

**CAPITAL
IMPROVEMENT
PROGRAM**

FY 2024 - 2028

PRELIMINARY DRAFT



CITY OF MADRAS, OREGON

FY 2024-2028 Capital Improvement Program (CIP)

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“A Vibrant Responsive Community Where You Can Thrive and Grow”

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GLOSSARY

PRELIMINARY DRAFT

Introduction

The Madras community worked collaboratively with City Council and staff to establish our community vision. Our vision was solidified through the adoption of the Strategic Plan, adopted by Council on XXXXX. Each year, the City adopts a Strategic Plan intended to provide targeted guidance towards achieving that vision. Among other important measures, the Strategic Plan identifies the need to maintain infrastructure in a condition to provide safe, reliable, sustainable service, and also to prepare for growth. The Capital Improvement Program (CIP) document represents the next step in the planning process for capital projects by considering system needs identified from various sources and balances priorities with available/anticipated financial resources over a five-year period.

Purpose of a CIP and Relationship to Budget

The CIP is a type of financial planning document that identifies capital projects anticipated to be initiated in the next five fiscal years. The CIP is intended as a communication and engagement tool for elected officials, community members, and staff. The first year of the CIP will be the basis for developing the capital portion of the forthcoming budget for Fiscal Year 2024-2025. The CIP shows the total cost of a project in the year it is funded. Once a project appears in the first year of the CIP and makes it into the budget, it does not appear again in the detailed project pages of subsequent CIPs because the project has moved beyond the planning stage.

The CIP is a planning document based on priorities and financial constraints as understood at a point in time. As such, especially in the last four years of the CIP, the community should anticipate changes in proposed projects as we consider new regulatory requirements, changing system demands, or gain new information regarding system conditions and general priorities. Unanticipated funding opportunities can also impact the CIP.

The CIP Review Process

City staff prepare an initial draft CIP based on prioritized system needs and anticipated financial resources available to complete projects. The prioritization process is informed by, among other factors, masterplans, maintenance records, regulatory requirements, the Strategic Operational Plan, expressed needs by the community, funding opportunities and opportunities for economies of scale or efficiencies.

The draft Plan is reviewed by the Budget Commission, which includes the City Council, providing them an opportunity to discuss proposed projects and/or make suggestions for revisions. The draft CIP is made available for public review and provisions are made for the Commission to receive written public comments for consideration in their deliberations.

Following Budget Commission review, the draft document is updated and a final document is prepared and made available to the public. Council then adopts the first year of the CIP when they appropriate the fiscal year budget.

In developing this planning document and adopting the first year's projects into the budget, the City Council considers itself to have properly considered the four criteria necessary to qualify for discretionary immunity, i.e. immunity from any "claim based upon the performance of or the failure to exercise or perform a discretionary function or duty, whether or not the discretion is abused." ORS 30.265(c). Those four criteria are:

- Choice: the decision must be the result of a choice that is a matter of judgment – that is, the decision maker must consider a variety of options and judge the merits of each option, including factors such as safety, budget, time, scope, impact, and risk;
- Policy: that choice must involve public policy, as opposed to the routine day-to-day activities of the public body;
- Authority: the public policy choice must be exercised by the body or person that has, either directly or by delegation, the responsibility or authority to make it; and
- Why and How: the decision maker must do more than make the decision; they must document why and how they made the decision.

The City Council has reviewed the CIP as part of the budget process, leading to the adoption of the City's budget. In developing the Capital Improvement Program, City department directors and their staff consider many factors. Public safety is a key consideration when developing the CIP project list, as many CIP projects flow from the City's Master Plans, where prior balancing of public safety with policy objectives occurred.

Because the City does not have unlimited funds, the City's adoption of the CIP will authorize some projects, while necessarily deferring other projects. Completing the projects identified in the CIP may benefit the public and increase public safety. Deferring other projects may not address existing risks that would otherwise be mitigated.

The City Council has considered the policy choices inherent in developing the proposed CIP and including the first year's projects in the adopted budget. Although the Council may rely on the expertise of professional staff, they have considered staff's answers to questions about the nature and types of policy choices inherent in developing the CIP and related budget appropriations.

CIP Document Structure

The CIP document is broken down into sections for each of the major infrastructure services the City provides—airport, buildings, parks, stormwater, transportation, wastewater, water and golf course. Each section provides:

- A brief overview of the infrastructure system and a summary of the funding sources for the projects included in the Plan.
- A list of the projects scheduled by year.
- Project specific pages. These pages provide an overall project description, total estimated project cost, funding sources, and the identification of any key assumptions in project scope, timing, or funding.

- A list of known needed projects that are currently unfunded either due to inadequate funding availability or they fall outside the 5-year window of the CIP. While not a comprehensive list of system needs, this information helps to provide an indication of the long-range CIP needs of the community.

On the project specific pages, the driver for the project is identified in the Origination section. Examples of project drivers are master plans, system evaluations, asset management plans, community members or regulatory agencies. A Category is assigned to provide a quick identifier for the City Council and the community about the benefit of the project. An Infrastructure Development project constructs new facilities or infrastructure to provide for the orderly development of the community over time, usually based on adopted master plans or in response to a State or Federal mandate for increased levels of service. The Community Enhancement category captures projects that add to community livability. Community Preservation projects will tend to be of higher priority because of the City's emphasis on maintaining existing service levels to the community. Flexibility exists in the prioritization of Infrastructure Development and Community Enhancement projects depending on the pace of community expansion, available resources, and/or regulatory requirements.

The document ends with a glossary of terms commonly used when describing CIP projects and funding sources.

Finances

It's important to recognize that there is not enough funding available to address all the capital needs the City has. In addition, many funding sources are restricted in what they can be used for. As an example, Water Fund revenues can only be spent on water infrastructure and cannot be used to make street improvements.

Funding Sources

The following table shows the relative breakdown of funding sources for all the projects contained in the 2024-2028 CIP. The table shows a projection of funds needed for projects in any given year. The table helps demonstrate that the relative amounts of money can vary significantly and can change from year to year based on the projects being constructed.

As is evident from the individual project pages, projects can have funding from more than one source. For instance, a major street project may rely on a mix of federal/State funds, local transportation maintenance fee revenues, local system development charges, and/or grants.

It is important to remember that grants are one-time sources of money from outside sources. The City actively looks to obtain grants where available. Grants typically require a percentage of the project be funded by a local source of money, called a 'match'. Funds from grants are restricted to the purpose that the grant was awarded for. The City should not rely on grants as a main source for sustaining or improving infrastructure. The money may or may not be there when it is needed, there is often a competitive process to secure the funds, and the decisions are made outside the control of the Madras community.

