



CITY COUNCIL AGENDA

September 15, 2025 at 7:00 PM

Wilsonville City Hall & Remote Video Conferencing

PARTICIPANTS MAY ATTEND THE MEETING AT:

City Hall, 29799 SW Town Center Loop East, Wilsonville, Oregon

YouTube: <https://youtube.com/c/cityofwilsonvilleor>

Zoom: <https://us02web.zoom.us/j/81536056468>

TO PARTICIPATE REMOTELY OR PROVIDE PUBLIC COMMENT:

Register with the City Recorder:

CityRecorder@wilsonvilleoregon.gov

Individuals may submit comments online at: <https://www.wilsonvilleoregon.gov/SpeakerCard>

via email to the address above, or may mail written comments to:

City Recorder – Wilsonville City Hall

29799 SW Town Center Loop East, Wilsonville, OR 97070

CITY COUNCIL MISSION STATEMENT

To protect and enhance Wilsonville's livability by providing quality service to ensure a safe, attractive, economically vital community while preserving our natural environment and heritage.

REVIEW OF AGENDA AND ITEMS ON CONSENT [5:00 PM]

COUNCILORS' CONCERNS [5:05 PM]

PRE-COUNCIL WORK SESSION [5:10 PM]

- A. [Parks and Recreation Department Staffing Assessment \(Ammerman\) \[35 min\]](#)
- B. [Public Safety Project Update – Solutions for Graffiti Abatement and Adding Administrative Warrants Process \(Guile-Hinman/Young\) \[40 min\]](#)

ADJOURN [6:25 PM]

Break to switch Zoom accounts [5 min.]

EXECUTIVE SESSION [6:30 PM]

1. ORS 192.660(2)(h) Legal Counsel/Litigation

To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

ADJOURN [6:55 PM]

CITY COUNCIL MEETING

The following is a summary of the legislative and other matters to come before the Wilsonville City Council a regular session to be held, September 15, 2025 at City Hall. Legislative matters must have been filed in the office of the City Recorder by 10:00 a.m. on September 2, 2026. Remonstrances and other documents pertaining to any matters listed in said summary filed at or prior to the time of the meeting may be considered there with except where a time limit for filing has been fixed.

CALL TO ORDER [7:00 PM]

1. Roll Call
2. Pledge of Allegiance
3. Motion to approve the following order of the agenda.

MAYOR'S BUSINESS [7:05 PM]

4. Upcoming Meetings (Link to City Calendar: <https://www.wilsonvilleoregon.gov/calendar>)

COMMUNICATIONS [7:10 PM]

5. Rotary Peace City Initiative (LaJoie/ Kipp) [15 min.]
6. Community Enhancement PSU/CCCF Art Behind the Walls (Deb Arthur) [15 min]

CITIZEN INPUT AND COMMUNITY ANNOUNCEMENTS [7:40 PM]

This is an opportunity for visitors to address the City Council on any matter concerning City's Business or any matter over which the Council has control. It is also the time to address items not on the agenda. It is also the time to address items that are on the agenda but not scheduled for a public hearing. Staff and the City Council will make every effort to respond to questions raised during citizen input before tonight's meeting ends or as quickly as possible thereafter. Please limit your comments to three minutes.

COUNCILOR COMMENTS, LIAISON REPORTS AND MEETING ANNOUNCEMENTS [7:50 PM]

7. Council President Berry
8. Councilor Dunwell
9. Councilor Cunningham
10. Councilor Shevlin

CONSENT AGENDA [8:10 PM]

NEW BUSINESS [8:10 PM]

CONTINUING BUSINESS [8:10 PM]

PUBLIC HEARING [8:10 PM]

11. [Resolution No. 3209 \(Legislative Non-Land Use Hearing\)](#)

[A Resolution of the City of Wilsonville Adopting the Sewer System Development Charge Methodology Reports and Establishing the Charge Rates and Amending Resolution No. 1987. \(Weigel/Katko\)](#)

12. [Resolution No. 3210 \(Legislative Non-Land Use Hearing\)](#)

[A Resolution of the City of Wilsonville Adopting the Stormwater System Development Charge Methodology Reports and Establishing the Charge Rates and Amending Resolution No. 2353. \(Weigel/Katko\)](#)

CITY MANAGER’S BUSINESS [8:30 PM]

LEGAL BUSINESS [8:35 PM]

ADJOURN [8:40 PM]

INFORMATIONAL ITEMS – No Council Action Necessary

[City Manager Reports](#)

**AN EXECUTIVE SESSION WILL
IMMEDIATELY FOLLOW THE WORK SESSION**

Time frames for agenda items are not time certain (i.e. agenda items may be considered earlier than indicated). The City will endeavor to provide the following services, without cost, if requested at least 48 hours prior to the meeting by contacting Kimberly Veliz, City Recorder at 503-570-1506 or : assistive listening devices (ALD), sign language interpreter, and/or bilingual interpreter. Those who need accessibility assistance can contact the City by phone through the Federal Information Relay Service at 1-800-877-8339 for TTY/Voice communication.

Habr   int  rpretes disponibles para aqu  llas personas que no hablan Ingl  s, previo acuerdo. Comun  quese al 503-570-1506



CITY COUNCIL MEETING STAFF REPORT

Meeting Date: September 15, 2025		Subject: Parks and Recreation Department Staffing Assessment Staff Member: Kris Ammerman, Parks and Recreation Director Department: Parks and Recreation Department	
Action Required		Advisory Board/Commission Recommendation	
<input type="checkbox"/> Motion <input type="checkbox"/> Public Hearing Date: <input type="checkbox"/> Ordinance 1 st Reading Date: <input type="checkbox"/> Ordinance 2 nd Reading Date: <input type="checkbox"/> Resolution <input type="checkbox"/> Information or Direction <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Council Direction <input type="checkbox"/> Consent Agenda		<input type="checkbox"/> Approval <input type="checkbox"/> Denial <input type="checkbox"/> None Forwarded <input checked="" type="checkbox"/> Not Applicable Comments: N/A	
Staff Recommendation: N/A			
Recommended Language for Motion: N/A			
Project / Issue Relates To:			
<input checked="" type="checkbox"/> Council Goals/Priorities: Maintaining Existing Maintenance Levels of Service with Upcoming Expansion.	<input type="checkbox"/> Adopted Master Plan(s):		<input type="checkbox"/> Not Applicable

ISSUE BEFORE COUNCIL:

The 2024-2025 adopted budget included funding for a parks and recreation staffing study in preparation for future growth of the City's parks system and recreation programming. The City retained Matrix Consulting Group to evaluate its Parks and Recreation Department. The study assessed the Department's organizational and operational practices, including structure, staffing

levels, workflow processes, and technology systems. The study created a 5-year staffing plan to be implemented over time as the City grows. This work is directly related, and in support of, the current City Council goal of Maintaining Existing Maintenance Levels of Service with Upcoming Expansion.

EXECUTIVE SUMMARY:

The utilized a wide variety of data collection and analytical techniques, including the following:

- **Current State Assessment & Best Management Practices:** The project team developed a current state assessment that captured the Department's current staffing levels, roles and responsibilities, workload, and technology usage. This document was used as a base point of comparison for future analysis to demonstrate how the recommended changes differed from existing practice. The current state was developed using data collected from staff and interviews with Department leadership and staff. The project team also conducted a Best Management Practices (BMP) assessment, comparing current City of Wilsonville practices to parks and recreation industry best practices. The BMP assessment examined the operational areas of the department which includes parks maintenance, recreation programming, community and senior services. Additional areas of focus were management structure and public relations/communication.
- **Stakeholder Input:** The project team interviewed departmental leadership and staff at all levels of the department. The interviews focused on shared areas of responsibility, communications, and perceptions of the level of service.
- **Operational, Organizational, and Staffing Analysis:** The project team then evaluated the department's organizational structure. The existing workload was analyzed to identify staffing needs and process improvements to streamline work and deliver services efficiently and effectively.
- **Recommendations:** Based on the information collected throughout the process, the consultant provided findings from the study and made recommendations on future staffing, services, and processes for a 5-year implementation plan.

EXPECTED RESULTS:

Provide the City Council with the results of the staffing study and 5-year plan to address future city growth. This is directly in support of the current Council goal: Maintain existing maintenance levels of service with upcoming expansion.

TIMELINE:

Recommendations will be implemented over the next 5-year period as part of the City's annual budget process and will be dependent on available funding.

CURRENT YEAR BUDGET IMPACTS:

The staffing assessment was approved in FY 2024/25.

COMMUNITY INVOLVEMENT PROCESS:

None to this point. However, the implementation of recommendation 2.4 would require a community engagement process. This is anticipated to come in a future fiscal year budget.

POTENTIAL IMPACTS OR BENEFIT TO THE COMMUNITY:

Achieve current Council Goal of Maintaining Existing Maintenance Levels of Service with Upcoming Expansion.

ALTERNATIVES:

Informational only. No action is required.

CITY MANAGER COMMENT:

N/A

ATTACHMENT:

1. Wilsonville Parks and Recreation Staffing Assessment Final Report



REPORT ON THE ASSESSMENT OF THE PARKS AND RECREATION DEPARTMENT

UPDATED - SEPTEMBER 15, 2025

WILSONVILLE, OR

MATRIX
CONSULTING GROUP

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INTRODUCTION & EXECUTIVE SUMMARY

The City of Wilsonville (City) retained Matrix Consulting Group to evaluate its Parks and Recreation Department (Department). The study assessed the Department's organizational and operational practices, including structure, staffing levels, workflow processes, and technology systems.

The following report outlines the results of various analyses and information-gathering processes conducted as directed by the RFP and as mutually agreed upon by the City and Matrix Consulting Group.

STUDY SCOPE AND METHODOLOGIES

The project team utilized a wide variety of data collection and analytical techniques, including the following:

- **Current State Assessment & Best Management Practices:** The project team developed a current state assessment that captured the Department's current staffing levels, roles and responsibilities, workload, and technology usage. This document was used as a base point of comparison for future analysis to demonstrate how the recommended changes differed from existing practice. The current state was developed using data collected from staff and interviews with Department leadership and staff. The project team also conducted a best management practices (BMP) assessment, comparing current practices to industry best practices. The BMPs cover all operational areas, including communication, management, and administration.
- **Stakeholder Input:** The project team interviewed departmental leadership and staff. The interviews focused on shared areas of responsibility, communications, and perceptions of the level of service.
- **Operational, Organizational, and Staffing Analysis:** The project team then evaluated the department's organizational plan. The existing workload was analyzed to identify staffing needs and process improvements to streamline work and deliver services efficiently and effectively.
- **Recommendations:** Based on the project team's activities and initial findings, the team analyzed the collected information to make recommendations on staffing, services, processes, and technology usage, identifying actionable reforms to assist the City in achieving its goals.

Each section provides recommendations and insights into the City's practices, processes, and technology, as well as organizational and staffing needs to implement them.

KEY STRENGTHS

While this assessment is designed to identify opportunities for improvement, it also serves as an opportunity to identify existing strengths in the current processes. Some of the key operational strengths of the department include:

- **Use of Technology:** Parks Maintenance utilizes the Cartegraph EAM system to track daily work orders and respond to service requests. This meets a best practice in maintenance and operations management.
- **Training and Professional Development:** The Department offers staff extensive training and certification opportunities.
- **Experienced Employees:** Many of the Department's employees have extensive experience. Staff with specialized knowledge can assist when a specific skill set is required to solve a problem.

These are just a few examples of the strengths of the operations and where the divisions are currently meeting best practices.

KEY OPPORTUNITIES FOR IMPROVEMENT

The comparison of the Department's current approach to best management practices also identified opportunities for improvement. Some of the issues noted include:

- **Strategy and Mission Alignment:** The Department needs to enhance the communication of its mission and goals both Department-wide and when communicating with its customers, and report on its successes and shortcomings to improve the quality of services. Staff are motivated to deliver excellent services and programs. However, these programs and services often do not align with the Department's Strategic Plan and mission.
- **Asset Management:** The Department responds effectively to internal service requests; however, most service areas lack an integrated management plan that includes established service levels and preventive maintenance programs to guide resource allocation, future planning, and quality service delivery.

The above items do not align with best practices and indicate challenges that impact Department efficiency and effectiveness.

SUMMARY OF RECOMMENDATIONS

Recommendations are made for each topic covered in this assessment. These are discussed in detail throughout this report and summarized in the table below. It is worth noting that operational recommendations necessitate the implementation of staffing recommendations for success.

SUMMARY OF RECOMMENDATIONS

RECOMMENDATION

DEPARTMENTAL OPERATIONS

- 1.1** Review and update the Department's Mission Statement and include Vision and Values Statements. These statements and priorities should be created with input from staff and shared with the Department as a guide for their yearly work.
- 1.2** Develop a department-specific strategic plan that includes mission, vision, and values statements that align with the City's short—and long-term goals as set forth in the City-wide comprehensive plan. The Parks and Recreation Strategic Plan should be a yearly work plan that ensures alignment with the City's broader goals.
- 1.3** Develop a policy or plan that defines the Department's protocols for ensuring continuity of operations.
- 1.4** Develop guidelines to define the parameters of planning tasks and responsibilities. The Parks and Recreation Director should closely engage in planning and cultivate a direct relationship with planning personnel.
- 1.5** Develop a policy or procedure to direct the review of the Master Plan and provide updates every three to five years. A yearly workplan should be developed based on the current Parks and Recreation Master Plan's recommendations for action items.
- 1.6** Develop formalized procedures and processes for volunteer recruitment, management, and training.
- 1.7** Develop and implement an asset management program. The program should include documented levels of service for all assets, performance metrics, work schedules, preventative maintenance cycles, and automated reporting.
- 1.8** Develop preventative maintenance cycles for all inventoried assets. Once implemented, all preventative maintenance activities should be scheduled and tracked in Cartegraph.
- 1.9** Develop a regular review procedure for costs related to each program and the expected service levels. Costs should be determined by an adopted cost recovery model.
- 1.10** Develop a risk management plan and procedures to include safety rules and responses during events.
- 1.11** Develop and implement formalized strategies regarding marketing and communication. These strategies should include the position(s) involved in marketing, community engagement activities, and communication on behalf of the agency.

RECOMMENDATION

- 1.12** Develop internal communication methods that ensure communications reach employees at all levels. Schedule quarterly department-wide meetings to allow departmental leadership to address employees, celebrate wins, and discuss upcoming needs or important information.
- 1.13** Develop community engagement strategies to regularly connect with members of the community in an effort to better understand community needs for park and recreation services.

DEPARTMENTAL ORGANIZATION & STAFFING

- 1.14** Upgrade the current Parks Supervisor position to a Park Manager with specific oversight of the Parks Maintenance functions and capital project management and delivery.
- 1.15** Evaluate the Arts & Culture Coordinator job description and actual workload to determine if current classification reflects the complexity of the position.
- 1.16** When future staff is added to support special events, the Department should restructure the duties and responsibilities of the Arts & Culture and Recreation Coordinator II roles to move special event management under the purview of the Arts & Culture Coordinator. The Coordinator does not have the capacity with current workloads and staffing levels.
- 1.17** Reclassify the Program Manager to Community Center Manager to better align with day-to-day requirements of the position.
- 1.18** Reclassify the Parks Lead Maintenance Specialists positions to supervisory-level positions responsible for the day-to-day oversight and management of the Parks Maintenance Specialists, Parks Maintenance Workers, Janitorial Staff, and Seasonal Maintenance Specialists. These positions would function as a Foreperson or Field Supervisor, potentially in a similar classification as the Public Works Division Managers.

COMMUNITY SERVICES OPERATIONS

- 2.1** Develop program and service determinants to strategically develop and manage programs and services.
- 2.2** Implement a Recreation Program Plan (RPP) that supports and furthers the goals outlined in the department's Parks and Recreation Master Plan.
- 2.3** Develop training for staff to review qualitative and quantitative measures, identify applicable evaluation tools, analyze data, and use findings to make informed decisions. Training should include how to utilize evaluation results to inform programmatic decision-making.
- 2.4** Develop and issue a Community Needs Assessment to determine participation interests and barriers.

RECOMMENDATION

- 2.5** Develop standard evaluation forms for all programs that are shared with all program participants before and after the program.
- 2.6** Continue to provide services deemed strengths in the programming analysis. The Department should utilize community engagement practices to determine the viability of specific teen programs and adaptive or inclusive programs.
- 2.7** Develop a policy, budget, and implementation plan for the maintenance, conservation, and, as deemed appropriate, disposition of each piece of publicly owned art, as well as for the acquisition and integration of new art.

COMMUNITY SERVICES CURRENT STAFFING

- 2.9** Upon development of a Community Needs Assessment and subsequent Recreation Program Plan this data should be utilized to drive future recreation staffing needs. A ratio of 1 FTE per 40 annual programs should be considered for adding recreation staff.
- 2.10** Utilize current staff to ensure that two employees are always present in the Community Center during operational hours. Ensure absences are planned and covered.

PARK MAINTENANCE OPERATIONS

- 3.1** Develop policies and procedures based on the Parks and Recreation Master Plan to acquire and dispose of park facilities or assets. Policies should include standardizing assets that are to be assumed for management by the Department.
- 3.2** Develop a comprehensive, systematic, written maintenance plan for the Department. The plan should be integrated into Cartegraph to automate processes and schedule required work.

PARK MAINTENANCE CURRENT STAFFING

- 3.3** Increase operations and maintenance staffing to include two (2) additional Park Maintenance Worker FTE dedicated to park maintenance and operations.

FUTURE STAFFING

- 4.1** Increase maintenance and operations staffing at a rate of one (1) FTE per 16 acres maintained over the next five years.
- 4.2** Increase programming staffing as needs-based data is developed and analyzed. Demographic trends and national programming participation trends should guide the addition of Recreation Specialist-type positions.

1. DEPARTMENTAL ASSESSMENT

This chapter analyzes the management, structure, and operations of the Parks and Recreation Department. It analyzes how management and staff work, the Department's management and administrative staffing, organizational structure, and leadership and management practices.

1.1 DEPARTMENTAL OPERATIONAL ANALYSIS

This section includes an operational analysis of the Parks and Recreation Department's management and operational practices. It analyzes how management and staff work and recommends improvements to enhance the organization's effectiveness, utilizing best management practices and operational experience.

The following table contains practices from the National Recreation and Parks Association's Commission for Accreditation of Parks and Recreation Agency Standards Manual and Practices, as well as industry best practices developed from previous experience and analysis of similar agencies nationwide. According to the statement description, BMPs and industry standards require a policy, procedure, or program to be documented to meet the standard.

An 'X' in the Meets column indicates that the practice does not meet the described operational target. A '~' indicates progress toward the operational target, but the best practices are still unmet. A '✓' indicates that the best practice is met.

AGENCY MISSION AND PURPOSE

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Mission, Vision, & Values Statements	Agencies shall have a documented mission statement prescribing the purpose of the organization, a vision that casts direction for the long-term future of the organization, and values that set a tone for the agency's culture.	~	There is a documented mission statement that includes values and vision statements in the adopted Master Plan. However, it's unclear if staff refer to this plan in their daily work and work plans.
Strategic Plan	The agency shall have a strategic plan derived from the mission and vision that establishes goals and objectives to direct its actions and decision-making. The document shall guide the efforts of the agency for two (2) to five (5) years and shall be based on input collected from community outreach efforts.	X	There is no strategic plan derived from the Master Plan to guide the efforts of the agency.

MISSION, VISION, AND VALUES STATEMENTS

A shared sense of mission is key to an effective and efficient department. The Parks and Recreation Department's mission is:

Recognizing community history, enriching the quality of life, and fostering a safe environment, the Wilsonville Parks and Recreation Department shall provide, preserve, maintain, improve, and enhance recreation opportunities, social services, natural resources, and parkland for current and future generations.

The City of Wilsonville's mission is:

To protect and enhance Wilsonville's livability by providing quality service to ensure a safe, attractive, and economically vital community while preserving our natural environment and heritage.

Additionally, the City's values are listed below:

- Diversity, Equity, and Inclusion (DEI)
- Sustainable
- Economic Opportunity
- Environment
- Safety

Department management should collaborate with staff to cultivate a shared sense of purpose that encompasses their specific technical areas and contributions to the Department's success. In addition to this mission, management should establish vision and value statements that align with the mission and any city-wide strategic initiatives.

These activities can cultivate a shared understanding of the Department's direction and encourage "discipline initiative" among mid-level ranks. Values can further enrich the mission and vision by providing focus areas and specific ideals to embody as the Department advances toward that vision.

The mission statement should be accompanied by strategic goals that align with the city's overall goals and initiatives. This alignment will enable the mission to be executed through various long-term objectives. Additionally, a well-developed vision statement can benefit the Department by fostering a greater shared understanding of its objectives.

Although the City and the Parks and Recreation Department have mission statements, these are not widely incorporated into daily operations or effectively communicated among staff. Interviews with

frontline staff and managers indicated that alignment with mission statements does not drive yearly priorities or daily tasks.

STRATEGIC PLAN

The City of Wilsonville's comprehensive plan was updated in July 2024. However, the Department of Parks and Recreation lacks a strategic plan to guide it and ensure alignment with the priorities and initiatives of City and Departmental leadership.

A strategic plan is long-term but should be responsive to changing environments and priorities. It should be used to determine the agreed-upon goals and priorities for the agency and unit and guide the acquisition and allocation of resources.

The steps to create an effective strategic plan are below:

1. Review the previously developed mission, vision, and values;
2. Perform a SWOT analysis and relevant data collection;
3. Make recommendations and create alternatives;
4. Create an action plan;
5. Implement the plan;
6. Evaluate and adjust the plan as needed.

Often, the City's comprehensive plan is more general. The City's priorities and goals should guide what ultimately becomes the strategic plan for Parks and Recreation. A department-wide strategic plan should be used to set yearly priorities and allocate resources. This document doesn't need to be lengthy or detailed but should offer a clear framework for the department's goals and policies. For example, if safety is a citywide priority, Crime Prevention Through Environmental Design (CPTED) should be incorporated into park planning projects.

RECOMMENDATIONS:

- 1.1** - Review and update the Department's Mission Statement and include Vision and Values Statements. These statements and priorities should be created with input from staff and shared with the department as a guide for their yearly work.
- 1.2** - Develop a Department-specific strategic plan that includes mission, vision, and values statements that align with the City's short—and long-term goals as set forth in the City-wide comprehensive plan. The Parks and Recreation Strategic Plan should be a yearly work plan that ensures alignment with the City's broader goals.

ADMINISTRATION & ORGANIZATIONAL RESOURCES

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Advisory Boards and Commissions	The agency shall have at least one board, commission, and/or committee comprised of members of the public that influence, direct, and that may approve policy, strategy, and financial decisions of the agency. This body may be advisory, policy-setting, elected, or appointed.	✓	The agency has three boards and commissions that influence, direct and review policy. The Parks and Recreation Commission, Arts, Culture, and Heritage Commission, and the Kitakata Sister City Advisory Board provide guidance to staff related to policy and strategy.
Technological Resources	Agencies shall engage in progressive research, adoption, upgrade, installation, and/or usage of technology in furtherance of the agency's mission and planning strategies. These goals shall be sufficiently supported with technological expertise and equipment to enable the professional staff to perform their appropriate functions efficiently and effectively.	✓	The Department utilizes multiple technologies to track work and improve the citizen experience. ActiveNet provides recreational registration access and Cartegraph is used to track and report on maintenance needs.
Continuity of Operations	Agencies shall provide a procedure for the continuity of operations (COOP). The COOP is a plan designed to continue essential functions of an agency. Key elements of the COOP are a list of essential functions, orders of succession, delegation of authority, continuity of facilities, continuity of communications, vital records management, human capital, training and reconstitution.	X	Some short-term vacancies are filled with temporary staff, but the Department has ongoing issues with coverage in public buildings and the administrative office.

CONTINUITY OF OPERATIONS

The Department lacks a policy or plan for Continuity of Operations (COOP). Such a policy would ensure that the Department can continue to perform its mission-critical functions during emergencies or staff absences. These situations may include unplanned sick leave, emergencies like flooding or snow, and unexpected disruptions. Typically, these scenarios occur without warning and disrupt normal operations. A plan to manage regular and emergency operations will facilitate a smooth transition and minimize customer disruption.

The COOP should be designed to continue the Department's essential functions during disruption. Key elements of a COOP are below:

- List of essential functions.
- Orders of succession.
- Delegation of authority.
- Continuity of facilities.
- Continuity of communications.
- Vital records management.
- Human capital.
- Training.
- Reconstitution.

Continuity of Operations Plans should be initiated to provide continued operation during short-term vacancies, emergencies, and other challenges that may impede normal operations. Staff indicated that a COOP exists, but it was not provided to the study team.

RECOMMENDATION:

1.3 – Develop a policy or plan that defines the Department’s protocols for ensuring continuity of operations.

COMMUNITY AND PARK PLANNING

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Community & Park Planning Strategy	There shall be a designated position responsible for the agency's planning efforts. This individual shall influence planning and development efforts that further the Mission Vision and Strategic Plan.	~	The Park Supervisor was involved in local planning and community development efforts. The Director also participates, but the process for feedback and involvement is not formalized.
Parks & Recreation System Master Plan	The agency shall adopt and periodically review and update a Parks and Recreation System Master Plan in alignment with its Mission Vision and Strategic Plan that creates a basis for strategic investment in assets, property, facilities, and improvements.	~	The agency adopted a Master Plan in 2018. It is unclear if this plan is used to guide the yearly workplan for the department.

COMMUNITY AND PARK PLANNING STRATEGY

Planning activities are crucial for effective agency management. The increasing complexity of service demands and limited public resources require agencies to research operational options and plan future programs thoroughly. Clear guidelines should be created to define the scope of planning tasks and

responsibilities. The Parks and Recreation Director should actively participate in planning and build a direct relationship with the Planning Department.

The vacant Park Supervisor position was primarily involved in local and community planning efforts for additional park assets or infrastructure projects. The Department Director should assume these responsibilities as the Department's strategic leader. The Department should adopt a community and park planning process that outlines the roles and responsibilities of those involved in the planning and specifies which local planning and community development processes should include the Parks and Recreation Department.

PARKS AND RECREATION SYSTEM MASTER PLAN

A Parks and Recreation agency should adopt, periodically review, and update a Master Plan aligned with its Mission, Vision, and Strategic Plan, establishing a foundation for strategic investment in assets, property, facilities, and general improvements.

Park and Recreation Master Plans should include an analysis of current conditions, as well as community needs assessments, community inventories, level of service analyses, and current trends. Additionally, the plan should incorporate historical and cultural aspects of the community. It should be updated at least every ten (10) years and include how findings and recommendations are linked to mission, vision, and strategic planning objectives to develop a progression strategy from existing to desired conditions.

The Parks and Recreation Department adopted a Master Plan in 2018. It is recommended that Parks and Recreation Master Plans be updated at least every five years, or more frequently. While some recommendations have been implemented or are in progress, the plan does not inform the department's daily operations. A shorter-term strategic plan and a yearly work plan should accompany the Master Plan. Most objectives and goals that have advanced pertain to expanding park space and are included in ongoing projects across different departments and agreements with neighborhoods within the City.

RECOMMENDATIONS:

1.4 – Develop guidelines to define the parameters of planning tasks and responsibilities. The Parks and Recreation Director should closely engage in planning and cultivate a direct relationship with planning personnel.

1.5 – Develop a policy or procedure to direct the review of the Master Plan and provide updates every three to five years. A yearly workplan should be developed based on the current Parks and Recreation Master Plan's recommendations for action items.

HUMAN RESOURCE PLANNING, WORKFORCE DEVELOPMENT, & CULTURE

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Human Resource Planning, Workforce Development, and Culture	There shall be a designated position (individual) or team responsible for the agency's Human Resource functions. This person/team shall provide planning, strategy, and technical expertise in relation to human resource functions, workforce development, and organizational agency culture.	✓	The City's Human Resource Department provides the human resource functions for the department. The Director of Parks and Recreation and/or hiring managers are included as needed.
Employee Development & Training Program	Agencies shall provide opportunities for employee development and training that support the achievement of agency goals and employee career growth.	✓	The Department and City provide ample training opportunities for staff.
Professional Certification & Organization Membership	Agencies are encouraged to support professional development through certification and membership in relevant professional organizations.	✓	The Department and City provide opportunities for staff to receive certification and participate in professional organizations.
Volunteer Management	There shall be a designated team or individual responsible for the agency's volunteer management functions.	~	Volunteers are managed by each function within the Department. There is no centralized approach to volunteer management. The Department utilizes Volgistics software for some volunteer engagements.

VOLUNTEER MANAGEMENT

The Department engages volunteers in various capacities. The Nutrition Coordinator organizes daily delivery routes for meal recipients. Park Maintenance staff coordinate with the Adult Transition Services group several times weekly. The Program Coordinator arranges regular visits from Victory Academy. Various volunteer opportunities are available throughout the park system.

Policies and processes related to volunteer management, including background check requirements, must be documented, accessible to staff utilizing volunteer assistance, and provided to volunteers. The volunteer program should have clear goals and objectives and employ a manual or handbook. This manual should include a list of functions in which the Department engages volunteers, an outline of volunteer recruitment processes, procedures for background investigations, orientation, training, and retention expectations.

RECOMMENDATION:

1.6 – Develop formalized procedures and processes for volunteer recruitment, management, and training.

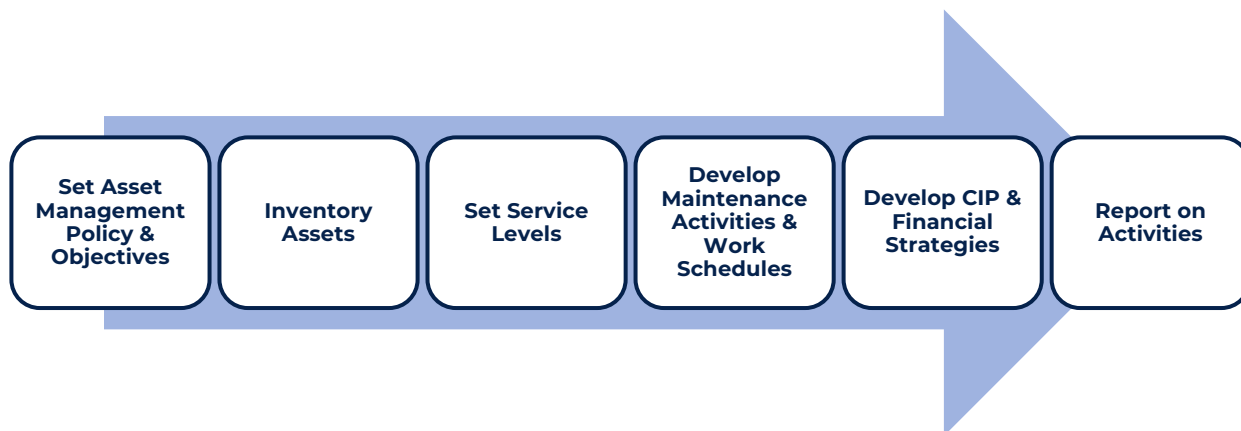
ASSET MANAGEMENT

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Asset Management	An asset management system for the effective inventory, condition, maintenance and replacement of City infrastructure is in place.	~	There is an Asset Management Coordinator in the Public Works Department. There are no preventative maintenance schedules that allow for updating of assets as work is performed.

ASSET MANAGEMENT

The Department does not have a formal asset management program in place. It is recommended that one be developed and implemented. This program should include all assets the Department is responsible for managing.

The American Public Works Association (APWA) has developed an Asset Management Roadmap to help agencies outline the steps to implement a successful asset management program. There are several key steps to an effective program. These are:



A modern GIS-centric public asset management platform or computerized maintenance management system (CMMS) is critical to an asset management program. Parks Maintenance uses Cartegraph Asset Management to track work and service requests.

Cartegraph is a comprehensive asset management software that can maintain records of all infrastructure components, integrate this inventory with a GIS system, create preventive maintenance calendars, address citizen requests, assign work orders to assets, update/track work order status, and generate reports.

Establish Levels of Service

Documented service levels enable an organization to prioritize, and plan work effectively. A service level is a standardized measure of operational condition, typically defined by a benchmark or metric. Service levels specify the quality of maintenance and the frequency of maintenance activities. The defined level of service may include parameters such as cost, efficiency, quality, accessibility, regulations, and environmental standards. The Department lacks clear, documented service levels for most assets. Work activity scheduling, tracking, and reporting are not standardized.

The Department should establish and formally document service levels for all managed assets. These service levels should be readily available to all staff and included in performance metrics.

Each asset/work program should have defined service levels that include the elements as noted below.

- A brief description of the specific work involved;
- The frequency with which the work should be performed (or the level of service) and the criteria for scheduling the work;
- The performance expectations for each job or average daily productivity, and
- The recommended procedures for completing the job.

Once implemented, the established service levels should be entered into Cartegraph, and work should be scheduled automatically. The defined service levels will also provide the overall goals for setting workload targets.

Performance Standards

Performance standards, or Key Performance Indicators (KPIs), allow an agency to track staff workload, staffing levels, efficiency, and effectiveness. To be effective and valuable for the employees and the department, the KPIs should be SMART goals—Specific, Measurable, Achievable, Realistic, and with a defined Timeframe.

The Department should adopt performance targets and measures and report on performance for all functions. KPIs should align with established service levels and be tracked to help management showcase the Department's accomplishments and progress toward meeting those levels.

Performance should be reviewed monthly by supervisors of each function and regularly by the Department Director. Supervisors or Managers should examine options to address shortfalls based on actual versus target timelines.

Performance measures fall within three broadly defined categories, which are described below.

- **Workload.** These measures are generally indicators of how much work the reporting department/division accomplished. Examples include the number of pumps and motors receiving preventive maintenance, acres of park maintained, and fields lined. However, this category also includes statements of the systems or infrastructure for which the Department is responsible.

Examples include the number of park acres and the number of ballfields maintained. In general, workload measures are not useful in determining the relative productivity of the staff in the department without context; rather, they provide a basis for calculating efficiency and effectiveness measures.

- **Efficiency.** These are measures that reflect the ratio of outputs per unit of input. Efficiency can be tracked in multiple areas, such as work order completion time, labor productivity, route optimization, cost per unit of service delivered, and material usage efficiency. An organization's objective should be to increase outputs with the same or fewer inputs over time.
- **Effectiveness.** Effectiveness measures reflect the degree to which the organization is successful in delivering a specific service. They may be measured in terms of customer satisfaction with the services or goods delivered. Alternatively, they may be measured in terms of the effectiveness of a program, such as preventive maintenance compliance or facilities maintenance. Effectiveness can also be measured by the degree to which a service was delivered at or under the targeted cost.

A system should be developed to summarize monthly and daily work reports to produce performance measurement reports. These reports should be generated from the Cartegraph system. All supervisors should be required to provide a monthly status report to the Director reflecting the efficiency and effectiveness of the resources utilized and the degree to which the actual performance met the objectives stated in the monthly plan. For example, the performance measurement data generated by this report could include:

- A comparison of planned versus actual staff hours per work activity for the previous month and year-to-date for each work activity;
- A comparison of actual versus planned work output (e.g., pumps receiving preventive maintenance vs. the number scheduled) per month and year-to-date for each work activity;
- A unit cost analysis that compares the planned versus actual unit costs for each work activity per month and year-to-date; and
- A comparison of actual productivity (work output per staff hour) versus the expected productivity as stated in the performance standards.

The activity report should be viewed as a document to be discussed at team meetings between the Director and supervisors. It should discuss the work accomplished, any reasons for not accomplishing the planned amount of work, and the action steps necessary to revise the work plan to ensure that the work is accomplished.

Develop Maintenance Activities and Work Schedules

Annual work schedules/work calendars should be developed and input into Cartegraph. This includes all corrective, preventive, and predictive maintenance activities. Cartegraph can assign work orders to the appropriate asset and record the request to gather information related to labor, materials, equipment, and costs for maintaining each asset. Parks Maintenance should develop an approach that ensures maintenance activities and work schedules are developed consistently across all work groups and activities.

Preventive maintenance is aimed at preventing issues via proactively scheduled maintenance. A preventive maintenance program is a crucial component of efficient operations. Consistent, timely, and thorough completion of preventive maintenance ensures that the condition of the organization's assets is maintained over time, their lifespan is extended, and thus, the overall value derived from those assets is maximized.

- Because routine preventive maintenance is so important, high-performing organizations seek to ensure that a significant portion of staff working hours is spent on these tasks rather than corrective or reactive work orders.
- It is recommended that preventive maintenance cycles be established for all inventoried assets. Once implemented, all preventive maintenance activities should be scheduled and tracked in Cartegraph.

Report on Activities

The data collected in Cartegraph should be used to create useful reports on the Department's performance and productivity. Automated reports should be generated, allowing supervisors to easily track progress on annual performance goals, staff productivity, and workload.

Consistency in entering information into Cartegraph must also be considered to create useful reports. The Department should develop procedures to increase consistency in data collection and reporting. This includes:

- **Master schedules** – The schedules developed for all work crews should display similar information.
- **Work activities**— In Cartegraph, "Tasks" define a singular activity that can be accomplished within a defined timeframe. Work orders group similar tasks together. For example, a park crew performing repairs on a specific irrigation component may need to assign a separate task to another division or crew to repair the turf; this would be a separate Task created under the same work order.
- **Data fields**— Crews should input and track similar information. Leadership needs to determine the format of individual activities and the information collected.

The Parks Maintenance Division utilizes the Cartegraph system to track daily work; however, schedules, preventative maintenance, and reporting functions are not widely adopted or utilized.

RECOMMENDATIONS:

1.7 – Develop and implement an asset management program. The program should include documented levels of service for all assets, performance metrics, work schedules, preventative maintenance cycles, and automated reporting.

1.8 – Develop preventative maintenance cycles for all inventoried assets. Once implemented, all preventative maintenance activities should be scheduled and tracked in Cartegraph.

FINANCIAL MANAGEMENT, RESPONSIBILITY, AND ACCOUNTABILITY

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Comprehensive Revenue Policy	There shall be an established fee policy periodically updated regarding fees and charges for programs, services, and admissions. The strategies and methodologies for fees/charges-setting and cost recovery shall be transparent and consistent with the agency's mission and core values.	X	There is no comprehensive fee policy that is regularly updated. There is no strategy related to cost recovery methodologies that is consistent with the agency's mission and core values.
Grants & Alternative Funding Sources	The agency may be able to leverage taxpayer dollars for the benefit of the community by seeking grants and alternative funding sources for projects and services.	✓	The Department seeks grants and alternative funding sources for projects and services.

COMPREHENSIVE REVENUE POLICY

Rates and Fees

Recreation staff should evaluate costs and fee structures regularly to ensure target cost recovery models are met or exceeded and that staff understand the level of recovery for programs. A policy should be developed to detail the types of services the agency offers and the basis for establishing the amounts of fees and charges. Fees should be based on demand, competition, the resources of residents, general fund availability, and the agency's revenue philosophy.

TYPES OF COSTS:

- **Fixed Costs (e.g., rental fees and staff salaries)** do not change with the number of participants.
- **Variable Costs** change according to the number of participants (e.g., meals provided to summer camp participants and materials for art projects).
- **Total Costs** are the sum of all fixed and variable costs associated with providing a program. The total cost is divided by the number of participants to determine the cost per participant.
- **Cost Recovery Models:**
 - **Full-Cost Recovery:** The fee charged equals the total cost per participant.
 - **Percentage of Full-Cost Recovery:** The fee charged equals the target percentage of the total cost per participant.
 - **Direct Cost Recovery:** The fee charged equals only the total of the direct cost per participant.

Fees may differ based on the perceived public good. For example, a program that is largely for the public good (basic swim lessons) may be free; a program that indirectly benefits the community but primarily involves the participating individual (swim team) might entail direct cost recovery; specialized programs that only benefit the individual (SCUBA lessons) might require full cost recovery strategies.

RECOMMENDATION:

1.9 – Develop a regular review procedure for costs related to each program and the expected service levels. Costs should be determined by an adopted cost recovery model.

LAW, RISK MANAGEMENT, SAFETY, AND SECURITY

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Personnel Safety Training	There shall be ongoing and routine safety training employed by the agency and available to employees at all levels within the organization.	✓	Regular trainings are provided to staff for safety related items and general park maintenance needs.
Event Planning & Management	Agencies shall coordinate safety and security details for special events, facilities, etc., with local law enforcement, public works, and other appropriate agencies.	~	The Recreation Coordinator II is responsible for event planning and security details. However, there are no formal, documented policies for emergencies that arise during an event.

EVENT PLANNING & MANAGEMENT

The Recreation Coordinator II is responsible for event planning and security details. However, no formal documented policies address risks or emergencies during an event.

Risk should be managed in recreational programs and events to protect staff and citizens from undue injury, loss, or financial loss. Risk typically falls into six general loss groups (property, liability, personnel, financial, contractual, and operational). Risk management cannot eliminate all risks, but it can provide a framework for balancing and understanding potential risks.

Risk Management adds value to recreation operations in four areas:

- Enhances participant experiences.
- Provides good stewardship of assets.
- Anticipates problems.
- Encourages professional practices.

Six categories of risk apply to recreation programming and special event management. These include natural hazards, infrastructure hazards, law-based hazards, man-made hazards, program or event hazards, and operational hazards. While most of these categories are managed by the City's Risk Manager or an employee with risk management responsibilities, Recreation Staff and leadership should

actively mitigate program, event, and operational hazards. Program hazards result when programs are not organized and conducted properly.

The following steps should be taken to avoid program hazards:

- Provide supervision based on location, competency, and the number of supervisors needed. For example, an aquatics program should have more supervision than a board game program.
- Develop and enforce safety rules.
- Train supervisors, instructors, and recreation staff.
- Provide instruction to participants related to safety.
- Use proper safety devices and equipment.
- Meet ADA accessibility requirements.

Additionally, staff should be aware of operational hazards. These exposures include identifying effective and efficient operations and ensuring proper supervision, emergency action plans, facility management procedures, and security methods.

RECOMMENDATION:

- 1.10** – Develop a risk management plan and procedures to include safety rules and responses during events.

MARKETING, COMMUNICATIONS, AND COMMUNITY ENGAGEMENT

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Marketing Communications & Community Engagement Responsibility	There shall be a designated position (individual) or team responsible for the agency's Marketing Communications and Community Engagement functions.	~	Multiple members of the team are responsible for marketing and communication. However, there are no formalized policies related to marketing and communications.
Marketing & Communications - External	Communications and community engagement activities shall reach a diverse array of community members representative of community demographics; Changes to strategy shall be informed by evaluation of efforts.	✓	The Department has an established relationship with the local newspaper and provides activity guides to all Wilsonville households, not only those participating in programs. Programs and events are also marketed through the Boone's Ferry Messenger (BFM). BFM is the official monthly newsletter of the City of Wilsonville and is mailed to every address in Wilsonville and some in neighboring communities.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Internal Communications	Agencies shall establish effective internal communications strategies and tactics to ensure key information reaches employees at all levels within the organization.	~	While there are some informal internal communication channels. Some staff indicated that they feel communication is not always comprehensive and could be improved.
Community Engagement	Community engagement techniques are used by agencies to invite the community to influence agency strategic direction, facility and amenity improvements, and programming. Engaging the community regularly builds relationships, trust, and helps ensure the agency is attuned to and addressing the needs of the community.	X	The community has not been engaged in the strategic direction of the Department since the Master Planning efforts in 2018.

MARKETING, COMMUNICATIONS, & COMMUNITY ENGAGEMENT RESPONSIBILITY

"Increasing numbers of participants in out-of-school activities and programs, rising attendance at annual festivals, and robust community support for parks and recreation are just a few of the potential outcomes of well-executed marketing strategies."

– NRPA Marketing and Communications Report¹

Public information, community relations, marketing, and community engagement are essential functions of parks and recreation agencies. The functions overlap as they all deal with an organization's relationships and employees' similar communication tools. To operate effectively, a park and recreation agency must have the support of its community. An agency can obtain such support by informing the public and news media of events that affect the lives of citizens and the community. A well-organized community relations effort can act as an effective means of eliciting public support and can serve to identify problems in the making.

Effective market research, planning, product and program development, strategies, and objectives for delivering demand-driven, high-quality programs and services contribute to successful park and recreation operations. Different communities should be represented thoughtfully and intentionally in all

¹ <https://www.nrpa.org/parks-recreation-magazine/2020/january/the-nrpa-park-and-recreation-marketing-and-communications-report/>

aspects of marketing. Multiple members of the Wilsonville team are responsible for marketing, but there are no formalized strategies or protocols for marketing and communication management.

INTERNAL COMMUNICATIONS

Effective internal communication strategies and tactics ensure that key information reaches employees at all levels of the organization. Communication with staff, especially those who regularly interact with customers, must be ongoing. Formal and informal communication are essential.

The formal structure outlines communication lines along the chain of command and span of control. On the other hand, informal communication occurs between staff members as they interact throughout the day. Internal communication opportunities vary, but the most common method is standing meetings. Meetings should include an agenda and any background or support information. This information allows employees to be prepared and ready to discuss items to be addressed.

Other methods of internal communication include email, an intranet site, or less formal instant messaging applications. While some meetings are regularly scheduled in the department, staff indicated that there are no department-wide meetings to share upcoming relevant information and celebrate wins.

COMMUNITY ENGAGEMENT

Agencies use community engagement techniques to invite the community to influence the agency's strategic direction, facility and amenity improvements, and programming. Engaging the community regularly builds relationships and trust and helps ensure the agency attains and addresses the community's needs. The Department should implement thoughtful strategies to engage and involve the community regularly.

Best practices for community engagement go beyond traditional surveying and community input sessions and may include regularly meeting special interest focus groups, unique feedback events, etc. While the Department does receive informal feedback from regular participants, there is no external community engagement strategy that includes those who are not participating or might not be reached through singular engagement opportunities.

The following recommendations relate to the operational analysis and improvements needed to meet best management practices.

RECOMMENDATIONS:

1.11 – Develop and implement formalized strategies regarding marketing and communication. These strategies should include the position(s) involved in marketing, community engagement activities, and communication on behalf of the agency.

1.12 – Develop internal communication methods that ensure communications reach employees at all levels. Schedule quarterly department-wide meetings to allow departmental leadership to address employees, celebrate wins, and discuss upcoming needs or important information.

1.13 – Develop community engagement strategies to regularly connect with members of the community in an effort to better understand community needs for park and recreation services.

1.2 SKILLS NEEDS ANALYSIS

Two specific roles were identified as opportunities to address challenges during this project. Both positions are responsible for key pieces of the Department’s overall mission.

PARKS SUPERVISOR CURRENT JOB DESCRIPTION

The Parks Supervisor role became vacant as the project was initiated. The Department indicated a desire to hold the vacancy until the results of this study were complete. This position plays an integral role in coordinating the park maintenance functions in the City.

EXCERPT FROM CURRENT JOB DESCRIPTION

The Parks Supervisor manages, supervises, and coordinates the maintenance and development of City Parks and open space; coordinates assigned activities with City staff and outside agencies; provides highly responsible administrative support to the Parks and Recreation Director; and plans, organizes, and directs maintenance and renovation for all city parks and other recreational sites. Ensures continuous, cost-effective service that is consistent with the community’s needs and customer service standards.

The Parks Supervisor reports directly to the Parks & Recreation Director and exercises direct and general supervision over technical and maintenance staff.

Essential Job Functions

- Staff Supervision
- Oversee Parks, Recreational Fields, and Playground Maintenance
- Safety
- Budget

Qualifications

Associate degree in parks administration, landscape architecture, horticulture, natural resources, or a related field, and at least two (2) years of experience in parks and landscaping development and maintenance, with at least two (2) years of supervisory or lead worker experience. - OR – High school diploma or GED and five (5) years of experience in administrative and/or supervisory experience in parks and landscaping development and maintenance, including at least two (2) years of supervisory or lead worker experience.

Required Certifications / Licenses

- Class B Oregon CDL
- Certified Playground Safety Inspector

- Aquatic Facility Operator
- Public Pesticide Applicators License – Ornamental and Turf Herbicide
- Cave-in Protection / Competent Person / Confined Space
- CPR / First Aid / AED

Parks Supervisor Current Job Description Assessment

Through interviews with staff and workload analysis, it was discovered that the prior incumbent had historically performed additional duties. These duties include:

- Project Management of CIP projects and new infrastructure.
- Asset management and development of work tracking systems.
- Development of long-term maintenance and staffing projections.

While the job description has been adjusted to reflect some of the items outlined above, they are not fully represented in the knowledge, skills, and abilities, and overlap with the Director's current job description in the following areas:

- Develop, coordinate, and implement planning for parks and recreation programs and facilities.
- Review plans and specifications for development projects.
- Coordinate and implement master plan projects related to parks and recreation, including project oversight.

PARK SUPERVISOR RECOMMENDATIONS

The Park Supervisor role has become more strategic and managerial than a day-to-day supervisor or operations manager. However, the Parks Maintenance Division lacks the structure to implement an efficient span of control for the Park Supervisor, while also managing high-visibility construction projects and prioritizing resource allocation within the Division. The Department's past and projected growth warrant additional administrative and capital development support. The Park Supervisor position should be upgraded to a Park Manager position to oversee the operations of the Parks Maintenance Division and capital development projects. The Park Manager position should also lead the recommendations outlined in the Operational Assessment of this project related to asset management, maintenance, and operations management.

With the creation of this Park Manager position, a void will be created in the day-to-day oversight of the Park Maintenance Division's working crews. Currently, all employees report directly to the Park Supervisor. Section 2.3, "Departmental Organizational & Staffing Analysis," outlines additional recommendations for the Park Maintenance Division's organizational structure.

RECOMMENDATION:

1.14 – Upgrade the current Parks Supervisor position to a Park Manager with specific oversight of the Parks Maintenance functions and capital project management and delivery.

ARTS & CULTURE PROGRAM COORDINATOR CURRENT JOB DESCRIPTION

The Arts & Culture Program Coordinator position became a focus of the study team as it falls outside of what many consider traditional parks or recreation positions and is a relatively new area of responsibility for the Department.

EXCERPT FROM CURRENT JOB DESCRIPTION

The Arts & Culture Program Coordinator performs a variety of program-specific administrative duties in support of the City’s Arts, Culture, and Heritage Commission’s functions, goals, activities, and events. The position is responsible for assessing, planning, developing, coordinating, and evaluating a variety of arts and culture activities. Work involves program development and implementation, assessing needs, collaborating with various community groups, planning, organizing, and promoting initiatives. Prepares complex reports and data analysis, assists the public and vendors in person and on the telephone; prepares correspondence; proofreads and edits information; and is responsible for program management and coordination. Conducts specialized programming at a facility and/or on a City-wide basis.

Essential Job Functions

- Coordinates activities related to City-wide arts and culture programs; conducts needs assessments; develops and plans programs based upon community needs; organizes, promotes, implements, and evaluates programs.
- Conducts assessments of the recreational needs of ethnically diverse and traditionally underserved communities, while identifying strategies to increase their participation in current Parks & Recreation programming.
- Designs, promotes, and coordinates culturally relevant programs based on identified needs, while identifying barriers that hinder participation in current programming.
- Develops, produces, and distributes program materials for public/staff information, community involvement, and program activities and events; prepares reports, written correspondence, and routine publicity, including public announcements, flyers, posters, etc.

Qualifications

- A bachelor’s degree in business/public administration or a related field is desirable.
- Five years of program management.

Additional Duties Not Reflected in Current Job Description

Through interviews with staff and workload analysis, it was discovered that the position has a higher level of responsibility in certain areas. These duties include:

- Direct coordination, beyond staff liaison duties, of the Arts, Culture, and Heritage Commission.
- Drafting and implementing recommendations to City Boards and Commissions, and ultimately to the City Council.

While the job description does reflect some of the items outlined above, they are not fully represented in the knowledge, skills, and abilities, and overlap with the Director's current job description in the following areas:

- Staff liaison to advisory boards.
- Attend and present reports/recommendations to staff, boards, commissions, city council, and business representatives.

ARTS & CULTURE PROGRAM COORDINATOR RECOMMENDATIONS

The Arts and Culture Program Coordinator position was created through an Arts, Culture, and Heritage Commission initiative. The incumbent is the first employee to fill the role and developed many of the resources and guidelines to help guide the commission and the City in the future. The position should be evaluated to determine if the pay range and title are accurate for the position's complexity level. The position is responsible for creating and managing programs, not only for coordinating or facilitating such programs.

RECOMMENDATION:

- 1.15** – Evaluate the Arts & Culture Coordinator job description and actual workload to determine if current classification reflects the complexity of the position.

1.3 DEPARTMENTAL ORGANIZATIONAL AND STAFFING ANALYSIS

This section analyzes the entire Parks and Recreation Department's management and administrative staffing, including the organizational structure and executive and administrative staffing.

