Water Supply Agreement Review	Aug-12	Oct-12
Skagit County Sewer District #2	WA	On-Call Financial Consulting Services	Oct-12	Dec-13
Skokomish Indian Tribe	WA	Potlatch Sewer Financial/Rate Analysis	May-11	Aug-11
Skyway Water and Sewer District	WA	Water and Sewer Rate Update and Cost of Service Study (2014)	Jul-13	Dec-13
Skyway Water and Sewer District	WA	Water and Sewer Rate and Charge Update (2013)	Oct-12	Jan-13
Skyway Water and Sewer District	WA	Water and Sewer Rate Update (2012)	Oct-11	Jan-12
Snohomish, City of	WA	Water, Wastewater and Storm Rate Update (2014)	Sep-13	Feb-14
Snohomish, City of	WA	Water, Wastewater and Storm Utility Rate Update (2012)	Sep-12	Dec-12
Snohomish, City of	WA	Water and Sewer Connection Fee and Capital Facility Charge Update	Feb-11	Apr-11
Snoqualmie, City of	WA	Utility Rate and GFC Study	Apr-13	Sep-13
Spokane County	WA	Wastewater Ongoing Rate Consultation	Nov-10	Dec-11
Stanwood, City of	WA	Water and Wastewater Rates and Charges Study	Jun-10	Jan-11
Sumner, City of	WA	Water, Wastewater and Stormwater Rate and SDC Update - 2012	Jun-12	Nov-12
Sumner, City of	WA	Water Utility Revenue Requirements Scenario Analyses	Jul-11	Dec-11
Suncadia - Water Environmental Company	WA	Suncadia Sewer Rate Study	Dec-12	Mar-13
Sunnyside, City of	WA	Ambulance Cost of Service and Rate Study	Dec-11	Mar-11
Tacoma, City of	WA	Tacoma Public Utilities Rate Advisory	Sep-13	Dec-13
Tacoma, City of	WA	CONFIDENTIAL - Tacoma Public Utilities Consultation Services	Jul-12	Dec-13
Wapato, City of	WA	Water Rates Study	Sep-10	Feb-11
Washougal, City of	WA	Water and Wastewater Utility Cost of Service Study	Jun-13	Sep-13
Washougal, City of	WA	Technical Assistance on Rate Scenarios	Jan-13	Feb-13
Washougal, City of	WA	Large User Rate Impact Analysis	Aug-11	Sep-11
Water Supply Forum	WA	Water Supply Forum Workshop	Feb-13	Apr-13
Wenatchee, City of	WA	Water Rate Study	Oct-12	Dec-12
Whatcom County	WA	Whatcom County/Birch Bay Stormwater Master Plan	May-12	Dec-12

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Client	State	Title	Start Date	Est Finish
Woodinville Water District	WA	Rate Structure Conceptual Review	Dec-11	Mar-12
Yakima, City of	WA	Water and Irrigation District Domestic Rate Study Update (2012)	May-12	Sep-12
Yelm, City of	WA	General Sewer Plan and Rate Study	May-11	Aug-12
Yelm, City of	WA	Water System Financial Plan Update	Dec-11	Mar-12
Yelm, City of	WA	Sewer Financial Plan and Rate Forecast	Oct-10	Jan-11
Anchorage, Municipality of	AK	Residential Customer Water Test Meter Program Assessment	Jul-12	Oct-12
Dillingham, City of	AK	Water and Sewer Rate Study	Jun-12	Sep-12
Juneau, City and Borough of	AK	Water and Wastewater Rate Study Update	Jul-13	Jun-14
Ketchikan, City of	AK	Water, Wastewater and Storm Drain Cost Allocation and Rate Design Study	Aug-11	Jan-12
Kotzebue, City of	AK	Water and Wastewater Rate Study	Aug-13	Dec-13
Municipal Light and Power	AK	Financial Consulting Services	Jun-13	Dec-13
Petersburg, City of	AK	Water, Wastewater and Solid Waste Rate Study	Feb-12	Apr-12
Scottsdale, City of	AZ	Cost of Service Rate Study for the Water and Wastewater Rate Enterprise Funds	Mar-11	Jun-11
Chula Vista, City of	CA	Billing System Audit	Jul-12	Oct-12
Chula Vista, City of	CA	Sewer Cost of Service and Rate Study	Jan-11	Apr-12
Sacramento, City of	CA	Solid Waste Rate Model Development	Sep-12	May-13
Sacramento, City of	CA	Multi-Year Rate Strategy Consultation	Jul-11	Jun-12
Sacramento, City of	CA	Cost of Service Utility Rate Study	Jul-10	Dec-11
Sacramento, City of	CA	Storm Drainage Rate Structure Review	Mar-11	Sep-11
Sacramento, City of	CA	Water Conservation Study	Jun-11	Aug-11
Santa Margarita Water District	CA	Water and Wastewater Rate Study	Mar-11	Jul-11
Coeur d'Alene, City of	ID	Professional Services	Jan-13	Jan-13
Coeur d'Alene, City of	ID	Stormwater Rate Study	Apr-12	Dec-12
Coeur d'Alene, City of	ID	WSP Financial Plan and Rate Forecast	Jun-12	Oct-12
Hayden Area Regional Sewer Board	ID	Financial Plan and Capacity Fee Update	Jul-12	Dec-12
Hayden, City of	ID	Sewer O&M Rate Study	Jul-13	Nov-13
Hayden, City of	ID	Sewer Capitalization Fee Update	Apr-12	Oct-12
Moscow, City of	ID	Water, Sewer and Solid Waste Utility Rate Study	Feb-11	Dec-11
Nampa, City of	ID	Wastewater Cost of Service Rate Study	Apr-12	Dec-12
Nampa, City of	ID	Wastewater Funding Options Study	Oct-11	Nov-11
Post Falls, City of	ID	Financial Plan and Capacity Fee Update	Aug-11	Feb-12
United Electric Co-op, Inc.	ID	Electric Cost of Service and Rate Design	Jul-13	Dec-13
Douglas County (NV)	NV	Carson Valley Water District Financial/Rate Services	Oct-13	Jan-14
Douglas County (NV)	NV	Lake Tahoe Water Utility Enterprise Funds Consolidation	Mar-13	Aug-13
Douglas County (NV)	NV	Carson Valley Water Enterprise Funds Consolidation	Nov-11	Feb-12
Las Vegas, City of	NV	Sewer Rate and Fee Study	Dec-11	Apr-12
Sparks, City of	NV	Rate Study Analysis	Oct-12	May-12
Washoe County	NV	Truckee River Flood Area Funding Study, Amendment 1	Oct-10	Jul-11
Washoe County	NV	South Truckee Meadows General Improvement District (STMGID)	Aug-10	Feb-11

Utility Funding and Financial Planning

Client	State	Title	Start Date	Est Finish
Benton County	OR	Parks Funding Plan	Jun-10	Jun-11
Clackamas County	OR	Clackamas County WES Solids Planning Phase	Mar-12	Oct-12
Hubbard, City of	OR	TSP Funding Strategy and TSDC Update	Aug-11	Dec-11
Lake Oswego, City of	OR	Financial Advisory Services	Mar-12	Dec-12
Lake Oswego, City of	OR	SW Boones Ferry Road Corridor Funding Strategy	Dec-10	Jun-11
Premier West Bank	OR	Shady Cove Water Works Appraisal Update	May-12	Jun-12
Tualatin, City of	OR	Southwest Tualatin Master Plan Implementation	Dec-11	Jan-12
Wilsonville, City of	OR	Wilsonville EOA Update Analysis and Presentation	Sep-11	Nov-11
Battle Ground, City of	WA	Water System Plan - Financial Program	Mar-12	Jun-12
Birch Bay Water and Sewer District	WA	Utility Cash Management and Reserve Analysis	Jan-12	Apr-12
Duvall, City of	WA	Comprehensive Water System Plan	Nov-10	Mar-11
East Wenatchee, City of	WA	Stormwater Plan Financial Services	Feb-13	Dec-13
Eatonville, Town of	WA	Water System Plan Financial Chapter	Oct-12	Dec-12
Edmonds, City of	WA	Sewer Comprehensive Plan Update	Apr-12	Jul-12
Kelso, City of	WA	South Kelso Railroad Study	Apr-13	Jun-13
King County	WA	Transit Financial Forecasting Model	Sep-10	Sep-11
King County Water District #117	WA	Water System Financial Advisory Services	Dec-10	Jun-11
Lacey, City of	WA	Wastewater Comprehensive Plan Financial Program/Rate Study	May-12	Dec-12
Lacey, City of	WA	Stormwater Comprehensive Plan Development	Jan-11	Jun-12
Lynnwood Public Facilities District	WA	Independent Financial Analysis	Jun-12	Jul-12
Lynnwood, City of	WA	Water System Comprehensive Plan	Jul-11	Mar-11
Manchester Water District	WA	Financial Chapter - Water	Sep-12	Jun-13
Olympia, City of	WA	Wastewater Management Plan Financial Chapter	Feb-13	Aug-13
Shelton, City of	WA	Sewer Financial Chapter	Sep-12	Jun-13
Skagit County PUD No. 1	WA	Financial Section of Water System Plan	Apr-13	Dec-13
Skyway Water and Sewer District	WA	Water Financial Chapter Review	May-13	Jun-13
Snohomish, City of	WA	General Sewer Plan Financial Chapter	Apr-13	Dec-13
Snoqualmie Pass Utility District	WA	WSP Financial Chapter Update	Jun-12	Dec-12
Snoqualmie Pass Utility District	WA	Water System Plan - Financial Section	Jan-11	Apr-11
Spokane County	WA	Comprehensive Wastewater Management Plan	Sep-12	Mar-13
Sultan, City of	WA	Water and Wastewater Financial Chapter for Comprehensive Plans	Dec-10	May-11
Washougal, City of	WA	Water System Plan Financial Program/Chapter	Mar-12	Apr-12
Washougal, City of	WA	Bonding Support	Feb-11	Apr-11
Sitka, City and Borough of	AK	Sewer Master Plan - Financial / Rate Analysis	Aug-11	Dec-11
Coastside Fire Protection District	CA	Financial Analysis	Jan-11	Feb-11
San Francisco Public Utilities Commission	CA	Sewer Lateral Funding Plan	Mar-13	Aug-13
Douglas County (NV)	NV	Sewer Availability Charge White Paper	Mar-12	Apr-12