Projected Cost Totals by Funding Source

Funding Source	2024	2025	2026	2027	2028	Total
*Airport Operating Fund	\$2,020,748	\$2,081,370	\$2,143,812	\$2,208,126	\$2,274,370	\$10,728,426
Charges for Services	\$339,900	\$350,097	\$360,600	\$371,418	\$382,560	\$1,804,575
ODA Grants	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	\$796,370
Use of Money/Property	\$723,972	\$745,691	\$768,062	\$791,104	\$814,837	\$3,843,666
Interfund Transfers – In	\$75,000	\$77,250	\$79,568	\$81,955	\$84,413	\$398,185
*Golf Course	\$962,431	\$991,304	\$1,021,043	\$1,051,674	\$1,083,225	\$5,109,677
Charges for Services	\$255,850	\$263,526	\$271,431	\$279,574	\$287,961	\$1,358,342
Use of Money & Property	\$90,000	\$92,700	\$95,481	\$98,345	\$101,296	\$477,822
Interfund Transfers – In	\$500,000	\$515,000	\$530,450	\$546,364	\$562,754	\$2,654,568
*ISF PW & Fleet	\$2,887,325	\$2,973,945	\$3,063,163	\$3,155,058	\$3,249,710	\$15,329,201
Regulatory Fees	\$8,500	\$8,755	\$9,018	\$9,288	\$9,567	\$45,128
Charges for Services	\$2,430,000	\$2,502,900	\$2,577,987	\$2,655,327	\$2,734,986	\$12,901,200
*Parks Operating Fund	\$594,578	\$612,415	\$630,788	\$649,711	\$669,203	\$3,156,695
General Fund	\$594,578	\$612,415	\$630,788	\$649,711	\$669,203	\$3,156,695
*Transportation Operating Fund	\$4,235,484	\$4,362,549	\$4,493,425	\$4,628,228	\$4,767,075	\$22,486,760
Franchise Fees	\$491,790	\$506,544	\$521,740	\$537,392	\$553,514	\$2,610,980
OTIB/COIC Loans	\$1,383,000	\$1,424,490	\$1,467,225	\$1,511,241	\$1,556,579	\$7,342,535
Revenues from Other agencies	\$740,693	\$762,914	\$785,801	\$809,375	\$833,656	\$3,932,440
Charges for Services	\$2,856	\$2,942	\$3,030	\$3,121	\$3,214	\$15,163
Use of Money & Property	\$12,500	\$12,875	\$13,261	\$13,659	\$14,069	\$66,364
Interfund Transfers – In	\$4,235,484	\$4,362,549	\$4,493,425	\$4,628,228	\$4,767,075	\$22,486,760
*Wastewater Operations Fund	\$11,861,507	\$12,217,352	\$12,583,873	\$12,961,389	\$13,350,231	\$62,974,352
Revenues from Other agencies	\$4,000,000	\$4,120,000	\$4,243,600	\$4,370,908	\$4,502,035	\$21,236,543
Charges for Services	\$4,139,932	\$4,264,130	\$4,392,054	\$4,523,815	\$4,659,530	\$21,979,461
Use of Money & Property	\$16,709	\$17,210	\$17,727	\$18,258	\$18,806	\$88,710
Interfund Transfers – In	\$142,200	\$146,466	\$150,860	\$155,386	\$160,047	\$754,959

*Water Operations	\$1,211,567	\$1,247,914	\$1,285,351	\$1,323,912	\$1,363,629	\$6,432,374
Revenues from Other agencies	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$959,121	\$987,895	\$1,017,531	\$1,048,057	\$1,079,499	\$5,092,104
Use of Money & Property	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814	\$13,273
Interfund Transfers – In	\$0	\$0	\$0	\$0	\$0	\$0
*TOTALS	\$23,773,640	\$24,486,849	\$25,221,455	\$25,978,098	\$26,757,441	\$126,217,483

**Totals for each program include the beginning balance for the FY.*

Financing Projects with Bonds or Loans

Not all projects can be completed on a pay-as-you-go basis due to their cost or limits to available funding. In these situations, the City may use financing tools such as General Obligation (GO) bonds, revenue bonds, bank loans, or State Revolving Fund programs. It is important to remember that bonds and bank loans are not a source of revenue; they are only financing options. The sources of revenue to pay for the projects are the taxes or rates that secure the bonds or loan.

Five-Year Funding Plan Summary

The following table shows the total cost of projects planned in each of the next five years for each major category of capital projects. Some projects will be paid for in a single year, while other projects will take several years to complete.

Occasionally, unforeseen issues, changing costs, revenue realities, or shifts in community priorities will cause projects to be rescheduled. Any changes of this nature would be reflected in future CIP documents.

Projected Cost Totals by Category

CATEGORY	2024	2025	2026	2027	2028	TOTAL
Airport	\$319,000	\$350,000	\$400,000	\$470,000	\$510,000	\$2,206,929
Golf Course	\$140,000	\$250,000	\$80,000	\$150,000	\$280,000	\$900,000
Public Works & Fleet	\$75,000	\$125,000	\$100,000	\$100,000	\$100,000	\$500,000
Parks	\$0	\$1,174,492	\$1,174,492	\$1,174,492	\$1,174,492	\$5,872,462
Transportation Stormwater	\$2,150,000	\$3,546,800	\$3,546,800	\$3,546,800	\$3,546,800	\$17,734,000
Wastewater	\$5,075,000	\$932,000	\$932,000	\$932,000	\$932,000	\$4,660,000
Water	\$0	\$208,020	\$208,020	\$208,020	\$208,020	\$1,040,100
TOTALS	\$7,756,000	\$7,706,112	\$7,706,112	\$7,706,112	\$7,706,112	\$38,545,562

PRELIMINARY DRAFT



AIRPORT

AIRPORT



The Madras Municipal Airport and Industrial Center, is a 0000 acre property located in north Madras. The airport is a public use airport with two paved runways located in the Industrial Center's multi-modal transportation area. A former World War II training base for B-17 pilots, the airport is now home to the Erickson Aircraft Collection, Erickson Aero Tanker which provides support for wildland fire suppression, Daimler Truck Northwest and the annual Airshow of the Cascades.

The north hangar, built during World War II, is on the National Register of Historic Places. In August 2017, the Madras Airport hosted over 400 airplanes for the Total Solar Eclipse!

The airport, encompassing approximately 0000 acres, is a non-towered airport. The airfield has two paved runways: the primary runway (xxx) is 0000 feet in length and the secondary runway (xxx) is 0000 feet in length and one grass runway (xxx) 0000 feet in length. The City owns five T-hangar buildings at the site that have a capacity to house 54 aircraft.

A recently constructed Helibase located on the northern boundary of the Airport serves a takeoff and landing for firefighting helicopters and can accommodate parking for 2 large and 3 small helicopters.

To the west and east of the airport is approximately 000 acres of industrial park; the largest industrially zoned area in the Urban Growth Boundary. With water and wastewater infrastructure already in place and rail service to the site, this industrial land represents a unique opportunity. City staff coordinate the development process at the Airport Industrial Center (AIC), recruiting tenants, negotiating leases, and working with leaseholders to enhance their lease experience.

Financial Picture

Capital projects on the airport property are financed through three sources. The first is FAA grants that are secured for specific airfield improvements. The second is Airport Fund Operating Revenue generated from the rental of land and buildings at the site and the third is ODA grants from the state of Oregon. Upgrades to the airport facilities are dependent on the availability of revenues generated through airport enterprise activities. Projects may be deferred if resources are not sufficient or if there are higher priority projects where the operating revenue is needed, such as to match FAA grants. These grants typically cover 90 percent of the total project costs and require only a 10 percent match from local sources.

The maintenance needs of aging facilities now outpace the funding stream. Without increased activity at the airport and industrial park property generating more revenue, needed work is deferred, resulting in further deterioration of the infrastructure and higher project costs in future years. The impacts of these fiscal constraints can be seen in the lack of projects in the out years of this CIP.

Funding Summary

The following table shows the total dollar amount projected for projects scheduled in each of the five years of this CIP, broken down by the source of the funding. The costs shown are the projected project costs in the year the project is proposed.

Each year, the estimated cost of the projects is brought up to current year costs by applying the change in the ENR construction cost index for Seattle. The future year costs have an annual **three** percent inflation factor added in to estimate the cost in the year proposed.