ORGANIZATIONAL STRUCTURE

In this subsection, we will discuss the current organizational structure of the Department and explore any recommended alternatives that could enhance or improve service delivery, ultimately increasing the efficiency and effectiveness of the Department. An appropriate organizational structure is essential to:

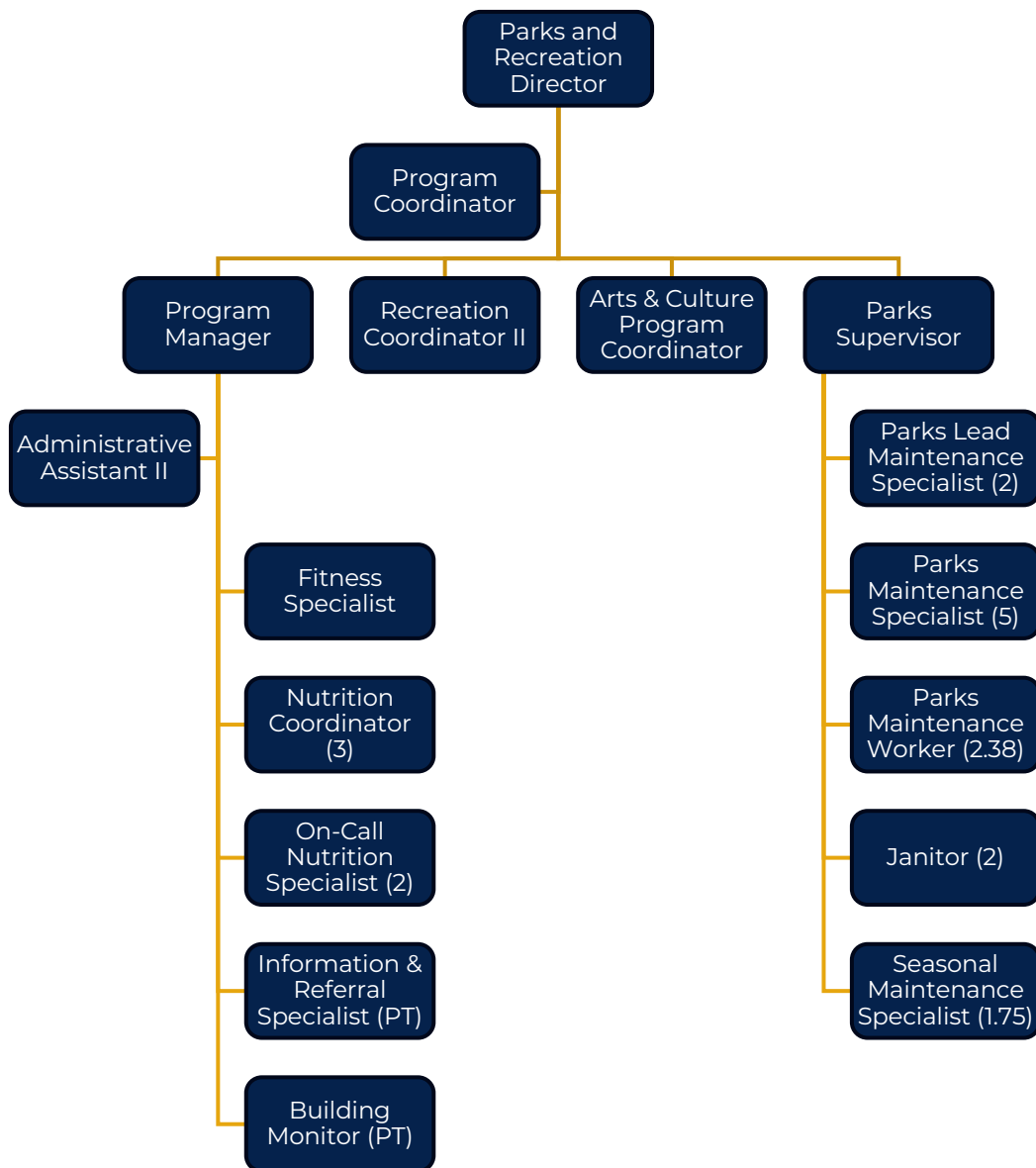
- Provide efficient and effective service delivery.
- Maintain adequate spans of control to enable managers and supervisors to supervise their employees effectively.
- Foster accountability among management and supervisory staff.

- Provide sufficient communication and coordination, and enhance shared knowledge and understanding.
- Enhance career development opportunities, training, recruitment, and retention.
- Enable staff to deliver high-quality service to the public, focusing on user-friendliness, performance management, quality control, and consistency.

Several organizational changes are recommended for the Department to enhance reporting structures, clarify roles and responsibilities, and establish effective succession planning.

The current organizational structure of the department is illustrated in the figure below.

CURRENT ORGANIZATIONAL STRUCTURE, PARKS AND RECREATION DEPARTMENT



COMMUNITY SERVICES AND ADMINISTRATION STRUCTURE

The current organizational structure of the Department does not provide clear lines of responsibility for its primary functions: park maintenance and recreation. The Recreation Coordinator II and the Program Manager report directly to the Parks and Recreation Director; however, the positions are similar in scope and responsibilities. The Program Manager is primarily responsible for managing the Community Center, while the Recreation Coordinator II focuses on youth and teen programs and special events. The Program Manager should be reclassified as a Community Center Manager to better align with day-to-day responsibilities. As additional recreation-related positions are identified for future workload, those positions should report to the Recreation Coordinator II. After completing the recommended Needs Assessment, the Human Resources Department may choose to reevaluate the Recreation Coordinator II position as a Recreation Supervisor if additional Recreation Specialist/Coordinator-type positions are recommended to support growth in recreational programming.

PARKS MAINTENANCE ORGANIZATIONAL STRUCTURE

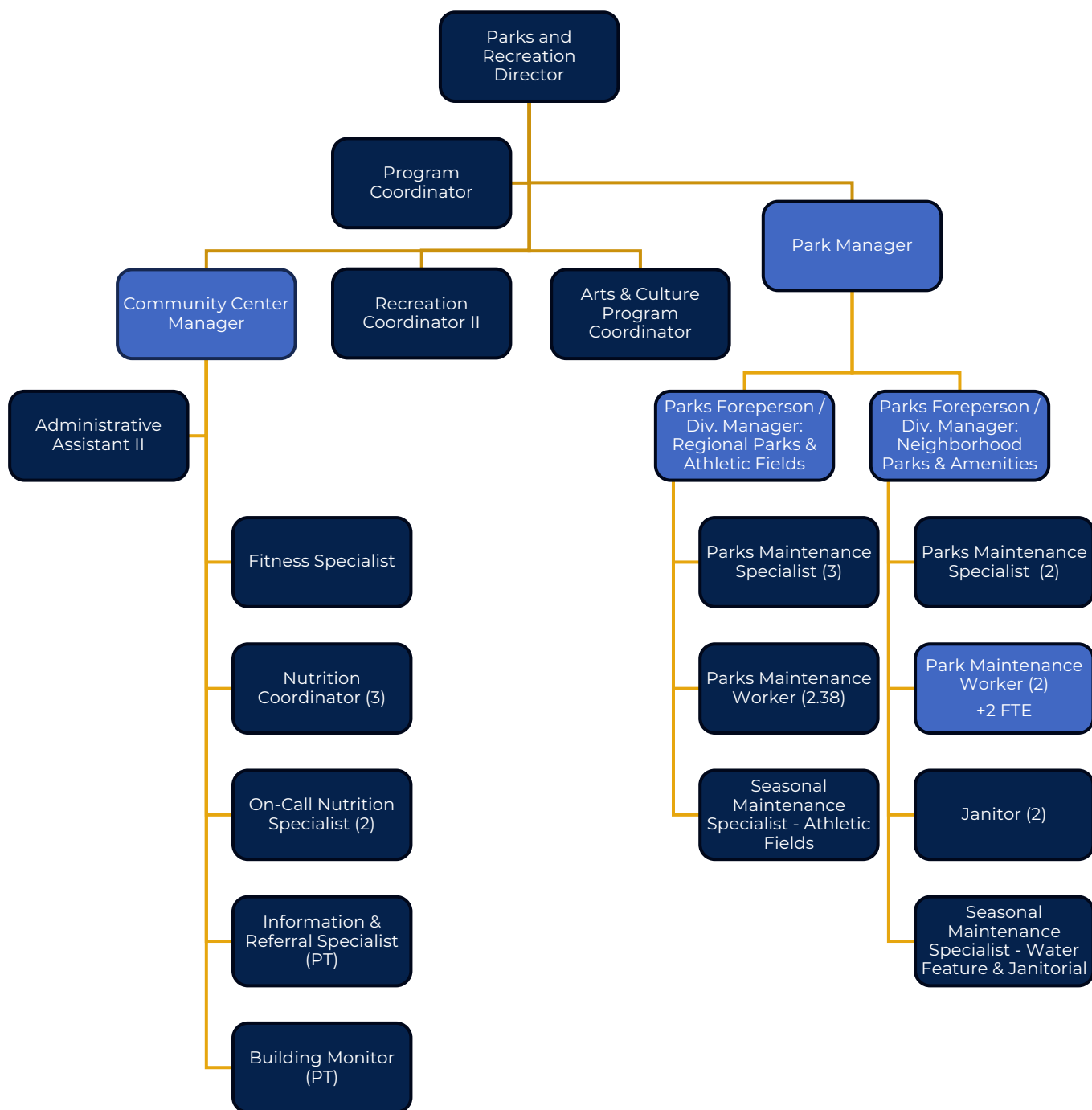
A key issue identified is the Department's lack of hierarchical structure and the problematic span of control associated with the current Parks Supervisor position. Parks Lead Maintenance Specialist positions exist, but they do not serve in a foreperson or supervisory role; therefore, all parks maintenance staff report directly to the Parks Supervisor.

With the creation of the Park Manager role, the Parks Lead Maintenance Specialists should be upgraded to a foreperson or supervisory-level position with direct supervision of assigned staff. The current lead roles oversee specific areas of maintenance in the City. These duties should be formalized, and the organizational structure should be updated to reflect these changes. The recommended crew structure and responsibilities are outlined below. The organizational chart demonstrates an increase of two (2) Maintenance Workers as Chapter 4 of this report suggests.

Proposed Crew Structure

- Neighborhood Parks & Amenities – Responsible for splash pads, playgrounds, irrigation, and neighborhood parks.
- Regional Parks & Athletic Fields – Responsible for athletic fields, regional parks, and high-use areas.

PROPOSED ORGANIZATIONAL STRUCTURE, PARKS AND RECREATION DEPARTMENT



RECOMMENDATIONS:

1.16 – When future staff is added to support special events, the Department should restructure the duties and responsibilities of the Arts & Culture and Recreation Coordinator II roles to move special event management under the purview of the Arts & Culture Coordinator. The Coordinator does not have the capacity with current workloads and staffing levels.

1.17 – Reclassify the Program Manager to Community Center Manager to better align with day-to-day requirements of the position.

1.18 – Reclassify the Parks Lead Maintenance Specialists positions to supervisory-level positions responsible for the day-to-day oversight and management of the Parks Maintenance Specialists, Parks Maintenance Workers, Janitorial Staff, and Seasonal Maintenance specialists. These positions would function as a Foreperson or Field Supervisor, potentially in a similar classification as the Public Works Division Managers.

2. COMMUNITY SERVICES DIVISION ASSESSMENT

This section analyzes the Community Services Division operations and staffing, comparing them to best practices and national standards. The Community Services Division is primarily responsible for the operation and programming of the Community Center, event management, recreational programming, and grant administration.

2.1 COMMUNITY SERVICES DIVISION OPERATIONAL ANALYSIS

This section presents an operational analysis of the Community Services Division within the Parks and Recreation Department. The Division oversees and organizes various programs and community events and manages the use and rentals of the City's park facilities, Community Center, sports fields, and community garden. The Community Center serves as a hub for various programs.

PROGRAM AND SERVICES MANAGEMENT

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Recreation Program Responsibility & Accountability	There shall be a designated position (individual) or team responsible for the agency's Recreation Programs and Services. This person/team shall provide strategies, community collaboration approaches, and technical expertise in relation to recreation programs offered to achieve predetermined agency goals and objectives.	✓	The Recreation Coordinator and Program Manager are responsible for recreation programs and services. The Coordinator focuses on adult and youth programming, while the Program Manager focuses on senior services.
Program & Service Determinants	A strategic, systematic, and collaborative approach shall be taken in determining what programs and services shall be provided by the agency. This approach sees participants as partners and shall be reflected in the cooperation and trust the community has for the competence and responsiveness of the agency's staff in providing high-quality programming and services.	~	The users of the Community Center's services have a high level of trust of department staff. However, regular feedback is not solicited in a formalized manner.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Recreation Program Plan (RPP)	The agency shall have a Recreation Program Plan (RPP) that furthers the implementation of the recreation and leisure objectives of the Park and Recreation Master Plan and Strategic Plan that is reviewed and updated minimally every three (3) years and that addresses the lifecycle (develop, assess, and improve or discontinue) of all leisure and recreation programs and services delivered by the agency.	X	The Department does not have a formalized Recreation Program Plan. The City does have a Parks and Recreation Master Plan that provides some high-level recommendations related to recreational programming.
Program Evaluation – Staff Training & Use in Decision Making	The agency shall provide training on how to evaluate programs, services and facilities for personnel involved in managing facilities and delivering programs and services. Agencies shall review evaluations and make programmatic decisions based on evaluation results.	X	There are no formalized evaluation processes in place. Verbal feedback and some surveys are used. No training is provided to evaluate programs and the City is not reviewing evaluations to make programmatic decisions based on results.
Piloting New Programs and Services	Agencies shall seek to understand the community's needs and preferences for recreational programs and services by piloting new or trial programs. These piloted programs can be promoted as free, introductory, or new programs or services and shall be evaluated to understand participant outcomes, satisfaction, and interest for continuing participation in similar programs and services.	~	New programs are piloted when possible. However, there is no community needs assessment process to provide feedback regarding gaps in the current program offerings. An MOU with the City's School District is expired but still honored.

PROGRAM & SERVICE DETERMINANTS

The Division should take a strategic, systematic, and collaborative approach to determining its programs and services. This approach includes viewing participants as partners in delivering high-quality programming and services. Staff should be trained to develop programs and services using a determinants system based on program and service determinants and informed by regular public engagement or a needs assessment.

Program and service determinants are outlined below:

- Conceptual foundations of play, recreation, and leisure;
- Organizational agency philosophy, mission, vision, and goals and objectives;
- Constituent interests and desired needs, including those of diverse and underserved populations;
- Creation of a constitution-centered culture;

- Experiences desirable for the clientele, and
- Community opportunities.

These program and service determinants should be used to provide strategically managed programs and services.

RECREATION PROGRAM PLAN (RPP)

The regular and future programming in Wilsonville should be determined by developing a Recreation Program Plan (RPP). The RPP should cover a two–to three-year period and address all agency programming, including special events and Arts and Culture programs.

At a minimum, the RPP should include:

- Agency’s guiding principles (mission, vision, objective statements).
- A staff organizational chart.
- A matrix of current programs with target audiences and cost recovery targets.
- A breakdown of the program evaluation processes and aggregate results for past evaluations.
- A Comprehensive and Annual Action Plan and program objectives in SMART format.
- A description and diagrams showcasing the processes used in the project to develop the Plan, and recommended processes for continual evaluation by the Department after the Plan is adopted.

The RPP should be developed using a collaborative approach between staff and the community.

FIGURE 2.1: ABRIDGED SAMPLE RECREATION PROGRAM PLAN

Activity	Format				
	Instructional	Open Facility	Special Event	Location	Cost
	Ages 6-9				
Basketball	M / F	M / F		Youth Center	\$
Soccer	M / F	M / F		ABC Park	\$\$ - \$\$\$
Ballet	M / F	M / W / F		Youth Center	\$\$\$\$
Puppetry	T / Th			Adult Center	\$\$\$
	Ages 55+				
Yoga	M	M / F		Adult Center	n/a
Cooking	Tu / F	Tu / F	M	Adult Center	\$
Fall Safety	M / W / F			ABC Park	\$\$\$

PROGRAM EVALUATION – STAFF TRAINING & USE IN DECISION MAKING

Program evaluation is integral to providing high-quality programs that residents want to attend. The Department should provide training on evaluating programs, services, and facilities for personnel involved in managing facilities and delivering programs and services. The data extracted from these evaluations should be used to make programmatic decisions.

Staff should be trained to review qualitative and quantitative measures, identify applicable evaluation tools, analyze data, and use findings to make informed decisions. The division should incorporate inclusive and equitable principles into evaluating its services and management strategies. Evaluation results should inform programmatic decision-making.

PILOTING NEW PROGRAMS AND SERVICES

The Department should pilot new or trial programs to understand the community's needs and preferences for recreational programs and services. These programs can be promoted as free or introductory. New programs and services should be evaluated to understand participant outcomes, satisfaction levels, and interest in continuing participation in similar programs and services. Each new program should be evaluated to inform future provision.

Programs and services offered in Wilsonville are vast, but new programs are not regularly introduced and are piloted specifically in the Community Center. While facility space may be a challenge to piloting new programs, opportunities for adjusting schedules may exist.

RECOMMENDATIONS:

- 2.1** – Develop program and service determinants to strategically develop and manage programs and services.
- 2.2** – Implement a Recreation Program Plan (RPP) that supports and furthers the goals outlined in the department's Parks and Recreation Master Plan.
- 2.3** – Develop training for staff to review qualitative and quantitative measures, identify applicable evaluation tools, analyze data, and use findings to make informed decisions. Training should include how to utilize evaluation results to inform programmatic decision-making.

EVALUATION, ASSESSMENT, AND RESEARCH

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Community Needs Assessment & Trends Analysis	Agencies shall engage in a strategic, systematic, and collaborative approach to assessing community assets and needs as they relate to park and recreation services.	X	The Department has not initiated a Community Needs Assessment since the Master Planning efforts in 2018.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Systematic Evaluation Program	An evaluation program shall be implemented to ensure programs, services, and facilities meet their stated needs/objectives and to facilitate an overall commitment to continuous improvement. The agency shall systematically evaluate programs, facilities, and services provided by the agency for operational efficiency, effectiveness, quality, and customer service.	~	The Recreation Coordinator II facilitates some methods for feedback, but the Senior Programming does not have a formalized system for receiving feedback on facilities and services.

COMMUNITY NEEDS ASSESSMENT AND TRENDS ANALYSIS

A Community Needs Assessment should be used to determine the community's and participants' needs and guide future programming implementation. Analysis of the programming information from prior years in Wilsonville shows that enrollment is low in some offered programs. Often, the low-enrollment program is one of many of the same type, so the location or time may be a barrier to enrollment. A community needs assessment will assist in determining the best time and location for programs.

The first step in a needs assessment is to identify stakeholders. Stakeholders should include the public, local officials, educational groups, businesses, and current users. Non-users should also be surveyed to determine if a need or gap can be filled with future programming.

Once stakeholders are identified, the best method to engage with the target audience should be considered. Multiple approaches should be utilized to reach the community. Demographics like age and language spoken should be considered in determining the best method to gather information. For example, the senior population may prefer a focus group or town hall discussion over an online survey. Language and accessibility should be considered when creating and disseminating a survey.

The needs assessment questions are the most essential part of the survey. Questions should include location information, participant data, barriers to participation, and any other decision point that may influence a community member's ability or desire to participate.

A successful Community Needs Assessment will offer invaluable information to assist the agency in addressing equity and using agency funds and resources. Additionally, if recommendations are implemented based on the assessment's data, agencies will gain support from stakeholders.

For assessments to be consistent and equitable, one employee in the Community Services Division should be responsible for disseminating and analyzing the Community Needs Assessment and other survey instruments. This does not mean that one individual should create and implement every assessment; instead, they should review and confirm consistency and effectiveness.

SYSTEMATIC EVALUATION PROGRAM

Program evaluations should occur before and after programs, events, and classes. Evaluations or surveys used before the program occurs are formative evaluations. The formative survey or data collection should determine gaps in services, what people are most interested in participating in, barriers to participation, and any additional information that may lead to increased participation. Summative evaluations should be used after programs to understand how the programs functioned and how participants felt about the content, location, instructors, and other relevant information.

Evaluations should include “why, what, when, where, and how” questions during the development phase so staff and programmers are focused on the survey or assessment’s goals. As discussed in the Community Needs Assessment section, evaluations should be reviewed and methods approved by one responsible staff member who understands evaluation methods and data collection goals.

Data collected from programs offered from 2023 to 2025 indicates that program participation relative to capacity is 35%. This suggests that many programs are under-attended and could be modified or updated to create capacity for staff to pilot new initiatives.

TABLE 2.1: PROGRAM REGISTRATIONS VERSUS CAPACITY, 2023 – 2025

Program Type	Participation Rate
Cultural Crafts	36%
eSports / eGaming	88%
Fitness	56%
Health & Wellness	14%
Individual Sports	21%
Martial Arts	36%
Natural & Cultural Programs	28%
Performing Arts	41%
Racquet Sports	0%
Safety	5%
Social Recreation Events	25%
STEM	22%
Summer Camp	29%
Team Sports	57%
Themed Special Events	40%
Visual Arts	19%
Average Participation	35%

RECOMMENDATIONS:

- 2.4 – Develop and issue a Community Needs Assessment to determine participation interests and barriers.
- 2.5 – Develop standard evaluation forms for all programs that are shared with all program participants before and after the program.

PROGRAM AND SERVICES ANALYSIS

The Parks and Recreation Department provides recreational programming through parks, recreational amenities, and the Community Center. The Program Manager oversees programming at the Community Center, primarily focusing on the 55+ population. The Recreation Coordinator II oversees programming for teens, youth, and non-Community Center participants. The following analysis uses trend data instead of the CAPRA best management standards.

RECREATION PROGRAMMING NATIONAL TRENDS

In recent years, according to the National Recreation and Park Association (NRPA), national trends in recreation programs have undergone significant evolution, reflecting broader societal shifts and a growing emphasis on wellness and community engagement. These programs have increasingly prioritized inclusivity, ensuring diverse populations can access recreational opportunities. Technological advancements have also played a pivotal role, with digital platforms and artificial intelligence enhancing program accessibility and participation. As Wilsonville recognizes the myriad benefits of recreational activities, from improved physical health to enhanced social engagement, recreation programs should adapt to meet these needs, fostering healthier and more connected communities nationwide.

NPRA² found that family engagement nights, seasonal festivals, fitness programming, games, and partnerships with libraries are trends emerging in 2024. The growth of seasonal programming and festivals leads to increased hiring in part-time roles.

In 2024, NRPA issued a report on *Supporting Older Adults Through Parks and Recreation*³ that highlighted the following key metrics:

- 92% of park and recreation agencies offer older adult-related resources and programs
- 95% of agencies say that promoting social connection and addressing social isolation are top benefits of their older adult programming

² Top Trends in Parks and Recreation for 2024 - <https://www.nrpa.org/parks-recreation-magazine/2024/january/top-trends-in-parks-and-recreation-for-2024/>

³ Supporting Older Adults Through Parks - <https://www.nrpa.org/publications-research/research-papers/supporting-older-adults-through-parks-and-recreation/>

- 30% of agencies offer intergenerational programming such as arts and crafts, reading programs, and mentoring opportunities
- 30% of park and recreation agencies dedicate 10% or more of their annual operating budget to older adult programming and outreach

This highlights the need for adult programming and older (senior adult) programming as a focus of a well-rounded recreational programming system.

The Sports & Fitness Industry Association (SFIA)⁴ reported in 2024 that all major sport and fitness activity categories showed year-over-year increases in rates of participation. Of the 24 sports tracked by SFIA, 20 showed increased participation, reflecting a strong demand for team sports opportunities. Across all age groups, fitness and outdoor activities are the top two most popular sport categories.

For the third year in a row, pickleball remains the fastest-growing sport in America, with a 223.5% growth in three years. While Wilsonville already offers programming for various age groups, citizens continually demand additional courts and pickleball programs.

The Sports and Fitness Industry Association (SFIA) participation data provides valuable insights into the trends and patterns shaping the sports and fitness landscape. This data, collected from various industry segments, highlights the activities gaining popularity, the demographic shifts in participation, and the evolving preferences of participants. The table below details data involving the various trends of involvement in different types of athletic events:

TABLE 2.2: SPORTS & FITNESS INDUSTRY ASSOCIATION PARTICIPATION DATA

EVENT	% PARTICIPATION
Athletic Events (General)	78.8%
Fitness Related Activities	67.8%
Outdoor Sports	57.3%
Individual Sports	42.1%
Team Sports	25.7%
Racquet Sports	18.0%
Water Sports	15.7%
Winter Sports	9.8%

⁴ SFIA Topline Report - 2024

CURRENT RECREATIONAL PROGRAMMING IN WILSONVILLE

The Parks and Recreation Department utilizes ActiveNet to track registrations for programs directly managed by the Department and open for registration. The following data sets represent aggregate models of data provided by this system. Programs are documented in ActiveNet by various categories, including activity type, age group, and location. Drop-in programs at the Community Center are tracked via sign-in sheets. At the time of this report, there was no historical data on drop-in program participants.

TABLE 2.3: PROGRAM INVENTORY, 2023 – 2025

Program Type	Winter	Summer	Fall	Total	% of Total
Cultural Crafts	0	1	10	11	1.8%
eSports / eGaming	0	0	1	1	0.2%
Fitness	61	50	30	141	23.7%
Health & Wellness	22	18	19	59	9.9%
Individual Sports	1	2	2	5	0.8%
Marital Arts	8	6	8	22	3.7%
Natural & Cultural Activities	3	3	8	14	2.3%
Performing Arts	3	1	5	9	1.5%
Racquet Sports	0	0	2	2	0.3%
Safety	13	10	11	34	5.7%
Social Recreation Events	11	7	0	18	3.0%
STEM	4	18	10	32	5.4%
Summer Camp	0	100	0	100	16.8%
Team Sports	15	22	38	75	12.6%
Themed Special Events	2	0	1	3	0.5%
Visual Arts	29	18	24	71	11.7%
Total	172	256	168	596	100.0%

Fitness programming accounts for 23.7% of the Department's programs. Summer camps and team sports are the most popular types, with 16.8% and 12.6%, respectively. These three program types account for over half of all programs offered in Wilsonville.

NATIONAL PROGRAMMING COMPARATIVE ASSESSMENT

The assessment below is based on NRPA Agency Performance Data to determine the types of programs typically offered by recreation and parks agencies with similar park numbers, acreage, and populations in the same region of the United States. Using NRPA data and metrics, we can focus data analysis on similar agencies by size, location, and scope of park management.

The following table outlines the general and programming, on average, provided by communities of similar variables. The variables utilized to analyze this data for the City of Wilsonville include:

- 293 Acres of Developed Parks

- 19 Parks Managed
- 26,345 Residents – Population per 2023 U.S. Census Data
- Pacific Northwest United States Region

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FIGURE 2.2: PROGRAMMING ANALYSIS BASED UPON 2024 NRPA AGENCY PERFORMANCE DATA

Program Type		Wilsonville	Average % of peer agencies across all criteria providing program type	Peer agency category: Park acres (251 – 1,000)	Peer agency category: Population (20,000 – 49,999 people)	Peer agency category: # of parks (10-19)	% of agencies in Pacific NW region of U.S. providing program type
General Programming Types	Themed Special Events	Yes	89%	93%	89%	84%	80%
	Social Recreation Events	Yes	88%	93%	91%	83%	77%
	Team Sports	Yes	86%	90%	90%	83%	89%
	Fitness Enhancement Classes	Yes	82%	85%	84%	76%	73%
	Health & Wellness Education	Yes	80%	85%	78%	74%	70%
	Individual Sports	Yes	76%	79%	73%	74%	84%
	Safety Training	Yes	73%	80%	71%	64%	73%
	Racquet Sports	Yes	70%	73%	63%	60%	59%
	Aquatics	Yes	66%	69%	60%	58%	70%
	Performing Arts	Yes	68%	70%	62%	55%	61%
	Visual Arts	Yes	63%	62%	57%	55%	55%
	Natural & Cultural History Activities	Yes	63%	66%	58%	54%	61%
	Cultural Crafts	Yes	62%	67%	63%	56%	59%
	Trips and Tours	Yes	62%	66%	64%	53%	48%
	Martial Arts	Yes	56%	60%	61%	51%	48%
	Running/Cycling Races	No	53%	52%	44%	43%	45%
	Golf	No	49%	51%	42%	35%	52%
	eSports/eGaming	Yes	26%	27%	22%	16%	14%
Specific Programming Types	Summer Camp	Yes	83%	88%	86%	72%	75%
	Specific Senior Programs	Yes	78%	84%	79%	73%	69%
	Specific Teen Programs	No	66%	70%	64%	57%	61%
	Adaptive Programs	No	67%	69%	62%	61%	64%
	STEM Programs	Yes	57%	58%	49%	44%	51%
	After School Programs	No	52%	48%	41%	39%	51%
	Preschool	No	34%	39%	34%	31%	50%
	Before School Programs	No	19%	18%	17%	13%	21%
	Full Daycare	No	7%	6%	2%	4%	19%

WILSONVILLE PROGRAMMING STRENGTHS AND WEAKNESSES

Programming strengths are identified as programs offered in Wilsonville that are also provided by 75 percent or more of peer agencies in one or more categories. Wilsonville provides several programs compared to its peers across more than two categories. The department should maintain these programs to continue matching offerings with peers. These programs are listed below:

- Themed Special Events

- Social Recreational Events
- Team Sports
- Fitness Enhancement Classes
- Healthy and Wellness Education

Over 50% of peer programs provide the following in one or two categories. The Department should also maintain these programs to continue matching offerings provided by peers. These programs are:

- Individual Sports
- Summer Camps
- Specific Senior Programs

Programming weaknesses are identified as programs offered by 50 percent or more of peer agencies in one or more criteria, but not presented in Wilsonville. The Department may consider these programs to match offerings provided by peer agencies. The only program types in this category are Specific Teen and Adaptive Programs.

RECOMMENDATION:

2.6 – Continue to provide services deemed strengths in the programming analysis. The Department should utilize community engagement practices to determine the viability of specific teen programs and adaptive or inclusive programs.

ARTS, CULTURE, AND HERITAGE

The best practices below are derived from the Public Art Network, an Americans for the Arts program. The practices were developed and adopted in 2016.⁵

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Policies & Procedures	A public art collection shall have policies and procedures related to maintenance and conservation, collection management, engagement, funding, and goals and governance.	✓	The Arts and Culture Coordinator developed policies and procedures related to the public art owned by the City.

⁵ <https://www.americansforthearts.org/sites/default/files/CombinedLtr%26PracticesFINAL.pdf>

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Maintenance & Conservation Plan	Maintenance and conservation plans shall be discussed and mutually agreed upon between Artists and the City. Artists should prepare a detailed and feasible maintenance and conservation plan.	~	Maintenance and conservation plans are discussed during the RFQ and RFP process. Maintenance plans may be included for prior acquisitions, but they do not exist for all public owned art.
Collection Management Policy	Commissioning bodies should have collection management policies in place and notify Artists of these policies.	✓	The ACHC has collection management policies in place. These policies are shared with Artists.

MAINTENANCE AND CONSERVATION PLAN

According to Americans for the Arts, the conservation and maintenance of a public art collection is an integral part of a City's asset management program. A plan should be implemented for a collection, and artists should be required to submit guidelines for upkeep, maintenance, and material details. The City's Maintenance and Conservation plan should include guidelines and recommendations for appropriate cleaning cycles, materials, and language that allows the City to remove artwork if it is damaged beyond repair or poses a public safety concern.

RECOMMENDATION:

2.7 – Develop a policy, budget, and implementation plan for the maintenance, conservation, and, as deemed appropriate, disposition of each piece of publicly owned art, as well as for the acquisition and integration of new art.

2.2 COMMUNITY SERVICES STAFFING ANALYSIS – CURRENT CONDITIONS

This section will review the Community Services Division's current staffing to determine whether adequate resources are available to meet the current service levels and objectives. The analysis will include a review of staffing levels, an industry-standard assessment of current and required staffing resources, and an evaluation of the current staffing workload.

STAFFING AND WORKLOAD ANALYSIS

Staffing and workload analysis will include the following areas:

- Adequacy of staffing levels based upon generally accepted industry standards.
- Optimization of the department's organizational structure.

NATIONAL DATA STAFFING ANALYSIS

NRPA Agency Performance Data is organized into two primary staffing metrics: the number of full-time equivalents (FTEs) in the Department and a percentage breakdown of staff responsibilities within the Department.

Agency Performance Review data provide quartiles and medians for the number of FTEs from agencies that responded. This offers a range of the middle 50% of all agencies to guide staffing based on industry trends. As an example, communities that responded to the Agency Performance review, which have between 10 and 19 parks, have a lower quartile of 14.26 FTEs (or the lower 25% of respondents have 14.26 FTEs or less), an upper quartile of 59 FTEs (or the higher 25% of respondents have 59 FTEs or more), and a median of 30 FTEs (meaning 50% of respondents have between 14.26 and 59 FTEs, with the median being 30 FTEs). Wilsonville currently employs 23.51 FTE in the Parks and Recreation Department, with 6.88 FTE dedicated to programming.

The following table represents staffing data from the Agency Performance Review based on the four defined variables for the City of Wilsonville, as of 2024.

TABLE 2.4: NRPA PERFORMANCE REVIEW STAFFING DATA SUMMARY

Metric	All Agencies	Park Acres	Population	# of Parks	Region
Wilsonville Metrics	-	293	26,345	19	Pacific Northwest
NRPA Data Segment	-	251-1,000	20,000-49,999	10-19	Pacific Northwest
Number of FTEs					
Lower Quartile	20.40	23.96	19.90	14.26	18.16
Median	57.60	56.70	34.20	30.00	45.00
Upper Quartile	143.70	102.33	66.90	59.00	103.00

The Department's current staffing is low compared to NRPA Agency Performance data for current conditions and variables.

The Agency Performance Review Data also documents the percentage of staff assigned to various staffing types, including Operations & Maintenance, Programming, Administration, Capital Development, and Other. The following tables review the City's total staffing breakdown versus those in the variables used above:

TABLE 2.5: SUMMARY OF STAFFING BY TYPE

NRPA Staffing Type	Total FTEs	Percentage
Administrative	2.00	9%
Capital Improvement Planning	0.00	0%
Operations & Maintenance	14.13	60%
Programming	6.88	29%
Other	2.16	2%
Total:	23.51	100%

TABLE 2.6: NRPA PERFORMANCE REVIEW STAFF RESPONSIBILITIES DATA SUMMARY

Metric	All Agencies	Park Acres	Population	# of Parks	Region	Wilsonville
Wilsonville Metrics		293	26,345	19	Pacific Northwest	
NRPA Data Segment		251-1,000	20,000-49,999	10-19	Pacific Northwest	
Administration	17%	16%	16%	18%	17%	9%
Capital Improvement	3%	5%	5%	3%	3%	0%
Ops & Maintenance	46%	43%	44%	47%	50%	60%
Programming	31%	33%	31%	29%	25%	29%
Other	4%	3%	3%	3%	5%	2%

Using this model, the Department has a low percentage of programming staff.

To analyze this metric further, the project team developed a general average based on all five variable FTEs provided in the NRPA Agency Performance Review data, using the same three levels: Lower Quartile, Median, and Upper Quartile. Using the data to develop these averages over the variables, the lower quartile staffing would be 5.72 FTE, the median would be 12.44 FTEs, and the upper quartile would be 24.84 FTEs dedicated to programming.

Wilsonville's current staffing level falls between the lower quartile and median of similar agencies, according to NRPA Agency Performance Data.

Data collected from programs offered between 2023 and 2025 indicate that program participation relative to capacity is roughly 35%. This suggests that many programs are under-attended and could be modified or updated to create capacity for staff to pilot new initiatives.

As discussed in the Operational Assessment of this chapter, future programming needs should be developed after implementing a Community Needs Assessment and creating a Recreation Program Plan. Current staffing levels are adequate for the programs as they are presented; however, program expansion with increased participation rates and a broader range of family or event types will likely require additional staff. NRPA guidelines and industry standards recommend one full-time equivalent (FTE) for every 30-40 programs offered and one full-time equivalent (FTE) for every 10-12 major events.

It is essential to note that Wilsonville utilizes contracted instructors and partnerships with organizations like Skyhawks to provide programs. In 2023, 21 summer camps were offered through the Skyhawks program, and six were provided through the YMCA. In 2024, Skyhawks offered 24 summer programs, while the YMCA provided 13. Because many programs are offered through contractual relationships or partnerships, a ratio of 40 programs per full-time equivalent (FTE) is the recommended metric for calculating recreation staffing needs in Wilsonville.

TABLE 2.7: RECREATION STAFFING ESTIMATES

Season	Average Programs Offered	Estimated FTE Required
Winter	57.30	1.43
Summer	128.00	3.20
Fall	84.00	2.10
Events	16.00	1.33
Total	-	8.03

Based on current programming workload data, the Department is on the low end of the recommended staffing calculations with 6.88 FTE currently assigned to programming and event functions. However, the study team does not recommend adding staff to the recreation function until a comprehensive needs assessment is completed, providing data on program priorities.

As demographics shift across the country, the Community Center will likely see a growing demand for senior activities and services. The results of the Community Needs Assessment and the subsequent Recreation Program Plan outlined in the Operational Assessment portion of this chapter should be used to recommend staffing levels for recreational programming. Recreation Specialist-type positions should be added as programming needs increase.

Current staffing levels do not meet the Department's needs for building coverage and the safety of recreational personnel. The Administrative Assistant II often works alone in the Community Center after other full-time staff have left for the day. This is not best practice and should be addressed. The Department should use existing staff to ensure that two employees are always present in the building when it is open to the public.

RECOMMENDATIONS:

2.9 – Upon development of a Community Needs Assessment and subsequent Recreation Program Plan, as recommended in the Operational Assessment of this project, this data should be utilized to drive future recreation staffing needs. A ratio of one (1) FTE per 40 annual programs should be considered for adding recreation staff.

2.10 – Utilize existing to ensure that two employees are always present in the Community Center during operational hours. Ensure absences are planned and can be covered.

3. PARKS MAINTENANCE DIVISION ASSESSMENT

The Parks Maintenance Division provides professional management, maintenance, and construction services for Wilsonville's park system. Services are provided to all City parks, green spaces, facilities, bicycle and pedestrian trails, as well as special event venues.

3.1 PARKS MAINTENANCE DIVISION OPERATIONAL ANALYSIS

This section will provide an operational analysis of the parks maintenance and operations functions.

FACILITIES AND LAND USE MANAGEMENT

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Park & Recreation Land Acquisition & Disposal	Agencies shall have established and implemented park land acquisition and disposal policies and procedures. These strategies for achieving park, recreation, conservation, and historical-cultural goals and purposes shall protect the public's investment in and enjoyment of public properties.	~	There are acquisition processes that are mainly controlled by the Planning and Engineering Department. However, Parks and Recreation's role is not clearly defined.
Maintenance & Operations Management	Agencies shall set specific maintenance standards for parks, facilities, and special areas to ensure maintenance efforts reflect community preferences. Standards shall be used to develop maintenance and inspection schedules.	~	Some informal maintenance standards exist, but they are not formally documented. Preventative maintenance schedules and regular inspections are not formalized.
Preventative Maintenance	Agencies shall consider employee and patron safety, continuity of operations, and lifecycle costs of operating mechanical systems, facilities, and equipment and shall develop written plans outlining procedures, tracking, and decision-making tools it will use to ensure the most efficient and effective use of funding.	X	No preventative maintenance schedules formally exist.

PARK AND RECREATION LAND ACQUISITION AND DISPOSAL

The Department should establish and implement parkland acquisition and disposal policies and procedures. These strategies for achieving park, recreation, conservation, and historical-cultural goals and purposes should protect the public's investment in and enjoyment of public properties. The policy should include the procedures followed to acquire or dispose of parkland, including legal authority over

final decision-making. The acquisition and disposal process should conform to the Park Master Plan and the Department and City's strategic objectives. Additionally, the processes should include opportunities for public engagement.

The Parks and Recreation Director should be the primary employee responsible for acquiring, disposing of, and developing related policies for parkland. Physical resource planning should conform to the department's vision and mission statement. Wilsonville utilizes agreements with neighborhoods and private partners to build and acquire additional parkland. However, it is unclear if design standards are provided and required for park development. These standards should be included in the Acquisition Policies and Procedures. Standardizing assets provides more effective management opportunities for field staff and improves the overall system cohesion.

There are six basic ways that maintenance considerations should be considered in the park acquisition and design process:

1. Establish specific park maintenance objectives, including maintenance zoning and priority classifications.
2. Identify materials that have specific preventative or routine maintenance characteristics.
3. Review plans for possible design-related site abuse, overuse, or misuse.
4. Identify and correct potential maintenance issues in the preliminary planning stage.
5. Itemize all routine maintenance tasks.
6. Identify processes or phases of construction that require careful treatment or supervision to prevent or reduce future maintenance problems.

MAINTENANCE AND OPERATIONS MANAGEMENT

Maintenance standards for parks, facilities, and special areas ensure maintenance efforts reflect community preferences. Standards should be used to develop maintenance and inspection schedules and to define quality assurance measures and reporting requirements. Maintenance standards should include park maintenance classification according to the intended use of the area, ranging from heavily used and highly developed areas to those that are lightly used and less developed.

Efficient and effective maintenance operations are critical to the success of the Department's mission for several significant reasons:

- **Enhancing the Recreation Experience:** Standards and procedures should be established to ensure optimal recreational use. Parks and facilities must be functional, safe, and aesthetically pleasing.
- **Economic Efficiency:** High-quality preventive maintenance can save an organization money. When assets are kept in operational condition, downtime and service loss are minimized.
- **Reduced Liability:** Maintenance functions are integral to risk management and liability. Regular preventive maintenance and inspection programs allow for the early detection and correction of

potentially hazardous conditions. Maintenance functions should be planned, executed, and documented to minimize the city's liability exposure.

- **Improved Public Image:** Maintenance standards directly influence the public's perception of the organization. Offering clean, appealing, and engaging recreation facilities and equipment greatly enhances the quality of the recreation experience for visitors, participants, and spectators.
- **Environmental Stewardship:** Park and Recreation agencies are increasingly expected to lead in the responsible stewardship of land and other environmental resources. An effective maintenance program can help prevent overuse, preserve recreational resources, and extend the useful life of property, tools, structures, equipment, and materials.

Although maintenance types vary, all are important. Housekeeping, routine maintenance, preventive maintenance, program support, scheduled improvements, and emergency repairs are all integral to a high-functioning park maintenance program. A maintenance program should reflect the unique challenges in Wilsonville and address specific conditions. These conditions include needs, resources, priorities, circumstances, and capabilities.

TABLE 3.1: PARK MAINTENANCE PROGRAM RECOMMENDED COMPONENTS

PRACTICE	DESCRIPTION
Organize	Maintenance must be well-planned and organized.
Establish Maintenance Goals, Objectives, & Standards	Goals and objectives are statements of the operation's purpose and desired result.
Use Resources Effectively & Efficiently	Use of time, personnel, equipment, and materials should all be considered.
Develop Work Schedules	Eliminate priority judgments for staff by developing criteria and scheduling maintenance work through Cartegraph.
Emphasize Preventative Maintenance	Preventative maintenance schedules require a well-organized approach and implementation of automated systems.
Consider Resources	Commit to providing enough funding, personnel, equipment, and materials for preventative and reactive maintenance.
Incorporate Sustainability	It is essential that the natural environment be preserved and protected for use by future generations.
Assume Responsibility	The maintenance department is responsible for visitor and employee safety.
Ensure Compliance	A wide variety of federal, state, and local laws, regulations, codes, and procedures directly affect a department's operation.
Consider Maintenance	Consideration of maintenance during the design and construction phases of a facility or site development project can reduce long-term maintenance problems.

RECOMMENDATIONS:

3.1 – Develop policies and procedures based on the Parks and Recreation Master Plan to acquire and dispose of park facilities or assets. Policies should include standardizing assets that are to be assumed for management by the Department.

3.2 – Develop a comprehensive, systematic, written maintenance plan for the Department. The plan should be integrated into Cartegraph to automate processes and schedule required work.

3.2 PARK MAINTENANCE STAFFING ANALYSIS – CURRENT CONDITIONS

This section will review the Park Maintenance Division’s current staffing to determine whether adequate resources are available to meet current service levels and objectives. The analysis will include a review of staffing levels, an industry-standard assessment of current and required staffing resources, and an evaluation of the current staffing workload.

STAFFING AND WORKLOAD ANALYSIS

Staffing and workload analysis will include the adequacy of staffing levels based upon generally accepted industry standards.

NATIONAL DATA STAFFING ANALYSIS

NRPA Agency Performance Data is organized into two primary staffing metrics: the number of full-time equivalents (FTEs) in the Department and a percentage breakdown of staff responsibilities within the Department.

The following table represents staffing data from the Agency Performance Review based on the four defined variables for the City of Wilsonville, as of 2024. Wilsonville currently employs 23.51 FTE in the Parks and Recreation Department, with 14.13 FTE dedicated to maintenance and operations, including supervisory and capital development responsibilities assigned to the Park Supervisor.

TABLE 3.2: NRPA PERFORMANCE REVIEW STAFFING DATA SUMMARY

Metric	All Agencies	Park Acres	Population	# of Parks	Region
Wilsonville Metrics	–	293	26,345	19	Pacific Northwest
NRPA Data Segment	–	251–1,000	20,000–49,999	10–19	Pacific Northwest
Number of FTEs					
Lower Quartile	20.40	23.96	19.90	14.26	18.16
Median	57.60	56.70	34.20	30.00	45.00
Upper Quartile	143.70	102.33	66.90	59.00	103.00

The Agency Performance Review Data also documents the percentage of staff assigned to various staffing types, including Operations & Maintenance, Programming, Administration, Capital Development, and Other. The following tables review the City’s total staffing breakdown versus those in the variables used above:

TABLE 3.3: SUMMARY OF STAFFING BY TYPE

NRPA Staffing Type	Total FTEs	Percentage
Administrative	2.00	9%
Capital Improvement Planning	0.00	0%
Operations & Maintenance	14.13	60%
Programming	6.88	29%
Other	2.16	2%
Total:	23.51	100%

TABLE 3.4: NRPA PERFORMANCE REVIEW STAFF RESPONSIBILITIES DATA SUMMARY

Metric	All Agencies	Park Acres	Population	# of Parks	Region	Wilsonville
Wilsonville Metrics		293	26,345	19	Pacific Northwest	
NRPA Data Segment		251-1,000	20,000-49,999	10-19	Pacific Northwest	
Administration	17%	16%	16%	18%	17%	9%
Capital Improvement	3%	5%	5%	3%	3%	0%
Ops & Maintenance	46%	43%	44%	47%	50%	60%
Programming	31%	33%	31%	29%	25%	29%
Other	4%	3%	3%	3%	5%	2%

Using this model, the Department has a high staffing level in operations and maintenance. However, the Park Supervisor position has functioned as a role that splits responsibilities between operations and maintenance, capital development, and administration.

To further analyze this metric, the project team developed a general average based on all five variable FTEs provided in the NRPA Agency Performance Review data, using the same three levels: Lower Quartile, Median, and Upper Quartile. Using the data to develop these averages over the variables, the lower quartile staffing would be 8.77 FTE, the median would be 19.08 FTEs, and the upper quartile would be 38.09 FTEs dedicated to operations and maintenance.

TABLE 3.5: NRPA PERFORMANCE DATA, RECOMMENDED STAFFING LEVEL

Datatype	Ops & Maintenance	Programming	Admin.	Capital Development	Other	FTEs
Lower Quartile	8.77	5.72	3.24	0.76	0.57	19.07
Median	19.08	12.44	7.05	1.65	1.24	41.47
Upper Quartile	38.09	24.84	14.80	3.31	2.48	82.81
Wilsonville	14.13	6.88	2.00	0.00	0.5	23.51

The Parks Maintenance team currently has 14.13 full-time equivalents (FTEs) assigned to maintain parks and open spaces. One is a supervisor with limited maintenance functions, and the others are split between two primary work groups. The teams are divided among different parks and asset types throughout the city. Wilsonville's current staffing level falls between the lower quartile and median of similar agencies, according to NRPA Agency Performance Data.

Park acreage is another factor used to determine the appropriate staffing level. According to the International City/County Management Association (ICMA) standards, a typical organization has roughly one full-time equivalent (FTE) per 18-20 acres of land, with a best practice defined as one (1) FTE per 12 acres of land. The parks maintenance staff manages 293 acres of developed park land, totaling 22.32 acres per full-time equivalent (FTE) employee.

NRPA Agency Performance Data indicate that the department's operational staff should be between 8.8 and 38.1 full-time equivalents (FTE), with a median of 19.1 FTE. The current staffing level of 13.13 FTE is within the recommended range but remains on the low end.

When considering both metrics – FTE per acre and the range provided in agency performance data –the Parks Maintenance Division is understaffed.

Two (2) full-time equivalents (FTEs) should be added to increase the current staffing level responsible for daily operations in the Park Maintenance Division to 15.13 FTEs, ensuring that service levels are maintained and sustainable as the Department grows and its responsibilities expand. Adding two (2) Park Maintenance Workers lowers the acres per FTE to 19.37, which is within industry best practices. The recommended staffing of 15.13 FTE does not include the current Park Supervisor, as their role is primarily administrative. Additional considerations related to known growth areas are outlined in Chapter 5, "Future Staffing Assessment."

RECOMMENDATION:

3.3 – Increase operations and maintenance staffing to include two (2) additional Park Maintenance Worker FTE dedicated to park maintenance and operations.

4. FUTURE STAFFING ASSESSMENT

The City of Wilsonville's population and park maintenance responsibilities are expected to grow over the next five to ten years. The known changes in variables (population, park acreage, and number of parks managed) will be used to analyze staffing needs for 2030. This analysis should be considered an estimate for planning purposes, based solely on the abovementioned factors.

4.1 NATIONAL DATA STAFFING ANALYSIS

The following table represents staffing data from the Agency Performance Review based on the four defined variables for the City of Wilsonville in 2030, utilizing estimates below:

- Acres of Developed Parkland: 327
- Number of Parks Managed: 23
- Population per U.S. Census: 30,556
- Region: Pacific Northwest

TABLE 4.1: NRPA PERFORMANCE REVIEW STAFFING DATA SUMMARY, 2030 DATA

Metric	All Agencies	Park Acres	Population	# of Parks	Region
Wilsonville Metrics		327	30,556	23	Pacific Northwest
NRPA Data Segment		251-1,000	20,000-49,999	20-49	Pacific Northwest
Number of FTEs					
Lower Quartile	20.40	23.96	19.90	42.12	18.16
Median	57.60	56.67	34.20	80.50	45.00
Upper Quartile	143.70	102.33	66.90	125.75	103.00

The only growth variable that affects the staffing analysis for 2030 conditions is the number of parks managed. The community's population growth projects a total population still within the NRPA Data Segment for Population, as was the case in the previous analysis.

The Agency Performance Review Data documents the percentage of staff assigned to various staffing types, including Operations and Maintenance, Programming, Administration, Capital Development, and Other. Table 4.2 assumes that the recommendation to add two (2) additional FTE to the operations and maintenance staff is accepted, and the current Park Supervisor role will be shifted to more administrative and capital development functions.

TABLE 4.2: SUMMARY OF STAFFING BY TYPE

NRPA Staffing Type	Total FTEs	Percentage
Administrative	2.70	11%
Capital Improvement Planning	0.30	1%

NRPA Staffing Type	Total FTEs	Percentage
Operations & Maintenance	15.13	59%
Programming	6.88	27%
Other	0.50	2%
Total:	25.51	100%

TABLE 4.3: NRPA PERFORMANCE REVIEW STAFF RESPONSIBILITIES DATA SUMMARY

Metric	All Agencies	Park Acres	Population	# of Parks	Region	Wilsonville
Wilsonville Metrics		327	30,5556	23	Pacific Northwest	
NRPA Data Segment		251-1,000	20,000-49,999	10-19	Pacific Northwest	
Administration	17%	16%	16%	15%	17%	11%
Capital Improvement	3%	5%	5%	5%	3%	1%
Ops & Maintenance	46%	43%	44%	46%	50%	59%
Programming	31%	33%	31%	32%	25%	27%
Other	4%	3%	3%	3%	5%	2%

Using this model, the Department's programming and capital development staff percentage remains low if no adjustments are made between 2025 and 2030.

To analyze this metric further, the project team developed a general average based on all five variable FTEs provided in the NRPA Agency Performance Review data, using the same three levels: Lower Quartile, Median, and Upper Quartile. Using the data to develop these averages over the variables, the lower quartile staffing would be 26.04 FTE, the median would be 54.09 FTEs, and the upper quartile would be 99.50 FTEs.

Similarly, by averaging all five variables, an average of all staff responsibilities. These averages would be 15% of staff for Administration, 5% for Capital Development, 46% for Operations and Maintenance, 32% for Programming, and 3% for Other.

Using these two averages, a target FTE by responsibility can be developed for each quartile, giving the City a range of staffing targets to consider in each responsibility area. Due to the variability of this data, the project team recommends targeting staffing between the Upper and Lower Quartiles.

TABLE 4.4: ANALYSIS OF NRPA PERFORMANCE DATA, 2030 PROJECTIONS

Datatype	Ops & Maintenance	Programming	Admin.	Capital Development	Other	FTEs
Lower Quartile	11.98	8.33	3.91	1.30	0.78	26.04
Median	24.88	17.30	8.11	2.70	1.62	54.09
Upper Quartile	45.77	31.84	14.93	4.98	2.99	99.50
Wilsonville	15.13	6.88	2.70	0.30	0.5	25.51

Based on the analysis above, if current staffing levels do not increase, Wilsonville will be below the lower quartile for all staffing types in 2030 except for park maintenance, which will remain below the median.

4.2 FUTURE STAFFING ANALYSIS

The City has a defined schedule of parks that will be constructed and turned over to the Department for maintenance at specific intervals over the next 3–5 years. This increase in parks and total acreage maintained will impact the Department's workload and staffing needs.

OPERATIONS AND MAINTENANCE

Additional parks and acreage to maintain will create additional workload for the operations and maintenance function in the department. Anticipated acreage increase are shown below.

TABLE 4.5: PARKS ACREAGE GROWTH, 2025-2030

Year	Acreage Added	Total Acres Maintained	FTE to Remain <20 Acres per FTE
2025	-	293.00	14.65
2026	3.00	296.00	14.80
2027	-	296.00	14.80
2028	9.00	305.00	15.25
2029	22.00	327.00	16.35
2030	34.00	327.00	16.35

The Park Maintenance Division is expected to experience the most significant increase in workload between 2025 and 2030, based on current projections. To remain within the recommended threshold of one (1) FTE per 18-20 acres, Wilsonville should increase maintenance and operations staffing by one full-time equivalent (FTE) per 16 additional acres maintained.

Adding 34 acres to maintain increases the acreage per FTE to 21.61, assuming the recommendation for two additional staff members in the Park Maintenance Division is implemented. To remain below the recommended threshold of 20 acres per FTE, two (2) additional operations staff are required, bringing the recommended Park Maintenance FTE count to 16.35 in 2030.

PROGRAMMING

As park space increases, the desire for programming and services in those facilities will also increase. After the Community Needs Assessment and Recreational Program Plan are defined, the recreational staff should be increased to provide necessary program coverage and align with industry standards.

Utilizing the key assumptions below, future recreational staffing estimates were developed:

- **Population Growth Rate:** 2.5% annually (historic trend based on U.S. Census Bureau data)
- **Program Growth Rate:** 5% annually (2024-2025 estimates from Budget Performance Metrics)
- **Efficiency Gains from Technology and Volunteers:** 1% annual productivity gain (assumed)

TABLE 4.6: PROGRAM GROWTH ESTIMATES, 2025-2030

Year	Population	Program Participants	Programs Offered	Events	FTE Recommended
2025	27,000	2,500	269	16	8.03
2026	27,675	2,625	282	17	8.46
2027	28,367	2,756	297	18	8.93
2028	29,076	2,894	311	19	9.36
2029	29,803	3,039	327	20	9.85
2030	30,548	3,191	343	21	10.33

The project team estimates that 3.45 full-time equivalent (FTE) additional Recreation Specialist-type positions will be needed by 2030 to support the increased demand for special events, senior programming, and youth sports.

