



REGULAR SESSION CITY COUNCIL MEETING AGENDA
Wednesday, March 25, 2020 at 5:30 PM
La Pine City Hall
16345 Sixth Street, La Pine, Oregon 97739

1. Call to Order

2. Establish Quorum

3. Pledge of Allegiance

4. Added Agenda Items

Any matters added to the Agenda at this time will be discussed during the “Other Matters” portion of this Agenda or such time selected by the City Council

5. Public Comments

3 minutes per person; when asked to the podium, please state your name and whether you live within La Pine city limits.

6. Consent Agenda

Information concerning the matters listed within the Consent Agenda has been distributed to each member of the City Council for reading and study, is considered to be routine, and will be enacted or approved by one motion of the City Council without separate discussion. If separate discussion is desired concerning a particular matter listed within the Consent Agenda, that matter may be removed from the Consent Agenda and placed on the regular agenda by request of any member of the City Council.

a. Minutes

b. Council and Staff Reimbursements

7. Approval of Transportation SDC Consultant - Action Item

8. Approval of Landscape Contract - Action Item

9. Decision Regarding Moving Forward with Gas Tax Ballot Measure- Action Item

10. Other Matters

Only Items that were previously added above in the Added Agenda will be Discussed

11. Staff Comments

12. Mayor and Council Comments

13. Adjourn Meeting

Pursuant to ORS 192.640, this notice includes a list of the principal subjects anticipated to be considered or discussed at the above-referenced meeting. This notice does not limit the ability of the City Council to consider or discuss additional subjects. This meeting is subject to cancellation without notice. The regular meeting is open to the public and interested citizens are invited to attend. Council may not take formal actions in Work Sessions. The public will not be permitted to attend the executive session; provided, however, representatives of the news media and designated staff will be allowed to attend the executive session. Representatives of the news media are specifically directed not to report on any of the deliberations during the executive session, except to state the general subject of the executive session as previously announced. No decision will be made in the executive session. The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to City Hall at (541-536-1432). For deaf, hearing impaired, or speech disabled dial 541-536-1432 for TTY.



REGULAR SESSION CITY COUNCIL MEETING MINUTES

5:30 PM

Wednesday, March 11, 2020

La Pine City Hall

16345 Sixth Street, La Pine, Oregon 97739

1. Call to Order

2. Establish Quorum

Members Present: Mayor Daniel Richer, Council President Don Greiner, Councilor Connie Briese (by telephone), Councilor Michael Harper, Councilor Mike Shields, Student Councilor Max Miller.

Staff Present: City Manager Melissa Bethel, Public Works Director Jake Obrist, Accounting Clerk Tracy Read

3. Pledge of Allegiance

4. Added Agenda Items

None.

5. Public Comments

None.

6. Consent Agenda

Information concerning the matters listed within the Consent Agenda has been distributed to each member of the City Council for reading and study, is considered to be routine, and will be enacted or approved by one motion of the City Council without separate discussion. If separate discussion is desired concerning a particular matter listed within the Consent Agenda, that matter may be removed from the Consent Agenda and placed on the regular agenda by request of any member of the City Council.

a. Minutes

i. Regular Session 2.12.20

ii. Work Session 2.26.20

b. Council and Staff Reimbursements

7. Parking Ordinance - Discussion

Bethel presented the staff report. She stated the Wickiup Junction area is congested with cars and recreational vehicles for sale. This is creating difficulty for the local transit company. The proposed ordinance will not apply to private parking areas however a business would have the ability to post the ordinance for enforcement.

It was suggested that 'pathways' be added to sidewalk language, and addressing parking in angled parking spots that exceed or cross the marked area. The term 'temporary parking' was discussed as well as weight limits. Staff will review this subsection with counsel.

8. Gas Tax Consultant Update - Discussion

Bethel delivered the staff report. She has reached out to other municipalities and received only a couple of responses. Discussion followed regarding whether staff should continue to pursue a consultant or whether council and staff could provide the same service and information to the community. Additional discussion regarding using a professional marketing firm and local media. There was consensus that council and staff can do the work and council would be effective in marketing to the community. Max suggested the high school marketing class being involved. He will follow up. Staff will look into whether an open house can be held after the ballot measure is certified.

9. Bryant, Lovlien & Jarvis Contract - Discussion

Bethel stated that while the rates have increased by \$25/hr., they are working on several big projects for the City. Additionally, in the near future COIC will have counsel available at a lower rate that we can use for more routine matters. There was consensus that even at the increased rate, the City is still getting value. The firm has a long history with the City and works to contain costs by working on like matters with other municipalities where possible. Additionally, there is a clause that the fee can be reviewed annually.

Motion made by Councilor Briese to renew the proposed contract, Seconded by Councilor Shields.

Voting Yea: Council President Greiner, Councilor Briese, Councilor Harper, Councilor Shields

10. Other Matters

None.

11. Public Comments

None.

12. Staff Comments

Bethel reviewed her presentation to the League of Women Voters. On May 21 from 11:30 -12:30 there will be a ribbon cutting for the new La Pine station and new bus line. She asked for attendance and support from council. She also asked for council attendance at the Wickiup open house where staff will answer questions and be available to notarize easements for the water/wastewater expansion.

13. Mayor and Council Comments

Briese: Asked for an update on the upcoming council vacancy.

Shields: Nothing

Greiner: Nothing

Harper: Will be unable to attend the next meeting but will participate by phone.

Miller: Will follow up with high school marketing. Provided an update on high school projects and activities.

Richer: Update on Anderson Perry grant which will be given to a qualifying high school senior. He provided an update on his Corona virus community discussions.

14. Adjourn Meeting

DRAFT



SPECIAL SESSION CITY COUNCIL MEETING MINUTES

4:00 PM

Wednesday, March 18, 2020

La Pine City Hall

16345 Sixth Street, La Pine, Oregon 97739

1. Call to Order

2. Establish Quorum

Members Present: Mayor Daniel Richer, Council President Don Greiner, Councilor Connie Briese (by telephone), Councilor Michael Harper, Councilor Mike Shields, Student Councilor Max Miller.

Staff Present: City Manager Melissa Bethel, Public Works Director Jake Obrist, Accounting Clerk Tracy Read.

3. Pledge of Allegiance

4. Councilor Appointment

After discussion and general agreement that both candidates are qualified, Colleen Scott was appointed as councilor to complete Councilor Harper's term effective with the April council meeting.

Motion made by Councilor Briese to appoint Colleen Scott to serve on the City Council until December 31, 2021, Seconded by Council President Greiner.

Voting Yea: Council President Greiner, Councilor Briese, Councilor Harper, Councilor Shields

a. Appoint Budget Officer – Added Agenda Item

Motion made by Council President Greiner to appoint City Manager Melissa Bethel as the Budget Officer for FY 2020/2021, Seconded by Shields.

Voting Yea: Council President Greiner, Councilor Briese, Councilor Harper, Councilor Shields

5. Resolution No. 2020-02 [renumbered to 2020-03 – clerical correction]

A resolution of City of La Pine declaring a state of emergency in response to the COVID-19 pandemic; and authorizing the city manager to take such actions necessary and appropriate to protect the health, safety, and welfare of the city and city's citizens.

Bethel provided background, stating federal and state mandates are being issued and changing rapidly. Effective immediately, City Hall will be closed to the public. No staff changes are being made at this time. City Hall staff are maintaining normal work hours answering phones and otherwise responding to inquiries. Staff will publish this closure online, at City Hall, and in the Wise Buys and will post contact information for other agencies. In-person meetings have been cancelled or postponed. Staff asked council to consider whether to put the gas tax on the November ballot or delay until the May 2021 election. Council will consider and a decision will be made on March 25, 2020. She let everyone know that the Finley Butte project will start moving forward. The transit center ribbon cutting has been delayed. She advised the water/wastewater project could change. She is meeting with lenders soon to discuss options. It will be a challenge to meet the 90% signature requirement. The permanent easement will not be a requirement in the initial phase of the project, rather will be presented to property owners at the end of the project. Refinement plan open houses have been cancelled. Work on the budget has begun. Regulations for timelines regarding budget and planning have not changed.

Motion made by Council President Greiner to approve Resolution 2020-03, A resolution of City of La Pine declaring a state of emergency in response to the COVID-19 pandemic; and authorizing the city manager to take such actions necessary and appropriate to protect the health, safety, and welfare of the city and city's citizens. Seconded by Councilor Briese.

Voting Yea: Council President Greiner, Councilor Briese, Councilor Harper, Councilor Shields

6. Adjourn Meeting

CITY OF LA PINE

NAME: Dan Greiner DATE 03-06-20

While conducting authorized City business, I the undersigned, properly incurred the following expenses. I now request reimbursement:

- 1. TRANSPORTATION EXPENSES (explain purpose, City, State, date of mtg)

COIC meeting in Redmond 03-05-20

AUTOMOBILE

MILEAGE: 93 MILES @ 0.575 = \$53⁴⁷

- 2. LODGING/MEALS (explain purpose/meeting/dates)

Sleep Inn Motel 1 night 3/5/20 \$127⁴²

A. Lodging for _____ nights (attach receipts)

B. Meals for _____ (whom)

Location (attach receipts) _____ Date _____

- 3. PURCHASES (food, supplies and materials) (attach receipts)

TOTAL REIMBURSEMENT \$ 180⁸⁹ ~~22~~

Approved by City Staff Alvin Beck

Dan Greiner
Signature of Submitter of Form



Sleep Inn & Suites (OR188)

1847 N HWY 97
Redmond, OR 97756
(541) 504-1500
GM.OR188@choicehotels.com

Account: 701244383

Date: 3/6/20

Room: 216 SGM

Arrival Date: 3/5/20

Departure Date: 3/6/20

Check In Time: 3/5/20 3:42 PM

Check Out Time: 3/6/20 8:10 AM

Rewards Program ID: GP-AXG38251

You were checked out by: ndavis

You were checked in by: Pmaria

Total Balance Due: 0.00

GULDEN, AUDREY
P O BOX 427
16489 CHARLOTTE DAY DR
LA PINE, OR 97739

Post Date	Description	Comment	Amount
3/5/20	Visa Payment		(127.42)
3/5/20	Room Charge	#216 GULDEN, AUDREY	115.00
3/5/20	State Tax		2.07
3/5/20	City / County Tax		10.35

Folio Summary 3/5/20 - 3/5/20

Room Charge	115.00
State Tax	2.07
City / County Tax	10.35
Visa Payment	(127.42)

Balance Due: 0.00

This rate is eligible for partner rewards. If this rate is changed, you may no longer be entitled to Choice Privileges points.



Congratulations. You are earning Choice Privileges Points for this stay.

CITY OF LA PINE

STAFF REPORT

DATE SUBMITTED:

TO: La Pine City Councilors

FROM: Jake Obrist, La Pine Public Works Manager

SUBJECT: RFP-Transportation SDC and CIP

MEETING DATE: March 25, 2020

TYPE OF ACTION REQUESTED (Check one):

- | | | | |
|-------------------------------------|-------------------------|--------------------------|------------------|
| <input type="checkbox"/> | Resolution | <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | No Action – Report Only | <input type="checkbox"/> | Public Hearing |
| <input checked="" type="checkbox"/> | Formal Motion | <input type="checkbox"/> | Other/Direction: |

Background

The City of La Pine’s Street fund has continued to be supported by large transfers from the General Fund. With more duties associated with Streets being imminent in our future, the demands on our budget have been extremely noticeable. Our current budget for Fiscal Year 2019-20 reflects \$50,000 in contracted services to pay for a street funding mechanism.

After many discussions during council work sessions to create the needed funding for our future, it has been determined to pursue a Transportation System Development Charge(SDC). A system development charge is a one-time fee imposed on new development at the time of development. The charge is intended to recover a fair share of the cost of system capacity needed to serve growth. System development charges provide a means for “growth to pay for growth.” SDC’s are only acquired through new development or a significant change in development.

In order to create a Transportation SDC, the City must develop a Capital Improvement Program (CIP) to identify projects intended to maintain or improve the performance of the multimodal transportation system.

Project Timeline

RFP Advertisement: 2-19-2020

Proposal Due Date: 3-17-2020

RFP Review completed: 3-25-2020

City of La Pine Counsel approval: 3-25-2020

Notice to proceed: 4-08-2020

Project Completion: 8-31-2020

Proposals

The City has received (2) proposals for this open RFP. The (2) proposers are: FCS Group, and Donovan Enterprises. Both these consultants bring extensive knowledge towards developing SDC's and CIPS. We have formed a (5) member scoring committee to evaluate these proposals. The Committee is as follows: City Manager Melissa Bethel, Public Works Manager Jake Obrist, Councilors Mike Shields and Connie Breese, and Engineer of Record Erik Huffman. The RFP and each consultant's proposals are attached for your review.

Recommended Action

Staff recommends approving the highest scoring consultant to perform a Transportation System Development Charge (SDC) Study and develop a Capital Improvement Plan(CIP) and to enter into a professional services agreement.



