

ECONOMIC DEVELOPMENT STRATEGY TECHNICAL APPENDIX

JUNE 2019



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Memorandum

Date June 25, 2019
To Dan Fleishman, City of Stayton
Subject Engagement Summary
Project City of Stayton Economic Development Strategy and Action Plan

In order to prepare the Economic Development Strategy and Action Plan, the consultant team and city staff solicited input from a range of constituents and stakeholders through a variety of meetings and a survey as summarized below. Detailed responses from the various outreach events are attached.

Meetings Summary

The consultant team and city staff held and attended the following meetings to provide project information and solicit feedback.

- Three Public Advisory Committee (PAC) meetings to review Strategy findings and recommendations
- Four Stakeholder Roundtable meetings with the following focus groups: city and county public works, community stakeholders, economic development professionals, industrial property owners and developers
- One City Council Meeting
- One Public Open House
- One industrial property and business owner meeting to review specific action plan recommendations.
- One Economic Development Stakeholder meeting with state and regional granting agencies.
- One Revitalize Downtown Stayton (RDS) meeting to review specific action plan recommendations.

Digital Survey

- The survey was advertised in the Stayton Mail and through city social media.
- 70 people responded to the survey.

Meeting Attendees

The following 50 people attended the meetings listed above.

FIRST	LAST	ASSOCIATION/COMPANY
Gerry	About	Resident
Ken	Adams	Adams Construction
Randy	Bentz	Norpac
Carmelle	Bielenberg	Chamber of Commerce
Julie	Bochsler	Resident
Brenda	Bonebrake	Broker
Suzette	Boudreaux	Broker
Clarissa	Brothers	Resident
Keith	Campbell	City of Stayton
Angela	Carnahan	DLCD
Jack	Carriger	City of Stayton Fire Department
Jody	Christensen	Regional Solutions Team
Emily	Connor	RDS
Mack	Dabulskis	Broker
Melissa	Dubois	Mid-Willamette STEM Hub
Allison	Ford McKenzie	Grow EDC
ZoAnne	Furmen	Broker
Andy	Gardner	North Santiam School District
George	Grabenhorst	Broker
Kirstin	Greene	DLCD
Mary	Gries	Broker
Terry	Hancock	Broker
Brian	Harper	Summit Clean
Nick	Harville	SEDCOR
Heidi	Hazel	Broker
Shawn	Hazel	Resident
Tom	Hogue	Marion County
Daniel	Holbrook	Business Oregon
Dennie	Houle	Business Oregon
Ken	Howe	Broker
Richard	Lewis	Resident
Jane	Lulay	Adams Construction
Jennifer	Martin	Broker
Ron	Meier	Resident
Alan	Meyer	RDS
John	Mohney	Resident
Judy	Mohney	Resident
Lee	Moyer	Property Owner

FIRST	LAST	ASSOCIATION/COMPANY
Jordan	Ohrt	City Councilor
Paetra	Orueta	Broker
Steve	Poisson	RDS
Alex	Rhoten	Broker
Mary	Scott	Broker
Mark	Steele	Norpac
Leslie	Stewart	Broker
Jennifer	Tiser	Resident
Dave	Valencia	Resident
Renata	Wakely	MVCOG
Julie	Whitehurst	Broker

ROUNDTABLE SUMMARY

The following information is a summary of feedback from participants in the Public Advisory Committee and focused roundtable meetings. All comments are anonymous and are intended to supplement the quantitative data analysis.

Public Works

- Roads at arterial and collector standards are managed by county and city development standards apply.
- Estimated improvement cost for intersection at Wilco and Schaff is \$6.6 M.
- Frontage improvements along Wilco road are a barrier to development.
- TSP is underway by Kittleson should have draft by Spring. Likely will utilize lower growth projections than 2004 TSP.
- 2004 TSP had significant growth projections of 3.2% annual growth. Requires a 5-lane facility on Wilco/Country Club Road.
- Access spacing requirements are a barrier to development.
- Storm water requirements at Portland standards coupled with high ground water is a barrier since stormwater facilities take up a lot of site area.
- City worked with Hayden Homes to utilize regional storm facility to encourage development of subdivision.
- Prior staff decisions allowed for platting with deferred improvements. Those improvements are now required by current developers. Significant cost.
- A downtown vision/plan was created in 2007.
- Need to think about how strategies for the downtown can be included as part of this plan – what type of investments are needed to draw people into the downtown (splash pad, for example)
- Three new city council members. Goal setting February 2nd.
- City has a significant amount of water but long-term needs to develop another water source. Norpac is heavy user during summer.
- Sanitary sewer system is adequate for growth.
- Good amount of power (Pacific Power) and natural gas (NW Natural).
- Broadband/Fiber goes to each home.
- 100 acres of vacant zoned industrial land available. Needs utilities extended.
- Urban renewal was passed by Council approximately 13 years ago but was repealed by the voters prior to enactment. The Fire District had concerns about property tax implications.
- Utility master plans are all from the mid-2000's and are due for review.
- Lance stated there a need for partnership between the city, existing businesses and developers.
- City did pass a gas tax that designated money for roads and road maintenance.

Industrial Lands Roundtable

- Next developer will trigger intersection improvement. Prior land developers had plats approved with responsibility of frontage improvements on future developers.
- Infrastructure improvement costs are so high even free land won't make a project work.
- We need cohesive regional development.
- Level of pedestrian standards on Wilco (surrounded by industrial) should be considered, urban streetscape not appropriate for this location.
- Small towns that are growing (Independence, Dallas, Lebanon) have a dedicated economic development staff person.
- Achievable lease rates in Stayton are lower than in some other communities but construction costs are no lower so it is hard for developers/owner to obtain reasonable economic return.
- Mill Creek Industrial area occupied all attention for industrial development. Now complete, more attention on Stayton.
- Industrial area code needs to be evaluated. Are landscaping requirements necessary in industrial area?
- Mid-level homes at \$200,000 are needed.
- Rotary, Lions, Kiwanas are great organization for community engagement.
- All agreed there is no unifying message or vision for Stayton. It is needed.
- Strong agriculture heritage. Gateway to Canyon.
- Several small communities in Canyon use Stayton as their community resource for groceries, health care, etc.
- Easy access to I-5. Compare this distance to access to Salem industrial areas.
- Wolfgang's restaurant popular.
- A sense of inconsistency when talking with staff about requirements. A need for clarity in land development.
- Need to prioritize projects (downtown, vs industrial land).
- The hospital is a resource.
- Attendees indicated that the is "city" not being pro-development. Within that conversation, critiques of staff (administrative), city council (policy), and site-specific barriers to development. Specifically, inconsistencies working with staff on what is required for development, lack of policy direction at the council level, and the city not having resources available to overcome site specific barriers.
- The city needs a vision for communicating the direction of the community: how do we want to be and why? That vision will help drive strategies

Public Advisory Committee (PAC)

- Fire department agrees that infrastructure is needed for growth.
- Opportunities in food, construction, health care.
- Consider tourism and look to other communities for best practices.
- Stayton does not have a hotel.

- We should “support our own”.
- People want to support our community.
- Recreation focus recommended (Is this authentic for the community? Actual river access?)
- As part of the plan, need to think about how we can build relationships/ leverage resources with the county and other partners such as Oregon Business.
- There are mixed messages on the support of downtown: is it a priority or is it not?
- There are interesting skill partnerships being developed between SEDCOR and industrial businesses in the county.
- Can we build off the legacy of food innovation?
- The potential for rail is “complicated.”
- How do we better position Stayton’s connections to I-5, etc.?
- We should look to anchors – healthcare – as an opportunity for a “new kind of growth.”

Economic Development Partners

- Highway 22 consists of several wood-products companies.
- Railroad is blocked north of Aumsville. Mud slide in 2007 shut it down. Aumsville does not want it to continue. One business can’t cover entire cost of repairing rail spur.
- Rail important to wood product industry.
- New county road overlay program is successful.
- Grow EDC is seeing a decline in entrepreneurship – likely because job market is so strong. Less value-added agriculture/food products emerging.
- No commercial kitchen in the area.
- Grow EDC provides support services for small businesses through classes and training. Large amount of clients from Stayton.
- Several business owners don’t live in Stayton.
- Business Oregon – half of staff is dedicated to infrastructure finance.
- Main Street/Revitalize Downtown Stayton (RDS) organization recently received a grant from the county to prepare drawings to visualize storefront improvement programs.
- No city support for RDS. City allocates \$5,000 year for community project such as painting houses or benches.
- COG assists with grant writing and hosts the regional CEDS document. Helps with small business lending, façade code review, walking maps.
- SEDCOR has mapped skill sets for Red Built, Jeld-Wen, etc. to inform K-12 programs.
- SEDCOR works closely with business and K-12. They are implementing the “Launch Path” program based on Bend’s program to efficiently align internships between business and schools.
- SEDCOR is touring a company from Canada today of Stayton industrial area.
- City has had 7-8 applications of interest within industrial area but applicants did not return after pre-app or follow through on investment.
- Army Corps is evaluating the reallocation of water for environmental purposes. May impact agriculture industry.

- No community “owns” food innovation. Salem and Independence have considered and prepared reports.
- Hand harvesting crops are going away. Commercial hemp is an opportunity that does not exist in the county.
- Co-working space is being developed downtown in the Box building.
- Building space at DMV/DHS building could be used for classes and training.

Community Leaders

- Need more amenities and family activities
- Housing – cost/availability is a limitation
- Invest in infrastructure to encourage industrial development. Community needs to understand bigger picture/story of why a bond to pay for the intersection helps the community.
- 52% owner vs. 48% rental market
- Public works has a negative reputation – inconsistent regulations and transparency
- High school students – 30% go to college. Strong CTE program. Implementing health care training programs.
- Use Stayton Mail and Our Town as communication tools to engage people.
- There is no community vision.
- How do we get people to want to live in Stayton? What are we offering them?

PAC #2 AND OPEN HOUSE SUMMARY

The following information is a summary of feedback from participants in the Public Advisory Committee (PAC) and Open House meetings.

Public Advisory Committee (PAC)

- Attendees: Tom Hogue, Marion County; Andy Gardner; Stayton School District; Melissa DuBois, STEM Hub.
- Consultant provided presentation regarding industry cluster recommendations; infrastructure needs; and preliminary strategy recommendations.
- County agrees on status of railroad that continued use for industry is supported, but no immediate capital investment appropriate due to lack of interest from operator. Need to get confirmation on Aumsville position.
- Rail is potentially viable with at least one more company with demand similar to Red Built.
- Willamette Basin water rights reallocation process needs to be tracked. Could impact agriculture industry. Oregon Water Resources Department makes final decision on how rights are allocated between fish, municipalities and industry.
- Discussed that CTE programs align well with targeted industry clusters.
- STEM is focused on high-wage/high-growth industries. Advanced manufacturing and health care align well with STEM based on this definition.

- Should shift agriculture/food processing to “ag-tech” and focus on innovation/STEM opportunities. Focus on future opportunities rather than historic food processing.
- For certain types of food processing to occur, water line to industrial area needs to be upgraded.
- Recommendation to consider tourism industry tied to North Santiam River. Discussed that this approached through strategy elements focused on place making.
- Wood products are an opportunity as well.
- STEM culture should be promoted. Stayton SD works well with industry through Nick Harville at SEDCOR.
- Communities that have strong STEM culture have an actively engaged city. Role for city is promotion and collaboration.
- Recommendation to tour peer cities that have strong STEM and ED growth to understand city’s level of involvement and how to best engage.
- Leadership and capacity building are needed.
- Consider placing future ED role in public works department. The new role is not about recruitment or marketing – it is about getting infrastructure built.
- Consider being creative with position for example PT, contract, temporary or project based – single mission.
- System development charges (SDCs) can be barrier to entry for traded sector employers, city could consider different SDC rates for specific industries or allowing payment over time instead of all at once.
- Trails component in Stayton should be further leveraged and promoted. There are 50 acres behind high-school with trails that are open to the public. Connects with Mill Creek and athletic fields.

Open House

- Attendees: Ken Adams, Alan Meyer, Steve Poisson, Emily Connor, Clarissa Brothers, Lee Moyer, Gerry Aboud, Robert Gilbert (?), Lisa Meyer, Jordan Ohrt, Keith Campbell
- Began open house with presentation and asked for response from attendees on direction for strategy. Following questions and responses provided. 13 people participated.

Survey Summary

Do you Live Here, Work Here or Own a Business?

8 Live here; 4 work here; and 1 owns a business

Stayton should grow the local economy to grow family-wage jobs.

All Agree; No Neutral; No Disagree

The city should invest in infrastructure to grow the economy.

9 Agree; 4 Neutral; No Disagree

I would like to see:

6 Healthier Downtown, 5 More Family Recreation, 1 More Community Events

The most needed type of business that serves residents and employees that Stayton is lacking:

5 Retail, 0 Medical Office, 1 Indoor recreation (rock climbing, laser tag, etc.), 6 Restaurant

Stayton currently limits the size of retail stores, prohibiting "big box retailers". Do you agree the city should keep the restriction?

5 Agree, 4 Neutral, 4 Disagree

Stayton's best asset is:

6 Access to outdoors, 3 sense of community, 1 school district, 1 proximity to I-5

My favorite word that describes Stayton

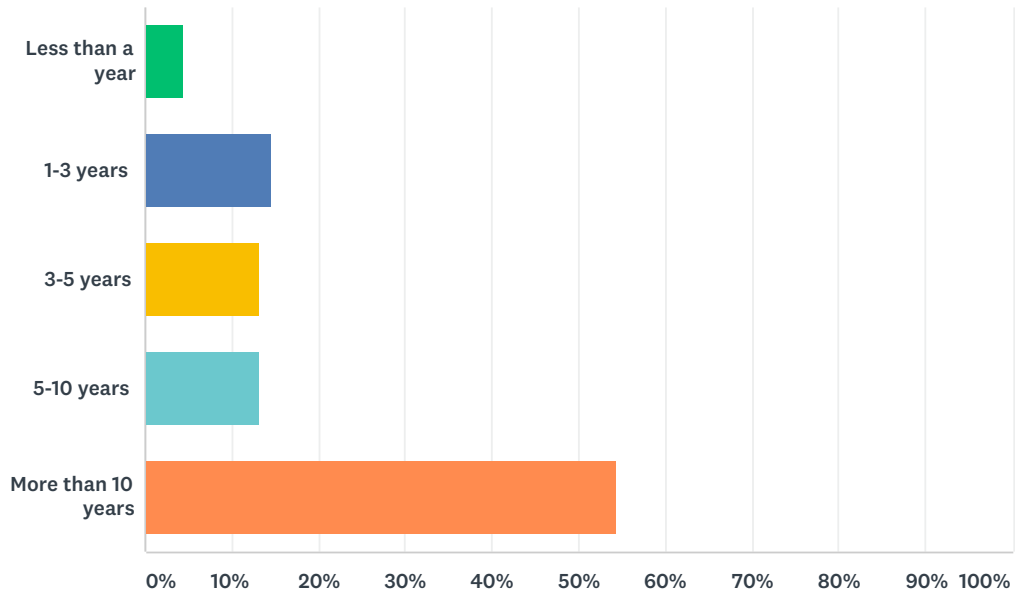
2 Friendly, 7 Potential, 3 Small, 1 Community

General Discussion

- Most important infrastructure issue is stormwater and then intersections
- Some felt roundabouts may impede truck access.
- Some said current intersections are fine.
- Shaff Wilco intersection is a higher priority than Wilco/Stayton/Ida which some felt was fine.
- Community needs to collaborate more. There are many silos and independent groups working on separate projects.
- There was sentiment that current volunteers and those doing work to improve the community aren't acknowledged.
- Need to improve communication and outreach. City should consider using Nextdoor for outreach.
- A communication strategy is important.
- If the city considered going for bonds on transportation improvements it needs to be recognized that several local streets and sidewalks are inadequate. Hard for voters to understand and support new intersections when immediate needs are not discussed or considered. Any bond measure would need a strong narrative.
- Most likely industry opportunity is advanced manufacturing.
- City has a lack of culture of proactive collaboration. Need to improve permitting culture to send the message that the city is "open for business."
- City and county need to collaborate
- Need to convey the benefits of growth: jobs and downtown improvements. There were some comments about long-term residents (potentially) not wanting to see growth, which should be considered.

Q1 How long have you lived or worked in Stayton?

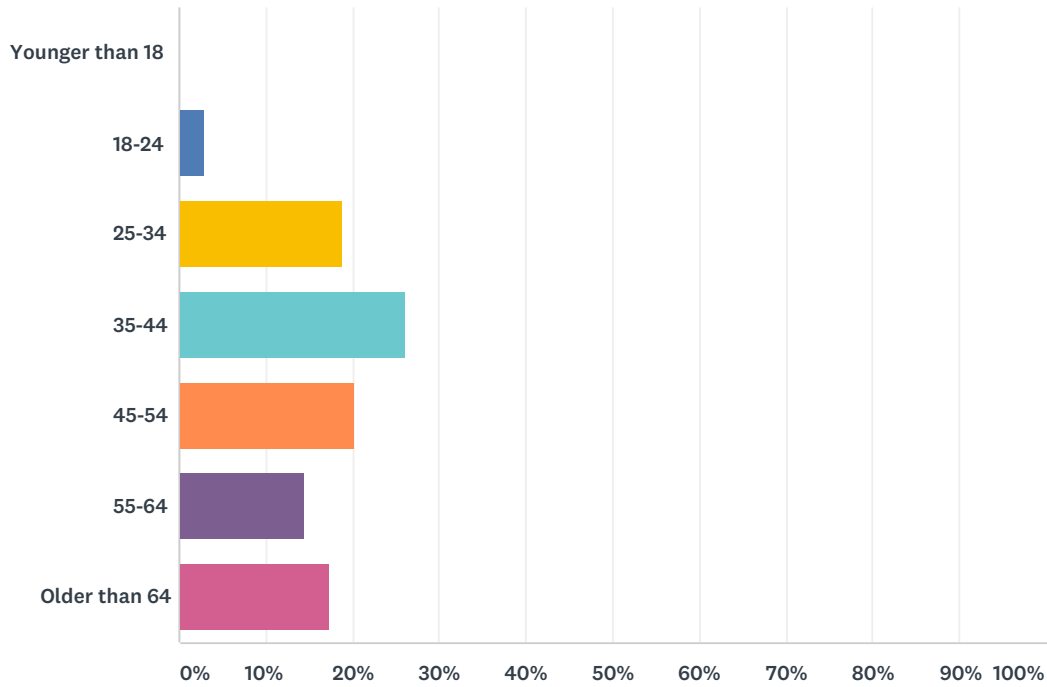
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ANSWER CHOICES	RESPONSES	
Less than a year	4.41%	3
1-3 years	14.71%	10
3-5 years	13.24%	9
5-10 years	13.24%	9
More than 10 years	54.41%	37
Total Respondents: 68		

Q2 What age are you?