Projected Cost Totals by Fiscal Year

FUNDING SOURCE	23-24	24-25	25-26	26-27	27-28	Totals
Airport Operating Revenue	\$2,020,748					
GRAND TOTALS	\$2,020,748					

Funded Projects Summary & Detail

The following projects have been identified for inclusion in this five-year Capital Improvement Program.

Each project shown below is explained in detail on the pages that follow. Projects are listed in the fiscal year they are anticipated to begin.

Project Description	Project Total
Initiation Plan Year: 2022-2023	
Helibase Phase 1 & 2 Landing and Parking Gravel Pad	\$320,000
Initiation Plan Year: 2024-2025	
Helibase Phase 3 Landing and Parking Asphalt Paving	\$180,000
Initiation Plan Year: 2024-2025	
Helibase Phase 4 Power & Water Service	\$0
Apron Rehabilitation	\$1,600,000
Initiation Plan Year: 2025-2026	
Helibase Phase 5	\$0
Initiation Plan Year: 2026-2027	
Helibase Phase 6	\$0
Grand Total for Airport:	\$

Capital Improvement Program 2024-2028

FY 2024-25 HELIBASE LANDING AND PARKING ASPHALT PAVING

Department: Airport **Strategic Plan: Goal 1, Objective 1A;** Airport Development

Origination: Airport Operations

Total Cost: \$180,000

Project Description: The Helibase is a new project that will serve for a staging area for firefighters and helicopters. As a result of this work, the City will be providing a safer and more effective work environment for this operation and reduce the conflict of FOD.



Operating Budget Impacts: \$30,000

Estimated Useful Life: 20 years

Project Funding Source: Airport Operating Funds \$30,000

Helibase	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027
Capital Cost:					
Engineering	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 324,460	\$ 189,000	\$ -	\$ -	\$ -
Total Estimated Capital Cost	\$ 324,460	\$ 189,000	\$ -	\$ -	\$ -
Funding Source:					
Airport	\$ 174,460	\$ -	\$ -	\$ -	\$ -
TOTAL CITY FUNDING	\$ 174,460	\$ -	\$ -	\$ -	\$ -
Other Funding Source:					
ODA	\$ 150,000	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FUNDING	\$ 150,000	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING	\$ 324,460	\$ -	\$ -	\$ -	\$ -

Capital Improvement Program 2024-2028

FY 2024-25 APRON AND FENCING IMPROVEMENTS

Department: Airport **Strategic Plan: Goal 1, Objective 1A;** Airport Development

Origination: Airport Operations

Total Cost: \$1,200,000



Project Description: The Airport is aging and a new grant through FAA is being applied for address cracked, uneven and spalling concrete aprons. As a result of this work, the City will be providing a safer and appealing area for aircraft.

Operating Budget Impacts: \$120,000

Estimated Useful Life: 20 years

Project Funding Source: Airport Operating Funds \$120,000

Apron & Fencing Improvements	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027
Capital Cost:					
Engineering	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 225,000	\$ -	\$ -	\$ -	\$ -
Total Estimated Capital Cost	\$ 225,000	\$ -	\$ -	\$ -	\$ -
Funding Source:					
Airport	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CITY FUNDING	\$ -	\$ -	\$ -	\$ -	\$ -
Other Funding Source:					
ODA	\$ 150,000	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FUNDING	\$ 150,000	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING	\$ 150,000	\$ -	\$ -	\$ -	\$ -

Capital Improvement Program 2024-2028

FY 2024-25 HANGAR REPAIRS

Department: Airport **Strategic Plan: Goal 1, Objective 1A;** Airport Development

Origination: Airport Operations

Total Cost: \$XXXX

Project Description: The Airport has 2 WWII historical Hangars, which are aging and in need of some maintenance. These include the recent repair of windows in the north & south hangars. Other items of CIP importance are upgrading of the HVAC in the south hangar for the FBO, electrical improvements and interior/exterior painting.



Operating Budget Impacts: \$XXXX

Estimated Useful Life: 30 years

Project Funding Source: Airport Operating Funds \$XXXX

Heavy Aircraft Hangar Repair	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027
Capital Cost:					
Engineering	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 1,000	\$ -	\$ -	\$ -	\$ -
Total Estimated Capital Cost	\$ 1,000	\$ -	\$ -	\$ -	\$ -
Funding Source:					
Airport	\$ 1,000	\$ -	\$ -	\$ -	\$ -
TOTAL CITY FUNDING	\$ 1,000	\$ -	\$ -	\$ -	\$ -
Other Funding Source:					
ODA	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FUNDING	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING	\$ 1,000	\$ -	\$ -	\$ -	\$ -

Capital Improvement Program 2024-2028

FY 2024-25 FIBER WIFI

Department: Airport **Strategic Plan: Goal 1, Objective 1A;** Airport Development

Origination: Airport Operations

Total Cost: \$XXXX

Project Description: The Airport has the need for improving the connectivity for wifi service within the administration building. These include the recent repair and installation of new equipment.

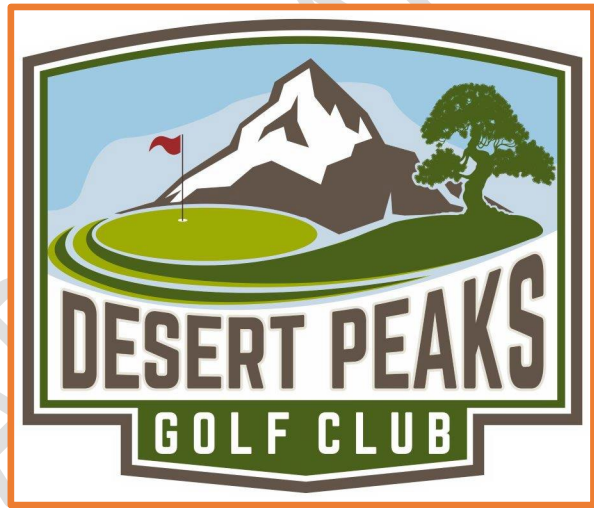
Operating Budget Impacts: \$XXXX

Estimated Useful Life: 10 years

Project Funding Source: Airport Operating Funds \$XXXX

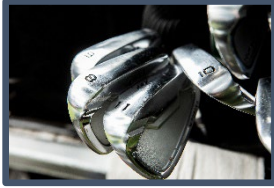


PRELIMINARY



GOLF COURSE

GOLF COURSE



The City of Madras owns and operates Desert Peaks Golf Course and Pro Shop. The original course (privately owned and operated) opened as a 6-hole course in 1958 and was expanded to 9 holes. In the late 1980's an additional 9 holes were constructed on the City's property for the purpose of disposal of the Cities effluent and the course became 18 holes.

In 1999 the golf course closed in its entirety. In 2001 the City opened the 9 holes located on City property as Desert Peaks Golf Course and in 2004 contracted out the operation and management of the club house with the City providing operation and maintenance of the grounds.

The 6312-yard course was rated in it's first year of operation and plays to a 69.0/112 slope for men and 69.6/115 slope for women. Desert Peaks Golf Course is a member of the Oregon Golf Association and offers a handicap program and posting facilities at the Pro Shop.

Desert Peaks Golf Course is located near the Airport and the Industrial area, just north of Madras. It features wide open spaces and beautiful views of the mountains. A family-oriented course, it offers challenges to all golfers. The Pro Shop and Club House were completed in the Fall of 2003, followed by a new putting green.