L A P I N E

O R E G O N

**City of La Pine
Public Works Department
REQUEST FOR PROPOSALS**

PROJECT: Transportation System Development Charges Methodology
and creation of Capital Improvement Plan

PROPOSAL DUE DATE: March 17, 2020

City of La Pine
Public Works Department
Contact Person
541-536-1432
Public Works Manager
Jake Obrist

PUBLIC NOTICE

Request for Proposals for Professional Services to:

Perform a Transportation System Development Charge (SDC) Study and develop a Capital Improvement Plan(CIP)

GENERAL INFORMATION

The City of La Pine is the newest incorporated city in Oregon and is located in Central Oregon. The City has a current population of approximately 1,800 residents with over 20,000 residents outside the city limits. The City is requesting proposals from qualified consultants to analyze and provide methodology and rates for a transportation SDC. A system development charge is a one-time fee imposed on new development at the time of development. The charge is intended to recover a fair share of the cost of system capacity needed to serve growth. System development charges provide a means for “growth to pay for growth.”

With the development of a Transportation SDC, the City must develop a Capital Improvement Program to identify projects intended to maintain or improve the performance of the multimodal transportation system.

The City of La Pine operates and maintains approximately 12.5 miles (centerline miles) of city streets consisting of 8.4 miles of gravel road and 4.1 miles of paved road. Deschutes County maintains and operates approximately 21.0 miles of road within the La Pine city limits. Of the 21.0 miles, 19.5 miles (all paved) would be eligible for jurisdictional transfer.

For reference, relevant TSP exhibits are included as attachments “A”. This is not a comprehensive list and additional projects may be included.

PROJECT SCOPE

Proposals shall include project understanding, detailed scope of work and project approach to address the following elements and others as required:

A. System Development Charge (SDC) and Capital Improvement Plan (CIP)

- Conduct an analysis that incorporates current system assets, eligible capital projects, and system capacity estimates provided in the TSP update.
- Coordinate with the City to verify the appropriate defensible allocations for each capital project between existing needs and growth-related needs.
- The City will provide a list of potential projects for the CIP. Contractor to assist in developing and determining if these projects are capital eligible.
- Calculate the maximum allowable SDCs, including both an improvement fee and a reimbursement fee, as warranted per customer equivalent, and develop a schedule of fees.
- Develop SDC methodology to comply with the current Oregon Revised Statutes.
- Compare the proposed transportation SDCs to other municipalities in the county, region, and other comparable cities in Oregon.
- Provide a user-friendly electronic SDC methodology, in Microsoft Excel, which enables the City to re-calculate future SDCs.

B. Project Meetings

- Prepare for and attend up to three (3) meetings with community stakeholders, citizens, and/or the City Council to solicit input, describe proposer's recommendations to help minimize meeting costs (staffing/travel etc..) including the firm's capabilities of using video conferencing and other available tech tools for optimizing potential virtual meetings
- Participate in at least two (2) public hearing meetings on the adoption of transportation SDC methodology and rate calculations.

C. Documentation

- Prepare draft and final reports, ten (10) hard copies each and provide an electronic final report in MS Word format and PDF format, with spreadsheets in Excel format.
- Prepare public notice schedule and text for public notification(s) summarizing analyses and recommended changes. Notices will be distributed by the City.

PROJECT TIMELINE

There will be no mandatory pre-proposal meeting. All questions shall be made in writing via email to Jake Obrist, Public Works Manager (jobrist@lapineoregon.gov) by **2:00 p.m. (PST) March 17, 2020**. Faxed requests for information will not be accepted.

Consultants intending to submit a proposal must acquire the information online or at City Hall. Proposals must be received by the City of La Pine City Hall no later than **2:00 pm (PST), March 17, 2020. Proposals received after the deadline will not be considered.**

The City anticipates the following schedule for the project:

RFP Advertisement:	2-19-2020
Proposal Due Date:	3-17-2020
RFP Review completed:	3-25-2020
City of La Pine Council approval:	3-25-2020
Notice to proceed:	4-08-2020
Project Completion:	8-31-2020

The Proposal will be judged on the completeness and quality of content. Only those consultants who supply complete information as required in the Evaluation Criteria below will be considered for evaluation. City of La Pine reserves the right to reject any or all proposals. It is understood that all statements will become part of the public file on this matter, without obligation to the City of La Pine. The City of La Pine is not liable for any cost incurred by the consultant in the preparation or presentation of their proposal.

PROPOSAL EVALUATION CRITERIA

The City will establish a committee of at least five individuals to review, score, and rank proposals according to the evaluation criteria set forth below. The City may appoint to the evaluation committee consultants, City council members, City employees, and/or employees of other public agencies with experience in public contracting.

	ITEM	MAXIMUM PAGE ALLOWANCE	SCORE
A	Introductory Letter	1	0
B	Project Team	3	35
C	Firm's Capabilities	1	15
D	Project Understanding and Approach (Scope)	4	40
E	Communication and Availability	1	5
F	Supportive information (references, resumes, licenses, etc.)	6	5

Criteria Explanation:

A. Introductory Letter: A statement in the introductory letter shall specifically stipulate that all terms and conditions contained in the RFP are accepted by the consultant. The letter shall also name the person(s) authorized to represent the consultant in any negotiations and sign any contract which may result.

B. Project Team: This criterion relates to the project principal, the project manager, key staff and sub consultants. The basic issue is how well the team's qualifications and experience relate to this specific project.

C. Firm Capabilities: This criterion relates to the firm's capabilities and resources in relation to the project.

D. Project Understanding and Approach: This criterion relates to the basic or preliminary understanding of the project, and the methodology and course of action used to meet the goals and objectives of the project. The basic issue is whether the firm has a clear and concise understanding of the project (based on existing information) and the major issues to address and whether a project approach has been formulated. **City of La Pine not-to-exceed budget for this contract is \$50,000. The consultant will comment on the adequacy of this budget to achieve the desired results of the Project.**

E. Communication and Availability: This criterion relates to the consultant's accessibility, availability, and interaction with the City of La Pine's staff

F. Supportive Information: Supportive material may include graphs, charts, photographs, resumes, references, etc., and is totally discretionary, but, as outlined in the Evaluation Criteria, it will be scored.

AWARD OF CONTRACT AND SELECTION

The proposals will require up to 7 calendar days for evaluation. The top ranked firms may, at the City's discretion, be required to make a presentation in support of their proposal to the evaluation committee. The interview will serve to assist the City in selecting the successful firm and will serve as a tool to refine scoring of the RFP to produce a final ranking. Contract negotiations will follow the selection of the top firm. An initial scope and fee proposal will be required to be submitted within 14 calendar days of notification. The consultant selection process will be carried out under Oregon Revised Statutes, Chapter 279C.110.

If a contract is awarded, the City will award the contract to the consultant whose proposal will best serve City's interests. Target date for completion is **August 31, 2020**. Consultants responding to this Request for Proposals (this "RFP") do so at their own expense; City is not responsible for any costs and/or expenses associated with the preparation and/or submission of any proposal. City reserves the right to enter into one or more contracts concerning the project scope described in this RFP.

If a contract is awarded, City and the selected consultant will enter into a professional services agreement. The Agreement will contain terms and conditions required under applicable law and will otherwise be in form and content satisfactory to City. Without otherwise limiting the generality of the immediately preceding sentence, the Agreement will include terms and conditions concerning, among other things, acceptable standards of performance, compensation, minimum insurance requirements, compliance with laws, indemnification, and representations and warranties.

Notwithstanding anything contained in this RFP to the contrary, if in City's best interest, City reserves the right to (a) amend and/or revise this RFP in whole or in part, (b) cancel this RFP, (c) extend the submittal deadline for responses to this RFP, (d) waive minor informalities and errors in such proposals, and/or (e) reject any or all Proposals for any reason and/or without indicating reasons for rejection. Further, City reserves the right to (y) seek clarification(s) from each proposer and/or require supplemental information for any proposer, and/or (z) negotiate with alternate proposers, if initial contract negotiations are unsuccessful.



L A P I N E

O R E G O N

TRANSPORTATION SYSTEM DEVELOPMENT CHARGES METHODOLOGY AND CREATION OF CAPITAL IMPROVEMENT PLAN

Proposal
March 17, 2020



Contact Us:
425.867.1802
www.fcsgroup.com

 **FCS GROUP**
Solutions-Oriented Consulting

March 17, 2020

Jake Obrist, Public Works Manager
City of La Pine
16345 6th St.
La Pine, OR 97739

Subject: La Pine Transportation SDC Methodology and Creation of Capital Improvement Plan

Dear Mr. Obrist:

To ensure that “growth pays for growth,” the City of La Pine (City) is seeking to update its transportation system development charge (SDC). This update will likely rely on multiple data sources, of which the 2013 transportation system plan (TSP) is only one. The City needs a consultant that can weave multiple threads of data into a coherent and defensible SDC. Our in-house team will provide analysts and targeted expertise for this engagement. The following highlights of our team and approach will directly benefit the City on this project.

- FCS GROUP has worked with public agencies throughout Oregon, including the City of La Pine and nearby Bend, Redmond, Prineville, Sisters, and Madras. In addition, we have a good relationship with the Central Oregon Builders Association. **Benefit: We know the City and the Region.**
- We have completed well over 200 SDC studies for Oregon public agencies, from straightforward technical analyses to complex and comprehensive examinations of SDC policies and sophisticated calculation frameworks. **Benefit: We know Oregon SDC law, as well as the policies and practices of Oregon public agencies.**
- John Ghilarducci teaches all-day courses on SDCs, pro-bono, for the League of Oregon Cities (LOC), most recently in 2019. Doug Gabbard teaches SDC classes for the American Water Works Association (AWWA) and other organizations. Doug and John collaborated on “Setting Your SDCs: Finding Common Ground” a panel discussion on affordability at the LOC fall conference. **Benefit: We are recognized Oregon SDC experts, and are committed to sharing that knowledge for the good of Oregon communities.**
- Since the founding of our firm in 1988, FCS GROUP has worked with citizen groups and city councils on highly technical and politically sensitive studies and achieved positive results. **Benefit: Our ability to effectively communicate achieves positive results.**

We look forward to the opportunity to work with the City again. All terms and conditions contained in the RFP are accepted by FCS GROUP. I, John Ghilarducci, am authorized to represent FCS GROUP in any negotiations and sign any contract that may result.

Please do not hesitate to contact me at (425) 336-1865 or JohnG@fcsgroup.com.

Sincerely,

FCS GROUP



John Ghilarducci
Principal-in-Charge

FCS GROUP



Doug Gabbard
Project Manager

PROJECT TEAM

This team has extensive experience working with communities throughout Oregon on SDC engagements that have had a great deal of stakeholder involvement.

FCS GROUP's management team includes professionals with backgrounds in public administration, management, finance, accounting, economics and engineering disciplines. These analytically focused perspectives equip us to address government finance, public reserve fund, IT and operational challenges while maintaining fixed attention on organizational sensitivities, policy drivers, and stakeholder priorities.

To quickly and effectively address this project we have selected a focused team that is familiar with your specific technical needs and has the necessary experience and capacity to hit the ground running. Moreover, this team has extensive experience working with communities throughout Oregon on SDC engagements that have had a great deal of stakeholder involvement. These team members include **John Ghilarducci** as principal-in-charge, **Doug Gabbard** as project manager, and **Zechariah Hazel** as project analyst. Additional project team members will be available if needed.

The following section serves to briefly describe the relevant qualifications and experience of our proposed team, their responsibilities and level of involvement. **A matrix of select projects performed by members of our team is included in this section.**

John Ghilarducci
Principal-in-Charge



John Ghilarducci is FCS GROUP's president and a shareholder with 32 years of professional experience including 29 with the firm. His practice focuses on all aspects of utility and general services SDCs and rate studies, from technical modeling and public involvement to ordinance drafting and implementation.

John is a recognized leader in Oregon SDCs and has served as a League of Oregon Cities trainer on the subject since 2005 and most recently in 2019. John's article, "*Building a Solid System Development Charge Methodology*" was published in LOC's July 2013 issue of *Local Focus*. Additionally, John presented on "*System Development Charges: Understanding the Legal and Technical Requirements*" at the Oregon City Attorney's Association meeting in September 2018.

He has also formed more than twenty transportation and stormwater utilities in the Northwest and has developed transportation, water, sewer, stormwater and parks rates and charges for hundreds of clients. John is a recognized technical rate and finance expert and provides litigation support/expert witness testimony throughout the Northwest.

John's innovative rate making approaches have resulted in "level of service" stormwater rates, area-specific SDCs, sewer strength subclasses, inverted block water rate structures, defensible stormwater rate credit methodologies, and nonresidential park SDCs.

Responsibilities and Involvement

John will be responsible for contract execution, allocation of resources and QA/QC. His involvement is expected to represent 19 percent of the hours billed on this project.

Doug Gabbard
Project Manager



Doug Gabbard is a financial and economic project manager with 12 years of experience in municipal and private sector positions. Doug has also served as a financial analyst for the City of Salem, where he performed utility revenue forecasting and capital improvement planning. Doug was also a senior financial analyst at the Oregon Department of Transportation (ODOT) where he performed Monte Carlo simulations to model financing alternatives for major transportation investments.

Doug has performed nearly 50 SDC engagements throughout Oregon, all of which had a public involvement element. Doug’s SDC experience is complemented with experience in economic analysis and cost of service reviews. Among his project experience, he has also developed sophisticated rate and SDC calculators that are being used by several Oregon clients. In 2019, Doug and John collaborated on “Setting Your SDCs: Finding Common Ground” a panel discussion on SDC affordability at the LOC fall conference. In 2014, Doug presented on *SDC Policy Dos and Don’ts* to the Oregon Government Finance Officers Association (OGFOA). In 2018, Doug presented on *Flexibility with SDCs* to address the growing desire to use SDCs to achieve affordable

housing policy objectives. Doug understands the multi-layered legal framework of SDCs, and he uses that knowledge to keep his clients on the right side of the law.