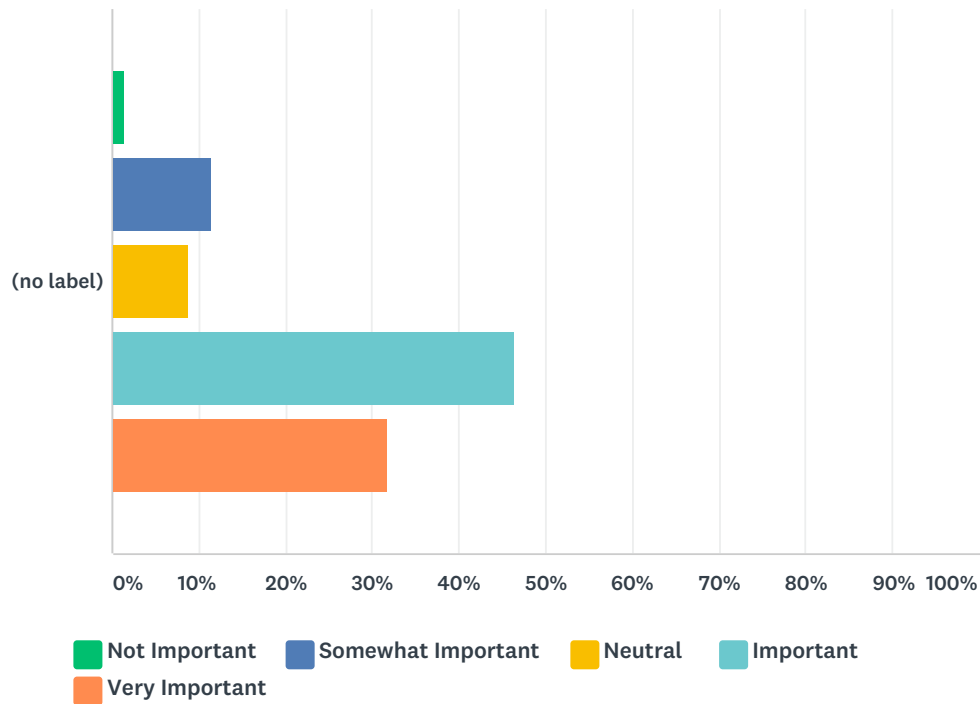
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ANSWER CHOICES	RESPONSES	
Younger than 18	0.00%	0
18-24	2.90%	2
25-34	18.84%	13
35-44	26.09%	18
45-54	20.29%	14
55-64	14.49%	10
Older than 64	17.39%	12
Total Respondents: 69		

Q3 How important are the following assets to you? Access to outdoors and recreation.

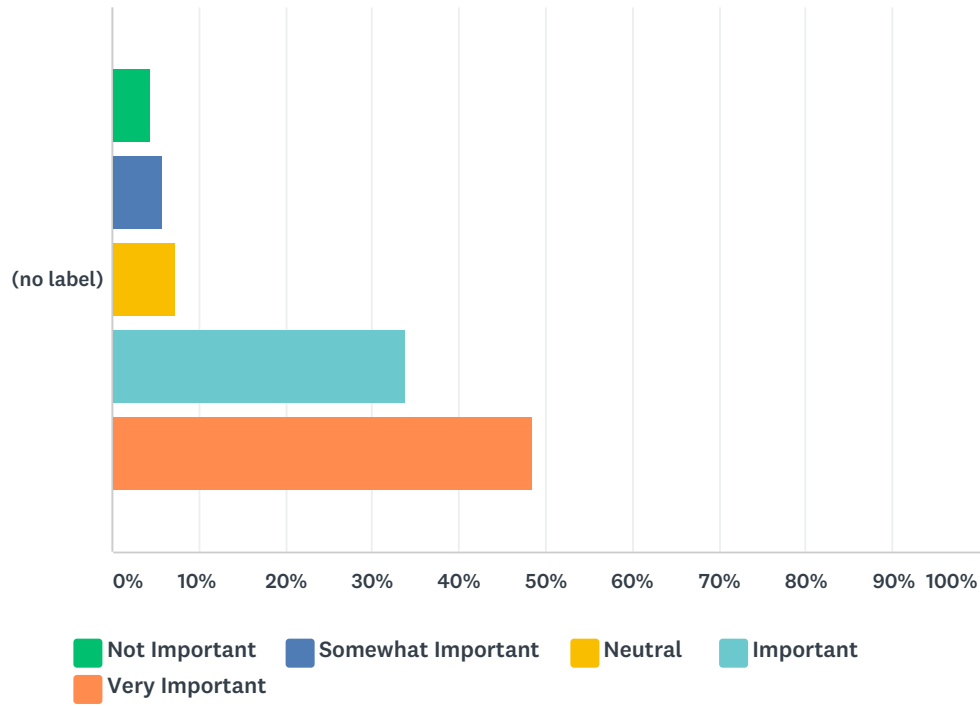
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	NOT IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	1.45%	11.59%	8.70%	46.38%	31.88%	69	3.96
	1	8	6	32	22		

Q4 Sense of community – small town environment

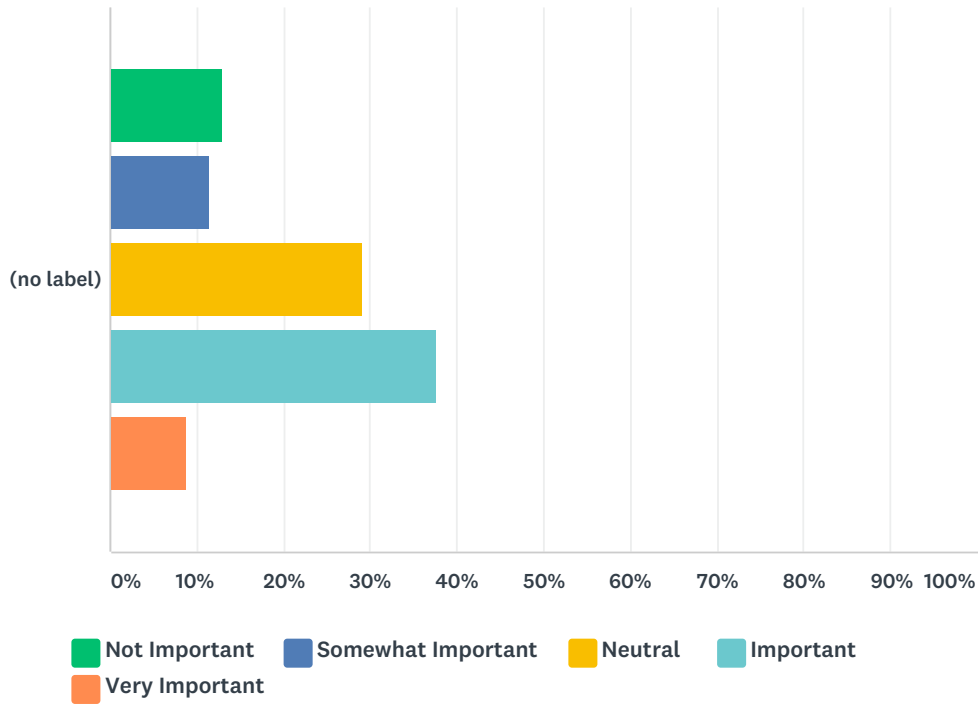
Answered: 68 Skipped: 2



	NOT IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	4.41% 3	5.88% 4	7.35% 5	33.82% 23	48.53% 33	68	4.16

Q5 Proximity to I-5 and/or Salem

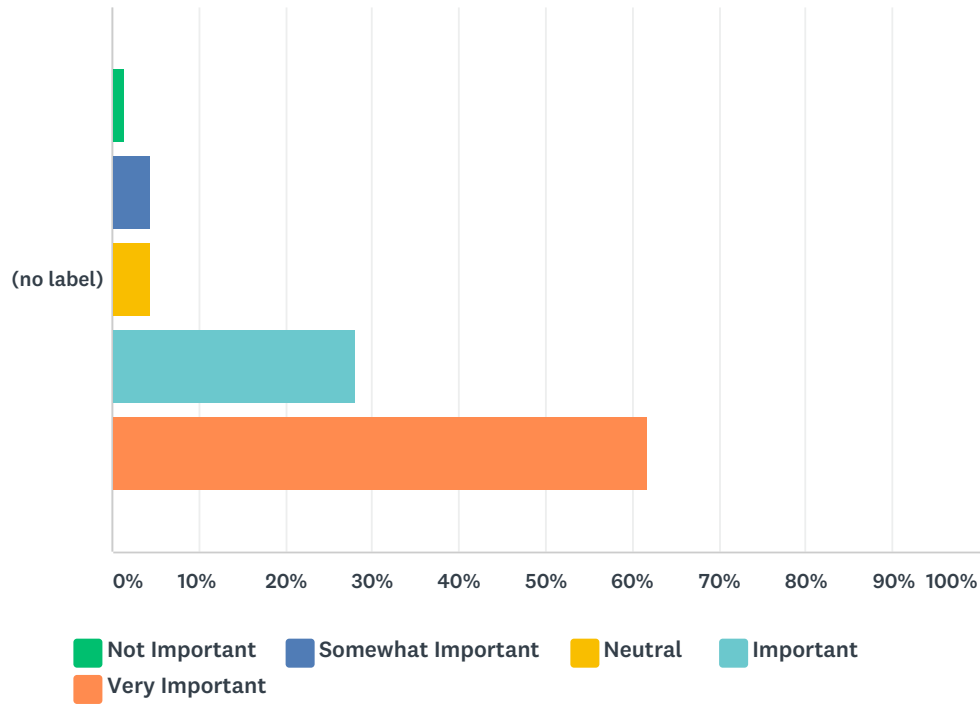
Answered: 69 Skipped: 1



	NOT IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	13.04% 9	11.59% 8	28.99% 20	37.68% 26	8.70% 6	69	3.17

Q6 Healthy local school district

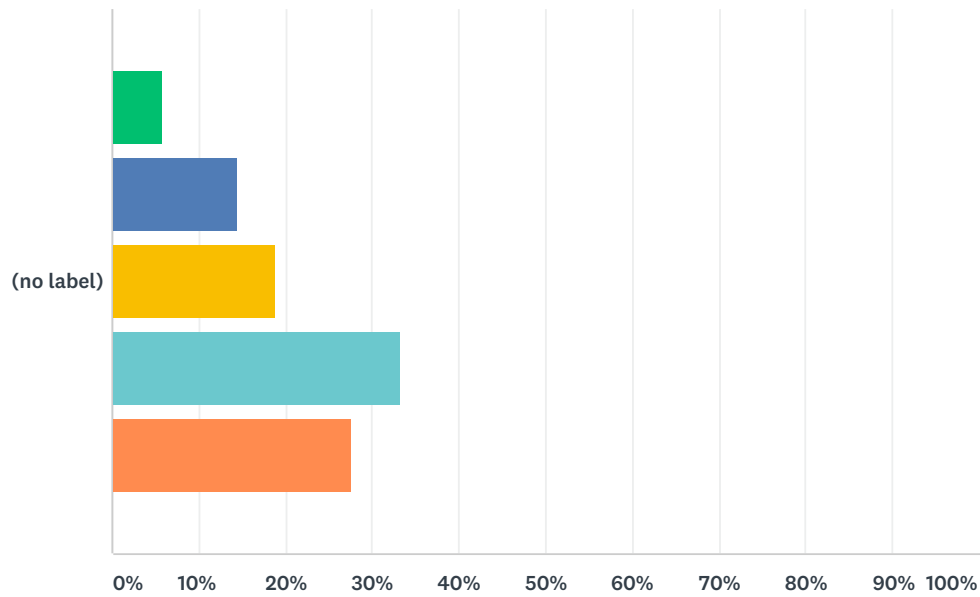
Answered: 68 Skipped: 2



	NOT IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	IMPORTANT	VERY IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	1.47% 1	4.41% 3	4.41% 3	27.94% 19	61.76% 42	68	4.44

Q7 Do you agree that the following are needed to improve your quality of life as a resident or employee? Vibrant Downtown

Answered: 69 Skipped: 1

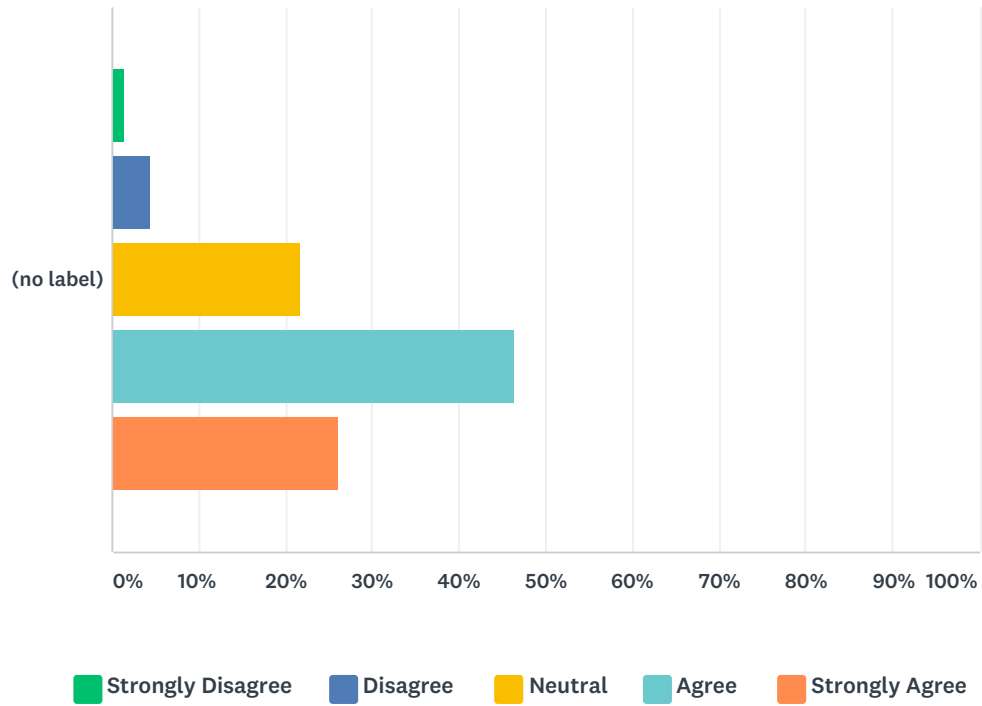


■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly Agree

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.80%	14.49%	18.84%	33.33%	27.54%	69	3.62
	4	10	13	23	19		

Q8 City festivals and events

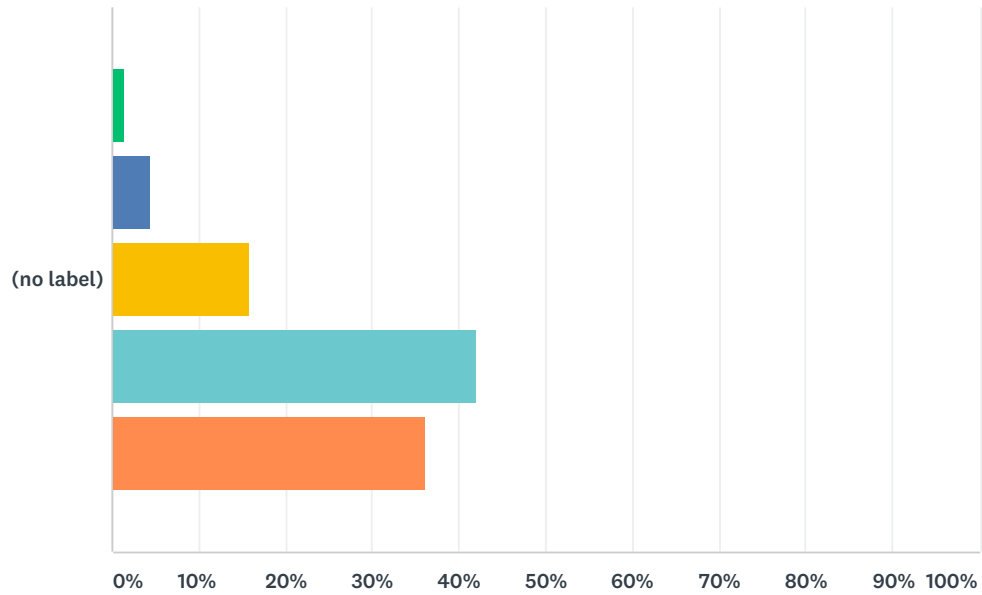
Answered: 69 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.45% 1	4.35% 3	21.74% 15	46.38% 32	26.09% 18	69	3.91

Q9 More amenities for families and kids

Answered: 69 Skipped: 1

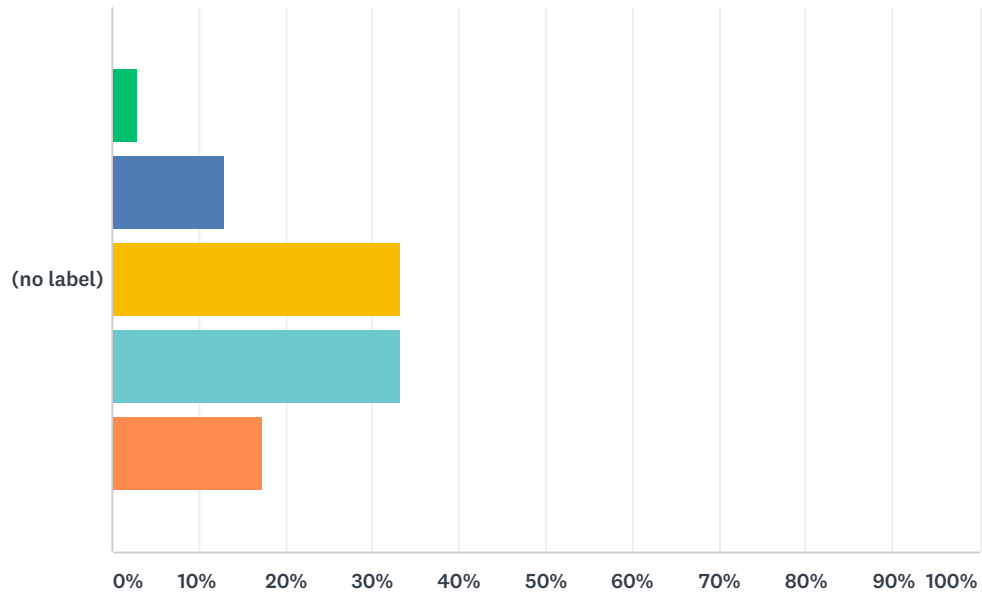


■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly Agree

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.45% 1	4.35% 3	15.94% 11	42.03% 29	36.23% 25	69	4.07