Business

Award Audit Contract



Staff Report

Finance Department
Bev Adams, Finance Director

To: Mayor & Council
From: Bev Adams, Finance Director *BA*
Date: February 27, 2014
Subject: Audit contract

Background:

In December we issued a "Request for Proposal" for audit services. In January we received three proposals from the following firms:

- Isler CPA's based in Eugene, OR
- Chris Mahr & Associates, CPA's based in Bend, OR
- Johannsen, Dye & Purkepile, CPA's based in Medford, OR

Proposals were scored based on the following criteria:

1. Contract provisions
2. General experience
3. Prompt service
4. Cost of service

Based on the total points, Isler, CPA's were selected for an interview.

Following a successful interview with Paul Neilson, CPA & Partner, and Mike Davidson, CPA & Senior Staff Accountant, the City Manager and I are recommending that the Council consider awarding the contract to Isler, CPA's, of Eugene, Oregon. The initial contract proposed is for a three year period, and can be renewed year by year (or for another three year period) following the completion of the three years.

Attached are the proposed contract and a copy of Isler, CPA's proposal for auditing services.

Recommended Action:

That Council approves a three year contract with Isler, CPA's to provide the City of Central Point's auditing services and serve as the City Auditor.

**CITY OF CENTRAL POINT
GENERAL SERVICES CONTRACT
City Audit Services**

This contract is made between the City of Central Point (City) and Isler CPA, LLC named below (Consultant).

Consultant Information:

Full legal name or business name: Isler CPA, LLC

Address: 1976 Garden Avenue, Eugene, Oregon 97403

Telephone: 541.342.5161 FAX: 541.342.3533 Email: pnelson@islercpa.com

City and Consultant agree:

1. Services to be Provided. Consultant will provide to City the services as set forth on the attached EXHIBITS A & B.

2. Effective Date or Duration. This contract is effective on the following start date (or on the date at which every party has signed this contract, whichever is later.) This contract shall expire, unless otherwise terminated or extended, on the following end date:

Contract start date: June 1, 2014 Contract end date: May 31, 2017

3. Consideration. City agrees to pay Consultant a sum not to exceed the following for services provided:

Firm:	Audit for fiscal year:			Urban Renewal Audit	Single Audit Costs	Out of pocket Costs	Adj.	Total Fees for Fiscal Year:		
	2014/15	2015/16	2016/17					2013/14	2014/15	2015/16
Isler CPA, LLC	31,825			4,365	3,520	2,000	(6,000)	\$35,710		
		25,375		4,365	3,520	1,800	0		\$35,060	
			25,865	4,599	3,792	2,000	0			\$36,256

City shall pay Consultant for services and reimburse Consultant for expenses incurred by Consultant in performance of services in accordance with a payment schedule to be submitted by Consultant and accepted by City. No reimbursement will be made for expenses that are not specifically itemized in this payment schedule without prior approval by City's Authorized Representative. Consultant shall submit monthly invoices to City for Consultant's services within ten days after the end of the month covered by the invoice. Total payments under this contract or any amendments shall not exceed the sum specified in this section 3.

4. Additional Work. The City may request "Consultant" to perform extra work or services listed in Section 1, or Exhibit B, as the case may be. Any extra work request issued will have a binding hourly rate or "not to exceed" cost amount that has been negotiated with "Consultant" prior to issuance of the extra work request. If any change in work requested will affect any of the pricing for work or services agreed to herein, then "Consultant" shall supply to City's authorized representative in writing the adjustments to the pricing of items this section 3 and justification for such adjustment. Consultant's requested adjustments to the pricing shall be negotiated and approved by City's authorized representative prior to "Consultant" performing the work or services. All definitions, terms, and conditions of this Agreement shall apply to extra work requests issued by City and performed by "Consultant".

5. Authorized Representative for Consultant. The authorized representative for Consultant is Paul Neilson, CPA.

6. Standard Contract Provisions. Consultant shall comply with City's Standard Contract Provisions for Personal Services, a copy of which is attached as Exhibit A.

City of Central Point

Consultant

By: _____

By: _____

Title: City Manager _____

Title: _____

Date: _____

Date: _____

SSN/Tax ID # _____

C.P. Business License # _____

Form 1099: G on file; G attached

EXHIBIT A

CITY OF CENTRAL POINT STANDARD CONTRACT PROVISIONS FOR PERSONAL SERVICES

1. Qualified Personnel. Consultant has represented, and by entering into this contract now represents, that all personnel assigned to the services required under this contract are fully qualified to perform the service to which they will be assigned in a skilled and worker like manner and, if required to be registered, licensed or bonded by the State of Oregon, are so registered, licensed and bonded.

2. Contract Renewal. The City shall have the option to renew this contract annually after the initial term has expired. Each renewal shall be with such modifications as may be agreed to by the parties in a written amendment of the contract, provided that the amendments made for any renewal term may not increase the total compensation to be paid to Consultant by more than 10% or increase the rate of compensation for any contract Service by more than 5%.

3. Authorized Representative for City. The City's authorized representative is the City Manager or the Finance Director.

4. Notices. Any notice permitted or required by this contract shall be deemed given when personally delivered or upon deposit in the United States mail, postage fully prepaid, certified, and with return receipt requested, to the persons and addresses shown below. In addition, if directions for telephonic transmission ("FAX") are set forth below, notices may be delivered by FAX. Notices sent by certified mail will be deemed delivered three business days after placement in the mail and notices sent by FAX will be deemed delivered when successful transmission is electronically confirmed. Except as expressly provided in the contract, required notices must be signed by the person designated to receive notices, or that person's designee or attorney.

Consultant: Authorized Representative named on first page at address for Consultant listed on first page.

City: Authorized Representative (see section 3 of this page), 140 South Third Street, Central Point, Oregon 97502

Each party shall notify the other of any change in the name, address or FAX instructions to be used for delivery of notices.

5. Termination. Notwithstanding any other provision to the contrary, this contract may be terminated as follows:

5.1. The parties, by mutual written agreement, may terminate this contract at any time.

5.2. Either party may terminate this contract in the event of a breach of the contract by the other party.

5.3. The City may terminate this contract at any time or for any reason, upon not less than ten days' written notice in advance of the termination date. For purposes of this Agreement, written notice includes notice via email or facsimile.

5.4. City may terminate this contract immediately upon Consultant's failure to have in force any insurance required by this contract. Except as provided in section 6, in the event of a termination, City shall pay Consultant for work performed to the date of termination.

6. Remedies.

6.1. In the event of a termination of this contract by City because of a breach by Consultant, City may complete the Services either by itself or by contract with other persons, or any combination. Consultant shall be liable to City for any costs or losses incurred by City arising out of or related to the breach, including costs incurred in selecting other contractors, time-delay losses, attorney fees and the like, less the remaining unpaid balance of the consideration provided in this contract. City may withhold payment of sums due Consultant for work performed to the date of termination until City's costs and losses have been determined, at which time City may offset any such amount due Consultant against the costs and losses incurred by City.

6.2. The foregoing remedies provided to City for breach of this contract by Consultant shall not be exclusive. City shall be entitled to exercise any one or more other legal or equitable remedies available because of Consultant's breach.

6.3. In the event of breach of this contract by City, Consultant's remedy shall be limited to termination of this contract and payment for work performed to the date of termination.

7. Records/Inspection. Consultant shall maintain records of its charges to City under this contract for a period of not less than three full fiscal years following Consultant's completion of this contract. Upon reasonable advance notice, City or its authorized representatives may from time to time inspect, audit and make copies of any of Consultant's records that relate to this contract. If any audit by City discloses that payments to the Consultant were in excess of the amount to which Consultant was entitled under this contract, Consultant shall promptly pay to City the amount of such excess. If the excess is greater than one percent of the contract amount, Consultant shall also reimburse City its reasonable costs incurred in performing the audit.

8. Ownership of Work Product. All work product of Consultant that results from this Agreement (the work product) is the exclusive property of City. City and Consultant intend that such work product be deemed "work made for hire" of which City shall be deemed the author. If for any reason the work product is not deemed "work made for hire," Consultant irrevocably assigns to City all its right, title, and interest in and to any and all of the work product, whether arising from copyright, patent, trademark, trade secret, or any other state or federal intellectual property law or doctrine. Consultant shall execute such further documents and instruments as City may reasonably request in order to fully vest such rights in City. Consultant forever waives any and all rights relating to the work product, including without limitation, any and all rights arising under 17 USC 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications.