Responsibilities and Involvement

Doug will be responsible for overall project management, technical direction, project oversight, and quality assurance. He will also be involved with preparing for and presenting at council meetings. His involvement is expected to represent 30 percent of the hours billed on this project.

Zechariah Hazel
Analyst



Zechariah Hazel is an FCS GROUP analyst with experience in transportation, water, sewer and stormwater rate and fee development studies, including data collection and research. He provides data analysis and spreadsheet modeling.

Zechariah has assisted clients throughout the Pacific Northwest with revenue requirement and cost-of-service studies, multi-year financial planning, and connection fee development. He has performed in-depth analysis of program financial conditions and prepared reports detailing the results.

Responsibilities and Involvement

Zechariah will serve as the lead consultant in support of developing the SDC model. His involvement is expected to represent 47 percent of the hours billed on this project.

Summary of Select Oregon SDC Experience Performed by Project Team

Client List	Personnel	CIP Development	Transportation	Parks	Stormwater	Wastewater	Water
Banks	JG	✓	✓	✓			✓
Bend	JG/DG	✓	✓		✓	✓	✓
Canby	JG/DG	✓	✓	✓			
Central Point	JG	✓	✓	✓	✓		✓
Coburg	JG/DG	✓	✓	✓	✓	✓	✓

Client List	Personnel	CIP Development	Transportation	Parks	Stormwater	Wastewater	Water
Columbia County	JG/DG	✓	✓	✓			
Coos Bay	JG	✓	✓	✓	✓	✓	✓
Cornelius	JG/DG	✓		✓	✓	✓	✓
Corvallis	JG/DG	✓	✓	✓	✓	✓	✓
Cottage Grove	JG	✓	✓	✓	✓	✓	✓
Deschutes Co	JG	✓	✓				
Eagle Point	JG	✓	✓	✓	✓		✓
Eugene	JG	✓	✓	✓	✓	✓	
Forest Grove	JG/DG	✓					✓
Grants Pass	JG	✓			✓	✓	✓
Gresham	JG	✓	✓	✓	✓	✓	✓
Happy Valley	JG/DG	✓	✓	✓			
Hillsboro	JG	✓	✓		✓		✓
Hood River	JG	✓	✓		✓	✓	✓
Jacksonville	JG	✓	✓	✓			
Jackson County	JG/DG	✓	✓	✓			
Klamath County	JG	✓	✓	✓	✓		
Klamath Falls	JG	✓	✓				
Lane County	JG	✓	✓	✓			
La Pine	JG	✓	✓			✓	✓
Madras	JG/DG	✓	✓			✓	✓
Medford	JG/DG	✓	✓	✓	✓	✓	✓
Monmouth	JG	✓	✓	✓	✓		
Newberg	JG/DG	✓	✓				
Newport	JG	✓	✓	✓	✓	✓	✓
Oregon City	JG	✓	✓	✓	✓	✓	✓
Phoenix	JG	✓	✓	✓	✓		✓
Prineville	JG	✓	✓	✓			
Redmond	JG/DG	✓	✓	✓	✓		
Roseburg	JG/DG	✓	✓	✓			
Salem	JG/DG	✓		✓			
Seaside	JG/DG	✓		✓		✓	✓
Shady Cove	JG	✓	✓	✓	✓	✓	✓
Sherwood	JG/DG	✓	✓		✓		✓
Silverton	JG/DG	✓	✓	✓		✓	✓
St Helens	JG/DG	✓	✓	✓	✓	✓	✓
Talent	JG	✓	✓	✓	✓		
Tigard	JG/DG	✓	✓	✓	✓		✓
Troutdale	JG/DG	✓	✓		✓	✓	✓
Veneta	JG/DG	✓	✓			✓	✓
Warrenton	JG	✓	✓	✓	✓	✓	✓
West Linn	JG/DG	✓	✓	✓	✓	✓	✓
Wilsonville	JG/DG	✓				✓	✓

FIRM CAPABILITIES

FCS GROUP, established in 1988, provides rate and fee consulting, asset management consulting, financial planning and analysis, and economic services to public sector clients including cities and counties, ports, special purpose districts and state agencies. As an independent and objective firm, FCS GROUP has delivered high-quality, cost-effective consulting services in over 3,500 engagements and served more than 550 clients including 200+ SDC studies throughout Oregon.

Our staff of 35 serves clients throughout the western United States from locations in Lake Oswego, Oregon; Redmond, Washington; Spokane, Washington; and Boulder, Colorado. With this depth of analytical resources, we have the capacity and availability to perform the work within the City’s requested schedule.

OUR SERVICES

Our **Utility Rate and Fee Consulting** practice serves transportation, water, wastewater, stormwater, reclaimed water, solid waste and electric clients. We have performed more than 2,000 utility finance and rate development projects ranging from defining revenue requirements and building comprehensive financial modeling tools to performing long-term capital management strategies and developing full cost-of-service rates.

Our **Utility Management Consulting** group supports city, county and district utilities by offering tailored business management and technology solutions. We have assisted with the formation and merger of utilities, implementation of asset management programs, developed cost-benefit analyses and strategic business plans, and negotiated complicated wholesale agreements—helping utilities maintain their resiliency in an ever-changing world.

Our **Financial Planning and Analysis** consultants specialize in helping local and state governments, regional agencies and public safety entities address and solve issues involving policy objectives, public finance and cost recovery, and organizational performance.

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

OUR WORK WITH YOU

FCS GROUP first worked with the City of La Pine in 2014 when John Ghilarducci and Doug Gabbard led a Water and Wastewater Rate and SDC Study for the City. Additionally, John led a Special Industrial Customer Connection Analysis in 2017. FCS GROUP is a local expert, completing over 100 projects in central Oregon for the cities of La Pine, Bend, Madras, Prineville, Redmond, and Sisters, in addition to several local irrigation districts and Deschutes County. **Project descriptions and references are included in the Supportive Information Section.**

PROJECT UNDERSTANDING AND APPROACH

System development charges (SDCs) are both a source of revenue for public improvements and an instrument of the City’s policy objectives. SDCs are also an economic burden on those who pay them and a lightning rod for questions concerning both equity and affordability. On top of all that, the imposition of SDCs is strictly regulated by statutory and constitutional law.

In this engagement, FCS GROUP will help the City mitigate these challenges while using our expertise and impartiality to educate the City and its stakeholders about the many choices and trade-offs involved in updating an SDC methodology. While always guiding the City toward a legally defensible approach, we will provide analysis and perspective to support the consideration of available options. We will also create a robust spreadsheet model that allows us to calculate the financial impacts (to the City and to developers) of those options.

The primary goal of the proposed engagement is to determine the maximum defensible transportation SDC that may be charged so that the City can confidently set its SDCs at or below that level. Our approach is to use our knowledge of the law and best practices to maximize flexibility for the City and minimize legal risk.

Our approach strives to minimize cost without compromising rigor. Since travel to La Pine would be a major driver of cost to the City, we have limited on-site appearances to the two public hearings described in the RFP under “B. Project Meetings.” For all other meetings, we can use our video conferencing technology. Meeting participants need only click a link to access meeting video and screen-sharing capabilities.

Below, our proposed task plan is presented in three distinct phases and broken down by task.

Initiate Project

Tasks

During this opening phase of the project the City and the consulting team will agree on the key inputs to—and desired outcomes of—the methodology update. A key decision during this phase will be the degree to which the analysis will rely on 2013 TSP. On the one hand, drawing both project data and growth projections exclusively from the TSP creates a desirable consistency between the numerator and denominator of the SDC calculation. On the other hand, if new capital projects have been identified since the TSP’s publication, analyzing those projects for SDC eligibility and including them in the SDC calculation (and revisiting the growth assumptions as needed) could be beneficial to the City.

This phase includes the following tasks:

1. Provide the City with a list of needed data.
2. Facilitate a video conference with City staff, during which we will:
 - a. Review the scope of work.
 - b. Identify project objectives, expectations and deliverables.
 - c. Outline the project schedule and key milestone review points.
 - d. Discuss appropriate lines of communication.
3. Review data received and provide any needed feedback.

Benefit

This phase is about making sure that everyone on the project team (City staff and consultants) are on the same page. We have found this approach to be very helpful in making the overall study process successful as it clarifies the role each department has in the study process, the importance of data consistency and improves support and understanding of study results.

Update SDC Methodology

Tasks

This is the analytic phase of the project, and it includes the following tasks:

1. Forecast the growth in trip generation that will constitute the denominator of the SDC calculation. The inputs for this forecast may be exclusively from the TSP, or they may be drawn from multiple sources with input from City staff.
2. Determine if there is any reimbursable capacity in the existing transportation system and, if so, calculate the reimbursement fee cost basis.
3. Collaborate with City staff and/or the City's consulting engineer to develop a capital improvement plan. We will then determine the eligibility of each project to be funded, in whole or in part, by improvement fees and calculate the improvement fee cost basis.
4. Calculate a total SDC per trip (with appropriate adjustments for administrative costs, fund balance, and outstanding debt) and apply that calculation to a schedule of SDCs by land use based on data provided in the ITE's *Trip Generation*.
5. Facilitate a video conference with City staff to review initial analytic results and to refine assumptions and inputs.
6. Revise the analysis as needed based on feedback received from the City.

Benefit

The analysis will provide a rigorous and transparent calculation that will stand up to public scrutiny. It will also reveal options for charging less than the maximum SDC while still retaining as much financial flexibility as possible.

Communicate Results

Tasks

This is the public process phase of the project, and it includes the following tasks:

1. Develop a draft report and solicit feedback from City staff. Not only will the report document the calculations that lead to the proposed SDC fee schedule, but it will also provide relevant comparisons with the transportation SDCs charged by other cities.
2. Prepare and deliver presentations on our findings and recommendations to any group of the City's choice up to three times via video conference.
3. Prepare a customized one-page template that can be used to provide the 90-day public notice required by Oregon statute.
4. Prepare and deliver presentations on site at up to two meetings of the City Council or other group of the City's choice.
5. Deliver a final report to the City.

Benefit

We will guide you through a process that is transparent and equitable to all stakeholders while meeting all statutory requirements.

Upon conclusion of the project, the City will have both a report that documents the calculation of the recommended SDCs and a spreadsheet that the City can use to update its transportation SDC in the future.

Cost

In part because of the cost minimization measures described above, we are confident that the tasks described above can be completed well within the City’s budget of \$50,000.

Schedule

With notice to proceed on April 8 and a deadline for project completion on August 31, the City’s schedule presents a distinct but achievable challenge. The primary source of

this challenge is the 90-day notice requirement in Oregon statute. To meet both this requirement and the City’s deadline, notice of the public hearing to adopt must be issued by the end of May. This means that April and May will be devoted to completion of the first two phases of the project. After that hurdle has been cleared, the presentations described in the third phase can be scheduled anytime between June and August in a Council work session format.

COMMUNICATION AND AVAILABILITY

Open and active communication serves to mitigate most study needs. Doug and John will engage directly with the City within one business day to address any challenges that might arise during the project. Doug and John will also work with the City to address or negotiate any necessary scope changes. In the process of working with the City staff on past and current projects, video conference meetings as well as in person meeting have been very successful in promoting strong communication.



Availability

FCS GROUP maintains a staff of 35 individuals within the PNW region. Among those, we have committed three individuals for the duration of this project. Additional analytical staff will be made available, as necessary. Ensuring that your project will be completed within the duration of the contract.



Work Quality

FCS GROUP is committed to delivering both technically sound and state-of-the-industry work product. As the principal, John will ensure compliance with our company QA/QC program, reviewing all deliverables for both technical accuracy and alignment with overall project objectives.



Cost Control

FCS GROUP uses a real-time project management solution to ensure proactive identification of any project schedule and budget issues. Individual deliverable progress is tracked by both the technical leads and project managers, with monthly project status reports to communicate any issues.



Management and Organizational Structure

Doug and John will share day-to-day management of your program with John focused on resource and contractual commitments and Doug focused on technical direction, communication priorities and overall project management. They will be supported by Zechariah Hazel who will be responsible for the analytic work.

The strength of our team rests in the depth of our utility fee study management experience, supported by our local capacity and ability to deliver innovative and technically sound cost recovery solutions.

SUPPORTIVE INFORMATION

Project summaries demonstrate similar experience within the last three years. Each identifies references and involved personnel.

CITY OF OREGON CITY, OR Transportation, Water and Wastewater SDC and Rate Studies (2009-2017)

Key Personnel: John Ghilarducci, Doug Gabbard

Reference: John Lewis, Public Works Director
(503) 496-1545, jmlewis@ci.oregon-city.or.us

FCS GROUP completed a 2017 update of a comprehensive transportation SDC study for the City of Oregon City. As part of the comprehensive study, we worked closely with the City's Transportation Advisory Committee on eight key policy issues, reaching a consensus recommendation on each issue. Previously, we worked with the City to form its transportation maintenance utility.

Subsequently we performed comprehensive water rate and SDC studies in 2012 and 2019, and a wastewater rate and SDC study in 2014. In 2015, we assisted the City with a highly successful SDC Forum, involving the local business and development communities. We participated in a second SDC Forum in 2017.

In 2012, we first created an SDC calculator, a spreadsheet-based tool that allows City staff to quickly calculate SDCs for both the City and overlapping jurisdictions and to document those calculations for developers. We have subsequently performed multiple updates of that tool.