Q10 Water, sewer and electrical systems improvements

Answered: 69 Skipped: 1

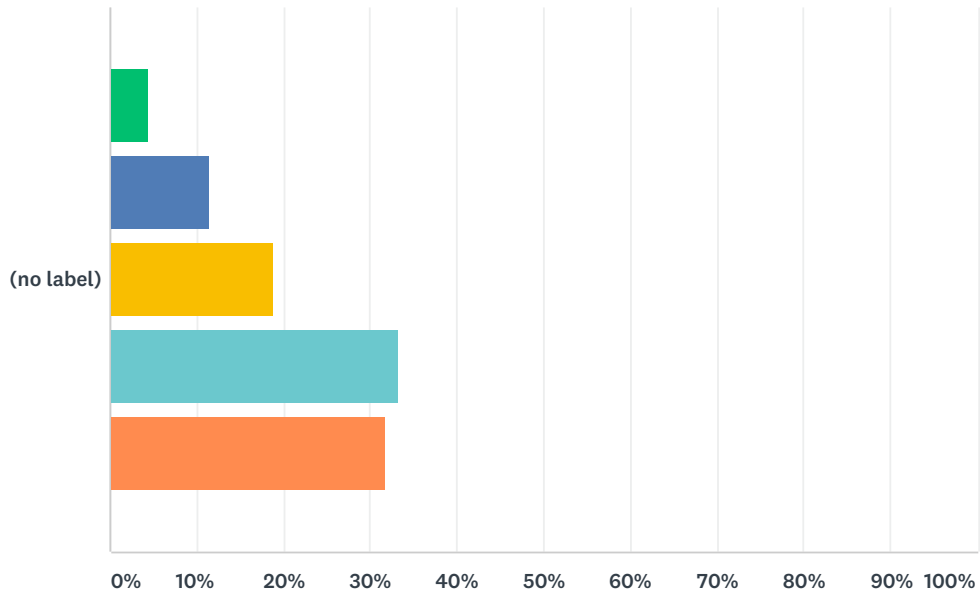


■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly Agree

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.90%	13.04%	33.33%	33.33%	17.39%	69	3.49
	2	9	23	23	12		

Q11 Quality housing options that I can afford

Answered: 69 Skipped: 1

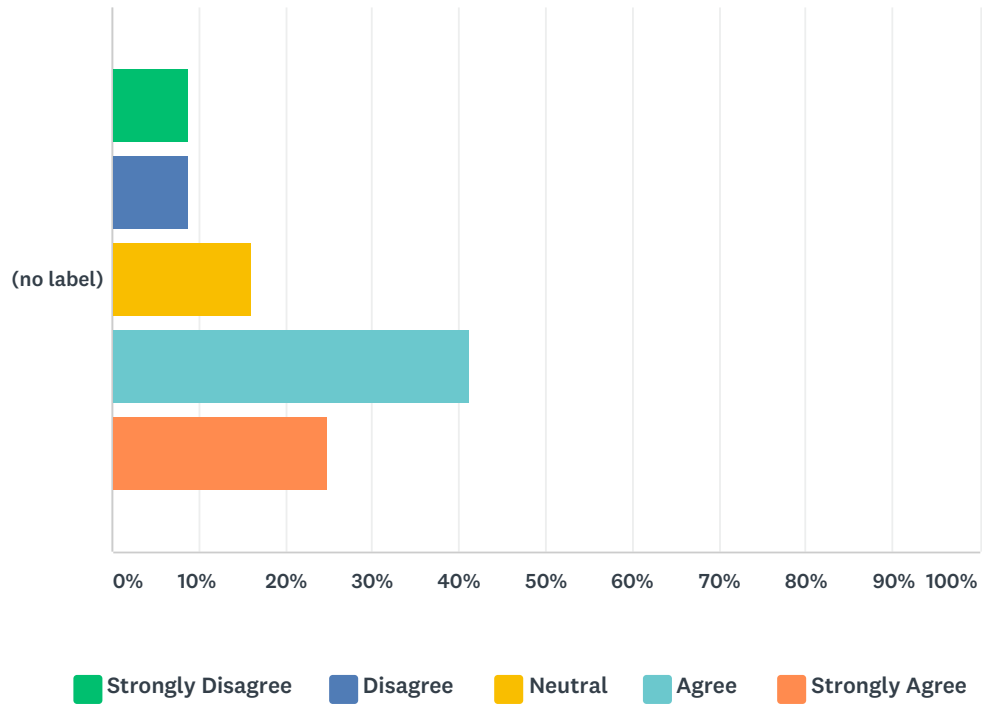


■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly Agree

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	4.35%	11.59%	18.84%	33.33%	31.88%	69	3.77
	3	8	13	23	22		

Q12 Sidewalks and bike lanes for more options to get around

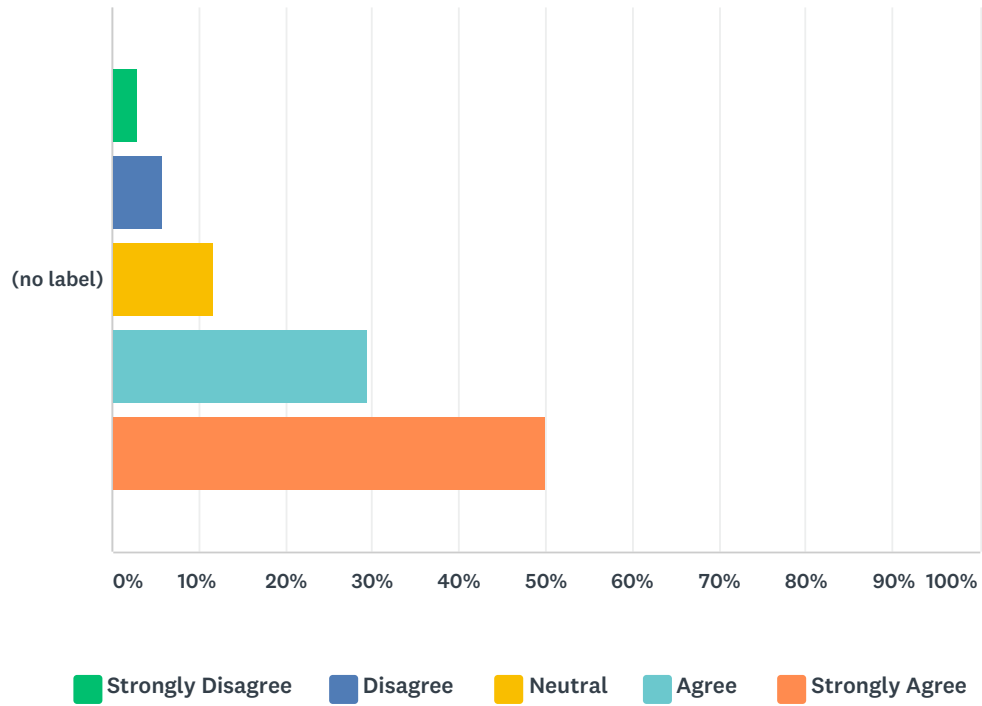
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	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	8.82% 6	8.82% 6	16.18% 11	41.18% 28	25.00% 17	68	3.65

Q13 More businesses that help create more job opportunities

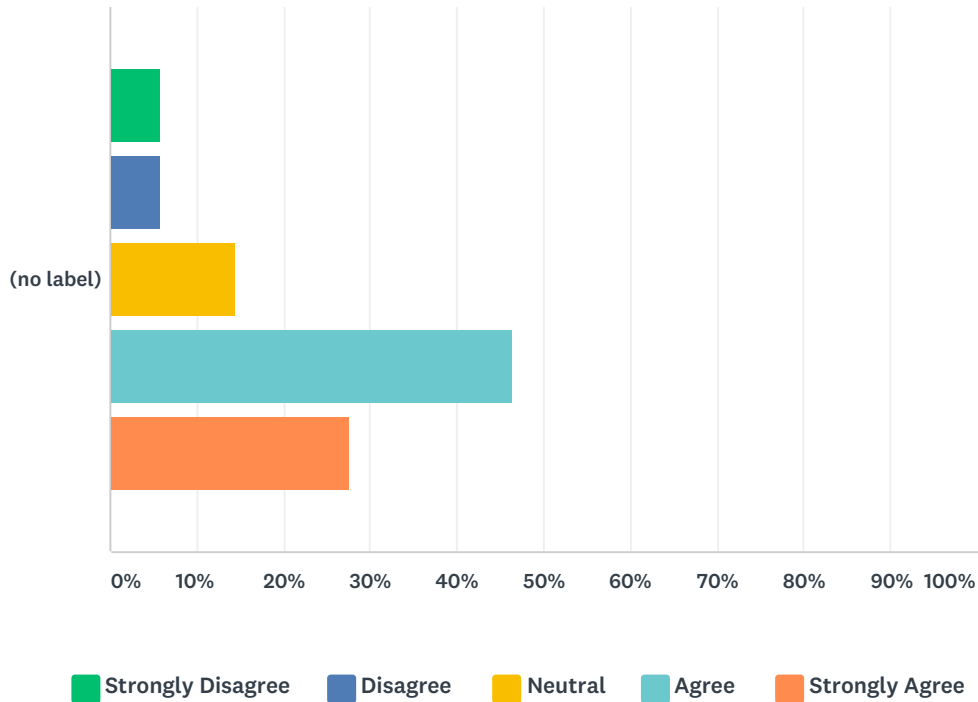
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	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.94% 2	5.88% 4	11.76% 8	29.41% 20	50.00% 34	68	4.18

Q14 Do you agree that the following are a challenge for the City? Fostering adequate (family-wage) job opportunities

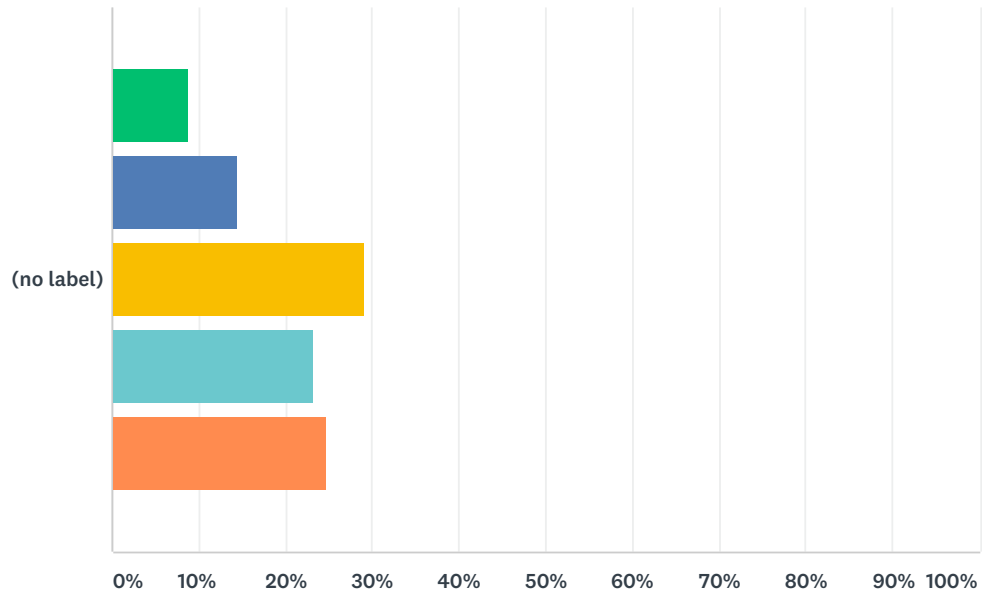
Answered: 69 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.80%	5.80%	14.49%	46.38%	27.54%	69	3.84
	4	4	10	32	19		

Q15 Allowing for a suitable range of housing types

Answered: 69 Skipped: 1

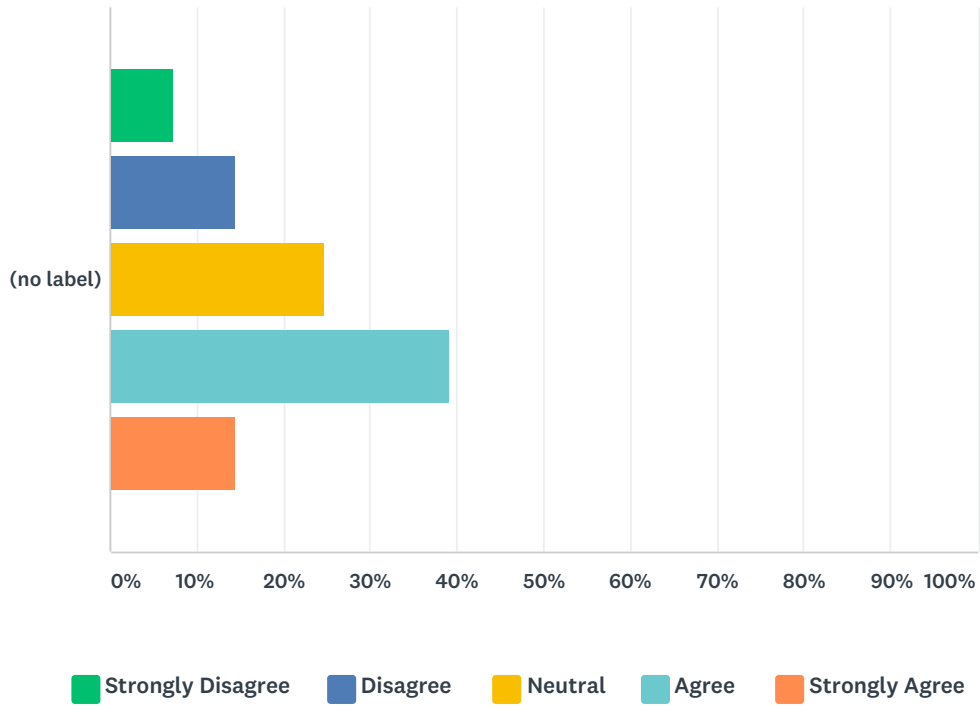


■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly Agree

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	8.70%	14.49%	28.99%	23.19%	24.64%	69	3.41
	6	10	20	16	17		

Q16 Providing adequate amenities (parks, recreation, etc.)

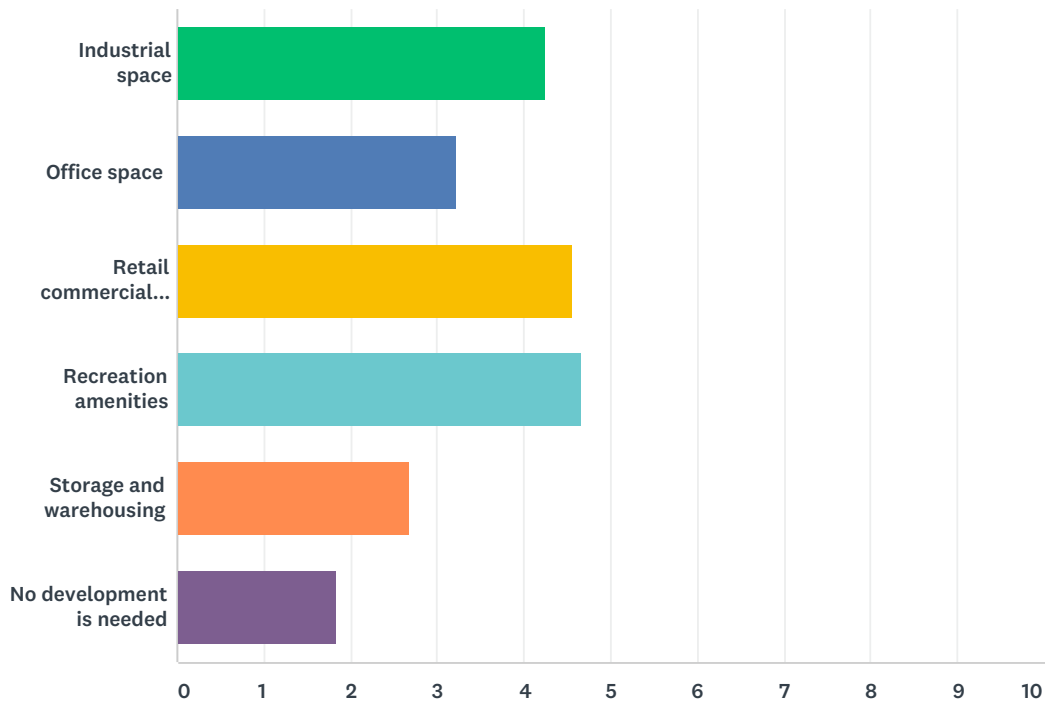
Answered: 69 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.25%	14.49%	24.64%	39.13%	14.49%	69	3.39
	5	10	17	27	10		

Q17 Please rank following in order of importance (1 = most important) Types of non-residential development needed.

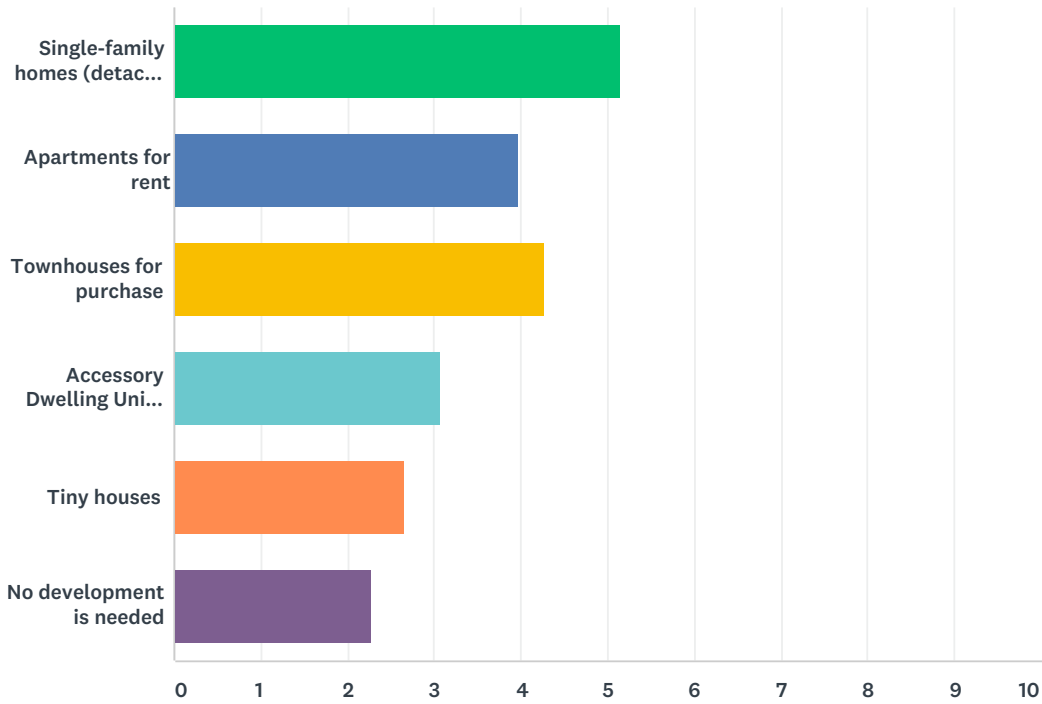
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	1	2	3	4	5	6	TOTAL	SCORE
Industrial space	33.85% 22	13.85% 9	20.00% 13	12.31% 8	15.38% 10	4.62% 3	65	4.25
Office space	0.00% 0	14.52% 9	20.97% 13	45.16% 28	11.29% 7	8.06% 5	62	3.23
Retail commercial space	30.16% 19	36.51% 23	12.70% 8	4.76% 3	12.70% 8	3.17% 2	63	4.57
Recreation amenities	33.33% 22	24.24% 16	25.76% 17	10.61% 7	4.55% 3	1.52% 1	66	4.67
Storage and warehousing	1.52% 1	6.06% 4	13.64% 9	24.24% 16	46.97% 31	7.58% 5	66	2.68
No development is needed	6.56% 4	6.56% 4	4.92% 3	3.28% 2	4.92% 3	73.77% 45	61	1.85

Q18 Types of housing most needed.