9. Indemnification. Consultant shall defend, indemnify and save City, its officers, employees and agents harmless from any and all losses, claims, actions, costs, expenses, judgments, subrogation's, or other damages resulting from injury to any person (including injury resulting in death,) or damage (including loss or destruction) to property, of whatsoever nature arising out of or incident to the performance of this agreement by Consultant (including but not limited to, Consultant's employees, agents, and others designated by Consultant to perform work or services attendant to this agreement). Consultant shall not be held responsible for damages caused by the negligence of City.

11. Workers' Compensation. If Consultant will perform the work with the help of others, Consultant shall comply with the Oregon Workers' Compensation law by qualifying as a carrier-insured employer or as a self-insured employer and shall strictly comply with all other applicable provisions of such law. Consultant shall provide the City with such further assurances as City may require from time to time that Consultant is in compliance with these Workers' Compensation coverage requirements and the Workers' Compensation law.

12. Insurance. Consultant shall have and maintain the insurance policies specified below. Each policy of insurance shall be written as a primary policy, not contributing with or in excess of any coverage which City may carry. A copy of each policy or a certificate

satisfactory to City shall be delivered to City prior to commencement of the Services. The adequacy of all insurance policies for compliance with this Section 12 shall be subject to approval by City's Risk Manager. Failure to maintain any insurance coverage required by the contract shall be cause for immediate termination of the contract by City.

Unless otherwise specified, each policy shall be written on an "occurrence" form with an admitted insurance carrier licensed to do business in the state of Oregon; and shall contain an endorsement entitling City to not less than 30 days prior written notice of any material change, non-renewal or cancellation. In the event the statutory limit of liability of a public body for claims arising out of a single accident or occurrence is increased above the combined single limit coverage requirements specified below, City shall have the right to require that Consultant increase the coverage limits of all liability policies by the amount of the increase in the statutory limit.

12.1. Commercial General Liability. Consultant shall maintain a broad form commercial general liability insurance policy with coverage of not less than \$1,000,000 combined single limit per occurrence, and as an annual aggregate, for bodily injury, personal injury or property damage. The policy shall have a contractual liability endorsement to cover Consultant's indemnification obligations under the contract. The policy shall also contain an endorsement naming City as an additional insured, in a form satisfactory to City, and expressly providing that the interest of City shall not be affected by Consultant's breach of policy provisions.

12.2. Workers' Compensation Insurance. Unless Consultant is exempt, Consultant shall comply with the Oregon Workers' Compensation law by qualifying as a carrier-insured employer or as a self-insured employer and shall strictly comply with all other applicable provisions of such law. Consultant shall provide City with such assurances as City may require from time to time that Consultant is in compliance with these Workers' Compensation coverage requirements and the Workers' Compensation law.

12.3. Comprehensive Automobile Liability. If Consultant will use a motor vehicle on a regular basis in the performance of the Services, Consultant shall maintain automobile liability insurance coverage of not less than \$1,000,000 combined single limit per occurrence for bodily injury, personal injury or property damage for each motor vehicle owned, leased or operated under the control of Consultant for, or in the performance of, the services.

12.4. Professional Liability. If Consultant is required to be licensed by the State of Oregon to perform the Services, Consultant shall maintain a professional liability insurance policy with coverage limits of not less than \$1,000,000 per claim, and a deductible of not more than \$10,000, to protect Consultant from claims by City or others for injury, loss or damage arising from or resulting from the wrongful or negligent performance or non-performance of, the Services. The policy shall contain an endorsement entitling City to not less than 60 days prior written notice of any material change, non-renewal or cancellation of such policy. This policy may be written on a "claims made" form, provided that continuous coverage is maintained to cover claims made within two years after completion of the Services.

13. Assignment/Subcontracting. Consultant shall not assign this contract, in whole or in part, or any right or obligation, without City's prior written approval. Consultant shall require any approved subcontractor to agree, as to the portion subcontracted, to comply with all obligations of Consultant specified in this contract. Notwithstanding City's approval of a subcontractor, Consultant shall remain obligated for full performance of this contract and City shall incur no obligation to any subcontractor. Consultant shall indemnify, defend and hold City harmless from all claims of subcontractors.

15. Independent Contractor. Whether Consultant is a corporation, partnership, other legal entity or an individual, Consultant is an independent contractor. If Consultant is an individual, Consultant's duties will be performed with the understanding that Consultant is a self-employed person, has special expertise as to the services which Consultant is to perform and is customarily engaged in the independent performance of the same or similar services for others. The manner in which the services are performed shall be controlled by Consultant; however, the nature of the services and the results to be achieved shall be specified by City. Consultant is not to be deemed an employee or agent of City and has no authority to make any binding commitments or obligations on behalf of City except to the extent expressly provided in this contract.

16. Compliance with Laws/Business License. Consultant shall comply with all applicable Federal, State and local laws, rules, ordinances and regulations at all times and in the performance of the Services, including, but not limited to those laws pertaining in nonresident contractors in ORS 279A.120 and all applicable provisions of ORS 279B.220, 279B.225, 279B.230, 279B.235, and 279B.240. Consultant shall obtain a City of Central Point business license as required by the city municipal code prior to beginning work under this contract. The Contractor shall provide a business license number in the space provided on page one of this contract. Consultant warrants that all vehicles used to perform the work or services stated in this Agreement have all permits, licenses, certificates, or other approvals required under applicable federal, state, and local laws, regulations, statutes, ordinances, rules, policies and orders.

17. Governing Law. This agreement shall be governed and construed in accordance with the laws of the State of Oregon. Any claim, action, or suit between City and Consultant that arises out of or relates to performance of this agreement shall be brought and conducted solely and exclusively within the Circuit Court for Jackson County, for the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought only in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon.

18. Attorney Fees. In the event of any action to enforce or interpret this contract, the prevailing party shall be entitled to recover from the losing party reasonable attorney fees incurred in the proceeding, as set by the court, at trial, on appeal or upon review.

19. Integration. This contract embodies the entire agreement of the parties. There are no promises, terms, conditions or obligations other than those contained in this contract. This contract shall supersede all prior communications, representations or agreements, either oral or written, between the parties. This contract shall not be amended except in writing, signed by both parties.

20. Waiver. Any failure of a party to enforce any provision of this Agreement will not constitute a waiver of such provision or prejudice the right of that party to enforce such provision at any subsequent time.



PROPOSAL FOR AUDIT SERVICES FOR THE
CITY OF CENTRAL POINT, OREGON
YEARS ENDING JUNE 30, 2014, 2015, and 2016

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January 13, 2014

Bev Adams
Finance Director
City of Central Point



An independently owned member
McGLADREY ALLIANCE



Dear Bev:

Thank you for inviting our firm, Isler CPA, ("Isler"), to submit a proposal to provide auditing and financial services to the City of Central Point ("City") for the year ended June 30, 2014.

We will perform the annual financial audit of the City of Central Point's CAFR and the financial statements of the Central Point Development Commissions urban renewal activities. Our audit will be conducted in accordance with applicable standards including: U.S. auditing standards; and if applicable the standards applicable to financial audits contained in the General Accounting Office's *Government Auditing Standards*, the provisions of the Single Audit Act of 1984 (as amended in 1996), and the provisions of OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

During the course of our auditing procedures we will answer questions regarding accounting issues and assist the City's staff in preparation of the Comprehensive Annual Financial Report (CAFR). We may identify potential questioned costs or findings. If these items are identified you will be promptly notified and given an opportunity to resolve and correct such items prior to completion of the audit and release of financial statements and related compliance reports. In addition, we will provide the governing board and management with a management letter which will include our advisory comments developed as a result of our engagements, any reportable conditions, material weaknesses, and material or immaterial instances of noncompliance. An advisory letter will be provided in advance for management review and response. Reports will be presented to the governing board as applicable and as requested by you.

Our main focus is to provide efficient assurance services in a timely manner with an eye toward enhancing our clients' operations. Therefore, we believe it is essential to have contact with you throughout the year. We accomplish this by contacting you periodically, as well as promptly addressing any questions or concerns you may have during the year. We encourage you to contact us throughout the year with accounting and reporting questions. We will not bill for this service unless we have agreed to a fee with the City.

We understand that the City expects timely audits as well as quick and easy access to partners and principals, a comfortable working relationship, and a quality work product. You will find these qualities along with other qualities you expect of a professional service firm at Isler. We also take pride in our strong local and regional presence and culture that values solid client relationships. Isler provides a high level of partner, principal and manager involvement on all engagements. Our training is designed to develop our professionals to be specialized industry advisors and client advocates. Isler also offers a depth of value-added services to meet our clients' growing needs for nontraditional services. We have the skills and ability to perform the work within the required time period stipulated in the request for proposal.

Who will be our contact person at the firm?

Since Isler has not attempted to be all things to all clients we have designated several industries where we are especially well qualified to serve clients. Among these are Oregon municipalities, not-for-profit organizations, and Tribal governments. These are niches where Isler has developed a significant amount of practice and expertise. Isler has provided audit and accounting services to municipalities for over 60 years.

We hope this proposal expresses our enthusiasm and desire to perform the services you need. We welcome any questions you may have about this proposal and thank you again for your consideration of Isler CPA.

Sincerely,

A handwritten signature in black ink that reads "Paul R. Nielson". The signature is written in a cursive style with a long, sweeping tail on the "n" of Nielson.