Financial Picture

Capital projects on the Golf Course property are financed through the services provided. The Golf Course Fund was established by Resolution number 26-2022 on September 27, 2022, with a review date no later than January 2032. On November 1, 2020 the City began managing and operating Desert Peaks Golf Course. This will be the start of the third year under complete operation of the City. As of March, 2023 sales revenue is at 94.3% of annual budget and membership sales are already at 82.8% of annual budget. Each year the golf course offers 5 annual passes as a donation for non-profit organizations to use in charity fundraising events.

Funding Summary

The following table shows the total dollar amount projected for projects scheduled in each of the five years of this CIP, broken down by the source of the funding. The costs shown are the projected project costs in the year the project is proposed.

Each year, the estimated cost of the projects is brought up to current year costs by applying the change in the ENR construction cost index for Seattle. The future year costs have an annual **three** percent inflation factor added in to estimate the cost in the year proposed.

The Wastewater fund contribution to the Golf Course has been reduced from \$610,724 to \$500,000. This is due to the golf course exceeding revenue projections. Previous budgets considered a Sewer Effluent Irrigation project in the Golf Course Fund.

Projected Cost Totals by Fiscal Year

FUNDING SOURCE	23-24	24-25	25-26	26-27	27-28	Totals
Golf Course Revenue	\$962,431	\$991,304	\$1,021,043	\$1,051,674	\$1,083,225	\$5,109,677
GRAND TOTALS	\$962,431	\$991,431	\$1,021,043	\$1,051,674	\$1,083,225	\$5,109,677

Funded Projects Summary & Detail

The following projects have been identified for inclusion in this five-year Capital Improvement Program.

Each project shown below is explained in detail on the pages that follow. Projects are listed in the fiscal year they are anticipated to begin.

Project Description	Project Total
Initiation Plan Year: 2023-2024	
Cart Path	\$40,000
Kitchen Upgrades	\$100,000
Initiation Plan Year: 2024-2025	
Pave Cart Barn	\$100,000
Clubhouse Addition	\$150,000
Initiation Plan Year: 2025-2026	
Cart Pavilion	\$80,000
Initiation Plan Year: 2026-2027	
Additional Parking with RV Spots	\$150,000
Initiation Plan Year: 2027-2028	
Maintenance Shop Expansion	\$80,000
Water Feature Enhancement for Ponds	\$200,000
<hr/>	
Grand Total for Golf Course:	\$900,000

Capital Improvement Program 2024-2028

FY 2023-2024 KITCHEN UPGRADES

Department: Public Works **Strategic Plan: Goal 4, Objective A2;** Support Organizational Development - Departments Goals and Projects

Origination: Golf Course

Total Cost: \$100,000

Project Description: The Kitchen Upgrades is a new project that will provide a variety of food and beverages to golfers and visitors. The upgrades will consist of refrigeration, cooking and other commercial type equipment.



Operating Budget Impacts: \$100,000

Estimated Useful Life: 10 years

Project Funding Source: Golf Course Operating Funds \$100,000

Kitchen Upgrades	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering	\$25,000					
Construction	\$75,000					
Total Estimated Capital Cost	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Funding Source:						
Golf Course	\$100,000					
TOTAL CITY FUNDING	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Other Funding Source:						
General Fund	\$0					
TOTAL OTHER FUNDING	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL FUNDING	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Capital Improvement Program 2024-2028

FY 2024-2025 PAVE CART BARN

Department: Public Works **Strategic Plan: Goal 4, Objective A2;** Support Organizational Development - Departments Goals and Projects

Origination: Golf Course

Total Cost: \$100,000

Project Description: The Cart Barn paving is a new project that will provide a safe and new surface within the storage area for golf carts. The paving will serve to keep carts cleaner and safer in a secure barn.



Operating Budget Impacts: \$100,000

Estimated Useful Life: 20 years

Project Funding Source: Golf Course Operating Funds \$100,000

Pave Cart Barn	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering		\$25,000				
Construction		\$75,000				
Total Estimated Capital Cost	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Funding Source:						
Golf Course		\$100,000				
TOTAL CITY FUNDING	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Other Funding Source:						
General Fund		\$0				
TOTAL OTHER FUNDING		\$0				\$0
TOTAL FUNDING	\$0	\$100,000	\$0	\$0	\$0	\$100,000

Capital Improvement Program 2024-2028

FY 2024-2025 CLUBHOUSE ADDITION

Department: Public Works **Strategic Plan: Goal 4, Objective A2;** Support Organizational Development - Departments Goals and Projects

Origination: Golf Course

Total Cost: \$150,000

Project Description: The Clubhouse Addition is a new project that will provide addition space in the existing pro shop and clubhouse. This additional space will serve customers for seating, eating and merchandise sales.



Operating Budget Impacts: \$150,000

Estimated Useful Life: 20 years

Project Funding Source: Golf Course Operating Funds \$150,000

Clubhouse Addition	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering		\$25,000				
Construction		\$125,000				
Total Estimated Capital Cost	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Funding Source:						
Golf Course		\$150,000				
TOTAL CITY FUNDING	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Other Funding Source:						
General Fund		\$0				
TOTAL OTHER FUNDING		\$0				\$0
TOTAL FUNDING	\$0	\$150,000	\$0	\$0	\$0	\$150,000

Capital Improvement Program 2024-2028

FY 2025-2026 CART PAVILION

Department: Public Works **Strategic Plan: Goal 4, Objective A2;** Support Organizational Development - Departments Goals and Projects

Origination: Golf Course

Total Cost: \$80,000

Project Description: The Cart Pavilion is a new project that will provide cover for golf carts located adjacent to the clubhouse. It will include charging stations and protection.



Operating Budget Impacts: \$80,000

Estimated Useful Life: 20 years

Project Funding Source: Golf Course Operating Funds \$80,000

Cart Pavillion	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering			\$10,000			
Construction			\$70,000			
Total Estimated Capital Cost	\$0	\$0	\$80,000	\$0	\$0	\$80,000
Funding Source:						
Golf Course			\$80,000			
TOTAL CITY FUNDING	\$0	\$0	\$80,000	\$0	\$0	\$80,000
Other Funding Source:						
General Fund			\$0			
TOTAL OTHER FUNDING			\$0			\$0
TOTAL FUNDING	\$0	\$0	\$80,000	\$0	\$0	\$80,000

Capital Improvement Program 2024-2028

FY 2026-2027 ADDITIONAL PARKING WITH RV SPOTS

Department: Public Works **Strategic Plan: Goal 4, Objective A2;** Support Organizational Development - Departments Goals and Projects

Origination: Golf Course

Total Cost: \$150,000

Project Description: The Additional Parking with RV Spots is a new project that will provide overflow parking for both automobiles and recreation vehicles. The parking will be an asphalt surface with markings for oversized vehicles.



Operating Budget Impacts: \$150,000

Estimated Useful Life: 20 years

Project Funding Source: Golf Course Operating Funds \$150,000

Additional Parking with RV Spots	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering				\$20,000		
Construction				\$130,000		
Total Estimated Capital Cost	\$0	\$0	\$0	\$150,000	\$0	\$150,000
Funding Source:						
Golf Course				\$150,000		
TOTAL CITY FUNDING	\$0	\$0	\$0	\$150,000	\$0	\$150,000
Other Funding Source:						
General Fund				\$0		
TOTAL OTHER FUNDING	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL FUNDING	\$0	\$0	\$0	\$150,000	\$0	\$150,000

Capital Improvement Program 2024-2028

FY 2027-28 MAINTENANCE SHOP EXPANSION

Department: Public Works **Strategic Plan: Goal 4, Objective A2;** Support Organizational Development - Departments Goals and Projects

Origination: Golf Course

Total Cost: \$80,000

Project Description: The Maintenance Shop Expansion is a new project that will provide additional area for the servicing of golf carts and equipment. The expansion will consist of expansion of an existing metal building.