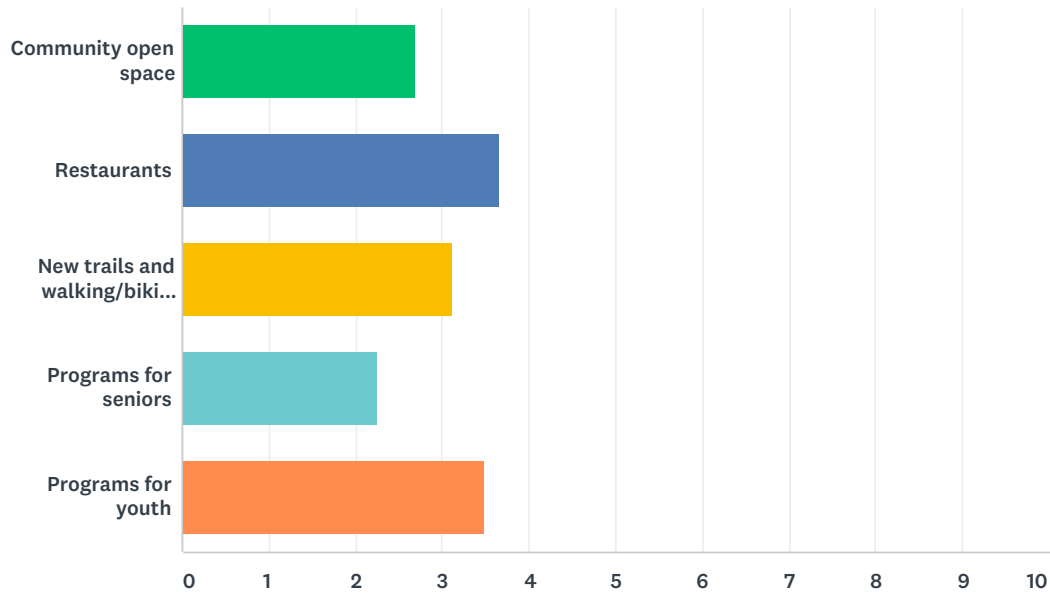
Answered: 68 Skipped: 2



	1	2	3	4	5	6	TOTAL	SCORE
Single-family homes (detached housing)	58.73% 37	20.63% 13	7.94% 5	1.59% 1	11.11% 7	0.00% 0	63	5.14
Apartments for rent	16.13% 10	27.42% 17	19.35% 12	22.58% 14	4.84% 3	9.68% 6	62	3.98
Townhouses for purchase	8.33% 5	35.00% 21	36.67% 22	15.00% 9	5.00% 3	0.00% 0	60	4.27
Accessory Dwelling Units (on lots with single-family homes)	6.67% 4	6.67% 4	20.00% 12	28.33% 17	30.00% 18	8.33% 5	60	3.07
Tiny houses	3.33% 2	10.00% 6	11.67% 7	23.33% 14	26.67% 16	25.00% 15	60	2.65
No development is needed	16.67% 10	0.00% 0	3.33% 2	6.67% 4	20.00% 12	53.33% 32	60	2.27

Q19 Types of amenities most needed.

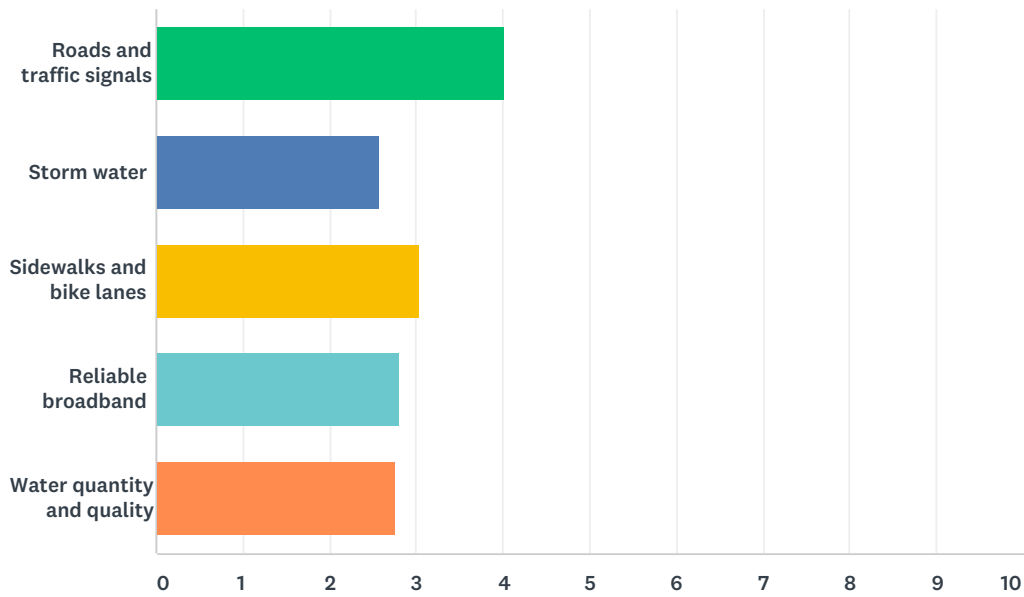
Answered: 69 Skipped: 1



	1	2	3	4	5	TOTAL	SCORE
Community open space	9.84% 6	14.75% 9	27.87% 17	29.51% 18	18.03% 11	61	2.69
Restaurants	46.15% 30	16.92% 11	7.69% 5	15.38% 10	13.85% 9	65	3.66
New trails and walking/biking connections	23.08% 15	21.54% 14	20.00% 13	13.85% 9	21.54% 14	65	3.11
Programs for seniors	3.28% 2	14.75% 9	22.95% 14	22.95% 14	36.07% 22	61	2.26
Programs for youth	24.19% 15	32.26% 20	20.97% 13	14.52% 9	8.06% 5	62	3.50

Q20 The types of infrastructure improvements most needed to support development

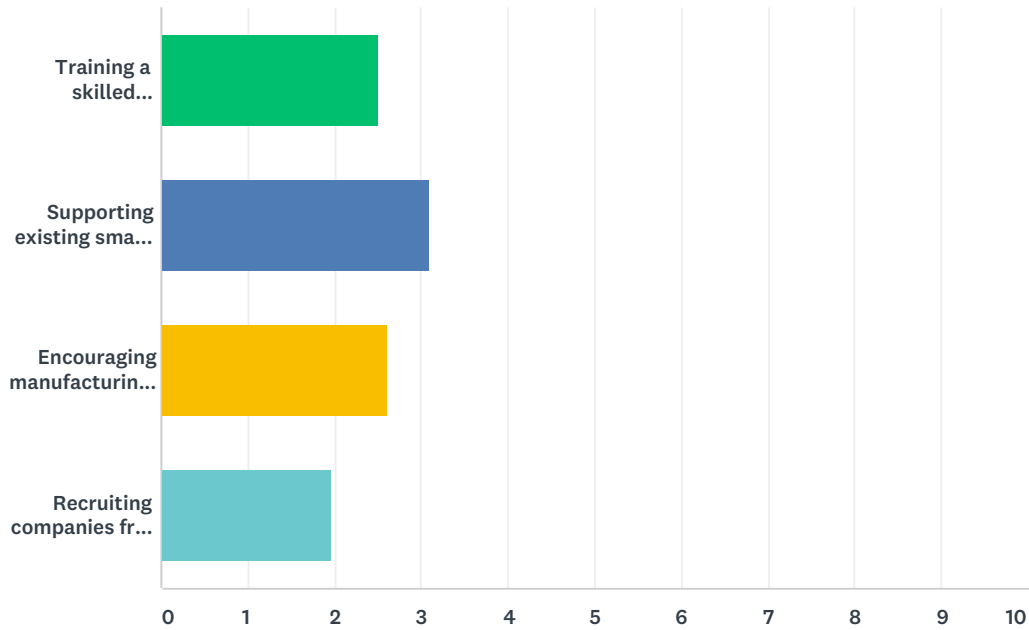
Answered: 68 Skipped: 2



	1	2	3	4	5	TOTAL	SCORE
Roads and traffic signals	48.44% 31	23.44% 15	10.94% 7	15.63% 10	1.56% 1	64	4.02
Storm water	9.68% 6	14.52% 9	24.19% 15	27.42% 17	24.19% 15	62	2.58
Sidewalks and bike lanes	17.19% 11	29.69% 19	21.88% 14	1.56% 1	29.69% 19	64	3.03
Reliable broadband	15.25% 9	13.56% 8	25.42% 15	28.81% 17	16.95% 10	59	2.81
Water quantity and quality	15.87% 10	17.46% 11	19.05% 12	22.22% 14	25.40% 16	63	2.76

Q21 The following economic development priorities.

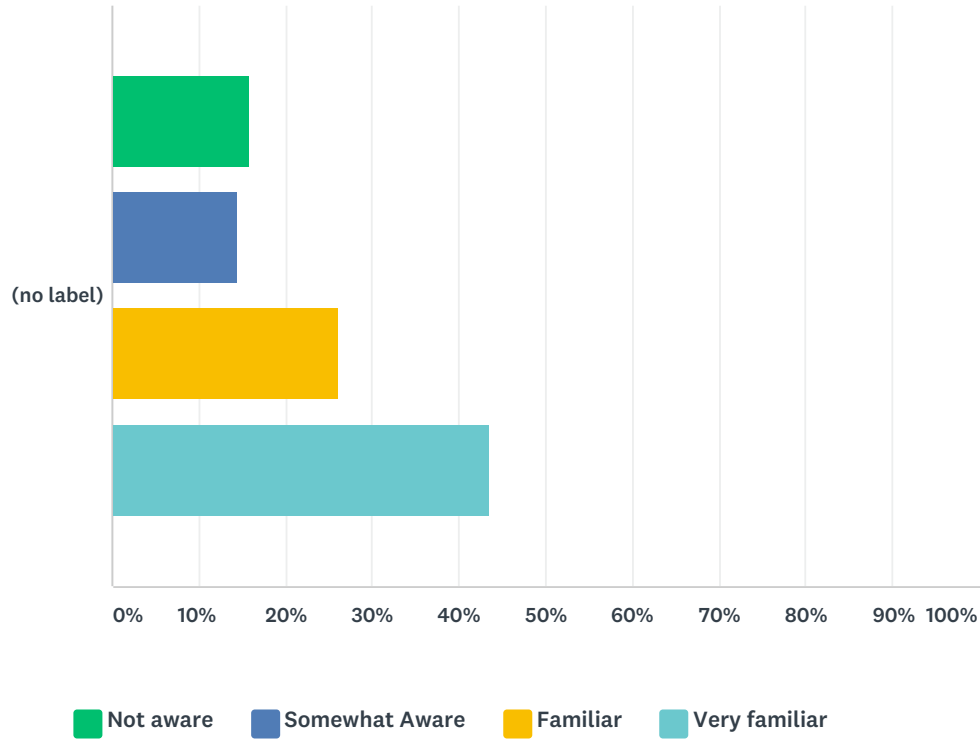
Answered: 68 Skipped: 2



	1	2	3	4	TOTAL	SCORE
Training a skilled workforce	25.40% 16	22.22% 14	31.75% 20	20.63% 13	63	2.52
Supporting existing small businesses	45.16% 28	27.42% 17	19.35% 12	8.06% 5	62	3.10
Encouraging manufacturing to grow from within local community	18.03% 11	36.07% 22	34.43% 21	11.48% 7	61	2.61
Recruiting companies from outside the City	19.05% 12	14.29% 9	11.11% 7	55.56% 35	63	1.97

Q22 Are you familiar with the need to promote Science Technology Engineering Math (STEM) within the K-12 school system for future job opportunities?

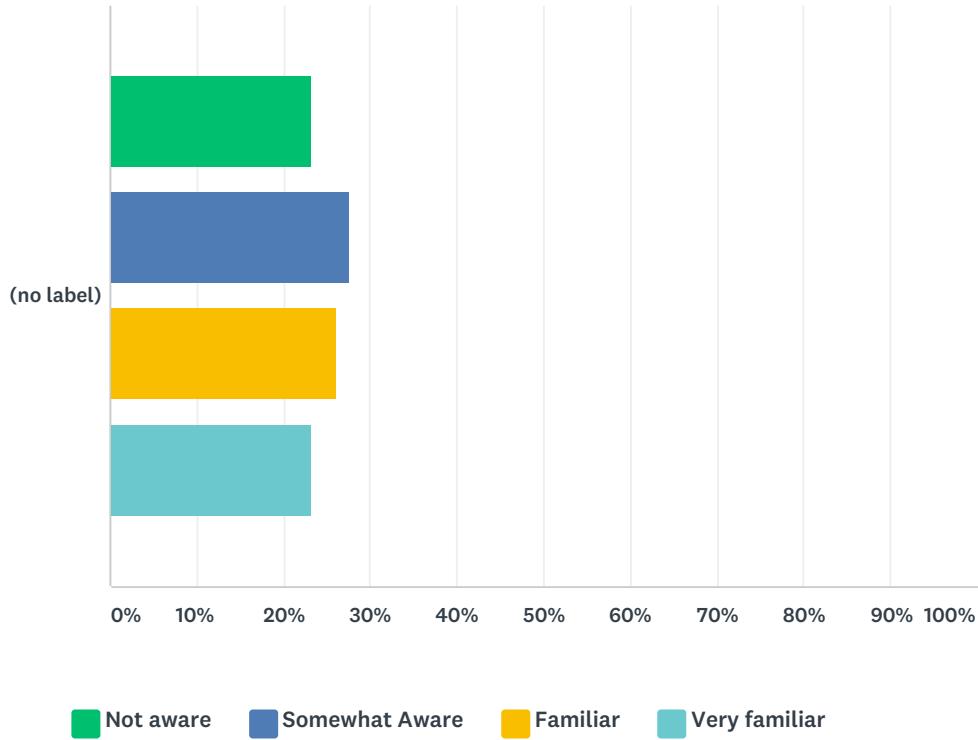
Answered: 69 Skipped: 1



	NOT AWARE	SOMEWHAT AWARE	FAMILIAR	VERY FAMILIAR	TOTAL	WEIGHTED AVERAGE
(no label)	15.94% 11	14.49% 10	26.09% 18	43.48% 30	69	2.97

Q23 Are you familiar with the North Santiam School District focus on Career Technical Education (CTE) (i.e. shop class skills) and internship programs with local manufacturing businesses?

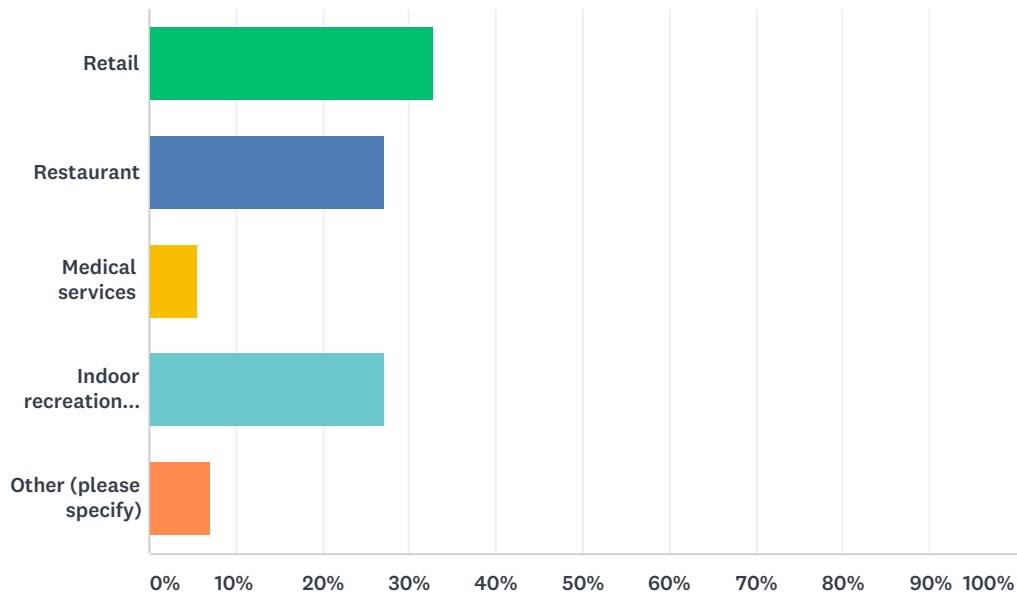
Answered: 69 Skipped: 1



	NOT AWARE	SOMEWHAT AWARE	FAMILIAR	VERY FAMILIAR	TOTAL	WEIGHTED AVERAGE
(no label)	23.19% 16	27.54% 19	26.09% 18	23.19% 16	69	2.49

Q24 Please select the most needed type of business that serves residents and employees that Stayton is lacking?