2030 STAFFING RECOMMENDATION

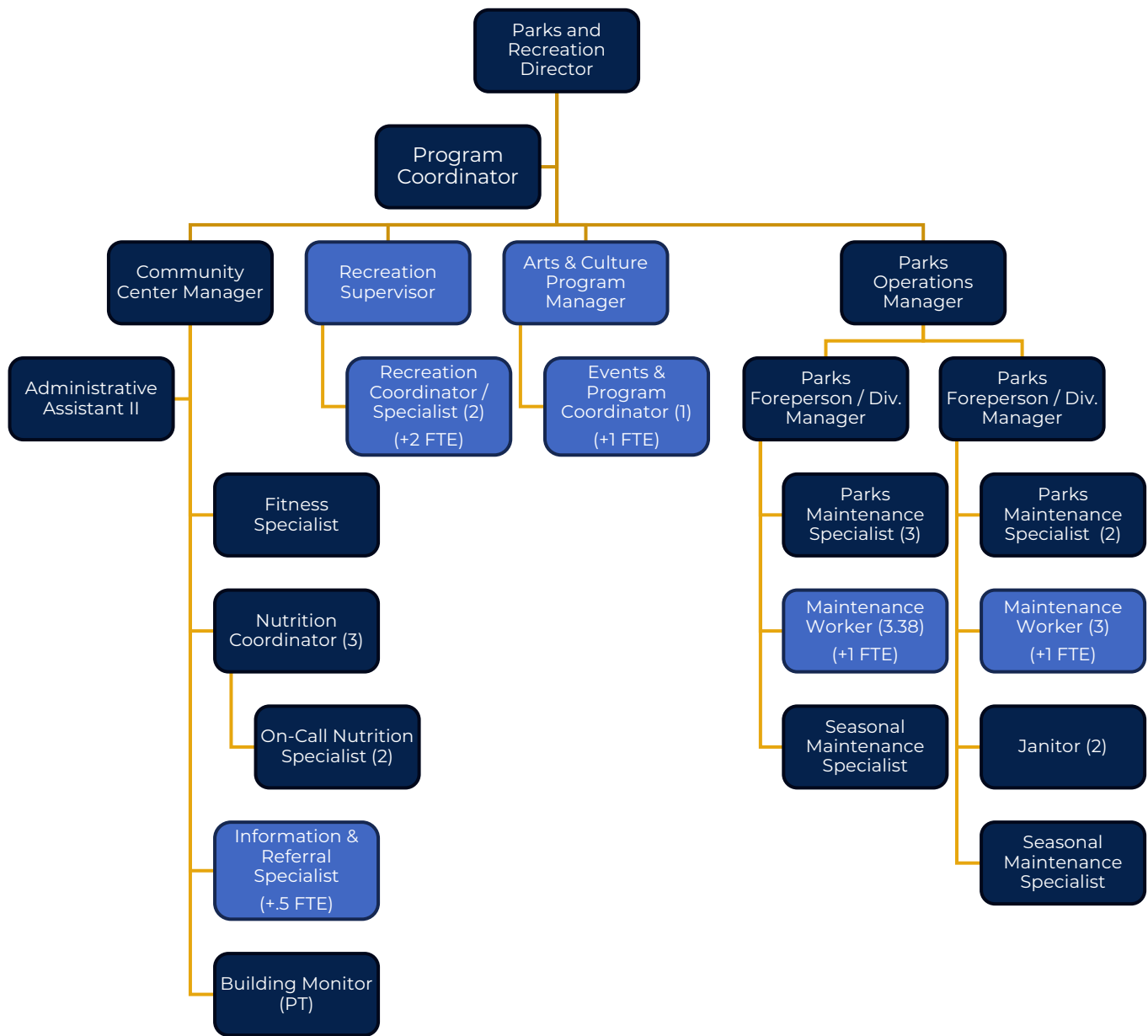
The project team recommends that Wilsonville consider the following increases to staffing to be implemented between now and 2030, should the current parks pipeline projects and growth rates remain consistent:

TABLE 4.7: 2030 RECOMMENDED STAFFING LEVELS, PARKS AND RECREATION DEPARTMENT

Datatype	Ops & Maintenance	Programming	Admin.	Capital Development	Other	FTEs
Lower Quartile	11.98	8.33	3.91	1.30	0.78	26.04
Median	24.88	17.30	8.11	2.70	1.62	54.09
Upper Quartile	45.77	31.84	14.93	4.98	2.99	99.50
Wilsonville 2025	15.13	6.88	3.00	0.00	0.50	25.51
Wilsonville 2030	17.13	10.33	3.00	0.00	1.00	31.46
Increase in FTE	2.00	3.45	0.70	0.30	0.50	6.95

Based on the study team's analysis of the City's growth and projected increase in parkland and programming, the following organizational chart should be considered as a draft for implementation in 2030 and beyond.

POTENTIAL ORGANIZATION STRUCTURE, PARKS AND RECREATION DEPARTMENT, 2030



RECOMMENDATIONS:

- 4.1** – Increase maintenance and operations staffing at a rate of one (1) FTE per 16 acres maintained over the next five (5) years.
- 4.2** - Increase programming staffing as needs-based data is developed and analyzed. Demographic trends and national programming participation trends should guide the addition of Recreation Specialist-type positions.

APPENDIX A: CURRENT STATE ASSESSMENT

1. INTRODUCTION

This current state assessment outlines the organization, structure, staffing, workload, and practices of the Parks and Recreation Department (Department). Its information was developed through a series of interviews conducted at all levels of the organization, including managers, supervisors, and line-level staff within the Department. In addition to the interviews, the project team collaborated with the City and Department to gather data on budgets, staffing, workload, reporting, policies and procedures, and asset information.

The primary objective of the current state assessment is to document the current approaches utilized in providing services and provide a preliminary analysis of best management practices. The current state assessment serves as a starting point, enabling the project team to compare the recommendations developed for the final report with the current state and demonstrate the impact of the proposed changes.

This document also provides an overview of best management practices (BMPs) related to the Department's operations and staffing. This best management practices assessment represents an essential step in reporting on initial key findings and opportunities related to the Wilsonville Parks and Recreation Department's operations and processes.

This document focuses on outlining the following items:

- The organizational structure of the various operations within the project scope.
- Each functional discipline's roles, responsibilities, and approaches to service delivery.
- The organizational composition and allocation of staff by position classification.
- Presentation of historic workload levels currently being tracked by the Department.
- Statements of best management practices (BMPs), the City's procedures concerning these practices, and additional notes and comments.

This assessment will provide a foundation for subsequent analysis by ensuring the accuracy of our assumptions and enabling us to confirm our understanding of the roles and responsibilities of individuals involved in their respective positions within the organization.

2. DEPARTMENT OVERVIEW

The mission of the Parks and Recreation Department is "While recognizing community history, enriching the quality of life, and fostering a safe environment, the Wilsonville Parks and Recreation Department shall provide, preserve, maintain, improve, and enhance recreation opportunities, social services, natural resources, and parkland for future and current generations."

The Parks and Recreation Department has two divisions: Community Services and Parks Maintenance. The Department manages and organizes various programs and community events, as well as oversees the use and rental of the City's park facilities, including the Community Center, sports fields, community garden, and public art program. The Community Center is a hub for various programs, including classes and drop-in activities, a senior meal program, social services, health clinics, a fitness studio, multipurpose rooms, and a computer lab.

Community Services also manages the development and improvement of park and recreation facilities and facilitates the Community Opportunity Grant and the Community Cultural Events and Programs Grant.

Community Services provides staff support to several boards and commissions, including the Parks and Recreation Advisory Board, Kitakata Sister City Advisory Board, the Arts, Culture, and Heritage Commission, the Korean War Memorial Foundation of Oregon, and Wilsonville Community Seniors Inc.

DEPARTMENT GOALS

PROTECT AND PRESERVE WILSONVILLE'S ENVIRONMENT

- Continue environmentally focused education and events such as organic gardening and composting.
- Maintain Bee City and Tree City USA Designation through increased awareness and habitat creation.
- Provide community gardening opportunities through year-round access.

ATTRACT HIGH-QUALITY INDUSTRY AND SUPPORT ECONOMIC OPPORTUNITY FOR ALL IN WILSONVILLE

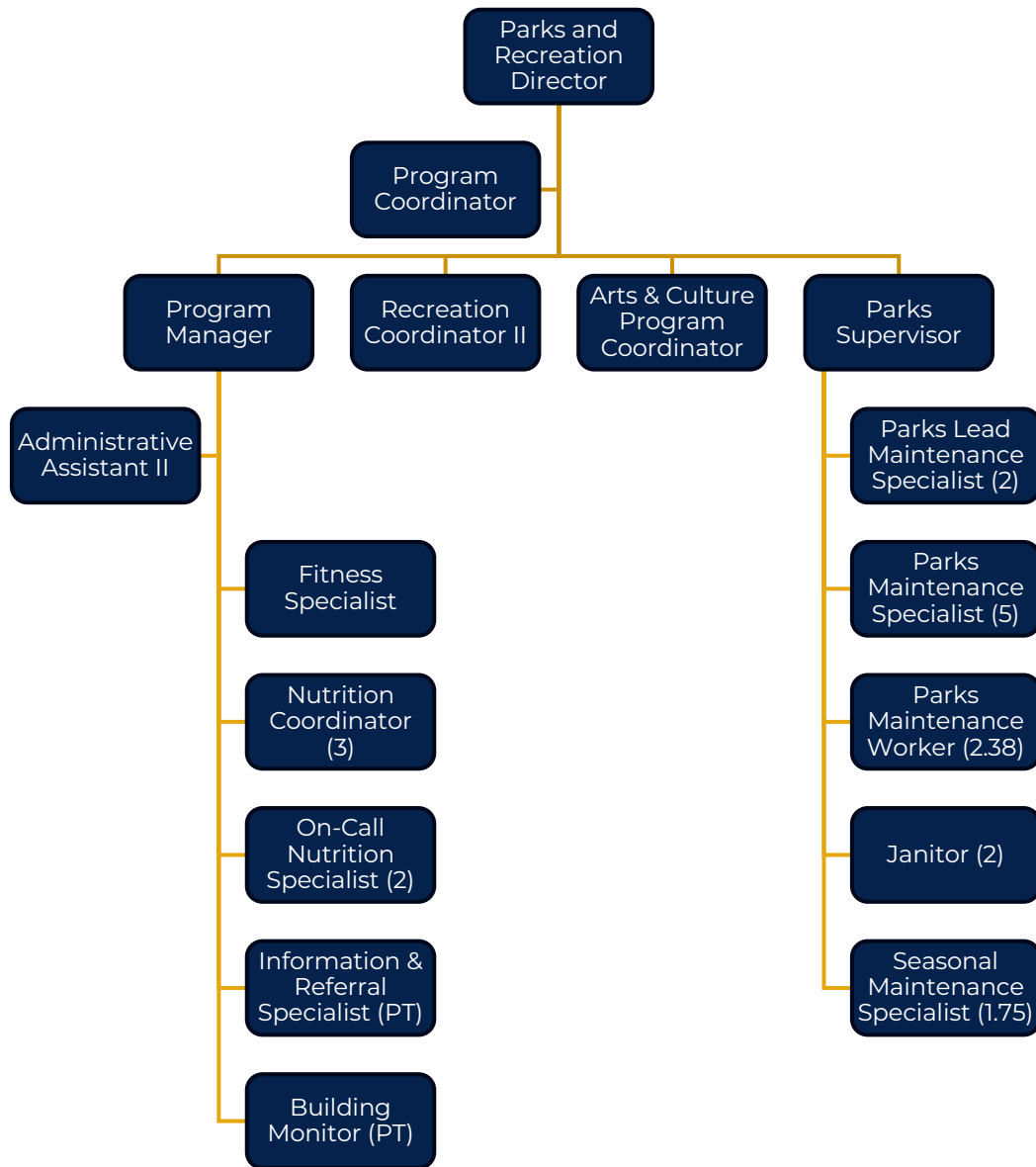
- Continue to provide affordable sponsorship opportunities at city events and provide advertising space in seasonal activity guides for local businesses.
- Highlight local businesses through programs and events.
- Continue to implement recommendations identified in the 2020 Arts, Culture, and Heritage Strategy.
- Provide gallery space at City all for local artists to exhibit their work and opportunities for local artisans through vendor opportunities at events.

EXPAND WILSONVILLE'S PARKS AND FACILITIES TO ALIGN WITH COMMUNITY GROWTH AND NEEDS

- Complete construction of Frog Pond West Neighborhood Park.
- Continue implementing projects identified in the 2018 Parks Master Plan, the 2018 Boones Ferry Park Master Plan, and the 2015 Memorial Park Master Plan. FY 24/25 projects included a feasibility study for ADA access to the river and a non-motorized boat launch at Boones Ferry Park, new public art, and the completion of the Oregon Korean War Memorial Interpretive Center.
- Continue to expand programming opportunities at the 'Park Tech' building in the lower-level classrooms. *(First utilized in Summer 2024).*

2.1 DEPARTMENT STRUCTURE

The following chart outlines the organizational structure of the Parks and Recreation Department:



2.2 PERFORMANCE MEASURES

The Department tracks and reports on specific performance measures in its yearly budget submission, utilizing various software and methodologies.

PARKS AND RECREATION PERFORMANCE MEASURES, 2021-2024

Strategy	Measure	Actual 2021 – 2022	Actual 2022 - 2023	Estimate 2023 - 2024
	City sponsored events	13	15	16

Strategy	Measure	Actual 2021 – 2022	Actual 2022 - 2023	Estimate 2023 - 2024
Promote a connected and active community by providing special events.	Event attendance	4,000	7,000	8,500
Provide social opportunities through the Community Center meal program.	Congregate meals	1,072	5,800	7,500
	Home-delivered meals	23,143	19,100	19,500
Offer a variety of rental options that allow both residents and non-residents an opportunity to enjoy the park system.	Total Park facility rentals	174	180	185
	Stein Boozier Barn rentals	30	35	40
Provide well maintained parks and a high level of customer service.	Parks Maintenance requests received (CRM)	55	67	75
	Percentage of parks maintenance requests completed	100%	100%	100%
	Number of total park and green space acres maintained	253	275	293
	Number of restrooms maintained	15	19	20
	Number of playgrounds maintained	14	17	19

2.3 DEPARTMENTAL ASSETS

The following table is a summary of the departmental assets:

Asset	Quantity	Unit
Total Parks	19	Each
Developed Park Acreage	293	Acres
Open Space Acreage	28	Acres
Baseball Fields	5	Each
Basketball Courts	6	Each
Bridges	14	Each
Dog Exercise Areas	2	Each
Loop Walk	8	Each

Asset	Quantity	Unit
Natural Areas	11	Each
Open Turf	20	Each
Pickleball Courts	3	Each
Playgrounds	18	Each
Public Art	7	Each
Rectangular Field, Large	3	Each
River Dock	1	Each
Shelters, Large	15	Each
Shelters, Small	4	Each
Skate Parks	2	Each
Soccer Fields	3	Each
Soccer Fields	3	Each
Tennis Courts	3	Each
Trails (developed)	13	Miles
Trails (undeveloped)	6	Miles
Volleyball Courts	2	Each
Water Features	4	Each

2.5 DEPARTMENT BUDGET

The following table summarizes the operational and general fund budgets for each function from 2022 to 2025, with the total Departmental budget listed at the bottom.

PARKS AND RECREATION OPERATING BUDGET, FY2022 – FY2025

Division	FY2021 - 2022 Actual	FY2022 - 2023 Actual	FY2023 - 2024 Budget	FY2024 - 2025 Budget
General & Community Services	\$1,411,227	\$1,723,761	\$2,020,258	\$2,313,429
Parks Maintenance	\$1,786,315	\$2,099,426	\$2,694,167	\$2,915,379
Total	\$3,197,542	\$3,823,187	\$4,714,425	\$5,228,808

The following table summarizes the CIP Projects for FY 2025.

CIP PROJECTS, FY2025

Project	Funding Amount
CONSTRUCTION PROJECTS	
Boeckman Creek Regional Trail – Phase 2	\$517,500
Boeckman Creek Regional Trail – South	\$258,050
Frog Pond West Neighborhood Park	\$1,678,060
Water Feature Controllers	\$250,000
MASTER PLAN AND STUDIES	
Natural Areas Management Plan	\$80,000
MISCELLANEOUS PROJECTS	
Memorial Park Playground Replacement	\$1,100,000
Memorial Park Athletic Field Safety Netting	\$700,000
Tree Mitigation	\$22,000
Boeckman Creek Trail Slope Stabilization	\$15,000
Annual Play Structure Replacement	\$15,000
Annual Interpretative Panel Repairs	\$10,000
Parks and Green Spaces ADA Implementation	\$10,000
Urban Forest Climate Resistance	\$70,000
Public Art	\$115,000
Total	\$4,840,610

2.6 USE OF TECHNOLOGY

The table below summarizes the specialized software used by the Parks and Recreation Department.

Division	Software	Use
All	Microsoft Suite	Communication, word processing, general use.
All	MuniCode	Posting of agendas and minutes. Ordinance repository.
All	Munis	Citywide financial management system.
All	NeoGov	HR software for hiring and application review.
All	LaserFiche	As-built designs and infrastructure records.
All	CivicPlus	Website content and management.
All	ActiveNet	Program registration and field use.
All	MUSCO	Sports field lighting system.
Arts & Culture	Call for Entry	Application receipt for art selection.
Community Services	Citi Data	Phone data to provide event, park, and facility information.
Community Services	Canva	Communication and marketing needs.
Community Services	InDesign	Activity Guide development.
Community Services	Volgistics	Volunteer management.
Park Maintenance	Cartegraph	Workload tracking and service requests.
Park Maintenance	IQ	Rainbird irrigation setup and programming system.
Park Maintenance	BEXIS	Splash pad chemical tracking and records.

2.7 FULL-TIME EQUIVALENT POSITIONS**COMMUNITY SERVICES DIVISION FTE COUNT, FY2016 – FY2025**

Position	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Parks & Recreation Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Coordinator II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Information & Referral Spec.	0.5	1.0	1.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Fitness Specialist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Nutrition Coordinator I	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Nutrition Coordinator II	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Nutrition Assistant (on-call)	.16	.16	.16	.16	.16	.16	.16	.16	.16	.16
Program Coordinator	-	-	-	-	-	-	1.0	2.0	2.0	2.0
Admin. Assistant (I & II)	2.0	2.5	2.5	3.0	3.0	3.0	2.0	2.0	1.0	1.0
Building Monitor	.19	.19	.19	.19	.19	.19	.19	.19	.19	.19
Recreation Intern	.05	.05	.05	.05	.05	.05	.05	.03	.03	.03
General & Community Services	8.2	9.2	9.2	9.2	9.2	9.2	9.2	10.45	9.45	9.45

PARKS MAINTENANCE DIVISION FTE COUNT, FY2016 – FY2025

Position	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Parks Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parks Lead Maint. Spec.	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0
Parks Maint. Spec.	4.0	4.0	5.0	5.0	6.0	6.0	6.0	6.0	5.0	5.0
Parks Maint. Worker	-	-	-	-	-	-	-	-	2.38	2.38
Janitorial	-	-	-	-	-	-	2.0	2.0	2.0	2.0
Seasonal Maint. Spec.	-	-	-	1.25	2.25	2.25	1.25	1.25	1.25	1.75
Park Maintenance Total	8.25	8.25	7.00	8.25	10.25	10.25	11.25	11.25	13.63	14.13

3. COMMUNITY SERVICES DIVISION

The Community Services Division manages the Community Opportunity Grant and the Community Cultural Events and Programs Grant. This division is also responsible for producing special events, contracting all senior, adult, and youth programs, including summer camps, overseeing the community garden, creating three annual activity guides, social media and print marketing, and planning and developing current and future park and recreational facilities. This division provides staff support to the Parks and Recreation Advisory Board, the Kitakata Sister City Advisory Board, the Arts, Culture, and Heritage Commission, the Korean War Memorial Foundation of Oregon, and Wilsonville Community Seniors, Inc.

3.1 COMMUNITY SERVICES DIVISION BUDGET**COMMUNITY SERVICES DIVISION OPERATING BUDGET, FY2022 – FY2025**

Operating Summary	FY2021 - 2022 Actual	FY2022 - 2023 Actual	FY2023 - 2024 Budget	FY2024 - 2025 Budget
Personnel Services	\$857,643	\$1,025,018	\$1,159,710	\$1,264,400
Materials & Services	\$553,584	\$698,743	\$860,548	\$1,024,029
Supplies	\$119,116	\$135,410	\$127,940	\$141,921
Professional Services	\$33,956	\$47,410	\$34,100	\$168,800
Utility Services	\$52,717	\$68,188	\$88,190	\$95,930
Insurance	\$6,867	\$8,400	\$9,800	\$11,900
Repairs & Maintenance	\$930	\$35	\$1,500	\$1,500
Fleet Services	\$3,477	\$3,564	\$3,744	\$3,828
Community Service Programs	\$296,268	\$397,991	\$552,000	\$555,000
Employee Development	\$7,233	\$7,937	\$11,704	\$11,700
Fees, Dues, Advertising	\$12,083	\$8,918	\$14,250	\$14,000
Misc. Services & Supplies	\$20,937	\$20,891	\$17,320	\$19,450
Total	\$1,411,227	\$1,723,761	\$2,020,258	\$2,288,429

3.2 COMMUNITY SERVICES WORKLOAD

The tables below represent the Community Services programming workload. Many of these programs are hosted at the Community Center, while others are held at City fields or facilities. The tables below represent the registration data tracked in the City's ActiveNet registration software.

PROGRAM PARTICIPANTS, 2023-2025

Program Type	2023			2024			2025
	Winter	Summer	Fall	Winter	Summer	Fall	Winter
Cultural Crafts	0	0	23	0	0	47	0
eSports / eGaming	0	0	0	0	0	7	0
Fitness	320	295	168	320	294	258	148
Health & Wellness	0	0	106	139	5	10	3
Individual Sports	0	0	0	0	20	1	0
Marital Arts	26	18	17	26	24	28	21
Natural & Cultural Activities	110	4	7	0	3	21	11
Performing Arts	0	0	0	23	0	37	35
Racquet Sports	0	0	0	0	0	0	0

Safety	3	3	9	6	0	2	0
Social Recreation Events	7	0	0	136	111	0	162
STEM	9	16	0	3	61	0	0
Summer Camp	0	125	0	0	224	0	0
Team Sports	45	66	182	82	85	251	0
Themed Special Events	91	0	0	0	0	0	36
Visual Arts	6	37	25	44	24	35	28
Total	637	851	697	444	851	697	444

PROGRAM INVENTORY, 2023-2025

Program Type	2023			2024			2025
	Winter	Summer	Fall	Winter	Summer	Fall	Winter
Cultural Crafts	0	1	2	0	0	8	0
eSports / eGaming	0	0	0	0	0	1	0
Fitness	26	22	13	22	28	17	13
Health & Wellness	7	9	9	12	9	10	3
Individual Sports	1	1	0	0	1	2	0
Marital Arts	2	2	4	4	4	4	2
Natural & Cultural Activities	2	2	2	0	1	6	1
Performing Arts	0	1	4	1	0	1	2
Racquet Sports	0	0	2	0	0	0	0
Safety	4	4	6	8	6	5	1
Social Recreation Events	2	1	0	1	6	0	8
STEM	1	6	10	3	12	0	0
Summer Camp	0	42	0	0	58	0	0
Team Sports	4	8	21	11	14	17	0
Themed Special Events	1	0	0	0	0	1	1
Visual Arts	8	9	13	13	9	11	8
Total	58	108	86	75	148	82	39

In addition to the programs and services listed above, the Department offers a range of ongoing activities throughout the year. The current ongoing activities flyer is shown below.

WILSONVILLE COMMUNITY CENTER

Ongoing Activities

MONDAY

- Sit, Stand, and Be Fit, 11-11:45 am
- Lunch @ the Center, 12 pm
- Chicago Bridge, 1-4pm
2nd & 4th Monday of the month
- Mexican Train Dominoes, 1-4 pm



TUESDAY

- Wilsonville Walkers, 9:30 am
See the WCSI Gazette for the schedule
- Ukulele Jam Group, 9:30-11:30 am
Parks & Rec Admin Bldg
- Piecemakers Quilting, 9-11:45 am
Tauchman House
- Lunch @ the Center, 12 pm
- Partners Bridge, 12:30-3:30 pm
Call 503-449-5855 to sign up
- Virtual Reality Fitness, 1-2 pm
- Poetry Club, 1-3 pm
1st & 3rd Tuesday of the month
- Art Club, 1-2:30 pm
2nd Tuesday of the month

WEDNESDAY

- Photography Club, 10-11:30 am
- Sit, Stand, and Be Fit, 11-11:45 am
- Lunch @ the Center, 12 pm
- Pinochle/Cribbage Play, 1-4 pm
- Bingo, 1-2 pm
1st & 3rd Wednesday of the month
- Book Club, 1-2 pm
4th Wednesday of the month

THURSDAY

- Wilsonville Walkers, 9:30 am
See the WCSI Gazette for the schedule
- Improving your Bridge, 10-11:30 am
Basic Bridge knowledge required
- I-5 Connection Group, 10 am-12 pm
- Ladies Afternoon Out, 1-3 pm

FRIDAY

- Conversational Spanish Group, 10:30-11:30 am
- Sit, Stand, and Be Fit, 11-11:45 am
- Bridge Group Play, 11:30 am-3 pm
- Lunch @ the Center, 12 pm
- Mexican Train Dominoes, 1-4 pm



Community Center staff facilitated home-delivered and congregate meals for Wilsonville Residents who qualify through the Information and Referral Specialist.

MEALS PROVIDED, 2023 - 2024

Year	Home Delivered Meals	Congregate Meals
2023	16,493	6,370
2024	17,232	7,555

3.3 TRAINING AND CERTIFICATIONS

The table below represents the training and certifications held by staff in the Community Services Division. All staff undergo CPR, First Aid, and Bloodborne Pathogen training.

Training	Training / Certification
All	CPR, First Aid, and Blood Borne Pathogens
Nutrition Specialists	Food Handler
Fitness Instructor	ACSM Personal Training

3.4 PUBLIC ART

The Arts, Culture, and Heritage Commission (ACHC) and the City's Public Art Program were created to promote the City's acquisition, construction, installation, restoration, and maintenance of public art. The ACHC's mission is "To enhance the Wilsonville community by supporting, advocating, and advising on matters relating to advancing arts, culture, and heritage. We strongly believe residents' lives are enriched and enhanced through a thriving arts and culture environment." The Arts and Culture Program Coordinator assists the ACHC in their mission.

PUBLIC ART INVENTORY, 2025

Title	Description	Location
Stylized Horsetails	Steel and bronze sculpture	Boeckman Road
The Nest	Metal sculpture	Clackamas College

Title	Description	Location
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Cycles of Salmon	Metal sculpture	Creekside Woods
Acorn	Basalt acorn sculpture	Graham Oaks Park
Beauty and the Bridge	Tile mural	I-5 and Wilsonville Rd
May Peace Prevail on Earth	Granite marker	Library
Modern Flight	Metal sculpture	Library
Flight of the Moon	Steel and glass butterfly sculpture	Library
Re-Invention	Steel disc sculpture	Library
El Viento	Metal sculpture	SMART Office
Oregon Korean War Memorial	Granite wall engraving	Town Center Park
General Douglas MacArthur	Bronze statue	Town Center Park
Friendship	Japanese Sister City stone, brass plaque	Town Center Park
Apache	Metal horse sculpture	Town Center Park
Guardian	Steel powder coat sculpture	Town Center Park
Let's Dance	Metal human sculpture	Wilsonville Transit
Life Tree	Metal sculpture	Wilsonville High
The Wilsonville Interactivator	Metal interactive sculpture	Wilsonville Transit
Clock Tower	Metal, glass clock tower	Wilsonville Transit
Metal Accent Door Panels	Two metal accent door panels	Wilsonville Transit
Green Tree Shelter	Fused glass metal shelter	Wilsonville Transit

Title	Description	Location
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Red Tree Shelter

Fused glass metal shelter

Wilsonville Transit

3.5 ADVISORY BOARDS

Parks and Recreation staff provide support to three advisory boards. The Director and assigned staff provide administrative functions and staff at each board meeting.

3.5.1 PARKS AND RECREATION ADVISORY BOARD

The Parks and Recreation Advisory Board allows communication between the public and the municipal administration. The Parks and Recreation Director is the Staff Liaison to the Parks and Recreation Advisory Board. The Board serves in an advisory role to Wilsonville City County on policy matters. Per the adopted bylaws, the Board's duties also include:

- Give due attention and study to recreation and park services as they affect the welfare of the people of Wilsonville.
- Interpret the recreation and park services of the department to the community.
- Interpret community recreation and park services of the department to the community.
- Take initiative in planning for future recreation and park areas and facilities and consider means of bringing present areas and facilities up to an acceptable standard.
- Serve as a sounding board for the department administrator and staff to test their plans and ideas.
- Recommend policy.
- Enable civic and service organizations to accomplish results through cooperation.
- Encourage individuals and citizen groups to give funds, property, and manpower to develop and operate the recreation and park facilities.
- Generally, enlist community interest in recreation and parks.

3.5.2 KITAKATA SISTER CITY ADVISORY BOARD

The Recreation Coordinator II is the City's Staff Liaison to the Kitakata Sister City Advisory Board (KSCAB). The KSCAB helps guide and support the activities of the Sister City Program. The Board encourages cross-cultural understanding and promotes educational and economic exchange between the City and its Sister City, Kitakata, Japan. The Board recommends policies and activities to support the Sister City Program. The Board also hosts a delegation of Kitakata students for 10 days every other year. The Board organizes the 10-day itinerary and sets up a homestay program for the students and chaperones.

3.5.3 ARTS, CULTURE, AND HERITAGE COMMISSION (ACHC)

The Arts, Culture, and Heritage Commission's (ACHC) defined purpose, as outlined in its five-year action plan is to provide ongoing input and advise City Council and other City Boards, commissions, and committees on matters relating to advancing arts, culture and heritage in Wilsonville and oversee recommendations outlined in the Arts, Culture, and Heritage Strategy. The ACHC's mission is "To enhance the Wilsonville community by supporting, advocating, and advising on matters relating to advancing arts, culture, and heritage. We strongly believe residents' lives are enriched and enhanced through a thriving arts and culture environment." The Arts and Culture Program Coordinator assists the ACHC in their mission.

The ACHC makes recommendations to the City Council and other City boards, commissions and committees as is appropriate to provide public-sector leadership and coordination to support arts, culture, and heritage activities, events, facilities and programs; improve inter-governmental collaboration and coordination to advance arts, culture and heritage; work with partners to advance an arts and cultural center/facility; develop a long-term, sustainable public-arts program; suggest ways to make cultural diversity, ethnic inclusivity and accessibility for all community members a priority for cultural programs; provide strategic assistance with Wilsonville cultural non-profits to build organizational capacity; and identify and recommend the use of sustainable funding mechanisms to support arts, culture and heritage.

4. PARKS MAINTENANCE DIVISION

Parks Maintenance provides professional management, maintenance, and construction services to Wilsonville's Park System. Services are provided to all City parks, green spaces, facilities, bicycle and pedestrian trails, as well as special event venues.

4.1 BUDGET**PARKS MAINTENANCE OPERATING BUDGET, FY2022 – FY2025**

Operating Summary	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
Personnel Services	\$991,149	\$1,158,900	\$1,501,340	\$1,653,290
Materials & Services	\$795,166	\$808,620	\$1,045,650	\$1,136,089
Supplies	\$50,889	\$50,076	\$66,138	\$76,638
Professional Services	\$47,801	\$41,540	\$46,000	\$47,500
Utility Services	\$317,080	\$338,675	\$461,580	\$489,990
Fleet Services	\$91,992	\$99,984	\$104,748	\$107,124
Repairs & Maintenance	\$249,061	\$237,851	\$317,184	\$357,537
Rents & Leases	\$10,615	\$9,040	\$12,500	\$14,000
Insurance	\$13,504	\$15,800	\$20,800	\$26,100
Employee Development	\$13,398	\$15,099	\$15,500	\$16,000
Fees, Dues, Advertising	\$826	\$555	\$1,200	\$1,200
Capital Outlay	\$-	\$131,906	\$147,177	\$126,000
Machinery & Equipment	\$-	\$63,314	\$-	\$126,000
Vehicles	\$-	\$68,592	\$147,177	\$-
Total	\$1,786,315	\$2,099,426	\$2,694,167	\$2,915,379

4.2 PARK MAINTENANCE WORKLOAD**PARK MAINTENANCE TASK HOURS, 2022 – 2025 (YTD)**

Task Type	2022	2023	2024	2025 YTD
Administration	58.00	102.50	55.50	32.00
Aerate	6.00	-	18.00	-
Alarm Repair	-	0.75	-	-
Barkdust	47.00	5.00	1.00	2.00
Blow	19.50	212.25	318.00	51.00
Cabinets / Countertops – Install	-	-	31.00	21.00
Cabinets / Countertops – Refinish	-	-	-	8.00
Chemical Application – Pest Control	151.00	66.75	56.50	7.00
Clean	463.00	101.25	155.50	51.50

Task Type	2022	2023	2024	2025 YTD
Clean / Inspect	1.00	12.00	-	-
Collect Data	14.00	-	-	3.00
Debris Removal	333.00	495.50	701.75	220.50
Dividers / Cubicles - Install	-	-	8.00	-
Doors / Hardware - Replace	-	-	2.00	-
Drag	33.50	7.00	67.00	23.00
Edge	36.50	148.00	119.00	2.00
Electrical – Investigate	15.00	-	-	-
Equipment Maintenance	96.50	10.00	43.00	14.00
Event Setup / Teardown	77.00	31.00	126.50	13.50
Exterior Wall Finish	-	2.00	-	-
Fertilize	50.00	26.50	38.50	-
Furniture – Install	-	4.50	-	-
Furniture - Remove	-	-	-	12.00
Graffiti / Vandalism Reporting	-	-	58.50	23.00
Hauling Material	200.50	111.75	137.00	32.00
Holiday Décor – Install / Remove	184.50	133.50	77.50	29.00
Holiday Décor – Maintenance	3.00	-	-	-
Incident Response	1.00	6.80	40.00	7.50
Inspect	7.60	2.82	3.50	-
Install	428.91	203.00	171.50	61.00
Investigate	119.00	51.00	95.50	29.50
Irrigation	181.50	70.50	506.50	8.00
Janitorial	-	4.00	-	-
Janitorial – Bathrooms	2,376.49	2,193.25	2,255.20	380.00
Janitorial – Special Request	10.50	57.40	11.00	-
Leaf Removal	7.00	86.50	314.50	6.00
Lighting – Install	10.00	-	-	-

Task Type	2022	2023	2024	2025 YTD
Mechanical – Pest Control	561.25	922.50	1,564.00	160.00
Meeting	66.00	74.50	99.00	41.00
Meeting Set-Up / Tear-Down	-	3.00	8.00	-
MOB Tree Inspection	-	-	-	-
Mow	1,213.50	966.20	1,448.00	31.00
Overseed	1.00	3.00	1.00	-
Paint	8.00	-	-	-
Park Run	1.50	60.50	97.75	6.00
Patch	39.00	-	-	-
Picnic Table – Paint	51.00	3.00	16.00	-
Planting	249.75	47.50	48.00	-
Playground Inspection	5.00	1.00	23.25	11.00
Plumbing - Maintenance	-	-	-	6.00
Plumbing - Repair	-	2.00	4.00	-
Pressure Wash	19.00	-	-	2.00
Prune	183.00	212.00	338.50	85.00
Repair	100.00	203.50	265.00	13.50
Replace	25.00	17.00	112.00	18.00
Report Street Light Issue	-	-	-	-
Reservations	12.00	13.31	-	-
Retire	74.00	18.00	11.00	-
Road Closure	0.25	-	-	-
Sign Clean	-	-	1.00	-
Sign Install	15.50	-	-	-
Snow / Ice Removal	-	2.00	198.00	29.00
Striping	2.00	10.00	3.00	-
Topdress	56.00	-	34.00	2.00
Training	219.00	183.50	441.50	26.00

Task Type	2022	2023	2024	2025 YTD
Trash Pickup	1.00	1.00	-	-
Text Line Responses	-	66	117	25
Vehicle Inspection	-	1.00	3.75	-
Walkthrough	1.00	-	1.00	-
Water Feature – Operation	554.50	591.00	617.50	-
Water Feature – Start Up	3.00	-	2.00	-
Weekly Standby Time	-	-	-	10.00
Window - Replace	-	-	-	4.00
Total	8,392.25	7,481.03	10,749.20	1,481.00

4.3 TRAINING AND CERTIFICATIONS

The table below represents the current required certifications for each position. All staff members possess the required certifications for their respective positions.

Position	Training / Certification
All	CPR, First Aid, and Blood Borne Pathogens
All	Fall Safety
Park Specialists	Commercial Driver's License (CDL)
Park Specialists	Aquatic Feature Operator (AFO)
Park Specialists	Pesticide Applicator License
Park Specialists & Workers	Confined Space & Alternate Entry
Park Specialists & Workers	Drone Pilot
Park Specialists & Workers	Playground Maintenance
Park Lead Specialists	Certified Playground Safety Inspector

5. BEST MANAGEMENT PRACTICES

This chapter overviews best management practices (BMPs) related to the Department’s operations and staffing. This best management practices assessment represents an important step in reporting on initial key findings and opportunities related to the Wilsonville Parks and Recreation Department's operations and processes. To assess operational strengths and improvement opportunities, the project team utilized a set of best management practices outlining effective operational practices against which to evaluate the Department’s various operations and processes.

Collectively, the BMPs consist of:

- Statements of BMPs, recommended practices, or performance targets derived from national professional service organizations (such as the American Public Works Association and National Recreation and Parks Association).
- Statements of “best or prevailing practices” based on the study team’s experience in evaluating high-performing development review operations.
- Identification of whether the unit meets these performance targets.

This assessment will be used along with information obtained from interviews and data analysis by the project team to develop the preliminary findings and recommendations.

Each section includes a checklist that provides an initial overall assessment of current operations. The checklists identify whether current practices do or do not meet the target.

According to the statement description, BMPs and industry standards generally require a policy, procedure, or program to be documented to meet the standard. A tilde (~) in the checklist column indicates the department is meeting the intent of the practice but does not have satisfactory documentation, such as a written policy or procedure.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
AGENCY MISSION AND PURPOSE			
Mission, Vision, & Values Statements	Agencies shall have a documented mission statement prescribing the purpose of the organization, a vision that casts direction for the long-term future of the organization, and values that set a tone for the agency's culture.	~	There is a documented mission statement that includes values and vision statements in the adopted Master Plan. However, it's unclear if staff refer to this plan in their daily work and work plans.
Strategic Plan	The agency shall have a strategic plan derived from the mission and vision that establishes goals and objectives to direct its actions and decision-making. The document shall guide the efforts of the agency for two (2) to five (5) years and shall be based on input collected from community outreach efforts.	X	There is no strategic plan derived from the Master Plan to guide the efforts of the agency.
ADMINISTRATION AND ORGANIZATIONAL RESOURCES			
Advisory Boards and Commissions	The agency shall have at least one board, commission, and/or committee comprised of members of the public that influence, direct, and that may approve policy, strategy, and financial decisions of the agency. This body may be advisory, policy-setting, elected, or appointed.	✓	The agency has three boards and commissions that influence, direct and review policy. The Parks and Recreation Commission, Arts, Culture, and Heritage Commission, and the Kitakata Sister City Advisory Board provide guidance to staff related to policy and strategy.
Technological Resources	Agencies shall engage in progressive research, adoption, upgrade, installation, and/or usage of technology in furtherance of the agency's mission and planning strategies. These goals shall be sufficiently supported with technological expertise and equipment to enable the professional staff to perform their appropriate functions efficiently and effectively.	✓	The Department utilizes multiple technologies to track work and improve the citizen experience. ActiveNet provides recreational registration access and Cartegraph is used to track and report on maintenance needs.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Continuity of Operations	Agencies shall provide a procedure for the continuity of operations (COOP). The COOP is a plan designed to continue essential functions of an agency. Key elements of the COOP are a list of essential functions, orders of succession, delegation of authority, continuity of facilities, continuity of communications, vital records management, human capital, training and reconstitution. The desire is to provide continued operation during short term vacancies, emergency situations and other challenges that may impede normal operations.	X	Some short-term vacancies are filled with temporary staff, but the Department has ongoing issues with coverage in public buildings and the administrative office.
COMMUNITY AND PARK PLANNING			
Community & Park Planning Strategy	There shall be a designated position (individual) or team responsible for the agency's community and park planning efforts. This individual/team shall influence local planning and community development efforts that further the Mission Vision and Strategic Plan of the agency.	~	The Park Supervisor was involved in local planning and community development efforts. The Director also participates, but the process for feedback and involvement is not formalized.
Parks & Recreation System Master Plan	The agency shall adopt and periodically review and update a Parks and Recreation System Master Plan in alignment with its Mission Vision and Strategic Plan that creates a basis for strategic investment in assets, property, facilities, and improvements.	~	The agency adopted a Master Plan in 2018. It is unclear if this plan is used to guide the yearly workplan for the department.
HUMAN RESOURCE PLANNING, WORKFORCE DEVELOPMENT, AND CULTURE			
Human Resource Planning, Workforce Development, and Culture	There shall be a designated position (individual) or team responsible for the agency's Human Resource functions. This person/team shall provide planning, strategy, and technical expertise in relation to human resource functions, workforce development, and organizational agency culture.	✓	The City's Human Resource Department provides the human resource functions for the department. The Director of Parks and Recreation and/or hiring managers are included as needed.
Employee Development & Training Program	Agencies shall provide opportunities for employee development and training that support the achievement of agency goals and employee career growth.	✓	The Department and City provide ample training opportunities for staff.
Professional Certification & Organization Membership	Agencies are encouraged to support professional development through certification and membership in relevant professional organizations.	✓	The Department and City provide opportunities for staff to receive certification and participate in professional organizations.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Volunteer Management	There shall be a designated team or individual responsible for the agency's volunteer management functions.	~	Volunteers are managed by each function within the Department. There is no centralized approach to volunteer management. Volunteers are managed in the Volgistics software program.
ASSET MANAGEMENT			
Asset Management	An asset management system for the effective inventory, condition, maintenance and replacement of City infrastructure is in place.	~	There is an Asset Management Coordinator in the Public Works Department. There are no preventative maintenance schedules that allow for updating of assets as work is performed.
FINANCIAL MANAGEMENT, RESPONSIBILITY, AND ACCOUNTABILITY			
Comprehensive Revenue Policy	There shall be an established fee policy periodically updated regarding fees and charges for programs, services, and admissions. The strategies and methodologies for fees/charges-setting and cost recovery shall be transparent and consistent with the agency's mission and core values.	X	There is no comprehensive fee policy that is regularly updated. There is no strategy related to cost recovery methodologies that is consistent with the agency's mission and core values.
Grants & Alternative Funding Sources	The agency may be able to leverage taxpayer dollars for the benefit of the community by seeking grants and alternative funding sources for projects and services.	✓	The Department seeks grants and alternative funding sources for projects and services.
PROGRAMS AND SERVICES MANAGEMENT			
Recreation Program Responsibility & Accountability	There shall be a designated position (individual) or team responsible for the agency's Recreation Programs and Services. This person/team shall provide strategies, community collaboration approaches, and technical expertise in relation to recreation programs offered to achieve predetermined agency goals and objectives.	✓	The Recreation Coordinator and Program Manager are responsible for recreation programs and services. The Coordinator focuses on adult and youth programming, while the Program Manager focuses on senior services.
Program & Service Determinants	A strategic, systematic, and collaborative approach shall be taken in determining what programs and services shall be provided by the agency. This approach sees participants as partners and shall be reflected in the cooperation and trust the community has for the competence and responsiveness of the agency's staff in providing high-quality programming and services.	~	The users of the Community Center's services have a high level of trust of department staff. However, regular feedback is not solicited in a formalized manner.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Recreation Program Plan (RPP)	The agency shall have a Recreation Program Plan (RPP) that furthers the implementation of the recreation and leisure objectives of the Park and Recreation Master Plan and Strategic Plan that is reviewed and updated minimally every three (3) years and that addresses the lifecycle (develop, assess, and improve or discontinue) of all leisure and recreation programs and services delivered by the agency.	X	The Department does not have a formalized Recreation Program Plan. The City does have a Parks and Recreation Master Plan that provides some high-level recommendations related to recreational programming.
Program Evaluation – Staff Training & Use in Decision Making	The agency shall provide training on how to evaluate programs, services and facilities for personnel involved in managing facilities and delivering programs and services. Agencies shall review evaluations and make programmatic decisions based on evaluation results.	X	There are no formalized evaluation processes in place. Verbal feedback and some surveys are used. No training is provided to evaluate programs and the City is not reviewing evaluations to make programmatic decisions based on results.
Piloting New Programs and Services	Agencies shall seek to understand the community's needs and preferences for recreational programs and services by piloting new or trial programs. These piloted programs can be promoted as free, introductory, or new programs or services and shall be evaluated to understand participant outcomes, satisfaction, and interest for continuing participation in similar programs and services.	~	New programs are piloted when possible. However, there is no community needs assessment process to provide feedback regarding gaps in the current program offerings. An MOU with the City's School District is expired but still honored.
FACILITIES AND LAND USE MANAGEMENT			
Park & Recreation Land Acquisition & Disposal	Agencies shall have established and implemented park land acquisition and disposal policies and procedures. These strategies for achieving park, recreation, conservation, and historical-cultural goals and purposes shall protect the public's investment in and enjoyment of public properties.	~	There are acquisition processes that are mainly controlled by the Planning and Engineering Department. However, Parks and Recreation's role is not clearly defined.
Maintenance & Operations Management	Agencies shall set specific maintenance standards for parks, facilities, and special areas to ensure maintenance efforts reflect community preferences. Standards shall be used to develop maintenance and inspection schedules.	~	Some informal maintenance standards exist, but they are not formally documented. Preventative maintenance schedules and regular inspections are not formalized.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Preventative Maintenance	Agencies shall consider employee and patron safety, continuity of operations, and lifecycle costs of operating mechanical systems, facilities, and equipment and shall develop written plans outlining procedures, tracking, and decision-making tools it will use to ensure the most efficient and effective use of funding.	X	No preventative maintenance schedules formally exist.
LAW, RISK MANAGEMENT, SAFETY, AND SECURITY			
Personnel Safety Training	There shall be ongoing and routine safety training employed by the agency and available to employees at all levels within the organization.	✓	Regular trainings are provided to staff for safety related items and general park maintenance needs.
Event Planning & Management	Agencies shall coordinate safety and security details for special events, facilities, etc., with local law enforcement, public works, and other appropriate agencies.	~	The Recreation Coordinator II is responsible for event planning and security details. However, there are no formal, documented policies for emergencies that arise during an emergency event.
MARKETING, COMMUNICATIONS, AND COMMUNITY ENGAGEMENT			
Marketing Communications & Community Engagement Responsibility	There shall be a designated position (individual) or team responsible for the agency's Marketing Communications and Community Engagement functions. This person/team shall provide strategies and technical expertise in relation to marketing communications, crisis communications, and community engagement activities conducted to achieve predetermined agency goals and objectives related to this area of responsibility.	~	Multiple members of the team are responsible for marketing and communication. However, there are no formalized policies related to marketing and communications.
Marketing & Communications - External	Communications and community engagement activities shall reach a diverse array of community members representative of community demographics; Changes to strategy shall be informed by evaluation of efforts. Development of relationships with the media where possible may be utilized to advance the agency's brand image and service reach.	~	There is an Activity Guide produced by the Department, but it is unclear how communication reaches the population that is not currently served by City programs and services. The Department has an established relationship with the local newspaper and provides activity guides to all Wilsonville households, not only those participating in programs.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Internal Communications	Agencies shall establish effective internal communications strategies and tactics to ensure key information reaches employees at all levels within the organization.	~	While there are some informal internal communication channels. Some staff indicated that they feel communication is not always comprehensive and could be improved.
Community Engagement	Community engagement techniques are used by agencies to invite the community to influence agency strategic direction, facility and amenity improvements, and programming. Engaging the community regularly builds relationships, trust, and helps ensure the agency is attuned to and addressing the needs of the community.	X	The community has not been engaged in the strategic direction of the Department since the Master Planning efforts in 2018.
EVALUATION, ASSESSMENT, AND RESEARCH			
Community Needs Assessment & Trends Analysis	Agencies shall engage in a strategic, systematic, and collaborative approach to assessing community assets and needs as they relate to park and recreation services. The agency shall periodically assess societal and local recreation and leisure trends and determine how those trends impact existing and projected user populations.	X	The Department has not initiated a Community Needs Assessment since the Master Planning efforts in 2018.
Systematic Evaluation Program	An evaluation program shall be implemented to ensure programs, services, and facilities meet their stated needs/objectives and to facilitate an overall commitment to continuous improvement. The agency shall systematically evaluate programs, facilities, and services provided by the agency for operational efficiency, effectiveness, quality, and customer service.	~	The Recreation Coordinator II facilitates some methods for feedback, but the Senior Programming does not have a formalized system for receiving feedback on facilities and services.
ARTS, CULTURE, AND HISTORY			
Policies & Procedures	A public art collection shall have policies and procedures related to maintenance and conservation, collection management, engagement, funding, and goals and governance.	✓	The Arts and Culture Coordinator developed policies and procedures related to the public art owned by the City.
Maintenance & Conservation Plan	Maintenance and conservation plans shall be discussed and mutually agreed upon between Artists and the City. Artists should prepare a detailed and feasible maintenance and conservation plan.	~	Maintenance and conservation plans are discussed during the RFQ and RFP process. Maintenance plans may be included for prior acquisitions, but they do not exist for all public owned art.

TITLE	PRACTICE STATEMENT DESCRIPTION	MEETS	COMMENT
Collection Management Policy	Commissioning bodies should have collection management policies in place and notify Artists of these polices.	✓	The ACHC has collection management policies in place. These policies are shared with Artists.



CITY COUNCIL MEETING STAFF REPORT

Meeting Date: September 15, 2025	Subject: Public Safety Project Update – Solutions for Graffiti Abatement and Adding Administrative Warrants Process Staff Member: Amanda Guile-Hinman, City Attorney and Hannah Young, Law Clerk Department: Legal	
Action Required <input type="checkbox"/> Motion <input type="checkbox"/> Public Hearing Date: <input type="checkbox"/> Ordinance 1 st Reading Date: <input type="checkbox"/> Ordinance 2 nd Reading Date: <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Information or Direction <input type="checkbox"/> Information Only <input type="checkbox"/> Council Direction <input type="checkbox"/> Consent Agenda	Advisory Board/Commission Recommendation <input type="checkbox"/> Approval <input type="checkbox"/> Denial <input type="checkbox"/> None Forwarded <input checked="" type="checkbox"/> Not Applicable Comments: N/A	
Staff Recommendation: N/A		
Recommended Language for Motion: N/A		
Project / Issue Relates To:		
<input checked="" type="checkbox"/> Council Goals/Priorities: 2025-27 Council Goal No. 2: Public Safety; Strategy 2.4 -2.5	<input type="checkbox"/> Adopted Master Plan(s):	<input type="checkbox"/> Not Applicable

ISSUE BEFORE COUNCIL:

Council input on (1) an alternatives analysis addressing current gaps in Wilsonville's administrative warrant process, including a comparison with Clackamas County's existing procedures; and (2) potential opportunities to implement graffiti abatement programs.

EXECUTIVE SUMMARY:

As part of its 2025-27 Council Goals, the City Council adopted Goal 2: Public Safety. The first outcome identified in Goal 2 is to “streamline response to code enforcement challenges.” To achieve this outcome, Strategies 2.4 and 2.5 call for the City to “investigate developing a graffiti enforcement/reward program” and to “review Clackamas County’s administrative warrant process and consider whether the City should adopt a similar local process.” Prior to addressing each of these topics, this staff report provides background information on the identified issues and provides potential solutions. From the information provided herein, during the September 15, 2025 work session, staff seeks the following feedback from Council:

1. At this time, does Council have any questions or feedback regarding the alternatives analysis of the relevant code provisions staff is performing concerning administrative warrants?
 - a. Is Council prepared to move forward with reviewing draft code language for an administrative warrant process?
2. Are there any other alternatives that Council wants staff to examine regarding graffiti abatement?
 - a. Is there a particular alternative Council would like staff to prepare for further consideration?

I. BACKGROUND

Based on the implementation timeline identified in the approved Council Goals, staff began working on the first outcome of Goal 2 in May 2025. An interdepartmental team consisting of employees from Legal, Police, Code Compliance, Administration, and Community Development met to discuss the strategies identified for the outcome of streamlining response to code enforcement challenges. A chart of each subgroup for the five (5) strategies is provided below:

Strategy	Subgroup Members
2.1 – Investigate enforcement solutions for RVs (and examine abandoned vehicle definition in code)	Legal, Code Compliance, Police, Administration
2.2 – Update Chapter 1 code enforcement process and penalties (incl. admin process instead of police citation)	Legal, Code Compliance, Planning, Building, Administration, Police (optional)
2.3 – Update Nuisance code provisions, with particular review of noxious vegetation, property appearance, noise, and other chronic nuisances	Legal, Code Compliance, Planning (optional), Building (optional), Natural Resources (stormwater), Tualatin Valley Fire District (TVF&R) (fire season)
2.4 – Investigate developing a graffiti enforcement/reward program	Legal, Code Compliance, Police, Administration, Public Works (optional)
2.5 – Review Clackamas County administrative warrant process and consider whether City should adopt a similar local process	Legal, Code Compliance, Police, Administration, Building, Planning

A. Issues Identified

The Strategy 2.4 Subgroup discussed concerns expressed by Council regarding graffiti abatement on Wilsonville private property. Staff noted the following regarding the concerns:

- The City's Public Works Department and Parks and Recreation Department currently address all reports of vandalism and graffiti on City Property and on City parks and trails.
- Current City Code provides a nuisance charge for those responsible for the graffiti and private property owners who do not address graffiti left on their property beyond a reasonable time.
- However, there is no support program for private property owners who have their property vandalized.