Paul R. Nielson, CPA, a member of the firm
pnielson@islercpa.com
Isler CPA
1976 Garden Ave.
Eugene, OR 97403
(541) 342-5161

Isler CPA

Isler CPA (Isler) is an independent CPA firm licensed to practice in Oregon and is located in Eugene. Isler has been assisting successful local governments and related organizations in Oregon and other states since the 1950's. We have audited and assisted many municipalities in Oregon . An example of other services we have performed for municipalities include room tax compliance testing, compliance testing of costs incurred for a voter approved road project bond, forensic accounting, energy tax credit compliance testing, and other agreed upon procedures testing. Isler provides professional services including audits, compilations and reviews, tax, forensic and due diligence services.

The Audit Team

Continuity of staff from year to year is extremely important. Consequently, our policy is to keep the individual who has overall responsibility for the engagement in that position from year to year. It is also our policy to keep the same nucleus of employees on an engagement and to rotate staff only when we feel that such a step can benefit the client. Such a situation might arise with the addition of an employee with a particular specialty. This policy improves both our continuity of effort and provides you with the most benefit for the dollar. Additionally, we believe the City has the right to request revision of our proposed staffing for any of the audit periods over the term of the contract.

Isler's proposed audit team for the City's audits will consist of the following professionals:

The Audit Team, *continued*

Paul Nielson, CPA
Member (partner)
Oregon Municipal Auditor Roster # 1241

Paul received his B.A. from Brigham Young University in 1983. He has worked on municipal clients starting in 1983. He is a licensed municipal auditor. Paul has extensive experience with municipalities, including cities. He is the leader of the municipal auditor team based in Eugene. His focus is the municipal niche and he concentrates all of his time and training on municipal audit and accounting issues. His experience includes municipalities with all the fund types.

Paul has assisted municipalities in cash flow projections, budgeting, and software installation. His annual training includes classes focusing on governmental accounting and auditing. He has performed Oregon Minimum Audit and Budget Procedures for several municipal clients. Paul has instructed other accountants on issues that are crucial in governmental accounting and auditing. Some of these areas are the Single Audit Act, how to conduct a municipal audit, and updates on municipal accounting issues. Paul was the leader of the municipal practice for Moss Adams prior to joining Isler CPA. While working for Moss Adams, Paul was the technical reviewer for all municipal audits in Oregon and California. He has also been an instructor for the Oregon Municipal Finance Officers Association (OMFOA). For the OMFOA he has taught Governmental Accounting 101, 201, 301; Budget Preparation and Presentation, Preparing for the Audit, and Auditing Post Enron and World Com. In 2007, he was recognized by the OMFOA for his outstanding contribution to public finance for training courses he provided to OMFOA participants over several years. He is a reviewer for the GFOA Certificate of Achievement for Excellence in Financial Reporting. He has reviewed several City and other municipal audits for the GFOA.

Paul is a member of the following organizations:

American Institute of Certified Public Accountants
Oregon Society of Certified Public Accountants
Oregon Municipal Officers Finance Association

Paul's recent significant continuing education credits include: OSCP Governmental Accounting and Auditing Update; presentation of in-house governmental accounting and auditing update; Governmental Finance Officers Association (GFOA) Annual Update; GFOA Advanced Governmental Accounting; and GFOA Blue Book Training.

Paul will be involved with planning and will be on-site at the City during the audit. He will be reviewing the majority of the audit work and the key contact with the City.

The Audit Team, *continued*

Gary Iskra, CPA
Member (partner)
Oregon Municipal Auditor Roster # 1223

Gary attended Miami University, graduating in 1979 with a B.S. in Accounting. During his university studies, Gary interned with Coopers and Lybrand. After graduation, Gary took a full time position with Coopers and Lybrand in their Eugene, Oregon office. Gary worked for the City of Eugene for two years as an analyst in the reporting and control division developing financial reporting models, monitoring proposed legislation, and special projects. He also worked in private industry for six years managing an emerging business enterprise. Gary has been a partner at Isler CPA since 1998 concentrating on governmental accounting and auditing, nonprofit organizations, and quality control. He is the designated audit partner for the firm's membership in the AICPA's Governmental Audit Quality Center and Employee Benefit Plan Audit Quality Center.

Along with performing audit services, Gary has performed several non-traditional services; including forensic investigations, due diligence, computer consulting, construction cost analysis, and developed continuing education content. In 2007, he was recognized by the OMFOA for his outstanding contribution to public finance for training courses he provided to OMFOA participants over several years. The industries Gary is currently serving include: Tribal organizations, governmental entities, nonprofit organizations, and enterprises.

Gary is a member of the Oregon Society and American Institute of Certified Public Accountants. Gary is currently serving on the Special Review Committee (SRC) of the Government Finance Officers Association. As a member of the SRC, Gary evaluates governmental financial reports submitted for the GFOA Certificate of Excellence in Financial Reporting. Gary is a member of the Junction City School District Budget Committee, former member of the City of Junction City Budget Committee, Secretary/Treasurer of a local Habitat for Humanity affiliate, treasurer of the United Rotary Clubs and the Great Rotary Duck Race.

Gary's recent significant continuing education credits include web events through the GAQC, EBPAQC, strategic planning, risk assessment, ethics, governmental GAAP update, quarterly accounting and auditing updates, and internal governmental course development including GASB 54 and other new pronouncements, Single Audit, Yellow Book, and governmental disclosures.

Gary belongs to the following organizations:

American Institute of Certified Public Accountants including GAQC and EPBAQC
Oregon Society of Certified Public Accountants
Oregon Municipal Officers Finance Association

Gary will serve as the technical (quality control) reviewer of the audit.

The Audit Team, continued

Mike Davidson, CPA
Senior Staff Accountant
Eugene, Oregon

Mike received his accounting degree from the University of Oregon in 2009. Mike spent 6 months working as an internal auditor for JELD-WEN, Inc., a year as an accountant with Levi Strauss and Co, and nearly 4 years of public accounting experience. Mike has passed the CPA exam and will be licensed soon. Mike began working full time for Isler in February 2013.

Mike has performed financial statement audits, reviews, and compilations and prepared tax returns. Mike has also performed testing under the Single Audit, OMB Circular A-133, GAO governmental auditing standards, and Oregon minimum standards for audits. His audit experience has been focused on government entities and nonprofit organizations.

Mike has taken many CPE courses related to governmental accounting and auditing with at least 12 hours this year related specifically to tribal and governmental accounting and auditing. His recent continuing education includes Governmental Accounting & Auditing and Planning a Governmental Audit Engagement and he is in the process of obtaining his municipal audit license.

Public Services Provided

Isler has provided services to the following public bodies over the last three years:

CLIENT NAME	SCOPE OF WORK	YEARS OF SERVICE	CONTACT NAME	ADDRESS / PHONE NUMBER
City of Medford	Audit, Single Audit, CAFR, Agreed Upon Procedures	9	Alison Chan	411 West 8th Street Medford, OR 97501 (541) 774-2033
City of Cannon Beach	Audit, Agreed Upon Procedures	6	Renée C. Sinclair	163 E. Gower Cannon Beach, OR 97110 503-436-8058
Lincoln County	Audit, Single Audit, CAFR	3	Janice Riessbeck	210 SW Second Street Newport, OR 97365 (541) 265-0364
Josephine County No longer a Client	Audit, Single Audit, CAFR, Agreed Upon Procedures	7	Arthur O'Hare	Arthur O'Hare 500 NW 6 th Street Grants Pass, Oregon 97526
Lane Regional Air Pollution Authority	Audit, Single Audit, Agreed Upon Procedures	9	Nasser Mirhosseyni	1010 Main Street, Springfield, OR 97477 (541) 726-1205
Roseburg Urban Sanitary Authority	Audit	5	Christine Morris	1297 N.E. Grandview Roseburg, OR 97470 (541) 672-1551
City of Eugene	Audit, Single Audit, CAFR, Agreed Upon Procedures	6	Finn Cronin	100 W. 10 th Avenue Eugene OR (541) 474-5254
City of Junction City	Audit	7	Mike Crocker	P.O. Box 250 Junction City, OR 97448-0250 (541) 998-2153
City of Gresham	Audit, Single Audit, CAFR	1	Orion Jarrell	City of Gresham 1333 N.W. Eastman Parkway Gresham, OR 97030-3813
Benton County	Audit, Single Audit, CAFR	1	Mary Otley	Benton County 4077 SW Research Way Corvallis, OR 97339-0964
Young's River Lewis and Clark Water District	Audit	4	Bill Mitchell	34583 Hwy 101 Business Astoria OR 97103 (503) 325 4330
City of Warrenton	Audit, Single Audit, Agreed Upon Procedures	6	Laurie Sawery	City of Warrenton 225 S. Main Warrenton, OR 97146 (503) 861-2233

Proposed Cost Structure

Compensation for June 30, 2014

	<u>Total Hours</u>	<u>Rate</u>		<u>Total Hours</u>	<u>Rate</u>	
Isler Drafts the Statements				City Drafts the Statements		
Partner	60	180	\$ 10,800	50	180	\$ 9,000
Senior Staff	100	105	10,500	80	105	8,400
Staff	120	85	10,200	100	85	8,500
Administrative Staff	5	65	325	5	65	325
Total for City CAFR	<u>285</u>		<u>31,825</u>	<u>235</u>		<u>26,225</u>
Urban Renewal District						
Partner	8	175	1,400	8	175	1,400
Senior Staff	10	102	1,020	10	102	1,020
Staff	20	82	1,640	20	82	1,640
Administrative Staff	5	61	305	5	61	305
Total for Urban Renewal	<u>43</u>		<u>4,365</u>	<u>43</u>		<u>4,365</u>
Single Audit						
Partner	8	170	1,360	8	170	1,360
Senior Staff	12	100	1,200	12	100	1,200
Staff	12	80	960	12	80	960
Total for Single Audit	<u>32</u>		<u>3,520</u>	<u>32</u>		<u>3,520</u>
Out of Pocket Cost			<u>2,000</u>			<u>2,000</u>
Total Cost			<u>41,710</u>			<u>36,110</u>
First Year Discount			<u>(6,000)</u>			<u>(6,000)</u>
Total Cost Less Discount			<u>\$ 35,710</u>			<u>\$ 30,110</u>
Total Costs Without Single Audit			<u>\$ 32,190</u>			<u>\$ 26,590</u>

As part of Isler CPA's commitment to an ongoing relationship with the City, we are willing to absorb our first year start-up costs (approximately \$6,000) as our investment in a long-term relationship.