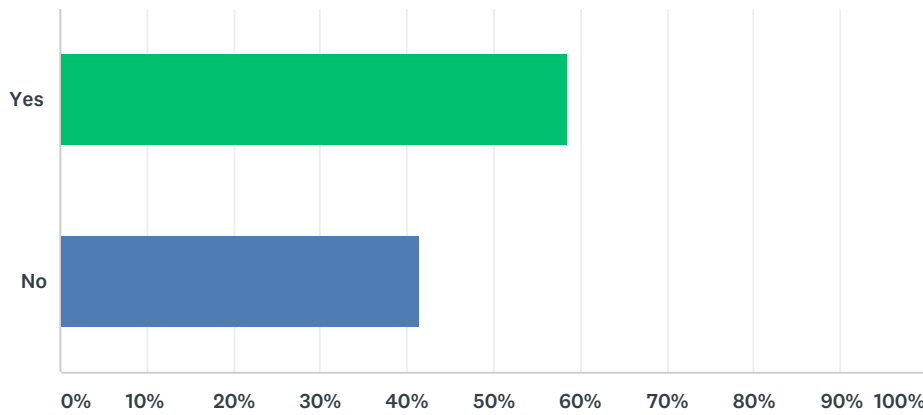
Answered: 70 Skipped: 0



ANSWER CHOICES	RESPONSES	
Retail	32.86%	23
Restaurant	27.14%	19
Medical services	5.71%	4
Indoor recreation (rock climbing, laser tag, etc.)	27.14%	19
Other (please specify)	7.14%	5
TOTAL		70

Q25 Stayton currently limits the size of retail stores, prohibiting “big box retailers”. Do you favor keeping such a restriction?

Answered: 70 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	58.57%	41
No	41.43%	29
Total Respondents: 70		

Q26 Please provide 3 words that describe Stayton.

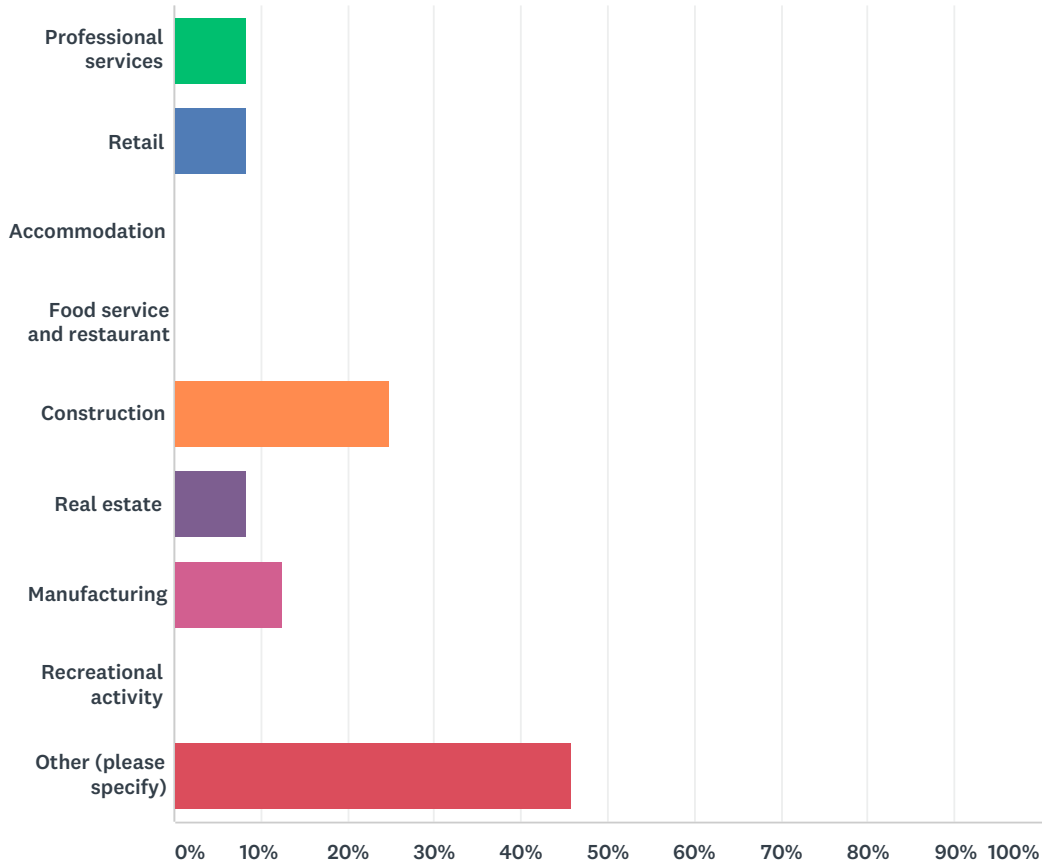
Answered: 63 Skipped: 7

Q27 What do you want us to know about living or working in Stayton that we have not asked?

Answered: 53 Skipped: 17

Q28 What type of business do you operate?

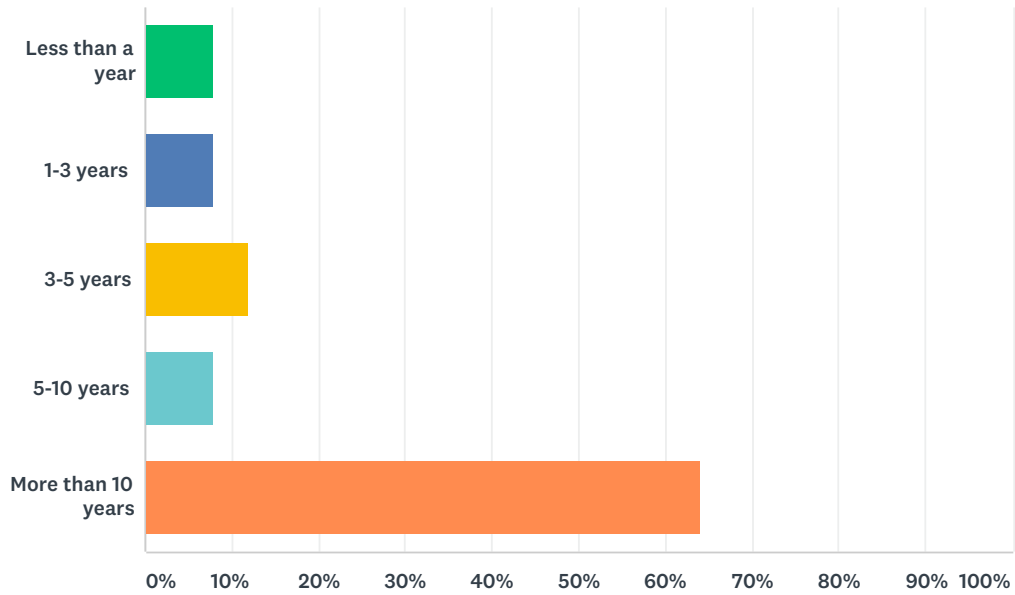
Answered: 24 Skipped: 46



ANSWER CHOICES	RESPONSES	
Professional services	8.33%	2
Retail	8.33%	2
Accommodation	0.00%	0
Food service and restaurant	0.00%	0
Construction	25.00%	6
Real estate	8.33%	2
Manufacturing	12.50%	3
Recreational activity	0.00%	0
Other (please specify)	45.83%	11
Total Respondents: 24		

Q29 How long has your business been in operation?

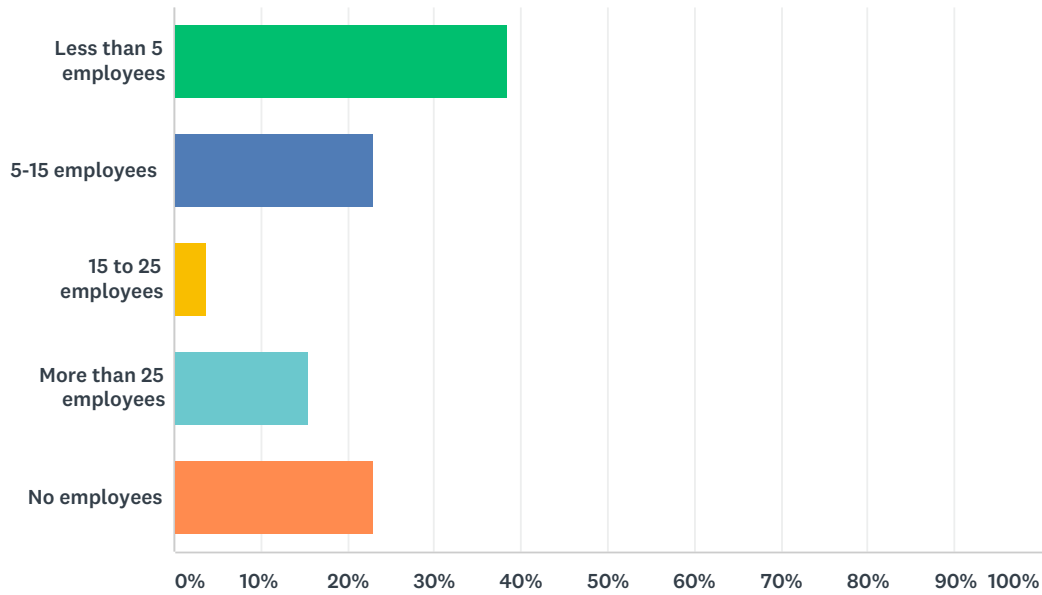
Answered: 25 Skipped: 45



ANSWER CHOICES	RESPONSES
Less than a year	8.00% 2
1-3 years	8.00% 2
3-5 years	12.00% 3
5-10 years	8.00% 2
More than 10 years	64.00% 16
Total Respondents: 25	

Q30 How many people does your business employ?

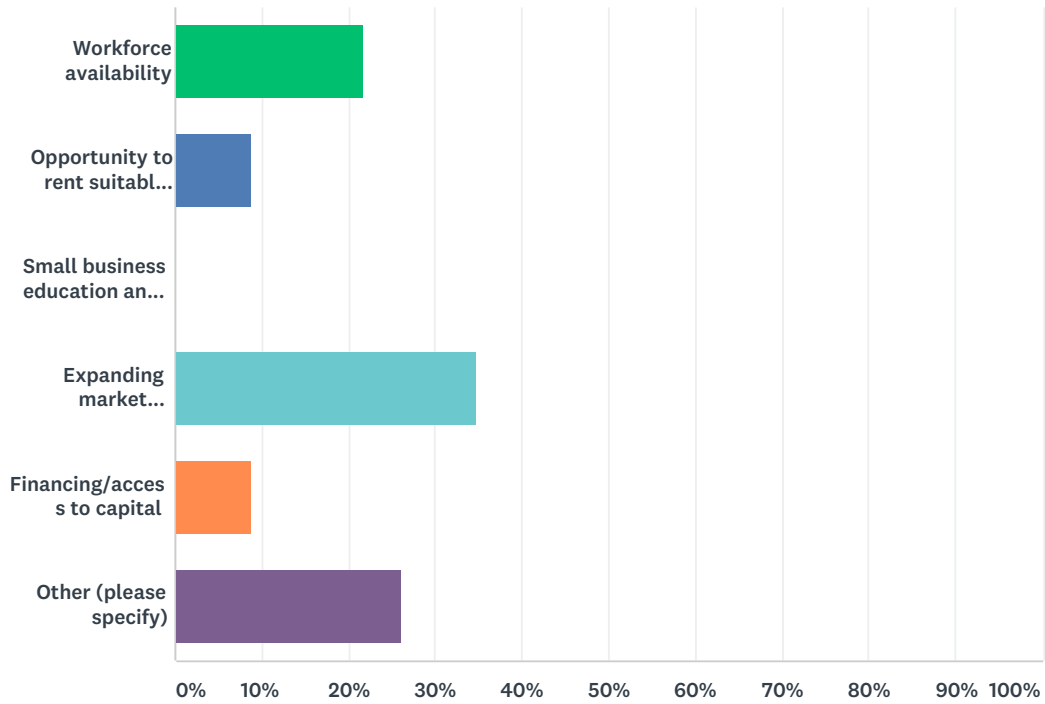
Answered: 26 Skipped: 44



ANSWER CHOICES	RESPONSES	
Less than 5 employees	38.46%	10
5-15 employees	23.08%	6
15 to 25 employees	3.85%	1
More than 25 employees	15.38%	4
No employees	23.08%	6
Total Respondents: 26		

Q31 What are your barriers to business growth? (select all that apply)

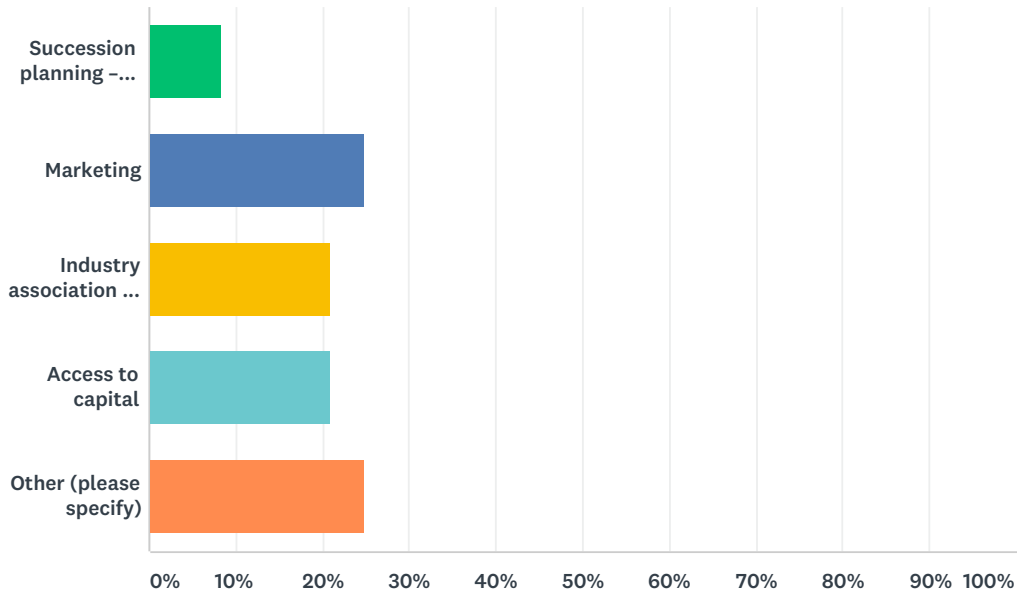
Answered: 23 Skipped: 47



ANSWER CHOICES	RESPONSES	
Workforce availability	21.74%	5
Opportunity to rent suitable space	8.70%	2
Small business education and support	0.00%	0
Expanding market base/customers	34.78%	8
Financing/access to capital	8.70%	2
Other (please specify)	26.09%	6
TOTAL		23

Q32 What type of business support program would be most useful to you? (select all that apply)

Answered: 24 Skipped: 46



ANSWER CHOICES	RESPONSES	
Succession planning – finding someone to take over business	8.33%	2
Marketing	25.00%	6
Industry association to share information on trends and solutions to problems	20.83%	5
Access to capital	20.83%	5
Other (please specify)	25.00%	6
TOTAL		24

Q33 What do you want us to know about owning a business in Stayton that we have not asked?

Answered: 15 Skipped: 55

Q26 Please provide 3 words that describe Stayton.

small town local Community Old potential Crime friendly
growing Small authentic quiet needs

Q27 What do you want us to know about living or working in Stayton that we have not asked?

Answered: 53 Skipped: 17

#	RESPONSES	DATE
1	Stayton has failed to revitalize the downtown area. Looking at other nearby small towns, Stayton is not as attractive.	4/25/2019 8:38 AM
2	Keeping it's historical aspect in tact. How to do this?	4/19/2019 3:17 PM
3	Prioritize repairing the existing streets Be more cooperative with business trying to develop / more helpful with the process Don't place such a financial burden on each developer How can public safety (police) be increased as the city grows?	4/18/2019 6:08 PM
4	The city government hasn't done anything significant to improve the city. Everything seems to operate at the bare minimums in expense and effort. Cops also only go after the low-hanging fruit and do not pursue other crimes that are right under their noses.	4/17/2019 5:31 PM
5	I have concerns about the current issues with safety - large increase in theft recently. We have people living in our parks (eaving needles, garbage, etc.) Many of us are afraid to use the parks!! More streets NEED repaired. Businesses are not welcomed here; Stayton's fees are too high so growth has died in our city (except for homes - is our goal really to be Salem's bedroom?). We need more job opportunities to keep our families here!	4/17/2019 4:34 PM
6	That the City of Stayton would work with ones who would like to start a business and not charge them a arm and a leg to set it up. We need more business in this city.	4/17/2019 3:25 PM
7	Please keep it small community feel. That's the thing that we love the most about our beautiful little town.	4/17/2019 9:01 AM
8	There is not enough recreational activities to keep going families here.	4/4/2019 11:02 AM
9	A common perception is that the city is not business friendly and the city has been reluctant to work with other organizations.	4/3/2019 9:28 AM
10	Help provide opportunities for new business to be downtown Stayton, help with organizations who want to help make Stayton grow and always communicate.	4/2/2019 8:51 PM
11	I am ashamed of the city streets!	4/2/2019 2:41 PM
12	Bring in engineering jobs and partner with Osu so we can bring educated people in to work and advance our town	4/1/2019 9:20 PM
13	We need a small bus service like Silverton to help seniors age in place	3/30/2019 7:43 PM
14	City needs to provide more support for economic development activities both on staff level and council level	3/29/2019 9:02 PM