The Strategy 2.5 Subgroup discussed concerns expressed by Council regarding the administrative warrants process. Staff noted the following regarding the concerns:

- Clackamas County has an existing administrative warrants process for enforcement officers and county staff to seek, obtain, and execute administrative warrants in Circuit Court when there is a reasonable suspicion to believe that a violation of County Code is occurring, and it is necessary to investigate and/or inspect premises despite the owners and/or occupants refusing to allow inspection.
- However, and of significant importance to City staff, for non-law enforcement purposes, the City has no process for City staff to enter premises where probable cause exists that City Code has been violated, outside of agreement by the property owner, or potentially seeking litigation (which can be time-consuming, lead to delayed responses to emergent situations, and costly). City employees within Code Enforcement, Building, Planning, Public Works, and Engineering may need an administrative warrant process to enter onto private property to investigate possible Wilsonville Code violations.
- Based on review of other jurisdictions' administrative warrant process, the Strategy 2.5 Subgroup anticipates that the Wilsonville Municipal Court Judge would have the signing authority under any newly adopted administrative warrant process. However, Municipal Court is only held twice a month. For this administrative warrant process to be obtainable and efficient, the City needs to ensure access to the Municipal Court Judge outside regularly scheduled court dates.
- The City must have the capacity to enforce any new regulations, so administrative, enforcement, and cost burden must be considered.

Sections II and III below discuss possible new programs in response to Strategy 2.4 and 2.5. Strategy 2.5 (Administrative Warrants) is discussed first, in Section II, because other jurisdictions'

policies analyzed are very similar in approach. Strategy 2.4 (Graffiti Abatement) is discussed second, in Section III, because several different program alternatives are proposed for further Council consideration.

II. **ADMINISTRATIVE WARRANTS PROCESS**

The Strategy 2.5 Subgroup met and analyzed both existing Clackamas County Administrative Warrant processes as they relate to law enforcement of code violations and surrounding City jurisdictions that have applicable administrative warrants processes. Attached as **Attachment 1** is the Administrative Warrants Research Chart.

In this Section II, staff examines the existing administrative warrants process in Clackamas County Code as it pertains particularly to law enforcement and RV eviction in notice of tow. Currently, there is no need for the City to adopt a similar process, as the Strategy 2.5 Subgroup has determined that the administrative warrant process in County Code can be utilized by law enforcement when needed.

The gap in Wilsonville Code exists in the lack of an administrative warrant process for City employees who may need right of entry for different purposes, such as engineering, public works, building inspections and general nuisance abatement. For example, City staff may receive a report from a community member about possible City Code violations involving the removal of trees and development activity along the Willamette River embankment in a property owner's backyard, and staff may not have the legal ability to enter the site to confirm whether significant damage to protected areas is occurring.

A. Current Clackamas County Code

Clackamas County currently has a process in place to issue administrative warrants, which the Sheriff's Office utilizes in certain towing situations. Clackamas County Code [2.07.030 \(G\)](#) provides as follows:

"The Board of County Commissioners has made a policy decision to allow staff to seek, obtain, and execute administrative warrants in Circuit Court when there is a reasonable suspicion to believe that a violation of the Clackamas County Code is occurring, and it is necessary to investigate and/or inspect premises despite the owner(s) and/or occupant(s) refusing to allow inspection. In order to obtain an administrative warrant, the County will proceed as follows:

1. Prepare an affidavit in support of request for administrative warrant. The affidavit should describe the purpose for the inspection or search and explain why the warrant is necessary. The warrant should describe the property to be inspected, the manner of the inspection, and the timeframe for conducting the inspection.
2. Present the Circuit Court judge with the affidavit and warrant.

3. If the judge signs the warrant, make a copy and take both the original and copy of the warrant to the property to be entered to execute the warrant.
4. County representatives shall be accompanied by a sworn member of the Sheriff's Office during warrant execution.
5. Upon arrival at the premises to be inspected, the County representative authorized to execute the warrant should tell the resident or person in apparent control their identity, authority, and purpose for being there.
6. The person executing the warrant should read the warrant out loud and give a copy of the warrant to the person in apparent control of the property. On the original warrant, note the date and time of entry onto the property and sign.
7. If the property is unoccupied or there is no one in apparent control, the person executing the warrant should post a copy of the warrant on the property, note on the posted warrant the date and time of entry, and sign the note.
8. Make copies of the original executed warrant for the County's file.
9. After execution, return the original warrant to the issuing judge along with a Return of Administrative Warrant."

Clackamas County Sheriff's Office currently utilizes this section of County Code to perform necessary RV evictions prior to towing vehicles. This process, as the Code requires, is supported by signed affidavit from the officer seeking the warrant, and is submitted to the Circuit Court for judicial approval. An example template of this affidavit is provided as **Attachment 2**.

Staff discussed the County's administrative warrant process with Sheriff's Office staff, who explained that the County Code is sufficient for their law enforcement needs and who further recommended to City staff to not extend any future City-led administrative warrant process to this area of code enforcement.

B. Consideration of City Administrative Warrant Process

Other cities also have their own administrative warrants process. Similar jurisdictions such as Corvallis, Tualatin, Tigard, West Linn, King City, and Beaverton and their procedures are detailed in **Attachment 1**.

In all cities with similar procedures, a City employee seeking an administrative warrant must complete the same basic steps: (1) establish probable cause that a code violation has occurred and (2) submit an affidavit signed by the requesting party. "Probable cause" is generally interpreted to mean that the facts would lead a reasonable person to believe that a violation is occurring. Thus, the affidavit must include facts, and reasonable inferences from the facts, that would cause a reasonable person to believe a code violation is occurring. Upon review of the

affidavit, the warrant must then be signed by a municipal judge or a judge of competent jurisdiction (often a circuit court judge in jurisdictions without a municipal court).

For Wilsonville, the primary costs of implementing this process would involve the administrative and initial workload of adopting new code provisions, as well as the coordination required with law enforcement and City staff to ensure consistent application of the procedure. In addition to staff time to investigate and prepare affidavits, the other additional cost would be extending the Municipal Court Judge's hours as necessary to review and sign warrants. Within the Strategy 2.5 Subgroup, staff who have utilized an administrative warrant process at other jurisdictions noted that the process was needed sparingly, only in the most extreme cases where property owner consent was not available and there was significant concern in protecting against an ongoing, emergent code violation. Thus, staff anticipates that additional costs for this process will be minimal.

III. GRAFFITI ABATEMENT

Section III first discusses current Wilsonville practices for graffiti removal on public property. This Section next reviews current Wilsonville Code related to graffiti abatement on private property. Third, this Section outlines potential updates to the City's existing strategies to improve graffiti response on private property and highlights similar programs used in other jurisdictions.

Council identified the possibility of also implementing a graffiti tip rewards program, but there are no current applications of this initiative in Oregon. Staff found reports of a \$250 reward program in the City of Portland (2018); however, it has since been abandoned in favor of a graffiti removal program. To encourage timely removal of graffiti on private property, the alternatives discussed herein highlight programs either offered in other cities or emulate Wilsonville's current abatement programs for other types of nuisances.

A. Graffiti Abatement on City Property

For graffiti on City property, Wilsonville's Public Works Department has a timely standard operating procedure (SOP). This SOP document is attached as **Attachment 3**. The City Parks and Recreation Department confirmed that this SOP is generally also followed by the Parks employees for graffiti in City parks and on City trails.

The City is responsible for removing graffiti from City-owned assets in the public right-of-way and notifying utility operators of vandalism to their assets. Reports may be submitted through the "Ask the City!" customer relationship management (CRM) system, phone, or email.

Reports are documented in the tracking system Cartegraph, which routes them to the appropriate department. Offensive or safety-related graffiti (e.g., hate speech, sexual content, threats) is prioritized for removal within 24 hours; all other City-owned graffiti is addressed within three business days, and is usually completed within 48 hours.

Staff determine asset ownership and notify the responsible party: City departments, public agencies, or private utilities. Cartegraph tracks details, photos, police report numbers (if

applicable), and follow-up actions. Tasks are completed once removal or repair is finalized. Due to existing SOPs and reporting systems in place, graffiti on City-owned property is generally well-managed and removed in a timely manner. Thus, in analyzing Strategy 2.4, the Subgroup focused on programs to assist property owners in removing graffiti on private property.

B. Current Wilsonville Code Governing Graffiti on Private Property

As explained herein, current Wilsonville Code only discusses graffiti as a possible nuisance where both responsible parties and property owners can be held responsible for removal. Notwithstanding a narrow exception in WC 6.215(4) (stated below), no current Wilsonville Code provisions or City programs are designed to help property owners who are victims of graffiti nuisances when the responsible party is unknown. Wilsonville Code 6.215 - Graffiti Nuisance Property states as follows:

- (1) Any property, building or structure within the city which becomes a graffiti nuisance property is in violation of this Chapter and is subject to nuisance abatement procedures under WC 6230-6.250.
- (2) Any persons responsible for property who permit property under their control to become a graffiti nuisance shall be in violation of this Chapter and subject to its remedies. As used herein "permit" means to knowingly suffer, allow or acquiesce by any failure, refusal or neglect.
- (3) Where graffiti is applied by an unemancipated minor, the parent, guardian or other person having the legal custody of the minor shall be liable for actual damages to person or persons in connection with the removal of graffiti or the costs and assessment for city abatement of the nuisance.
- (4) Persons subject to subsections (1) and (2) above may, at any time, show good cause why the city should not pursue remedies there under such as serious illness or disability, extremely inclement weather that temporarily prevents removal of graffiti, or other extraordinary circumstances.

If a section (4) exemption is not present, and graffiti is found, then the below abatement process shall be initiated as outlined in [WC 6230-6.250](#). That process includes the following steps:

1. City Notice to Remove Nuisance
2. Opportunity for Public Hearing
3. 10 Days to Abate
 - a. By Either the Responsible Party/Property Owner
 - b. By the City – charges for labor, administrative overhead (20%)

Currently, Wilsonville's abatement process applies to individuals responsible for graffiti and to property owners who allow graffiti to remain to the point that it becomes a nuisance. While the current Code includes an exception for those unable to remove graffiti themselves, it does not offer support for property owners whose property is vandalized. Staff proposes introducing new

programs to subsidize graffiti removal for affected property owners and to create optional volunteer opportunities for local community groups interested in assisting with removal efforts.

C. Current Abatement Programs Offered by the City

In examining potential programs to assist property owners whose property is vandalized by graffiti, staff reviewed other abatement programs currently offered by the City. These programs may serve as a model for a graffiti abatement program. These current programs are discussed below.

Cities across the U.S. have advocated that prompt removal of graffiti (within 24-48 hours) is one of the most effective deterrents from repeat offenses.

i. Sidewalk Repair Subsidy

The City of Wilsonville offers a reimbursement program to help homeowners with the cost of repairing sidewalks damaged by street tree roots. Eligible residential property owners can receive up to 50% reimbursement, with a cap of \$1,500 for full replacements or \$500 for grinding/patching, based on the lowest of three contractor bids.

- *Apply Before Work Begins:* Submit an application through the City's CRM system with three contractor bids and the required right-of-way permit.
- *Get Approval from the City:* If approved, you'll receive confirmation to move forward with the work. Projects must be completed within 90 days of approval.
- *Submit for Reimbursement:* After the work is done, send the final invoice and reimbursement form to the City. The homeowner will be reimbursed for 50% of the lowest bid or actual cost (whichever is lower), within program limits.

ii. Tree Replacement Program

Applicants can receive up to \$100 per person per year from the City's Tree Fund. The City will mail participants a check for the reimbursement. In order to receive reimbursement applicants must:

- *Receive Approval* of a Type 'A' Tree Removal Permit from the City.
- *Buy and Plant:* must be a new tree of a similar nature (evergreen for evergreen, deciduous for deciduous) on the permit grantee's property.
- *Submit for Reimbursement:* provide copy of the receipt for the new tree to the City's Planning Division. Include a photo, or identification of the species of tree, location the tree was planted, and your name and mailing address.

iii. Sewer Lateral Grant Program

The City of Wilsonville previously launched a pilot program to help property owners repair or replace structurally damaged sewer laterals located beneath City-owned streets. The program provided up to \$4,000 in reimbursement for qualifying work, helping prevent street damage and protect the City's wastewater system. Funding is limited and available on a first-come, first-served basis each fiscal year.

- *Apply & Qualify:* Contact Public Works and submit a video showing the damaged lateral. City staff will review the footage to determine eligibility.
- *Get Bids & Permits:* Obtain contractor bids and submit the application with a detailed cost breakdown. Once approved, the contractor must obtain necessary permits and begin work within 60 days.
- *Complete Work & Request Reimbursement:* After final inspection, submit proof of payment to the City within 30 days to receive reimbursement for eligible costs, up to \$4,000.

D. Alternatives Analysis

i. Subsidizing Graffiti Removal from Private Property

As mentioned, Wilsonville currently operates a cost-sharing program that subsidizes sidewalk repairs for property owners when damage results from street trees or when sidewalks present tripping hazards. Under this program, property owners submit a request through the City's CRM system and provide three repair bids. The City then offers to reimburse 50% of the cost based on the lowest bid received.

A similar framework could be adapted for graffiti abatement. Property owners could submit a CRM request and obtain three bids for graffiti removal. The City could then offer a 50% subsidy based on the lowest bid, mirroring the existing sidewalk repair model.

Another option is to keep a list of recommended graffiti removal products posted on Wilsonville's website. When property owners file a CRM request, instead of providing bids for the cost of service, the City could cover a percentage of the cost of supplies upon proof of receipt. This alternative would be similar to the Tree Replacement Program. Similarly, Wilsonville could also maintain a Graffiti Removal Fund, mirroring that of the existing Tree Fund.

ii. In-House Supplies for Rent or Loan

Tualatin and Portland currently offer a program where graffiti removal supplies are kept to loan to private property owners whose properties are vandalized. This would be another low-cost option that would serve multiple applicants, while also being available for public property use. Community members interested in cleaning up graffiti may request a kit from the City.

Additionally, if these supplies are also made available to volunteer groups, the combination of these two alternatives would cover both the supplies costs and service required for property owners looking to have graffiti removed.

Portland's Graffiti Removal Kit includes:

- Graffiti cleaning spray
- Towel
- Plastic scraper (to remove stickers)
- Safety gloves
- Safety glasses

- Small bucket

Maintaining the costs of a loaner supplies kit would remain relatively low, nothing beyond the cost of supplies themselves, and the administrative load of keeping track of loan-outs.

iii. Volunteer Opportunities

Wilsonville can utilize its volunteer base and system to provide graffiti removal services to private property owners. By adding a “Graffiti Removal” service opportunity, any organization or individual could be used to provide those services to vandalized properties.

This alternative would utilize the existing volunteer services application included on the Wilsonville City website. Once requests are filed into CRM, Code Enforcement/Parks/Public Works departments could lead organization and assignment efforts for each volunteer group.

Other cities employ a Volunteer Services Agreement that both the applicable city department, volunteer group and property owners would need to sign to cover any potential liability of allowing groups onto the private property to complete removal. Wilsonville already has a General Waiver of Liability that can be utilized for this purpose.

Beyond the administrative overhead of organizing volunteer groups and executing volunteer service agreements with the owners, this would be a low cost, community-based approach to graffiti abatement.

iv. City Removal of Qualified Graffiti or Locations

Portland has implemented a program where the City will cover the costs and performance of removal of graffiti for qualified property owners. To request graffiti removal, one must complete a graffiti removal service agreement.

According to the Portland City Website, qualified locations include

1. Small businesses with fewer than 10 employees
2. Nonprofits, excluding those with more than 100 employees
3. Individual, single-family dwellings
4. Any location where vandalized with hate-speech

In combination with the volunteer opportunities, if Wilsonville were to implement this alternative, these qualified locations could be given priority when assigning volunteer work. Alternatively, the City could organize service days similar to previous Volunteer WERK (Wilsonville Environmental Resource Keepers) Days in Wilsonville—where volunteers are assigned the above-qualifying locations to complete removals.

STAFF RECOMMENDATION: Staff recommends that any of these alternatives begin as a two- to three-year pilot project to determine its efficacy. The Strategy 2.4 Subgroup recommends further exploration of Alternative (i) and/or (ii), as these programs are anticipated to require less

administrative burden and time and/or more cost-effective than the other options.

EXPECTED RESULTS:

An administrative warrants process would provide City officials with an additional tool when likely violations of the Wilsonville Code are occurring on private property. It will allow, when necessary, a means for City staff to access a site to confirm whether a violation is occurring and to potentially stop or limit further damage to occur to public infrastructure and preserved and sensitive areas.

Although a graffiti-tip rewards program targets the identification and disincentivizing of responsible parties who vandalize public and private property in Wilsonville, taking a proactive and community-based approach to the removal of graffiti may achieve similar abatement outcomes, and is consistent with other programs offered by the City. Staff identified these alternatives to implement further proactive efforts to successfully maintain quick removal times and incentivize volunteer and community groups to assist in protecting the City of Wilsonville.

TIMELINE:

Staff anticipates that a draft code amendment for an administrative warrant process can be provided to Council later this calendar year, and if the Council elects to move forward with an abatement program for graffiti, that a pilot program may be drafted for Council consideration later this calendar year or early 2026.

CURRENT YEAR BUDGET IMPACTS:

Staff do not anticipate current year budget impacts. This project is currently being managed in-house by City staff. However, new programs will have administrative overhead costs to deploy them. If the City adopts one or more of the abatement programs, including the subsidy or the “rental” of graffiti removal equipment, costs will be incurred for those programs.

Staff anticipates that, as Council continues to discuss the strategies under the outcome to streamline responses to code enforcement issues, a larger discussion regarding funding of code enforcement will need to occur. While any one proposed change regarding code enforcement may not indicate a need for a dedicated funding source, the potential combination of multiple new programs (administrative warrants, graffiti mitigation, RV towing) will be cost-prohibitive without a revenue source. While staff is not proposing a funding source at this time, Council should be aware that multiple new public safety programs may require discussions about how to fund the programs.

As has been mentioned, the implementation of a general abatement fund would likely cover any and all new costs associated with the implementation of a graffiti removal program.

COMMUNITY INVOLVEMENT PROCESS:

Staff has established a project page on Let’s Talk, Wilsonville! for this overarching Council goal, where community members can learn about these different strategies and provide input to City staff.

POTENTIAL IMPACTS OR BENEFIT TO THE COMMUNITY:

Council's Public Safety Goal aims to ensure that City staff and community members have the tools necessary to address different public safety and livability concerns. An administrative warrant process, while not commonly needed, is a tool currently unavailable to City staff to confirm serious code violations on private property. Mechanisms to assist private property owners with graffiti removal similarly do not currently exist. These additional tools can help protect the safety and livability of the community.

ALTERNATIVES:

Council could determine not to pursue a local administrative warrant process. Regarding graffiti abatement, various alternatives are discussed above in Section III of this staff report.

CITY MANAGER COMMENT:

N/A

ATTACHMENTS:

Attachment 1: Administrative Warrants Research Chart

Attachment 2: Clackamas County Administrative Warrant Affidavit Model

Attachment 3: Graffiti Abatement SOP from Public Works

Clackamas County:

The Board of County Commissioners has made a policy decision to allow staff to seek, obtain, and execute administrative warrants in Circuit Court when there is a reasonable suspicion to believe that a violation of the Clackamas County Code is occurring, and it is necessary to investigate and/or inspect premises despite the owner(s) and/or occupant(s) refusing to allow inspection. In order to obtain an administrative warrant, the County will proceed as follows:

1. Prepare an affidavit in support of request for administrative warrant. The affidavit should describe the purpose for the inspection or search and explain why the warrant is necessary. The warrant should describe the property to be inspected, the manner of the inspection, and the timeframe for conducting the inspection.
2. Present the reviewing Circuit Court judge with the affidavit and warrant.
3. If the judge signs the warrant, make a copy and take both the original and copy of the warrant to the property to be entered to execute the warrant.
4. County representatives shall be accompanied by a sworn member of the Sheriff's Office during warrant execution.
5. Upon arrival at the premises to be inspected, the County representative authorized to execute the warrant should tell the resident or person in apparent control their identity, authority, and purpose for being there.
6. The person executing the warrant should read the warrant out loud and give a copy of the warrant to the person in apparent control of the property. On the original warrant, note the date and time of entry onto the property and sign.
7. If the property is unoccupied or there is no one in apparent control, the person executing the warrant should post a copy of the warrant on the property, note on the posted warrant the date and time of entry, and sign the note.
8. Make copies of the original executed warrant for the County's file.
9. After execution, **return the original warrant** to the issuing judge along with a Return of Administrative Warrant.

ATTACHMENT 1

Item B.

Administrative Warrants Research

Clack Co v. Other Municipalities

City of Beaverton:

2.04.102 Administrative warrants.

A. **Procedure:** IF an authorized officer or employee of the city is refused access to a property for the purpose of making an inspection etc.—the officer/employee shall not inspect the premises until the officer/employee has obtained an administrative warrant for the inspection from the municipal or other authorized judge.

D. Execution:

1. Person authorized to execute the warrant shall, before entry, make reasonable effort, to present owner or occupant with warrant and serve the person with a copy
2. Any items seized must be documented and list must be left in conspicuous place
3. Peace officer may be requested
4. Forcible entry not allowed UNLESS:
 - a. Probable violation of any provisions of which present immediate threat to health/safety
 - b. Prior attempts to serve have been met with refusal
 - c. Where reasonable attempts have been made to secure the cooperation, property is unoccupied or cannot be entered without cooperation/force and such cooperation has been refused or unobtainable after reasonable efforts

E. Return of Warrant:

1. Must be executed and returned to issuing judge within 14 days of date of issuance—after which warrant is void unless executed.
2. Return shall certify day and time of execution; name of city official conducting inspection; list of items seized, if any.

City of Beaverton:

Issuance: Signed affidavit, describing:

1. applicant's status in applying,
2. code provision or regulation requiring inspection;
3. premises to be inspected; purpose for which inspection is to be made AND basis upon which cause exists to inspect;
4. a statement that entry has been sought and refused, property is unoccupied or reasonably believed to be, or facts or circumstance reasonably shown that the purposes might be frustrated if entry were sought w/o warrant
5. judge must be satisfied that cause for inspection exists

Warrant: *shall* include:

6. description of place to be inspected
7. designation of purpose and limitations of inspection
8. directive that warrant must be executed any day of the week between 8AM-6PM, or upon special showing that it cannot occur between those hours, that it be executed at any additional time
9. *Shall* be effective for the time specified therein, but in NO event for a period of more than 14 days unless extended or renewed by original signing judge upon a showing of good cause why

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Clack Co v. Other Municipalities

Corvallis:

Chapter 1.15 – Administrative Search Warrants

A. The Municipal Judge is authorized to issue administrative search warrants upon application by the City Attorney, Building Official or Fire Chief, or their duly authorized representatives, acting in the course of their official duties.

B. **Execution** – in executing a search warrant, the person authorized to execute the warrant shall, before entry, make a reasonable effort to present credentials, authority and purpose to an occupant or person in possession of the location designated in the warrant and show the warrant or a copy thereof upon request.

2) In executing a search warrant, the person authorized to execute the warrant need not inform anyone of the person's authority and purpose, as prescribed in subsection 1) of this Section, but may promptly enter the designated location if it is at the time unoccupied or not in the possession of any person or at the time reasonably believed to be in such condition.

3) A peace officer may be requested to assist in the execution of the warrant.

4) A warrant must be executed and **returned** to the Municipal Judge by whom it was issued within 10 days from its date, unless such Municipal Judge before the expiration of such time, by endorsement thereon, extends the time for five days. After the expiration of the time prescribed by this subsection, the warrant unless executed is void.

Corvallis:

Chapter 1.15: Administrative Warrants

Issuance: upon supporting affidavit describing:

1. Applicant's status applying for the warrant
2. Ordinance or regulation requiring or authorizing the inspection or investigation
3. Location to be inspected and purpose for inspection and CAUSE for inspection/investigation
4. Statement that entry has been sought and refused OR facts/circumstances reasonably show that the purposes of the inspection may be frustrated without a warrant

Procedure for Issuance – Municipal Court Judge

(1) Before issuing any search warrant, the Municipal Judge shall examine under oath the applicant and any other witness and shall be satisfied of the existence of grounds for granting such application.

(2) If the Municipal Judge is satisfied that cause for the inspection or investigation exists and that the other requirements for granting the warrant are satisfied, the Municipal Judge may issue the warrant

(3) Warrant describing:

1. the name and title of the person or persons authorized to execute the warrant
2. the place to be entered and the purpose of the inspection or investigation.
3. The warrant shall contain a direction that it be executed on any day of the week between the hours of 8:00 a.m. and 6:00 p.m., or where the Municipal Judge has specially determined upon a showing that it cannot be effectively executed between those hours, that it be executed at any additional or other time of the day or night.

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Administrative Warrants Research

Clack Co v. Other Municipalities

King City:

2.42.115 - Entry onto private property—Search warrant—Interference with CE officer.

The CE officer may, at all reasonable times, enter private property and examine it for violations of the city code. Before entering any private property, the officer shall obtain either consent of the occupant and/or owner thereof or obtain an administrative search warrant **from a court of competent jurisdiction** (including the municipal court) authorizing the entry.

No warrant shall be issued until an affidavit has been filed setting out the facts necessary to show probable cause for the inspection, stating the purpose and extent of the inspection and citing the provision(s) of the city code allegedly violated and such other information as the court may deem necessary for issuance of the warrant.

No person shall attempt to, interfere with or prevent the CE officer or any other person from entering private property when the officer exhibits a warrant authorizing entry of either the officer or any person authorized to accompany him/her.

King City:

2.42.115 [\(link\)](#)

Affidavit that has been filed must set out the facts necessary to show probable cause for the inspection, stating the purpose and extent of the inspection and citing the provision(s) of the city code allegedly violated and such other information as the court may deem necessary for issuance of the warrant.

ATTACHMENT 1

Item B.

Administrative Warrants Research

Clack Co v. Other Municipalities

Tualatin

TMC 6-15-070 – Inspection of Premises;
Administrative Warrant

When necessary to inspect the premises to investigate or enforce code, City Manager may, with permission enter premises at reasonable times to inspect or perform the duties or must otherwise seek an administrative warrant.

Process—

- (1) If the single-family dwelling or premises are occupied, the City Manager must present credentials to the occupant and request permission to enter.
- (2) If the single-family dwelling or premises are unoccupied, the City Manager must make a reasonable effort to locate the owner/keeper and request permission to enter.
- (3) If entry is refused or the dwelling unit or premises are unoccupied, the City Manager must obtain an administrative warrant before entry or inspection of the premises.

Tualatin

ATTACHMENT 1

Item B.

Administrative Warrants Research

Clack Co v. Other Municipalities

Tigard

A. Right of Entry – The City manager or designee may enter property, including interior, at all reasonable times whenever inspection is necessary to enforce or whenever there is reasonable cause to believe any condition which constitutes a violation of code.

If the property areas are plainly enclosed to create privacy –

(1) The code enforcement officer shall first make reasonable attempts to locate owners and present proper credentials and request entry.

(2) If entry is refused, or the owner cannot be located, the code enforcement officer may obtain a warrant.

B. Grounds for Issuing Warrant – issued upon cause, supported by affidavit, particularly describing:

1. The applicant's status in applying for the warrant;
2. The statute, ordinance or regulation requiring or authorizing the inspection or investigation or the removal and abatement of the violation;
3. The building or property to be inspected, investigated or entered;
4. The purpose for which the inspection, investigation, removal or abatement is to be made;
5. The basis upon which cause exists to inspect, investigate, remove or abate the violation; and
6. In the case of removal or abatement, a statement of the general types and estimated quantity of the items to be removed or conditions abated.

B. Cause shall be deemed to exist if:

Tigard

§ 2.16.050. Powers of Municipal Judges.

The Presiding Judge exercises general supervision over the judicial functions of the Municipal Court and its judges and has authority over the dockets and assignment of cases. Municipal Judges have all the inherent and statutory powers of a Justice of the Peace and such additional powers as may be specifically conferred by the Tigard Municipal Code, including the power to issue search warrants and warrants to enter property and abate civil infractions.

§ 2.16.070. Warrants

A warrant may be issued if the Municipal Judge is satisfied that there are facts and circumstances tending to show that in the case of a warrant to enter property and abate a civil infraction, that the infraction exists.

Request for warrants should normally be supported by affidavits, however, when circumstances make it impractical for the warrant to be obtained in person it may be granted by telephone based on oral statements made under oath. The oral statement will be recorded and transmitted and retained as a part of the record of the proceeding.

§ 1.16.112 Procedure for Issuance of Warrant

A. Before issuing a warrant, a judge may examine the applicant and any other witness under oath and shall be satisfied of the existence of grounds for granting such application.

B. If the judge is satisfied that cause for the inspection, investigation, removal or abatement of any infraction exists and that other requirements for granting the application are satisfied, the judge shall issue the warrant, particularly describing:

1. The person or persons authorized to execute the warrant;
2. The property to be entered; and

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1. Reasonable legislative or administrative standards for conducting a routine, periodic, or area inspection or for removing and abating violations are satisfied with respect to any building or upon any property; or

2. An investigation is reasonably believed to be necessary in order to discover or verify the condition of the property for conformity with regulations; or

3. There is cause to believe that a violation exists for which removal or abatement is required or authorized by this chapter.

C. Execution of Warrant & Disposal of Seized Property

(1) In executing a warrant on occupied property the person authorized to execute the warrant shall, before entry into the occupied premises, make a reasonable effort to present the person's credentials, authority and purpose to an occupant or person in possession of the property designated in the warrant and show the occupant or person in possession of the property the warrant or a copy thereof upon request.

(2) In executing a warrant on unoccupied property, the person authorized to execute the warrant need not inform anyone of the person's authority and purpose, as prescribed in subsection A above, but may promptly enter the designated property if it is at the time unoccupied or not in the possession of any person or at the time reasonably believed to be in such condition. In such case a copy of the warrant shall be conspicuously posted on the property.

(3) A warrant must be executed within 10 working days of its issue and returned to the judge by whom it was issued within 10 working days from its date of execution. After the expiration of the time

3. The purpose of the inspection or investigation or a statement of the general types and estimated quantity of the items to be removed or conditions abated.

C. The warrant shall contain a direction that it be executed on any day of the week between the hours of eight a.m. and six p.m., or where the judge has specifically determined, upon a showing that it cannot be effectively executed between those hours, that it be executed at any additional or other time of the day or night.

D. In issuing a warrant, the judge may authorize any peace officer, as defined in Oregon Revised Statutes, to enter the described property to remove any person or obstacle and to assist the representative of the city in any way necessary to enter the property and complete the investigation or remove and abate the infraction.

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prescribed by this subsection, the warrant unless executed is void.

(4) The City manager or designee may cause any items removed pursuant to an abatement warrant to be disposed of in an approved manner whenever in the City Manager's discretion, finds that all fair and reasonable value of the items at resale would be less than the cost of storing and selling the items.

Washington County

Inspection & Right of Entry – whenever an enforcement officer has probable cause to believe a County Code infraction has occurred, officer may enter for the purpose of investigation subject to the below requirements:

- (1) Consent from owner or “actual authority” who can legally give consent to investigate
- (2) If consent cannot be obtained, the enforcement officer must first obtain an administrative warrant.

Authority to Request:

If denied access, an officer that has probably cause may seek an administrative warrant authorizing search and seizure of any of the following:

- (a) Evidence related to civil infraction
- (b) Any animal where the animal is the subject of a civil infraction

Washington County

[1.12.050 – 1.12.070 \(link\)](#)

Affidavit Requirements:

Applications for Issuance of Administrative Search Warrants; Requirements of Affidavit:

An application for an administrative search warrant shall be accompanied by a supporting affidavit particularly describing the following minimum elements:

1. The affiant's employment background and experience;
2. The statute or ordinance requiring or authorizing the inspection or abatement;
3. The address or other description of the property or structure to be inspected, searched, or seized, which is sufficient to identify the property;
4. The purpose for which the inspection is to be made;
5. Either a statement that entry has been sought and refused, or facts or circumstances reasonably showing that the purposes of the

ATTACHMENT 1

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Administrative Warrants Research

Clack Co v. Other Municipalities

(c) Any animal where there is probable cause for abuse or neglect

(d) Any animal that has bitten a person and subject to quarantine

Procedure to Obtain:

If denied access, officer must

- (1) notify county counsel who may then obtain an admin warrant or other appropriate legal order.
- (2) The enforcement officer must apply to the Justice Court Judge or Circuit Court Judge
- (3) Warrant will only be issued upon cause supported by affidavit.
- (4) Cause shall be deemed to exist if there is probable cause that a civil infraction has occurred, or if a statute, regulation, or if an outside ordinance authorizes the entry, inspection, search or seizure.

Execution of Warrant:

1. Before entry, the authorized officer must make a reasonable effort to present credentials, authority, and purpose to the occupant and, upon request, show the warrant or a copy—unless the property is believed to be vacant or unoccupied.
2. If the property is vacant or unoccupied, the authorized officer may enter promptly without prior notice to anyone.
3. A peace officer may assist in executing the warrant, including using reasonable force if the warrant specifically authorizes it.
4. After serving the warrant, the officer may conduct the inspection or seizure, but must leave immediately and seek assistance if their health or safety is threatened.

inspection or abatement might be frustrated if entry were sought without an administrative search warrant;

6. A description, with reasonable particularity, of the violations of statute or ordinance existing, or believed to exist, with respect to the particular property or structure, or that an inspection is reasonably believed to be necessary in order to determine or verify whether any such violations exist at the property or structure.
7. Identification of proposed restrictions upon the service of the warrant, including a request that it be executed on any day of the week between the hours of 8:00 a.m. and 6:00 p.m., or if there are special circumstances preventing the effective execution between those hours, that it be executed at any other time of the day or night; and
8. Any information known to the affiant which could indicate that probable cause may not exist, or which is relevant to the judge's decision to decline to issue the administrative warrant.

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Administrative Warrants Research

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West Linn

Abatement of Nuisances – Administrative Warrant

1. If a nuisance has not been abated within time allowed, and/or the person responsible should not be afforded the opportunity to abate, the City may cause the nuisance to be abated
2. The City officer charged with abatement shall have the right to reasonably enter into or upon property to investigate or remove the nuisance. However—before entering on private property, the City officer shall obtain consent or a warrant of the Municipal Court authorizing entry
3. No warrant shall be issued until an affidavit has been filed with the Municipal Court, showing probable cause for entry.
4. No person shall interfere with City Officer's entrance or the inspection/removal of the nuisance when an emergency exists or if the Officer has a warrant.
5. The City Manager shall keep an accurate record of the expense incurred by the City in declaring and abating the nuisance and shall include therein any administrative overhead charges.

West Linn

5.510 – Abatement – By the City

Affidavit Includes:

Probable cause basis for entry

Purpose and extent of proposed entry, citing Sections 5.400 to 5.527 as the basis for the entry into or upon private property

All relevant facts to support the issuance of the warrant to enter, inspect and abate.

ATTACHMENT 2

IN THE CIRCUIT COURT OF THE STATE OF OREGON FOR THE COUNTY OF CLACKAMAS

State of OREGON)	AFFIDAVIT FOR ISSUANCE OF
)	EVICTON NOTICE FROM
County of Clackamas)	MOTORHOME ON PUBLIC ROAD

I, [name], am the affiant of this affidavit. I am certified as a peace officer in the State of Oregon and commissioned by the Clackamas County Sheriff's Office as a Deputy Sheriff. I have been employed by the Clackamas County Sheriff's Office since [month] [year]. I have received all phases of police training, to include: property crime investigation, homicide investigation, robbery investigation, narcotics investigation, search and seizure, collection and preservation of evidence, weapons tactics, felon apprehension, and other police operations. I have received this training through the Oregon Department on Police Standards and Training, in-service training through the Clackamas County Sheriff's Office, specialized classes and seminars offered by private organizations and other police agencies.

I hold an [Advanced] Police Certificate from the Oregon Department of Public Safety Standards and Training. I am currently assigned to the Neighborhood Livability Project Team

[mention other specialized training or investigations directly related to this case.]

I am currently investigating a violation of Clackamas County Code 7.01 Vehicle Parking and Towing. The investigation is identified under Clackamas County Sheriff's Office case number [year-xxx]. This affidavit will provide reasonable suspicion of violation of this code in order to gain an eviction notice for the occupants and the ability to impound and tow the vehicle. The information contained within this affidavit is based upon information I have gained from my investigation, my personal observations, my training and experience, and/or information relayed to me by other law enforcement officers and/or agents. Since this affidavit is being submitted for the limited purpose of securing a search warrant

ATTACHMENT 2

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I have included only those facts that I believe are necessary to establish probable cause, rather than each and every fact known to me concerning this investigation.

1. I request an eviction notice to remove the occupants of the motorhome described as follows:

Year:

Make:

Model:

VIN:

License Plate:

Color:

A photograph of the vehicle is shown below:

2. The motorhome was first identified in this location on XX/XX/XX at XXXX hrs. Notice that the vehicle was in violation of County Parking Ordinance was given to the occupants on XX/XX/XX at XXX hrs by (in person/Notice left). (List all times the occupants were warned to move the vehicle.) At this time, the vehicle has not been moved.

3. In addition to being in violation of the county parking ordinance, this vehicle is creating a significant danger to public health and safety due to:

Excessive Trash

Leaking Vehicular Fluids

Leaking Waste Fluids

Attracting Rodents

Pictures of hazards attached here:

4. The occupants of the motorhome have been contacted in person and offered services to assist them with their living situation on XX/XX/XX at XXXX hrs. They agreed to get help/denied help. At this time, they have not made any attempt to get assistance.

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Item B.

5. This vehicle and traffic associated with this vehicle has been connected to the following Law Enforcement Calls for Service:

List all calls and their outcome.

6. Based on the fact that this vehicle has been found to be in violation of the county parking ordinance, I have legal basis to impound and tow the vehicle. Tow companies will not tow an occupied vehicle because it has been deemed a safety hazard to the occupant of the vehicle. Those who occupy motorized vehicles as a residence area commonly aware of this and therefor will remain inside the vehicle as a means to prevent tow.

Therefore, I swear the above information is true and I request an immediate eviction notice be issued that will authorize me or other law enforcement officers to evict the occupants from the vehicle described in the sections above and to impound and tow the vehicle from the public roadway. Furthermore, the Court authorizes law enforcement, using physical force if necessary to enter and remove all persons from the vehicle in compliance with this order.

Affiant

[name – title]

Sworn and subscribed before me on this the _____ day of [month], [year] at _____ am/pm.

Signature

Name

Circuit Court Judge
County of Clackamas, State of Oregon

City Of Wilsonville Public Works Department Graffiti Response SOP

Purpose/Scope

The City of Wilsonville is responsible for removing graffiti from City owned assets in the public right of way and will notify public utility operators about their assets being tagged or vandalized.

Receiving Graffiti Reports

- Ask the City!/CRM System
 - Citizens can submit a report with photo attachments in the “Reporting Graffiti” section of the Ask the City! Webpage. All reports are routed to the Public Works Program Coordinator, regardless of location or responsible party.
 - Citizens may also assume that this report is to the Wilsonville Police Department/Clackamas County Sheriff’s Department. They do not track graffiti incidences unless there is a gang connection, offensive/hate speech, threat of violence, OR there is a suspect.
 - If vandalism has occurred on private property, recommend that they submit a report through the Clackamas County Sheriff’s Department non-emergency [Online Crime Reporting system](#). The City/Public Works does not maintain records of vandalism or graffiti on private property unless it is a utility box in an easement area.
 - CRM Standard Responses:

CRM Response for vandalism and damage to non-city utilities.

Thank you for reaching out to the City about your concern.

The damaged/vandalized asset identified is owned by a private utility operator who is responsible for maintenance and repair of the asset. The City will notify the property owner about the reported issue. If the asset identified has owner contact information posted, citizens are encouraged to directly reach out to the utility provider to report any damage to their assets.

Thank You,

Response to City owned graffiti or Vandalism:

The City will respond within 3 business days of notification of graffiti or vandalism of city owned assets. If the Graffiti of an offensive nature (definitions below) the Graffiti will be removed within 24 hours of notification.

Definition of offensive: Hate speech or derogatory racial remarks, genitalia, sexual content, Political satire or derogatory political content:

- Phone call or email – internal and external
 - If the crime is *in progress*, they should be directed to dial 911.
 - Ask for as much detail as possible about the location and surface type. This helps determine who to contact for cleanup and what potential resources will be required.
- Internal Cartegraph Graffiti/Vandalism Report
 - Facilities, Fleet, Parks Maintenance and Public Works staff have access to Cartegraph and should submit a report using this [Work Flow Process](#).
 - Cartegraph is configured to notify the Asset Management Coordinator, Roads Maintenance supervisor and the Program Coordinator when a Graffiti/Vandalism report has been assigned to Public Works.
 - Any report that has been flagged as “Important”, which means it is offensive, a safety risk or needs immediate attention, will generate an automatic email to the department supervisor and PW Admin Staff.
 - Offensive markings include comments or drawings that portray genitalia, hate speech, derogatory or discriminatory against any people or persons.

Notifying the Responsible Party

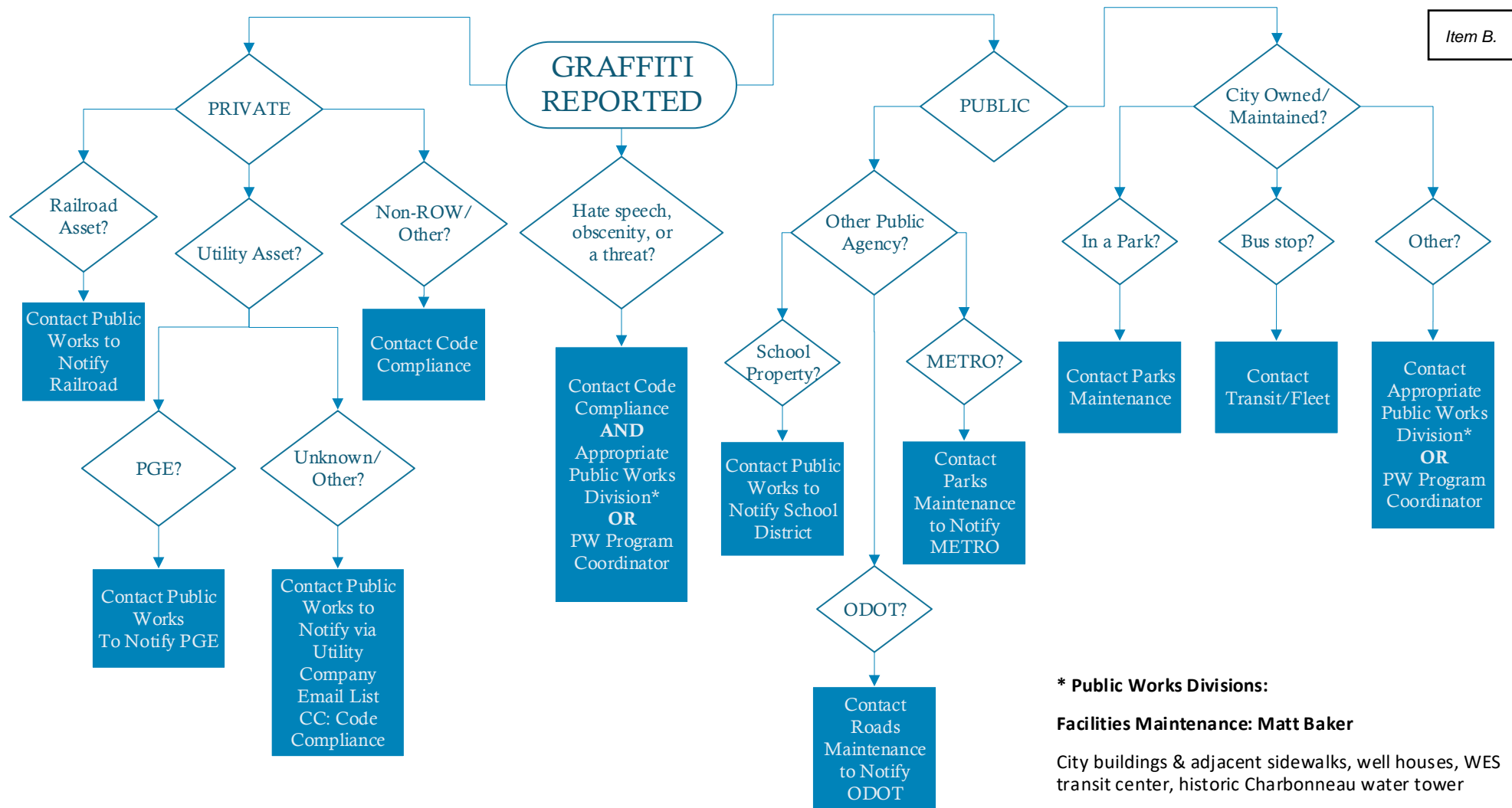
- If the Program Coordinator receives a report, it needs to be entered into Cartegraph if possible, or ask a staff member in the appropriate division to locate the vandalism.
- Any report that has been flagged as “Important”, which means it is offensive, a safety risk or needs immediate attention, is an urgent matter. Contact the Code Compliance Coordinator, the appropriate division supervisor or Ops Manager.
- Determine Public or Private Property. The City is responsible for city-owned/maintained assets. Public Works must notify public utility operators (if known) of vandalism on their assets in the right-of-way. Private property owners must complete their own maintenance. Questions about City Code should be directed to Code Compliance Coordinator.
- For Public/City-owned assets, contact the appropriate City staff to respond. Public Works will pass along the information to the appropriate agency – PGE (streetlights), Clackamas County (traffic signals), ODOT (I-5 Bridge, Elligsen overpass, on/off ramps), railroad company (crossings, signage), and school district property (West Linn-Wilsonville). Please refer to the [Graffiti flowchart](#) for general guidelines.
 - Facilities: City buildings, including Stein Barn and Tauchman house, assets, & adjacent sidewalks, well houses, Wilsonville Transit Center, Wilsonville monument and flags, historic Charbonneau water tower
 - Fleet/Transit: Bus shelters

- Parks Maintenance: Parks assets, trails, lampposts, signage, Metro property/Graham Oaks
- Roads Maintenance: Signs, roadways, bridges, railroad crossings, streetlights, traffic signals, Beauty & The Bridge (I-5 underpass on Wilsonville Road)
- City Utilities: Hydrants, water meters, lift station, manhole covers, vaults

Utility Boxes in Public ROW

- Have staff investigate and determine the utility type or company to contact.
 - Electrical, Streetlights – PGE
 - Non-Emergency: Email landscape@pgn.com or LightOut@pgn.com or use [Report a Streetlight](#) webform
 - Traffic Signals – Clackamas County Roads
 - Roads & Bridges: (503) 650-3262
 - Streetlights: (503) 742-4660
 - Ryan Hixon (503) 650-3205 or rhixson@clackamas.us
 - Carl Olson (503) 742-4684 or colson@clackamas.us
 - ODOT (971) 673-6200
 - Private Telecommunication Contacts:
 - Comcast
 - Matt Bravo - Matthew_bravo@comcast.com
 - Zach Martin - zachary_martin@cable.comcast.com
 - Van Mesplay – Construction Specialist (971) 801-5787
 - Lumen
 - Carl Haynes - carl.haynes@lumen.com
 - Scott Wynkoop - scott.wynkoop@lumen.com
 - Anglina Wilson - anglina.wilson@lumen.com
 - Ziplly
 - John Bielec - john.bielec@ziplay.com
 - Ian Hughes - ian.hughes@ziplay.com
 - David Kime - david.kime@ziplay.com
 - William Davis - william.davis@ziplay.com
 - Michael Isbell - michael.isbell@ziplay.com
 - Scott Binney - scott.binney@ziplay.com
 - Ian Cook- ian.cook@ziplay.com
 - Wyatt Hoag - wyatt.hoag@zipply.com

- After completing the notification to the responsible party, enter the date of contact and responsible party in the Notes on the Cartegraph task. Complete the task.



*** Public Works Divisions:**

Facilities Maintenance: Matt Baker

City buildings & adjacent sidewalks, well houses, WES transit center, historic Charbonneau water tower

Roads & Stormwater Maintenance: Brad Painter

Signs, streetlights, traffic signals, roadways, ROWs, Beauty & the Bridge

Utilities: Ian Eglitis

Hydrants, water meters, lift station, manhole covers, vaults

Cartegraph Workflow Link: TBD

Cartegraph Work Flow Process


City of Wilsonville

To: All Users
From: Sheehan, Andy
CC:
Date: 07/17/2023
Re: Graffiti/Vandalism Reporting


The following workflow will detail the steps for reporting graffiti and vandalism on both City and privately owned property, as well as the process for tracking these incidents in Cartegraph.

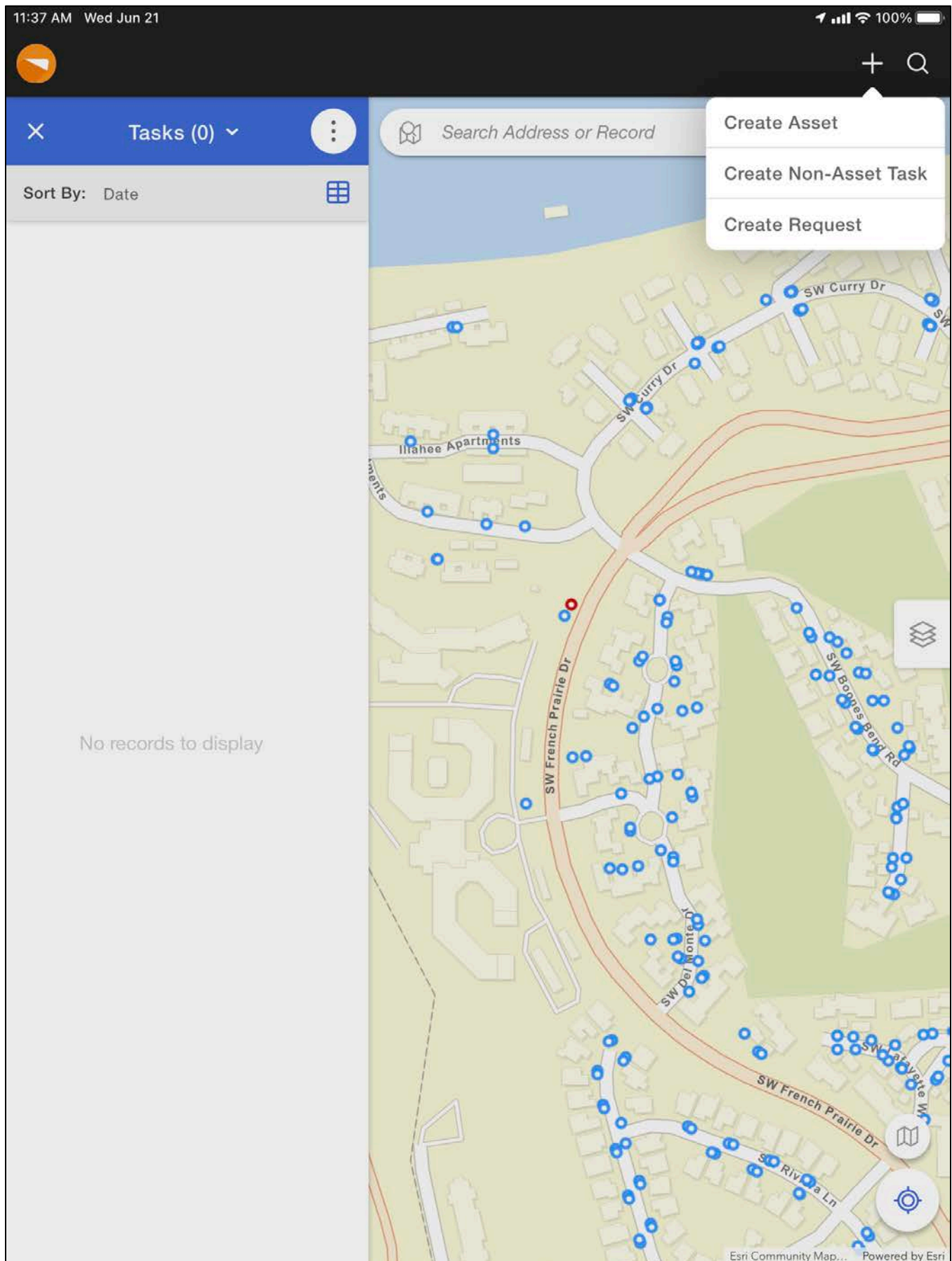
1. When City staff discover graffiti or vandalism, or if a citizen reports it, a Non-Asset Task needs to be made in Cartegraph/OpenGov to create a record of the incident.