Proposed Cost Structure

Compensation for June 30, 2015

	<u>Total Hours</u>	<u>Rate</u>		<u>Total Hours</u>	<u>Rate</u>	
Isler Drafts the Statements				City Drafts the Statements		
Partner	50	180	\$ 9,000	40	180	\$ 7,200
Senior Staff	80	105	8,400	60	105	6,300
Staff	90	85	7,650	90	85	7,650
Administrative Staff	5	65	325	5	65	325
Total for City CAFR	<u>225</u>		<u>25,375</u>	<u>195</u>		<u>21,475</u>
 Urban Renewal District						
Partner	8	175	1,400	8	175	1,400
Senior Staff	10	102	1,020	10	102	1,020
Staff	20	82	1,640	20	82	1,640
Administrative Staff	5	61	305	5	61	305
Total for Urban Renewal	<u>43</u>		<u>4,365</u>	<u>43</u>		<u>4,365</u>
 Single Audit						
Partner	8	170	1,360	8	170	1,360
Senior Staff	12	100	1,200	12	100	1,200
Staff	12	80	960	12	80	960
Total for Single Audit	<u>32</u>		<u>3,520</u>	<u>32</u>		<u>3,520</u>
 Out of Pocket Cost			<u>1,800</u>			<u>1,800</u>
Total Cost			<u><u>\$ 35,060</u></u>			<u><u>\$ 31,160</u></u>
 Total Costs Without Single Audit			<u><u>\$ 31,540</u></u>			<u><u>\$ 27,640</u></u>

Proposed Cost Structure

Compensation for June 30, 2016

	Total Hours	Rate		Total Hours	Rate	
Isler Drafts the Statements				City Drafts the Statements		
Partner	50	183	\$ 9,150	40	183	\$ 7,320
Senior Staff	80	107	8,560	60	107	6,420
Staff	90	87	7,830	90	87	7,830
Administrative Staff	5	65	325	5	65	325
Total for City CAFR	<u>225</u>		<u>25,865</u>	<u>195</u>		<u>21,895</u>
Urban Renewal District						
Partner	8	183	1,464	8	183	1,464
Senior Staff	10	107	1,070	10	107	1,070
Staff	20	87	1,740	20	87	1,740
Administrative Staff	5	65	325	5	65	325
Total for Urban Renewal	<u>43</u>		<u>4,599</u>	<u>43</u>		<u>4,599</u>
Single Audit						
Partner	8	183	1,464	8	183	1,464
Senior Staff	12	107	1,284	12	107	1,284
Staff	12	87	1,044	12	87	1,044
Total for Single Audit	<u>32</u>		<u>3,792</u>	<u>32</u>		<u>3,792</u>
Out of Pocket Cost			2,000			2,000
Total Cost			<u>\$ 36,256</u>			<u>\$ 32,286</u>
Total Costs Without Single Audit			<u>\$ 32,464</u>			<u>\$ 28,494</u>

Suggested Audit Contract

Isler has provided a sample engagement letter at Attachment 2 for its suggested audit contract.

Balanced Workload and Potential Constraints

Isler is committed to providing its clients excellent customer service, which includes allocated adequate amounts of time for services to be provided and ensuring that our partners and staff are available for our client's needs. We are able to provide this high level of customer service to our clients by constructing detailed work schedules for each Isler employee. These schedules are flexible, and regularly reviewed and updated to identify and resolve potential time constraints before they occur. We anticipate beginning your audit the first week of September. Since we will be able to start the audit this early your audit will be one of the first our municipality audits to be started. We anticipate having your audit completed before we begin the bulk of our other auditing. We do not foresee any constraints that could affect the firm's ability to perform services promptly and efficiently

Isler will take a collaborative approach to the City's audit, utilizing the City's staff whenever possible to minimize cost and improve efficiencies, and will adapt our schedule to fit your needs. We anticipate assistance from the City's staff to prepare schedules, find documents, explain processes, and pull sample documentation. We anticipate the City's staff will provide us with a trial balance and general ledger for use in planning and reconciliations of balance sheet accounts prior to fieldwork. In addition, we will request assistance from the City's staff to assist in preparing schedules, finding documents, explaining processes, and pulling documents to support our testing.

Isler has not received any claims against it within the last five years, alleging that the firm breached a contract for services or were negligent in performance of services.

Project Approach and Schedule

Audit Element	Proposed Audit Approach
<p>Understanding the Entity and its Environment</p>	<p>To plan an audit according to GAAS, Isler must obtain an understanding of the City; establish materiality and tolerable misstatement; identify significant accounts, classes of transactions, relevant financial statement assertions and significant accounting processes.</p> <p>We will conduct preliminary and interim audit work (planning and audit preparation) at a mutually agreeable date.</p> <p>In addition, Isler would perform fraud risk inquiries, perform preliminary analytical procedures and review historical information.</p>
<p>Understanding and Testing Internal Controls</p>	<p>We will obtain an understanding of the City's internal controls.</p> <p>Test of internal controls, assuming controls are designed effectively, will be performed over account receivables/revenues and account payables/purchases, payroll and manual journal entries. The tests will be planned to achieve a low level of control risk.</p>
<p>Assessing Risk and Designing Audit Procedures</p>	<p>Isler will assess the risk of material misstatement, assess inherent and control risk.</p> <p>Isler will assess the inherent and control risk for each relevant assertion related to each significant account and class of transactions.</p> <p>Substantive audit procedures would be designed and performed for all relevant assertions related to each significant account, class of transactions or disclosure.</p>
<p>Cash and investments</p>	<p>Confirm the balances at year-end</p> <p>Test the cut-off by tracing items on the bank reconciliation to subsequent months' bank statements</p> <p>Test compliance with regulations and applicable City guidance governing investing and collateralization</p> <p>Verify restriction of cash and investments and reporting of restricted cash and investments</p>
<p>Receivables, revenues and deferred revenues:</p>	<p>Confirm as many receivables and revenues as possible with grantors, customers, and other funding sources</p> <p>Test receivables by tracing to subsequent receipts</p> <p>Perform predictive tests for revenues that can be tested in this manner</p> <p>For revenues not otherwise tested, select a sample of transactions and trace to supporting documentation</p> <p>Test deferred revenue calculations</p>

Audit Element	Proposed Audit Approach
Interfund Transactions	Verify that payables/receivables and transfers balance Review for potential transfers from restricted resources
Prepays	Test prepaid pension calculation
Capital assets	Select a sample of capital asset additions and trace to supporting documentation Inquire about and test capital asset deletions / impairment Select a sample of capital assets being depreciated and test the calculation and reasonableness of depreciation and useful lives
Accounts payable and expenditures	Test payables by examining disbursements subsequent to fiscal year-end Select a sample from disbursements to test controls over expenditures Select a sample from the expenditure accounts to trace to supporting documents
Payroll and related payables	Test payroll related payables by tracing to subsequent disbursements and supporting documents Test calculation of compensated absences payable Test the reconciliation of salaries and wages expense per the trial balance with the wages per the quarterly 941 reports Test controls in place for processing payroll accurately and based on approved rates
Other accrued liabilities	Test payables by examining supporting documentation
Long-term debt	Confirm balances at year end Evaluate compliance with covenants
Equity	Compare to prior year's amounts
Single Audit	Determine the major programs based on the SEFA Test internal control and compliance as required by the Single Audit Act and the Yellow Book Certify the Data Collection Form

Audit Element	Proposed Audit Approach
Financial reporting	<p>Review the conversion to government wide financial statements, net asset classification and fund balance classification</p> <p>Test supporting information for footnote disclosures</p> <p>Perform other procedures for RSI and SI as required by SAS 119</p>

In performing the testing and analyses of the City's records, we will use a combination of the following procedures:

Sampling — Sampling will be a significant part of our audit due to its efficiency and reliability. We intend to use sampling in the testing of the City's internal controls over financial reporting and compliance with award requirements. For internal control and compliance testing, sample size will vary. Based upon our understanding of the control system and the tests of controls, we will draw additional samples for our substantive testing. For substantive testing, sample size will depend on the transaction population.

Data Extraction — We are proficient at data extraction from financial information systems. We anticipate using audit software to draw our samples for compliance, internal control, and substantive testing. We import your trial balance into our electronic trial balance software package for efficiency of auditing and generating financial statements. We use spreadsheets and word processing applications to document the results of our procedures.