Operating Budget Impacts: \$80,000

Estimated Useful Life: 30 years

Project Funding Source: Golf Course Operating Funds \$80,000

Maintenance Shop Expansion	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering					\$10,000	
Construction					\$70,000	
Total Estimated Capital Cost	\$0	\$0	\$0	\$0	\$80,000	\$80,000
Funding Source:						
Golf Course					\$80,000	
TOTAL CITY FUNDING	\$0	\$0	\$0	\$0	\$80,000	\$80,000
Other Funding Source:						
General Fund					\$0	
TOTAL OTHER FUNDING					\$0	\$0
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$80,000	\$80,000

Capital Improvement Program 2024-2028

FY 2027-2028 WATER FEATURE ENHANCEMENT FOR PONDS

Department: Public Works **Strategic Plan: Goal 4, Objective A2;** Support Organizational Development - Departments Goals and Projects

Origination: Golf Course

Total Cost: \$200,000

Project Description: The Water Feature Enhancement for Ponds is a new project that will provide for enhanced watering for the green areas on the golf course. Including aerators and associated equipment.



Operating Budget Impacts: \$200,000

Estimated Useful Life: 10 years

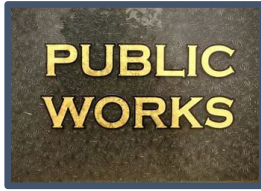
Project Funding Source: Golf Course Operating Funds \$200,000

Water Feature Enhancement for Ponds	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering					\$25,000	
Construction					\$175,000	
Total Estimated Capital Cost	\$0	\$0	\$0	\$0	\$200,000	\$200,000
Funding Source:						
Golf Course					\$200,000	
TOTAL CITY FUNDING	\$0	\$0	\$0	\$0	\$200,000	\$200,000
Other Funding Source:						
General Fund					\$0	
TOTAL OTHER FUNDING					\$0	\$0
TOTAL FUNDING	\$0	\$0	\$0	\$0	\$200,000	\$200,000



PUBLIC WORKS AND FLEET

PUBLIC WORKS AND FLEET



The City of Madras Public Works Department maintains all the infrastructure within city limits. Including the purchasing and maintenance of vehicles and equipment used to maintain the infrastructure. This fund is for the maintenance of buildings and equipment.

The City of Madras Department of Public Works operates and maintains roads, bridges, sidewalks and facilities throughout the City. Public Works is a key portal for citizens, contractors and developers in our community. Our mission is to deliver exceptional public services.

Public Works and Fleet is located at 216 NW B Street and Administration is at 125 SW E Street. There are currently five full time employees and additional temporary staff during the summer months.

Financial Picture

Capital projects in Public Works are financed through the services provided. The Public Works Staff and Fleet Fund was renamed on June 22, 2021 by Resolution number 17-21, formerly Public Works Staff Fund. This fund has a review date of no later than March 2031. This budget provides funds for Public Works personnel services, fleet equipment and the related materials and expenses associated with fleet and personnel. Based on the time study completed in 2020, an allocation plan was established to charge the operating funds based on the level of service required. This time study was updated in January 2023 and the FY 2023-24 Budget was created based upon the updated methodology.

Funding Summary

The following table shows the total dollar amount projected for projects scheduled in each of the five years of this CIP, broken down by the source of the funding. The costs shown are the projected project costs in the year the project is proposed.

Each year, the estimated cost of the projects is brought up to current year costs by applying the change in the ENR construction cost index for Seattle. The future year costs have an annual **three** percent inflation factor added in to estimate the cost in the year proposed.

The Water, Wastewater, Transportation Operations, Building, golf Course and Airport funds all contribution to the Public Works and Fleet.

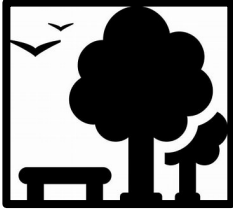
Projected Cost Totals by Fiscal Year

FUNDING SOURCE	23-24	24-25	25-26	26-27	27-28	Totals
Public Works & Fleet Revenue	\$2,887,325	\$2,973,945	\$3,063,163	\$3,155,058	\$3,249,710	\$15,329,201
GRAND TOTALS	\$2,887,325	\$2,973,945	\$3,063,163	\$3,155,058	\$3,249,710	\$15,329,201



PARKS

PARKS



The City of Madras owns and maintains over 5 miles of trails and 27 acres of park land. A Park Master Plan was performed and published in May 2019 by the University of Oregon.

The CIP developed for the next 5 years utilizes the Master Plan for continuity of the Parks and planning of new parks within the City.

Park and open space systems play a vital role in residents' quality of life. Whether through trails, natural areas, play equipment, sports fields, or open space, park and open space systems offer multiple benefits.

The existing park improvements and park expansions identified in the Master Plan, guide staffing and financial planning activities that will contribute to the enhancement of the Madras park system. To complement the recommendations, Appendix A in the Master Plan includes design guidelines for new parks that the City will develop in the future.

The Park Master Plan recommendations that the plan organizes the Facility Improvements into the following functional categories: New Park Improvements, Existing Park Improvements, Trail Improvements, and Open Space Improvements. With this recommendation the CIP has been divided into those 4 categories.

Financial Picture

Parks capital projects are financed through three sources. The first is through the general fund if funds are available. The second is system development charges generated from land development within the city and the third are grant opportunities from the state of Oregon or other agencies.

The maintenance needs of aging facilities now outpace the funding stream. Funding for major improvements for parks and trails will continue to be competed with other city needs. The impacts of these fiscal constraints can be seen in the lack of projects in the out years of this CIP.

Funding Summary

The following table shows the total dollar amount projected for projects scheduled in each of the five years of this CIP, broken down by the source of the funding. The costs shown are the projected project costs in the year the project is proposed.

Each year, the estimated cost of the projects is brought up to current year costs by applying the change in the ENR construction cost index for Seattle. The future year costs have an annual **three** percent inflation factor added in to estimate the cost in the year proposed.

Projected Cost Totals by Fiscal Year

FUNDING SOURCE	23-24	24-25	25-26	26-27	27-28	Totals
General Fund Revenue	\$2,333,230	\$2,403,227	\$2,475,324	\$2,549,583	\$2,626,071	\$12,387,435
GRAND TOTALS	\$2,333,230	\$2,403,227	\$2,475,324	\$2,549,583	\$2,626,071	\$12,387,435

Note: revenues in General Fund are competed each year and amounts towards Parks will vary.

Parks Funded Projects Summary & Detail

The following projects have been identified for inclusion in this five-year Capital Improvement Program.

Each project shown below is explained in detail on the pages that follow. Projects are listed in the fiscal year they are anticipated to begin.