15	It appears that a select group of residents and small business control the town and who is welcome here and who is not. They work as a group to diminish and dissolve whomever does not please them. They ran the Mill restaurant out of business in three months and from what I hear, they were not the first. This fact will prevent new business, big or small, from opening up shop in this town. What they did was disgusting. Now there are several businesses that I will no longer visit or spend my money at when I can just as easily visit the same type of business in Salem that are not willing to take part in a witch hunt. I supported Stayton 100% until I saw what this town was all about. I always wondered over the years why this town never grows. Now I understand. I would have never guessed the reason is because new business is constantly ran out of town as being the correct answer. Can you image the financial devastation to the one bringing ran out business before they ever really get going? You as city officials rather approve of and are a part of this group because I did not see anyone throughout a life preserver to the one being drowned. You have a huge problem in this town. Rather you are aware of it or not aware of it, it's a big problem you should work to resolve if you ever want new business to come to this town that is not part of this networking group of businesses and residents throughout Stayton, Sublimity and Aumsville. I think these three towns will always lack the businesses that are wanted and needed making this area not the best place to choose to live in and definitively not a good town to have a job in....	3/24/2019 9:23 AM
16	The industrial area is unattractive. It looks like it has been quarantined to keep people out!	3/23/2019 3:50 PM
17	Third street thinks they are the most important part of stayton and stayton as a whole needs to be important	3/22/2019 11:18 PM
18	Small town atmosphere is pretty important	3/22/2019 7:31 PM
19	Crime seems to be on an upswing, housing is not keeping up with growth. Time for the city and police dept. to assign someone with authority to comment on social media. Preferably the mayor and the chief of police.	3/22/2019 6:16 PM
20	We need more retail and grocery stores. Time to open up regulations so we can shop local. Some stores in town have extremely high prices and you can drive to Salem and get what you want and still save money. We need competition extremely bad.	3/22/2019 3:44 PM
21	Third street should not be the focus of stayton all of Stayton needs to be focused on	3/22/2019 3:34 PM
22	Need more restaurants options.	3/21/2019 10:16 PM
23	What are the plans for improvement of the schools?	3/21/2019 9:19 PM
24	We like small town feel, don't make this Portland.	3/21/2019 9:00 PM
25	There seems to be a desire to be like Silverton, but with the difference in socioeconomic status between the two places, we will never be the same. We need to find solutions to attract businesses and new residents that avoid gentrification - and as a result pushing people out of the community because they can no longer afford to live here.	3/21/2019 5:03 PM
26	ldk	3/21/2019 4:58 PM
27	Is there any limit to housing and other development that impacts the small town existence? Traffic has become much more congested, more population from Stayton and Sublimity new housing has stretched existing roads, stores (Safeway, restaurants, etc.) and other facilities. I disagree that expansion has slowed - the last few years have had a great impact on quality of life and "flavor" of the community. Of course, expanded roads, traffic signals, etc. will change the town, but if this is inevitable then stores, etc., need to expand to accomodate the extra population. I know growth is inevitable - overflow from Salem and Portland has to go somewhere - but I mourn the changes that are stealing the small-town existence. I also mourn the obvious loss of open space and farmland (see Sublimity...). Sublimity's growth directly impacts Stayton's congestion of retail stores, grocery stores, retaurants, etc.	3/21/2019 3:32 PM
28	Addressing the theft, drugs and vagrants.	3/21/2019 11:26 AM
29	Providing city services for the businesses and homes that are here should be increased. Tax will be required -along with good fiscal management	3/21/2019 9:05 AM
30	Plane is like a time warp to the 50s in ideology and that's probably its biggest issue. You can't live in the golden years when the world is burning down around you. Get into reality, stop pushing for small business, it's a joke!	3/21/2019 4:22 AM
31	Upgrade the roads on the east side of town. Change the color palette for the downtown section, who ever picked the selection of colors businesses can choose from should be fired.	3/20/2019 10:46 PM

32	With the right leadership our community could really prosper.	3/20/2019 10:24 PM
33	Chamber is not welcoming, too many vacant buildings downtown, no historical museum, requirements for new businesses can't be counted on, the library is good.	3/20/2019 9:51 PM
34	Internal corruption within the city officials themselves.	3/20/2019 8:46 PM
35	Stayton is a great small town. We need to grow but not at the expense of our small town. Big box stores don't fit, round about don't fit.	3/20/2019 8:14 PM
36	Too many worthless regulations and business fees.	3/20/2019 7:54 PM
37	Existing buildings need to be updated to improve the appearance of this city.	3/20/2019 7:46 PM
38	Lack of intelligent council members	3/20/2019 7:09 PM
39	I feel like it might be difficult to get a clear understanding of what Stayton residents what because there are two major kinds of residents... Something that I constantly see is a divide between long time locals and incoming, more progressive residents. Many want preservation while others would prefer convenience and growth. I personally want preservation of our small town and not just the feeling of a small town since convenience is only 13 miles east.	3/20/2019 5:05 PM
40	Your walkability rating on walkscore.com is extremely high because of the size of Stayton- the infrastructure doesn't support that theory though and it's sad to see!	3/20/2019 3:05 PM
41	Crime rate is BAD	3/20/2019 2:13 PM
42	The drug problem has gotten out of hand. Much more needs to be done to address this.	3/20/2019 2:00 PM
43	Nothing	3/20/2019 1:50 PM
44	City Manager difficult to deal with. Not business friendly	3/20/2019 1:05 PM
45	Nothing	3/20/2019 12:59 PM
46	N/A	3/20/2019 12:48 PM
47	The price of new houses is out of control. My wife and I make right at 6 figures a year. If we bought new we would be mortgage dependent. 280,00 to 320,000 starting range	3/20/2019 12:44 PM
48	We need to do something about the drugs and crime in stayton	3/20/2019 12:31 PM
49	Needs a makeover	3/20/2019 12:27 PM
50	Stop allowing new neighborhood developments without upgrading roads and schools!	3/20/2019 12:25 PM
51	We need jobs in this community. We must facilitate this in a thoughtful manner.	3/20/2019 12:24 PM
52	The main road manholes need repaired asap. All of them! The library is fantastic although you guys really screwed up by letting the children's librarian leave.	3/20/2019 12:05 PM
53	There is nothing in the survey about cultural improvements, but I would like to see more trees and more art. Some focus on improving exteriors & curb appeal for our aging community. Stayton is a great place but it needs a face lift. We have lots of parks, so I'd love to see focus on business enhancement, tourism (where to eat & stay), and to utilize the manufacturing/industry/retail spaces that are empty. Updated and affordable housing that attracts families.	3/20/2019 11:10 AM

Q33 What do you want us to know about owning a business in Stayton that we have not asked?

Answered: 15 Skipped: 55

#	RESPONSES	DATE
1	The city is controlled by paid administration and their rules with little latitude allowed by elected officials.	4/25/2019 8:38 AM
2	We love Stayton and enjoy being a part of this community. But it's becoming harder and harder to operate here. It's sad that we've actually looked at finding other cities to relocate in. But that's hard too, when even our property is hard to sell due to the unrealistic expectations in our city govt. No other business wants to buy or build here. There are simply too many economic barriers here for either improvement or new builds in the business sector.	4/17/2019 4:34 PM
3	When is the City going to take steps to guarantee the water quality in the Santiam river?	4/10/2019 9:19 AM
4	It's hard to get tenants in building	4/4/2019 11:02 AM
5	If you are wondering why you city is not growing with new industry etc. in the industrial park, take a look at the city government, especially the City Planner!	4/2/2019 2:41 PM
6	Stayton is still seen as not business friendly due to lack of willingness to work with business owners within fee structure and codes to encourage success.	3/29/2019 9:02 PM
7	Word of mouth and customer satisfaction is hugely important and impactful	3/22/2019 7:31 PM
8	non profits serve as a draw for citizens and businesses too	3/21/2019 9:05 AM
9	Can't wait to move...	3/21/2019 4:22 AM
10	It is difficult to start a business here.	3/20/2019 9:51 PM
11	Hard to get approved	3/20/2019 2:13 PM
12	Nothing at this time	3/20/2019 1:50 PM
13	City hall is difficult to deal with	3/20/2019 1:05 PM
14	Nothing	3/20/2019 12:59 PM
15	Nothing	3/20/2019 12:24 PM

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CITY OF STAYTON INDUSTRIAL LANDS TRANSPORTATION AND INFRASTRUCTURE ASSESSMENT

To

Bridge Economic
Development

For

Stayton Economic
Development Strategy

Dated

June 21, 2019

Project Number

2180517.00



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2. Excerpt from Water Distribution Facilities Planning Study for Stayton, Oregon, Keller Associates, January 2006
3. Excerpt from Wastewater Collection Facilities Planning Study, City of Stayton, Oregon, Keller Associates, February 2006
4. Excerpt from Storm Water Master Plan For City of Stayton, Keller Associates, April 6, 2009
5. Stayton TSP Engineer’s Conceptual Estimate, Golf Club Road/Shaff Road Roundabout, Kittelson & Associates, Inc., February 12, 2019
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I. PROJECT OVERVIEW AND OBJECTIVES

The Stayton Economic Development Strategy is a collaborative project with the City of Stayton, the Stayton community, and a consultant team led by Bridge Economic Development. The goals of the study include: (1) establish a vision and framework for long-term economic gains; (2) offer a demographic, social and economic baseline of Stayton’s assets and challenges; (3) detail Stayton’s competitive advantages, investment needs and future strategies; (4) identify the region’s talent clusters and workforce gaps; (5) outline a framework for growing and scaling startup and new enterprises; and (6) promote the connections between downtown and the riverfront.

As part of this project, the City of Stayton requested that the consultant team review infrastructure and transportation plans and existing conditions to identify potential constraints that may stand in the way of industrial development. The need for such an analysis emerged through conversations with City staff, commercial/industrial real estate agents, and identification of local and regional economic trends. City staff has indicated that Stayton has not had any new industrial construction since 2005, and there have only been two commercial developments in the last ten years.

Based on target industry types selected through the course of the economic development project, this report identifies the associated infrastructure needs. The report also provides cost estimates associated with recommended infrastructure and transportation improvements that may help overcome constraints on development. By documenting these infrastructure needs and associated costs, it may be possible for the City to seek outside funding to defray construction costs, thereby increasing the viability of industrial development by catalyzing private investment.

At the inception of this project, stakeholders identified key challenges to developing the vacant and underutilized commercial and industrial lands at the west end of the City, including:

- Shallow depth to groundwater and stringent stormwater requirements which either reduce net developable land or require costly stormwater infrastructure improvements, reducing likelihood of development.
- Costly public infrastructure and frontage improvements, including intersection improvements at the Shaff Road/Wilco Road intersection.
- Difficulties in engaging multiple parties to collaboratively work toward infrastructure and transportation solutions.

An Industrial Study Area was selected that included both the largest amount of developable land and lands burdened with the challenges listed above. Accordingly, this report:

- Provides an overview of the study area.
- Describes the existing public infrastructure and planned upgrades for transportation, water, sanitary sewer, and stormwater utilities.
- Identifies the infrastructure and transportation needs for key target industries identified by the City and consultant team.
- Compares current infrastructure with needs of the target industries to identify gaps and barriers that may be limiting industrial development.
- Identifies targeted transportation and public utility infrastructure upgrades to reduce barriers to private investment and provides associated cost estimates.

II. CHARACTERISTICS OF THE STUDY AREA

Overview

Recognizing that only portions of the City are suitable for industrial development, the consultant team coordinated with City staff to identify the Industrial Study Area which is the focus area for this report. The study area is approximately 175 acres and is located on the west side of Stayton. The study area is primarily located south of Shaff Road and west of Wilco Road. The Stayton city limits serve as the southern and western edge of the study area. There are also six tax lots in the study area located east of Wilco Road between W. Locust Street and Washington Street. See Figure 1.

Zoning

When establishing the study area, the team examined whether to include additional land outside city limits if it was designated Industrial in the Comprehensive Plan. Land within this category (particularly south of Stayton Road) was excluded from the study area since it is currently used as the NORPAC Foods wastewater treatment and disposal area and would only be a candidate for development if the facility were to shut down.

Zoning in the Industrial Study Area consists of a mixture of Light Industrial, Industrial Commercial, Commercial Retail and Commerce Park, as illustrated in Figure 2.

A summary of the zoning and parcel information is presented in Table 1 below.

Table 1: Zoning				
Zoning	Parcels	Total Acreage	Vacant Parcels	Vacant Acreage
Light Industrial	33	151.4	10	64.4
Industrial Commercial	9	12.9	3	3.6
Commercial Retail	3	8.4	3	8.4
Commerce Park	3	2.1	3	2.1
Total	48	174.7	19	78.5

Light Industrial

Most of the study area is zoned Light Industrial. Light industrial makes up about 151 acres or 87% of the study area and accounts for 82% of vacant acreage. The largest vacant area is north of W. Locust Street, south of Shaff Road, and between Wilco Road and the city limits and Urban Growth Boundary.

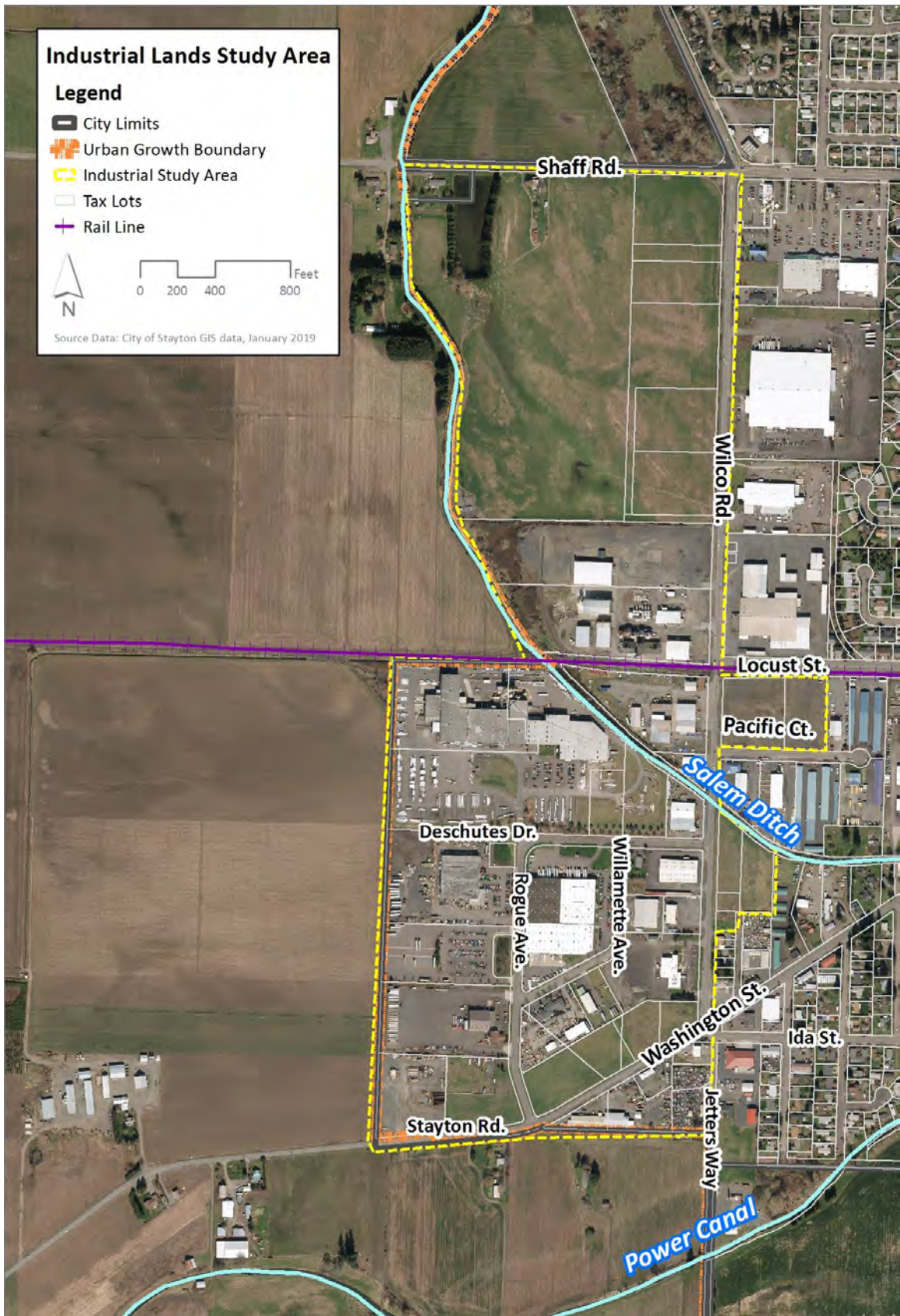


Figure 1: Industrial Lands Study Area

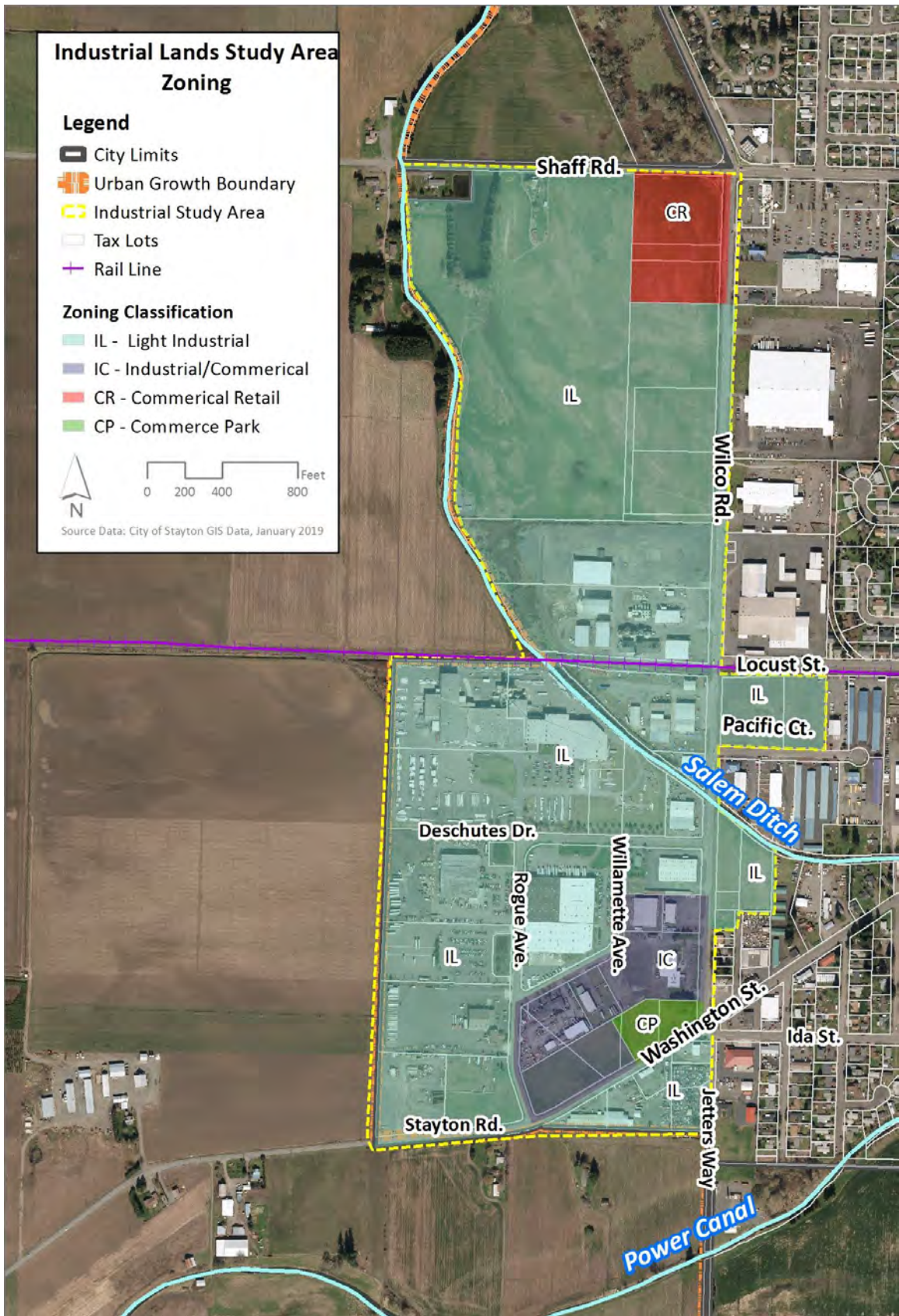


Figure 2: Zoning

As described in the Stayton Land Use and Development Code, the Light Industrial zone is intended “to provide for light manufacturing, assembly, or storage areas that will not conflict with less intensive uses” such as residential, retail, and commercial. Typical uses in a light industrial zone include a wide range of manufacturing including food and beverage, chemical, metal and wood, machinery, and electrical equipment. This zone is also appropriate and suitable for construction companies and contractors. Transportation and warehousing use including freight, warehouse, and intensive automotive focused industry like motor vehicle towing, wrecking yards, and auto/machinery repair uses are allowed in the Light Industrial zone.