CITY OF TROUTDALE, OR Transportation, Sewer, Stormwater and Water Rate and SDC Studies (2017)

Key Personnel: John Ghilarducci, Doug Gabbard

Reference: Steve Gaschler, Public Works Director
(503) 674-7239, steve.gaschler@troutdaleoregon.gov

FCS GROUP recently (2017) completed a comprehensive transportation, water, sewer, and stormwater rate and SDC study for the City of Troutdale. The study included updates to the rates and charges, and Council outreach.

We have been working with the City of Troutdale since 2013, during which time we have also developed sewer rates and SDCs (2013), stormwater rates and SDCs (2014), local gas tax rates (2014), and water rates and SDCs (2015). Utility rate and SDC projects included the following elements.

- Rate study for stormwater included extensive analysis of rate structure scenarios and the impact of changing or removing the cap on billable impervious surface area.
- SDC analyses included a reimbursement fee cost basis that was estimated using projects that were constructed recently and funded with improvement fee revenues.
- Projected operating and capital expenditures for ten years and recommended rate adjustments that were adequate to recover the expected costs.
- Presented findings to the City Council and provided guidance through the public notice and hearing process.

CITY OF COBURG, OR
Transportation, Water, Sewer and Parks SDC
Studies (2017)

Key Personnel: John Ghilarducci, Doug Gabbard
Reference: Jeff Kernen,
 Planning and Development Manager
 (541) 682-7858, jeff.kernen@ci.coburg.or.us

FCS GROUP performed a comprehensive SDC update for four services: transportation, water, wastewater and parks. The central analytic challenge was to maintain a consistent approach with underlying data that varied considerably in date and level of detail. Highlights of the project include the following.

- We successfully updated all four SDCs by helping staff and the City Council to maintain focus on consistency between the numerator (eligible costs) and denominator (projected growth) for each SDC rather than seeking consistency across different SDCs.
- Our ability to communicate our expertise with clarity enabled us to satisfy a highly engaged City Council that asked detailed questions (“Why is the trip rate for this land use higher than that land use?”).

CITY OF NEWPORT, OR
Transportation, Parks, Water, Sewer and
Stormwater SDC and CET Study (2016-2017)

Key Personnel: John Ghilarducci
Reference: Derrick Tokos,
 Community Development Director
 (541) 574-0626, d.tokos@newportoregon.gov

Over the last three years, FCS GROUP has been engaged in three separate projects for the City of Newport, inclusive of a transportation, parks, water, sewer and stormwater SDC and CET study and a water, sewer and stormwater rate Study. Project highlights include the following.

- We took an innovative approach to establishing SDCs based on the type, location, and size of residential units and non-residential developments. We created a cost-saving SDC calculator to assist staff with calculating accurate charges.
- We designed a new construction excise tax methodology and policies to provide a new source of funding for affordable housing developments.
- The City’s existing stormwater rate was uniformly applied to all accounts, so we guided staff to the industry-standard practice of charging based on impervious surface area.

CITY OF NEWBERG, OR Transportation SDC Study (2016)

Key Personnel: John Ghilarducci, Doug Gabbard

Reference: Kaaren Hofmann, Engineering
(503) 538-9421, kaaren.hofmann@newbergoregon.gov

Located in Yamhill County, Newberg is a growing exurb of Portland, Oregon. The number of vehicle trips that begin or end in the city is increasing by 2.3 percent per year. To fund the infrastructure required by this growth, the City needed to maximize its ability to impose transportation SDCs.

- Our analysis enabled the City to increase its transportation SDC from \$3,053 to \$5,788 for a single-family residence.
- Moreover, we were able to allocate part of the new SDC to a reimbursement fee. This enabled the City to spend a portion of its SDC revenue on street projects that do not necessarily increase capacity.
- In addition to providing a new SDC methodology, we also collaborated with City staff to develop an administrative procedures guide.
- Not only did we provide a defensible SDC, we established and documented an efficient process by which staff could calculate and impose that SDC.

CITY OF WEST LINN, OR Transportation SDC Study (2018)

Key Personnel: John Ghilarducci, Doug Gabbard

Reference: Lance Calvert, Public Works Director
(503) 722-3424, lcalvert@westlinnoregon.gov

FCS GROUP has conducted system development charge (SDC) studies and updates for the City of West Linn since 1997 beginning with a credit program evaluation of its transportation, water, sewer, stormwater and parks utilities.

- We have identified and reviewed administrative procedures for SDC credits to provide fair compensation to developers while protecting City cash flow needed to fund essential infrastructure capacity.
- Our SDC updates are designed to make sure that growth pays for its share of planned improvements, consistent with the plans.
- FCS GROUP assisted with developing a long-term financial model for projecting long-term funding capabilities for the City's transportation system.

CITY OF SHERWOOD, OR
Transportation System Development Charge and
Street Fees Study (2016)

Key Personnel: John Ghilarducci, Doug Gabbard

Reference: Bob Galati, City Engineer
(505) 925-2303, galatib@sherwoodoregon.gov

FCS GROUP has provided utility rate and system development charge (SDC) services to the City of Sherwood since 2003 for its transportation and water utilities

- In 2016 we performed a transportation SDC and street fee study for the City of Sherwood
- The TSDC analysis included moving the City to a “person-trip” TSDC methodology
- The SDC study to established funding for at least a portion of the projects identified in the City's Transportation System Plan. This was followed later by an update of the City’s tax lot information databases to identify the transportation impacts for all non-residential land uses within the City.
- Options for monthly transportation fee rates were calculated and presented to the City Council for review and approval.



 **FCS GROUP**
Solutions-Oriented Consulting



Professional Services Proposal

March 17

2020



Transportation SDC Methodology and Creation of a Capital Improvement Plan

Presented by:



In association with:



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Vital Information Table

City of La Pine, Oregon – 2019 Transportation SDC Methodology Update	
Name of firm submitting	Donovan Enterprises, Inc. Federal Tax I.D.: 41-2180168 Oregon BIN: 1730752-1
State of Oregon Emerging Small Business Certification	ESB Tier 1 Certification No.: 6756
Insurances in force	<p><i>Professional liability insurance:</i> Philadelphia Insurance Company; coverage: aggregate limit: \$2,000,000, each wrongful act limit: \$1,000,000</p> <p><i>Commercial general liability insurance:</i> American Family Insurance Company; products-completed operations aggregate limit: \$2,000,000, liability and medical expenses: \$1,000,000</p> <p><i>Commercial liability umbrella policy:</i> American Family Insurance Company; aggregate limit: \$2,000,000</p>
Project manager & officer in charge	Steven J. Donovan
Project manager contact information and professional affiliations	<p>Office address: 9600 SW Oak Street, Suite 335, Tigard, Oregon 97223 Telephone: 503.517.0671 Fax: 503.517.0672 e-mail: steve.donovan@donovan-enterprises.com</p> <p>American Public Works Association American Water Works Association Water Environment Federation Institute of Electrical and Electronic Engineers Oregon Municipal Finance Officers Association Oregon Association of Clean Water Agencies</p>
Name of subconsulting firm	Transight Consulting, LLC
Key subconsultant	Joe Bessman, PE
Key subconsultant contact information	61271 Splendor Lane Bend, Oregon 97702 Telephone: 458.202.5565 joe@transightconsulting.com



March 17, 2019

Mr. Jake Obrist
Public Works Director
16345 Sixth Street
Post Office Box 2460
La Pine, Oregon 97739

Dear Mr. Obrist,

Donovan Enterprises, Inc. (DEI) is pleased to submit this response to your request for proposals to conduct a transportation SDC methodology study and capital improvement plan update. I will be the project manager for this engagement and bring over thirty (30) years of experience in engineering, public works programming, economics, and public policy analysis. Mr. Joe Bessman, principal of Transight Consulting, LLC will be assisting me on this work. Joe and I recently worked together in Sisters on their 2019 transportation SDC methodology update. The experience we gained on that effort translates directly to your project.

We are extremely excited at the prospect of working with the City on this important project. The enclosed proposal demonstrates our Oregon-specific experience. It includes project understanding and approach, qualifications, schedule, communication plan, references, and budget. Our involvement in infrastructure and planning projects for Oregon cities and counties provides an excellent basis for understanding the current need for a stable funding basis for the City's transportation infrastructure now and into the future. We believe that our best indicator of success is the track record we have established with our clients. We can point to a consistent record of efficient, within budget, and on-schedule delivery of work products.

The City has laid out a number of requirements for the study that are clearly challenging, and in some cases will either increase system revenue requirements, or change the way revenues are recovered from customers. We will itemize the policy issues that we see as drivers for either increasing costs or shifting cost recovery from customers. The key to this SDC study will be to balance the City's desire to incorporate policy issues, and keep resulting rates and charges affordable, understandable, and defensible. Our scope of work and task plan for this engagement will achieve these outcomes.

In closing, we are able to commit ourselves to working on this project from beginning to completion and our proposal content and price will be valid for ninety (90) days from our submittal date. We have read your Request for Proposals (RFP) for this engagement, and accept all terms and conditions contained in the RFP. We see ourselves as the "hands on" team to assist you in answering the key technical and financial questions that will result in a thorough analytical review of the City's transportation system financial requirements and the options for funding those requirements. The value is in cost savings for the City with no up-front learning curve and therefore no investment required by the City. We know transportation planning and municipal finance. We can hit the ground running and will continue this level of effort through successful completion of the project. We look forward to working on this project with you and your team. If you have any questions concerning our proposal, please do not hesitate to call.

Very truly yours,

Steven J. Donovan
President

Voice: 503.517.0671
Fax: 503.517.0672

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Tigard, Oregon 97223

INFRASTRUCTURE
FINANCIAL
MANAGEMENT
MANAGEMENT
CONSULTING
LAND USE PLANNING

Transportation SDCs Methodology Update

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Project Team

Steve Donovan will serve as our project manager on the SDC study. Steve is well suited to this task for three reasons. First, he is extremely familiar with the project having served as a project/task manager for similar studies in Oregon and Deschutes County. Second, he is an efficient, well-organized manager whose skills coordinating a diverse team and keeping projects on schedule and budget have been proven many times. Lastly, he has extensive experience leading similar efforts and producing financial studies.

The project team will consist of Steve, Joe Bessman, and DEI support staff. Joe is the principal of Transight Consulting, LLC, and is very familiar with the City's transportation system. Joe has assisted the City with its Transportation System Plan engineering work and has been involved in numerous ODOT and County road and development projects in and around La Pine over the past twenty years.

As discussed in the cover letter to this proposal, Steve and Joe recently worked together on the City of Sisters' 2019 transportation SDC methodology update. Many of the planning issues identified and addressed in that effort translate directly to La Pine as follows:

- How does ODOT-owned limited access highway(s) impact current and future PM peak and average daily trips for the City street intersections and modes of transportation.
- How does Deschutes County-owned major collector and arterial streets impact the planning and development of the City's streets network? Can we have a reasonable expectation that systems owned by the County can be modified in the future to facilitate a functioning street network within the City? Will there be stranded investment by the City if coordinated planning is not achieved?
- Even though Sisters had an adopted Transportation System Plan, it became clear early on that an updated transportation Capital Improvement Plan would be essential to successfully completing a transportation SDC methodology update. This will most certainly be the case for La Pine.

Itemized below, is a brief description of the expertise that each of the team members bring to this engagement

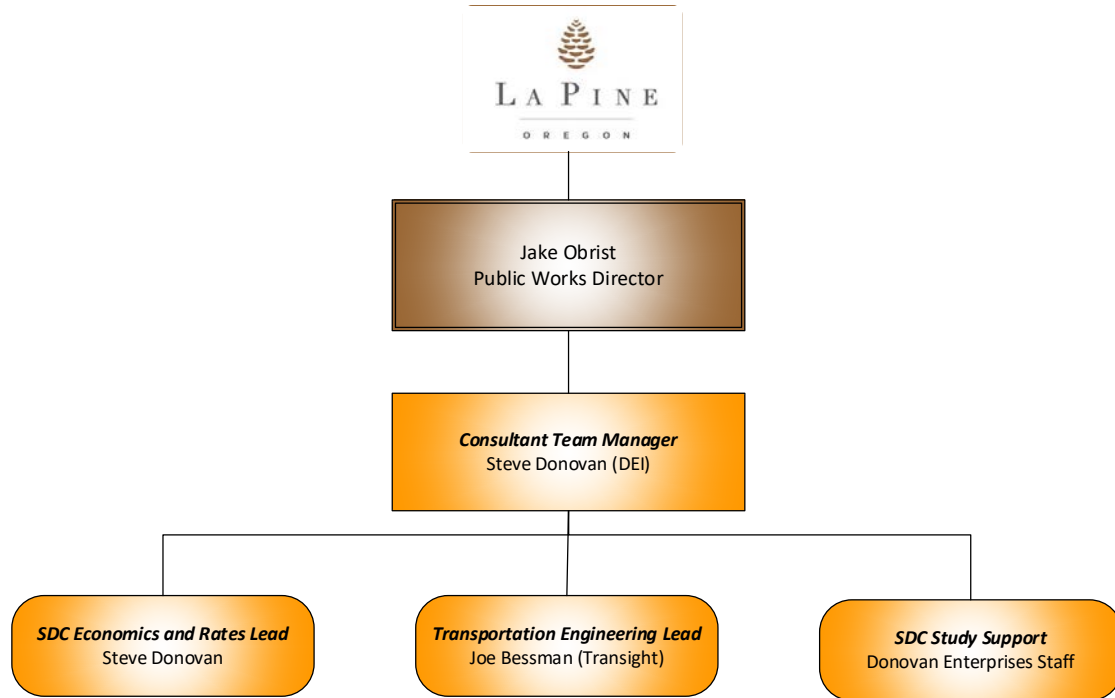
Steve's role will be to lead the study development process, coordinate the review and decision process with the City's project manager, review the work products, and quality assurance reviews. Steve will also be the financial modeler for the cost of service analysis, and his primary focus will be on the updating the revenue requirements and cost of service allocations elements. His extensive rate making experience specific to Oregon municipal organizations will be drawn upon to validate the analysis. He will be available at critical meetings and will be working together on all study issues. Continuity and commitment will be maintained throughout the project. Steve is a talented manager, and his analytical and presentation skills will be used throughout the project.