Project Description	Project Total
Initiation Plan Year: 2022-2023	
Hoffman Park Improvements	\$1,250,000
Sunnyside Park Improvements	\$320,000
Initiation Plan Year: 2024-2025	
Veterans' WWII War Memorial Improvements	
Cowden Park Improvements	
Sahalee Park Improvements	\$180,000
Initiation Plan Year: 2024-2025	
Rail Arch Memorial Improvements	
Oak Street Park Improvements	
Crescent Park Improvements	\$0
Initiation Plan Year: 2025-2026	
Madras Bike and Skate Park Improvements	
3rd and D Street Park Improvements	
Bean Park Improvements	\$0
Initiation Plan Year: 2026-2027	
9 th Street Park Improvements	
7 th Street Park Improvements	
Kenwood Park Improvements	\$0
Grand Total for Parks:	
	\$

Trails Funded Projects Summary & Detail

The following projects have been identified for inclusion in this five-year Capital Improvement Program.

Each project shown below is explained in detail on the pages that follow. Projects are listed in the fiscal year they are anticipated to begin.

Project Description	Project Total
Initiation Plan Year: 2022-2023	
Airport Trailhead by south end of golf course	\$0
Initiation Plan Year: 2024-2025	
J Street Trailhead	\$0
Initiation Plan Year: 2024-2025	
Public Works Trailhead	\$0
Initiation Plan Year: 2025-2026	
Initiation Plan Year: 2026-2027	
Grand Total for Trails:	\$

Open Space Funded Projects Summary & Detail

The following projects have been identified for inclusion in this five-year Capital Improvement Program.

Each project shown below is explained in detail on the pages that follow. Projects are listed in the fiscal year they are anticipated to begin.

Project Description	Project Total
Initiation Plan Year: 2022-2023	
Berg Drive	\$0
Initiation Plan Year: 2024-2025	
Hwy 26 OS Trees	\$0
Initiation Plan Year: 2024-2025	
North Y	\$0
Initiation Plan Year: 2025-2026	
Hometown Drug Area	
Initiation Plan Year: 2026-2027	
10th Street Open Space and Community Garden	
Grand Total for Open Space:	\$0



PRELIMINARY DRAFT



TRANSPORTATION

TRANSPORTATION



The City of Madras owns and maintains over 60 miles of roads, including paved and unpaved.

A Transportation System Plan (TSP) was developed in June 2019 and the goals are incorporated into this CIP plan. The CIP developed for the next 5 years utilizes the TSP for consistency.

The Transportation System Plan (TSP) provides a vision to guide future transportation investments and policy decisions for the community of Madras. The plan has been developed through extensive coordination between local and state agencies, local and regional decision-making bodies, and the engagement of local residents and business owners. The TSP identifies and prioritizes the transportation system investments and policies needed to meet existing and future community needs. It also includes planning level costs for each of the identified projects and a recommended funding plan.

The city has recently initiated a pavement program, which entails the investigation and classification of all street conditions. This evaluation also prioritizes the need and type of repair required for each road. These priorities are incorporated into this CIP plan.

Financial Picture

Transportation capital projects are financed through three sources. The first is through the general fund if funds are available. The second is system development charges generated from land development within the city and the third are grant opportunities from the state of Oregon or other agencies.

The maintenance needs of aging infrastructure now outpace the funding stream. Funding for major improvements for streets, and sidewalks will continue to rely on taxes and state funding. The impacts of these fiscal constraints can be seen in the lack of projects in the out years of this CIP.

Funding Summary

The following table shows the total dollar amount projected for projects scheduled in each of the five years of this CIP, broken down by the source of the funding. The costs shown are the projected project costs in the year the project is proposed.

Each year, the estimated cost of the projects is brought up to current year costs by applying the change in the ENR construction cost index for Seattle. The future year costs have an annual **three** percent inflation factor added in to estimate the cost in the year proposed.

Projected Cost Totals by Fiscal Year

FUNDING SOURCE	23-24	24-25	25-26	26-27	27-28	Totals
Transportation Operating Fund Revenue	\$4,235,484	\$4,362,549	\$4,493,425	\$4,628,228	\$4,767,075	\$27,396,847
GRAND TOTALS	\$4,235,484	\$4,362,549	\$4,493,425	\$4,628,228	\$4,767,075	\$27,396,847

Note: revenues in General Fund are competed each year and amounts towards Parks will vary.

Transportation Funded Projects Summary & Detail

The following projects have been identified for inclusion in this five-year Capital Improvement Program.

Each project shown below is explained in detail on the pages that follow. Projects are listed in the fiscal year they are anticipated to begin.

Project Description	Project Total
Initiation Plan Year: 2023-2024	
J Street Bridge Improvements	\$100,000
Madras Transportation Equity Project	\$1,250,000
Pave 10 th Street	\$400,000
Cleveland, Birch & 3th Street Design	\$150,000
Oak Street Improvements	\$250,000
Initiation Plan Year: 2024-2025	
Buff Street Extension	\$500,000
Fairgrounds Road Eastern Extension	\$2,300,000
Hall Road to Fairgrounds Road Eastern N/S Connection	\$2,000,000
Initiation Plan Year: 2025-2026	
Maple Street Extension	\$300,000
Kinkade Road/Claremont Drive Extension	\$2,500,000
10th Street Extension	\$2,200,000
Initiation Plan Year: 2026-2027	
Kinkade Road Extension	\$1,500,000
Road extension from Lee Street to Birch Lane	\$2,000,000
Realign 10th Street with McTaggart Road	\$800,000
Initiation Plan Year: 2027-2028	
US 97/Loucks Road Realignment	\$500,000
US 97/Cedar Street	\$500,000
E Street Connection	\$150,000
Grand Total for Transportation:	\$17,400,000

Capital Improvement Program 2024-2028

FY 2023-2024 J STREET BRIDGE IMPROVEMENTS

Department: Public Works **Strategic Plan: Goal 3, Objective C;** Increase livability/beautification of Madras - Public Works—Streets

Origination: Transportation

Total Cost: \$100,000

Project Description: The J Street and City View Street expansion project was a joint project between Jefferson County and the City of Madras. This project will expand the Willow Creek Bridge to the west 160 feet. This project includes permitting with FEMA, Army Corp of Engineers, as well as Division of State Lands. This project includes completing an update to the City’s Floodplain Map once the project is complete. This project includes land acquisition and all the necessary environmental permitting to work in Willow Creek.



Operating Budget Impacts: \$100,000

Estimated Useful Life: 50 years

Project Funding Source: OTIB Loan \$100,000

J Street Bridge Improvements	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering	\$10,000					
Construction	\$90,000					
Total Estimated Capital Cost	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Funding Source:						
OTIB	\$100,000					
TOTAL CITY FUNDING	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Other Funding Source:						
General Fund	\$0					
TOTAL OTHER FUNDING	\$0					\$0
TOTAL FUNDING	\$100,000	\$0	\$0	\$0	\$0	\$100,000

Capital Improvement Program 2024-2028

FY 2023-2024 MADRAS TRANSPORTATION EQUITY PROJECT

Department: Public Works **Strategic Plan: Goal 3, Objective C;** Increase livability/beautification of Madras - Public Works—Streets

Origination: Transportation

Total Cost: \$1,250,000

Project Description: The City of Madras completed a Truck Bypass Alternatives analysis in 2006 that documented the need for truck traffic to be reduced in downtown Madras and created alternatives for an east side Truck Bypass that would utilize some of the Culver Highway alignment. Some outcomes from that work may be applicable to this project, including coordinating with ODOT on existing and future truck traffic along Culver Highway. The truck route is intended to serve Madras and the statewide movement of freight.