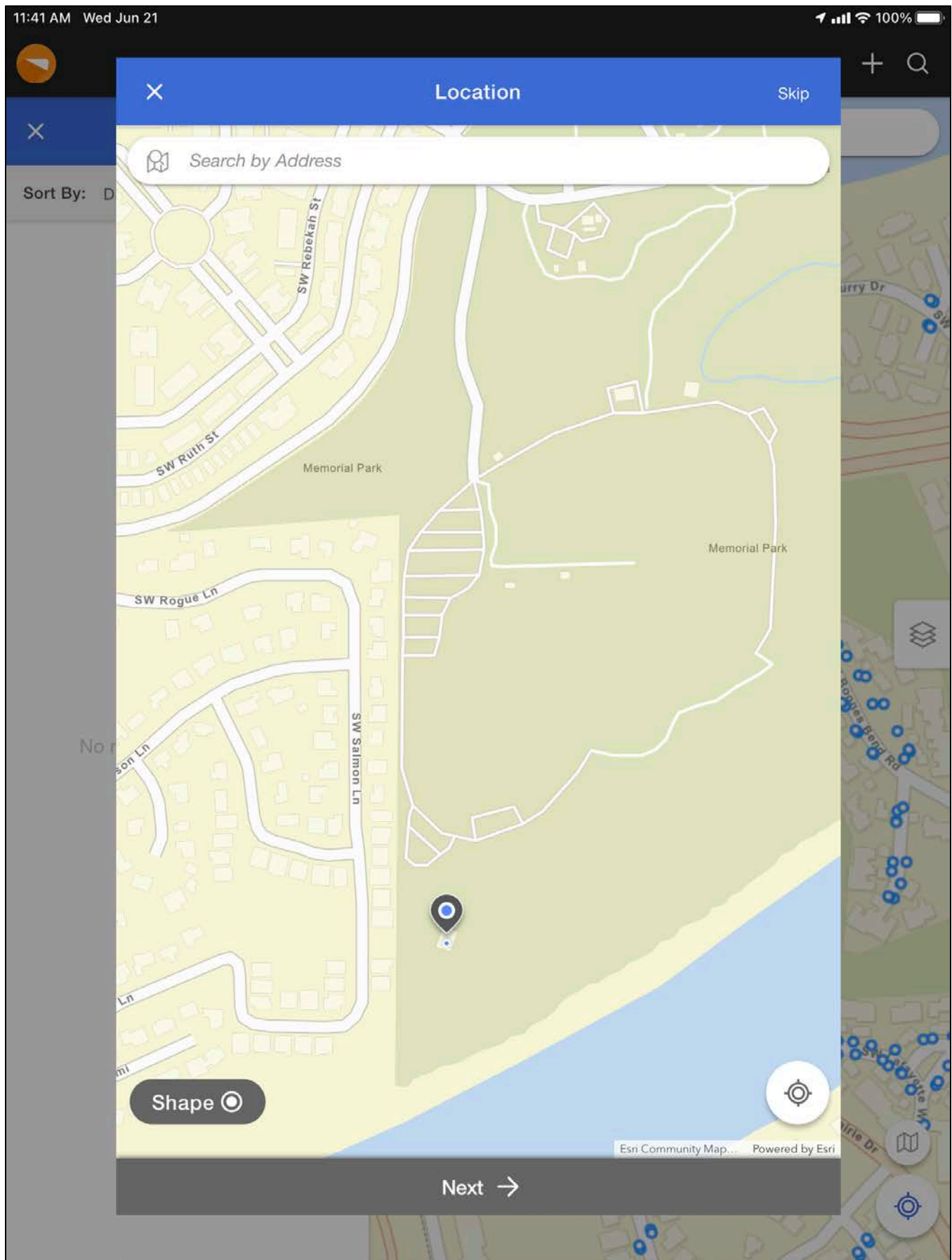
To create this task on the CartegraphOne mobile app follow these steps:

- a. After logging into the app, select the plus sign icon  in the upper right corner of the screen. Choose **"Create Non-Asset Task"** from the dropdown.
- b. On the pop-up map move the location pin to the location of the graffiti/vandalism and then tap **"Next"** at the bottom of the screen.
- c. On the "Create Task" pop-up screen tap the "Select Value" dropdown menu below the "Activity" field and select **"Graffiti/Vandalism Reporting"**. Then under the "Department" field choose the most appropriate department from the options (Parks, Roads, SMART, etc...), **for Private or Unknown ownership choose "Administration"**.

Under the "Priority" field **ONLY** choose **"Important"** if the graffiti/vandalism is something offensive or a potential safety hazard and needs to be addressed immediately. Otherwise, it can be left as the default of "None".

After filling in the above fields tap the save icon in the upper right of the screen .





12:37 PM Wed Jun 21 Not Charging

Create Task

Task Setup

* **Activity**
Graffiti/Vandalism Reporting

Start Date
Jun 21, 2023

Stop Date
Jun 21, 2023

* **Department**
Parks Maintenance

* **Priority**
None

Work Order
Select Value

Request
Select Value

☐ **Citizen Concern**

Notes
Enter Text

Assigned To

2. Now that the task is created, you will need to fill in a couple fields on the next screen under the **“Graffiti and Vandalism Reporting”** section.

Fields are:

Asset Owner – Choose the appropriate option from the dropdown selections for the likely responsible party for the asset. The options are **City of Wilsonville, Private Residential/Commercial, Private Utility – Minor, Private Utility – Major, Other Governmental Agency** (Railroad, ODOT, Metro, etc...) **or Unknown**. This will alert the appropriate staff by email to follow-up and/or communicate the issue for removal.

Graffiti Notes – Include details such as, location, description, time of discovery, or any other relevant information.

Police Report Number – This field should **ONLY** be filled in by Admin staff or Supervisors and will be used on a case-by-case basis. Only admin staff or supervisors should be communicating with police unless you are otherwise directed by your supervisor to do so.

12:03 PM Wed Jun 21

Task 257557

Details Assignments (1) Labor Log (0) Equipment Log (0) Material Log (0) Other Log (0)

SW Metrolit

Esri Community Map... Powered by Esri

Graffiti and Vandalism Reporting

Asset Owner
City of Wilsonville

Graffiti Notes
Graffiti on north wall of River Shelter, see attached photos.

Police Report Number
Enter Text

Location


Please Photo Courtesy

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- Including photos of the graffiti or vandalism is important and can be done by selecting the camera icon on the right side of the screen . Photos can be taken with your iPad and directly attached to the task or can be selected from the image library on the tablet. There is no limit to the number of photos that can be attached so make sure to completely document the incident.

12:03 PM Wed Jun 21 Task 257557

Details Assignments (1) Labor Log (0) Equipment Log (0) Material Log (0) Other Log (0)

SW Metrol

Esri Community Map... Powered by Esri

Photo Library

Take Photo or Video

Choose Files

Graffiti and Vandalism Reporting

Asset Owner
City of Wilsonville

Graffiti Notes
Graffiti on north wall of River Shelter, see attached photos.

Police Report Number
Enter Text



Location

Task Setup

* Activity
Graffiti/Vandalism Reporting

Asset
Non-Asset

Complete Task ✓

4. After filling in the required fields and attaching photos tap the save icon  in the upper right corner of the screen to save the task. Enter in any labor, equipment or material resources for reporting, investigating or removal/repair just as you normally would for any other task by selecting the blue dot icon  in the lower right of the screen.

If the issue is resolved at the time of discovery, enter labor time and any other resources utilized then Complete the task.


Add Labor Log

Add Equipment Log

Add Material Log

Add Other Log

If the situation requires additional time, resources or if a Supervisor needs to be involved then Do Not Complete the task until all cleanup and/or repairs are finalized.

Then tap the back button  in the upper left part of the screen to return to the main screen. At this point, you have finished reporting the graffiti/vandalism. If needed your Supervisor will advise you on any next steps.

Standby Duty Response

If you are on standby duty and receive a call concerning graffiti or vandalism, follow the protocol in the Standby Duty Handbook, see excerpts below.

The incident still needs to be recorded in Cartegraph following the steps detailed in this document.

Vandalism (Graffiti)

Reports of vandalism that only involve graffiti may require Standby staff to respond depending on the nature of the incident. If the material is graphic or obscene in nature then staff may respond during weekend daylight hours or investigate the next business day if it is after daylight hours. Staff should contact a supervisor when unclear as to what requires immediate response. If the call is reported over a weekend working hours, contact the appropriate Parks weekend staff to investigate.

Vandalism (Property Damage)

Reports of vandalism involving property damage should be investigated to determine if the damage poses a risk to the public and if additional efforts are needed to secure the asset or area. If damage is found, create a Cartegraph task to document the incident including photos of the affected area.

Determine if repairs are needed now or if they can wait until regular business hours. If a hazard exists that cannot be eliminated or a facility needs to be taken out of service notify your supervisor. Do not leave any unsafe conditions in park site without addressing each one to the best of your ability.

Automated Emails and Follow-Up:

When a **“Graffiti/Vandalism Reporting”** task is created by staff in Cartegraph and is marked as a **City of Wilsonville** asset, an automated email is sent to the selected department’s supervisor for follow-up.

If the asset ownership is marked as **“Private Utility - Minor”**, **“Private Utility – Major”**, **“Other Governmental Agency”** or **“Unknown”** then an email notification will be sent to the Public Works Program Coordinator and the Roads Supervisor who will attempt to determine ownership and notify the company or organization that needs to address the issue. After contacting the responsible party note date of contact in the Notes and complete the task.

If the asset ownership selected is **“Private Residential/Commercial”** the City’s Code Compliance Coordinator will receive an automated email and follow-up with the property owner.

If a graffiti/vandalism task is flagged as **“Important”**, meaning it is offensive or a safety risk and needs immediate attention, both the department supervisor and admin staff will receive an automated email.



CITY COUNCIL MEETING STAFF REPORT

Meeting Date: September 15, 2025		Subject: Resolution No. 3209 Adopting the Sewer System Development Charge Methodology Report and Establishing the Charge Rates and Amending Resolution No. 1987. Staff Member: Zach Weigel, P.E., City Engineer Keith Katko, Finance Director Department: Community Development & Finance	
Action Required		Advisory Board/Commission Recommendation	
<input checked="" type="checkbox"/> Motion <input checked="" type="checkbox"/> Public Hearing Date: September 15, 2025 <input type="checkbox"/> Ordinance 1 st Reading Date: <input type="checkbox"/> Ordinance 2 nd Reading Date: <input checked="" type="checkbox"/> Resolution <input type="checkbox"/> Information or Direction <input type="checkbox"/> Information Only <input type="checkbox"/> Council Direction <input type="checkbox"/> Consent Agenda		<input type="checkbox"/> Approval <input type="checkbox"/> Denial <input type="checkbox"/> None Forwarded <input checked="" type="checkbox"/> Not Applicable Comments: N/A	
Staff Recommendation: Staff recommends Council adopt Resolution No. 3209.			
Recommended Language for Motion: I move to adopt Resolution No. 3209.			
Project / Issue Relates To:			
<input type="checkbox"/> Council Goals/Priorities:	<input checked="" type="checkbox"/> Adopted Master Plan(s): 2015 Wastewater Collection System Master Plan, 2023 Wastewater Treatment Plant Master Plan	<input type="checkbox"/> Not Applicable	

ISSUE BEFORE COUNCIL:

A City of Wilsonville resolution adopting the Sewer System Development Charge Methodology Report, establishing the charge rates and amending Resolution No. 1987, Capital Improvement Project (CIP) #2066.

EXECUTIVE SUMMARY:

System Development Charges (SDCs) are one-time charges assessed on development at the time of building permit issuance. The SDC fees pay for expansion and extension of utility infrastructure that is needed to accommodate future growth. Growth-related infrastructure improvements include upsizing pipelines, expansion of pumping and treatment facilities, and extension of pipelines to serve new development areas. The SDC fee provides a mechanism for which new growth pays for its share of infrastructure costs rather than existing taxpayers or utility ratepayers, ensuring “growth pays for growth.”

The City of Wilsonville’s sewer SDC was last updated in April 2006 by Resolution No. 1987. The current Sewer SDC including annual inflation adjustments is \$7,130 per Equivalent Residential Unit (ERU), which also includes the 0.4% inflationary adjustment that went into effect on July 1, 2025.

On January 18, 2024, City Council adopted the 2023 Wastewater Treatment Plant Master Plan (Ordinance No. 888). Adoption of the Master Plan document included a new Capital Improvement Project (CIP) list, which consists of utility improvements that will be needed over the next twenty years to meet projected growth, operation and maintenance needs, and regulatory requirements.

With the updated twenty-year project list, review of the sewer SDC is necessary to ensure development is paying its share of needed infrastructure costs. In July 2024, the City engaged FCS Group to reassess the sewer SDC methodology and charge rate. The final sewer SDC methodology report based on City Council feedback at the September 4, 2025 Work Session is attached as **Exhibit A**.

The maximum defensible sewer SDC is summarized as follows:

Sewer SDC Type	Fee per ERU
Improvement Fee	\$11,860
Reimbursement Fee	\$2,277
Compliance Fee	\$12
Total	\$14,149
Increase	\$7,019

For High Strength Sewer Customers, the maximum defensible sewer SDC is summarized as follows:

Sewer SDC Type	Collection Flow (PHF gpd)	Treatment Flow (PHF gpd)	Treatment BOD (MM ppd)	Treatment TSS (MM ppd)
Improvement Fee	\$6.04	\$0.51	\$1,884.10	\$2,647.94
Reimbursement Fee	\$0.74	\$0.32	\$882.13	\$12.03
Compliance Fee	\$0.00	\$0.00	\$2.28	\$2.88
Total	\$6.78	\$0.83	\$2,768.51	\$2,662.85

PHF – Peak Hourly Flow

gpd – Gallons per Day

MM – Maximum Month

ppd – Pounds per Day

The new sewer SDC charge will go into effect on January 1, 2026 and will be updated annually on July 1st based on a construction cost index, allowing for regular inflationary adjustments.

EXPECTED RESULTS:

The updated sewer SDC charge will provide the estimated funding required for completing the needed infrastructure projects to accommodate future growth within Wilsonville. The recommended SDC charge will ensure that growth will pay for its share of infrastructure costs rather than existing taxpayers and utility ratepayers.

TIMELINE:

If adopted by City Council, the updated sewer SDC methodology and charge will go into effect on January 1, 2026.

CURRENT YEAR BUDGET IMPACTS:

The consultant work is included in the Fiscal Year (FY) 2024-25 CIP budget. Funds not spent in the FY 2024-25 budget will be rolled over to the FY 2025-26 fiscal year to ensure adequate funds are available for the completion of this work.

COMMUNITY INVOLVEMENT PROCESS:

The project team has held two work sessions with City Council to discuss the sewer SDC methodology and charge rates on June 2, 2025 and September 4, 2025. On June 24, 2025, the project team met with representatives from the Home Building Association of Greater Portland to discuss the proposed SDC updates. In addition, a 90-day and 60-day notice to interested parties, as required by Oregon law, prior to the first public hearing for adoption of a SDC methodology, was issued on June 9, 2025, and July 15, 2025 respectively. The 60-day notice included the proposed SDC methodology report and was sent to interested parties consisting of local developers, engineering consultants, and land use applicants conducting business in Wilsonville. The project team held an SDC stakeholder meeting on August 5, 2025. A project webpage with up-to-date SDC information is maintained and information shared with the

community via articles in the Boones Ferry Messenger.

POTENTIAL IMPACTS OR BENEFIT TO THE COMMUNITY:

The updated SDC methodology and fee will provide the funding necessary to support planned growth, maintain existing utility assets, and meet regulatory requirements, helping to maintain a financially sound sewer utility program.

ALTERNATIVES:

Council could choose to adopt a sewer SDC rate less than the maximum defensible amount. However, doing so would require additional sources of revenue to fund the necessary sewer infrastructure to serve projected growth, most likely from increased utility rates paid for by existing residents and businesses.

CITY MANAGER COMMENT:

N/A

ATTACHMENTS:

1. Resolution No. 3209
 - A. Wilsonville Wastewater and Stormwater SDC Methodology Report
 - B. 90-Day Notice of System Development Charge Methodology
 - C. 60-Day Notice of System Development Charge Methodology

RESOLUTION NO. 3209**A RESOLUTION OF THE CITY OF WILSONVILLE ADOPTING THE SEWER SYSTEM DEVELOPMENT CHARGE METHODOLOGY REPORT AND ESTABLISHING THE CHARGE RATE AND AMENDING RESOLUTION NO. 1987**

WHEREAS, the City has enacted Ordinance No. 816, which provides the overall City implementing policy and procedures for System Development Charges (SDC's); and

WHEREAS, the City has established administrative procedures, methodology, definitions, rate and fees for sewer services Resolution No. 1987; and

WHEREAS, by this Resolution No. 3209 the City hereby amends only the system development charge methodology and charge rate established by Resolution No. 1987, but leaves in place the user fees; and

WHEREAS, in 2015 the City has adopted a Wastewater Collection System Master Plan (Ordinance No. 766), including the list of sewer collection system improvement projects to address the City's need through the 20 year planning horizon; and

WHEREAS, in 2023 the City has adopted a Wastewater Treatment Plant Master Plan (Ordinance No. 888), including the list of sewer treatment improvement projects to address the City's need through the 20 year planning horizon; and

WHEREAS, as the City continues to grow there is an increased demand on the sewer system that requires additional capacity be planned and constructed in a timely manner; and

WHEREAS, the City desires to have growth-related development pay for sewer improvements, commensurate with what is needed to mitigate the associated new impacts on the City's sewer system; and

WHEREAS, ORS 223.302 establishes the process for establishing and modifying system development charges and was used to complete this sewer SDC update; and

WHEREAS, the City contracted with FCS Group to update the sewer SDC methodology and determine a reasonable sewer system development charge, using standard practices; and

WHEREAS, the attached **Exhibit A** draft August 2025 Wastewater and Stormwater System Development Charge (Report), presents FCS Group's methodology and sewer SDC analysis; and

WHEREAS, a 90-day notice was issued pursuant to ORS 223.304 to interested parties **(Exhibit B)** on June 9, 2025; and

WHEREAS, a 60-day notice was issued to interested parties **(Exhibit C)** on July 15, 2025 and the draft Report made available for public review and comment; and

WHEREAS, City staff engaged with interested parties through a SDC stakeholder meeting held on August 5, 2025, resulting in a collaborative process in development of the Report; and

WHEREAS, the draft Report will be renamed as “Adopted” after City Council adoption of this Resolution.

NOW, THEREFORE, THE CITY OF WILSONVILLE RESOLVES AS FOLLOWS:

ARTICLE I

Section 1. Purpose

- A. The purpose of this resolution is to provide a uniform framework for the imposition of a Sewer System Development Charge for wastewater collection and treatment facilities, including but not limited to administrative review procedures, credits and capital improvements providing added capacity which may be funded with Sewer SDC revenues.
- B. This Sewer SDC is adopted to impose an equitable share of the public costs of wastewater Capital Improvements upon those parties undertaking developments and redevelopments that add to the need for or increase the demands on the wastewater system.

Section 2. Determinations and Findings

- A. The City adopts the above recitals as findings of the City Council and in particular the findings, methodology, calculations, and tables recommended in the Report, **Exhibit A**, and incorporates them by reference herein and hereby approved and adopted.
- B. The City Council has reviewed the proposed system development charge and finds the proposed SDC to be rationally based and financially prudent. More

particularly, the City Council hereby finds that treatment and collection system peak hourly flow, maximum month pounds per day biochemical demand (BOD) and maximum month pounds per day total suspended solids (TSS) are rational bases for allocating use of the City of Wilsonville wastewater system, and provide valid proportional bases for allocating the reimbursement, improvement, and compliance costs for needed wastewater treatment plan and collection system capital improvements.

ARTICLE II

ADMINISTRATION

Section 1. Administration of SDCs, including calculation and collection, credits and refunds, exemptions, authorized expenditures, segregation and use of revenue, appeals, and related activities, are subject to Wilsonville Code (WC) Sections 11.000 – 11.190.

ARTICLE III

METHODOLOGY

Section 1. Sewer SDC Methodology

- A. The sewer SDC methodology is based on maximum water meter flow rates, measured by Meter Capacity Equivalent (MCE) based on the American Water Works Association meter size capacity factor with a 5/8" water meter as the basis.
- B. For high-strength wastewater customers as determined through completion of the Industrial Commercial Environmental Survey as part of the Wilsonville Industrial Pretreatment Program, the sewer SDC methodology is based on the Peak Hourly Flow (PHF) in gallons per day (gpd), maximum month pounds per day (MM ppd) of Biochemical Oxygen Demand (BOD), and MM ppd of Total Suspended Solids (MM ppd) as indicated on the application for industrial and commercial discharge permit. Upon receipt of the industrial and commercial discharge compliance report, the SDC will be adjusted based on volumes and

strengths listed in the compliance report whenever the compliance report exceeds the values provided in the application.

- C. The Community Development Director may authorize assessment of sewer SDCs of a non-high strength wastewater customer using the high-strength wastewater methodology upon finding that MCE is not an accurate measurement of wastewater discharge for the specific customer. For example, an industrial customer that uses water in a manufacturing process that is not fully discharged to the sewer system, the MCE methodology may not be representative of actual wastewater discharge. If authorized, the Community Development Director may require the customer to perform regular wastewater discharge measurements and reporting to verify reported wastewater flow and strength and pay an adjusted SDC, consistent with reporting requirements for high strength customers.
- D. Irrigation water meters are not subject to Sewer SDCs.

Section 2. Sewer SDC Rate

- A. The sewer SDC are set forth below:

Meter Size	MCE	SDC Cost Bases			
		Improve. Fee	Reimburse. Fee	Compliance Fee	Total SDC
5/8"	1.00	\$11,860	\$2,277	\$12	\$14,149
3/4"	1.50	\$17,789	\$3,416	\$19	\$21,224
1"	2.50	\$29,648	\$5,693	\$32	\$35,373
1 ½"	5.00	\$59,297	\$11,386	\$63	\$70,746
2"	8.00	\$94,875	\$18,218	\$101	\$113,194
3"	16.00	\$189,750	\$36,435	\$202	\$226,387
4"	25.00	\$296,484	\$56,931	\$315	\$353,730
6"	50.00	\$592,968	\$113,862	\$630	\$707,460

For water meter sizes larger than 6-inch, the MCE is applied as provided by the American Water Works Association meter size capacity factor using a 5/8-inch meter as the basis.

B. For high-strength wastewater customers, the sewer SDC are set forth below:

Wastewater Function	Unit	SDC Cost Bases			
		Improve. Fee	Reimburse. Fee	Compliance Fee	Total SDC
Collection Flow	PHF gpd	\$7.32	\$0.74	\$0.00	\$8.06
Treatment Flow	PHF gpd	\$0.51	\$0.32	\$0.00	\$0.83
Treatment BOD	MM ppd	\$1,884.10	\$882.13	\$2.28	\$2,768.51
Treatment TSS	MM ppd	\$2,647.94	\$12.03	\$2.88	\$2,662.85

BOD – Biochemical Oxygen Demand

TSS – Total Suspended Solids

PHF – Peak Hourly Flow

gpd – gallons per day

MM – Maximum Month

ppd – pounds per day

Section 3. Sewer SDC Effective Date and Inflation Index

The sewer SDCs are effective beginning January 1, 2026 and are to indexed for inflation on an annual basis in accordance with WC 11.030(1), beginning July 1, 2026.

Section 4. Annual Review

The City shall annually review the sewer SDC to determine whether additional fee revenues should be generated to provide extra-capacity improvements needed to address new development or to ensure that revenues do not exceed identified demands. In doing so, the City shall consider:

- A. Construction of facilities by federal, state, or other revenue sources;
- B. Receipt of unanticipated funds from other sources for construction of facilities;
- C. Additional wastewater collection and treatment system improvements needed to meet mandates or requirements of other authorized governmental authorities;
- D. Other changes or conditions as may be deemed necessary or prudent.

Upon completion of this review, the City shall consider such amendments, including adjustment to the fee imposed herein, as are necessary to address changing conditions.

ARTICLE IV

AMENDMENT OF EXISTING RESOLUTIONS

Section 1. Upon adoption of this resolution by the City Council, Resolution No. 1987 is amended as set forth herein.

ARTICLE V

SEVERABILITY

Section 1. The invalidity of any section, clause, subsection, paragraph, sentence, phrase, provision, or exhibit of this Resolution which is incorporated herein, shall not affect the validity of the remaining portions thereof.

ARTICLE VI

EFFECTIVE DATE

Section 1. This Resolution is effective January 1, 2026.

ADOPTED by the Wilsonville City Council at a regular meeting thereof this 15th day of September, 2025, and filed with the Wilsonville City Recorder this date.

Shawn O'Neil, Mayor

ATTEST:

Kimberly Veliz, MMC, City Recorder

SUMMARY OF VOTES:

Mayor O'Neil

Council President Berry

Councilor Cunningham

Councilor Dunwell

Councilor Shevlin

EXHIBITS:

- A. Wilsonville Wastewater and Stormwater SDC Methodology Report
- B. 90-Day Notice of System Development Charge Methodology
- C. 60-Day Notice of System Development Charge Methodology

CITY OF WILSONVILLE

Wastewater and Stormwater SDCs

Submitted by:

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Submitted to:

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P: 503.682.1011

DRAFT
August 2025

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1 Project Overview

Background

The City of Wilsonville ("the City") is located in both Clackamas and Washington counties and serves over 26,000 residents. As with other services, the funding of wastewater and stormwater capital improvements is partially supported by new development in the form of system development charges (SDCs). In 2024, the City contracted with FCS to update its wastewater and stormwater SDCs. This report documents the results of those SDC calculations.

Policy

SDCs are enabled by state statutes, authorized by local ordinance, and constrained by the United States Constitution.

State Statutes

Oregon Revised Statutes (ORS) 223.297 to 223.316 enable local governments to establish SDCs, which are one-time fees on development that are paid at the time of development or redevelopment that creates additional demand for system facilities. SDCs are intended to recover a fair share of the cost of existing and planned facilities that provide capacity to serve future users (growth).

ORS 223.299 allows for two types of SDC:

- » A reimbursement fee that is designed to recover "costs associated with capital improvements already constructed, or under construction when the fee is established, for which the local government determines that capacity exists"
- » An improvement fee that is designed to recover "costs associated with capital improvements to be constructed"

ORS 223.304(1) states, in part, that a reimbursement fee must be based on "the value of unused capacity available to future system users or the cost of existing facilities" and must account for prior contributions by existing users and any gifted or grant-funded facilities. The calculation must "promote the objective of future system users contributing no more than an equitable share to the cost of existing facilities." A reimbursement fee may be spent on any capital improvement related to the system for which it is being charged (whether cash-financed or debt-financed).

ORS 223.304(2) states, in part, that an improvement fee must be calculated to include only the cost of projected capital improvements needed to increase system capacity for future users. In other words, the cost of planned projects that correct existing deficiencies or that do not otherwise increase capacity for future users may not be included in the improvement fee calculation. An improvement fee may be spent only on capital improvements (or portions thereof) that increase the capacity of the system for which it is being charged (whether cash-financed or debt-financed).

In addition to the reimbursement and improvement fees, ORS 223.307(5) states, in part, that "system development charge revenues may be expended on the costs of complying" with state statutes concerning SDCs,

including “the costs of developing system development charge methodologies and providing an annual accounting of system development charge expenditures.”

Local Ordinance

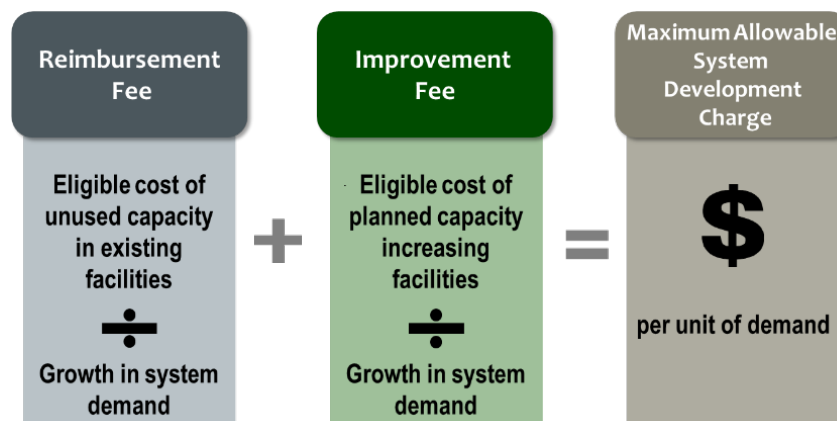
Chapter 11 of the Wilsonville Code of Ordinances authorizes and governs the imposition and expenditure of SDCs in Wilsonville. The City may need to modify its code to allow for the proposed changes to the SDCs.

United States Constitution

The United States Supreme Court has determined that SDCs, impact fees, or other exactions that comply with state and/or local law may still violate the United States Constitution if they are not proportionate to the impact of the development. The SDCs calculated in this report are designed to meet all constitutional requirements.

Calculation Overview

In general, SDCs are calculated by adding an existing facilities fee component (called the reimbursement fee) and a future facilities fee component (called the improvement fee)—both with potential adjustments. Each component is calculated by dividing the eligible cost by growth in units of demand. The unit of demand becomes the basis of the charge. The diagram below summarizes the basic outline of an SDC calculation, and more detail is provided in the following bullets.



- **The eligible cost of capacity in existing facilities** is the cost of existing facilities that will serve growth. The cost of those facilities are usually found in a city’s schedule of fixed assets which records the original cost of assets purchased by the city. System capacity information, usually found in a comprehensive plan, can provide estimates of the available capacity in the system.
- **The eligible portion of capacity-increasing projects** is the cost of future projects that will serve growth. Some projects are intended to only serve growth, some projects do not increase system capacity, and some serve the City’s current *and* future populations. Only the share that is allocable to growth is includable.
- **The growth in system demand** is the anticipated growth in the demand associated with each system. Growth is measured in different ways for different systems. For example, growth for wastewater SDCs is sometimes measured in meter capacity equivalents, where as growth for stormwater SDCs is often measured in impervious surface area. The unit of growth becomes the charging basis for the SDC.

Finally, summing the reimbursement fee and the improvement fee with a small allowance for compliances costs yields the full SDC.

2 Wastewater SDC Analysis Summary

This section describes the detailed calculations of the maximum defensible wastewater SDC to be charged in the City of Wilsonville.

SDC Functionalization

Because the City is expecting some high-strength industrial customers to be added to its wastewater system, this analysis “functionalizes” the proposed SDC. That is, it divides the wastewater infrastructure costs into four functions of service and then calculates an SDC for each function, allowing for individualized charges to large customers based on their specific demands. Those four functions of service are:

- **Collection (Flow)** – The conveyance (collection) of sewer flow through the City’s sewer mains, trunklines, and lift stations to the treatment plant. Collection flow is often measured in millions of gallons per day. For the collection function, flow is often measured in the dry weather period to isolate the flows of customer connections, as opposed to flows contributed by rainwater.
- **Treatment (Flow)** – The processing of sewer flow through the City’s treatment plant, from headworks to outfall. Sewer flow through the treatment plant is often measured in peak hourly flow, as the treatment plant will need to be sized to accommodate the maximum amount of flow expected at the plant.
- **Treatment (BOD)** – The processing of biochemical oxygen demand (BOD) in the City’s treatment plant. BOD is one of the two major sources of wastewater strength that needs to be treated in a wastewater treatment plant.
- **Treatment (TSS)** – The processing of total suspended solids (TSS) in the City’s treatment plant. TSS is the other primary source (along with BOD) of wastewater strength that needs to be treated at the wastewater treatment plant.

This wastewater SDC calculation will include growth estimates, an improvement fee cost basis, and a reimbursement fee cost basis for each of the functions described above.

Growth

The calculation of projected growth begins with defining the units by which current and future demand will be measured. Then, using the best available data, we quantify the current level of demand and estimate a future level of demand. The difference between the current level and the future level is the growth in demand that will serve as the denominator in the wastewater SDC calculation.

Unit of Measurement

For wastewater SDCs, the water meter size necessary for a development is broadly used as a measure of its potential wastewater flows. To compare water meters and calculate the total demand of the system, water meters are often compared by their maximum flow rates and measured by their meter capacity equivalents (MCEs). In this system, the smallest water meter employed by the City is one MCE, and every larger meter is assigned a larger number of MCEs based on their relative flow rates. Flow rates are most often based on the American Water Works Association (AWWA) flow rates assuming either a 5/8" or 3/4" base meter. The City installs 5/8" meters as their smallest water meter size, so that is the minimum size for this SDC calculation.

The City is also expecting new industrial connections to be added to its wastewater system. For such customers, the MCE basis is not always a good fit. For example, an industrial connection may have much higher strength

flows than a typical domestic connection. By the nature of its operation, it also may create much more sewer flow than a typical domestic connection – even beyond what a difference in meter capacity equivalents would suggest.

To accommodate more unique SDC calculations for new industrial customers, this SDC analysis will consider four separate units of growth. MCEs will be used to measure the capacity needs of domestic sewer connections. For industrial and/or other high strength connections, three other units of measurement will be used:

- **Peak hourly flow (PHF)** – Used to measure the amount of flow contributed to the collection system and to the treatment plant. Peak hourly flow is used because it represents the maximum capacity needs of industrial customers, which may contribute much more flow on an average day than a domestic strength connection.
- **Maximum month pounds per day of biochemical oxygen demand (MM ppd of BOD)** – Used to measure the maximum amount of BOD contributed to the treatment system.
- **Maximum month pounds per day of total suspended solids (MM ppd of TSS)** – Used to measure the maximum amount of TSS contributed to the treatment system.

Growth in Demand

To project demand through the end of the planning period, total flows and/or loadings for each of the four functions are projected for the period from 2025 through 2045. These flow and loading projections are summarized in **Exhibit 2.1** below. The sources for these projections are included in the last column.

Exhibit 2.1 – Flows and Loadings Projections

Flows and Loadings	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)	Source Tables from 2023 Master Plan
Units	ADWF mgd	PHF mgd	MM ppd	MM ppd	
2020	1.91	8.79	10,685	8,906	Tables 3.16 (Flow); Table 3.28 (BOD); Table 3.23 (TSS)
2025 (Estimated)	2.24	10.10	12,379	10,265	Estimated
2045	4.20	17.60	22,301	18,116	Table 3.19 (Flow); Table 3.45 (BOD and TSS)

Abbreviations: ADWF = average dry weather flow, mgd = million gallons per day, PHF = peak hour flow, MM = maximum month, ppd = pounds per day

The flows and loadings projections described above guide the projection of capacity demands for new connections in the City of Wilsonville. **Exhibit 2.2** below shows the projection of meter capacity equivalents by function for use for domestic-strength connections. The 2025 MCE total was estimated using the City’s customer billing statistics.

Exhibit 2.2 – MCE Projections

	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)	Source Notes
Units	MCEs	MCEs	MCEs	MCEs	
2025	9,040	9,040	9,040	9,040	City's customer statistics
2045	16,981	15,755	16,286	15,955	Projected based on Exhibit 2.1
Growth	7,940	6,714	7,246	6,914	

Abbreviations: MCEs = meter capacity equivalents

Exhibit 2.3 below summarizes the growth projections for the purpose of calculating the SDC for high-strength and/or industrial connections. As shown, they are simply the statistics shown in **Exhibit 2.1** but calculated in gallons per day (gpd) for ease of use. In addition, the Collection (Flow) function is shown with PHF rather than ADWF. That is because it will be easier for the City and for new connections to estimate their PHF rather than ADWF. Further, PHF is a better estimate for the collection needs of a high-strength and/or industrial connection because, unlike for a domestic strength connection, their flows may vary widely throughout the year.

Exhibit 2.3 – Flows and Loadings Projections

	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)	Source Notes
Units	PHF gpd	PHF gpd	MM ppd	MM ppd	
2025	10,099,355	10,099,355	12,379	10,265	City's customer statistics
2045	17,600,000	17,600,000	22,301	18,116	Projected based on Exhibit 2.1
Growth	7,500,645	7,500,645	9,922	7,851	

Abbreviations: PHF = peak hour flow, gpd = gallons per day, MM = maximum month, ppd = pounds per day

It is important to note that **Exhibits 2.2** and **2.3** do not represent two distinct growth estimates – rather, they take the forecast from **Exhibit 2.1** and express growth in two different ways. The growth estimates in **Exhibits 2.2** and **2.3** are interchangeable for the purposes of this SDC calculation. **Exhibit 2.2** expresses growth in a manner useful for domestic-strength connections and **Exhibit 2.3** expresses growth in a manner useful for high-strength and/or industrial connections.

Improvement Fee

An improvement fee is the eligible cost of planned projects per unit of growth that such projects will serve. Since we have already calculated growth (denominator) by function of service above, we will focus here on the improvement fee cost basis (numerator) by function of service.

Project Lists

Five separate project list sources are used for the development of the improvement fee cost basis. They are:

- The City's capital improvement program (CIP),
- The 2023 Wastewater Treatment Plant Master Plan,
- The 2014 Wastewater Collection System Master Plan,
- The Charbonneau Consolidated Improvement Plan,
- The Frog Pond East and South Sanitary Sewer Project List.

The City helped remove duplicate projects and projects already completed from these five separate lists. The cost estimates were adjusted to 2025 dollars using the January 2025 value of the 20-City Average of the Engineering News-Record's Construction Cost Inflation estimate. That value is 13,732.

Eligibility

A project's eligible cost is the product of its total cost and its eligibility percentage. The eligibility percentage represents the portion of the project that creates capacity for future users. The eligibility percentages were calculated in different ways for each of the City's project list sources.

The eligibility percentages for projects on the City's CIP and Wastewater Treatment Plant Master Plan were estimated with help from Carollo Engineers, who originally prepared the Wastewater Treatment Plant Master Plan. Eligibility percentages for projects from the Collection System Master Plan come directly from the Collection System Master Plan. The Charbonneau Consolidated improvement plan is a repair and replacement plan, and none of its projects create capacity for future users. Consequently, all projects are 0 percent eligible. Finally, projects on the Frog Pond East and South Sanitary Sewer Project List represent projects designated for new growth entirely, and so all the eligibility percentages for that list are equal to 100 percent.

For a detailed list of the costs and eligibility percentages by project, refer to **Appendix A**.

Calculated Improvement Fee Cost Basis

Exhibit 2.4 below summarizes the total cost, SDC-eligible cost, outside funding (contributions from grants, developers, and from loans the City is planning on taking out), and other funding (funding from rate sources or all other sources) by function. As shown, the Eligible Cost for inclusion in the improvement fee cost basis ranges from \$4.0 million for the Treatment (Flow) function up to \$45.4 million for the Collection (Flow) function.

Exhibit 2.4 – Improvement Fee Cost Basis

Function	Total Cost	SDC-Eligible Cost	Outside Funding	Other Funding
Collection (Flow)	\$105,593,638	\$45,409,975	\$33,140,508	\$27,043,155
Treatment (Flow)	12,850,252	3,973,884	-	8,876,368
Treatment (BOD)	73,376,503	18,831,716	11,000,000	43,544,787
Treatment (TSS)	44,752,007	20,926,630	-	23,825,377
Total	\$236,572,401	\$89,142,205	\$44,140,508	\$103,289,687

Source: See sources noted in **Appendix A**

Reimbursement Fee

A reimbursement fee is the eligible cost of the existing wastewater facilities available for future users per unit of growth that such facilities will serve. Since growth was calculated above, we will focus on the eligible cost of the existing wastewater facilities available for future users.

Eligibility

To the extent that capacity remains in the wastewater system and is available for growth, the original cost of the capacity (net of any outside funding or outstanding debt) can be collected in the reimbursement fee. The 2023 Wastewater Treatment Facility Master Plan provided capacity estimates for each function of the wastewater treatment system, and the 2014 Wastewater Collection System Master Plan provided capacity estimates for each lift station. The exception is the Grand Pointe lift station, which was completed after the Collection System Master Plan and was entirely developer funded (and therefore ineligible for inclusion in the reimbursement fee cost basis). **Appendix B** displays the capacity calculations for the treatment facility functions and the lift stations.

The flow through each collection system pipe was estimated using pipe-level flow data from the 2014 Wastewater Collection System Master Plan. That same data provided the full capacity of each pipe, and so the capacity remaining for growth in gallons per minute was estimated for each pipe. This analysis revealed that, on average, the collection system has 24 percent of its capacity remaining for growth through 2045, and so collection system assets are assigned 24 percent eligibility.

Calculated Reimbursement Fee Cost Basis

The original cost of the City's fixed asset listing was sorted into the functions as shown in **Exhibit 2.5** below with help from the City. Outside funding and outstanding principal were removed, and the eligibility factors as described above were multiplied by the remaining adjusted original cost. As shown, the SDC-eligible cost by function ranges from \$94,000 in the TSS function up to \$8.8 million in the BOD function.

Exhibit 2.5– Reimbursement Fee Cost Basis Summary

Function	Total Original Cost	SDC-Eligible
Collection (Flow)	\$40,587,992	\$5,561,896
Treatment (Flow)	11,619,532	2,384,988
Treatment (BOD)	47,683,378	8,752,538
Treatment (TSS)	491,635	94,422
Total	\$100,382,537	\$16,793,844

Source: See sources noted in **Appendix B**

Calculated Wastewater SDC

This section combines the eligible cost from the improvement and reimbursement fee cost bases. It also removes the outstanding improvement fee fund balance (divided over four functions) held by the City of Wilsonville to avoid double-charging for projects that were included on the City’s original SDC list but not completed. It also includes a small cost basis of \$90,520 (divided over four functions) for the costs of calculating the SDC and administering the SDC program. The estimate was based on the cost of the SDC methodology, assumed to occur once every five years from 2025 through 2045. **Exhibit 2.6** below summarizes the wastewater SDC cost bases, which are then divided by the growth projections in **Exhibits 2.7** and **2.9** to get the SDC per unit of growth.

Exhibit 2.6 – Calculated Wastewater SDC Cost Bases

Calculated Cost Bases	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)
Improvement Fee Cost Basis	\$45,409,975	\$3,973,884	\$18,831,716	\$20,926,630
Outstanding Improvement Fee Fund Balance	(137,646)	(137,646)	(137,646)	(137,646)
Reimbursement Fee Cost Basis	5,561,896	2,384,988	8,752,538	94,422
Compliance Costs	22,630	22,630	22,630	22,630
Total	\$50,856,856	\$6,243,856	\$27,469,238	\$20,906,037

Source: Previous tables

Exhibit 2.7 below shows the calculation of the SDC per MCE, for use with domestic strength customers.

Exhibit 2.7– Calculated Wastewater SDC per MCE

Calculated Cost Bases	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)
Growth in MCEs	7,940	6,714	7,246	6,914
Improvement Fee per MCE	\$5,701.47	\$571.37	\$2,579.89	\$3,006.63
Reimbursement Fee per MCE	\$700.45	\$355.22	\$1,207.90	\$13.66
Compliance Fee per MCE	\$2.85	\$3.37	\$3.12	\$3.27
Total SDC per MCE	\$6,404.77	\$929.95	\$3,790.92	\$3,023.56

Source: Previous tables

Exhibit 2.8 below provides a resulting wastewater SDC schedule by water meter size for use with domestic strength customers. For water meter sizes larger than 6-inch, the MCE can be based on the American Water Works Association meter size capacity factor using a 5/8-inch meter as the basis.

Exhibit 2.8 – Calculated Wastewater SDC by Water Meter Size

Meter Size	MCEs	SDC
5/8"	1.00	\$14,149
3/4"	1.50	\$21,224
1"	2.50	\$35,373
1 1/2"	5.00	\$70,746
2"	8.00	\$113,194
3"	16.00	\$226,387
4"	25.00	\$353,730
6"	50.00	\$707,460

Source: Previous tables, American Water Works Association M1 Manual (MCEs)

Finally, **Exhibit 2.9** below shows the calculation of the SDC by flow and loading metric. This SDC table can be used for the calculation of the wastewater SDC for high-strength and/or industrial connections. The City will

determine which customers will use the table presented in **Exhibit 2.9** and which will use the table presented in **Exhibit 2.8**.

Exhibit 2.9 – Calculated Wastewater SDC per Flow and Loading Metric

Calculated Cost Bases	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)
Unit	PHF gpd	PHF gpd	MM ppd	MM ppd
Growth in Units	7,500,645	7,500,645	9,922	7,851
Improvement Fee per Unit	\$6.04	\$0.51	\$1,884.10	\$2,647.94
Reimbursement Fee per Unit	\$0.74	\$0.32	\$882.13	\$12.03
Compliance Fee per Unit	\$0.00	\$0.00	\$2.28	\$2.88
Total SDC per Unit	\$6.78	\$0.83	\$2,768.51	\$2,662.85

Source: Previous tables

3 Stormwater SDC Analysis Summary

This section describes the detailed calculations of the maximum allowable stormwater SDC for the City of Wilsonville. Unlike the wastewater SDC calculation, the stormwater SDC is not functionalized. All functions of stormwater service are combined into one SDC.

Growth

The calculation of projected growth begins with defining the units by which current and future demand will be measured. Then, using the best available data, we quantify the current level of demand and estimate a future level of demand. The difference between the current level and the future level is the growth in demand that will serve as the denominator in the stormwater SDC calculation.

Unit of Measurement

Impervious surface area generates stormwater runoff that the City’s stormwater collection system must manage, and so the relative impervious surface area of a customer is a good estimate of that’s customer’s contribution of runoff to the stormwater system and corresponding service received. For stormwater SDCs, this service is often measured in terms of equivalent dwelling units (EDUs), where one EDU represents the average impervious surface area of single-family residences in the jurisdiction. In the City’s case, one EDU is equal to 2,750 square feet of impervious surface area. Single-family residences are assigned one EDU, and all other land uses are assigned some number of EDUs based on their total impervious surface area divided by 2,750 square feet.

Growth in Demand

Based on the City’s customer billing statistics, the City had 24,663 billable stormwater EDUs in 2024. Billable EDUs exclude the impervious surface area for the City’s road network, which is in fact a part of the stormwater conveyance system. To estimate future stormwater EDUs, the change in overall impervious acres from the 2024 Stormwater Master Plan, Appendix B, Attachment B is used. Overall impervious acreage (which includes non-billable impervious surface area) is expected to grow from 2,881 to 3,785 between 2024 and 2043. If billable stormwater EDUs increase proportionally, they will increase by 7,745 to a total of 32,408 by 2043. So, 7,745 is the denominator of the stormwater SDC calculation.

Exhibit 3.1 below summarizes these calculations:

Exhibit 3.1 – Growth in Stormwater EDUs

	2024	2043	CAGR*	Growth (2024-2043)	Growth Share
Impervious Acres	2,881	3,785	1.45%	905	23.90%
Billable EDUs	24,663	32,408	1.45%	7,745	23.90%

Source: 2024 Stormwater Master Plan Appendix B Attachment B (impervious acres); City’s customer billing stats (billable EDUs in 2024).

*CAGR = compound annual growth rate.

Improvement Fee

An improvement fee is the eligible cost of planned projects per unit of growth that such projects will serve. Since we have already calculated growth above, we will focus here on the improvement fee cost basis.

Project Lists

The 2024 Stormwater Master Plan provides the bulk of the project list for the improvement fee cost basis. Those projects that were included, but were not present in the master plan, were added by City staff.

Eligibility

A project's eligible cost is the product of its total cost and its eligibility percentage. The eligibility percentage represents the portion of the project that creates capacity for future users. Most of the eligibility percentages in the improvement fee cost basis were provided in the master plan. The City Engineer provided estimates for the projects that were not included in the master plan.

Calculated Improvement Fee Cost Basis

Appendix B includes all the projects in the stormwater SDC improvement fee cost basis. All costs were updated to 2025 using the same method as described in the wastewater SDC calculation. As shown, the total cost for the project list is \$115.8 million, with an improvement fee eligible cost of \$15.0 million.

Reimbursement Fee

A reimbursement fee is the eligible cost of the stormwater facilities available for future users per unit of growth that such facilities will serve. Since growth was calculated above, we will focus on the eligible cost of the stormwater facilities available for future users.

Eligibility

To the extent that capacity remains in the stormwater system and is available for growth, the original cost of the capacity (net of any outside funding or outstanding debt) can be collected in the reimbursement fee. For the stormwater reimbursement fee cost basis, an analysis of the City's stormwater conveyance capacity was performed using the 2024 Stormwater Master Plan Appendix B Attachment B, Table B-3.

Table B-3 lists all the stormwater conveyance conduits in the City's system and notes whether they are deficient under a 2-year, 25-year, or 100-year storm; or if they are not deficient at all. For a conservative estimate of conveyance capacity, conduits deficient under a 2-year or 25-year storm are assumed to have no capacity available for growth, whereas other conduits are assumed to have capacity available for growth. Using a weighted average based on the conduit lengths and diameters reveals available capacity of approximately 78 percent of the stormwater conveyance system.

Exhibit 3.1 demonstrates that growth will only make up about 24 percent of the total stormwater customer base in 2043. Therefore, since 78 percent of the system is estimated to have capacity, and since only 24 percent of the customer base in 2043 will be comprised of growth, 24 percent of the stormwater system is assumed to be available to growth. The remaining 54 percent (78 percent minus 24 percent) is unused capacity that is available for growth beyond the planning horizon, if at all.

Calculated Reimbursement Fee Cost Basis

The original cost of the City's stormwater fixed assets was estimated to be \$77.9 million. Of that, the City's records note \$12.7 million in contributions. The resulting original cost net of contributions is estimated to be \$65.2 million. Because growth will pay for outstanding debt service principal in their user rates, the outstanding principal for stormwater-related debt of \$4.1 million is removed from the cost basis, for a total adjusted original cost of \$61.1 million. Finally, multiplying this adjusted cost by the capacity available for growth of 24 percent achieves a reimbursable cost of \$14.6 million.

These calculations are summarized in **Exhibit 3.2** below.

Exhibit 3.2 – Reimbursement Fee Cost Basis

	Original Cost	Contributions	Original Cost (Net of Contributions)
Infrastructure	\$62,837,625	\$12,741,782	\$50,095,843
Easements	12,967,631	-	12,967,631
Building Improvements	11,704	-	11,704
Land Improvements	36,678	-	36,678
Construction Work in Progress	2,059,777	-	2,059,777
Total	\$77,913,415	\$12,741,782	\$65,171,632
Outstanding Principal			(4,104,450)
Adjusted Original Cost			\$61,067,182
Remaining Capacity			24%
Reimbursable Cost			\$14,594,801

Source: City staff (cost information); previous discussion (remaining capacity estimates)

Calculated Stormwater SDC

This section restates eligible costs from the improvement and reimbursement fee cost bases. It also removes the outstanding improvement fee fund balance held by the City of Wilsonville to avoid double-charging for projects that were included on the City's original SDC list but not completed. It also includes a small cost basis of \$90,520 for the costs of calculating the SDC and administering the SDC program. The estimate was based on the cost of the SDC methodology, assumed to occur once every five years from 2024 through 2043. **Exhibit 3.3** below summarizes the calculation of the stormwater SDC.

Exhibit 3.3 – Calculated Stormwater SDC

Calculated SDC	
Improvement Fee Cost Basis	\$14,979,904
Outstanding Improvement Fee Fund Balance	(2,309,441)
Reimbursement Fee Cost Basis	14,594,801
Compliance Costs	90,520
Total	\$27,355,784
Growth in EDUs	7,745
Improvement Fee per EDU	\$1,636
Reimbursement Fee per EDU	\$1,884
Compliance Fee per EDU	\$12
Total SDC per EDU (2,750 Sq. Ft.)	\$3,532

Source: Previous tables

As shown above, the maximum allowable stormwater SDC is \$3,532 per EDU. The City may adopt any SDC up to that amount. Each single-family dwelling unit connection would pay the rate per EDU, whereas other development types would pay some multiple of that rate based on their impervious square footage divided by 2,750 impervious square feet.

4 Implementation

This section addresses practical aspects of implementing SDCs and provides comparisons to other jurisdictions.

Setting the SDC

The calculations shown in the previous sections represent the maximum defensible SDCs. The City has the liberty to set the SDC for each service at any level up to the maximum defensible charge by resolution; so long as follows the procedures laid out in ORS 223.297 through ORS 223.316. The City may also decide to phase in either or both SDCs to the maximum or a lower target charge over a period of time.

Indexing

ORS 223.304 allows for the periodic indexing of SDCs for inflation, as long as the index used is:

- (A) A relevant measurement of the average change in prices or costs over an identified time period for materials, labor, real property or a combination of the three;
- (B) Published by a recognized organization or agency that produces the index or data source for reasons that are independent of the system development charge methodology; and
- (C) Incorporated as part of the established methodology or identified and adopted in a separate ordinance, resolution or order.

In accordance with Oregon statutes, we recommend that the City index its charges to the *Engineering News Record* Construction Cost Index for the City of Seattle and adjust its charges annually. There is no comparable Oregon-specific index. This will help to mitigate – if not fully eliminate – the burdens of construction cost inflation. The January 2025 value of that index was 15,758.