Analytical Procedures — We will use analytical procedures in the planning and final stages of the audit and as a substantive test of account balances where appropriate. This determination will be based upon our understanding of the internal control system and the results of other tests we will perform. The types of analytical procedures that we use vary greatly based on the area being tested. Some of the more common types include budget-to-actual comparison, five-year trends, comparison to non-financial related data, and comparison to documents filed with outside regulatory agencies.

In planning and performing the audit, we anticipate that the records of the City will be reconciled and balanced. We would like the City staff to send us an electronic copy of the trial balance and copies of workpapers one week prior to the commencement of fieldwork.

Isler is a member of the McGladrey Alliance and we use the McGladrey audit procedures. Additionally we utilize the Practitioners Publishing Company's manuals. We also use information from the State auditors website. We do not plan to use a specialist during your audit.

Meeting the City's specific reporting deadlines is important to us and we will work with your staff to develop a timeline. We have created a proposed audit timeline as a starting point that is based on our experience with similar engagements. Dates may be modified as appropriate to meet the City's needs.

ACTIVITY	TIMING
1 Meet with management for pre-audit planning. Obtain an understanding of systems, internal controls and current year issues.	Mid May – Early June
2 Develop and review work plan with the City's staff	Mid May – Early June
3 Perform tests of internal controls. Gain an understanding of the internal control system, and read City Council minutes.	Mid May – Early June
4 Perform compliance testing based on preliminary year end numbers.	Mid May – Early June
5 Provide management with a detailed listing of items needed to perform the audit, including the timing of when items are needed.	Early June
6 Send confirmations of cash, investment and other accounts as deemed necessary.	Early July
7 Perform audit fieldwork.	Early September
8 Conduct exit interview with the City's management staff and provide a summary of recommendations.	Mid September
9 First draft of financial statements to Isler (Clarify) TB?	Mid September
10 Review draft of financial statements. OK	Mid September
11 Revised financial statements to Isler OK	Late September
12 Isler review of revised statements including technical review. Draft of the management letter provided to the City.	Late September
13 Finalized financial statements	Mid October
14 Present financial statements and audit report to the Finance Committee and the City Council.	Early November

Constructive Suggestions

Our audit approach combines a keen understanding of governmental accounting and auditing as well as developing an understanding of the risks involved with the audits of the City. We use our understanding of the risk to design an effective and efficient audit process. We are value-driven and seek to maximize the return on your investment in the audit process through in-depth analysis of your financial statements and your internal controls. We will provide management letters that address issues such as operational efficiency and ways to strengthen internal controls.

Isler's relationship with City Council will consist of a brief interview of one Council Member at the commencement of the audit. Isler will also present audit results along with potential suggestions at the end of the audit.

Other Services Available

The above referenced agreed upon procedures includes room tax compliance testing, Business Energy Tax Credit testing, Bond compliance testing, rate analysis, and internal control reviews. We have also provided forensic accounting services to governments that are not listed above. We provide a variety of services to all our clients. We do not provide any actuarial services.

As we become aware of recommendations designed to help you improve internal accounting controls and achieve operational efficiencies, we will discuss these ideas with the City management. Such recommendations shall not be construed as special or additional studies, but shall be limited to those usually associated with the study of internal control systems. The audit engagement will include a written management letter.

We encourage you to contact us throughout the year regarding accounting and auditing issues that may arise. Generally these exchanges would occur on a complimentary basis. We will gladly research your questions and promptly respond to your inquiries. If the question can be answered without extensive effort, we will not bill the City. If the City requires services from us that are clearly outside the scope of the audit and the service is likely to require extensive effort, we will discuss the issue with the City's management and agree on a fee estimate before commencing the work.

In planning and performing the audit, we anticipate that the records of the City will be reconciled and balanced. If it should become necessary for the City to request Isler to render any additional services, either to supplement the services requested in the Request For Proposal for Professional Services, or to perform additional work as a result of the specific recommendations included in any report issued on the engagement, then such additional work shall be performed only if set forth in an addendum to the contract between the City and Isler CPA at the rate listed below:

Partner: \$180 – \$240
Senior staff: \$ 85 – \$110
Audit staff: \$ 75 – \$80

Other Information

Isler is a member of the following organizations:



McGladrey Alliance: The firm is a member of the McGladrey Alliance which allows us to enjoy the best of all worlds: local management, national resources, and international affiliations. McGladrey is the

brand under which RSM McGladrey, Inc. and McGladrey & Pullen, LLP serve clients' business needs. Together, they rank as the fifth largest U.S. provider of assurance, tax and consulting services with 7,000 professionals and associates in nearly 90 offices. The two firms operate as separate legal entities in an alternative practice structure. McGladrey & Pullen is a licensed CPA firm that provides assurance services. RSM McGladrey is a leading professional services firm providing tax and consulting services. Both firms are members of RSM International, the sixth largest global alliance of independent accounting, tax and consulting firms. We are small enough to cultivate and encourage close, personal, long-term relationships but large enough to offer the depth of experience and expertise required to earn your trust and help you meet your goals - whatever your needs, whatever your business, wherever in the world you may be.



The Governmental Audit Quality Center promotes the importance of quality governmental audits and the value of such

audits to purchasers of governmental audit services. The Center is a voluntary membership center for CPA firms and state audit organizations that perform governmental audits. For purposes of the Center, governmental audits include single audits, financial statement audits of both governments and not-for-profit organizations, and audits performed under the HUD Consolidated Audit Guide.

Isler has received the following awards:



In June 2009, Isler was honored as one of Oregon's 100 Best Green Companies by Oregon Business Magazine. Our 4th place ranking was based on confidential employee surveys and a report completed by each company. The editors of Oregon Business Magazine noted that "it isn't being green, but this year's inaugural class of the 100 Best Green Companies to Work for in Oregon shows that if you are committed to sustainable practices, it pays off not only for the environment and the bottom line, but also in being

a great place to work." Isler has been on the 100 Best Green Companies since 2009.



Isler is committed to providing more than just a living wage for its employees. Going back to 2001, Isler has been recognized by Oregon Business Magazine and by Families In Good Company for its employee and family friendly practices. Isler placed 11th among small companies on Oregon Business Magazine's 2007 100 Best Companies to Work For list, which was the highest ranking for any small company (under 250 employees) in Eugene. The scoring system used by Oregon Magazine is based partly on a company's

policies, but mostly on confidential surveys of employees. In 2007, Isler CPA was recognized by Oregon Business Magazine as the Best Small Company to Work for in Eugene. Isler has been recognized in the top 50 of small companies (less than 250 employees) each year since 2007.



Attachment 1



Sample Management Letter #1

To the Honorable Mayor and Members of
The City Council
City of Example, Oregon

In planning and performing our audit of the financial statements of City of Example, Oregon for the year ended June 30, 2012, we considered the organization's internal control structure to plan our auditing procedures for the purpose of expressing our opinion on the financial statements, and not to provide assurance on the internal control structure.

However, during our audit, we noted certain matters involving the internal control structure and other operational matters that are presented for your consideration. This letter does not affect our reports dated December 1, 2012 on the financial statements and internal control structure of City of Example, Oregon. We will review the status of these comments during our next audit engagement. Our comments and recommendations, most of which have been discussed with appropriate members of management, are intended to improve the internal control structure or result in other operating efficiencies. We will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations. Our comments and management's responses are summarized as follows:

Revenue Cycle

An important aspect of effective controls over revenue recognition is the timely and complete reconciliation of the accounts receivable detail with the amounts recorded in the general ledger. During the year ended June 30, 2012 the City has several departments tracking their own receivables using a variety of methods to track the receivables. The information from each department is forwarded to the finance department and is reconciled to the general ledger. As a result of this process the individual departments have control over the cash received and recording of accounts receivable. The finance department has to reconcile the receivables from a variety of different systems. We recommend that the City establish a centralized billing system. This would strengthen the internal controls over the receivables and reduce the need for additional reconciliation by the finance department.

Management's response

Compensatory Time

City personnel policies provide for the accumulation of compensatory time as an authorized substitute for overtime pay when special situations so dictate. The policy allows a maximum accrual of 40 hours for the employees. We noted that as of June 30, 2012, there were 17 employees with an excess of 100 hours of accrued compensatory time, with two individuals exceeding 500 hours. Balances this high reflect unhealthy personnel management practices and foster an expectation among employees as to entitlements, when no such entitlements legally exist.

Management's response

Electronic Data Processing (EDP) Activities

A data recovery plan in the event of a crash of the computer system is essential for the City to ensure continued operations if there is a problem with the computer systems. The City has established a limited written disaster recovery plan (off-site back-ups and system documentation) for technology systems. Further, it does not appear that periodic tests are performed to restore data files.

We recommend steps be taken to expand the current disaster recovery plan to include full recovery steps and to ensure the key employees review that plan. Although loss of financial data may not be imminent, it is critical that there is a plan to ensure that municipal services are not interrupted, and that there are contingency plans. The plan should address issues such as power outages, hardware failures, software crashes, and natural disasters such as fire and flood. Tests of recovery procedures, as well as backup tape restoration, should be performed at least annually to ensure the planning is complete, up-to-date, and will work as intended should a disaster occur.

Such a plan would enable the City to be better prepared for a problem in the computer system.

Management's response

We wish to thank head of Accounting and Auditing and the entire staff for their support and assistance during our audit. This report is intended solely for the information and use of the City Council, management, and others within the organization.