Operating Budget Impacts: \$1,250,000

Estimated Useful Life: 50 years

Project Funding Source: Transportation Operating Funds \$1,200,000

Madras Transportation Equity Project	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering	\$1,250,000					
Construction	\$0					
Total Estimated Capital Cost	\$1,250,000	\$0	\$0	\$0	\$0	\$1,250,000
Funding Source:						
OTIB	\$1,250,000					
TOTAL CITY FUNDING	\$1,250,000	\$0	\$0	\$0	\$0	\$1,250,000
Other Funding Source:						
General Fund	\$0					
TOTAL OTHER FUNDING	\$0					\$0
TOTAL FUNDING	\$1,250,000	\$0	\$0	\$0	\$0	\$1,250,000

Capital Improvement Program 2024-2028

FY 2023-2024 PAVE 10TH STREET

Department: Public Works **Strategic Plan: Goal 3, Objective C;** Increase livability/beautification of Madras - Public Works—Streets

Origination: Transportation

Total Cost: \$400,000

Project Description: SE 10th Street from SE J Street to SE Buff Street is an unpaved local street, which requires constant maintenance due to it’s terrain and traffic loads. The street will be paved to a width of 24 feet with roadside swales to collect drainage.



Operating Budget Impacts: \$400,000

Estimated Useful Life: 20 years

Project Funding Source: Transportation Operating Funds \$400,000

SE 10th Street Paving	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering	\$25,000					
Construction	\$375,000					
Total Estimated Capital Cost	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Funding Source:						
Transportation	\$400,000					
TOTAL CITY FUNDING	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Other Funding Source:						
General Fund	\$0					
TOTAL OTHER FUNDING	\$0					\$0
TOTAL FUNDING	\$400,000	\$0	\$0	\$0	\$0	\$400,000

Capital Improvement Program 2024-2028

FY 2023-2024 SW CLEVELAND STREET, NW BIRCH LANE & NW 3RD STREET

Department: Public Works **Strategic Plan: Goal 3, Objective C;** Increase livability/beautification of Madras - Public Works—Streets

Origination: Transportation

Total Cost: \$1,162,000

Project Description: SW Cleveland St, NW Birch Ln & NW 3rd St are unpaved local streets and partially owned by Jefferson County. The County has agreed to fund road sections per County standards and the City will incorporate and design for City standards.



Operating Budget Impacts: \$1,162,000

Estimated Useful Life: 20 years

Project Funding Source: Transportation Operating Funds \$500,000

Cleveland, Birch 3rd	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering	\$25,000					
Construction	\$0	\$150,000	\$150,000	\$150,000	\$150,000	
Total Estimated Capital Cost	\$25,000	\$150,000	\$150,000	\$150,000	\$150,000	\$625,000
Funding Source:						
Transportation	\$25,000	\$175,000	\$175,000	\$175,000	\$312,000	
TOTAL CITY FUNDING	\$25,000	\$175,000	\$175,000	\$175,000	\$312,000	\$862,000
Other Funding Source:						
General Fund	\$0	\$150,000	\$150,000	\$0	\$0	
TOTAL OTHER FUNDING	\$0	\$150,000	\$150,000	\$0	\$0	\$300,000
TOTAL FUNDING	\$25,000	\$325,000	\$325,000	\$175,000	\$312,000	\$1,162,000



PRELIMINARY DRAFT



WASTEWATER

WASTEWATER



The City of Madras owns and maintains two wastewater treatment plants and collection system for sanitary sewer.

A Wastewater Master Plan was updated in May 2018 and the goals are incorporated into this CIP plan. The CIP developed for the next 5 years utilizes the master plan for consistency.

The major components of the system are two wastewater treatment plants, 208,000 linear feet of gravity sewer, 878 manholes, five pump stations and 43,800 linear feet of force mains.

Two wastewater treatment plants consist of one in the north (NWWTP) and one in the south (SWWTP). The NWWTP was constructed as part of the City's original WW facilities and is located on the southwest side of the airport. Upgrades to the plant were completed in the 1990's, but most original components remain in service. New flocculators have also recently been installed over the past 2 years.

The SWWTP was constructed in 2001 as part of the improvements recommended in the 1996 WWMP. The plant is located on the south side of J Street, between Willow Creek and Grizzly Road. The City expanded the facility in 2008 to treat flows from the DRCI and current capacity is 0.54 MGD. A new odor control system is currently under construction.

The city has recently hired a wastewater engineering firm to provide services to have the plants upgraded and evaluation of future needs. These priorities are incorporated into this CIP plan.

Financial Picture

Wastewater capital projects are financed through multiple sources. These sources range from fees for service to DEQ loans.

The maintenance needs of aging infrastructure now outpace the funding stream. Funding for major improvements for wastewater systems will continue to rely on fees for services and state funding. The impacts of these fiscal constraints can be seen in the lack of projects in the out years of this CIP.

Funding Summary

The following table shows the total dollar amount projected for projects scheduled in each of the five years of this CIP, broken down by the source of the funding. The costs shown are the projected project costs in the year the project is proposed.

Each year, the estimated cost of the projects is brought up to current year costs by applying the change in the ENR construction cost index for Seattle. The future year costs have an annual **three** percent inflation factor added in to estimate the cost in the year proposed.

Projected Cost Totals by Fiscal Year

FUNDING SOURCE	23-24	24-25	25-26	26-27	27-28	Totals
Wastewater Operating Fund Revenue	\$11,861,507	\$12,217,352	\$12,583,873	\$12,961,389	\$13,350,231	\$62,974,352
GRAND TOTALS	\$11,861,507	\$12,217,352	\$12,583,873	\$12,961,389	\$13,350,231	\$62,974,352

Wastewater Funded Projects Summary & Detail

The following projects have been identified for inclusion in this five-year Capital Improvement Program.

Each project shown below is explained in detail on the pages that follow. Projects are listed in the fiscal year they are anticipated to begin.

Project Description	Project Total
Initiation Plan Year: 2023-2024	
Equipment Purchases	\$80,000
Sewer Improvement Economic Development Initiative	\$85,000
US Hwy 97 Upgrade	\$40,000
Culver Hwy Sewer	\$1,000,000
SWWTP Odor Control	\$300,000
Demers Pump Station	\$1,250,000
Sewer Effluent Irrigation Project	\$1,000,000
Hall Road Sewer Extension	\$1,000,000
RV Dump	\$20,000
Heliclean	\$100,000
SWWTP Blowers	\$200,000
Sludge Pumps	\$90,000
Initiation Plan Year: 2024-2025	
Jefferson Street/North Unit Sewer	\$555,000
Influent Screen at "B" Street North	\$465,000
NWWTP Phase 1A Improvements (Treat year round)	\$2,385,000
SWWTP Biosolids Thickening Equipment	\$1,255,000
Initiation Plan Year: 2025-2026	
Hess Street Sewer	\$350,000
Mill Street Sewer	\$300,000
Golf Course PS Replacement - Expanded Capacity	\$490,000
SWWTP Phase 1 Expansion/Renovation	\$1,245,000
SWWTP Irrigation System Expansion	\$515,000
Initiation Plan Year: 2026-2027	
North Y Sewer Replacement (Pipe Bursting)	\$880,000
"B" Street North PS Renovation - No Expansion	\$610,000
"B" Street North and South - Genset Replacement	\$245,000
NWWTP Land Acquisition and Irrigation System	\$1,600,000
Initiation Plan Year: 2027-2028	

NWWTP Phase 1B Improvements

\$8,210,000

Grand Total for Wastewater:

\$24,885,000

Wastewater Projects Combined	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	TOTALS
Capital Cost:						
Engineering	\$516,500	\$466,000	\$300,000	\$385,000	\$821,000	
Construction	\$4,648,500	\$4,194,000	\$2,700,000	\$3,465,000	\$7,389,000	
Total Estimated Capital Cost	\$5,165,000	\$4,660,000	\$3,000,000	\$3,850,000	\$8,210,000	\$24,885,000
Funding Source:						
Wastewater	\$1,340,000	\$1,384,000	\$1,879,500	\$1,618,000	\$821,000	
TOTAL CITY FUNDING	\$1,340,000	\$1,384,000	\$1,879,500	\$1,618,000	\$821,000	\$7,042,500
Other Funding Source:						
DEQ	\$3,825,000	\$3,276,000	\$1,120,500	\$2,232,000	\$7,389,000	
TOTAL OTHER FUNDING	\$3,825,000	\$3,276,000	\$1,120,500	\$2,232,000	\$7,389,000	\$17,842,500
TOTAL FUNDING	\$5,165,000	\$4,660,000	\$3,000,000	\$3,850,000	\$8,210,000	\$24,885,000



PRELIMINARY DRAFT



WATER

WATER



The City of Madras owns and maintains water distribution lines connected to Deschutes Valley Water District system. DVWD's water comes from three artesian wells at Opal Springs. The City of Madras' separate water system purchases all of its water from DVWD since 2008 and has approximately 900 services.

A Water Master Plan was developed in March 2014 and the goals are incorporated into this CIP plan. The CIP developed for the next 5 years utilizes the master plan for consistency.

Presently, the City's water system boundary encompasses 411 acres. Future growth will be limited to redevelopment and infill development. An inventory of developed and undeveloped lands reveals a maximum potential for 25% residential growth and 68% commercial growth. The future growth of the City of Madras is predicted, but the distribution between development within and outside of the water system boundary is difficult to ascertain. Assuming maximum development within the water system boundary is a conservative estimate and a reasonable basis for future planning.

Financial Picture

The City's water system draws in revenues by two methods – fees for water service and System Development Charges (SDC's). Fees for water service cover the day-to-day costs of the water system (service, personnel, maintenance, and repairs). Replacement costs of the water system are not covered. Some components of the system are beyond their service life, but still function adequately. There is a SDC water fund, but it is small and is limited to the amount of development within the water system boundary.

The City's water use fees are 50% more than DVWD, but 11% cheaper than the City of Prineville's rates. Recently, DVWD has increased their water delivery price by over 20% to the City. The City has also raised their water use rates by 6% for FY 2023-2024.

SDC fees by the City are almost always substantially more than DVWD (the exception being a 3/4"x5/8" meter) but substantially less than the City of Prineville. The future SDC revenue potential is quite low due to no expansion of the system.

Most small municipalities have significant challenges to meet State requirements and to keep their water system updated. There are a number of loans and grants available for small municipalities to assist with water system improvements.

The maintenance needs of aging infrastructure now outpace the funding stream. Funding for major improvements for wastewater systems will continue to rely on fees for services and state funding. The impacts of these fiscal constraints can be seen in the lack of projects in the out years of this CIP.

Funding Summary

The following table shows the total dollar amount projected for projects scheduled in each of the five years of this CIP, broken down by the source of the funding. The costs shown are the projected project costs in the year the project is proposed.

Each year, the estimated cost of the projects is brought up to current year costs by applying the change in the ENR construction cost index for Seattle. The future year costs have an annual **three** percent inflation factor added in to estimate the cost in the year proposed.

Projected Cost Totals by Fiscal Year

FUNDING SOURCE	23-24	24-25	25-26	26-27	27-28	Totals
Water Operating Fund Revenue	\$1,211,567	\$12,217,352	\$12,583,873	\$12,961,389	\$13,350,231	\$62,974,352
GRAND TOTALS	\$1,211,567	\$1,285,351	\$1,285,351	\$1,323,912	\$1,363,629	\$6,432,374

Water Funded Projects Summary & Detail

The following projects have been identified for inclusion in this five-year Capital Improvement Program.

Each project shown below is explained in detail on the pages that follow. Projects are listed in the fiscal year they are anticipated to begin.

Project Description	Project Total
Initiation Plan Year: 2023-2024	
3rd Street Waterline Replacement	\$100,000
Initiation Plan Year: 2024-2025	
A Street Waterline Replacement	\$180,000
Initiation Plan Year: 2025-2026	
10th and Oak Waterline Replacement	\$850,000
Initiation Plan Year: 2026-2027	
East Downtown Waterline Replacement	\$1,200,000
Initiation Plan Year: 2027-2028	
Hillcrest Waterline Replacement	\$475,000
8th Street Waterline Replacement	\$800,000
Grand Total for Water:	\$3,605,000

Glossary

PRELIMINARY DRAFT

Glossary of Terms

ADA – Americans with Disabilities Act

AMP – Asset Management Plan

ARPA – American Rescue Plan Act

Assessments – An amount levied against a property for improvements specifically benefitting that property.

BMP – Best Management Practices

Bonds – A written promise to pay a sum of money (principal or face value) at a future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used to finance capital improvements.

Budget – A plan of financial operation, embodying an estimate of proposed expenditures for a given period (typically one, or two, fiscal year(s)) and the proposed means of financing them (revenue estimates).

CCTV – Closed Circuit Television

CIP – Capital Improvement Program which is a plan for anticipated capital projects to be initiated each year over a fixed period of several future years, setting forth each capital project, when it will be initiated, anticipated costs, and the planned funding sources.

DEQ – Department of Environmental Quality

ENR – Engineering News-Record

EPA – Environmental Protection Agency

FAA – Federal Aviation Administration

FEMA – Federal Emergency Management Agency

FTA – Federal Transit Administration

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts, recording cash and/or resources together with all related liabilities, obligations, reserves, and equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

GO Bonds – When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

Grant – A contribution of funds from one entity to another. Grants are generally designated for a specific expenditure.

HDPE – High Density Polyethylene

HVAC – Heating/ventilation/air conditioning

LDC – Land Development Code

Master Plan – A term commonly used to refer to long-range planning documents for utilities and transportation systems. Master plans evaluate existing system infrastructure needs and typically plan for 20+ years of growth.

MGD – Million Gallons per Day

NASSCO – National Association of Sewer Service Companies

NEPA – National Environmental Policy act

OAC – Osborn Aquatic Center

ODOT – Oregon Department of Transportation

Operating Budget – The appropriated budget supporting current operations.

OSU – Oregon State University

PCI – Pavement Condition Index

PVC – Polyvinyl Chloride

PW – Public Works

ROW – Right-of-way

SDC – System Development Charge. A one-time fee imposed on new or re-development. The fee is intended to recover a fair share of the costs of existing and planned facilities that provide capacity to serve new growth.

STBG – Surface Transportation Block Grant. Federal funds made available locally to preserve and improve connector and arterial streets.

STP – Surface Transportation Program which is administered by the State and allows local agencies to exchange federal funds for State funds.

SWMP – Stormwater Master Plan

TBD – To be determined

TMDL – Total Maximum Daily Load. A TMDL is a calculation of the maximum amount of a pollutant that a surface water body can receive and still meet water quality standards.

TMF – Transportation Maintenance Fee

TSP – Transportation System Plan

USRC – U.S. Resiliency Council

WTP – Water Treatment Plant

WWRP – Wastewater Reclamation Plant

PRELIMINARY DRAFT