Appendix A: Wastewater Improvement Fee Cost Basis

Exhibit A.1 – Improvement Fee Cost Basis

Description	Completion Year	2025 Adjusted Cost	SDC Eligibility	Outside Funding	SDC-Eligible Cost
City's CIPs and Wastewater Treatment Master Plan					
Sewer Rate and SDC Study Update	2025	\$ 94,908	50.00%	\$ -	\$ 47,454
Boeckman Rd. Sanitary - Imp. Frog Pond	2025	1,454,473	38.48%	894,501	559,681
Boeckman Creek Interceptor	2027	19,932,546	88.86%	18,000,000	1,932,546
WWTP UV Disinfection Replacement	2026	3,440,162	0.00%	-	-
Public Works Standards Update	2025	11,888	0.00%	-	-
Stafford R. Sewer Extension Phase 1	2027	514,001	9.52%	465,171	48,830
Charbonneau Lift Station Rehab	2025	1,125,748	0.00%	-	-
Coffee Creek Interceptor Railroad Undercrossing	2027	819,366	65.00%	-	532,588
WWTP Aeration Basin Expansion	2027	11,355,450	46.76%	11,000,000	355,450
WWTP Clarifier Mechanism Replacement	2027	1,796,109	0.00%	-	-
Coffee Creek - Day Road Sewer Extension	2027	4,178,786	100.00%	4,178,786	-
Willamette Way West Sewer Rehabilitation	2029	1,254,061	0.00%	-	-
Town Center Pump Station Replacement	2029	1,090,086	0.00%	-	-
Day Dream Sewer Rehabilitation Phase 1	2029	345,908	0.00%	-	-
Master Plans and Studies	-	-	0.00%	-	-
Wastewater Collection System Master Plan	2026	467,710	71.86%	-	336,097
Sewer Operations Allocation to Charbonneau	2029	3,006,645	0.00%	-	-
Dewatering Performance Optimization	2025	166,520	46.76%	-	77,867
Fiber Optic Cable Addition	2025	62,819	46.76%	-	29,375
Seismic Improvements	2026	1,187,741	46.76%	-	555,403
Geotechnical Foundation Mitigation	2026	2,742,938	46.76%	-	1,282,634
MBR Phase 1 + 2 Blowers + Fine Screens + Electrical Upgrades	2030	75,085,076	46.76%	-	35,110,774
Solids Dryer Improvement	2033	17,950,457	0.00%	-	-
Existing Centrifuge and GBT Replacement	2033	3,930,103	0.00%	-	-
Cooling Tower	2035	655,348	65.00%	-	425,976
MBR Phase 2 + 2 Blowers	2038	2,253,925	46.76%	-	1,053,965
UV Equipment Replacement	2040	2,421,524	46.76%	-	1,132,337
Outfall Improvements	2040	1,172,249	46.76%	-	548,159
MBR Phase 3 + 2 Blower	2043	6,758,341	46.76%	-	3,160,290
Wastewater Collection System Master Plan					
Canyon Creek Pump Station	2034	\$ 1,211,219	80.00%	\$ -	\$ 968,975
Parkway Interceptor	2034	6,105,102	60.00%	-	3,663,061
Coffee Creek Interceptor Phase 3	2030	8,401,517	65.00%	-	5,460,986
Boones Ferry Park Grinder Pump	2027	42,008	0.00%	-	-
Pipe Replacement - (6 To 10 Years)	2031	2,450,442	0.00%	-	-
Pipe Replacement - (11 To 20 Years)	2041	4,900,885	0.00%	-	-
Pump Station Rehabilitation - (11 To 20 Years): Morey's Land Pump Station	2030	280,051	0.00%	-	-
Coffee Creek - Clutter Road	2031	2,786,503	100.00%	-	2,786,503
Coffee Creek - Grahams Ferry Road	2031	1,540,278	100.00%	-	1,540,278
Area 1 (Basalt Creek - East)	2039	9,381,694	100.00%	-	9,381,694
Area 2 (Basalt Creek - Central)	2039	7,561,365	100.00%	-	7,561,365
Area 3 (Basalt Creek - West)	2034	3,360,607	100.00%	-	3,360,607
Area 9 (South UGB - West)	2039	1,230,822	100.00%	-	1,230,822
Area 10 (South UGB - East)	2039	488,688	100.00%	-	488,688
Coffee Creek Interceptor Phase II	2028	2,257,892	65.00%	-	1,467,630
Charbonneau Consolidated Improvement Plan					
Arbor Lake Drive Phase I	2034	\$ 491,921	0.00%	\$ -	\$ -
Country View Loop	2031	257,468	0.00%	-	-
Armitage Road Phase I	2034	326,509	0.00%	-	-
Arbor Lake Drive Phase II	2034	595,484	0.00%	-	-
Country View Lane Phase I	2034	207,125	0.00%	-	-
Lake Drive	2034	169,727	0.00%	-	-
Middle Greens Road	2034	174,042	0.00%	-	-
Boones Bend Road Phase I	2034	309,249	0.00%	-	-
Armitage Road Phase II	2039	100,686	0.00%	-	-
Fairway Drive Phase II	2034	166,851	0.00%	-	-
Country View Lane Phase II	2031	208,563	0.00%	-	-
French Prairie Drive Phase V	2031	198,495	0.00%	-	-
Sacajawea Lane	2031	358,153	0.00%	-	-
Old Farm Road Phase II	2031	171,166	0.00%	-	-
Curry Drive	2034	245,961	0.00%	-	-
East Lake Court	2034	552,333	0.00%	-	-
Illahee Drive	2034	601,237	0.00%	-	-
Lakeside Loop & Village Green Court	2039	240,207	0.00%	-	-
French Prairie Drive Phase VI	2039	105,001	0.00%	-	-
Arbor Lake Drive Phase III	2039	174,042	0.00%	-	-
Frog Pond East and South Sanitary Sewer Project List					
Advance Road 10" Sewer Main	2032	\$ 611,025	100.00%	\$ -	\$ 611,025
Kahle West Neighborhood Lift Station & Force Main	2035	3,945,800	100.00%	3,945,800	-
Kahle East Neighborhood Lift Station & Force Main	2044	2,571,023	100.00%	2,571,023	-
Advance East Neighborhood Lift Station & Force Main	2035	3,085,228	100.00%	3,085,228	-
South Neighborhood Lift Station & Force Main	2035	3,431,145	100.00%	-	3,431,145
Total		\$ 236,572,401		\$44,140,508	\$89,142,205

Source: Previous tables (eligible cost); Carollo Engineers (assignments to functions)

Exhibit A.2 – Improvement Fee Cost Basis by Function

Description	SDC-Eligible Cost	Collection Flow	Treatment Flow	TSS	BOD
City's CIPs and Wastewater Treatment Master Plan					
Sewer Rate and SDC Study Update	\$ 47,454	100%	0%	0%	0%
Boeckman Rd. Sanitary - Imp. Frog Pond	559,681	100%	0%	0%	0%
Boeckman Creek Interceptor	1,932,546	100%	0%	0%	0%
WWTP UV Disinfection Replacement	-	0%	100%	0%	0%
Public Works Standards Update	-	100%	0%	0%	0%
Stafford R. Sewer Extension Phase 1	48,830	100%	0%	0%	0%
Charbonneau Lift Station Rehab	-	100%	0%	0%	0%
Coffee Creek Interceptor Railroad Undercrossing	532,588	100%	0%	0%	0%
WWTP Aeration Basin Expansion	355,450	0%	0%	0%	100%
WWTP Clarifier Mechanism Replacement	-	0%	65%	0%	35%
Coffee Creek - Day Road Sewer Extension	-	100%	0%	0%	0%
Willamette Way West Sewer Rehabilitation	-	100%	0%	0%	0%
Town Center Pump Station Replacement	-	100%	0%	0%	0%
Day Dream Sewer Rehabilitation Phase 1	-	100%	0%	0%	0%
Master Plans and Studies	-	100%	0%	0%	0%
Wastewater Collection System Master Plan	336,097	100%	0%	0%	0%
Sewer Operations Allocation to Charbonneau	-	100%	0%	0%	0%
Dewatering Performance Optimization	77,867	0%	0%	0%	100%
Fiber Optic Cable Addition	29,375	0%	100%	0%	0%
Seismic Improvements	555,403	0%	100%	0%	0%
Geotechnical Foundation Mitigation	1,282,634	0%	100%	0%	0%
MBR Phase 1 + 2 Blowers + Fine Screens + Electrical Upgrades	35,110,774	0%	0%	50%	50%
Solids Dryer Improvement	-	0%	0%	0%	100%
Existing Centrifuge and GBT Replacement	-	0%	0%	0%	100%
Cooling Tower	425,976	0%	100%	0%	0%
MBR Phase 2 + 2 Blowers	1,053,965	0%	0%	50%	50%
UV Equipment Replacement	1,132,337	0%	100%	0%	0%
Outfall Improvements	548,159	0%	100%	0%	0%
MBR Phase 3 + 2 Blower	3,160,290	0%	0%	90%	10%
Wastewater Collection System Master Plan					
Canyon Creek Pump Station	\$ 968,975	100%	0%	0%	0%
Parkway Interceptor	3,663,061	100%	0%	0%	0%
Coffee Creek Interceptor Phase 3	5,460,986	100%	0%	0%	0%
Boones Ferry Park Grinder Pump	-	100%	0%	0%	0%
Pipe Replacement - (6 To 10 Years)	-	100%	0%	0%	0%
Pipe Replacement - (11 To 20 Years)	-	100%	0%	0%	0%
Pump Station Rehabilitation - (11 To 20 Years): Morey's Land Pump Station	-	100%	0%	0%	0%
Coffee Creek - Clutter Road	2,786,503	100%	0%	0%	0%
Coffee Creek - Grahams Ferry Road	1,540,278	100%	0%	0%	0%
Area 1 (Basalt Creek - East)	9,381,694	100%	0%	0%	0%
Area 2 (Basalt Creek - Central)	7,561,365	100%	0%	0%	0%
Area 3 (Basalt Creek - West)	3,360,607	100%	0%	0%	0%
Area 9 (South UGB - West)	1,230,822	100%	0%	0%	0%
Area 10 (South UGB - East)	488,688	100%	0%	0%	0%
Coffee Creek Interceptor Phase II	1,467,630	100%	0%	0%	0%
Charbonneau Consolidated Improvement Plan					
Arbor Lake Drive Phase I	\$ -	100%	0%	0%	0%
Country View Loop	-	100%	0%	0%	0%
Armitage Road Phase I	-	100%	0%	0%	0%
Arbor Lake Drive Phase II	-	100%	0%	0%	0%
Country View Lane Phase I	-	100%	0%	0%	0%
Lake Drive	-	100%	0%	0%	0%
Middle Greens Road	-	100%	0%	0%	0%
Boones Bend Road Phase I	-	100%	0%	0%	0%
Armitage Road Phase II	-	100%	0%	0%	0%
Fairway Drive Phase II	-	100%	0%	0%	0%
Country View Lane Phase II	-	100%	0%	0%	0%
French Prairie Drive Phase V	-	100%	0%	0%	0%
Sacajawea Lane	-	100%	0%	0%	0%
Old Farm Road Phase II	-	100%	0%	0%	0%
Curry Drive	-	100%	0%	0%	0%
East Lake Court	-	100%	0%	0%	0%
Illahee Drive	-	100%	0%	0%	0%
Lakeside Loop & Village Green Court	-	100%	0%	0%	0%
French Prairie Drive Phase VI	-	100%	0%	0%	0%
Arbor Lake Drive Phase III	-	100%	0%	0%	0%
Frog Pond East and South Sanitary Sewer Project List					
Advance Road 10" Sewer Main	\$ 611,025	100%	0%	0%	0%
Kahle West Neighborhood Lift Station & Force Main	-	100%	0%	0%	0%
Kahle East Neighborhood Lift Station & Force Main	-	100%	0%	0%	0%
Advance East Neighborhood Lift Station & Force Main	-	100%	0%	0%	0%
South Neighborhood Lift Station & Force Main	3,431,145	100%	0%	0%	0%
Total	\$89,142,205	\$45,409,975	\$ 3,973,884	\$20,926,630	\$18,831,716

Source: Previous tables (eligible cost); Carollo Engineers (assignments to functions)

Appendix B: Wastewater Reimbursement Fee Cost Basis

Exhibit B.1 – Remaining Capacity by Treatment Category and Lift Station

Pumping Station	2014 Capacity (gpm)	2014 Peak Flow (gpm)	2025 Peak Flow (gpm)	2045 Peak Flow (gpm)	Capacity Available for Growth	Capacity Needed for Growth	Capacity (%) for Reimbursement Fee
Canyon Creek	600	360	535	1,100	65	500	10.82%
Charbonneau	750	300	269	220	-	-	0.00%
Corral Creek	160	10	10	10	-	-	0.00%
Memorial Park	900	900	1,500	3,800	-	2,900	0.00%
Morey's Landing	260	140	147	160	13	-	5.08%
Parkway/Town Center	220	60	60	60	-	-	0.00%
River Village	250	50	50	50	-	-	0.00%
Rivergreen	285	130	137	150	13	-	4.64%

Source: 2014 Collection System Master Plan, Tables 6-5 and 6-6

Treatment	Units	2020 Capacity (Design Criteria)	2020 Demand (2020 Plant Loadings)	2025 Demand	2045 Demand (2045 Plant Loadings)	Capacity Available for Growth	Capacity Needed for Growth	Capacity (%) for Reimbursement Fee
Influent Screening	mgd	24.0	8.8	10.11	17.6	7.5	-	31.21%
Grit Chamber	mgd	17.6	8.8	10.11	17.6	7.5	-	42.57%
Aeration/Stabilization Basin	ppd	12,000.0	7,500.0	8,727.16	16,000.0	3,272.8	4,000.0	27.27%
Secondary Clarifiers	gpd	1,386.0	761.0	869.75	1,484.0	516.2	98.0	37.25%
Secondary Effluent Cooling Towers	mgd	4.0	2.3	2.68	4.9	1.3	0.9	33.11%
Disk Filters	mgd	3.8	2.5	2.92	5.4	0.8	1.7	22.23%
UV Disinfection Channels	mgd	16.0	8.8	10.11	17.6	5.9	1.6	36.82%
Outfall	mgd	19.3	8.8	10.11	17.6	7.5	-	38.82%
Gravity Belt Thickening	lb./hr.	900.0	450.0	522.53	950.0	377.5	50.0	41.94%
Dewatering Centrifuges	gpm	50.0	20.0	23.52	45.0	21.5	-	42.96%
Biosolids Dryer	lb./hr.	3,600.0	1,510.0	1,753.64	3,190.0	1,436.4	-	39.90%
Other Treatment							-	22.23%

Source: 2023 Wastewater Treatment Facility Master Plan, Figures 4-1 through 4-18

Exhibit B.2 – Reimbursement Fee Cost Basis

Function	Estimated Capacity	Original Cost Estimate	Contributions	Outstanding Principal	Adjusted Original Cost	Reimbursable Cost
Treatment						
Influent Screening	31.21%	\$ -	\$ -	\$ -	\$ -	\$ -
Grit Chamber	42.57%	-	-	-	-	-
Aeration/Stabilization Basin	27.27%	11,818,000	-	-	11,818,000	3,223,201
Secondary Clarifiers	37.25%	197,000	-	-	197,000	73,378
Secondary Effluent Cooling Tower	33.11%	516,000	-	-	516,000	170,847
Disk Filters	22.23%	175,000	-	-	175,000	38,906
UV Disinfection Channels	36.82%	630,782	-	-	630,782	232,264
Outfall	38.82%	2,518,383	-	-	2,518,383	977,531
Gravity Belt Thickening	41.94%	-	-	-	-	-
Biosolids Dryer	39.90%	366,206	-	-	366,206	146,112
Dewatering Centrifuges	42.96%	2,606,000	-	-	2,606,000	1,119,455
Other Treatment	22.23%	40,967,174	-	17,351,700	23,615,474	5,250,253
Pumping (by Pump Station)						
Canyon Creek	10.82%	\$ 32,122	\$ -	\$ -	\$ 32,122	\$ 3,475
Charbonneau	0.00%	1,590,245	-	-	1,590,245	-
Corral Creek	0.00%	151,720	-	-	151,720	-
Memorial Park	0.00%	5,654,971	-	-	5,654,971	-
Morey's Landing	5.08%	16,201	-	-	16,201	823
Parkway/Town Center	0.00%	167,228	-	-	167,228	-
River Village	0.00%	-	-	-	-	-
Rivergreen	4.64%	48,042	-	-	48,042	2,230
Other Pumping	0.00%	1,402,120	-	-	1,402,120	-
Collection	23.96%	30,144,072	6,961,543	-	23,182,528	5,555,369
Other	0.00%	1,381,270	39,200	-	1,342,070	-
Total		\$ 100,382,537	\$ 7,000,743	\$ 17,351,700	\$ 76,030,094	\$ 16,793,844

Source: City staff (cost information); previous tables and discussion (estimated capacity)

Exhibit B.3 – Reimbursement Fee Cost Basis by Function

Function	Reimbursable Cost	Collection Flow	Treatment Flow	TSS	BOD
Treatment					
Influent Screening	\$ -	0%	100%	0%	0%
Grit Chamber	-	0%	100%	0%	0%
Aeration/Stabilization Basin	3,223,201	0%	0%	0%	100%
Secondary Clarifiers	73,378	0%	65%	0%	35%
Secondary Effluent Cooling Tower	170,847	0%	40%	30%	30%
Disk Filters	38,906	0%	100%	0%	0%
UV Disinfection Channels	232,264	0%	100%	0%	0%
Outfall	977,531	0%	100%	0%	0%
Gravity Belt Thickening	-	0%	0%	0%	100%
Biosolids Dryer	146,112	0%	0%	0%	100%
Dewatering Centrifuges	1,119,455	0%	0%	0%	100%
Other Treatment	5,250,253	0%	19%	1%	80%
Pumping (by Pump Station)					
Canyon Creek	\$ 3,475	100%	0%	0%	0%
Charbonneau	-	100%	0%	0%	0%
Corral Creek	-	100%	0%	0%	0%
Memorial Park	-	100%	0%	0%	0%
Morey's Landing	823	100%	0%	0%	0%
Parkway/Town Center	-	100%	0%	0%	0%
River Village	-	100%	0%	0%	0%
Rivergreen	2,230	100%	0%	0%	0%
Other Pumping	-	100%	0%	0%	0%
Collection	5,555,369	100%	0%	0%	0%
Other	-	100%	0%	0%	0%
Total	\$ 16,793,844	\$ 5,561,896	\$ 2,384,988	\$ 94,422	\$ 8,752,538

Source: Carollo Engineers (assignments to function); previous tables (cost information)

Appendix C: Stormwater Improvement Fee Cost Basis

Exhibit C.1 – Improvement Fee Cost Basis

SWM Master Plan #	Description	Project Completion Year	2025 Adjusted Cost	SDC % Eligibility	SDC-Eligible Cost
BC-6	Gesellschaft Water Well Channel Res	2025	\$ 361,437	0.00%	\$ -
N/A	Stormwater Rate and SDC Study	2025	95,080	50.00%	47,540
N/A	Meridian Creek Culvert Replacement	2025	589,402	60.70%	357,767
BC-2	Boeckman Creek Flow Mitigation	2026	5,782,931	27.00%	1,561,391
N/A	Public Works Standards Update	2025	29,112	0.00%	-
N/A	Storm Ops Allocation to Charbonneau	2029	4,275,577	0.00%	-
N/A	Moreys/Rivergreen Channel Monitoring	2025	2,872	0.00%	-
N/A	5-year Monitoring: 5th Street/Kinsman Road Extension	2029	57,420	0.00%	-
City-1	Boeckman Creek Flow Monitoring	2040	236,466	0.00%	-
BC-1	Library Pond Retrofit	2028	1,932,573	11.00%	212,583
BC-3 - Phase 1	Wiedemann Ditch and Canyon Creek Phase 1	2035	4,995,907	19.00%	949,222
BC-3 - Phase 2	Wiedemann Ditch and Canyon Creek Phase 2	2035	7,411,623	19.00%	1,408,208
BC-4	Boeckman Creek Stabilization at Colvin Lane	2027	421,465	19.00%	80,078
BC-5	Memorial Park Swale Retrofit	2034	935,448	2.00%	18,709
CLC-1- Phase 1	Day Road Stormwater Improvements, Phase 1	2027	8,244,274	38.00%	3,132,824
CLC-1- Phase 2	Day Road Stormwater Improvements, Phase 2	2030	4,050,178	38.00%	1,539,068
CLC - 2	Arrowhead Culvert Replacement at Arrowhead Creek Trail	2032	298,110	6.00%	17,887
CLC - 3	Garden Acres Pond Retrofit	2029	3,885,705	35.00%	1,359,997
NC-1	Frog Pond East and South Convenience Pipe Installation	2026	4,204,374	100.00%	4,204,374
WR-1 - Phase 1	SW Willamette Way/Morey's Landing Stormwater Improvements Phase 1	2031	2,374,598	2.00%	47,492
WR-1 - Phase 2	SW Willamette Way/Morey's Landing Stormwater Improvements Phase 2	2036	1,110,201	2.00%	22,204
WR-2 - Phase 1	Miley Rd. Stormwater Improvements, Phase 1	2026	842,931	0.00%	-
WR-2 - Phase 2	Miley Rd. Stormwater Improvements, Phase 2	2029	10,803,905	0.00%	-
WR-3	Rose Lane Culvert Replacement	2027	205,593	10.00%	20,559
WR-4 - Phase-1	Charbonneau East Stormwater Improvements, Phase 1	2040	616,779	0.00%	-
WR-4 - Phase-2	Charbonneau East Stormwater Improvements, Phase 2	2040	4,564,162	0.00%	-
WR-5	Charbonneau West Stormwater Improvements	2040	10,659,990	0.00%	-
City-2	Hydromodification Assessment and Stream Survey	2040	493,423	0.00%	-
City-3	Porous Pavement Pilot Study	2026	102,796	0.00%	-
City-4	Boeckman Creek Geotechnical Evaluation	2026	154,195	0.00%	-
P-3	City-wide Repair/Replacement	2040	4,523,043	0.00%	-
P-4	Charbonneau Repair/Replacement	2040	31,579,065	0.00%	-
Total			\$ 115,840,634		\$ 14,979,904

Source: 2024 Stormwater Master Plan, Table ES-1; City staff (certain project costs and names)



City of Wilsonville
Notice of System Development Charge Methodology
JUNE 9, 2025

The City of Wilsonville hereby issues a 90-day public notice, pursuant to ORS 223.304, of its intent to modify its sewer and stormwater system development charges.

A draft technical report addressing the methodology and calculation of the proposed charges will be available for review on **July 16, 2025**, at City Hall, 1st Floor Customer Service Desk, 29799 SW Town Center Loop East, Wilsonville, OR, 97070 or by contacting the City of Wilsonville (see contact information below).

A public hearing to take comments regarding the proposed system development charges is scheduled for **7:00 pm on Monday, September 15, 2025** at Wilsonville City Hall. If you wish to comment but cannot attend the public hearing, please address written comments as follows:

City of Wilsonville
ATTN: Zachary J. Weigel, P.E., City Engineer
29799 SW Town Center Loop East
Wilsonville, OR 97070
(503) 570-1565

Or by email: weigel@wilsonvilleoregon.gov

Written comments about the system development charge methodology must be received prior to the public hearing date to be considered.



City of Wilsonville
Notice of System Development Charge Methodology
JULY 15, 2025

The City of Wilsonville hereby issues a 60-day public notice, pursuant to ORS 223.304, of its intent to modify its sewer and stormwater system development charges.

A draft technical report addressing the methodology and calculation of the proposed charges is available to review at Wilsonville City Hall, 1st Floor Customer Service Desk, 29799 SW Town Center Loop East, Wilsonville, OR, 97070, and the City website at www.wilsonvilleoregon.gov/engineering/page/2025-sewer-and-stormwater-rate-review or by contacting the City of Wilsonville (see contact information below).

A public hearing to take comments regarding the proposed system development charges is scheduled for **7:00 pm on Monday, September 15, 2025** at Wilsonville City Hall. If you wish to comment but cannot attend the public hearing, please address written comments as follows:

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CITY COUNCIL MEETING STAFF REPORT

Meeting Date: September 15, 2025		Subject: Resolution No. 3210 Adopting the Stormwater System Development Charge Methodology Report and Establishing the Charge Rates and Amending Resolution No. 2353. Staff Member: Zach Weigel, P.E., City Engineer, Keith Katko, Finance Director Department: Community Development & Finance	
Action Required		Advisory Board/Commission Recommendation	
<input checked="" type="checkbox"/> Motion <input checked="" type="checkbox"/> Public Hearing Date: September 15, 2025 <input type="checkbox"/> Ordinance 1 st Reading Date: <input type="checkbox"/> Ordinance 2 nd Reading Date: <input checked="" type="checkbox"/> Resolution <input type="checkbox"/> Information or Direction <input type="checkbox"/> Information Only <input type="checkbox"/> Council Direction <input type="checkbox"/> Consent Agenda		<input type="checkbox"/> Approval <input type="checkbox"/> Denial <input type="checkbox"/> None Forwarded <input checked="" type="checkbox"/> Not Applicable Comments: N/A	
Staff Recommendation: Staff recommends Council adopt Resolution No. 3210.			
Recommended Language for Motion: I move to adopt Resolution No. 3210.			
Project / Issue Relates To:			
<input type="checkbox"/> Council Goals/Priorities:	<input checked="" type="checkbox"/> Adopted Master Plan(s): 2024 Stormwater Master Plan	<input type="checkbox"/> Not Applicable	

ISSUE BEFORE COUNCIL:

A City of Wilsonville resolution adopting the Stormwater System Development Charge Methodology Report, establishing the charge rates and amending Resolution No. 2353, Capital Improvement Project (CIP) #7059.

EXECUTIVE SUMMARY:

System Development Charges (SDCs) are one-time charges assessed on development at the time of building permit issuance. The SDC fees pay for expansion and extension of utility infrastructure that is needed to accommodate future growth. Growth-related infrastructure improvements include upsizing pipelines, expansion of pumping and treatment facilities, and extension of pipelines to serve new development areas. The SDC fee provides a mechanism for which new growth pays for its share of infrastructure costs rather than existing taxpayers or utility ratepayers, ensuring “growth pays for growth.”

The City of Wilsonville’s stormwater SDC was last updated in April 2012 by Resolution No. 2353. The current Stormwater SDC including annual inflation adjustments is \$2,442 per Equivalent Residential Unit (ERU), which also includes the 0.4% inflationary adjustment that went into effect on July 1, 2025.

On April 1, 2024, City Council adopted the 2024 Stormwater Master Plan (Ordinance No. 890). Adoption of the Master Plan document included a new Capital Improvement Project (CIP) list, which consists of utility improvements that will be needed over the next twenty years to meet projected growth, operation and maintenance needs, and regulatory requirements.

With the updated twenty-year project list, review of the stormwater SDC is necessary to ensure development is paying its share of needed infrastructure costs. In July 2024, the City engaged FCS Group to reassess the stormwater SDC methodology and charge rate. The final stormwater SDC methodology report based on City Council feedback at the September 4, 2025 Work Session is attached as **Exhibit A**.

The maximum defensible stormwater SDC is summarized as follows:

Stormwater SDC Type	Fee per ERU
Improvement Fee	\$1,636
Reimbursement Fee	\$1,884
Compliance Fee	\$12
Total	\$3,532
Increase	\$1,090

The new stormwater SDC charge will go into effect on January 1, 2026 and will be updated annually on July 1 based on a construction cost index, allowing for regular inflationary adjustments.

EXPECTED RESULTS:

The updated stormwater SDC charge will provide the estimated funding required for completing the needed infrastructure projects to accommodate future growth within Wilsonville. The recommended SDC charge will ensure that growth will pay for its share of infrastructure costs rather than existing taxpayers and utility ratepayers.

TIMELINE:

If adopted by City Council, the updated stormwater SDC methodology and charge will go into effect on January 1, 2026.

CURRENT YEAR BUDGET IMPACTS:

The consultant work is included in the Fiscal Year (FY) 2024-25 CIP budget. Funds not spent in the FY 2024-25 budget will be rolled over to the FY 2025-26 fiscal year to ensure adequate funds are available for the completion of this work.

COMMUNITY INVOLVEMENT PROCESS:

The project team has held two work sessions with City Council to discuss the stormwater SDC methodology and charge rates on June 2, 2025 and September 4, 2025. On June 24, 2025, the project team met with representatives from the Home Building Association of Greater Portland to discuss the proposed SDC updates. In addition, a 90-day and 60-day notice to interested parties, as required by Oregon law, prior to the first public hearing for adoption of a SDC methodology, was issued on June 9, 2025, and July 15, 2025 respectively. The 60-day notice included the proposed SDC methodology report and was sent to interested parties consisting of local developers, engineering consultants, and land use applicants conducting business in Wilsonville. The project team held an SDC stakeholder meeting on August 5, 2025. A project webpage with up-to-date SDC information is maintained and information shared with the community via articles in the Boones Ferry Messenger.

POTENTIAL IMPACTS OR BENEFIT TO THE COMMUNITY:

The updated SDC methodology and fee will provide the funding necessary to support planned growth, maintain existing utility assets, and meet regulatory requirements, helping to maintain a financially sound stormwater utility program.

ALTERNATIVES:

N/A

CITY MANAGER COMMENT:

Council could choose to adopt a stormwater SDC rate less than the maximum defensible amount. However, doing so would require additional sources of revenue to fund the necessary stormwater infrastructure to serve projected growth, most likely from increased utility rates paid for by existing residents and businesses.

ATTACHMENTS:

1. Resolution No. 3209

- A. Wilsonville Wastewater and Stormwater SDC Methodology Report
- B. 90-Day Notice of System Development Charge Methodology
- C. 60-Day Notice of System Development Charge Methodology

RESOLUTION NO. 3210**A RESOLUTION OF THE CITY OF WILSONVILLE ADOPTING THE STORMWATER SYSTEM DEVELOPMENT CHARGE METHODOLOGY REPORT AND ESTABLISHING THE CHARGE RATE AND AMENDING RESOLUTION NO. 2353.**

WHEREAS, the City has enacted Ordinance No. 816, which provides the overall City implementing policy and procedures for System Development Charges (SDC's); and

WHEREAS, the City has established administrative procedures, methodology, definitions, rate and fees for stormwater services Resolution No. 2353; and

WHEREAS, by this Resolution No. 3210 the City hereby amends only the system development charge methodology and charge rate established by Resolution No. 2353, but leaves in place the user fees; and

WHEREAS, in 2024 the City has adopted a Stormwater Master Plan (Ordinance No. 890), including the list of stormwater system improvement projects to address the City's need through the 20 year planning horizon; and

WHEREAS, as the City continues to grow there is an increased demand on the stormwater system that requires additional capacity be planned and constructed in a timely manner; and

WHEREAS, the City desires to have growth-related development pay for stormwater improvements, commensurate with what is needed to mitigate the associated new impacts on the City's stormwater system; and

WHEREAS, ORS 223.302 establishes the process for establishing and modifying system development charges and was used to complete this stormwater SDC update; and

WHEREAS, the City contracted with FCS Group to update the stormwater SDC methodology and determine a reasonable stormwater system development charge, using standard practices; and

WHEREAS, the attached **Exhibit A** draft August 2025 Wastewater and Stormwater System Development Charge (Report), presents FCS Group's methodology and stormwater SDC analysis; and

WHEREAS, a stormwater Equivalent Residential Unit (ERU) of 2,750 square feet of impervious surface has been established for the purposes of determining the stormwater system development charge; and

WHEREAS, a 90-day notice was issued pursuant to ORS 223.304 to interested parties (**Exhibit B**) on June 9, 2025; and

WHEREAS, a 60-day notice was issued to interested parties (**Exhibit C**) on July 15, 2025 and the draft Report made available for public review and comment; and

WHEREAS, City staff engaged with interested parties through a SDC stakeholder meeting held on August 5, 2025, resulting in a collaborative process in development of the Report; and

WHEREAS, the draft Report will be renamed as “Adopted” after City Council adoption of this Resolution.

NOW, THEREFORE, THE CITY OF WILSONVILLE RESOLVES AS FOLLOWS:

ARTICLE I

Section 1. Purpose

- A. The purpose of this resolution is to provide a uniform framework for the imposition of a Stormwater System Development Charge for stormwater facilities, including but not limited to administrative review procedures, credits and capital improvements providing added capacity which may be funded with Stormwater SDC revenues.
- B. This Stormwater SDC is adopted to impose an equitable share of the public costs of stormwater Capital Improvements upon those parties undertaking developments and redevelopments that add to the need for or increase the demands on the stormwater system.

Section 2. Determinations and Findings

- A. The City adopts the above recitals as findings of the City Council and in particular the findings, methodology, calculations, and tables recommended in the Report,

Exhibit A, and incorporates them by reference herein and hereby approved and adopted.

- B. The City Council has reviewed the proposed system development charge and finds the proposed SDC to be rationally based and financially prudent. More particularly, the City Council hereby finds that the impervious surface as defined by an equivalent residential unit is a rational basis for allocating use of the City of Wilsonville stormwater system, and provides valid proportional bases for allocating the reimbursement, improvement, and compliance costs for needed water quantity and water quality stormwater system capital improvements.

ARTICLE II

ADMINISTRATION

- Section 1. Administration of SDCs, including calculation and collection, credits and refunds, exemptions, authorized expenditures, segregation and use of revenue, appeals, and related activities, are subject to Wilsonville Code (WC) Sections 11.000 – 11.190.

ARTICLE III

METHODOLOGY

- Section 1. Stormwater SDC Methodology

- A. The stormwater SDC methodology is based on the impervious surface area that generates stormwater runoff, measured by Equivalent Dwelling Unit (EDU), representing the average impervious surface area of single-family residence, 2,750 square feet. Single-family residences are assigned one EDU, and all other land uses are assigned an EDU based on their total impervious surface area divided by 2,750 square feet.

- Section 2. Stormwater SDC Rate

- A. The stormwater SDC are set forth below:

Improvement Fee per EDU:	\$1,636.00
Reimbursement Fee per EDU:	\$1,884.00
Compliance Fee per EDU:	\$12.00
Total SDC per EDU:	\$3,532.00

Section 3. Stormwater SDC Effective Date and Inflation Index

The stormwater SDCs are effective beginning January 1, 2026 and are to be indexed for inflation on an annual basis in accordance with WC 11.030(1), beginning July 1, 2026.

Section 4. Annual Review

The City shall annually review the stormwater SDC to determine whether additional fee revenues should be generated to provide extra-capacity improvements needed to address new development or to ensure that revenues do not exceed identified demands. In doing so, the City shall consider:

- A. Construction of facilities by federal, state, or other revenue sources;
- B. Receipt of unanticipated funds from other sources for construction of facilities;
- C. Additional stormwater system improvements needed to meet mandates or requirements of other authorized governmental authorities;
- D. Other changes or conditions as may be deemed necessary or prudent.

Upon completion of this review, the City shall consider such amendments, including adjustment to the fee imposed herein, as are necessary to address changing conditions.

ARTICLE IV

AMENDMENT OF EXISTING RESOLUTIONS

Section 1. Upon adoption of this resolution by the City Council, Resolution No. 2353 is amended as set forth herein.

ARTICLE V

SEVERABILITY

Section 1. The invalidity of any section, clause, subsection, paragraph, sentence, phrase, provision, or exhibit of this Resolution which is incorporated herein, shall not affect the validity of the remaining portions thereof.

ARTICLE VI

EFFECTIVE DATE

Section 1. This Resolution is effective January 1, 2026.

ADOPTED by the Wilsonville City Council at a regular meeting thereof this 15th day of September, 2025, and filed with the Wilsonville City Recorder this date.

Shawn O'Neil, Mayor

ATTEST:

Kimberly Veliz, MMC, City Recorder

SUMMARY OF VOTES:

Mayor O'Neil

Council President Berry

Councilor Cunningham

Councilor Dunwell

Councilor Shevlin

EXHIBITS:

- A. Wilsonville Wastewater and Stormwater SDC Methodology Report
- B. 90-Day Notice of System Development Charge Methodology
- C. 60-Day Notice of System Development Charge Methodology

CITY OF WILSONVILLE

Wastewater and Stormwater SDCs

Submitted by:

FCS, a Bowman company
7525 166th Ave NE
Ste D-215
Redmond, WA 98052
P: 425.867.1802

Submitted to:

City of Wilsonville
29799 Town Center Loop E
Wilsonville, OR 97070
P: 503.682.1011

DRAFT
August 2025

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1 Project Overview

Background

The City of Wilsonville ("the City") is located in both Clackamas and Washington counties and serves over 26,000 residents. As with other services, the funding of wastewater and stormwater capital improvements is partially supported by new development in the form of system development charges (SDCs). In 2024, the City contracted with FCS to update its wastewater and stormwater SDCs. This report documents the results of those SDC calculations.

Policy

SDCs are enabled by state statutes, authorized by local ordinance, and constrained by the United States Constitution.

State Statutes

Oregon Revised Statutes (ORS) 223.297 to 223.316 enable local governments to establish SDCs, which are one-time fees on development that are paid at the time of development or redevelopment that creates additional demand for system facilities. SDCs are intended to recover a fair share of the cost of existing and planned facilities that provide capacity to serve future users (growth).

ORS 223.299 allows for two types of SDC:

- » A reimbursement fee that is designed to recover "costs associated with capital improvements already constructed, or under construction when the fee is established, for which the local government determines that capacity exists"
- » An improvement fee that is designed to recover "costs associated with capital improvements to be constructed"

ORS 223.304(1) states, in part, that a reimbursement fee must be based on "the value of unused capacity available to future system users or the cost of existing facilities" and must account for prior contributions by existing users and any gifted or grant-funded facilities. The calculation must "promote the objective of future system users contributing no more than an equitable share to the cost of existing facilities." A reimbursement fee may be spent on any capital improvement related to the system for which it is being charged (whether cash-financed or debt-financed).

ORS 223.304(2) states, in part, that an improvement fee must be calculated to include only the cost of projected capital improvements needed to increase system capacity for future users. In other words, the cost of planned projects that correct existing deficiencies or that do not otherwise increase capacity for future users may not be included in the improvement fee calculation. An improvement fee may be spent only on capital improvements (or portions thereof) that increase the capacity of the system for which it is being charged (whether cash-financed or debt-financed).

In addition to the reimbursement and improvement fees, ORS 223.307(5) states, in part, that "system development charge revenues may be expended on the costs of complying" with state statutes concerning SDCs,

including “the costs of developing system development charge methodologies and providing an annual accounting of system development charge expenditures.”

Local Ordinance

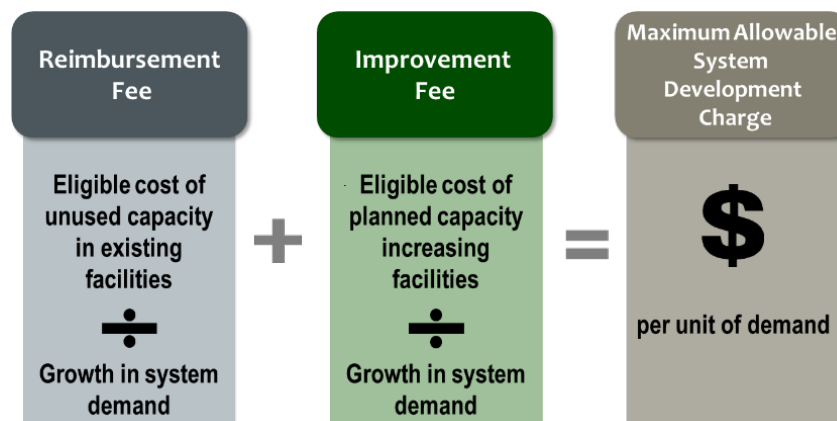
Chapter 11 of the Wilsonville Code of Ordinances authorizes and governs the imposition and expenditure of SDCs in Wilsonville. The City may need to modify its code to allow for the proposed changes to the SDCs.

United States Constitution

The United States Supreme Court has determined that SDCs, impact fees, or other exactions that comply with state and/or local law may still violate the United States Constitution if they are not proportionate to the impact of the development. The SDCs calculated in this report are designed to meet all constitutional requirements.

Calculation Overview

In general, SDCs are calculated by adding an existing facilities fee component (called the reimbursement fee) and a future facilities fee component (called the improvement fee)—both with potential adjustments. Each component is calculated by dividing the eligible cost by growth in units of demand. The unit of demand becomes the basis of the charge. The diagram below summarizes the basic outline of an SDC calculation, and more detail is provided in the following bullets.



- **The eligible cost of capacity in existing facilities** is the cost of existing facilities that will serve growth. The cost of those facilities are usually found in a city’s schedule of fixed assets which records the original cost of assets purchased by the city. System capacity information, usually found in a comprehensive plan, can provide estimates of the available capacity in the system.
- **The eligible portion of capacity-increasing projects** is the cost of future projects that will serve growth. Some projects are intended to only serve growth, some projects do not increase system capacity, and some serve the City’s current *and* future populations. Only the share that is allocable to growth is includable.
- **The growth in system demand** is the anticipated growth in the demand associated with each system. Growth is measured in different ways for different systems. For example, growth for wastewater SDCs is sometimes measured in meter capacity equivalents, where as growth for stormwater SDCs is often measured in impervious surface area. The unit of growth becomes the charging basis for the SDC.

Finally, summing the reimbursement fee and the improvement fee with a small allowance for compliances costs yields the full SDC.

2 Wastewater SDC Analysis Summary

This section describes the detailed calculations of the maximum defensible wastewater SDC to be charged in the City of Wilsonville.

SDC Functionalization

Because the City is expecting some high-strength industrial customers to be added to its wastewater system, this analysis “functionalizes” the proposed SDC. That is, it divides the wastewater infrastructure costs into four functions of service and then calculates an SDC for each function, allowing for individualized charges to large customers based on their specific demands. Those four functions of service are:

- **Collection (Flow)** – The conveyance (collection) of sewer flow through the City’s sewer mains, trunklines, and lift stations to the treatment plant. Collection flow is often measured in millions of gallons per day. For the collection function, flow is often measured in the dry weather period to isolate the flows of customer connections, as opposed to flows contributed by rainwater.
- **Treatment (Flow)** – The processing of sewer flow through the City’s treatment plant, from headworks to outfall. Sewer flow through the treatment plant is often measured in peak hourly flow, as the treatment plant will need to be sized to accommodate the maximum amount of flow expected at the plant.
- **Treatment (BOD)** – The processing of biochemical oxygen demand (BOD) in the City’s treatment plant. BOD is one of the two major sources of wastewater strength that needs to be treated in a wastewater treatment plant.
- **Treatment (TSS)** – The processing of total suspended solids (TSS) in the City’s treatment plant. TSS is the other primary source (along with BOD) of wastewater strength that needs to be treated at the wastewater treatment plant.

This wastewater SDC calculation will include growth estimates, an improvement fee cost basis, and a reimbursement fee cost basis for each of the functions described above.

Growth

The calculation of projected growth begins with defining the units by which current and future demand will be measured. Then, using the best available data, we quantify the current level of demand and estimate a future level of demand. The difference between the current level and the future level is the growth in demand that will serve as the denominator in the wastewater SDC calculation.

Unit of Measurement

For wastewater SDCs, the water meter size necessary for a development is broadly used as a measure of its potential wastewater flows. To compare water meters and calculate the total demand of the system, water meters are often compared by their maximum flow rates and measured by their meter capacity equivalents (MCEs). In this system, the smallest water meter employed by the City is one MCE, and every larger meter is assigned a larger number of MCEs based on their relative flow rates. Flow rates are most often based on the American Water Works Association (AWWA) flow rates assuming either a 5/8” or 3/4” base meter. The City installs 5/8” meters as their smallest water meter size, so that is the minimum size for this SDC calculation.

The City is also expecting new industrial connections to be added to its wastewater system. For such customers, the MCE basis is not always a good fit. For example, an industrial connection may have much higher strength

flows than a typical domestic connection. By the nature of its operation, it also may create much more sewer flow than a typical domestic connection – even beyond what a difference in meter capacity equivalents would suggest.

To accommodate more unique SDC calculations for new industrial customers, this SDC analysis will consider four separate units of growth. MCEs will be used to measure the capacity needs of domestic sewer connections. For industrial and/or other high strength connections, three other units of measurement will be used:

- **Peak hourly flow (PHF)** – Used to measure the amount of flow contributed to the collection system and to the treatment plant. Peak hourly flow is used because it represents the maximum capacity needs of industrial customers, which may contribute much more flow on an average day than a domestic strength connection.
- **Maximum month pounds per day of biochemical oxygen demand (MM ppd of BOD)** – Used to measure the maximum amount of BOD contributed to the treatment system.
- **Maximum month pounds per day of total suspended solids (MM ppd of TSS)** – Used to measure the maximum amount of TSS contributed to the treatment system.

Growth in Demand

To project demand through the end of the planning period, total flows and/or loadings for each of the four functions are projected for the period from 2025 through 2045. These flow and loading projections are summarized in **Exhibit 2.1** below. The sources for these projections are included in the last column.

Exhibit 2.1 – Flows and Loadings Projections

Flows and Loadings	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)	Source Tables from 2023 Master Plan
Units	ADWF mgd	PHF mgd	MM ppd	MM ppd	
2020	1.91	8.79	10,685	8,906	Tables 3.16 (Flow); Table 3.28 (BOD); Table 3.23 (TSS)
2025 (Estimated)	2.24	10.10	12,379	10,265	Estimated
2045	4.20	17.60	22,301	18,116	Table 3.19 (Flow); Table 3.45 (BOD and TSS)

Abbreviations: ADWF = average dry weather flow, mgd = million gallons per day, PHF = peak hour flow, MM = maximum month, ppd = pounds per day

The flows and loadings projections described above guide the projection of capacity demands for new connections in the City of Wilsonville. **Exhibit 2.2** below shows the projection of meter capacity equivalents by function for use for domestic-strength connections. The 2025 MCE total was estimated using the City’s customer billing statistics.

Exhibit 2.2 – MCE Projections

	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)	Source Notes
Units	MCEs	MCEs	MCEs	MCEs	
2025	9,040	9,040	9,040	9,040	City's customer statistics
2045	16,981	15,755	16,286	15,955	Projected based on Exhibit 2.1
Growth	7,940	6,714	7,246	6,914	

Abbreviations: MCEs = meter capacity equivalents

Exhibit 2.3 below summarizes the growth projections for the purpose of calculating the SDC for high-strength and/or industrial connections. As shown, they are simply the statistics shown in **Exhibit 2.1** but calculated in gallons per day (gpd) for ease of use. In addition, the Collection (Flow) function is shown with PHF rather than ADWF. That is because it will be easier for the City and for new connections to estimate their PHF rather than ADWF. Further, PHF is a better estimate for the collection needs of a high-strength and/or industrial connection because, unlike for a domestic strength connection, their flows may vary widely throughout the year.

Exhibit 2.3 – Flows and Loadings Projections

	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)	Source Notes
Units	PHF gpd	PHF gpd	MM ppd	MM ppd	
2025	10,099,355	10,099,355	12,379	10,265	City's customer statistics
2045	17,600,000	17,600,000	22,301	18,116	Projected based on Exhibit 2.1
Growth	7,500,645	7,500,645	9,922	7,851	

Abbreviations: PHF = peak hour flow, gpd = gallons per day, MM = maximum month, ppd = pounds per day

It is important to note that **Exhibits 2.2** and **2.3** do not represent two distinct growth estimates – rather, they take the forecast from **Exhibit 2.1** and express growth in two different ways. The growth estimates in **Exhibits 2.2** and **2.3** are interchangeable for the purposes of this SDC calculation. **Exhibit 2.2** expresses growth in a manner useful for domestic-strength connections and **Exhibit 2.3** expresses growth in a manner useful for high-strength and/or industrial connections.

Improvement Fee

An improvement fee is the eligible cost of planned projects per unit of growth that such projects will serve. Since we have already calculated growth (denominator) by function of service above, we will focus here on the improvement fee cost basis (numerator) by function of service.

Project Lists

Five separate project list sources are used for the development of the improvement fee cost basis. They are:

- The City's capital improvement program (CIP),
- The 2023 Wastewater Treatment Plant Master Plan,
- The 2014 Wastewater Collection System Master Plan,
- The Charbonneau Consolidated Improvement Plan,
- The Frog Pond East and South Sanitary Sewer Project List.

The City helped remove duplicate projects and projects already completed from these five separate lists. The cost estimates were adjusted to 2025 dollars using the January 2025 value of the 20-City Average of the Engineering News-Record's Construction Cost Inflation estimate. That value is 13,732.

Eligibility

A project's eligible cost is the product of its total cost and its eligibility percentage. The eligibility percentage represents the portion of the project that creates capacity for future users. The eligibility percentages were calculated in different ways for each of the City's project list sources.

The eligibility percentages for projects on the City's CIP and Wastewater Treatment Plant Master Plan were estimated with help from Carollo Engineers, who originally prepared the Wastewater Treatment Plant Master Plan. Eligibility percentages for projects from the Collection System Master Plan come directly from the Collection System Master Plan. The Charbonneau Consolidated improvement plan is a repair and replacement plan, and none of its projects create capacity for future users. Consequently, all projects are 0 percent eligible. Finally, projects on the Frog Pond East and South Sanitary Sewer Project List represent projects designated for new growth entirely, and so all the eligibility percentages for that list are equal to 100 percent.

For a detailed list of the costs and eligibility percentages by project, refer to **Appendix A**.

Calculated Improvement Fee Cost Basis

Exhibit 2.4 below summarizes the total cost, SDC-eligible cost, outside funding (contributions from grants, developers, and from loans the City is planning on taking out), and other funding (funding from rate sources or all other sources) by function. As shown, the Eligible Cost for inclusion in the improvement fee cost basis ranges from \$4.0 million for the Treatment (Flow) function up to \$45.4 million for the Collection (Flow) function.

Exhibit 2.4 – Improvement Fee Cost Basis

Function	Total Cost	SDC-Eligible Cost	Outside Funding	Other Funding
Collection (Flow)	\$105,593,638	\$45,409,975	\$33,140,508	\$27,043,155
Treatment (Flow)	12,850,252	3,973,884	-	8,876,368
Treatment (BOD)	73,376,503	18,831,716	11,000,000	43,544,787
Treatment (TSS)	44,752,007	20,926,630	-	23,825,377
Total	\$236,572,401	\$89,142,205	\$44,140,508	\$103,289,687

Source: See sources noted in **Appendix A**

Reimbursement Fee

A reimbursement fee is the eligible cost of the existing wastewater facilities available for future users per unit of growth that such facilities will serve. Since growth was calculated above, we will focus on the eligible cost of the existing wastewater facilities available for future users.

Eligibility

To the extent that capacity remains in the wastewater system and is available for growth, the original cost of the capacity (net of any outside funding or outstanding debt) can be collected in the reimbursement fee. The 2023 Wastewater Treatment Facility Master Plan provided capacity estimates for each function of the wastewater treatment system, and the 2014 Wastewater Collection System Master Plan provided capacity estimates for each lift station. The exception is the Grand Pointe lift station, which was completed after the Collection System Master Plan and was entirely developer funded (and therefore ineligible for inclusion in the reimbursement fee cost basis). **Appendix B** displays the capacity calculations for the treatment facility functions and the lift stations.

The flow through each collection system pipe was estimated using pipe-level flow data from the 2014 Wastewater Collection System Master Plan. That same data provided the full capacity of each pipe, and so the capacity remaining for growth in gallons per minute was estimated for each pipe. This analysis revealed that, on average, the collection system has 24 percent of its capacity remaining for growth through 2045, and so collection system assets are assigned 24 percent eligibility.

Calculated Reimbursement Fee Cost Basis

The original cost of the City's fixed asset listing was sorted into the functions as shown in **Exhibit 2.5** below with help from the City. Outside funding and outstanding principal were removed, and the eligibility factors as described above were multiplied by the remaining adjusted original cost. As shown, the SDC-eligible cost by function ranges from \$94,000 in the TSS function up to \$8.8 million in the BOD function.

Exhibit 2.5– Reimbursement Fee Cost Basis Summary

Function	Total Original Cost	SDC-Eligible
Collection (Flow)	\$40,587,992	\$5,561,896
Treatment (Flow)	11,619,532	2,384,988
Treatment (BOD)	47,683,378	8,752,538
Treatment (TSS)	491,635	94,422
Total	\$100,382,537	\$16,793,844

Source: See sources noted in **Appendix B**

Calculated Wastewater SDC

This section combines the eligible cost from the improvement and reimbursement fee cost bases. It also removes the outstanding improvement fee fund balance (divided over four functions) held by the City of Wilsonville to avoid double-charging for projects that were included on the City’s original SDC list but not completed. It also includes a small cost basis of \$90,520 (divided over four functions) for the costs of calculating the SDC and administering the SDC program. The estimate was based on the cost of the SDC methodology, assumed to occur once every five years from 2025 through 2045. **Exhibit 2.6** below summarizes the wastewater SDC cost bases, which are then divided by the growth projections in **Exhibits 2.7** and **2.9** to get the SDC per unit of growth.

Exhibit 2.6 – Calculated Wastewater SDC Cost Bases

Calculated Cost Bases	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)
Improvement Fee Cost Basis	\$45,409,975	\$3,973,884	\$18,831,716	\$20,926,630
Outstanding Improvement Fee Fund Balance	(137,646)	(137,646)	(137,646)	(137,646)
Reimbursement Fee Cost Basis	5,561,896	2,384,988	8,752,538	94,422
Compliance Costs	22,630	22,630	22,630	22,630
Total	\$50,856,856	\$6,243,856	\$27,469,238	\$20,906,037

Source: Previous tables

Exhibit 2.7 below shows the calculation of the SDC per MCE, for use with domestic strength customers.

Exhibit 2.7– Calculated Wastewater SDC per MCE

Calculated Cost Bases	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)
Growth in MCEs	7,940	6,714	7,246	6,914
Improvement Fee per MCE	\$5,701.47	\$571.37	\$2,579.89	\$3,006.63
Reimbursement Fee per MCE	\$700.45	\$355.22	\$1,207.90	\$13.66
Compliance Fee per MCE	\$2.85	\$3.37	\$3.12	\$3.27
Total SDC per MCE	\$6,404.77	\$929.95	\$3,790.92	\$3,023.56

Source: Previous tables

Exhibit 2.8 below provides a resulting wastewater SDC schedule by water meter size for use with domestic strength customers. For water meter sizes larger than 6-inch, the MCE can be based on the American Water Works Association meter size capacity factor using a 5/8-inch meter as the basis.

Exhibit 2.8 – Calculated Wastewater SDC by Water Meter Size

Meter Size	MCEs	SDC
5/8"	1.00	\$14,149
3/4"	1.50	\$21,224
1"	2.50	\$35,373
1 1/2"	5.00	\$70,746
2"	8.00	\$113,194
3"	16.00	\$226,387
4"	25.00	\$353,730
6"	50.00	\$707,460

Source: Previous tables, American Water Works Association M1 Manual (MCEs)

Finally, **Exhibit 2.9** below shows the calculation of the SDC by flow and loading metric. This SDC table can be used for the calculation of the wastewater SDC for high-strength and/or industrial connections. The City will

determine which customers will use the table presented in **Exhibit 2.9** and which will use the table presented in **Exhibit 2.8**.

Exhibit 2.9 – Calculated Wastewater SDC per Flow and Loading Metric

Calculated Cost Bases	Collection (Flow)	Treatment (Flow)	Treatment (BOD)	Treatment (TSS)
Unit	PHF gpd	PHF gpd	MM ppd	MM ppd
Growth in Units	7,500,645	7,500,645	9,922	7,851
Improvement Fee per Unit	\$6.04	\$0.51	\$1,884.10	\$2,647.94
Reimbursement Fee per Unit	\$0.74	\$0.32	\$882.13	\$12.03
Compliance Fee per Unit	\$0.00	\$0.00	\$2.28	\$2.88
Total SDC per Unit	\$6.78	\$0.83	\$2,768.51	\$2,662.85

Source: Previous tables

3 Stormwater SDC Analysis Summary

This section describes the detailed calculations of the maximum allowable stormwater SDC for the City of Wilsonville. Unlike the wastewater SDC calculation, the stormwater SDC is not functionalized. All functions of stormwater service are combined into one SDC.

Growth

The calculation of projected growth begins with defining the units by which current and future demand will be measured. Then, using the best available data, we quantify the current level of demand and estimate a future level of demand. The difference between the current level and the future level is the growth in demand that will serve as the denominator in the stormwater SDC calculation.

Unit of Measurement

Impervious surface area generates stormwater runoff that the City’s stormwater collection system must manage, and so the relative impervious surface area of a customer is a good estimate of that’s customer’s contribution of runoff to the stormwater system and corresponding service received. For stormwater SDCs, this service is often measured in terms of equivalent dwelling units (EDUs), where one EDU represents the average impervious surface area of single-family residences in the jurisdiction. In the City’s case, one EDU is equal to 2,750 square feet of impervious surface area. Single-family residences are assigned one EDU, and all other land uses are assigned some number of EDUs based on their total impervious surface area divided by 2,750 square feet.