Joe's engineering expertise will be called upon to validate the trip generation demand forecast, and to work with City Staff and stakeholders to develop a transportation capital improvement plan that will contain projects that will add system capacity to meet current and future demand over a twenty-year planning horizon. Joe's extensive transportation system modeling expertise will be called upon to facilitate this planning work. Joe also has solid working relationships with ODOT and Deschutes County transportation planners/engineers. These relationships will be helpful for the La Pine transportation SDC work.

Figure 1 is a project team organization chart for this project.

Figure 1

Project Team Organization Chart



Firm Capabilities

Firm Size and Years in Business

Donovan Enterprises, Inc. is a Tigard, Oregon based management consulting firm specializing in municipal finance, providing utility rate and general fund user fee studies, alternative financing impact analyses, indirect cost plans, utility valuations, management accounting, and financial plans. The firm consists of seasoned professionals with extensive backgrounds in municipal government, and financial advising. Founded in 1988, the firm serves a client base in the western United States, with emphasis in the states of Washington, Oregon, and California. Our primary practice focus is utility rate studies and financial management for water, sewer, solid waste, transportation, and surface water/storm drainage enterprises. This focus includes cost of service analysis in order to determine equitable and defensible user fees and charges for planning, public works, and general government services.

Transight Consulting, LLC is a central Oregon based transportation engineering consulting firm. Transight Consulting, LLC was established in 2017 by Joseph W. Bessman, PE to provide transportation-specific analysis, conceptual design, entitlements support, and outreach services to agencies, organizations, civil engineering and architectural firms, and developers. Transight Consulting provides high-value transportation-specific consulting services within a modular company structure, allowing the firm to team with other organizations to effectively support specific project needs. Transight Consulting has four engineering employees and is located out of Bend, Oregon.

Project Understanding, Approach, and Expected Outcomes

The city of La Pine (the City) does not charge new development a transportation SDC. This is just one of many funding issues facing the City as it grows. La Pine has been on the map for a long time. French fur trappers first came to the region in the late 1800s. But though La Pine has been a community for over a hundred years, it only just recently became a city. It incorporated on December 11, 2006 and has spent the time since maturing as a city. It adopted its charter in 2011, and in 2012 the state allowed it to regulate land use and development. The incorporation plan that passed in 2006 only included a population of around 1,700 residents (1,840 now) — just a fraction of the 20,000 or so people who use the post office in the region.

Now, the City is in the process of updating its funding plans for its transportation system. A critical component of this analysis is the review and updating of the System Development Charge (SDC) methodologies for these municipal services (roads, intersection, trails bike, and ped). By the end of this engagement, the City expects to have a thorough review of its transportation SDC methodology completed, and to have a schedule of recommended SDC's prepared and ready for City Council consideration. With this review and update, the City has stated a number of objectives:

- Review the basis for charges to ensure a consistent methodology, and develop a capital improvement plan that will include the following:
 - ✓ Lists the capital improvements that may be funded with SDC improvement fee revenues
 - ✓ Lists the estimated costs, and time of construction of each improvement
 - ✓ Describes the process for modifying the plan
- Address specific policy, administrative, and technical issues which arise from application of SDCs;
- Determine the most appropriate and defensible fees, ensuring that development is paying its way;
- Consider the structure or basis of the charges which might improve equity or proportionality to demand;
- Provide clear, orderly documentation of the assumptions, methodology, and results, so that City staff could, by reference, respond to questions or concerns from the public.

The results of this effort will provide clear documentation of the analytical process, and will be done in close coordination with City staff and available Master Plan and other relevant documents.

The framework for SDC calculation is established by Oregon Revised Statute (ORS) 223.297-314 which is the basis for this review. Under statute, SDC's are one-time fees imposed on new development and have two components: reimbursement and improvement.

The reimbursement fee considers the cost of existing facilities, prior contributions by existing users of those facilities, the value of the unused/available capacity, and generally accepted ratemaking principles.

The objective is “future system users contribute no more than an equitable share to the cost of existing facilities.” The reimbursement fee can be spent on capital costs or debt service related to the systems for which the SDC is applied.

The improvement fee portion of the SDC is based on the cost of planned future facilities that expand the system’s capacity to accommodate growth or increase its level of performance. In developing an analysis of the improvement portion of the fee for transportation, each project in the capital improvement plan is evaluated to exclude costs related to correcting existing system deficiencies or upgrading for historical lack of capacity. An example is a facility which improves system capacity to better serve current customers. The costs for this type of project must be eliminated from the improvement fee calculation. Only capacity increasing/level of performance costs provide the basis for the SDC calculation. The improvement SDC is calculated as a function of the estimated number of additional equivalent residential units to be served by the City’s facilities over the planning period. Such a fee represents the greatest potential for future SDC changes.

Brief History of La Pine’s Transportation Finances

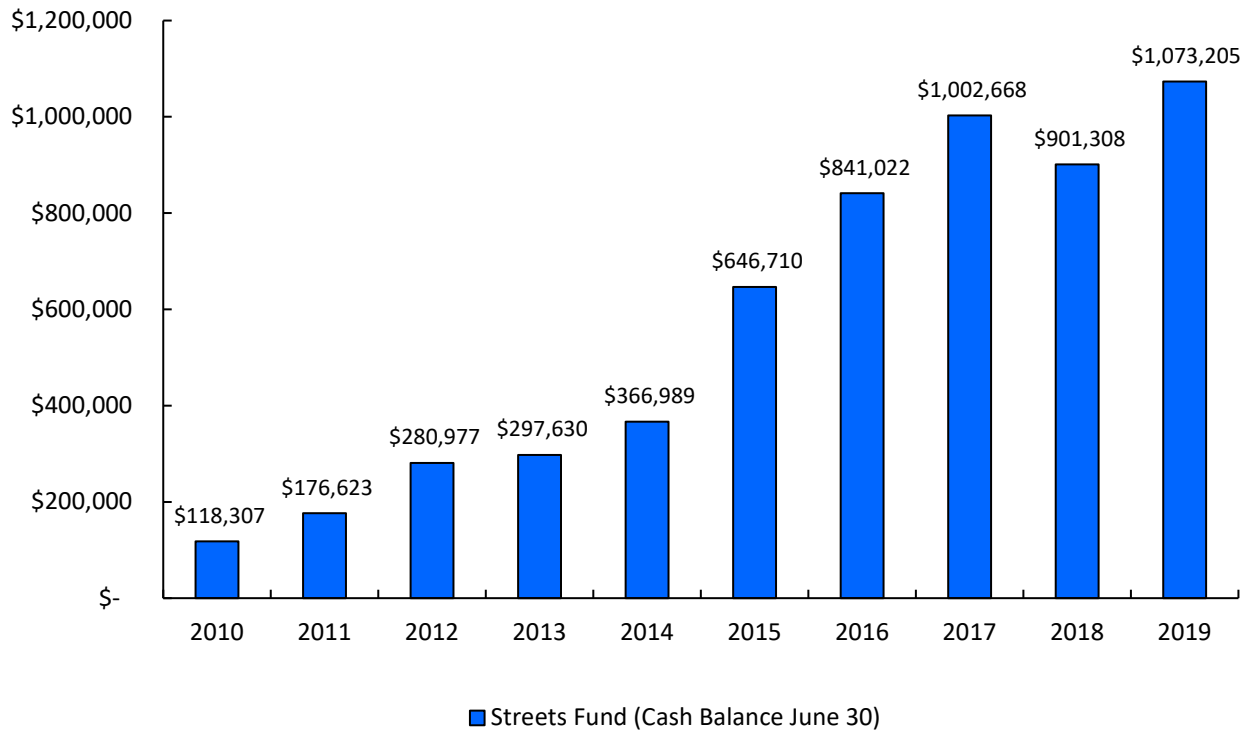
The financial engine of the City’s transportation system is the Streets Fund. Over the past ten years, the cash position (as expressed in ending fund balances) has generally grown from a starting point of about \$118k to its current level of about \$1.1 million. Even with a million-dollar fund balance, the street fund is in trouble. Here is a copy of the budget message concerning the streets fund (from the City’s adopted fiscal 2019-20 budget):

Street Fund budget details for FY 2019-20:

The Street fund continues to rely on large transfers from the General fund. As the City takes on more duties with respect to our streets, demands on the budget are beginning to be noticeable. Street lights, landscaping, plowing, dust abatement and general maintenance increase yearly. Unfortunately, costs to construct, maintain and improve streets in our jurisdiction do not exist. Decisions regarding the future of our roads will be need to be made to overcome the deficit.

The great recession that started in 2008 hit central Oregon and the City in a particularly hard way. Development activity came to an effective standstill for the better part of four years. Between 2009 and 2012, unemployment in the City hovered around 15%. Since 2012, the central Oregon economy got on a path of slow recovery, and the City has recovered in lock step with the region. As of October, 2019, the unemployment rate in the City was 4.1%, even with the statewide rate. Figure 2 shows the ten-year history of the cash position of the Street Fund.

Figure 2 – City of La Pine Streets Fund Balances as of June 30



La Pine like every other city in America is underfunding the replacement and upgrading of its streets and transportation system. By implementing a transportation SDC program, the City will help, but not cure this chronic funding shortfall. We propose to get the ball rolling on this matter. We will work with City Staff and other stakeholders to formulate a transportation capital improvement program that will identify the future projects necessary to repair, replace, and expand the City’s transportation system. We will then calculate the SDCs that are justified to charge future development for their fair share of the cost of providing capacity to serve the growth that will occur because of this development.

Scope of Work and Task Plan

This scope of work is based on a three-phase approach toward reviewing and implementing a schedule of SDCs. Phase 1 would consist of a review and assessment of the City’s adopted Transportation System Plan (TSP) in order to document both current and future SDC-eligible facilities.

Phase 2 will focus on the process required to move the City toward the implementation of a schedule of SDCs that are consistent with the planned facilities that are currently identified, or under study within the context of the City’s adopted TSP. This process will include issues relative to proposed methodologies for both the reimbursement and improvement portions of the SDCs. It is currently assumed that this work will focus on a facility needs analysis planned out for twenty years, and will be based on the City’s specific response to policy issues affecting how capacity can be allocated, measured and priced. Phase 3 will be the process of the SDC calculation itself along with documentation of the methodology leading to the specific charge.

In each of these phases, we will work closely with city staff to achieve closure. This proposed approach would include meetings with respective City staff, and presentations to the SDC Advisory Stakeholder Committee, and the City Council. We applaud the City of establishing the Citizens Advisory Committee

for this project. We have found that by inviting stake holders into the process at the onset, the study inevitability gains credibility with decision makers. We believe that three meetings with the advisory group (that would coincide with the staff presentation discussed above) would be sufficient to keep stake holders involved and informed, and still keep the study on track for completion by the end of August, 2020. The specific tasks required to complete this work are itemized below:

Task 1 – Project Management and Initiation

Our team’s approach to managing the successful and efficient completion of the work assignments will emphasize the same “team concept” that we have successfully employed on prior efforts with our State and local government clients. Our approach places a premium on constructive interaction with engineering task managers, strong project leadership, on-going client involvement, appropriate staffing, quality assurance review, and the exercise of proven management methods

Project Leadership

Steve’s role will be to lead the study development process, coordinate the review and decision process with the City’s project manager, review the work products, and quality assurance reviews. Steve will also be the financial modeler for the cost of service analysis, and his primary focus will be on the updating the demand forecast and the SDC methodology analysis elements. His extensive rate making experience specific to Oregon municipal organizations will be drawn upon to validate the analysis. He will be available at critical meetings and will be working together on all study issues. Continuity and commitment will be maintained throughout the project.

Coordination

The DEI team recognizes the importance of maintaining close communication with Client staff throughout the project. Steve possesses strong communication skills that support his technical strengths. Because of the need for close communication and regular client/consultant interaction, we propose to:

- Begin the project with a review workshop that will involve all the City’s stakeholders in the project. The purpose of this workshop will be to identify project goals, map communication channels for participants and provide a venue for interested parties to raise issues regarding the project. The output of this step will be a detailed project work plan with special emphasis on how data will be collected.
- Once the detailed work plan is approved by the City’s project manager, the consultant team will overlay the team member assignments to each task, their roles within each task, and a time budget for each team member by task.
- Maintain the communication channels with the City throughout the project. This will include the preparation and maintenance of a project schedule to ensure timely submittals of deliverables and completion of the project within the City’s anticipated timeline.
- All tasks will be managed by Steve at his Tigard office. Administration of the project will be done here including the preparation of monthly invoices (including hours and costs expended on each task by the consultant team with a comparison to the budget).
- We will schedule and attend City department staff meetings and City Council work sessions (1), and their regular business subcommittee meetings (1). This work will include the preparation of meeting agendas, meeting minutes and actions items.