Sample Management Letter #2

1. Check requests

All cash disbursements should be accompanied by a check request form that indicates the person initiating the disbursement, the person approving the disbursement, the G/L coding, the date, and the vendor. Ideally, all of these requests would, after receiving the required signatures, be processed at a single location. Presently, checks are written from two separate locations.

Management's response

2. Accounting for restricted revenue

A schedule should be maintained for each restricted revenue identifying: 1) the nature of the restriction (purpose or time element); 2) the date of receipt; and 3) the release of the restriction, i.e., either the passage of time or satisfaction by use. The schedule could be created using an Excel workbook with separate tabs for each restricted donation. Amounts should reconcile to the respective general ledger balances.

Justifications for expenditures should precede any authorizations, and should be prepared by someone without the ability to also authorize the disbursements. Justifications should also be reviewed, to add a level of assurance that restrictions are being met. Authorization could perhaps come from a Board member.

Further safeguards could be created by setting up a separate savings account for all restricted funds. This account would then require transfers to an operating checking account before expenditures could be made. Transfers between accounts would be limited to Board-authorized personnel.

Management's response

3. Fixed asset records

As noted in the prior year, inventories of fixed assets must be conducted at least every other year to comply with the property and equipment regulations in the OMB Common Rule and the Client's Name own policies. During the audit it was noted that the physical count is in progress but has not been completed as of our fieldwork date.

We recommend the accounting department develops a timeline and a plan to complete this process as soon as possible to avoid a potential compliance finding. Completion of this project is imperative for adopting GASB 34.

Management's response

Sample Management Letter #3

Transit grant receipts

Condition: The City's resources are tied up in transit projects for extensive periods of time.

Criteria: The City should request grant reimbursements timely in order to better use their resources.

Cause: Customarily, the City does not request drawdowns from the federal transit grants until year-end.

Effect: The transit department is expending resources throughout the year for federal cost-reimbursement grant expenditures. The cash is not received until the beginning of the next fiscal year.

Recommendation: The City should request reimbursements for federal grant monies when expenditures are incurred, rather than waiting until year-end.

Accounts payable subsidiary ledger

Condition: The City's subsidiary ledger for accounts payable did not agree with the trial balance by approximately \$20,000. Further, the General Fund's trial balance was out of balance by approximately \$10,000.

Criteria: The City's subsidiary ledger should agree to the trial balance and the individual funds should balance.

Cause: The City's Finance Department is not quite sure how this occurred. However, it was noted that accounts payable entries are made by the another office when payments are processed. It was also noted that one-sided entries can be made in the accounting software that can cause a fund to be out of balance.

Effect: A one-sided entry of approximately \$10,000 to accounts payable in the General Fund was made in order to present a balanced financial statement. The amount was well below materiality and was not considered significant for financial reporting purposes.

Recommendation: The City should research the cause and resolve the difference between the subsidiary ledger and the trial balance.

Attachment 2



January 13, 2014

City Council
City of Central Point

We are pleased to confirm our understanding of the services we are to provide the City of Central Point (City) for the year ended June 30, 2014. We will audit the financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, budget to actual statements and schedules, and the aggregate remaining fund information, which collectively comprise the basic financial statements, of the City as of and for the year ended June 30, 2014.

Accounting standards generally accepted in the United States of America provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement the City's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to the City's RSI in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

1. Management's Discussion and Analysis
2. Schedule of funding progress-Other Post-Employment Benefits

We have also been engaged to report on supplementary information other than RSI that accompanies the City's financial statements. We will subject the following supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America and will provide an opinion on it in relation to the financial statements as a whole:

1. Combining Schedules
2. Property Tax Schedules
3. Schedule of Expenditures of Federal Awards

The following other information accompanying the financial statements will not be subjected to the auditing procedures applied in our audit of the financial statements, and our auditor's report will not provide an opinion or any assurance on that other information:

1. Transmittal Letter
2. Statistical Section

Audit Objectives

The objective of our audit is the expression of opinions as to whether your basic financial statements are

fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. The objective also includes reporting on:

- Internal control related to the financial statements and compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control related to major programs and an opinion (or disclaimer of opinion) on compliance with laws, regulations, and the provisions of contracts or grant agreements that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

The reports on internal control and compliance will each include a paragraph that states that the purpose of the report is solely to describe (1) the scope of testing of internal control over financial reporting and compliance and the result of that testing and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance, (2) the scope of testing internal control over compliance for major programs and major program compliance and the result of that testing and to provide an opinion on compliance but not to provide an opinion on the effectiveness of internal control over compliance, and (3) that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering internal control over financial reporting and compliance and OMB Circular A-133 in considering internal control over compliance and major program compliance. The paragraph will also state that the report is not suitable for any other purpose.

Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of OMB Circular A-133, and will include tests of accounting records, a determination of major programs in accordance with OMB Circular A-133, and other procedures we consider necessary to enable us to express such opinions and to render the required reports. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions or add emphasis-of-matter or other-matter paragraphs. If our opinions on the financial statements or the Single Audit compliance opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or to issue a report as a result of this engagement.

Management Responsibilities

Management is responsible for the basic financial statements and all accompanying information as well as all representations contained therein. Management is also responsible for identifying government award programs and understanding and complying with the compliance requirements, and for preparation of the schedule of expenditures of federal awards in accordance with the requirements of OMB Circular A-133. As part of the audit, we will assist with preparation of your financial statements, schedule of expenditures of federal awards, and related notes. You will be required to acknowledge in the written representation letter our assistance with preparation of the financial statements and schedule of expenditures of federal awards and that you have reviewed and approved the financial statements, schedule of expenditures of federal awards, and related notes prior to their issuance and have accepted responsibility for them. You agree to assume all management responsibilities for any nonaudit services we provide; oversee the services by designating an individual, preferably from senior management, who possesses suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

Management is responsible for establishing and maintaining effective internal controls, including internal controls over compliance, and for evaluating and monitoring ongoing activities, to help ensure that appropriate goals and objectives are met and that there is reasonable assurance that government programs are administered in compliance with compliance requirements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements in conformity with U.S. generally accepted accounting principles; and for compliance with applicable laws and regulations and the provisions of contracts and grant agreements.

Management is also responsible for making all financial records and related information available to us and for ensuring that management is reliable and financial information is reliable and properly recorded. You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) additional information that we may request for the purpose of the audit, and (3) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence.

Your responsibilities also include identifying significant vendor relationships in which the vendor has responsibility for program compliance and for the accuracy and completeness of that information. Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the written representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the entity complies with applicable laws, regulations, contracts, agreements, and grants. Additionally, as required by OMB Circular A-133, it is management's responsibility to follow up and take corrective action on reported audit findings and to prepare a summary schedule of prior audit findings and a corrective action plan.

You are responsible for preparation of the schedule of expenditures of federal awards in conformity with OMB Circular A-133. You agree to include our report on the schedule of expenditures of federal awards in any document that contains and indicates that we have reported on the schedule of expenditures of federal awards. You also agree to include the audited financial statements with any presentation of the schedule of expenditures of federal awards that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the schedule of expenditures of federal awards in accordance with OMB Circular A-133; (2) that you believe the schedule of expenditures of federal awards, including its form and content, is fairly presented in accordance with OMB Circular A-133; (3) that the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards.

You are also responsible for the preparation of the other supplementary information, which we have been engaged to report on, in conformity with U.S. generally accepted accounting principles. You agree to include our report on the supplementary information in any document that contains and indicates that we have reported on the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) that you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) that the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying for us previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

Audit Procedures—General

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity. Because the determination of abuse is subjective, Government Auditing Standards do not expect auditors to provide reasonable assurance of detecting abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements or noncompliance may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards and Government Auditing Standards. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or major programs. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential, and of any material abuse that comes to our attention. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and may include tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

Audit Procedures—Internal Control

Our audit will include obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to Government Auditing Standards.

As required by OMB Circular A-133, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to OMB Circular A-133.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, Government Auditing Standards, and OMB Circular A-133.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the City's compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to Government Auditing Standards.

OMB Circular A-133 requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with applicable laws and regulations and the provisions of contracts and grant agreements applicable to major programs. Our procedures will consist of tests of transactions and other applicable procedures described in the *OMB Circular A-133 Compliance*

Supplement for the types of compliance requirements that could have a direct and material effect on each of the City's major programs. The purpose of these procedures will be to express an opinion on the City's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to OMB Circular A-133.

Engagement Administration, Fees, and Other

In order to provide the most secure and up to date services to our clients, Isler outsources its information technology to Xcentric, a firm that specializes in cloud computing services for the accounting profession. Xcentric provides a higher level of control over security and processing than can be obtained locally or through the use of an in-house network. Xcentric has an annual independent service organization audit performed which tests their controls and processes. We have taken reasonable precautions to determine that Xcentric has the appropriate procedures in place to prevent unauthorized release of confidential information to others. No accounting, auditing, or tax services will be outsourced and we will remain responsible for the security of your information.

We understand that your employees will prepare all cash, accounts receivable, or other confirmations and schedules we request and will locate any documents selected by us for testing.