Growth in Demand

Based on the City’s customer billing statistics, the City had 24,663 billable stormwater EDUs in 2024. Billable EDUs exclude the impervious surface area for the City’s road network, which is in fact a part of the stormwater conveyance system. To estimate future stormwater EDUs, the change in overall impervious acres from the 2024 Stormwater Master Plan, Appendix B, Attachment B is used. Overall impervious acreage (which includes non-billable impervious surface area) is expected to grow from 2,881 to 3,785 between 2024 and 2043. If billable stormwater EDUs increase proportionally, they will increase by 7,745 to a total of 32,408 by 2043. So, 7,745 is the denominator of the stormwater SDC calculation.

Exhibit 3.1 below summarizes these calculations:

Exhibit 3.1 – Growth in Stormwater EDUs

	2024	2043	CAGR*	Growth (2024-2043)	Growth Share
Impervious Acres	2,881	3,785	1.45%	905	23.90%
Billable EDUs	24,663	32,408	1.45%	7,745	23.90%

Source: 2024 Stormwater Master Plan Appendix B Attachment B (impervious acres); City’s customer billing stats (billable EDUs in 2024).

*CAGR = compound annual growth rate.

Improvement Fee

An improvement fee is the eligible cost of planned projects per unit of growth that such projects will serve. Since we have already calculated growth above, we will focus here on the improvement fee cost basis.

Project Lists

The 2024 Stormwater Master Plan provides the bulk of the project list for the improvement fee cost basis. Those projects that were included, but were not present in the master plan, were added by City staff.

Eligibility

A project's eligible cost is the product of its total cost and its eligibility percentage. The eligibility percentage represents the portion of the project that creates capacity for future users. Most of the eligibility percentages in the improvement fee cost basis were provided in the master plan. The City Engineer provided estimates for the projects that were not included in the master plan.

Calculated Improvement Fee Cost Basis

Appendix B includes all the projects in the stormwater SDC improvement fee cost basis. All costs were updated to 2025 using the same method as described in the wastewater SDC calculation. As shown, the total cost for the project list is \$115.8 million, with an improvement fee eligible cost of \$15.0 million.

Reimbursement Fee

A reimbursement fee is the eligible cost of the stormwater facilities available for future users per unit of growth that such facilities will serve. Since growth was calculated above, we will focus on the eligible cost of the stormwater facilities available for future users.

Eligibility

To the extent that capacity remains in the stormwater system and is available for growth, the original cost of the capacity (net of any outside funding or outstanding debt) can be collected in the reimbursement fee. For the stormwater reimbursement fee cost basis, an analysis of the City's stormwater conveyance capacity was performed using the 2024 Stormwater Master Plan Appendix B Attachment B, Table B-3.

Table B-3 lists all the stormwater conveyance conduits in the City's system and notes whether they are deficient under a 2-year, 25-year, or 100-year storm; or if they are not deficient at all. For a conservative estimate of conveyance capacity, conduits deficient under a 2-year or 25-year storm are assumed to have no capacity available for growth, whereas other conduits are assumed to have capacity available for growth. Using a weighted average based on the conduit lengths and diameters reveals available capacity of approximately 78 percent of the stormwater conveyance system.

Exhibit 3.1 demonstrates that growth will only make up about 24 percent of the total stormwater customer base in 2043. Therefore, since 78 percent of the system is estimated to have capacity, and since only 24 percent of the customer base in 2043 will be comprised of growth, 24 percent of the stormwater system is assumed to be available to growth. The remaining 54 percent (78 percent minus 24 percent) is unused capacity that is available for growth beyond the planning horizon, if at all.

Calculated Reimbursement Fee Cost Basis

The original cost of the City's stormwater fixed assets was estimated to be \$77.9 million. Of that, the City's records note \$12.7 million in contributions. The resulting original cost net of contributions is estimated to be \$65.2 million. Because growth will pay for outstanding debt service principal in their user rates, the outstanding principal for stormwater-related debt of \$4.1 million is removed from the cost basis, for a total adjusted original cost of \$61.1 million. Finally, multiplying this adjusted cost by the capacity available for growth of 24 percent achieves a reimbursable cost of \$14.6 million.

These calculations are summarized in **Exhibit 3.2** below.

Exhibit 3.2 – Reimbursement Fee Cost Basis

	Original Cost	Contributions	Original Cost (Net of Contributions)
Infrastructure	\$62,837,625	\$12,741,782	\$50,095,843
Easements	12,967,631	-	12,967,631
Building Improvements	11,704	-	11,704
Land Improvements	36,678	-	36,678
Construction Work in Progress	2,059,777	-	2,059,777
Total	\$77,913,415	\$12,741,782	\$65,171,632
Outstanding Principal			(4,104,450)
Adjusted Original Cost			\$61,067,182
Remaining Capacity			24%
Reimbursable Cost			\$14,594,801

Source: City staff (cost information); previous discussion (remaining capacity estimates)

Calculated Stormwater SDC

This section restates eligible costs from the improvement and reimbursement fee cost bases. It also removes the outstanding improvement fee fund balance held by the City of Wilsonville to avoid double-charging for projects that were included on the City's original SDC list but not completed. It also includes a small cost basis of \$90,520 for the costs of calculating the SDC and administering the SDC program. The estimate was based on the cost of the SDC methodology, assumed to occur once every five years from 2024 through 2043. **Exhibit 3.3** below summarizes the calculation of the stormwater SDC.

Exhibit 3.3 – Calculated Stormwater SDC

Calculated SDC	
Improvement Fee Cost Basis	\$14,979,904
Outstanding Improvement Fee Fund Balance	(2,309,441)
Reimbursement Fee Cost Basis	14,594,801
Compliance Costs	90,520
Total	\$27,355,784
Growth in EDUs	7,745
Improvement Fee per EDU	\$1,636
Reimbursement Fee per EDU	\$1,884
Compliance Fee per EDU	\$12
Total SDC per EDU (2,750 Sq. Ft.)	\$3,532

Source: Previous tables

As shown above, the maximum allowable stormwater SDC is \$3,532 per EDU. The City may adopt any SDC up to that amount. Each single-family dwelling unit connection would pay the rate per EDU, whereas other development types would pay some multiple of that rate based on their impervious square footage divided by 2,750 impervious square feet.

4 Implementation

This section addresses practical aspects of implementing SDCs and provides comparisons to other jurisdictions.

Setting the SDC

The calculations shown in the previous sections represent the maximum defensible SDCs. The City has the liberty to set the SDC for each service at any level up to the maximum defensible charge by resolution; so long as follows the procedures laid out in ORS 223.297 through ORS 223.316. The City may also decide to phase in either or both SDCs to the maximum or a lower target charge over a period of time.

Indexing

ORS 223.304 allows for the periodic indexing of SDCs for inflation, as long as the index used is:

- (A) A relevant measurement of the average change in prices or costs over an identified time period for materials, labor, real property or a combination of the three;
- (B) Published by a recognized organization or agency that produces the index or data source for reasons that are independent of the system development charge methodology; and
- (C) Incorporated as part of the established methodology or identified and adopted in a separate ordinance, resolution or order.

In accordance with Oregon statutes, we recommend that the City index its charges to the *Engineering News Record* Construction Cost Index for the City of Seattle and adjust its charges annually. There is no comparable Oregon-specific index. This will help to mitigate – if not fully eliminate – the burdens of construction cost inflation. The January 2025 value of that index was 15,758.

Appendix A: Wastewater Improvement Fee Cost Basis

Exhibit A.1 – Improvement Fee Cost Basis

Description	Completion Year	2025 Adjusted Cost	SDC Eligibility	Outside Funding	SDC-Eligible Cost
City's CIPs and Wastewater Treatment Master Plan					
Sewer Rate and SDC Study Update	2025	\$ 94,908	50.00%	\$ -	\$ 47,454
Boeckman Rd. Sanitary - Imp. Frog Pond	2025	1,454,473	38.48%	894,501	559,681
Boeckman Creek Interceptor	2027	19,932,546	88.86%	18,000,000	1,932,546
WWTP UV Disinfection Replacement	2026	3,440,162	0.00%	-	-
Public Works Standards Update	2025	11,888	0.00%	-	-
Stafford R. Sewer Extension Phase 1	2027	514,001	9.52%	465,171	48,830
Charbonneau Lift Station Rehab	2025	1,125,748	0.00%	-	-
Coffee Creek Interceptor Railroad Undercrossing	2027	819,366	65.00%	-	532,588
WWTP Aeration Basin Expansion	2027	11,355,450	46.76%	11,000,000	355,450
WWTP Clarifier Mechanism Replacement	2027	1,796,109	0.00%	-	-
Coffee Creek - Day Road Sewer Extension	2027	4,178,786	100.00%	4,178,786	-
Willamette Way West Sewer Rehabilitation	2029	1,254,061	0.00%	-	-
Town Center Pump Station Replacement	2029	1,090,086	0.00%	-	-
Day Dream Sewer Rehabilitation Phase 1	2029	345,908	0.00%	-	-
Master Plans and Studies	-	-	0.00%	-	-
Wastewater Collection System Master Plan	2026	467,710	71.86%	-	336,097
Sewer Operations Allocation to Charbonneau	2029	3,006,645	0.00%	-	-
Dewatering Performance Optimization	2025	166,520	46.76%	-	77,867
Fiber Optic Cable Addition	2025	62,819	46.76%	-	29,375
Seismic Improvements	2026	1,187,741	46.76%	-	555,403
Geotechnical Foundation Mitigation	2026	2,742,938	46.76%	-	1,282,634
MBR Phase 1 + 2 Blowers + Fine Screens + Electrical Upgrades	2030	75,085,076	46.76%	-	35,110,774
Solids Dryer Improvement	2033	17,950,457	0.00%	-	-
Existing Centrifuge and GBT Replacement	2033	3,930,103	0.00%	-	-
Cooling Tower	2035	655,348	65.00%	-	425,976
MBR Phase 2 + 2 Blowers	2038	2,253,925	46.76%	-	1,053,965
UV Equipment Replacement	2040	2,421,524	46.76%	-	1,132,337
Outfall Improvements	2040	1,172,249	46.76%	-	548,159
MBR Phase 3 + 2 Blower	2043	6,758,341	46.76%	-	3,160,290
Wastewater Collection System Master Plan					
Canyon Creek Pump Station	2034	\$ 1,211,219	80.00%	\$ -	\$ 968,975
Parkway Interceptor	2034	6,105,102	60.00%	-	3,663,061
Coffee Creek Interceptor Phase 3	2030	8,401,517	65.00%	-	5,460,986
Boones Ferry Park Grinder Pump	2027	42,008	0.00%	-	-
Pipe Replacement - (6 To 10 Years)	2031	2,450,442	0.00%	-	-
Pipe Replacement - (11 To 20 Years)	2041	4,900,885	0.00%	-	-
Pump Station Rehabilitation - (11 To 20 Years): Morey's Land Pump Station	2030	280,051	0.00%	-	-
Coffee Creek - Clutter Road	2031	2,786,503	100.00%	-	2,786,503
Coffee Creek - Grahams Ferry Road	2031	1,540,278	100.00%	-	1,540,278
Area 1 (Basalt Creek - East)	2039	9,381,694	100.00%	-	9,381,694
Area 2 (Basalt Creek - Central)	2039	7,561,365	100.00%	-	7,561,365
Area 3 (Basalt Creek - West)	2034	3,360,607	100.00%	-	3,360,607
Area 9 (South UGB - West)	2039	1,230,822	100.00%	-	1,230,822
Area 10 (South UGB - East)	2039	488,688	100.00%	-	488,688
Coffee Creek Interceptor Phase II	2028	2,257,892	65.00%	-	1,467,630
Charbonneau Consolidated Improvement Plan					
Arbor Lake Drive Phase I	2034	\$ 491,921	0.00%	\$ -	\$ -
Country View Loop	2031	257,468	0.00%	-	-
Armitage Road Phase I	2034	326,509	0.00%	-	-
Arbor Lake Drive Phase II	2034	595,484	0.00%	-	-
Country View Lane Phase I	2034	207,125	0.00%	-	-
Lake Drive	2034	169,727	0.00%	-	-
Middle Greens Road	2034	174,042	0.00%	-	-
Boones Bend Road Phase I	2034	309,249	0.00%	-	-
Armitage Road Phase II	2039	100,686	0.00%	-	-
Fairway Drive Phase II	2034	166,851	0.00%	-	-
Country View Lane Phase II	2031	208,563	0.00%	-	-
French Prairie Drive Phase V	2031	198,495	0.00%	-	-
Sacajawea Lane	2031	358,153	0.00%	-	-
Old Farm Road Phase II	2031	171,166	0.00%	-	-
Curry Drive	2034	245,961	0.00%	-	-
East Lake Court	2034	552,333	0.00%	-	-
Illahee Drive	2034	601,237	0.00%	-	-
Lakeside Loop & Village Green Court	2039	240,207	0.00%	-	-
French Prairie Drive Phase VI	2039	105,001	0.00%	-	-
Arbor Lake Drive Phase III	2039	174,042	0.00%	-	-
Frog Pond East and South Sanitary Sewer Project List					
Advance Road 10" Sewer Main	2032	\$ 611,025	100.00%	\$ -	\$ 611,025
Kahle West Neighborhood Lift Station & Force Main	2035	3,945,800	100.00%	3,945,800	-
Kahle East Neighborhood Lift Station & Force Main	2044	2,571,023	100.00%	2,571,023	-
Advance East Neighborhood Lift Station & Force Main	2035	3,085,228	100.00%	3,085,228	-
South Neighborhood Lift Station & Force Main	2035	3,431,145	100.00%	-	3,431,145
Total		\$ 236,572,401		\$44,140,508	\$89,142,205

Source: Previous tables (eligible cost); Carollo Engineers (assignments to functions)

Exhibit A.2 – Improvement Fee Cost Basis by Function

Description	SDC-Eligible Cost	Collection Flow	Treatment Flow	TSS	BOD
City's CIPs and Wastewater Treatment Master Plan					
Sewer Rate and SDC Study Update	\$ 47,454	100%	0%	0%	0%
Boeckman Rd. Sanitary - Imp. Frog Pond	559,681	100%	0%	0%	0%
Boeckman Creek Interceptor	1,932,546	100%	0%	0%	0%
WWTP UV Disinfection Replacement	-	0%	100%	0%	0%
Public Works Standards Update	-	100%	0%	0%	0%
Stafford R. Sewer Extension Phase 1	48,830	100%	0%	0%	0%
Charbonneau Lift Station Rehab	-	100%	0%	0%	0%
Coffee Creek Interceptor Railroad Undercrossing	532,588	100%	0%	0%	0%
WWTP Aeration Basin Expansion	355,450	0%	0%	0%	100%
WWTP Clarifier Mechanism Replacement	-	0%	65%	0%	35%
Coffee Creek - Day Road Sewer Extension	-	100%	0%	0%	0%
Willamette Way West Sewer Rehabilitation	-	100%	0%	0%	0%
Town Center Pump Station Replacement	-	100%	0%	0%	0%
Day Dream Sewer Rehabilitation Phase 1	-	100%	0%	0%	0%
Master Plans and Studies	-	100%	0%	0%	0%
Wastewater Collection System Master Plan	336,097	100%	0%	0%	0%
Sewer Operations Allocation to Charbonneau	-	100%	0%	0%	0%
Dewatering Performance Optimization	77,867	0%	0%	0%	100%
Fiber Optic Cable Addition	29,375	0%	100%	0%	0%
Seismic Improvements	555,403	0%	100%	0%	0%
Geotechnical Foundation Mitigation	1,282,634	0%	100%	0%	0%
MBR Phase 1 + 2 Blowers + Fine Screens + Electrical Upgrades	35,110,774	0%	0%	50%	50%
Solids Dryer Improvement	-	0%	0%	0%	100%
Existing Centrifuge and GBT Replacement	-	0%	0%	0%	100%
Cooling Tower	425,976	0%	100%	0%	0%
MBR Phase 2 + 2 Blowers	1,053,965	0%	0%	50%	50%
UV Equipment Replacement	1,132,337	0%	100%	0%	0%
Outfall Improvements	548,159	0%	100%	0%	0%
MBR Phase 3 + 2 Blower	3,160,290	0%	0%	90%	10%
Wastewater Collection System Master Plan					
Canyon Creek Pump Station	\$ 968,975	100%	0%	0%	0%
Parkway Interceptor	3,663,061	100%	0%	0%	0%
Coffee Creek Interceptor Phase 3	5,460,986	100%	0%	0%	0%
Boones Ferry Park Grinder Pump	-	100%	0%	0%	0%
Pipe Replacement - (6 To 10 Years)	-	100%	0%	0%	0%
Pipe Replacement - (11 To 20 Years)	-	100%	0%	0%	0%
Pump Station Rehabilitation - (11 To 20 Years): Morey's Land Pump Station	-	100%	0%	0%	0%
Coffee Creek - Clutter Road	2,786,503	100%	0%	0%	0%
Coffee Creek - Grahams Ferry Road	1,540,278	100%	0%	0%	0%
Area 1 (Basalt Creek - East)	9,381,694	100%	0%	0%	0%
Area 2 (Basalt Creek - Central)	7,561,365	100%	0%	0%	0%
Area 3 (Basalt Creek - West)	3,360,607	100%	0%	0%	0%
Area 9 (South UGB - West)	1,230,822	100%	0%	0%	0%
Area 10 (South UGB - East)	488,688	100%	0%	0%	0%
Coffee Creek Interceptor Phase II	1,467,630	100%	0%	0%	0%
Charbonneau Consolidated Improvement Plan					
Arbor Lake Drive Phase I	\$ -	100%	0%	0%	0%
Country View Loop	-	100%	0%	0%	0%
Armitage Road Phase I	-	100%	0%	0%	0%
Arbor Lake Drive Phase II	-	100%	0%	0%	0%
Country View Lane Phase I	-	100%	0%	0%	0%
Lake Drive	-	100%	0%	0%	0%
Middle Greens Road	-	100%	0%	0%	0%
Boones Bend Road Phase I	-	100%	0%	0%	0%
Armitage Road Phase II	-	100%	0%	0%	0%
Fairway Drive Phase II	-	100%	0%	0%	0%
Country View Lane Phase II	-	100%	0%	0%	0%
French Prairie Drive Phase V	-	100%	0%	0%	0%
Sacajawea Lane	-	100%	0%	0%	0%
Old Farm Road Phase II	-	100%	0%	0%	0%
Curry Drive	-	100%	0%	0%	0%
East Lake Court	-	100%	0%	0%	0%
Illahee Drive	-	100%	0%	0%	0%
Lakeside Loop & Village Green Court	-	100%	0%	0%	0%
French Prairie Drive Phase VI	-	100%	0%	0%	0%
Arbor Lake Drive Phase III	-	100%	0%	0%	0%
Frog Pond East and South Sanitary Sewer Project List					
Advance Road 10" Sewer Main	\$ 611,025	100%	0%	0%	0%
Kahle West Neighborhood Lift Station & Force Main	-	100%	0%	0%	0%
Kahle East Neighborhood Lift Station & Force Main	-	100%	0%	0%	0%
Advance East Neighborhood Lift Station & Force Main	-	100%	0%	0%	0%
South Neighborhood Lift Station & Force Main	3,431,145	100%	0%	0%	0%
Total	\$89,142,205	\$45,409,975	\$ 3,973,884	\$20,926,630	\$18,831,716

Source: Previous tables (eligible cost); Carollo Engineers (assignments to functions)

Appendix B: Wastewater Reimbursement Fee Cost Basis

Exhibit B.1 – Remaining Capacity by Treatment Category and Lift Station

Pumping Station	2014 Capacity (gpm)	2014 Peak Flow (gpm)	2025 Peak Flow (gpm)	2045 Peak Flow (gpm)	Capacity Available for Growth	Capacity Needed for Growth	Capacity (%) for Reimbursement Fee
Canyon Creek	600	360	535	1,100	65	500	10.82%
Charbonneau	750	300	269	220	-	-	0.00%
Corral Creek	160	10	10	10	-	-	0.00%
Memorial Park	900	900	1,500	3,800	-	2,900	0.00%
Morey's Landing	260	140	147	160	13	-	5.08%
Parkway/Town Center	220	60	60	60	-	-	0.00%
River Village	250	50	50	50	-	-	0.00%
Rivergreen	285	130	137	150	13	-	4.64%

Source: 2014 Collection System Master Plan, Tables 6-5 and 6-6

Treatment	Units	2020 Capacity (Design Criteria)	2020 Demand (2020 Plant Loadings)	2025 Demand	2045 Demand (2045 Plant Loadings)	Capacity Available for Growth	Capacity Needed for Growth	Capacity (%) for Reimbursement Fee
Influent Screening	mgd	24.0	8.8	10.11	17.6	7.5	-	31.21%
Grit Chamber	mgd	17.6	8.8	10.11	17.6	7.5	-	42.57%
Aeration/Stabilization Basin	ppd	12,000.0	7,500.0	8,727.16	16,000.0	3,272.8	4,000.0	27.27%
Secondary Clarifiers	gpd	1,386.0	761.0	869.75	1,484.0	516.2	98.0	37.25%
Secondary Effluent Cooling Towers	mgd	4.0	2.3	2.68	4.9	1.3	0.9	33.11%
Disk Filters	mgd	3.8	2.5	2.92	5.4	0.8	1.7	22.23%
UV Disinfection Channels	mgd	16.0	8.8	10.11	17.6	5.9	1.6	36.82%
Outfall	mgd	19.3	8.8	10.11	17.6	7.5	-	38.82%
Gravity Belt Thickening	lb./hr.	900.0	450.0	522.53	950.0	377.5	50.0	41.94%
Dewatering Centrifuges	gpm	50.0	20.0	23.52	45.0	21.5	-	42.96%
Biosolids Dryer	lb./hr.	3,600.0	1,510.0	1,753.64	3,190.0	1,436.4	-	39.90%
Other Treatment							-	22.23%

Source: 2023 Wastewater Treatment Facility Master Plan, Figures 4-1 through 4-18

Exhibit B.2 – Reimbursement Fee Cost Basis

Function	Estimated Capacity	Original Cost Estimate	Contributions	Outstanding Principal	Adjusted Original Cost	Reimbursable Cost
Treatment						
Influent Screening	31.21%	\$ -	\$ -	\$ -	\$ -	\$ -
Grit Chamber	42.57%	-	-	-	-	-
Aeration/Stabilization Basin	27.27%	11,818,000	-	-	11,818,000	3,223,201
Secondary Clarifiers	37.25%	197,000	-	-	197,000	73,378
Secondary Effluent Cooling Tower	33.11%	516,000	-	-	516,000	170,847
Disk Filters	22.23%	175,000	-	-	175,000	38,906
UV Disinfection Channels	36.82%	630,782	-	-	630,782	232,264
Outfall	38.82%	2,518,383	-	-	2,518,383	977,531
Gravity Belt Thickening	41.94%	-	-	-	-	-
Biosolids Dryer	39.90%	366,206	-	-	366,206	146,112
Dewatering Centrifuges	42.96%	2,606,000	-	-	2,606,000	1,119,455
Other Treatment	22.23%	40,967,174	-	17,351,700	23,615,474	5,250,253
Pumping (by Pump Station)						
Canyon Creek	10.82%	\$ 32,122	\$ -	\$ -	\$ 32,122	\$ 3,475
Charbonneau	0.00%	1,590,245	-	-	1,590,245	-
Corral Creek	0.00%	151,720	-	-	151,720	-
Memorial Park	0.00%	5,654,971	-	-	5,654,971	-
Morey's Landing	5.08%	16,201	-	-	16,201	823
Parkway/Town Center	0.00%	167,228	-	-	167,228	-
River Village	0.00%	-	-	-	-	-
Rivergreen	4.64%	48,042	-	-	48,042	2,230
Other Pumping	0.00%	1,402,120	-	-	1,402,120	-
Collection	23.96%	30,144,072	6,961,543	-	23,182,528	5,555,369
Other	0.00%	1,381,270	39,200	-	1,342,070	-
Total		\$ 100,382,537	\$ 7,000,743	\$ 17,351,700	\$ 76,030,094	\$ 16,793,844

Source: City staff (cost information); previous tables and discussion (estimated capacity)

Exhibit B.3 – Reimbursement Fee Cost Basis by Function

Function	Reimbursable Cost	Collection Flow	Treatment Flow	TSS	BOD
Treatment					
Influent Screening	\$ -	0%	100%	0%	0%
Grit Chamber	-	0%	100%	0%	0%
Aeration/Stabilization Basin	3,223,201	0%	0%	0%	100%
Secondary Clarifiers	73,378	0%	65%	0%	35%
Secondary Effluent Cooling Tower	170,847	0%	40%	30%	30%
Disk Filters	38,906	0%	100%	0%	0%
UV Disinfection Channels	232,264	0%	100%	0%	0%
Outfall	977,531	0%	100%	0%	0%
Gravity Belt Thickening	-	0%	0%	0%	100%
Biosolids Dryer	146,112	0%	0%	0%	100%
Dewatering Centrifuges	1,119,455	0%	0%	0%	100%
Other Treatment	5,250,253	0%	19%	1%	80%
Pumping (by Pump Station)					
Canyon Creek	\$ 3,475	100%	0%	0%	0%
Charbonneau	-	100%	0%	0%	0%
Corral Creek	-	100%	0%	0%	0%
Memorial Park	-	100%	0%	0%	0%
Morey's Landing	823	100%	0%	0%	0%
Parkway/Town Center	-	100%	0%	0%	0%
River Village	-	100%	0%	0%	0%
Rivergreen	2,230	100%	0%	0%	0%
Other Pumping	-	100%	0%	0%	0%
Collection	5,555,369	100%	0%	0%	0%
Other	-	100%	0%	0%	0%
Total	\$ 16,793,844	\$ 5,561,896	\$ 2,384,988	\$ 94,422	\$ 8,752,538

Source: Carollo Engineers (assignments to function); previous tables (cost information)

Appendix C: Stormwater Improvement Fee Cost Basis

Exhibit C.1 – Improvement Fee Cost Basis

SWM Master Plan #	Description	Project Completion Year	2025 Adjusted Cost	SDC % Eligibility	SDC-Eligible Cost
BC-6	Gesellschaft Water Well Channel Res	2025	\$ 361,437	0.00%	\$ -
N/A	Stormwater Rate and SDC Study	2025	95,080	50.00%	47,540
N/A	Meridian Creek Culvert Replacement	2025	589,402	60.70%	357,767
BC-2	Boeckman Creek Flow Mitigation	2026	5,782,931	27.00%	1,561,391
N/A	Public Works Standards Update	2025	29,112	0.00%	-
N/A	Storm Ops Allocation to Charbonneau	2029	4,275,577	0.00%	-
N/A	Moreys/Rivergreen Channel Monitoring	2025	2,872	0.00%	-
N/A	5-year Monitoring: 5th Street/Kinsman Road Extension	2029	57,420	0.00%	-
City-1	Boeckman Creek Flow Monitoring	2040	236,466	0.00%	-
BC-1	Library Pond Retrofit	2028	1,932,573	11.00%	212,583
BC-3 - Phase 1	Wiedemann Ditch and Canyon Creek Phase 1	2035	4,995,907	19.00%	949,222
BC-3 - Phase 2	Wiedemann Ditch and Canyon Creek Phase 2	2035	7,411,623	19.00%	1,408,208
BC-4	Boeckman Creek Stabilization at Colvin Lane	2027	421,465	19.00%	80,078
BC-5	Memorial Park Swale Retrofit	2034	935,448	2.00%	18,709
CLC-1- Phase 1	Day Road Stormwater Improvements, Phase 1	2027	8,244,274	38.00%	3,132,824
CLC-1- Phase 2	Day Road Stormwater Improvements, Phase 2	2030	4,050,178	38.00%	1,539,068
CLC - 2	Arrowhead Culvert Replacement at Arrowhead Creek Trail	2032	298,110	6.00%	17,887
CLC - 3	Garden Acres Pond Retrofit	2029	3,885,705	35.00%	1,359,997
NC-1	Frog Pond East and South Convenience Pipe Installation	2026	4,204,374	100.00%	4,204,374
WR-1 - Phase 1	SW Willamette Way/Morey's Landing Stormwater Improvements Phase 1	2031	2,374,598	2.00%	47,492
WR-1 - Phase 2	SW Willamette Way/Morey's Landing Stormwater Improvements Phase 2	2036	1,110,201	2.00%	22,204
WR-2 - Phase 1	Miley Rd. Stormwater Improvements, Phase 1	2026	842,931	0.00%	-
WR-2 - Phase 2	Miley Rd. Stormwater Improvements, Phase 2	2029	10,803,905	0.00%	-
WR-3	Rose Lane Culvert Replacement	2027	205,593	10.00%	20,559
WR-4 - Phase-1	Charbonneau East Stormwater Improvements, Phase 1	2040	616,779	0.00%	-
WR-4 - Phase-2	Charbonneau East Stormwater Improvements, Phase 2	2040	4,564,162	0.00%	-
WR-5	Charbonneau West Stormwater Improvements	2040	10,659,990	0.00%	-
City-2	Hydromodification Assessment and Stream Survey	2040	493,423	0.00%	-
City-3	Porous Pavement Pilot Study	2026	102,796	0.00%	-
City-4	Boeckman Creek Geotechnical Evaluation	2026	154,195	0.00%	-
P-3	City-wide Repair/Replacement	2040	4,523,043	0.00%	-
P-4	Charbonneau Repair/Replacement	2040	31,579,065	0.00%	-
Total			\$ 115,840,634		\$ 14,979,904

Source: 2024 Stormwater Master Plan, Table ES-1; City staff (certain project costs and names)



City of Wilsonville
Notice of System Development Charge Methodology
JUNE 9, 2025

The City of Wilsonville hereby issues a 90-day public notice, pursuant to ORS 223.304, of its intent to modify its sewer and stormwater system development charges.

A draft technical report addressing the methodology and calculation of the proposed charges will be available for review on **July 16, 2025**, at City Hall, 1st Floor Customer Service Desk, 29799 SW Town Center Loop East, Wilsonville, OR, 97070 or by contacting the City of Wilsonville (see contact information below).

A public hearing to take comments regarding the proposed system development charges is scheduled for **7:00 pm on Monday, September 15, 2025** at Wilsonville City Hall. If you wish to comment but cannot attend the public hearing, please address written comments as follows:

City of Wilsonville
ATTN: Zachary J. Weigel, P.E., City Engineer
29799 SW Town Center Loop East
Wilsonville, OR 97070
(503) 570-1565

Or by email: weigel@wilsonvilleoregon.gov

Written comments about the system development charge methodology must be received prior to the public hearing date to be considered.



City of Wilsonville
Notice of System Development Charge Methodology
JULY 15, 2025

The City of Wilsonville hereby issues a 60-day public notice, pursuant to ORS 223.304, of its intent to modify its sewer and stormwater system development charges.

A draft technical report addressing the methodology and calculation of the proposed charges is available to review at Wilsonville City Hall, 1st Floor Customer Service Desk, 29799 SW Town Center Loop East, Wilsonville, OR, 97070, and the City website at www.wilsonvilleoregon.gov/engineering/page/2025-sewer-and-stormwater-rate-review or by contacting the City of Wilsonville (see contact information below).

A public hearing to take comments regarding the proposed system development charges is scheduled for **7:00 pm on Monday, September 15, 2025** at Wilsonville City Hall. If you wish to comment but cannot attend the public hearing, please address written comments as follows:

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ATTN: Zachary J. Weigel, P.E., City Engineer
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Written comments about the system development charge methodology must be received prior to the public hearing date to be considered.

Monthly Report

Building Division

In Wilsonville, the Building Division ensures that all construction projects meet safety and code standards. While many residents are aware that large-scale residential projects like new home constructions or major renovations require permits, there are several smaller projects that also necessitate permits, often surprising homeowners.

For instance, installing or changing any part of a heating or cooling system that must be vented into a chimney requires a permit. This includes unvented decorative appliances, woodstoves, fireplace inserts, and pellet stoves.

Additionally, any alterations or repairs to gas piping between the meter and an appliance, whether indoors or outdoors, also need a permit. Even installing bath fans, dryer exhausts, kitchen range exhausts, and water heaters that require venting falls under this category.



Another common project that requires a permit is the construction of accessory structures or sheds. Before adding a detached accessory structure to your property, it's essential to consult with the Planning Division to ensure the project meets the city's Development Code. Once approved, you must provide the Building Division with the dimensions, height, and proposed location of the structure to determine if a building permit is necessary. It's also important to note that even seemingly minor projects like building a deck or patio cover might need a permit. For example, enclosed or unenclosed patio covers that exceed 200 square feet or are more than 30 inches above adjacent grade require a permit. Similarly, any deck or porch that comes closer than three feet to property lines must be reviewed and approved by the Building Division.

By obtaining the necessary permits, homeowners can ensure their projects are safe, code compliant, and legally sound. The Wilsonville Building Division is committed to helping residents navigate the permitting process, providing guidance and support every step of the way. For more information or to start your permit application, visit the city's online permitting portal or contact the Building Division directly.

City of Wilsonville Building Division FAQs.

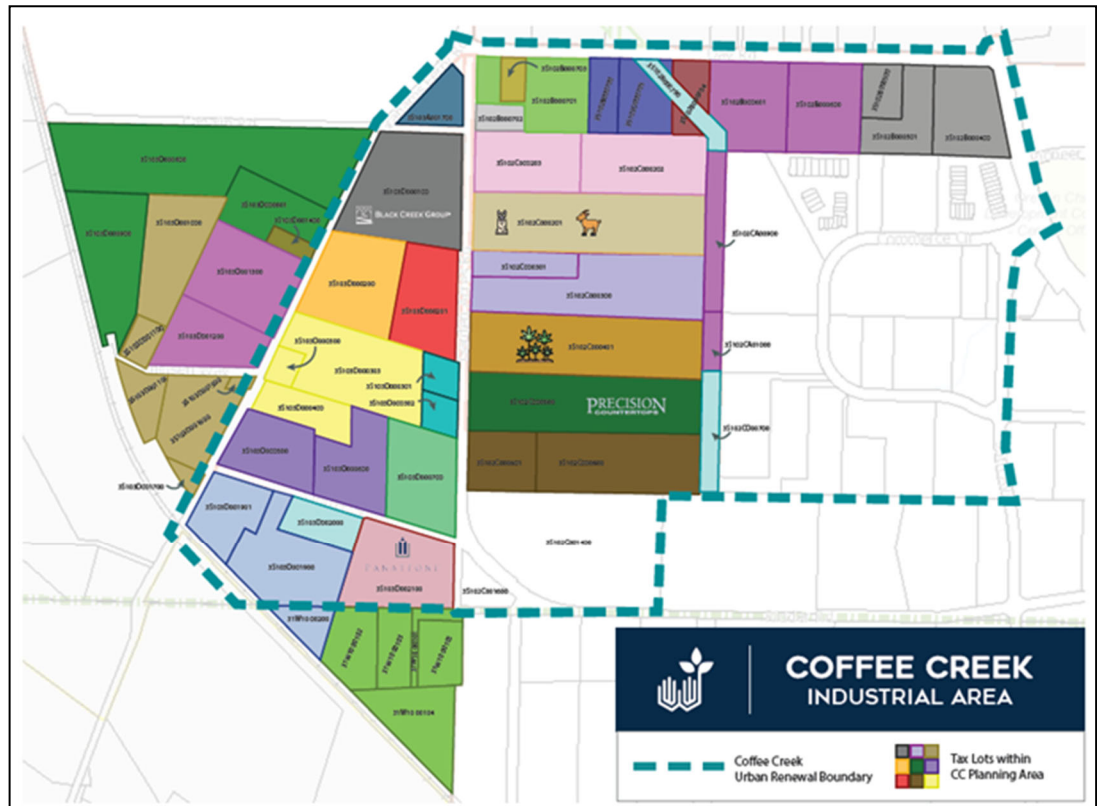
<https://www.ci.wilsonville.or.us/building/page/faqs-building>

Economic Development Division

Coffee Creek Land Aggregation Strategy

On July 21, the City Council directed staff to continue with the implementation of a new land aggregation strategy in the Coffee Creek industrial area. The strategy first requires staff to seek an amendment to the City's contract with Business Oregon under the Regionally Significant Industrial Sites (RSIS) program. The amendment will authorize land aggregation as a reimbursable activity. Currently, under the program, capital infrastructure projects are the only approved, reimbursable activities. RSIS is a performance based economic development program that reimburses RSIS

project sponsors (the City) for approved site improvement expenditures. The state shares a portion of state income tax generated by employment on RSIS sites for industrial land site readiness activities beginning the year after a project's employment thresholds are reached. The strategy, simply put, is to purchase land from willing sellers, aggregate several parcels into one larger parcel if needed, and then resell the property through public offering, to a company or developer for employment uses.



Japanese Delegation Fam Tour

Business Oregon organized a familiarization (Fam) tour with a site selection consultant based in Japan—Intralink. The delegation visited Wilsonville in late July. Staff hosted at City Hall with a prepared presentation and an informal conversation about the community, industry clusters, and available real estate. The relationship between Intralink and Business Oregon will be ongoing. Intralink is charged with finding Japanese-owned companies with interest in Oregon. When viable leads emerge, Intralink will call upon their knowledge of the region (and Wilsonville) for potential siting.



Economic Development Division

Former YMCA Child Care Space

The current ownership of the Village at Main commercial properties has struggled to lease the now vacant YMCA child care space. The main reason is the sheer size of the space, which makes monthly rent quite expensive, especially in the early months when the business and enrollment is being built and stabilized. The second challenge cited by potential lessees is the play space. Namely, that it is too small to meet regulatory requirements.

Staff arranged a meeting between the property owner and a licensing representative from the Department of Early Learning and Care (DELC), to walk the site and talk about the challenges. It was a productive meeting. The DELC rep, incidentally, used to manage the YMCA facility years ago, so she has great insight.

It turns out the play space is big enough. With some modifications, the play space can meet standards. The DELC rep also shared information about regulatory exceptions that could be used in order to obtain approvals.

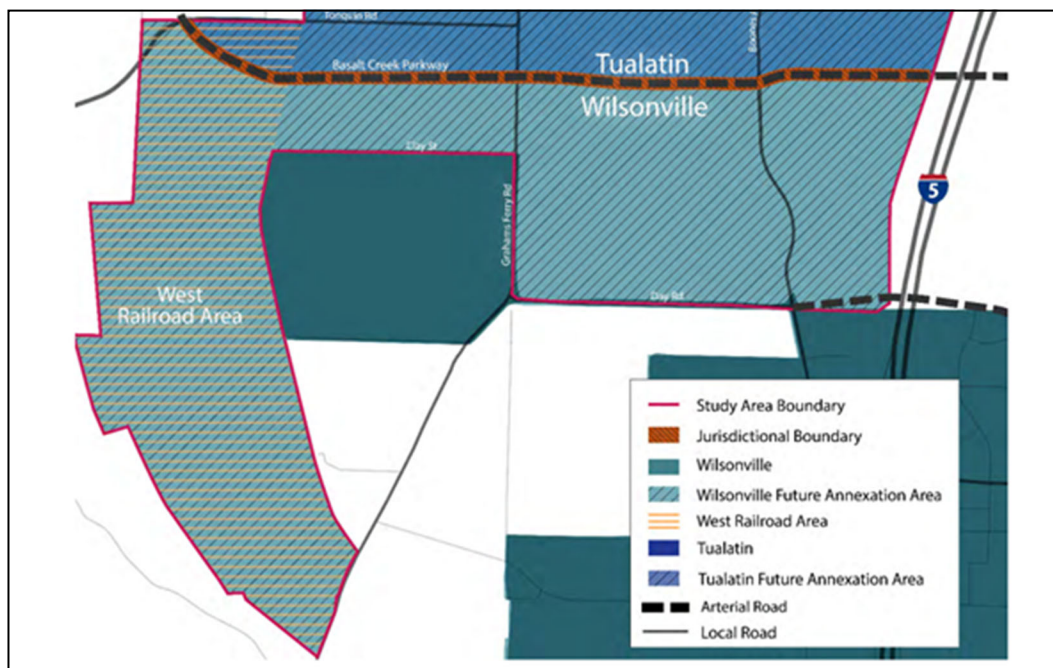
With this new information, and a direct contact at DELC, the property owner is recommitted to finding a suitable tenant for this important facility in the City.

Wilsonville Industrial Land Readiness (WILR)

This ongoing project continues to advance, led by the Planning Division. In August, the staff team kicked off the latest project component, a closer look at the “West Railroad” area: a subdistrict of the greater Basalt Creek planning area. Staff and consultants from MIG, visited the site and met with a critical property owner while on the site tour. More information to come.

Staff continues to work with Tiberius Solutions on a system development charge (SDC) cash flow analysis, which seeks to quantify the amount and pace of potential future development in the area, associated SDC collections and timing, and if there is a funding gap between anticipated SDCs and the funds needed for critical infrastructure projects.

The goal is to adopt code, policy, and an economic development strategy, informed by an economic opportunities analysis, in early 2026.



Engineering Division, Capital Projects

2025-2028 Street Maintenance (4014)

The Wilsonville Annual Street Maintenance Program funds the planning, design, and construction of street surface rehabilitation projects necessary to maintain a safe and reliable street network. This project represents the next three years of planned street maintenance across Wilsonville.

- **Current Construction**

The City awarded the Fiscal Year 2025 (FY25) crack sealing contract to KNL Industries in May 2025. Currently, KNL Industries is working on performing Crack Sealing in the Villebois, Park at Merryfield, and other nearby neighborhoods bounded by the following roads: North of Wilsonville Road, South of Boeckman, West of Kinsman, and East of Grahams Ferry Road. Crack sealing is a maintenance technique used to extend the life of roads by filling in cracks to reduce the infiltration of water. In addition to crack sealing, construction crews will also be performing small, localized pavement spot repairs, which consists of construction crews removing and replacing small sections of damaged asphalt. These repairs focus only on the areas that are cracked, crumbling, or uneven. Crack Sealing and spot repairs were completed in June.

In addition to the crack sealing contract, the City is in the process of awarding the Fiscal Year 2026 (FY26) slurry sealing contract to VSS International, who were selected through a Joint Cooperative Procurement with Hillsboro, Oregon. Later in the Summer, after KNL Industries has completed crack sealing and spot fixes, VSS International will slurry seal the local roads which were crack sealed in June. Slurry sealing spreading a thin layer of asphalt mixed with water and tiny gravel over the road. This layer fills in small cracks and smooths out bumps, protects the road from water and sun damage, improves traction for cars and bikes, and helps the road last longer. Slurry Sealing was completed in August.

- **Planned Construction**

Century West is working on preparing plans and specifications for rehabilitation of the following road segments during the respective fiscal years:

- ◇ FY26

1. Parkway Center Avenue to Town Center Loop East, Parkway Center Court to Town Center Park
2. Grahams Ferry Road from Cahain Road to Day Road

- ◇ FY27

1. Boones Ferry Road from Boeckman Road to Ridder Road
2. Nike Drive from 95th Avenue to Boones Ferry Road
3. Ridder Road from 95th Avenue to Boones Ferry Road

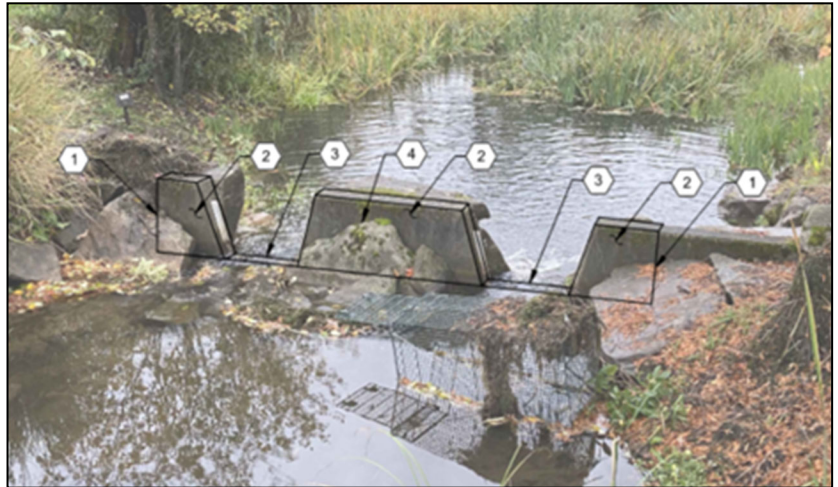
- ◇ FY28

1. Chantilly to and from Willamette Way East
2. McKenzie Court cul-de-sac to cul-de-sac
3. Parkway Center Drive from Elligsen Road to Burns Way
4. Sun Place from Best Western to Parkway Avenue

Engineering Division, Capital Projects

Boeckman Creek Flow Mitigation (7068)

This project will look at stormwater flows coming off the Siemens site towards Boeckman Creek. Historically, these flows were directed towards the Coffee Creek wetlands, but with development of the Siemens site, flows were altered to head towards Boeckman Creek in the early 1980s. These flows are needed to return to their natural waterways with the installation of the new Boeckman bridge. 90% plans have been reviewed and returned to the Contractor. Property acquisition is underway with purchase offers recently presented to property owners. Bidding is expected this winter.



A flow weir structure shown above will need modified as a part of the project.

Boeckman Creek Interceptor and Trail (2107)

This project will upsize the existing Boeckman Creek Interceptor sewer collection pipeline in order to support the development of the Frog Pond area. A regional trail will be installed as a part of the maintenance path from Boeckman Road to Memorial Park. Field investigations of the original area are finished. Capital Improvement Project (CIP) 7054, Gesellschaft Water Well Channel Restoration, was also brought into this project to minimize City design and construction costs. A State Revolving Fund Loan has been secured to help cover project costs. Additionally, an Oregon Community Path Grant has been secured for the last segment – crossing Boeckman Creek up to Wilsonville Road. This portion of the project will need to be a separate project due to grant requirements.

Preliminary design iterations are complete, and several workable solutions have been identified to meet all project needs. A public open house was held on September 11, 2024 to seek input on the design to refine the layout. Results of the feedback were generally positive. 60% plans were delivered to the City in June and reviewed by City Staff. Minor design refinements are expected to avoid impacts to existing trees and to minimize project costs.

The right of way acquisition process has not started on this project. Once the design is finalized, easement locations will be determined and a Council meeting will be needed to requesting authorization of property acquisition up to and including the use of eminent domain.

Brown Road Improvements Project (1148)

The Brown Road Improvement Project provides upgrades that bring Brown Road in closer alignment with current City standards for urban roads. The section of roadway to be upgraded extends from Wilsonville Road to Evergreen Drive. Anticipated upgrades improve connectivity by adding bike lanes, sidewalks, and provide better and safer access to adjacent neighborhoods. Surveying, geotechnical explorations, transportation studies, and a tree inventory are currently in progress at the project site. The consultant team delivered the 60% design to the City in May 2025, and the City provided comments. The consultant team is currently working towards the 90% design which is expected to be delivered to the City in August 2025. A third Community Open House is being planned for summer to present updated designs and concepts with the community and any other interested partners. The City anticipates construction will begin in spring 2026 and will be completed by the end of 2026.

Engineering Division, Capital Projects

Boeckman Road Corridor Project (4212/4206/4205/2102/7065)

This project involves the design and construction of the Boeckman Dip Bridge, Boeckman Road Improvements (Canyon Creek Road – Stafford Road), Canyon Creek Traffic Signal, and Boeckman Road Sanitary Sewer projects. The Tapani-Sundt Joint Venture is now complete with design. Property acquisitions are advancing, and very nearly complete. This project has been divided into several guaranteed maximum price (GMP) packages.

GMP 1: Temporary Traffic Signal at Stafford Road and 65th Avenue

Complete!

Boeckman Road Corridor Project (4212/4206/4205/2102/7065), continued

GMP 2: Meridian Creek Culverts, House Demo

Complete!

GMP 3: Bridge, Roundabout, and Road Widening

- Substantially Complete!

West Side Level B Reservoir and Transmission Main (1149)

This project includes design and construction of a new 3-million-gallon water reservoir just west of City limits, along with approximately 3500 feet of 24-inch transmission main in Tooze Road, connecting to the City water system. City Council awarded the construction contract to Tapani, Inc. in June 2024. Construction began in July 2024 and is scheduled for completion in the summer/fall 2025.

Completed Major Elements: Mass grading of the site, concrete foundation, floor, wall, roof installation, concrete pre-stressing, and transmission main installation.

Tank construction and pre-stressing were completed in March, with transmission main testing scheduled to occur in August, followed by disinfection of the reservoir. Final testing and commissioning of the new reservoir is scheduled for early fall 2025.

The Tooze Road transmission main installation is complete, except for the connection to the existing City water main, which will occur in August. Final paving of Tooze Road is scheduled for August of 2025, followed by tank commissioning and final grading/landscaping of the reservoir site.



Traffic is flowing through the round about with the bridge in the distance.



Earthwork on reservoir site

Engineering Division, Capital Projects

WTP Expansion to 20 MGD (1144)

This project expands the water treatment plant (WTP) capacity to 20 million gallons per day to support water demands in the City and Sherwood. Construction began in June 2022, with completion expected in the fall 2025. The majority of work is complete, including testing, commissioning, and troubleshooting of new equipment.

Completed Major Elements: Larger pumps, electrical equipment, and generator, seismic improvements, and replacement of portions of the treatment process. Remaining work includes installation of an electrical transformer in the fall 2025, after which the project will be complete.

WWSP Coordination (1127)

Ongoing coordination efforts continue with the Willamette Water Supply Program (WWSP). Here are the updates on major elements within Wilsonville:

- **Phase 1, Wilsonville Road (PLM_1.1)** Arrowhead Creek Lane to Wilsonville Road—Complete!
- **Phase 2, Garden Acres Road to 124th (PLM_1.2)** Ridder Road to Day Road—Complete!
- **Phase 3, Wilsonville Road to Garden Acres Road (PLM_1.3)** The WWSP's last section of transmission pipeline to be constructed in the City of Wilsonville began in fall 2022, with completion planned for 2025. It will connect the remaining portion of the pipeline through Wilsonville and has an alignment along Kinsman Road, Boeckman Road, 95th Avenue, and Ridder Road (see image). The Engineering Division is currently in the process of reviewing final plans and coordinating construction. The trenchless crossing under Wilsonville Road and under Boeckman Road have been completed. Pipe install on 95th Avenue from Boeckman Road to Ridder Road has been completed and restoration of the sidewalk and curb and gutter on the east side of the road is ongoing. Permanent concrete road panel restoration of 95th Avenue began in April 2025 and will extend through the end of the year. Temporary traffic control during restoration will require detours and one-way travel to accommodate construction activities. Pipe install on Ridder Road west of 95th Avenue is anticipated to begin in June 2025 and will require a full road closure during construction for at least seven months.



Engineering Division, Private Development

Residential Construction Activities

Canyon Creek South Phase 3

The project is being purchased by a new contractor who will finish the improvements. The contractor continues to work on punchlist items for closeout. The plat has been recorded. The City has not yet received building permits nor plans for the open space improvements.

Frog Pond West

Frog Pond West continues to see significant construction activities. Home construction in the Frog Pond Crossing, Frog Pond Estates, Frog Pond Oaks, Frog Pond Terrace, Frog Pond Overlook, and Frog Pond Vista subdivisions is ongoing.

- Construction of the Frog Pond Neighborhood Park is anticipated to begin in early September.
- Frog Pond Cottage Park Place, Phase I, a 12-lot subdivision located on the south side of Frog Pond Lane, just east of the Frog Pond Ridgecrest subdivision, is anticipated to begin construction in spring 2026.
- Frog Pond Petras, a 21-lot subdivision located on the northern corner of Frog Pond Lane and Stafford Road, has started infrastructure construction. The contractor has installed sewer and storm pipes and is working to schedule water service installation. Infrastructure is anticipated to be completed in early 2026.
- Construction has started again at Frog Pond Primary, the new West Linn-Wilsonville School District primary school on Boeckman Road. The sidewalk along Brisband Street has been opened as onsite work continues.
- Frog Pond Ridgecrest, a 54-lot subdivision located on the south side of Frog Pond Lane, just east of the Frog Pond Terrace subdivision, is working to install storm infrastructure.



Frog Pond Petras Grading



Frog Pond Primary



Frog Pond Ridgecrest Grading

Natural Resources Division

Metro Coffee Lake Creek Wetland Restoration

The Metro Coffee Lake Creek wetland restoration project is underway. If you walk or drive around the project area, you can observe the grading and construction activity. The project will include restoring the natural contours of the land, removing a portion of the ditch, and recreating a landscape of ponded areas, raised hummocks, and shallow swales. This restoration allows water to slowly meander through the site, supporting a diverse array of native plants, insects, fish, and wildlife. Water will stay on site longer, allowing it to slowly filter into groundwater. Restoring hydrology to the wetland will provide water-logged conditions that slow plant decomposition, allowing peat soil to build once again. By returning the natural area to its past, water-logged self, this site will be able to store carbon once again.

The contractor will complete the project in spring 2026. If you are interested in reading more about the project, there is an article about it in the fall 2024 issue of Metro's Our Big Back Yard.

<https://www.oregonmetro.gov/news/restoring-coffee-lake-creek>.



Planning Division, Current

Administrative Land Use Decisions Issued

- 6 Type A Tree Permits
- 7 Type B Tree Permits
- 2 Class 2 Administrative Reviews
- 2 Class 1 Sign Permits
- 1 Class 1 Wireless Review
- 1 Class 2 Wireless Review

Construction Permit Review, Development Inspections, and Project Management

In August, Planning staff worked with developers and contractors to ensure construction of the following projects are consistent with Development Review Board and City Council approvals:

- A new neighborhood park in Frog Pond
- CIS Office Building at Wilsonville Road and Kinsman Road
- Frog Pond Primary School
- Industrial development on Day Road and Garden Acres Road
- New PGE substation on Parkway Avenue north of Boeckman Road
- Residential subdivisions in Frog Pond West

Development Review Board (DRB)

DRB Panel A did not meet in August.

DRB Panel B did not meet in August.