- We will also staff the SDC Advisory Stakeholder Committee (3 meetings). This work will include defining operating guidelines; scheduling stakeholder meetings; establishing and distribute meeting agendas; providing meeting handouts and presentations; convening and conducting meetings; and providing written documentation of proceedings noting issues raised, conclusions drawn, and unresolved items to be addressed.
- Key project direction will be made using issue papers and technical memorandum to identify and review key decision points and alternatives. Decisions will be made at regular meetings with the City's project manager and those directions will be clearly documented to keep all internal stakeholders informed.

Task 2 – Municipal Code Review, Fiscal Policy Review, Data Collection, Demand Forecast

The consultant team will secure copies of the current resolutions/ordinances concerning SDCs. These ordinances will be reviewed for relevancy, accuracy, and functionality. We will also review the City's current fiscal policies for operating and capital reserves, SDCs, debt management, and debt service coverage. Upon completion of this review, the consultant team will prepare a decision memorandum for Staff review that will evaluate the adequacy of the existing municipal code/ordinance and if appropriate itemize ways to perfect the code for the current state of the law concerning SDCs.

In concert with the code review, we will prepare a data request including the City' financial statements, fixed asset records, facility use data, facilities/master, and/or capital improvement plans. The clear intent is to obtain all capital facility lists, schedules and costs that are either on the Cities' books or contained in planning documents that are part of the current master plan. The consultant team will obtain pertinent staff and consultant reports from other relevant Oregon districts and cities regarding their transportation SDCs. We will summarize the methodologies considered by these cities and create the menu of options required for this task. The Consultant team will also account for the outcomes of recent Oregon litigation regarding the construction and administration of SDCs.

The next step will be to review the information provided and conduct a status meeting with city staff to review the adequacy of the documentation, means for filling identified deficiencies and the next steps in the SDC development process; and

The final step in task 2 will be to evaluate and update funding assumptions and use (i.e., demand) estimates with emphasis on the cost of planned projects and their consistency with adopted plans and/or CIP's. The "demand drivers" for the SDCs will be taken from the forecast section of the transportation master plans.

Task 3 – Financial Analysis, Modeling, and Public Involvement

Based on the information developed through tasks one and two, we will prepare optional approaches toward SDC calculation, given the future demand forecast that will be derived from the Plans. Upon completion, we will evaluate these approaches relative to specific compliance with the provisions of ORS 223.297 – 223.314 and the definition of the reimbursement and improvement portions of the fee; and establish specific policy statements relative to the preferred approach regarding:

- credits,
- valuation of existing capacity,
- indexing costs based on Engineering News Record (ENR) or CPI data,

- consistency of growth projections with development of future capacity patterns,
- allocation of improvement costs between existing and future system users,
- accounting for SDC receipts,
- sources of customer use statistics for facilities and,
- other planning assumptions affecting the SDC methodology.

Task 4 – Draft Report, Staff Comments, Final Report, Presentation to City Council

Upon completion of the analytical task three, we will prepare an interim summary of the proposed SDC methodology for review by the City, and conduct a work session with City staff including the documentation of the credit policy (a requirement of ORS 223.304), SDC inputs, assumptions and calculations;

Based on staff comments on the interim summary, we will prepare for public review and present to the SDC Advisory Stakeholder Committee improvement fee and/or reimbursement fee SDC methodologies which include preliminary SDC base rates, credits, exemptions and exceptions, and administrative charges. We will also produce an issue paper concerning the results of the fiscal policy review with recommendations.

Based on feedback from the City staff and the advisory committee, make any necessary revisions to the methodology and calculations.

At this point, we will prepare draft revisions to the City’s development code to implement the SDCs if necessary, and draft an updated SDC resolution which meets the current requirements of ORS 223.297-223.314; and

The next step will be to prepare a summary-level report documenting the SDC methodology and present this report to the City staff. The City Council briefing would also take place at this phase of the project.

The final step in task 4 will be to prepare an SDC procedures guide for use by City staff in collecting the SDC and administering the SDC ordinance/resolution. This will provide training for City staff who will be involved in collection of the SDC and administration of the updated SDC ordinance/resolution.

Proposed Deliverables for this Project

By the end of this engagement, we will deliver to the City a thorough review of its transportation SDC methodology, and a schedule of recommended SDC’s prepared and ready for City Council consideration. With this review and update, we will specifically address the objectives that have been itemized in the RFP for this engagement:

- Review the basis for charges to ensure a consistent methodology;
- Address specific policy, administrative, and technical issues which had arisen from application of the existing SDCs;
- Determine the most appropriate and defensible fees, ensuring that development is paying its way;
- Consider possible revisions to the structure or basis of the charges which might improve equity or proportionality to demand;
- Provide clear, orderly documentation of the assumptions, methodology, and results, so that City staff could, by reference, respond to questions or concerns from the public.

The results of this effort will provide clear documentation of the analytical process, and will be done in close coordination with City staff and available master plans and other relevant documents.

Budget

Itemized below in Table 1 is the cost proposal for the transportation SDC methodology and CIP development study. The consultant team is proposing a time and materials contract with a “not to exceed” fee that cannot be altered without prior written approval of the City. **Travel costs:** will be billed at the current IRS mileage allowance (i.e., 58 cents per mile). If the IRS adjusts the standard mileage allowance during the term of this engagement, the updated value will be used for mileage reimbursement. **Final reports printing and binding:** The cost of producing the final reports and technical memoranda will be billed on actual cost basis (i.e., without markup). **Project materials:** will be billed to the project on an “as needed” basis. No materials will be billed to the project without the prior review and consent of the City’s project manager.

We feel that following budget is sufficient to get the job done!

Table 1 - Proposed Budget

Task and Subtask Description	\$155	\$140	SDC Study Project Totals	
	Steve Donovan	Joe Bessman	Hours	Dollars
Labor Costs:				
<i>Task 1 - Project management and initiation</i>				
a Project review workshop	4	-	4	620
b Develop detailed work plan	6	-	6	930
c Finalize project schedule	4	2	6	900
d Schedule and attend City staff meetings	12	12	24	3,540
e Schedule and attend City Council work sessions	12	12	24	3,540
f Document decision processes via issue papers	4	4	8	1,180
<i>Task 2 - Municipal code review, data collection, demand forecast</i>				
a Collect and validate study input data	8	8	16	2,360
b Develop SDC model(s)	16	8	24	3,600
c Establish the 20 year demand forecast	8	16	24	3,480
d Develop the trip generation template for the transportation SDC	8	4	12	1,800
e Evaluate SDC implementation strategies & review with City Staff	6	8	14	2,050
<i>Task 3 - Detailed financial analysis</i>				
a Develop functional allocation of costs	8	4	12	1,800
b Develop customer statistics	12	8	20	2,980
c Distribute costs to customer classes	8	8	16	2,360
d Develop reimbursement and improvement fees	6	8	14	2,050
<i>Task 4 - Draft report, final report, presentation to City Council</i>				
a Prepare draft report	12	8	20	2,980
b Finalize project issue papers and technical memoranda	8	8	16	2,360
c Prepare final report	4	8	12	1,740
d Present final report results to City Council	6	-	6	930
e Prepare draft SDC Resolutions	12	-	12	1,860
Total labor hours	164	126	290	
Total labor cost	\$ 25,420	\$ 17,640		\$ 43,060
Travel Costs:				
	Per Trip	# of Trips	Total	
Per diem per person per day	\$ 250	5	\$ 1,250	
Mileage - 416 round trip miles at \$0.58 per mile	241	5	1,206	
Total travel costs			\$ 2,456	2,456
Project Costs:				
Graphics, printing and binding				500
Total not to exceed budget:			<u>\$</u>	<u>46,016</u>

Communications and Availability

All project team members are committed to work on this project for the City through its successful completion. Assuming a start date on or very near April 8, 2020, we are comfortable estimating a project completion date of August 31, 2020. A detailed proposed project schedule is shown in the supportive information section of this proposal.

In your RFP, you asked proposers to identify “tech tools” that can be used to minimize meeting costs. We use Skype at our office regularly for video conferencing. We also subscribe to a toll-free telephone conference calling service that will be available for this project.

Finally, Joe Bessman lives in Bend, and has worked for the City in the past. He is available at most times, and is 20 to 30 minutes away from La Pine City Hall.

Supportive Information

Qualifications and Relevant Experience Matrix

Over the past 30 years we have either authored or sub consulted on hundreds of rates and SDC studies. All of these studies included the development of transportation system financial plans, and had extensive involvement/coordination with federal, state, and local regulatory agencies. Table 2 contains a sample of our relevant experience over the past few years.

Table 2 - Listing of Current Relevant Projects

Client	Year
• City of Sisters – 2019 Transportation SDC Methodology Update	2019
• City of Sisters – 2018 Water and Sewer SDC Methodology Updates	2018
• City of Independence – 2019 Water and Sewer Rate Study; Independence, Oregon	Underway
• City of Scappoose – 2017 Water, Sewer Rate Study and Water, Sewer, and Transportation SDC Update; Scappoose, Oregon	2017
• City of Sutherlin – 2019 SDCs Methodologies Update; Sutherlin, Oregon	Underway
• City of Sandy – 2017 Solid Waste Rate Study Update; Sandy, Oregon	2017
• City of Canyonville – 2015 Water and Sewer Rate Study; Canyonville, Oregon	2016
• City of Silverton – Water and Wastewater Cost of Service Studies and SDCs Update; Silverton, Oregon	January 2002 to Present
• City of Dallas, Oregon – 2018 Transportation SDCs Methodology Update	2018
• City of Molalla – 2019 Sewer and Transportation SDCs Methodology Update	Underway
• City of Creswell – 2020 SDCs Methodologies Update; Creswell, Oregon	Underway
• Water Environment Services – 2017 Wastewater and Stormwater Cost of Service Studies and SDC Methodology Update; Clackamas County, Oregon	Underway
• City of Sheridan – 2016 Utilities Cost of Service Study Update; Sheridan, Oregon	Underway
• City of Coos Bay – 2019 WWTP funding options study; Coos Bay, Oregon	Underway
• City of St. Helens – 2017 Utilities rates and SDC Study; St. Helens, Oregon	2017
• City of Ashland Water Rate Study and SDC Update	2015 - 2016
• City of Hubbard – 2012 Water, Sewer, Parks and Transportation SDC Methodology Update; Hubbard, Oregon	2013 to Present

Professional References

In your RFP, you asked for professional references. For your convenience, we have listed six (6) references in Table 3 for you to choose from. We encourage you to contact any and all of these references.

Table 3 - Listing of Professional References for Donovan Enterprises, Inc.

<i>Client</i>	<i>Project Name</i>	<i>Project Date</i>	<i>Client Reference</i>	<i>Client Contact Information</i>
	Water, wastewater, stormwater, and streets SDCs update	2019	Ms. Kathleen Zaragoza Finance Director	306 Water Street Silverton, OR 97381 (503) 874-2205 kzaragoza@silverton.or.us
	Water, wastewater, stormwater, and streets SDCs update	1996 to present	Mr. Gerald Fisher Public Works Director	117 N. Molalla Avenue Molalla, OR 97038 (503) 829-6855 gfisher@cityofmolalla.com
	Water and wastewater cost of service	2017	Ms. Gloria Butsch Finance Director	555 South Main Street Independence, OR 97351 (503) 837-1170 Butsch.gloria@ci.independence.or.us
	Water, Wastewater, & Transportation SDCs	2018 to 2019	Mr. Paul Bertagna Public Works Director	520 East Cascade Avenue. Sisters, OR 97759 (541) 323-5212 pbertagna@ci.sisters.or.us
	Utilities rates and financial advising services	1995 to present	Mr. Frank Sheridan City Manager	120 Mill Street Sheridan, OR 97378 (503) 843-2347 fsheridan@cityofsheridanor.com
	Wastewater cost of service analysis and capital planning	2007 to present	Mr. Jim Hossley Public Works Director	500 Central Avenue Coos Bay, OR 97420 (541) 269-1181 x-2250 JHossley@coosbay.org

Team Member Professional Resumes



- ◆ Over Forty (40) years of experience in engineering, public works programming, economics, and public policy analysis.
- ◆ Principal author or collaborator on dozens of water rate and SDC studies throughout the United States. These skills transfer directly to the scope of services required for La Pine.
- ◆ Extensive experience in the development and adoptions of Transportation System Plans throughout Oregon

STEVE DONOVAN

Donovan Enterprises, Inc.