Residential, commercial, office, public, and institutional uses are generally not permitted in this zone (with a few exceptions).

Industrial Commercial

Land zoned Industrial Commercial accounts for 13 acres in the study area. Although most of this land is mostly developed, there are two contiguous parcels (3.2 acres) along Washington Street that are currently vacant.

The Industrial commercial zone allows for light manufacturing and service-related commercial activities. This zone is intended to reduce conflicts between industrial and general commercial uses. The Industrial Commercial zone acts as a transition from the more intensive Light Industrial zone to commercial oriented business. Uses that are especially loud or impact air quality are phased out in the Industrial Commercial zone. This means a reduction in some types of manufacturing. Alternately, this zone does allow for more commercial uses than are allowed in the Industrial commercial zone.

Like the Light Industrial zone, the Industrial Commercial zone prohibits most residential, commercial, office, public, or other institutional uses.

Commerce Park

There are three vacant, contiguous parcels of Commerce Park zoning. This area makes up just over two (2) acres and is located next to the Industrial Commercial parcels on Washington Street.

Commerce Park zoning allows for a mix of retail and other commercial uses as well as some light manufacturing. This zone is meant for dense areas of commercial development that include retail, office, and service-oriented businesses. This area also allows for public and institutional uses. Most light manufacturing uses are allowed in this zone with some exceptions like metal and chemical manufacturing. This area also allows for warehousing and transportation uses.

Commercial Retail

There are three parcels zoned Commercial Retail that make up about 8.5 acres in the Industrial Study Area. These parcels are vacant, contiguous, and located at the southwest corner of Shaff Road and Wilco Road.

The Commercial Retail zone allows for the wide range of uses in the Industrial Study Area, including retail, service, office, commercial, medical, public institutions, and other compatible uses with conditional use approval. Residential use is allowed on higher floors when the ground floor is exclusively commercial activities.

Manufacturing, warehousing, construction, and other automobile-focused industry is generally prohibited in this zone.

Enterprise Zone

All properties in the Industrial Study Area (with the exception of the small area outside city limits at the northwest corner of the study area) are in the North Santiam Enterprise Zone. Enterprise Zones are intended to encourage development, growth and expansion of employment, business, industry, and commerce through all regions of the state. This legislation was especially intended for communities like Stayton that are located outside of major metropolitan areas or other areas affected by geographical constraints. The power for local communities to create Enterprise Zones was established in 1985 by the Oregon legislature. The North Santiam Enterprise zone was approved by the Oregon Business Development Department on July 1, 2010. The North Santiam Enterprise Zone is managed by the Strategic Enterprise Development Corporation (SEDCOR) in Salem.

Businesses that develop within the established Enterprise Zone are exempt from the property taxes normally assessed on new plants and equipment for at least three years and up to five years if the compensation for the new jobs exceeds 150% of the Marion County wage, or if approved by the City. In return for the tax exemption, the businesses must do the following:

- Increase full-time permanent employment inside the enterprise zone by the greater of one new job or 10% of current employment;
- Not cause concurrent job losses outside the enterprise zone;
- Maintain minimum employment levels during the exemption period; and
- Enter into a first-source agreement with local job training providers.

III. EXISTING PUBLIC INFRASTRUCTURE AND PLANNED UPGRADES

This chapter details the existing transportation and public water, sanitary sewer, and stormwater infrastructure within the Industrial Study Area and identifies planned transportation and utility upgrades. Descriptions are based on January 2019 City geographic information system (GIS) data, transportation and utility master plans, and additional information provided by City staff.

Transportation

The primary roadway serving the Industrial Study Area is Wilco Road, a north-south street that extends from the north at the Shaff Road/Golf Club Road intersection to the south at Washington Street, as illustrated in Figure 3. Table 2 summarizes the study area roadways, organized by street name. The table also indicates the required right-of-way widths, as outlined in the Stayton Public Works Design Standards and the 2014 conceptual design for Wilco Road.¹

Table 2: Public Roadway Standards							
Roadway	Functional Classification	Roadway Jurisdiction	Design Standards				
			Right-of-Way Width	Paved Width	Vehicle Lanes	Bicycle Lanes	Sidewalk Width
Wilco Road	Major Collector	Marion County	80'-95'	50'	3	6'	6' ²
Shaff Road (eastern 540' within study area)	Minor Arterial	Marion County	80'	50'	3	6'	6'
Shaff Road (excluding eastern 540')	Major Collector	Marion County	80'	50'	3	6'	6'
W. Locust Street	Major Collector	City of Stayton	60'	36'	2	6'	6'
Pacific Court	Industrial	City of Stayton	80'	40'	2	None	5'
Deschutes Drive	Industrial	City of Stayton	80'	40'	2	None	5'
Rogue Avenue	Industrial	City of Stayton	80'	40'	2	None	5'
Willamette Avenue	Industrial	City of Stayton	80'	40'	2	None	5'
Stayton Road	Major Collector	Marion County	80'	50'	3	6'	6'
W. Washington Street	Minor Arterial	Marion County	80'	50'	3	6'	6'

¹ *Wilco Road Area Conceptual Design Summary*, Ashley Engineering Design, April 7, 2014

² Per the 2014 conceptual plan for Wilco Road, the northern portion of Wilco Road is proposed to have a sidewalk on both sides while the southern portion is proposed to have a sidewalk on the east side only.



Figure 3: Roadway Functional Classification

Table 3 describes the current conditions of the streets within the study area.

Table 3: Existing Roadway Conditions					
Roadway	Existing Conditions				
	Approximate Right-of-Way Width	Approximate Paved Width	Vehicle Lanes	Bicycle Lanes	Approximate Sidewalk Width
Wilco Road	80'	39'	2 (3 lanes for northern 110')	0	0 (4' for northern 575')
Shaff Road	50'	22'-24'	2	0	0
W. Locust Street	90'-115'	40'	2	0	4
Pacific Court	60'	32'	2	0	4'-5' (on cul-de-sac bulb only)
Deschutes Drive	60'	34'	2	0	0
Rogue Avenue	60'	33'	2	0	0
Willamette Avenue	60'	34'	2	0	0
Stayton Road	60'	26'	2	0	0
W. Washington Street	60'	26'	2	0	0

2004 Transportation System Plan

The 2004 City of Stayton Transportation System Plan³ (TSP) recommends projects within and near the Industrial Study Area. Table 4 summarizes the roadway projects in and near the Industrial Study Area as identified in the 2004 TSP.

Table 4: 2004 TSP Projects			
TSP Project Number	Type	Description	Estimated Cost (2004 \$)
3	Street	Widen Golf Club Road to five lanes from Highway 22 to Shaff Road. Requires reconfiguration and signalization of the Shaff Road/Wilco Road/Golf Club Road intersection	\$4,000,000
N/A	Street	Construct a future collector road immediately east of and parallel to the Salem Ditch. Based on the Public Works Design Standards, this would consist of an 80' right-of-way with 50' paved section, 6' bike lanes, and 6' sidewalks	\$ 1,600,000 (estimated based on assumed length and unit costs from TSP)

³ City of Stayton Transportation System Plan, H. Lee & Associates, April 27, 2004

TSP Project Number	Type	Description	Estimated Cost (2004 \$)
N/A	Street	Construct a future neighborhood collector from Wilco Road to the future Salem Ditch collector. Based on the Public Works Design Standards, this would consist of a 60' right-of-way with 34'-36' paved section, no bike lanes, and 5' sidewalks	\$780,000 (estimated based on assumed length and unit costs from TSP)
8	Street	Construct a roundabout at the Wilco Road/Ida Street/Washington Street/ Jettters Way intersection	\$850,000

The TSP also calls for construction of sidewalk improvements on both sides of Wilco Road, new bike lanes on Wilco Road, and proposed off-street bike paths/pedestrian trails along the western boundary of the study area. Costs for these improvements are not specifically identified in the report.

2019 Draft Transportation System Plan

The City hired a consultant team consisting of Kittelson & Associates, Inc. and Angelo Planning Group in 2018 to update the 2004 TSP. The TSP update process was based on establishment of City goals and objectives, analysis of technical information including existing conditions, forecasted traffic volumes and transportation needs, identification of deficiencies, and evaluation of alternatives. This process was informed by Technical Advisory Committee and Public Advisory Committee members, along with members of the public through outreach efforts including community meetings and a project website. The 2019 TSP has not been formally adopted, but we received a draft copy for consideration in writing this report.

Table 5 summarizes the recommended roadway, pedestrian, and bicycle projects in and near the Industrial Study Area as identified in the May 2019 Draft TSP.⁴

⁴ *City of Stayton Draft Transportation System Plan*, Kittelson & Associates, Inc., May 2019

Table 5: 2019 Draft TSP Projects			
TSP Project Number	Type	Description	Estimated Cost (2019 \$)
M1	Motor Vehicle	Construct roundabout at Shaff Road/Wilco Road/Golf Club Road intersection	\$2,590,000
M2	Motor Vehicle	Construct roundabout at Wilco Road/Ida Street/Washington Street/Jettters Way intersection	\$1,640,000
N/A	Motor Vehicle	Construct local street through northern portion of Industrial Study Area to continue the street grid system	<i>not identified</i>
P3	Pedestrian	Install 6' sidewalk on the east side of Wilco Road from 600' south of Shaff Road to Washington Street	\$585,000
P16	Pedestrian	Replace existing sidewalk with 6' sidewalk on the east side of Wilco Road from Shaff Road to a point 600' south	\$90,000
P17	Pedestrian	Install 6' sidewalk on the west side of Wilco Road from Shaff Road to Washington Street	\$675,000
P46	Pedestrian	Install 6' sidewalk on both sides of Shaff Road from Wilco Road to city limits	\$520,000
P48	Pedestrian	Install 6' sidewalk on both sides of Stayton Road/Washington Street from Wilco Road to city limits	\$560,000
B10	Bicycle	Install 6' bike lanes on both sides of Wilco Road from Shaff Road to Washington Street	\$2,900,000
B16	Bicycle	Install 6' bike lanes on both sides of Stayton Road/Washington Street from Wilco Road to city limits	\$1,200,000
B20	Bicycle	Install 6' bike lanes on both sides of Shaff Road from Wilco Road to city limits	\$1,100,000

Water Distribution

The Industrial Study Area is primarily served by a 10" water main in Wilco Road. There is a 10" loop through Deschutes Drive and Rogue Avenue and a 10" stub northeast of the Salem Ditch, with smaller pipes at other locations, as illustrated in Figure 4. Connections to abutting areas to the east and south are made at Shaff Road, Locust Street, Washington Street, Ida Street, and Jettters Way.

A summary of current conditions and upgrades identified in the 2006 Stayton Water Distribution Report⁵ is listed in Table 6 (completed upgrades are not listed).

⁵ Water Distribution Facilities Planning Study for Stayton, Oregon, Keller Associates, January 2006

Table 6: Water Infrastructure		
Location	Existing Pipe Size	Planned Upgrades
Wilco Road	10"	16"
Shaff Road	<i>No existing main</i>	16" East of Wilco 10" West of Wilco
Water main north of W. Locust Street	10"	10" (extended west to Salem Ditch)
W. Locust Street	10"	-
Salem Ditch north of rail right-of-way	<i>No existing main</i>	12"
Rail right-of-way	<i>No existing main</i>	12"
Deschutes Drive	10"	-
Rogue Avenue	10"	-
Willamette Avenue	8"	-
Stayton Road/ Washington Street	10"	-
Jetters Way	18"	-

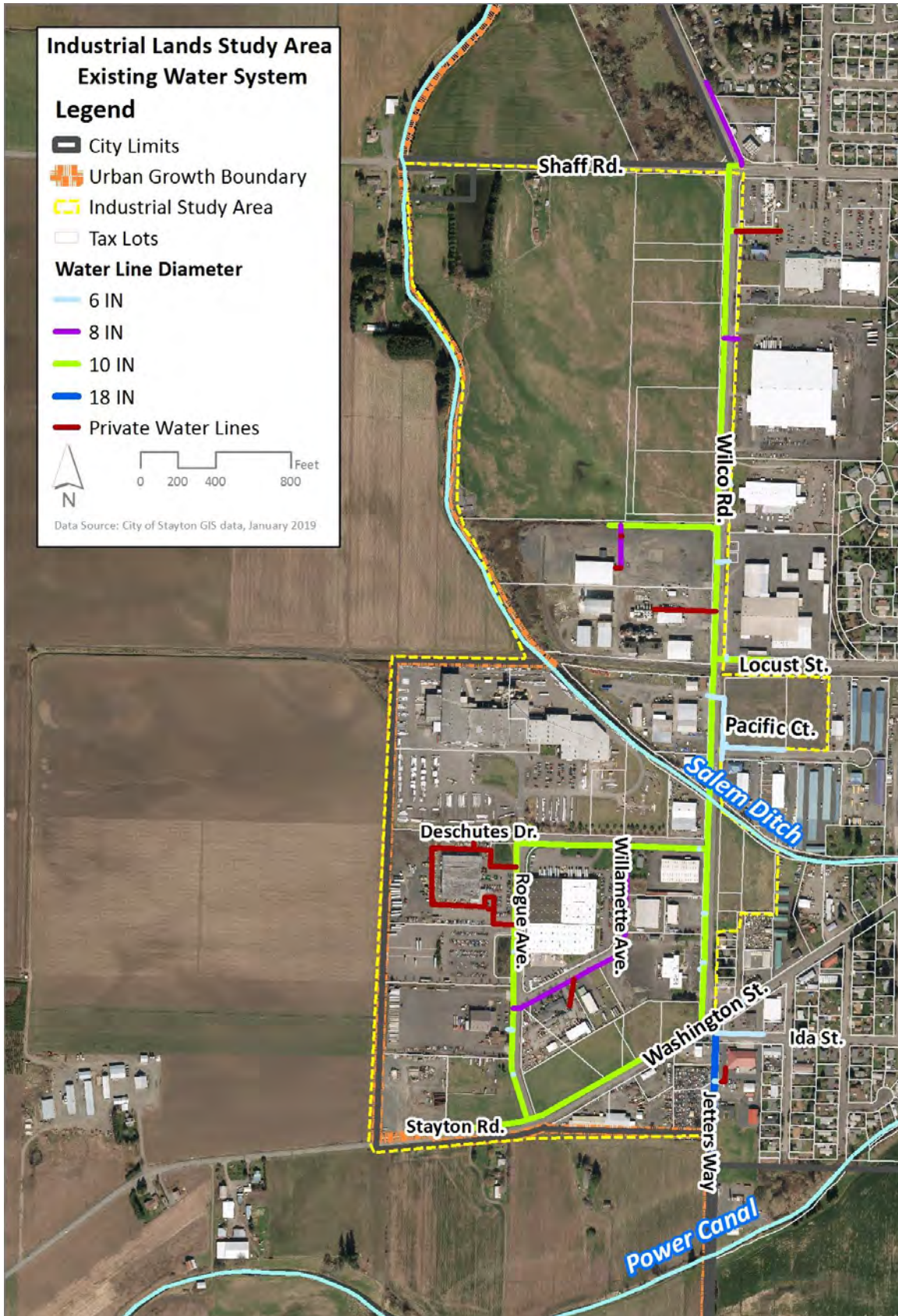


Figure 4: Existing Water System

Major planned water system upgrades in the study area include replacement of the 10" main in Wilco Road with a 16" line when the current pipeline life expires (to be coordinated with community growth and street repairs, hence timing is unknown) and installation of a 12" looped system within Wilco Road, Shaff Road, a line parallel to the Salem Ditch, a line in the railroad right-of-way, and a line north of the railroad right-of-way.

Sanitary Sewer

The northern portion of the study area has a sanitary sewer collection system consisting of a 16" gravity line (and short segment of 8" gravity line) in the northern portion of Wilco Road, connecting to the Wilco Lift Station, which discharges via force main toward the wastewater treatment plant south of the study area. In the southern portion of the study area, Rogue Avenue has an 8" gravity main flowing northward to the Industrial Area Lift Station, which discharges to the east, connecting to gravity lines serving the area between Willamette Avenue and Wilco Road. See Figure 5.

A summary of current conditions and upgrades identified in the 2006 Stayton Wastewater Collection Report⁶ is listed in Table 7 (completed upgrades are not listed).

Table 7: Sanitary Sewer Infrastructure		
Location	Existing Pipe Size & Type	Planned Upgrades
Wilco Road, north of W. Locust Street	8" and 16" gravity 18" and 20" force mains	-
Wilco Road, south of W. Locust Street	8" and 10" gravity	-
Shaff Road	<i>No existing pipe</i>	-
East of Wilco Road, north of W. Locust Street	8" gravity	-
W. Locust Street	2" force main	-
Line from Salem Ditch to Wilco Road	<i>No existing pipe</i>	18" gravity
Salem Ditch north of railroad right-of-way	<i>No existing pipe</i>	18" gravity
Deschutes Drive	10" gravity 6" force main	-
West of Wilco Road, south of Deschutes Drive	8" gravity	-
East of Wilco Road, north of Washington Street	8" gravity	-
Rogue Avenue	8" gravity	-
Willamette Avenue	8" gravity	-
Stayton Road/ Washington Street	8" gravity	-

Major planned sanitary sewer collection system upgrades in the study area include construction of an 18" gravity line paralleling Salem Ditch, flowing eastward to the Wilco Lift Station, plus installation of an additional 18" force main flowing south from the Mill Creek Lift Station (this serves areas outside the study area).