DRB Projects Under Review

Planning Division, Long Range

During August, Planning staff actively worked on the following projects in preparation for public hearings before the Development Review Board:

- Modular offices at Republic Services
- Sign Waiver and Site Design Review for Parkworks campus sign and graphics

Climate Friendly and Equitable Communities (CFEC) Parking Compliance

As part of the Climate Friendly and Equitable Communities (CFEC) program—established under Governor Kate Brown’s Executive Order 20-04, local governments are required to reform parking standards to reduce climate pollution and promote more efficient land use. In August, the City Council held a second reading and adopted Development Code amendments to implement these parking reforms. The updated Development Code will be in effect in early September.

Housing Our Future

This multi-year project analyzed Wilsonville’s housing capacity and need followed by developing strategies to produce housing to meet the identified housing needs. This builds upon previous work, including the 2014 Housing Needs Analysis and 2020 Equitable Housing Strategic Plan. In June, City Council held a public hearing on the project, adopting the Housing Needs and Capacity Analysis, related Comprehensive Plan text amendments, and the Housing Production Strategy. Work to implement the actions contained in the Housing Production Strategy will occur over the next six years.

Planning Division, Long Range

Legislative Session Involvement

The 2025 legislative session concluded in June with the passage of several impactful bills related to land use and housing. Throughout the session, Planning staff actively monitored key legislation, collaborated with the League of Oregon Cities, and contributed to the development of City comments and testimony. In August, staff continued analyzing and learning about adopted bills to prepare for local implementation and compliance.

Planning Director Miranda Bateschell continues to serve on the Oregon Housing Needs Analysis Rulemaking Advisory Committee (RAC), which is currently focused on housing capacity rules and safe harbors for cities developing Housing Production Strategies. These strategies must be adopted by the Land Conservation and Development Commission by the end of the year.

Oregon White Oak Response Coordination and Leadership

In August, Associate Planner Georgia McAlister continued to play a key role in the Mediterranean Oak Borer (MOB) task force, coordinating efforts among City divisions, contract arborists, property owners, and other stakeholders to assess and respond to the declining health of Oregon white oak (OWO) trees.

The Cumberland White Oak Heritage Tree was removed. Representatives from the Oregon Department of Forestry (ODF) and Oregon State University (OSU) were present for the removal for observation and material collection. MOB was also positively identified in two trees on City property which will be removed in the coming months for safety. The Oregon Department of Agriculture (ODA) and ODF remain committed to partnering with the City on researching and facilitating innovative mitigation and removal methods. Most recently, ODA expressed an interest in providing funds to the City to support stump removal for previously removed infested OWOs.

Planning Commission

On August 13, the Planning Commission held a work session to review the updated draft of the City's Climate Action Plan. The session was facilitated by Natural Resources Manager Kerry Rappold, who guided the Commission through the proposed updates and gathered feedback to inform the next phase of the plan's development. The project team will finalize the plan for adoption over the coming months.

Wilsonville Industrial Land Readiness (WILR) Project

The Wilsonville Industrial Land Readiness (WILR) project integrates a focused analysis of development potential in the Basalt Creek Concept Plan area with a citywide Economic Opportunities Analysis and Economic Development Strategy. Together, these efforts aim to guide long-term job growth and land use planning. In August, consultant work on Basalt Creek centered on preliminary work to develop land use options for the West Railroad area and continued effort on an infrastructure funding plan. Progress also continued on the citywide analysis, with preliminary findings presented to the City Council.



SEPTEMBER Monthly Report

FINANCE—The department where everyone counts

Department Partnership: The Finance Department is working closely with the Parks & Recreation Department to prepare for a presentation to Council in late November, which will address Parks departmental priorities, financial challenges, and proposed solutions. This discussion led by Parks in partnership with **FCS Consulting Group** will also reflect the broader financial landscape of the City's General Fund. The City of Wilsonville's General Fund, primarily supported by property tax revenue, funds essential public services including police, parks, the library, and administration. However, the City faces growing structural challenges: Property taxes are constrained by Oregon's Measures 5 and 50, which limit growth to 3% annually on the Maximum Assessed Value (MAV) plus revenue from new construction. For fiscal year (FY) 2025–26, the City anticipates \$12.6 million in property tax revenue, based on the permanent rate of \$2.5206 per \$1,000 of assessed value.

Beyond a one time revenue spike from the Tualatin Valley Water District (TVWD) lease payoff in FY 2026-27, the General Fund's projected expenses will exceed its revenue over the next five years. This is due to rising costs in critical areas such as parks capital improvements (including field lighting, water features, facility repairs, etc.), general maintenance, and escalating police contract expenses. Additionally, the City will be taking on an additional 26 acres of parks, trails, and open spaces in the next three (3) years. Without new revenue sources or cost saving strategies, a General Fund balance will be unsustainable. To address this, the City must consider alternative revenue sources like a local option levy, new utility fees (e.g., Parks Maintenance Fee), and other creative measures. Operational efficiencies and potentially adjusting service levels along the way will also be necessary to manage costs and ensure sustainability. For example, the City for FY 2025-26 budgetarily reduced staffing in its Planning Department and is continuing to evaluate staffing levels and organizational structure across all departments, particularly as we plan for FY 26-27 budgeting.

High-efficiency operator: Wilsonville continues to deliver high quality public services while maintaining a relatively low property tax burden, both key factors in the City's appeal to residents and businesses. Permanent property tax rates in the region range from \$4.6180 per \$1,000 of assessed value in Beaverton to \$2.1200 in West Linn. Wilsonville's permanent property tax rate is \$2.5206 per \$1,000 of assessed value, a rate established in 1998. Some cities also impose local option levies in addition to their permanent tax rates.

Additionally there is a growing reliance on fees. Cities in Oregon are increasingly relying on fees and charges to supplement property tax revenues. Municipal service fees generate income from utility customers and help fund a variety of local services. Common municipal service fees in Oregon include broad-based charges such as an operations fee, which supports general and essential services, as well as more targeted fees like a streetlight fee, street maintenance fee, parks and recreation fee, and urban forestry fee. Parks Maintenance fees in the area range from \$29.38 per EDU in West Linn to of course zero. The City maintains **one of the lowest total financial impacts** (combined property taxes + municipal service fees) for government services in the metro area.

To maintain current service levels and address the constraints of its existing revenue model, the City is considering potential options for additional funding. The upcoming discussion in November will provide an opportunity to explore a Parks Maintenance Fee as one possible approach to support services and enhance financial resilience.

Report Continued

Accolades, Awards, and Recognition:

- **Excellence in Financial Reporting:** On August 22, 2025, the City received notice that it had once again earned the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for its Annual Comprehensive Financial Report (ACFR) for the fiscal year ended June 30, 2024. The report was recognized for its high standards and clear, transparent financial communication. Work is underway on the report for fiscal year ending June 30, 2025. The ACFR is available on the City website.
- **Distinguished Budget Presentation Award:** On September 2, 2025, the City received notice that it had once again earned the GFOA's Distinguished Budget Presentation Award for its FY 2025-26 Budget. In order to receive the budget award, the City had to satisfy nationally recognized guidelines for effective budget presentation.

Utility Billing: Water shutoffs for non-payment continue to be a sensitive issue. In August, we disconnected 38 customers which is 10 more than the average monthly shutoffs last year. Despite multiple notices, customers often feel they weren't adequately warned. Here's the typical communication timeline:

June: Water is used

July: Bill for June usage is sent

August: New bill for July usage but shows past-due status

Mid-August: Delinquent notice sent

Final Warnings: Two automated phone calls, one at least three (3) days before shutoff, another the day prior

Customers registered on the online portal also receive three (3) separate email reminders. We remain committed to clear and timely communication throughout the process.

Overall the numbers aren't bad. We bill over 7,000 accounts and process just over 300 delinquent notices and we shut off around 30 people each month.

If the customer skips town and doesn't pay, the balance for June, July, and August water usage will get sent to collections. Typically this only happens on a handful of accounts each year.

Attached Financials: Finance continues to monitor all departments for ongoing budget compliance.



GOVERNMENT FINANCE OFFICERS ASSOCIATION
NEWS RELEASE

FOR IMMEDIATE RELEASE

8/22/2025

For more information contact:
Michele Mark Levine, Director/TSC
Phone: (312) 977-9700
Fax: (312) 977-4806
Email: mlevine@gfoa.org

(Chicago, Illinois)—Government Finance Officers Association of the United States and Canada (GFOA) has awarded the Certificate of Achievement for Excellence in Financial Reporting to **City of Wilsonville** for its annual comprehensive financial report for the fiscal year ended June 30, 2024. The report has been judged by an impartial panel to meet the high standards of the program, which includes demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the report.

The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

Government Finance Officers Association (GFOA) advances excellence in government finance by providing best practices, professional development, resources, and practical research for more than 25,000 members and the communities they serve.



GOVERNMENT FINANCE OFFICERS ASSOCIATION
NEWS RELEASE

FOR IMMEDIATE RELEASE

9/2/2025

For more information, contact:
Technical Services Center
Phone: (312) 977-9700
Email: budgetaward@gfoa.org

(Chicago, Illinois)—Government Finance Officers Association is pleased to announce that **City of Wilsonville, Oregon** received GFOA's Distinguished Budget Presentation Award for its budget.

The award represents a significant achievement by the entity. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as:

- a policy document
- a financial plan
- an operations guide
- a communications device

Budget documents must be rated "proficient" in all four categories, and in the fourteen mandatory criteria within those categories, to receive the award.

There are over 1,900 participants in the Budget Awards Program. The most recent Budget Award recipients, along with their corresponding budget documents, are posted quarterly on GFOA's website. Award recipients have pioneered efforts to improve the quality of budgeting and provide an excellent example for other governments throughout North America.

Government Finance Officers Association (GFOA) advances excellence in government finance by providing best practices, professional development, resources, and practical research for more than 25,000 members and the communities they serve.

	Current Year Budget	Year to Date Activity	Remaining Balance	% Used
110 - General Fund				
Taxes	\$ 17,528,500	\$ 31,495	\$ 17,497,005	0%
Intergovernmental	3,254,985	55,065	3,199,920	2%
Licenses and permits	171,700	97,949	73,751	57%
Charges for services	384,102	85,813	298,289	22%
Fines and forfeitures	180,000	29,630	150,370	16%
Investment revenue	531,000	2,719	528,281	1%
Other revenues	675,650	6,280	669,370	1%
Transfers in	6,165,827	949,177	5,216,650	15%
TOTAL REVENUES	\$ 28,891,764	\$ 1,258,128	\$ 27,633,636	4%
Personnel services	\$ 14,095,430	\$ 1,544,448	\$ 12,550,982	11%
Materials and services	14,992,012	1,705,729	13,286,283	11%
Capital outlay	135,000	-	135,000	0%
Transfers out	3,549,122	-	3,549,122	0%
TOTAL EXPENDITURES	\$ 32,771,564	\$ 3,250,176	\$ 29,521,388	10%
610 - Fleet Fund				
Charges for services	\$ 1,933,368	\$ 322,228	\$ 1,611,140	17%
Investment revenue	48,000	-	48,000	0%
TOTAL REVENUES	\$ 1,981,368	\$ 329,448	\$ 1,651,920	17%
Personnel services	\$ 1,155,130	\$ 122,828	\$ 1,032,302	11%
Materials and services	840,440	153,721	686,719	18%
Capital outlay	532,000	-	532,000	0%
TOTAL EXPENDITURES	\$ 2,527,570	\$ 276,549	\$ 2,251,021	11%
230 - Building Inspection Fund				
Licenses and permits	\$ 952,000	\$ 204,452	\$ 747,548	21%
Investment revenue	157,000	-	157,000	0%
TOTAL REVENUES	\$ 1,109,000	\$ 204,452	\$ 904,548	18%
Personnel services	\$ 1,148,520	\$ 117,841	\$ 1,030,679	10%
Materials and services	243,155	12,292	230,863	5%
Transfers out	422,808	70,468	352,340	17%
TOTAL EXPENDITURES	\$ 1,814,483	\$ 200,601	\$ 1,613,882	11%
231 - Community Development Fund				
Licenses and permits	\$ 446,718	\$ 189,929	\$ 256,789	43%
Charges for services	457,002	42,779	414,223	9%
Intergovernmental	514,500	-	514,500	0%
Investment revenue	93,000	-	93,000	0%
Transfers in	4,264,049	264,464	3,999,586	6%
TOTAL REVENUES	\$ 5,775,269	\$ 497,171	\$ 5,278,098	9%
Personnel services	\$ 3,995,690	\$ 432,644	\$ 3,563,046	11%
Materials and services	1,016,820	66,581	950,239	7%
Transfers out	1,085,714	112,400	973,314	10%
TOTAL EXPENDITURES	\$ 6,098,224	\$ 611,625	\$ 5,486,599	10%
240 - Road Operating Fund				
Intergovernmental	\$ 2,181,000	\$ -	\$ 2,181,000	0%
Investment revenue	26,000	-	26,000	0%
Transfers in	509,940	6,667	503,273	1%
TOTAL REVENUES	\$ 2,716,940	\$ 6,667	\$ 2,710,273	0%
Personnel services	\$ 608,120	\$ 56,313	\$ 551,807	9%
Materials and services	754,894	85,602	669,292	11%
Capital outlay	44,850	-	44,850	0%
Debt service	360,000	41,603	318,397	12%
Transfers out	1,020,195	54,400	965,795	5%
TOTAL EXPENDITURES	\$ 2,788,059	\$ 237,919	\$ 2,550,140	9%

	Current Year Budget	Year to Date Activity	Remaining Balance	% Used
241 - Road Maintenance Fund				
Charges for services	\$ 2,661,000	\$ 237,452	\$ 2,423,548	9%
Investment revenue	172,000	-	172,000	0%
TOTAL REVENUES	\$ 2,833,000	\$ 237,452	\$ 2,595,548	8%
Transfers out	\$ 2,392,000	\$ -	\$ 2,392,000	0%
TOTAL EXPENDITURES	\$ 2,392,000	\$ -	\$ 2,392,000	0%
260 - Transit Fund				
Taxes	\$ 6,300,000	\$ 379	\$ 6,299,621	0%
Intergovernmental	2,757,000	6,452	2,750,548	0%
Charges for services	20,000	3,431	16,569	17%
Investment revenue	698,000	-	698,000	0%
Other revenues	21,000	2,025	18,975	10%
TOTAL REVENUES	\$ 9,796,000	\$ 12,288	\$ 9,783,712	0%
Personnel services	\$ 5,871,460	\$ 533,186	\$ 5,338,274	9%
Materials and services	2,914,658	333,495	2,581,163	11%
Capital outlay	1,158,000	-	1,158,000	0%
Transfers out	2,691,600	158,600	2,533,000	6%
TOTAL EXPENDITURES	\$ 12,635,718	\$ 1,025,281	\$ 11,610,437	8%
510 - Water Operating Fund				
Charges for services	\$ 10,864,000	\$ 1,325,254	\$ 9,538,746	12%
Investment revenue	412,000	-	412,000	0%
Other revenues	40,000	4,035	35,965	10%
TOTAL REVENUES	\$ 11,316,000	\$ 1,329,289	\$ 9,986,711	12%
Personnel services	\$ 753,650	\$ 57,224	\$ 696,426	8%
Materials and services	5,285,211	146,645	5,138,566	3%
Capital outlay	713,850	-	713,850	0%
Debt service	375,000	43,273	331,727	12%
Transfers out	2,322,263	179,600	2,142,663	8%
TOTAL EXPENDITURES	\$ 9,449,974	\$ 426,743	\$ 9,023,231	5%
520 - Sewer Operating Fund				
Charges for services	\$ 7,833,000	\$ 681,277	\$ 7,151,723	9%
Investment revenue	380,000	-	380,000	0%
Other revenues	31,500	2,472	29,028	8%
Loan proceeds	10,500,000	-	10,500,000	0%
Transfers in	600,000	-	600,000	0%
TOTAL REVENUES	\$ 19,344,500	\$ 683,749	\$ 18,660,751	4%
Personnel services	\$ 505,250	\$ 50,020	\$ 455,230	10%
Materials and services	4,659,232	334,855	4,324,377	7%
Capital outlay	114,850	-	114,850	0%
Debt service	2,886,000	29,456	2,856,544	1%
Transfers out	13,513,137	148,800	13,364,337	1%
TOTAL EXPENDITURES	\$ 21,678,469	\$ 563,131	\$ 21,115,338	3%
550 - Street Lighting Fund				
Charges for services	\$ 549,000	\$ 47,244	\$ 501,756	9%
Investment revenue	34,000	-	34,000	0%
TOTAL REVENUES	\$ 583,000	\$ 47,244	\$ 535,756	8%
Materials and services	\$ 367,290	\$ 21,306	\$ 345,984	6%
Transfers out	702,850	11,267	691,583	2%
TOTAL EXPENDITURES	\$ 1,070,140	\$ 32,573	\$ 1,037,567	3%
570 - Stormwater Operating Fund				
Charges for services	\$ 3,581,000	\$ 302,637	\$ 3,278,363	8%
Investment revenue	242,000	-	242,000	0%
TOTAL REVENUES	\$ 3,823,000	\$ 302,637	\$ 3,520,363	8%
Personnel services	\$ 480,980	\$ 31,078	\$ 449,902	6%
Materials and services	848,994	27,432	821,562	3%
Capital outlay	44,850	-	44,850	0%
Debt service	325,000	37,504	287,496	12%
Transfers out	4,392,135	146,300	4,245,835	3%
TOTAL EXPENDITURES	\$ 6,091,959	\$ 242,313	\$ 5,849,646	4%

	Current Year Budget	Year to Date Activity	Remaining Balance	% Used
336 - Frog Pond Development				
Licenses and permits	\$ 2,500,000	\$ 228,230	\$ 2,271,771	9%
Investment revenue	27,000	-	27,000	0%
TOTAL REVENUES	\$ 2,527,000	\$ 228,230	\$ 2,298,771	9%
Materials and services	\$ 19,540	\$ -	\$ 19,540	0%
Transfers out	1,234,346	-	1,234,346	0%
TOTAL EXPENDITURES	\$ 1,253,886	\$ -	\$ 1,253,886	0%
348 - Washington County TDT				
Washington County TDT	\$ -	\$ 387,593	\$ (387,593)	-
Investment revenue	112,000	-	112,000	0%
TOTAL REVENUES	\$ 112,000	\$ 387,593	\$ (275,593)	346%
346 - Roads SDC				
System Development Charges	\$ 2,100,000	\$ 119,258	\$ 1,980,742	6%
Investment revenue	287,000	-	287,000	0%
TOTAL REVENUES	\$ 2,387,000	\$ 119,258	\$ 2,267,742	5%
Materials and services	\$ 40,760	\$ -	\$ 40,760	0%
Transfers out	7,511,825	-	7,511,825	0%
TOTAL EXPENDITURES	\$ 7,552,585	\$ -	\$ 7,552,585	0%
396 - Parks SDC				
System Development Charges	\$ 1,320,000	\$ (117,682)	\$ 1,437,682	-9%
Investment revenue	77,000	-	77,000	0%
TOTAL REVENUES	\$ 1,397,000	\$ (117,682)	\$ 1,514,682	-8%
Materials and services	\$ 9,490	\$ -	\$ 9,490	0%
Transfers out	889,057	-	889,057	0%
TOTAL EXPENDITURES	\$ 898,547	\$ -	\$ 898,547	0%
516 - Water SDC				
System Development Charges	\$ 1,000,000	\$ 62,131	\$ 937,869	6%
Investment revenue	65,000	-	65,000	0%
TOTAL REVENUES	\$ 1,065,000	\$ 62,131	\$ 1,002,869	6%
Materials and services	\$ 14,570	\$ -	\$ 14,570	0%
Debt service	453,000	76,512	376,488	17%
Transfers out	1,691,894	-	1,691,894	0%
TOTAL EXPENDITURES	\$ 2,159,464	\$ 76,512	\$ 2,082,952	4%
526 - Sewer SDC				
System Development Charges	\$ 1,000,000	\$ 60,100	\$ 939,900	6%
Investment revenue	30,000	-	30,000	0%
TOTAL REVENUES	\$ 1,030,000	\$ 60,100	\$ 969,900	6%
Materials and services	\$ 12,380	\$ -	\$ 12,380	0%
Transfers out	1,733,967	-	1,733,967	0%
TOTAL EXPENDITURES	\$ 1,746,347	\$ -	\$ 1,746,347	0%
576 - Stormwater SDC				
System Development Charges	\$ 170,000	\$ 13,889	\$ 156,111	8%
Investment revenue	144,000	-	144,000	0%
TOTAL REVENUES	\$ 314,000	\$ 13,889	\$ 300,111	4%
Materials and services	\$ 5,650	\$ -	\$ 5,650	0%
Transfers out	539,880	-	539,880	0%
TOTAL EXPENDITURES	\$ 545,530	\$ -	\$ 545,530	0%

	Current Year Budget	Year to Date Activity	Remaining Balance	% Used
815 - Westside Capital Projects				
Investment revenue	\$ 224,000	\$ -	\$ 224,000	0%
TOTAL REVENUES	\$ 224,000	\$ -	\$ 224,000	0%
Materials and services	\$ 375,000	\$ 7,046	\$ 367,955	2%
Capital outlay	2,851,000	-	2,851,000	0%
TOTAL EXPENDITURES	\$ 3,226,000	\$ 7,046	\$ 3,218,955	0%
825 - Coffee Creek Capital Projects				
Investment revenue	\$ 14,000	\$ -	\$ 14,000	0%
Transfers in	500,000	-	500,000	0%
TOTAL REVENUES	\$ 514,000	\$ -	\$ 514,000	0%
Materials and services	\$ 236,004	\$ 22,334	\$ 213,670	9%
TOTAL EXPENDITURES	\$ 866,004	\$ 22,334	\$ 843,670	3%
827 - Coffee Creek Debt Service				
Taxes	\$ 718,000	\$ 1,903	\$ 716,097	0%
Investment revenue	29,000	45	28,955	0%
TOTAL REVENUES	\$ 747,000	\$ 1,948	\$ 745,052	0%
Debt service	\$ 780,000	\$ -	\$ 780,000	0%
TOTAL EXPENDITURES	\$ 780,000	\$ -	\$ 780,000	0%
830 - Wilsonville Investment Now Program				
Taxes	\$ 1,174,100	\$ 1,691	\$ 1,172,409	0%
TOTAL REVENUES	\$ 1,174,100	\$ 1,777	\$ 1,172,323	0%
Materials and services	\$ 1,174,100	\$ -	\$ 1,174,100	0%
TOTAL EXPENDITURES	\$ 1,174,100	\$ -	\$ 1,174,100	0%



Children learned about how insects' bodies change as they grow and how they survive at an OMSI class at the library on August 2.

From the Director

The library successfully concluded our annual Summer Reading Program, celebrating a season of “leveling up” by reading, doing science, technology, engineering, arts and mathematics (STEAM) activities, and completing reading Bingo cards. This year’s program welcomed over 500 enthusiastic participants across all age groups—children, teens, and adults—who collectively logged over four thousand hours of reading.

Also in August, the parking lot received a fresh slurry seal treatment, which helps preserve the asphalt and extend its lifespan. Following the seal, the lot was restriped to improve visibility and traffic flow, ensuring safer access for patrons and staff alike.

The library extended hours on Aug. 22 and 23 to give community members a place to escape the heat during the extreme weather event.

-Shasta Sasser, Library Director

Children's Services

OMSI STEAM classes for kids

OMSI returned to the library in August to provide special STEAM classes for kids. On Saturday, Aug. 2, OMSI held "Bug Me!" classes for children in pre-K and preschool. Then on Saturday, Aug. 9, OMSI held "Prehistoric Dinosaurs" classes for children entering Kindergarten and 1st grade this fall.

StoryWalk Artist Talk: Margaux Meganck

Picture book author and illustrator Margaux Meganck joined us at the library to read her book *People Are Wild*. Margaux then answered questions, and led a drawing activity. *People Are Wild* is the featured picture book for the Tivoli Park StoryWalk.



A young library patron poses with their prize from the People Are Wild StoryWalk scavenger hunt in August.

UPCOMING:

- Regular youth programs return starting Sept. 9.
- Wilsonville High School Robotics Team program on Saturday, Sept. 13, at 1pm.
- Crochet Corner for kids ages 10+ on Thursday, Sept. 18, at 6:30pm
- Music Class with Heart Strings Mandarin on Saturday, Sept. 20, at 11am.



Teen Advisory Board (TAB) members test virtual reality (VR) gaming in the Oak Room at the TAB meeting on Aug. 6.

Teen Services

Teen Advisory Board plans for the fall

The Teen Advisory Board (TAB) met in August to plan for the upcoming school year. Board members discussed programs and events for teens, including how to refresh popular programs. The teens also performed test runs of virtual reality games and laser tag to understand and adapt the logistics for potential future programs.

UPCOMING:

- Weekly Teen Afterschool Drop-in Activities resume on Wednesdays, from 3-6pm, starting Sept. 3

Adult Services

Trivia Night at the library

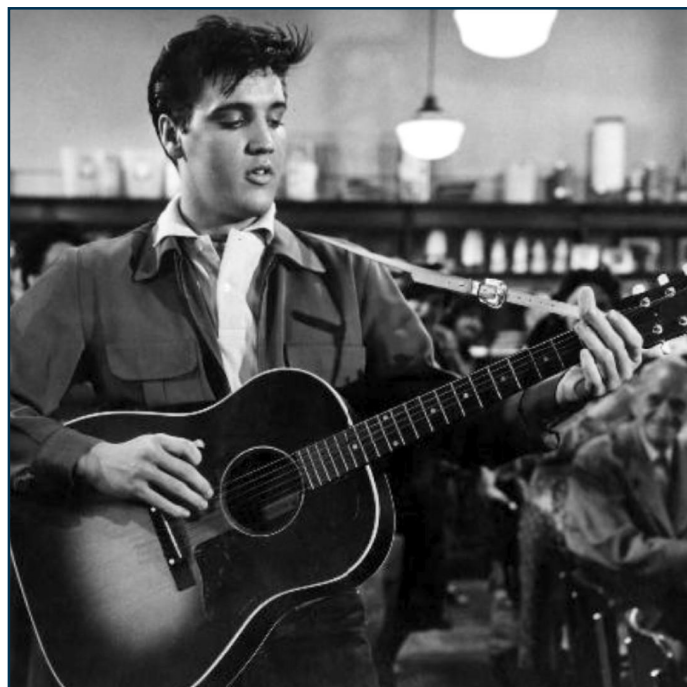
The library held its first Trivia Night on Thursday, Aug. 21. Eighteen (18) participants competed in this fun and friendly competition to test their knowledge on everything from space and literature, to pop culture and Wilsonville history.

Minor Bike Repair class

SMART held a minor bike repair class at the library on Saturday, Aug. 23. Participants learned about basic bike maintenance and about basic tools and equipment, and then received hands-on experience with basic bike repairs.

UPCOMING:

- Online "Profiles" program looks at the four Brontes on Wednesday, Sept. 3, at 11am
- Tabletop Game Night on Thursday, Sept. 4, from 6-7:30pm.
- Weekly Monday computer classes start Monday, Sept. 8, at 11am.
- "Writing Real Life Non-fiction for a Small Press Publisher" presentation on Thursday, Sept. 11, at 6pm.
- Celebration Cinema celebrates Hispanic Heritage Month on Friday, Sept. 19, at 3pm.



The library celebrated National Elvis Week with a screening of King Creole, Elvis's personal favorite of all his film performances.



Cathy Privette's counted cross stitch artworks were featured on the library's Art Wall during August, including this angel artwork.

Around the Library

Artist of the Month highlights "Sit & Stitch" program

Local artist Cathy Privette was our featured artist of the month for August. Her counted cross stitch artwork was on display and for sale on our Art Wall. Cathy is a regular attendee of the library's "Sit & Stitch" weekly program, where she shares her wealth of knowledge with fellow stitchers.

Library hiring on-call staff

August saw the library hiring two new on-call clerks, and recruiting for additional on-call librarians.

AUGUST



Parks and Recreation Report | August 2025

Director's Report

Headlining events for August was the community Party in the Park. This annual event is an opportunity for each city department to showcase their work to the community with a family-friendly activity. Other activities include live music, food trucks, chalk art, art for kids, face painting, duck races, and the SMART train. The duck races (pictured above) are a kid favorite. Every hour during the event the Parks and Rec team coordinates a duck race down the Town Center Park water feature and the winner receives a prize.

Another highlight this month was the opportunity to support the City Council in honoring Oregon State Senator Aaron Woods with a Memorial Service and Bench/Plaque dedication in Town Center Park on August 13. It was a touching and heartfelt tribute to a beloved, long time Wilsonville resident and public servant. We were grateful to be able to support the event.

Additionally, many of our summer events wrapped up this month including movies, concerts and summer camps. As we begin the transition into the start of school we will see the end on the water feature season and look ahead to events such as the Fall Harvest Festival.

~Kris Ammerman

Community Center, Recreation & Arts Updates

Fall Brings New Classes!

Several new classes are being offered this fall including stained glass workshops, , seasonal cake decorating workshops, youth dance and gymnastics. Beloved classics will also make their return this season, like Mini Hoopers Basketball, Harvest Festival and Community Tree Lighting. Find a class that's right for you at WilsonvilleParksandRec.com/Register

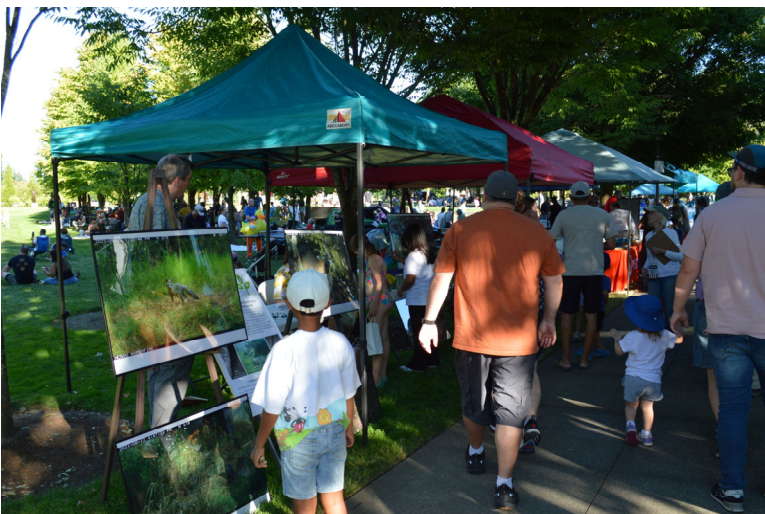
Movies in the Park

The final movies in the park of the season took place in August with Inside Out 2 and Wild Robot.



Party in the Park

Community favorite Party in the Park returned this year with many family friendly activities provided by city departments and coordinated by the Parks and Recreation department.



Upcoming Public Art Projects

Boones Ferry Park Public Art

This month, the three artist finalists, determined by the City's Arts, Culture, and Heritage Commission (ACHC), submitted design proposals for the Public Art Project at Boones Ferry Park. This project's development started back in 2023. The Request for Qualifications was released in December 2024 and the City received 150 applications. The ACHC reviewed the proposals and selected three artist finalists. The finalists have been working on their site specific and unique designs for this project which has the theme of "The Essence of the River." The finalists are: Pete Beeman; Todji Kurtzman; and Lin McJunkin & Milo White (Team). The ACHC will receive presentations from the finalists, review their design proposals, and award the project at their October 15 meeting which is open to the public. The estimated installation for the final work is in the fall of 2026, as the sculpture(s) will need to be created and fabricated.



This aerial image shows the potential three zones for art-work.

Artists could pick one zone, or develop projects for multiple zones.

Children's Section Murals at the Wilsonville Public Library

Parks & Rec (Arts) staff in collaboration with the Wilsonville Public Library Staff are moving a new mural project forward which includes four walls in the Children's Section at the Library. The Library Foundation is funding this project with an artist stipend of \$20,000. Library Staff conducted a data gathering project over the summer to receive patron feedback on what they would like to see in a mural in the children's area and over 700 responses were received. When patrons are in the library/children's room, the three most common feelings they felt were happy, calm, and excited. Other popular feelings mentioned were welcome, peaceful, relaxed, and safe. When patrons were asked what they would like to see in a mural, the most popular themes were animals, nature, books, book characters, and mythical characters.



Children's Section Murals at the Wilsonville Public Library...continued

When visitors step into the Children's Section and see the murals, we want them to feel all the feelings mentioned above but also feel inspired, curious, and creative. The murals should include elements such as the elements mentioned above with a general sense of whimsy, fun, and freedom. There will be a formal selection process to award the project to an artist/artist team consisting of Library Staff, Library Foundation members, and Arts, Culture, and Heritage Commission members. The Call for Art application is currently out, with a due date of September 10.

Community Center Highlights

A new session of Healthy Bones and Balance started with 50 participants spread over two classes. The Center's nutrition program provided just over 900 meals as part of the in-person lunch program with 1,579 going out to home delivered meal clients.

Board Highlights

Arts, Culture, and Heritage Commission (ACHC)

At the August ACHC meeting the Commission received a presentation from the Wilsonville Historical Society about recent and future projects, as well as a presentation on the project status for the Boones Ferry Park Public Art Project, which the Commission will be awarding at their October 15 meeting. They also discussed plans for the heARTs of Wilsonville Silent Auction, and upcoming mural project in the Children's Section at the Wilsonville Public Library.

Kitakata Sister City Advisory Board (KSCAB)

The Kitakata Sister City Advisory Board met in August and reviewed the itinerary for the December student delegation and prepared for the Host Family information night.

Parks and Recreation Advisory Board

The Parks and Recreation Advisory Board did not meet in August. Their next meeting will be in October when they review Community Opportunity Grant applications.

Upcoming Events

Fall Harvest Fest: October 18, 10am– 1pm at the Stein Boozier Barn

Community Tree Lighting: December 4, 5:30 pm at Town Center Park



Parks Team

As summer comes to an end, the Parks team is still busy with reservations, projects and both internal and external events. The team is also preparing to wrap up water features on September 3.

The team assisted with movies in the park and other city events such as the Senator Woods Memorial. The team did an excellent job of coordinating with city staff to plan the event, sprucing up Town Center Park, along with set up and tear down of the event.



The parks team was all hands on deck at Party in Park with the team ensuring the park was in tip top shape for the event! The duck races were thoroughly enjoyed!



The team finished cleaning up the Willow Creek Park sign and received great feedback from a community member:

“Not sure who we give a shout-out to but EVERYONE here has noticed how nice and clean our park sign is. Can you forward a huge thanks on behalf of the Wilsonville Meadows residents and HOA? Another homerun! “





City of Wilsonville Police

AUGUST 2025

On Tue-Aug-5, Wilsonville residents came together to celebrate **National Night Out**, an annual event designed to strengthen community partnerships and promote public safety.

City of Wilsonville Police, joined by a Clackamas County K9 unit, visited each neighborhood hosting gatherings. Officers and deputies enjoyed meeting residents, answering questions, and connecting with families in a relaxed setting. They were joined by other first responders, including crews from **Tualatin Valley Fire & Rescue**, who also took part in the festivities.



On Tue-Aug-5, the City of Wilsonville Police assisted Oregon State Police and other agencies in the arrest of Michael Jon Meyer, 33, in Wilsonville. Meyer and his partner, Alecea Eveleen Clason, 30, both of Oregon, were contacted at a local self-storage facility. Meyer was taken into custody on charges of burglary and menacing. During the encounter, he attempted to flee and was injured while trying to jump a razor-wire fence. His injuries were superficial, and he was treated at the scene.

Wilsonville Police joined Party in the Park on Thu-Aug-21, a summer celebration held by the City of Wilsonville. The evening was hot, the music was great, and the people were friendly. It was a lovely way to wind up summer.



From The Director's Office:

On the warm summer evening of August 21, the Public Works Department in partnership with Veolia Water North America— West (Veolia), set up a table the Party in the Park event to inform the public about the Willamette River Water Treatment Plant (WRWTP). Veolia has operated and maintained the WRWTP for over 25 years since the plant startup in April, 2002. The WRWTP, City and Veolia are consistently recognized as an 'Outstanding Performer' by the Oregon Health Authority—Drinking Water Program.

The display focused on how source water is processed through filters to provide safe, reliable water. There was a hands-on activity for participants to build or test water filters made from paper filters, sand, gravel and granular activated carbon placed in a cup.

Veolia Project Leader, Kim Reid, organized the materials for the event. Zach Shelley, Veolia Maintenance Manager, and Rodney Lance, Veolia Regional Vice-President, assisted over 100 children with pouring 'dirty' water created from coffee grounds, sesame seeds and ground flax into the different filters to see how well it 'cleaned' the water.

It was a fun and informative event.



Best Regards,

Delora Kerber, Public Works Director

From The Director's Office. continued

Water Filtration Display at Party in the Park

Acknowledgment also goes to Veolia's summer intern, Michael Trevett from the operator training program, water environment technology (WET), at Clackamas Community College who created the display panel and an activity handout working in conjunction with Mayra Jimenez and Veolia's Public Outreach



team.

Utilities

Late Night Study Session

In August, the Water Treatment Plant performed a tracer study to determine the active water movement and disinfectant contact time within water treatment system. This study is designed to prove disinfection efficiency and overall performance. Two members of the Public Works Utilities team, Tim Steele and Randy Burnham worked overnight hours to facilitate this study. The assignment for the Utilities crew included flushing large amounts of water through various fire hydrants in different areas of the city to simulate maximum flow rate. The results of the test were very satisfactory, with the Willamette Water Treatment Plant successfully demonstrating its ability to keep up with the water demands for the City along with additional water needs in surrounding areas.



Utilities

Safety First

Many of the tasks tackled by the Sanitary Sewer Technicians require entry of a confined space—which is defined as a fully or partially enclosed area that is large enough for a person to enter but not designed for continuous human occupancy, and has limited entry and exit points. One of the ways the City keeps its staff safe is by having the safety equipment used for confined space entries inspected each year by an outside inspector. This year, equipment was inspected by Ritz Safety in Wilsonville. Any equipment deemed to present potential for compromise or failure is removed from service and repaired or replaced. Shown below is Utilities Sanitary Sewer Technician David Perfecto, working in a confined space to perform repairs to a manhole. David's teammate Luis Del Rio is above ground making sure David has everything he needs to perform his duties safely.



Facilities

Getting Bored at WES

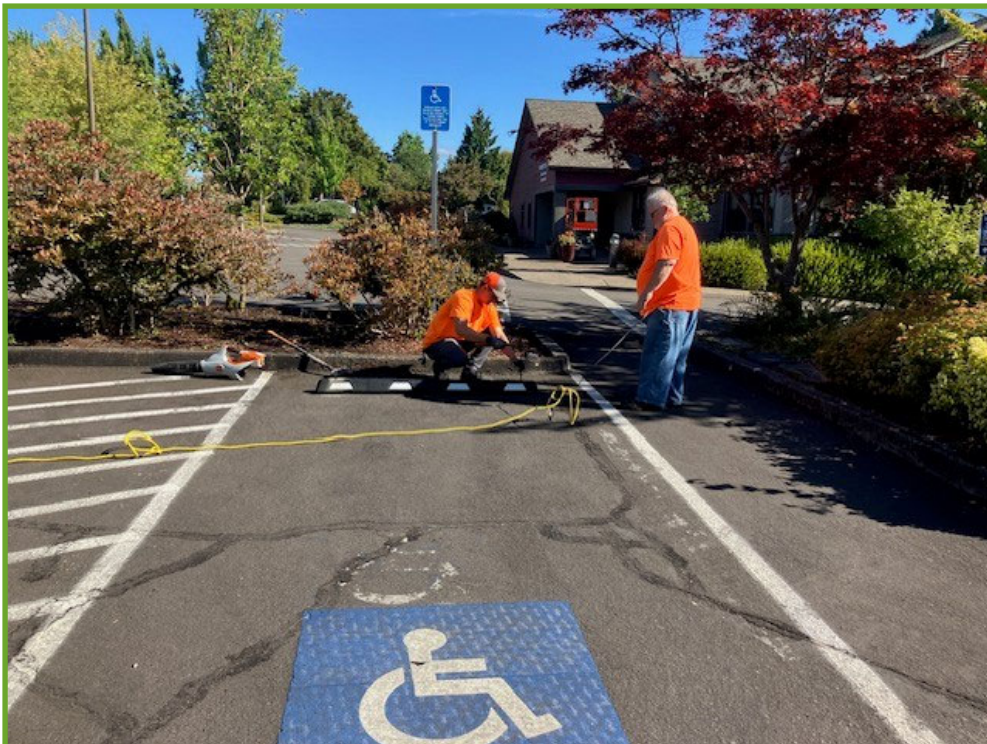
Facilities Maintenance Specialists Luke McKinnon and Reynaldo Fuerte Pineda noticed trees and turf at the WES Transit Center were quickly turning brown in the late summer heat, despite being connected to an irrigation system. Spring construction projects in the area disturbed landscapes, giving the crew a sneaking suspicion that damage to the irrigation system must have taken place during the construction. Luke and Reynaldo exhausted every resource at their disposal, but could not find the source of the issue. Ultimately, a leak detection company was hired, and to the surprise of everyone, a leak was located well outside of the suspected location. Teaming up with Maintenance Technicians Konnen Bell and Trevor Denfeld, they were able to utilize the Vactor truck to excavate the area and find the issue—a contractor had bored directly through the irrigation main line while working on the Smart Break Room Fiber project. Once the excavation was complete Reynaldo made the necessary repairs and the irrigation was up and running once again.



Facilities

Community Center Parking Stops....Here

Patrons of the Community Center were unknowingly creating obstacles for the mowing crew to manage lawns at the facility by pulling too far forward in the parking spots. Occasionally cars extended so far beyond the curb line that irrigation was blocked and turf was declining. Facilities crews installed new parking stops to help guide drivers and protect City landscapes. Two new stops were also added to the ADA parking spaces, preventing signs from being bumped and repositioned accidentally by drivers.



Facilities

Dangerous Tree Removal

Maintenance worker Robert Todd and Supervisor Matt Baker were tasked with safely bringing down a large tree that was threatening to fall into the travel lane on Elligsen Road. The tree was reported to Public Works by an eagle-eyed community member driving near the wooded area. The tree had been dead for some time and the end of the tree was still attached to the stump, but showed signs of extensive rot. Supervisor Matt donned his safety gear and carefully cut the tree from the stump. Once the tree was free of the stump, a chain around the tree was hooked to the back of the utility truck and the tree dragged away from the roadway and laid safely in the wooded area.



Roads

High Visibility

Dry weather allows the Roads team an opportunity to renew pavement markings, keeping both vehicle and bike travel safe. The work includes grinding away old markings and cleaning the road surface in preparation for the new markings. The markings are positioned as cold, pre-formed sheets, then heated to over 400 degrees and melted onto the roads surface. The high heat causes reflective beads in the material to distribute uniformly through the product, ensuring even wear. This work requires the Roads team to have a high level of skill and training to ensure longevity of the markings. Be on the lookout for these new applications on Wilsonville Road at Boeckman, heading west.



Roads

Water, Water Everywhere

While landscape irrigation may not seem like a Roads division duty, there are many irrigation systems along City roadways that are overseen by the Roads division. Shown here is an extensive irrigation repair on the corner of SW Barber and Kinsman. This repair was in conjunction with private construction in the area and required installing new irrigation pipe and wiring repair on the valves, shown below.



Stormwater

Season of Opportunity

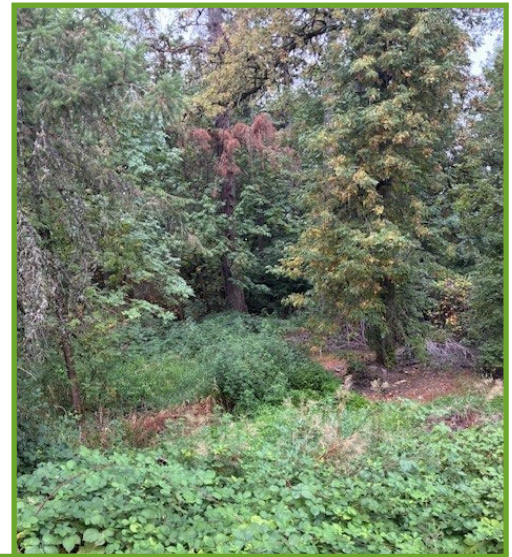
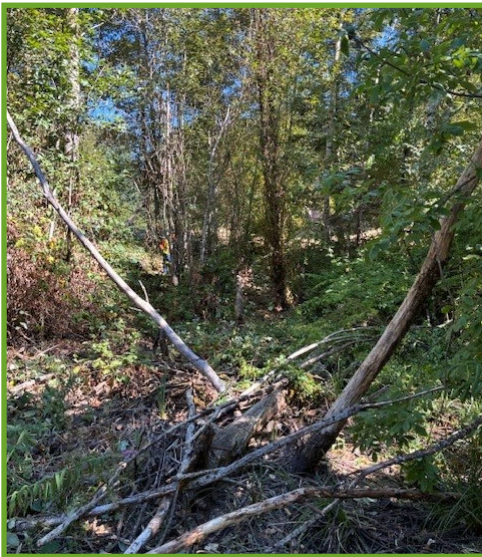
Dry weather allows the Stormwater team to address in-stream stormwater system improvements before the onset of the rainy season. The primary focus this year is making improvements to publicly owned ponds and swales. These water collection areas tend to get overgrown with invasive species that are carried in along with water runoff. August included maintenance of stormwater treatment swales along Coffee Lake Drive, the pond at the Wilsonville Library, and various right-of-way ditches.



Stormwater

Nearly Unrecognizable

One of the largest projects completed in August was the clearing out of over 40 yards of debris from the stormwater pond located on Parkway Avenue adjacent to the Shriners' property. This pond is over an acre in size; and in addition to significant clearing of overgrown vegetation, required reestablished grading to allow for proper stormwater runoff and treatment. The photos below show the property before and during the teams efforts.



Stormwater

Ta Da!

‘After’ photos reveal the dramatically improved Parkway Avenue pond property after several days work by the Stormwater team. What a difference a week makes!



SMART

SOUTH METRO AREA



REGIONAL TRANSIT

2025 August Report Transit/Fleet

"If you don't stand for something, you'll fall for anything." Many believe this, fewer have voiced it. Some of the most notable to be credited with uttering this truism are Alexander Hamilton, Peter Marshall, and Malcolm X. Hamilton is credited with being the first to say, "Those who stand for nothing, fall for anything." Alexander, Malcolm, and Peter must have been surrounded by those who would choose leisure over action, comfort over suffering, expediency over boldness. I do understand that fear can have a paralyzing effect on some of us. However, fear should never stand in the way of the truth or doing what is right. If you're not willing to tell the emperor the truth about his clothing, who will?

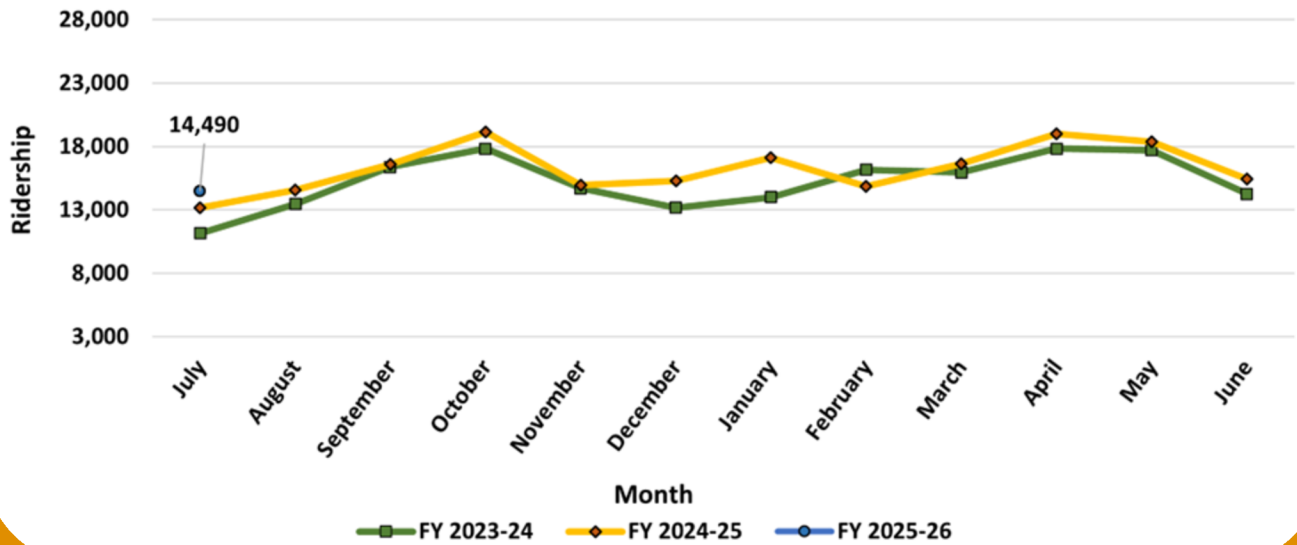
Dwight Brashear
Transit Director



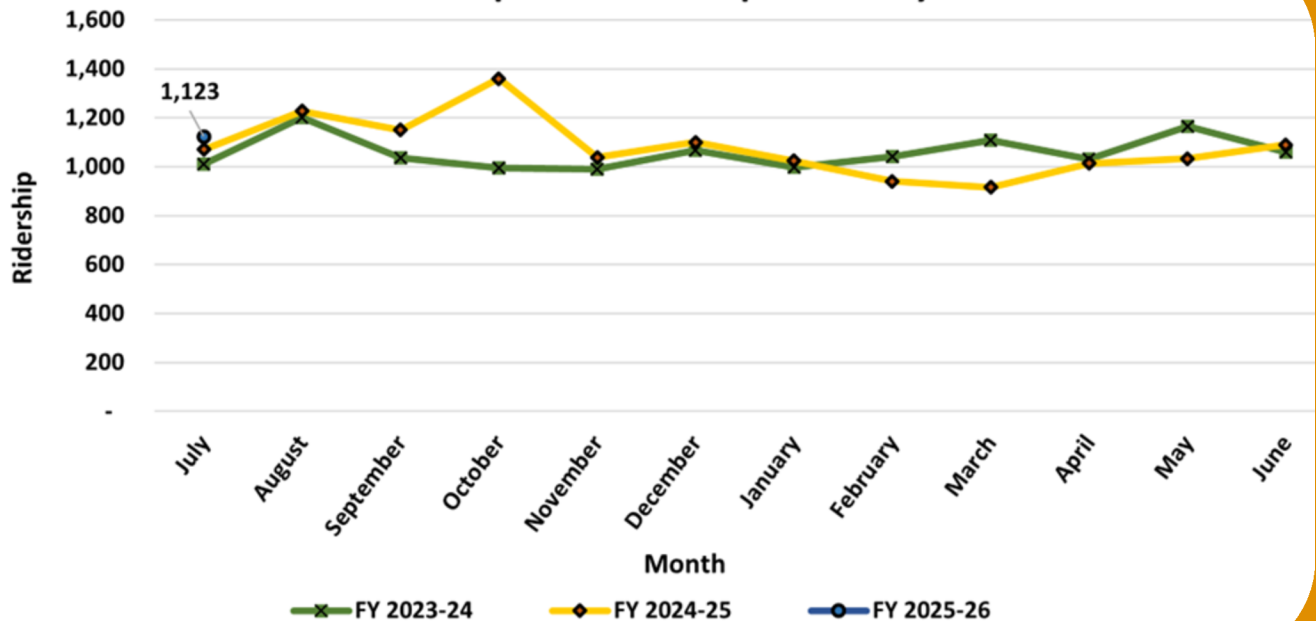
RIDERSHIP TRENDS

Anne MacCracken

Fixed Route Ridership Trends by Month



Demand Response Ridership Trends by Month



FLEET SERVICES

Scott Simonton

Mechanics are preparing two retired buses for surplus auction. While this is a common occurrence as new vehicles are placed in service, these vehicles hold some significance.

These buses were the first alternative fuel vehicles in the fleet. They were the original pilot vehicles when we decided to test compressed natural gas (CNG) as a fuel in 2010. These vehicles were placed in service in 2011. Their useful life was reached in 2018, but they remained in service until this year, doubling their useful life.

The decision to retire them was necessary, as the high pressure fuel tanks have an expiration date, making them illegal to operate past February of 2026.



Bus prepared for surplus auction, with all city and SMART logos removed

COMMUTE OPTIONS

Michelle Marston

SMART staff continues to work with large employers on their Employee Commute Options (ECO) surveys during August. Every two years, large employers are required to survey their employees to demonstrate progress toward a 10% commute trip reduction goal. During August, Target of Wilsonville participated in the survey.

This summer, SMART launched the “Easy Breezy Summer Rides” Challenge to see how folks choose alternative methods of travel for commute, errands, and recreation trips. This trip logging challenge came to an end in late August and had over 30 participants from the area participate.

When folks logged (8) minimum trips, they became eligible to enter the raffle for a \$100 gift card of their choice. Stats from the final day of the challenge are included to the right.

34 Participants

1567 Trips

19,255
mi Distance

\$6.3K Money Saved

6.1
tons CO2 Savings

.2 Mil Calories Burned

GRANTS & PROGRAMS

Kelsey Lewis

I represent SMART as a member of the Accessible Transportation Fund Advisory Committee (ATFAC). The ATFAC focuses on funding transit services for older adults and people with disabilities in Washington, Clackamas, and Multnomah counties. When transit providers are developing their Statewide Transportation Improvement Fund (STIF) plans for each biennium, the ATFAC reviews funding applications and recommends those to be funded to the STIF Advisory Committee.

There are limited funds available, and I am pleased to report that SMART’s out of town medical Dial-a-Ride was funded. Programs that could offer greater mobility for older adults and people with disabilities have benefit for our entire population in the form of strengthened community and a safer transportation system.



SAFE ROUTES TO SCHOOL

Wyle O'Neill

SMART staff attended and participated in many community events in August to provide information about our transit service and programs, answer questions, and get to know community members. We provided another year of train rides at Party in the Park on August 21, which was very popular!

SMART staff hosted a table at a Bridging Cultures event in Canby in late August to share information on our free Route 3X and that Wilsonville offers free Learn-to-Ride Bike Clinics during the summer months and our Free Minor Bike repair at the Annual Party in the Park.

SMART also hosted a Minor Bike Repair Class in collaboration with the Wilsonville Library. Educating and providing space to practice basic bike maintenance techniques and guide students of all ages how to patch or replace a flat tire.



Enjoying the event are Mayor O'Neil, Councilor Shevlin, Councilor Dunwell, and Councilor Cunningham