President

EDUCATION

B.S., Electrical Engineering,
University of Wisconsin, 1977

MBA, University of Wisconsin,
1979

YEARS OF EXPERIENCE

41

PROFESSIONAL AFFILIATIONS

American Public Works
Association

American Water Works
Association

Water Environment Federation

Institute of Electrical and
Electronic Engineers

Oregon Municipal Finance

Officers Association

Oregon Association of Clean
Water Agencies

REFERENCES

Cory Mistry, City of Sisters
cmistry@ci.sisters.or.us
(541) 549-6022

Gerald Fisher PE, City of Molalla
gfisher@cityofmolalla.com
(503) 829-6855

Chris Storey, Clackamas County
chrissto@clackamas.us
(503) 742-4543

TRANSPORTATION SDC UPDATES

- ◆ City of Sisters 2019
- ◆ City of Sutherlin 2020
- ◆ City of Molalla 2019
- ◆ City of Sublimity 2017
- ◆ City of Creswell 2020
- ◆ City of Dallas 2018
- ◆ City of Silverton 2019
- ◆ City of Independence 2016
- ◆ City of Scappoose 2017
- ◆ City of St. Helens 2018

TRANSPORTATION PLANNING & CIP DEVELOPMENT

- ◆ Washington County MSTIP 2018
- ◆ Clackamas County 2020
- ◆ City of Molalla 2019
- ◆ City of Sublimity 2017
- ◆ City of Coos Bay 2019
- ◆ City of Sheridan 2019
- ◆ City of Silverton 2019
- ◆ Marion County 2018
- ◆ City of Tillamook 2016
- ◆ City of Ashland 2015



Joe Bessman is a registered professional engineer providing a breadth of experience within the transportation engineering field, leveraging his experience that spans transportation planning, design, entitlements, and research projects over the past eighteen years. Joe is based out of Bend, Oregon and serves as owner and principal engineer with Transight Consulting, LLC. Within Central Oregon he has been involved in public and private work for several organizations and agencies. Notable projects have included the preparation of several Transportation System Plans (including managing the City’s US 97 Corridor Plan and Transportation System Plan), on-call transportation engineering services for the Cities of Sisters and Prineville, support of the City of Sisters System Development Charge update (with Steve Donovan); master planning and entitlements work for several institutions and agencies including Bend La Pine School District, Central Oregon Community College, OSU-Cascades Campus, numerous projects with Bend Parks and Recreation Department, and connectivity, master planning, and entitlements support to St. Charles hospital. Joe brings an efficient and data-driven approach to his work, effectively translating data into actionable information for decision makers and the general public.

JOE BESSMAN, PE

Transight Consulting,
LLC

Owner, Principal

EDUCATION

BS Civil Engineering,
University of Portland (2002)

YEARS OF EXPERIENCE

18

LICENSES

Professional Civil Engineer
(Transportation Emphasis)
Oregon and Washington

REFERENCES

Paul Bertagna, City of Sisters
pbertagna@ci.sisters.or.us
(541) 323-5212

Russ Grayson, City of Bend
rgrayson@bendoregon.gov
(541) 693-2121

Eric Klann, City of Prineville
eklann@cityofprineville.com
(541) 447-5627

TRANSPORTATION SDC UPDATES

Joe helped support Steve Donovan and the City of Sisters with their recent Transportation System Development Charge update. Joe’s role included review of the project list and costs, review of eligible “capacity creating” projects, and support with development entities with project information and outreach. The City’s SDC Update was approved in 2019.

Joe managed the City of Prineville’s Transportation System Plan update that identified a series of projects needed to support Prineville’s 20-year growth. Following this work effort, Joe supported the City with an update to their adopted SDC methodology to reflect this revised project list. The revised SDC update was approved and implemented.

TRANSPORTATION PLANNING

Joe has been involved in a broad range of transportation planning projects that include development of corridor plans, transportation system plans, area plans, master plans, parking plans, and the more specific and detailed implementation within the development services/entitlements process.

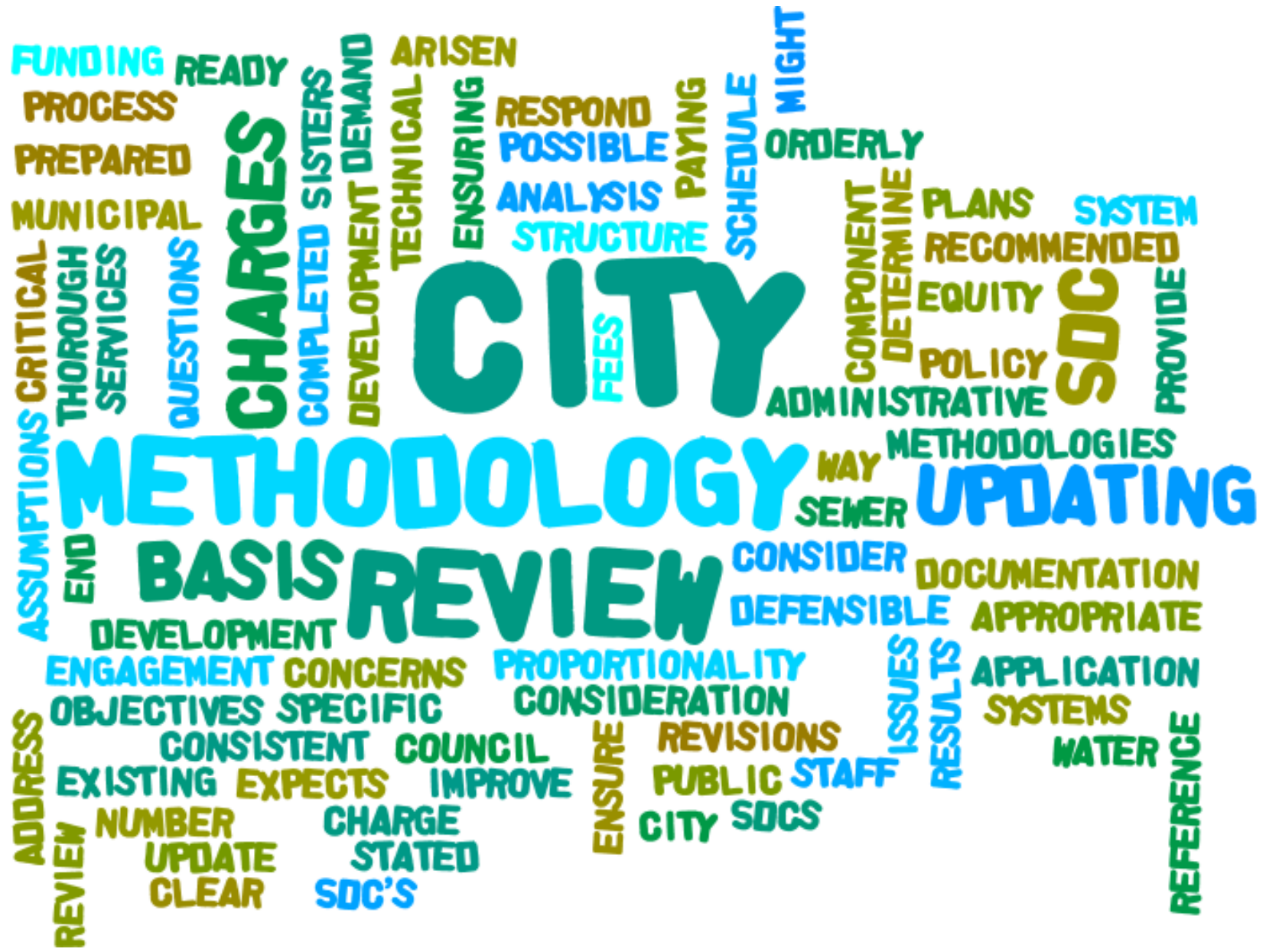
- Project Manager on the La Pine Transportation System Plan
- Project Manager on the US 97/La Pine Corridor Plan
- Project Manager on the OR 126 Corridor Plan
- Project Manager on the Prineville TSP/SDC Update

From these public planning efforts Joe is aware of the decisions and projects that are included within the City of La Pine Transportation System Plan that would form the basis of an SDC.

Schedule

Proposed Schedule for the SDC Methodology and CIP Development Study

ID	Task Name	Start	Finish	2020							
				Mar	Apr	May	Jun	Jul	Aug	Sep	
1	SDC proposals due	3/17/2020	3/17/2020	★							
2	Transportation SDC methodology update study start date	4/8/2020	4/8/2020		★						
3	Task 1: Project management and initiation	4/8/2020	8/5/2020			■					
4	Task 2: Municipal code review, data collection, demand forecast	4/8/2020	4/29/2020		■						
5	Task 3: Detailed financial analysis	4/8/2020	8/5/2020			■					
6	Task 4: Draft report, final report, public involvement	5/4/2020	8/17/2020			■					
7	Study completion date	8/3/2020	8/3/2020							★	
8	City staff review of draft and final report	6/1/2020	8/17/2020			■★					
9	City Council review & approval	8/12/2020	8/12/2020							★	
10	Final deliverables to City	8/31/2020	8/31/2020								★



CITY OF LA PINE

STAFF REPORT

DATE SUBMITTED:

TO: La Pine City Councilors

FROM: Jake Obrist, La Pine Public Works Manager

SUBJECT: RFP-Landscaping Maintenance

MEETING DATE: March 25, 2020

TYPE OF ACTION REQUESTED (Check one):

- | | | | |
|-------------------------------------|-------------------------|--------------------------|------------------|
| <input type="checkbox"/> | Resolution | <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | No Action – Report Only | <input type="checkbox"/> | Public Hearing |
| <input checked="" type="checkbox"/> | Formal Motion | <input type="checkbox"/> | Other/Direction: |

Background

The City of La Pine takes great pride in maintaining the investments it has made in our landscaping through various streetscape projects. Those interested in providing these services for landscape maintenance should provide the City a bid for services for the landscape areas located and identified in the RFP. The independent contractor must be licensed through the Oregon Construction Contractor's board or the Landscape Contractor's board. The RFP documents are attached for your review.

Proposals

The City has received (1) proposal for this open RFP for Landscaping Maintenance, Little River Design. Their proposal is attached for review.

Staff Recommendation

Staff recommends awarding Little River Design the contract to perform landscaping duties within the City of La Pine.

Formal Motion

I move to award the Landscaping Maintenance contract to Little River Design and to enter into a professional services agreement.



L A P I N E

O R E G O N

**City of La Pine Public
Works Department**

REQUEST FOR PROPOSALS

PROJECT: Landscape Maintenance

PROPOSAL DUE DATE: March 17, 2020

City of La Pine

Public Works

Department Contact

Person

541-536-1432

Public Works Manager

Jake Obrist

BACKGROUND

The City of La Pine takes great pride in maintaining the investments it has made in our landscaping through various streetscape projects. Those interested in providing these services for landscape maintenance should provide the City a bid for services for the landscape areas located and identified in the RFP. The independent contractor must be licensed through the Oregon Construction Contractor's board or the Landscape Contractor's board.

LANDSCAPE AREAS

- ***West Side of Highway 97 Streetscape***-Starting at the intersection of 1st Street going southerly past 6th Street. Including City Hall on-site landscaping. Including "Triangle Park" located at Huntington and Highway 97.
- ***1st Street Streetscape***- Starting at Highway 97 going west on 1st Street, including north and south sections of 1st street. ending at the Huntington Road intersection. Not including the frontage of the La Pine Community Health Center on 1st Street.
- ***Huntington Streetscape***- Starting on Huntington Road at the south entrance of Bi-Mart continuing to the north entrance of Bi-Mart.

SCOPE OF WORK

This scope of work intended to identify general duties of landscape maintenance within the City of La Pine.

- (1)Spring clean-up and irrigation fire up. Clean up of all winter caused maintenance needs on all landscaping areas to include, pruning, raking, mowing, edging, trash removal, irrigation testing and repair, fertilizing, etc. This is to get all areas ready for their regular interval maintenance.
- Weekly visits to include: April (1), May(4), June(4), July(5) August(4), September (3), October (1).
- (1)Fall clean-up and irrigation winterization. Clean up all landscape area to prepare for winter off season to include similar duties as spring clean-up.
- Both Spring and Fall-clean up duties are separate from the weekly maintenance identified above
- Provide costs associated with all (3) landscape areas individually, and provide a total for all (3) together
- Provide an hourly rate for any services performed outside the scope of regular maintenance

TIMELINE

RFP Advertisement: 2-27-2020
Proposal Due Date: 3-17-2020

There will be no mandatory pre-proposal meeting. All questions shall be made in writing via email to Jake Obrist, Public Works Manager (jobrist@lapineoregon.gov) by **2:00 p.m. (PST) March 17, 2020**. Faxed requests for information will not be accepted.

If a contract is awarded, the City will award the contract to the consultant whose proposal will best serve City's interests. Consultants responding to this Request for Proposals (this "RFP") do so at their own expense; City is not responsible for any costs and/or expenses associated with the preparation and/or submission of any proposal. City reserves the right to enter into one or more contracts concerning the project scope described in this RFP.

If a contract is awarded, City and the selected consultant will enter into a professional services agreement. The Agreement will contain terms and conditions required under applicable law and will otherwise be in form and content satisfactory to City. Without otherwise limiting the generality of the immediately preceding sentence, the Agreement will include terms and conditions concerning, among other things, acceptable standards of performance, compensation, minimum insurance requirements, compliance with laws, indemnification, and representations and warranties.

Notwithstanding anything contained in this RFP to the contrary, if in City's best interest, City reserves the right to (a) amend and/or revise this RFP in whole or in part, (b) cancel this RFP, (c) extend the submittal deadline for responses to this RFP, (d) waive minor informalities and errors in such proposals, and/or (e) reject any or all Proposals for any reason and/or without indicating reasons for rejection. Further, City reserves the right to (y) seek clarification(s) from each proposer and/or require supplemental information for any proposer, and/or (z) negotiate with alternate proposers, if initial contract negotiations are unsuccessful.