At the conclusion of the engagement, we will complete the appropriate sections of the Data Collection Form that summarizes our audit findings. It is management's responsibility to submit the reporting package including financial statements, schedule of expenditures of federal awards, auditors' reports along with the Data Collection Form to the federal audit clearinghouse. We will coordinate with you the electronic submission and certification. If applicable, we will provide copies of our report for you to include with the reporting package you will submit to pass-through entities. The Data Collection Form and the reporting package must be submitted within the earlier of 30 days after receipt of the auditors' reports or nine months after the end of the audit period, unless a longer period is agreed to in advance by the cognizant or oversight agency for audits.

The audit documentation for this engagement is the property of Isler CPA and constitutes confidential information. However, pursuant to authority given by law or regulation, we may be requested to make certain audit documentation available to an oversight or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Isler CPA personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by the Pass-through Entity. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the parties contesting the audit finding for guidance prior to destroying the audit documentation.

Our fee for these services will be at our standard hourly rates plus out-of-pocket costs (such as report reproduction, word processing, postage, travel, copies, telephone, etc.) except that we agree that our gross fee, including expenses, will not exceed \$32,552. Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. In accordance with our firm policies, work may be suspended if your account becomes 30 days or more overdue and may not be resumed until your account is paid in full. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report(s). You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket costs through the date of termination. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

If circumstances arise relating to the conditions of your records, the availability of appropriate audit evidence, or indications of a significant risk of material misstatement of the financial statements because of error, fraudulent financial reporting, misappropriation of assets, or noncompliance which in our professional judgment prevent us from completing the audit or forming an opinion, we retain the unilateral right to take any course of action permitted by professional standards, including declining to express an opinion or issue a report, or withdrawal from the engagement.

You have informed us that we will prepare the comprehensive annual financial report and all accompanying information for the current fiscal year.

The two overarching principles of the independence standards of the Government Auditing Standards issued by the Comptroller General of the United States provide that management is responsible for the substantive outcomes of the works, and therefore, has a responsibility and is able to make any informed judgment on the results of the services described above. Accordingly, the City agrees to the following:

- Alison Chan will be accountable and responsible for overseeing the preparation of the basic financial statements.
- The City will establish and monitor the performance of the preparation of the basic financial statements to ensure that they meet management's objectives.
- The City will make any decisions that involve management functions related to the preparation of the basic financial statements and accepts full responsibility for such decisions.
- The City will evaluate the adequacy of services performed and any findings that result.

If any dispute arises among the parties hereto, the parties agree first to try in good faith to settle the dispute by mediation administered by the American Arbitration Association under its Rules for Professional Accounting and Related Services Disputes before resorting to litigation. The costs of any mediation proceeding shall be shared equally by all parties.

Government Auditing Standards require that we provide you with a copy of our most recent external peer review report and any letter of comment, and any subsequent peer review reports and letters of comment received during the period of the contract. Our 2013 peer review report accompanies this letter.

We appreciate the opportunity to be of service to the City of Central Point and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very truly yours,

Isler CPA

RESPONSE:

This letter correctly sets forth the understanding of the City of Central Point.

Signature: _____

Title: _____

Date: _____

TITLE PAGE

RFP SUBJECT: Proposal to Perform Municipal Auditing Services
for The City of Central Point, Oregon

INDEPENDENT
AUDITOR: Isler CPA, L.L.C.
1976 Garden Ave.
Eugene, Oregon 97403
(541) 342-5161

CONTACT PERSON: Paul Nielson, CPA
Member
pnielson@islercpa.com

SUBMISSION DATE: January 13, 2014



Business

**Enterprise Zone
Discussion**



STAFF REPORT

February 27, 2014

AGENDA ITEM:

Consideration of Employment Land in Central Point to be Included in Jackson County's Enterprise Zone.

STAFF SOURCE:

Tom Humphrey, Community Development Director

BACKGROUND:

The SOREDI Executive Director made a presentation to the City Council in January at which he invited the City to become part of the Jackson County Enterprise Zone. He felt that the City's inclusion would close some *gaps* in the zone and make Central Point more competitive with other cities in the valley who are offering tax incentives to traded-sector businesses interested in relocating and/or expanding.

Community Development staff met with Kelly Madding at Jackson County Development Services to obtain more information about the County Enterprise Zone and to get her advice. The County Development Services Department is the agency who actually orchestrates the creation of and amendments to the *rural* Enterprise Zone.

ISSUES:

The advice that staff was given was to create the attached map, a list of specific tax lots and submit these with the Council's endorsement. Ms. Madding stated that the land did not need to be contiguous with other Enterprise Zone boundaries and that the City should only propose employment land where there is a perceived benefit. The land shown on the map (Attachment A) includes all of the commercial and industrial land in the UGB and in portions of Urban Reserve Area CP-3. The Tolo Urban Reserve Area (off the map) is already in the County's Enterprise Zone.

The County does have a limit in the acreage that can be included in the zone and they are also trying to include land in Gold Hill and Phoenix for the next amendment. Staff will discuss the areas being proposed with the Council and we will entertain suggestions for inclusion and/or deletion of land.

EXHIBITS/ATTACHMENTS:

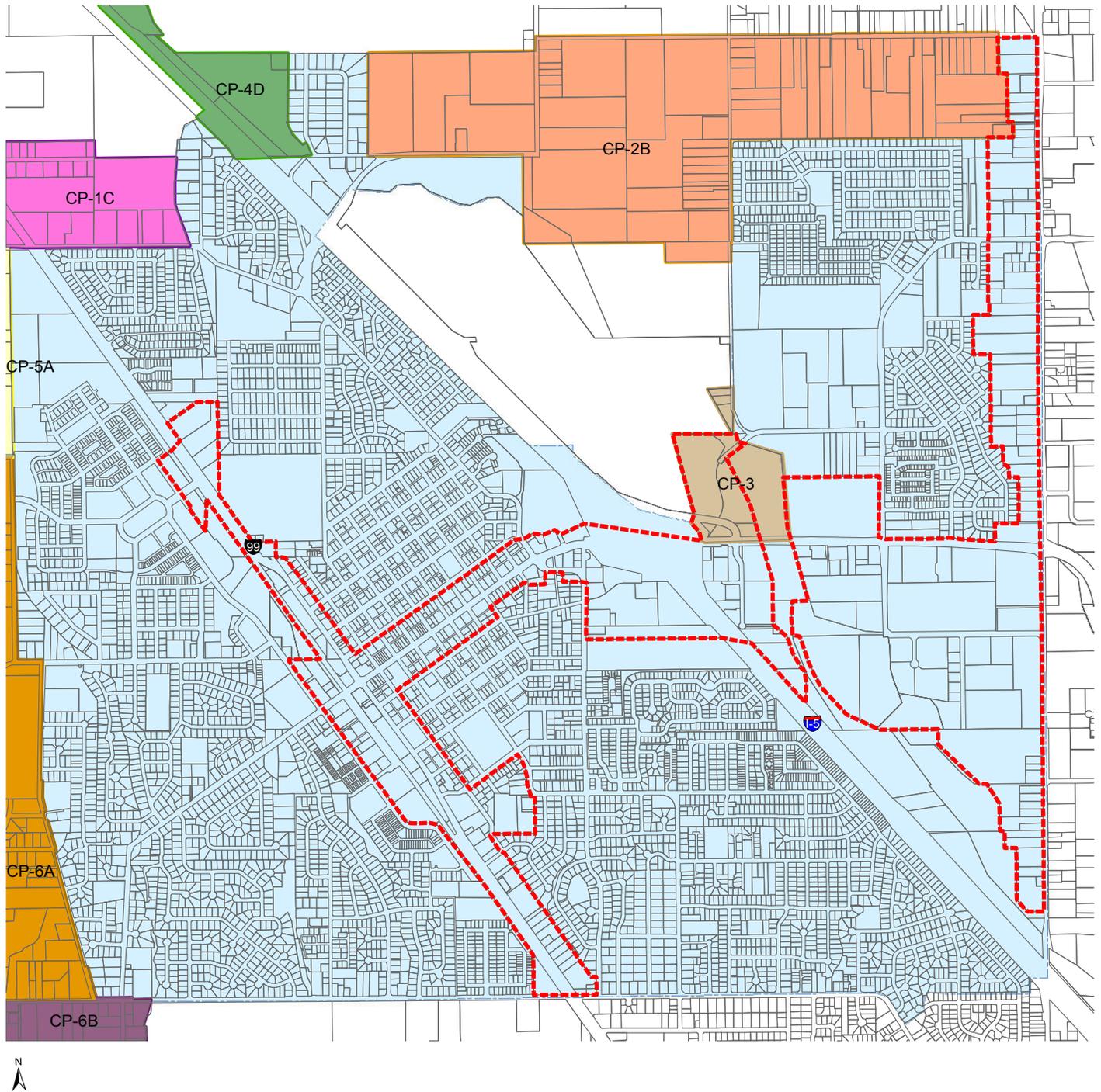
Attachment "A" – Map Illustrating Proposed Employment Land to be Included in the Jackson County Enterprise Zone

ACTION:

Discuss the proposed map and candidate lands, ask questions and direct staff to follow-up with Jackson County.

RECOMMENDATION:

Direct Staff to prepare a resolution with the preferred exhibit map for their approval and transfer the Jackson County Development Services.



Central Point

Urban Reserves Areas

Legend

-  Enterprise Zones
-  Urban Growth Boundary

Urban Reserve Areas

-  CP-4D Bear Creek
-  CP-1B Tolo Road
-  CP-1C Scenic Road
-  CP-2B Wilson Road
-  CP-3 East Pine Street
-  CP-5A Grant Road
-  CP-6A Taylor Road
-  CP-6B Beall Lane