*Computer Enhanced Custom Landscape & Irrigation
Design & Construction*

License #9704

P.O. Box 2995

16424 Finley Butte Road La Pine, OR 97739

Phone/Fax 541-536-1512

2020 Landscape Maintenance Services

Proposal #266763

February 26, 2020

Proposal submitted to:
City of La Pine
Jake Obrist
16345 Sixth Street
La Pine, OR 97739

Work to be performed at:
West Side of HWY 97 Streetscape
1st Street Streetscape
Huntington Streetscape
La Pine, OR 97739

We hereby propose to furnish the materials and perform the labor necessary for the completion of:
Landscape and irrigation maintenance services starting at 1st street and West Side of HWY97 continuing to and including City Hall, triangle park, also included is 1st street and HWY 97 swale and Bi Mart Lawn for 2020. Services, as outlined on Page two. services will be performed between the months of April through November 2020. If this contract is terminated by either party, the cost of services already rendered will be due and payable within 10 days of date terminated.

PROPOSAL includes all material and guaranteed as specified for the above work completed in a timely and substantial workmanlike manner for the sum of:

Twenty Six Thousand One Hundred Fourteen Dollars and no/100 **\$26,114.00** DOLLARS

PAYMENT to be made as follows: 8 equal monthly payments of \$ 3,264.25, beginning April 30, 2020 through November 30, 2020.

PROPOSAL prices are offered for 30 days from the date of LRD authorization. If proposal is not accepted by then, prices may be subject to market change.

ACCEPTANCE of Proposal

The prices, specifications and conditions stated on pages one and two of this proposal are satisfactory and are hereby accepted. Little River Design is authorized to complete this contract as specified. Payment will be made as outlined.

**2020 Landscape Maintenance Services
Proposal #266763
February 26, 2020**

Below are the details for maintenance at: West Side of Highway 97 Streetscape, 1st Street Streetscape, and Huntington Streetscape

Spring cleanup in April to include mowing, pruning as needed, edge along lawn areas, weed and rake beds, general cleanup as needed. Remove all debris collected.

STRONGLY RECOMMENED: As an option, thatch and aerate lawn at locations below.

Optional : City Hall Lawn \$ 391.00

1st Street Lawn \$ 1,100.00

Bi Mart Lawn \$ 480.00

Fall cleanup and pruning in late October and again the first week in November if needed, to include final mowing, pruning as needed, leaf cleanup, clean and rake beds.

Maintenance visits: 1 visit in April, 4 visits in May, 5 visits in June, 4 visits in July, 5 visits in August, 2 visits in September and 1 visit in October. Visits to include:

Mow: Weekly

Power edge: Every other week

Rake: Each visit as needed

Weed: All beds each visit as needed

Blow: Sidewalks

Prune: Prune dead as needed

Line trim: As needed

Trash: Pick up trash in Landscaped areas

Fertilize lawns: four times per season with 21-7-14-4-2

Pesticide: Use as needed

Herbicides: Use as needed

Also included:

Irrigation spring tune-up: Turn on water, test and adjust all heads as needed, program clock for Spring.

Irrigation winterization: Blow all zones with compressed air, insulate POC.

Shaun on site monthly to monitor irrigation and work quality

Note:

Irrigation repairs will be billed on a time and materials basis at \$50 per man hour.

Fungicides used will be billed on a time and materials basis at \$40 per man hour.

Winter Red Cinder removal will be billed on a time and materials basis at \$40 per man hour.

**2020 Landscape Maintenance Services
Proposal #266763
February 26, 2020**

Below are the details for maintenance at: 1st Street Streetscape Swale.

Spring cleanup in April to include weed and rake beds, general cleanup as needed.

Fall cleanup and pruning in late October and again the first week in November if needed, to include pruning as needed, leaf cleanup, clean and rake beds.

Maintenance visits: 1 visit in April, 2 visits in May, 3 visits in June, 2 visits in July, 2 visits in August, 2 visits in September and 1 visit in October. Visits to include:

Rake: Each visit as needed

Weed: All beds each visit as needed

Blow: Sidewalks

Prune: Prune dead as needed

Trash: Pick up trash in Landscaped areas



**Computer Enhanced Custom Landscape & Irrigation
Design & Construction**

License #9704

P.O. Box 2995

16424 Finley Butte Road La Pine, OR 97739

Phone/Fax 541-536-1512

2020 Landscape Maintenance Services

Proposal #266763

February 26, 2020

Proposal submitted to:
City of La Pine
Jake Obrist
16345 Sixth Street
La Pine, OR 97739

*Area break down
is included in
overall total
\$26,114.00*

Work to be performed at:
West Side of HWY 97 Streetscape
City Hall
Triangle Park
La Pine, OR 97739

We hereby propose to furnish the materials and perform the labor necessary for the completion of:
Landscape and irrigation maintenance services starting at 1st street and West Side HWY97 continuing to and including City Hall and Triangle Park for 2020. Services, as outlined on Page two. services will be performed between the months of April through November 2020. If this contract is terminated by either party, the cost of services already rendered will be due and payable within 10 days of date terminated.

PROPOSAL includes all material and guaranteed as specified for the above work completed in a timely and substantial workmanlike manner for the sum of:

Sixteen Thousand Eighty Dollars and no/100 \$16,080.00 DOLLARS

PAYMENT to be made as follows: 8 equal monthly payments of \$ 2,010.00, beginning April 30, 2020 through November 30, 2020.

PROPOSAL prices are offered for 30 days from the date of LRD authorization. If proposal is not accepted by then, prices may be subject to market change.

ACCEPTANCE of Proposal

The prices, specifications and conditions stated on pages one and two of this proposal are satisfactory and are hereby accepted. Little River Design is authorized to complete this contract as specified. Payment will be made as outlined.

**2020 Landscape Maintenance Services
Proposal #266763
February 26, 2020**

Spring cleanup in April to include mowing, pruning as needed, edge along lawn areas, weed and rake beds, general cleanup as needed. Remove all debris collected.

**STRONGLY RECOMMENED: As an option, thatch and aerate the lawn located at City Hall.
Optional : \$ 391.00**

Fall cleanup and pruning in late October and again the first week in November if needed, to include final mowing, pruning as needed, leaf cleanup, clean and rake beds.

Maintenance visits: 1 visit in April, 4 visits in May, 5 visits in June, 4 visits in July, 5 visits in August, 2 visits in September and 1 visit in October. Visits to include:

**Mow: Weekly
Power edge: Every other week
Rake: Each visit as needed
Weed: All beds each visit as needed
Blow: Sidewalks
Prune: Prune dead as needed
Line trim: As needed
Trash: Pick up trash in Landscaped areas**

Fertilize lawns: Four times per season with 21-7-14-4-2

Pesticide: Use as needed

Herbicides: Use as needed

Also included:

Irrigation spring tune-up: Turn on water, test and adjust all heads as needed, program clock for Spring.

Irrigation winterization: Blow all zones with compressed air, insulate POC.

Shaun on site monthly to monitor irrigation and work quality

Note:

Irrigation repairs will be billed on a time and materials basis at \$50 a man hour.

Fungicides used will be billed on a time and materials basis at \$40 a man hour.

Winter Red Cinder removal will be billed on a time and materials basis at \$40 a man hour.



**Computer Enhanced Custom Landscape & Irrigation
Design & Construction**

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P.O. Box 2995

16424 Finley Butte Road La Pine, OR 97739

Phone/Fax 541-536-1512

2020 Landscape Maintenance Services

Proposal #266763

February 26, 2020

Proposal submitted to:
City of La Pine
Jake Obrist
16345 Sixth Street
La Pine, OR 97739

*Area break down
is included in overall
total
\$126,114.00*

Work to be performed at:
1st Street Streetscape
Hwy 97 Swale
La Pine, OR 97739

WE hereby propose to furnish the materials and perform the labor necessary for the completion of:
Landscape and irrigation maintenance at 1st street also including the swell along HWY 97 for 2020
Services, as outlined on Page two, services will be performed between the months of April through
November 2020. If this contract is terminated by either party, the cost of services already rendered will
be due and payable within 10 days of date terminated.

PROPOSAL includes all material and guaranteed as specified for the above work completed in a timely
and substantial workmanlike manner for the sum of:

Eight Thousand Four Hundred Fifty Dollars and no/100 \$8,450.00 DOLLARS

PAYMENT to be made as follows: 8 equal monthly payments of \$ 1,056.25, beginning April 30, 2020
through November 30, 2020.

PROPOSAL prices are offered for 30 days from the date of LRD authorization. If proposal is not accepted
by then, prices may be subject to market change.

ACCEPTANCE of Proposal

The prices, specifications and conditions stated on pages one and two of this proposal are satisfactory
and are hereby accepted. Little River Design is authorized to complete this contract as specified.
Payment will be made as outlined.

**2020 Landscape Maintenance Services
Proposal #266763
February 26, 2020**

Below are the details for maintenance at: 1st Street.

Spring cleanup in April to include mowing, pruning as needed, edge along lawn areas, weed and rake beds, general cleanup as needed.

**STRONGLY RECOMMENED: As an option, thatch and aerate lawn located along 1st street.
Optional: \$1,100.00**

Fall cleanup and pruning in late October and again the first week in November if needed, to include final mowing, pruning as needed, leaf cleanup, clean and rake beds.

Maintenance visits: 1 visit in April, 4 visits in May, 5 visits in June, 4 visits in July, 5 visits in August, 2 visits in September and 1 visit in October. Visits to include:

**Mow: Weekly
Power edge: Every other week
Rake: Each visit as needed
Weed: All beds each visit as needed
Blow: Sidewalks
Prune: Prune dead as needed
Line trim: As needed
Trash: Pick up trash in Landscaped areas**

Fertilize lawns: four times per season with 21-7-14-4-2

Pesticide: Use as needed

Herbicides: Use as needed

Also included:

Irrigation spring tune-up: Turn on water, test and adjust all heads as needed, program clock for Spring.

Irrigation winterization: Blow all zones with compressed air, insulate POC.

Shaun on site monthly to monitor irrigation and work quality

Note:

Irrigation repairs will be billed on a time and materials basis

Fungicides used will be billed on a time and materials basis

Winter Red Cinder removal will be billed on a time and materials basis.

**2020 Landscape Maintenance Services
Proposal #266763
February 26, 2020**

Below are the details for maintenance at the HWY 97 Swale.

Spring cleanup in April to include weed and rake beds, general cleanup as needed.

Fall cleanup and pruning in late October and again the first week in November if needed, to include pruning as needed, leaf cleanup, clean and rake beds.

Maintenance visits: 1 visit in April, 2 visits in May, 3 visits in June, 2 visits in July, 2 visits in August, 2 visits in September and 1 visit in October. Visits to include:

Rake: Each visit as needed

Weed: All beds each visit as needed

Blow: Sidewalks

Prune: Prune dead as needed

Trash: Pick up trash in Landscaped areas



*Computer Enhanced Custom Landscape & Irrigation
Design & Construction*

License #9704

P.O. Box 2995

16424 Finley Butte Road La Pine, OR 97739

Phone/Fax 541-536-1512

2020 Landscape Maintenance Services

Proposal #266763

February 26, 2020

Proposal submitted to:
City of La Pine
Jake Obrist
16345 Sixth Street
La Pine, OR 97739

*Area breakdown is included
in overall total
\$126,114.00*

Work to be performed at:
Huntington Streetscape
La Pine, OR 97739

WE hereby propose to furnish the materials and perform the labor necessary for the completion of:
Landscape and irrigation maintenance at Huntington Streetscape Bi Mart Lawn for 2020. Services, as outlined on Page two, will be performed between the months of April through November 2020. If this contract is terminated by either party, the cost of services already rendered will be due and payable within 10 days of date terminated.

PROPOSAL includes all material and guaranteed as specified for the above work completed in a timely and substantial workmanlike manner for the sum of:

One Thousand Five Hundred Eighty-Four Dollars and no/100 \$1,584.00 DOLLARS

PAYMENT to be made as follows: 8 equal monthly payments of \$198.00, beginning April 30, 2020 through November 30, 2020.

PROPOSAL prices are offered for 30 days from the date of LRD authorization. If proposal is not accepted by then, prices may be subject to market change.

ACCEPTANCE of Proposal

The prices, specifications and conditions stated on pages one and two of this proposal are satisfactory and are hereby accepted. Little River Design is authorized to complete this contract as specified. Payment will be made as outlined.

**2020 Landscape Maintenance Services
Proposal #266763
February 26, 2020**

Spring cleanup in April to include mowing, edge along lawn areas, prune as needed, general cleanup as needed.

**STRONGLY RECOMMENDED: As an option, thatch and aerate lawn located at Bi Mart.
Optional: \$480.00**

Fall cleanup and pruning in late October and again the first week in November if needed, to include final mowing, pruning as needed, leaf cleanup.

Maintenance visits: 1 visit in April, 4 visits in May, 5 visits in June, 4 visits in July, 5 visits in August, 2 visits in September and 1 visit in October. Visits to include:

**Mow: Weekly
Power edge: Every other week
Blow: Sidewalks
Prune: Prune dead as needed
Line trim: As needed
Trash: Pick up trash in Landscaped areas**

Fertilize lawns: four times per season with 21-7-14-4-2

Pesticide: Use as needed

Herbicides: Use as needed

Also included:

Irrigation spring tune-up: Turn on water, test and adjust all heads as needed, program clock for Spring.

Irrigation winterization: Blow all zones with compressed air, insulate POC.

Shaun on site monthly to monitor irrigation and work quality

Note:

Irrigation repairs will be billed on a time and materials basis at \$50 a man hour.

Fungicides used will be billed on a time and materials basis at \$40 a man hour.

Winter Red Cinder removal will be billed on a time and materials basis at \$40 a man hour.