⁶ *Wastewater Collection Facilities Planning Study, City of Stayton, Oregon, Keller Associates, February 2006*

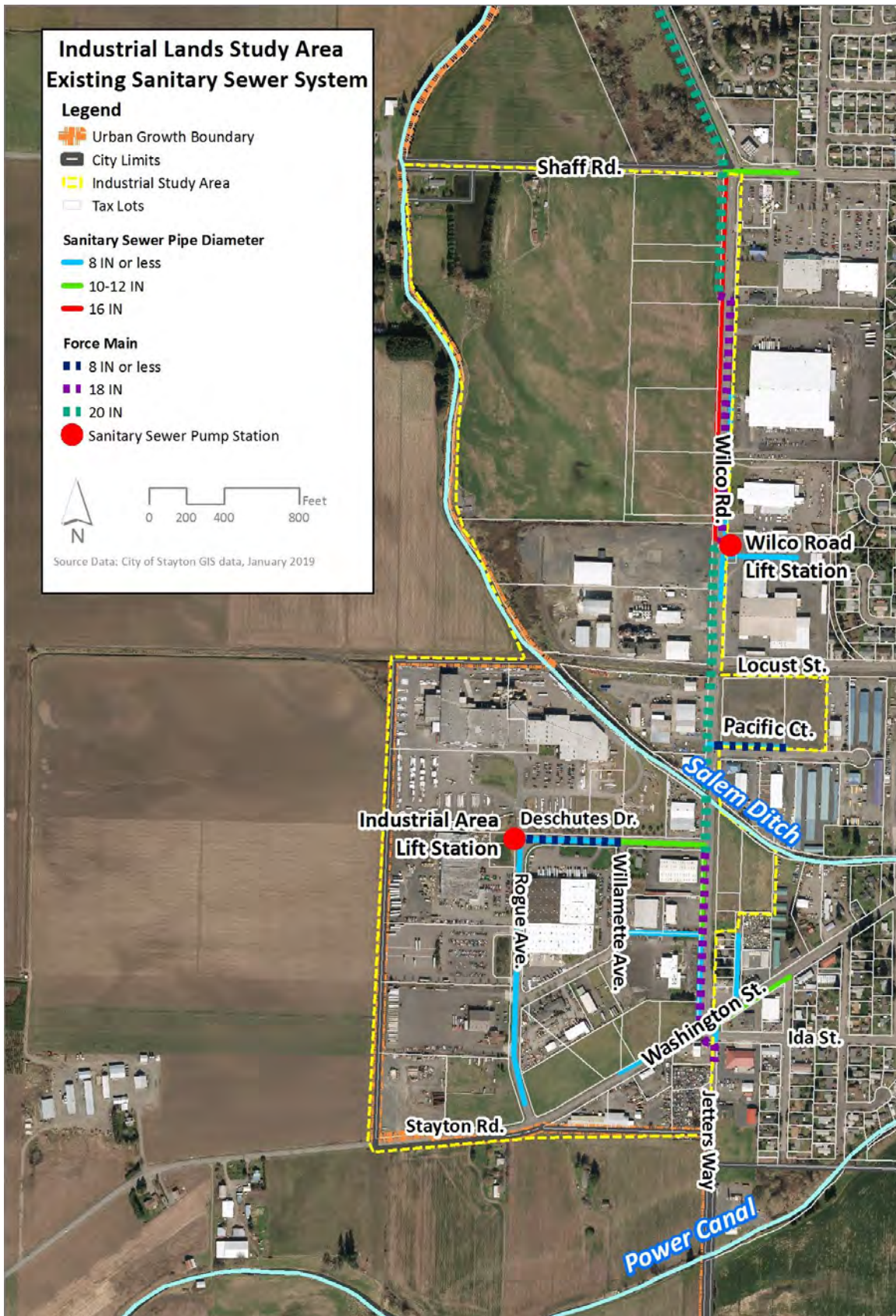


Figure 5: Existing Sanitary Sewer System

Stormwater

Stormwater from the study area is located in three different basins. The Salem Ditch Shaff Road Basin and the Salem Ditch West Basin discharge to the Salem Ditch. The Industrial Basin discharges to an irrigation ditch maintained by the Santiam Control District west of the study area, as depicted in Figure 6. The public stormwater management system consists of pipes and open ditches, as illustrated in Figure 7. The study area is relatively flat but generally drains from east to west, and the existing pipe sizes generally increase in the same direction.

Current conditions and planned upgrades identified in the stormwater master plan are listed in Table 8 (completed upgrades are not listed).

Table 8: Storm Drainage Infrastructure		
Location	Existing Size & Type	Planned Upgrades
Wilco Road, north of W. Locust Street	8" and 12" pipes Open ditch	-
Wilco Road, south of W. Locust Street	12" pipe Open ditch	Upsize to 18" pipe
Shaff Road	48" pipe east of study area Open ditch in study area	48" pipe and regional detention basin
East of Wilco Road, north of W. Locust Street	18" pipe	Add parallel 30" pipe
West of Wilco Road, north of W. Locust Street	18" pipe Open ditch	Parallel 30" pipe and regional detention basin
W. Locust Street	10" pipe	-
Pacific Court	10" pipe	Upsize to 24" pipe
East of Wilco Road, north of N. Peach Avenue	10" pipe	Upsize to 18" pipe
Deschutes Drive	8", 21", and 30" pipes	-
West of Deschutes Drive	24", 30", 36", and 42" pipes	Divert farm flow away from detention
Rogue Avenue	12", 15", and 18" pipes	-
Lines from Willamette Avenue to Rogue Avenue	10" and 18" pipes	-
Willamette Avenue	12" pipe	-
Stayton Road/ Washington Street	<i>No collection system</i>	Regional detention basin east of study area

The 2009 stormwater master plan⁷ notes that in the Salem Ditch Shaff Road Basin, “There are a handful of onsite detention facilities which reduce small portions of the discharge rate, but the runoff is generally undetained and untreated.” The Industrial Basin was noted to have high runoff rates and a failed berm that allowed runoff from a neighboring farm to flow into a detention basin. The consultant team is unaware of whether this breached berm has been repaired. The master plan identified problems in the Salem Ditch basin including “undersized conveyance, multiple outfalls, little or no detention, and flooding.” The major planned stormwater upgrades affecting the Industrial Study Area include installation

⁷ Storm Water Master Plan for City of Stayton, Keller Associates, April 6, 2009

of larger pipes and construction of regional detention facilities to better limit peak runoff and convey flows in the municipal pipe systems and ditches. In general, City staff deems construction of regional detention facilities to accommodate runoff from new development to be more efficient than multiple onsite detention facilities.

The 2014 conceptual design for Wilco Road calls for widening to a three-lane section and constructing bioswales on the west side of the street. Notes on the conceptual drawings indicate that:

Stormwater bioswale size and capacity shall be determined during development. The intent of the stormwater bioswale is to mitigate the stormwater impacts of development from the public R/W and partially from private development, as appropriate. Maintenance agreements to be determined during development review. The design shall be as approved by the City and Marion County.

Furthermore, the accompanying memorandum for the conceptual design states that:

The primary purpose of the stormwater swale system is to serve both water quality and quantity for the adjacent public right-of-way. Depending on the overall stormwater design, and when specifically approved by the City, the stormwater swale system may be partially utilized by adjacent private development if proper drainage analysis shows that it will not hinder its primary purpose. Separate private onsite stormwater detention and/or retention facilities are still required to meet the Public Works Standards when necessary. The stormwater swale system design shall be as approved by the City and Marion County at the time development occurs. Stormwater facility operation and maintenance responsibilities shall be as determined during development review.

Based on this framework, Mackenzie prepared two illustrations of potential stormwater management facilities for the northern portion of the Industrial Study Area, one utilizing a shared public-private bioswale along Wilco Road and an additional regional stormwater facility, and one utilizing multiple private stormwater facilities. These illustrations and further discussion are provided in Chapter IV.

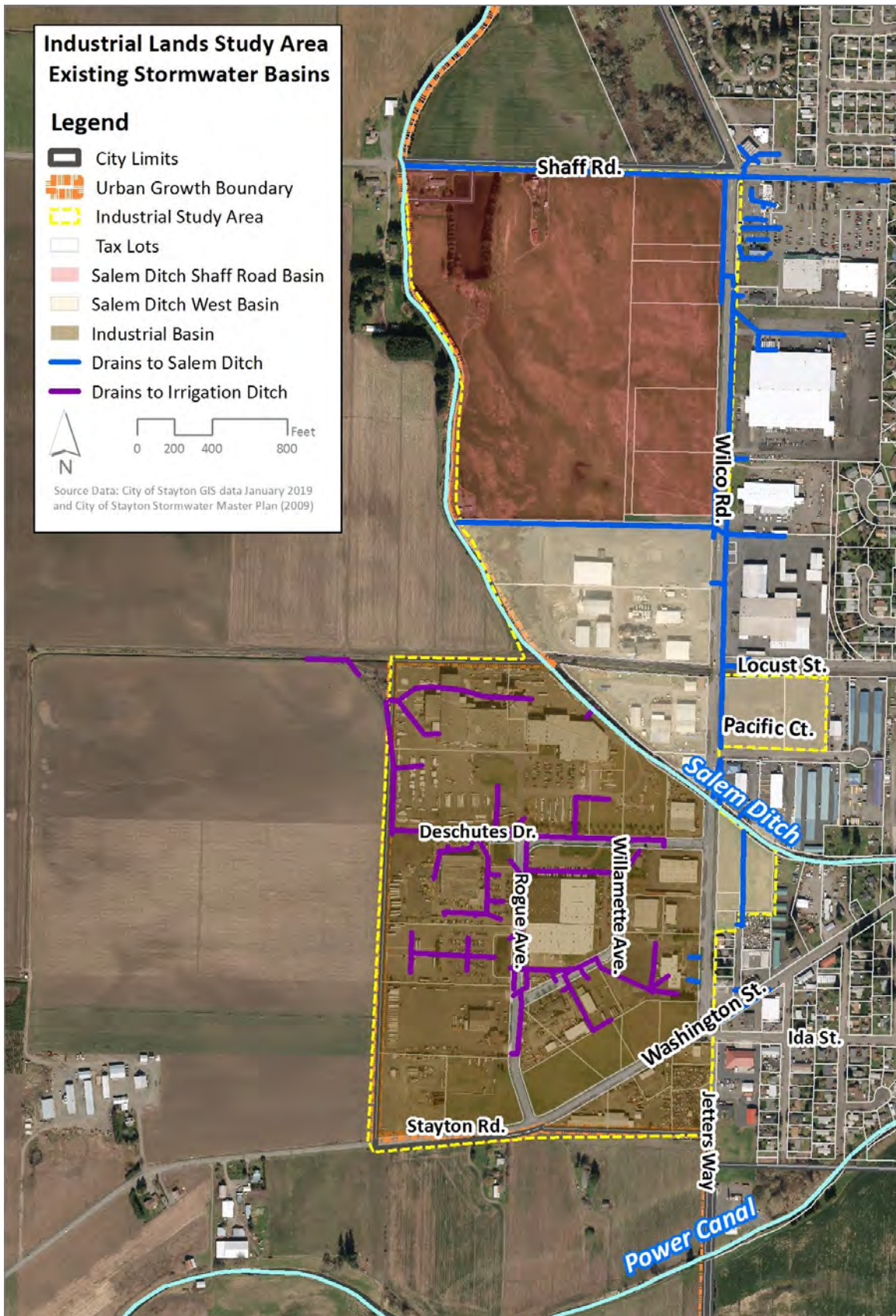


Figure 6: Existing Stormwater Basins

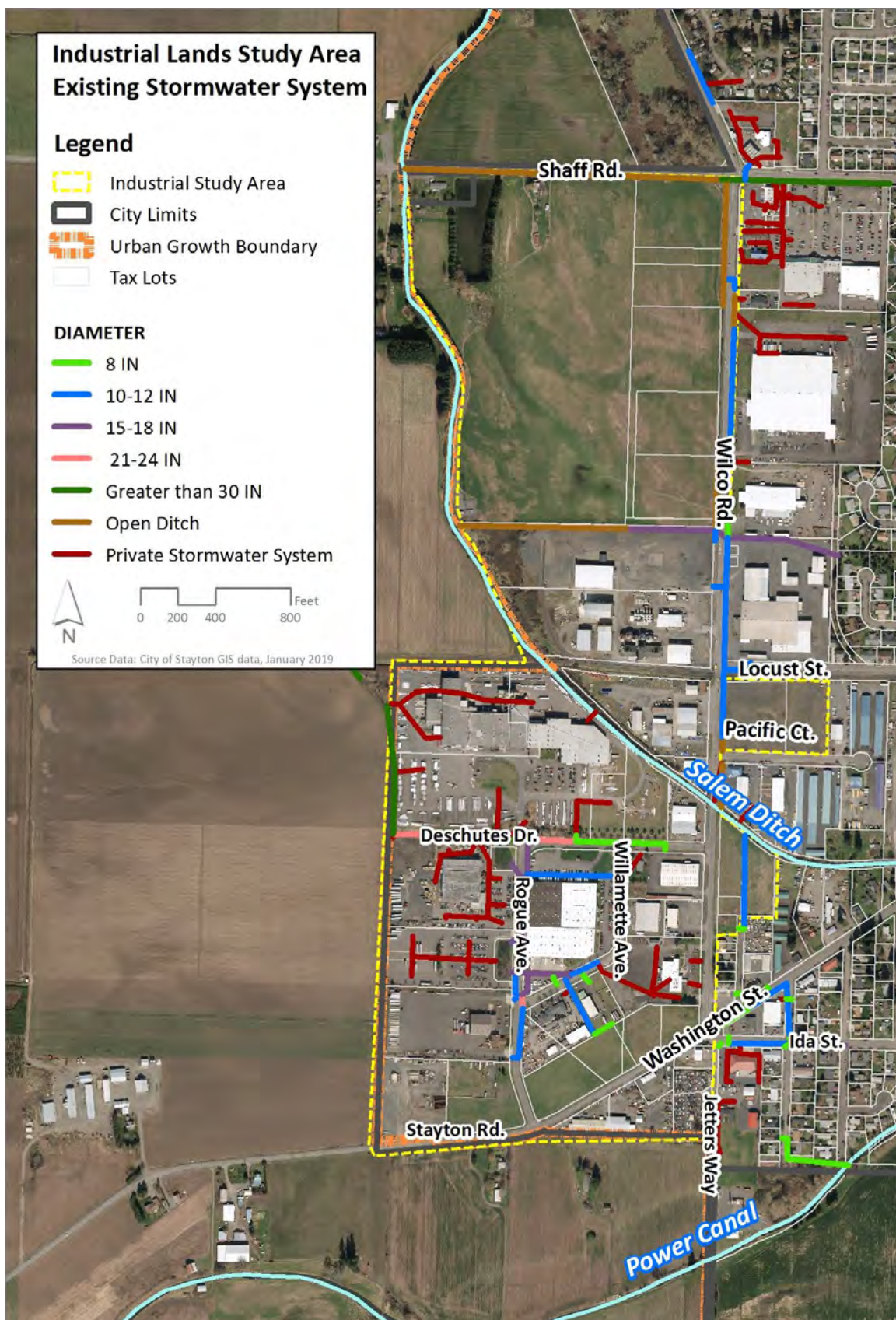


Figure 7: Existing Stormwater System

Stormwater Management Standards

Subsequent to adoption of the 2009 stormwater master plan, the Santiam Water Control District filed suit against the City due to concerns about water quantity and quality from stormwater discharging to the Salem Ditch and Power Canal. The City and the District reached a settlement, following which the City instituted a stormwater fee and began applying the City of Portland's Stormwater Management Design Standards outlined in the Stormwater Management Manual (SWMM) for water quality and detention requirements.

The SWMM has a 4-tier hierarchy for stormwater management differentiated by soil type, soil conditions or contamination, slopes, depth to groundwater, and discharge location. Most of the stormwater management facilities in the SWMM aim to maximize infiltration. The City of Portland requires stormwater detention and infiltration facilities to provide enough storage to retain and manage the 10-year storm and have a tested infiltration rate of at least two inches per hour. Facilities that achieve total infiltration and do not require an offsite discharge location meet Category 1 requirements of the stormwater hierarchy. Facilities that achieve partial infiltration but require discharge to a subsurface infiltration facility meet Category 2 requirements of the stormwater hierarchy. Facilities with an overflow to a drainageway, stream, river, or storm-only pipe meet Category 3 requirements. Facilities with an overflow to a combined sewer system meet Category 4 requirements.

City staff has indicated that the study area has high groundwater levels, which likely precludes Category 1 and Category 2 facilities. A likely consequence is that larger portions of the sites will need to be devoted to surface stormwater detention facilities than would be required in areas with lower groundwater tables (and potentially higher infiltration rates).

Stakeholders and City staff have indicated that there is a perception among potential developers and industrial land purchasers that the stormwater standards and groundwater levels impede development. However, without data on depth to groundwater and soil infiltration testing results, it is difficult to quantify the extent to which stormwater is a technical hurdle. In general, Stayton's stormwater standards are in line with other jurisdictions in Western Oregon in requiring runoff treatment and prioritizing vegetated infiltration facilities. Historically, small municipalities were not required to meet stringent runoff treatment standards due to relatively small impact potential. As national standards are enforced through state and local permit updates, we expect increased uniformity between large and small jurisdictions, particularly those that rely on surface discharge to waters of the state.

IV. INFRASTRUCTURE NEEDS ASSESSMENT

This chapter examines the transportation and public water, sanitary sewer, and stormwater infrastructure needs within the Industrial Study Area and identifies gaps between current conditions and those needs. These gaps can serve as barriers to industrial development since they represent capital costs that would need to be expended to accommodate the development project.

Target Industry Sectors

Based on Bridge Economic Development's analysis of the Stayton market, interviews, and zoning, several market sectors were identified as target industries for the City and, more particularly, the Industrial Study Area. The following factors informed the development of the list of target industries:

- Regional growth and trends – Bridge Economic Development conducted a regional growth and trends analysis for the area. Their study identified industries and subsectors likely to growth in the area.
- Existing business clusters – Stayton has developed a cluster of construction and other related businesses. This cluster can be leveraged for future growth.
- Location – The location of Stayton provides a competitive advantage in attracting uses interested in locating near Salem and near the I-5 Corridor.
- Employee pool – Bridge Economic Development conducted an analysis of the skills and assets of the Stayton employee pool and compared them to the expected regional growth and trends.
- Community input – This project included stakeholder input which was used to refine the other factors.

Incorporating these factors, the following target industries have been identified for the Stayton Industrial Study Area:

- Advanced Manufacturing (e.g., metals manufacturing, agriculture technology);
- Construction (complex);
- Food Processing; and
- Wood Products and Forestry.

Transportation Needs

The target industries need to provide adequate transportation access for trucks and passenger vehicles. Efficient routes to the highway system are necessary to support freight movement associated with the target industries. In general terms, industrial uses need an adequate network to provide access to the highway system, primarily Oregon Highway 22 to the north of the study area. On higher-volume streets such as Wilco Road, center turn lanes are necessary to safely accommodate increased traffic, while on lower-volume streets, two lanes are likely adequate, provided that the street width can accommodate truck turning movements, which generally requires a minimum paved section of 36'-40'.

As conditions of future development, the City will generally require developers to improve abutting streets to the roadway standards identified in the City's Public Works Design Standards, 2014 conceptual design for Wilco Road, and draft TSP (see Chapter III). Improvements would consist of widening the roadway, constructing bicycle lanes and sidewalks per the standards, and providing stormwater management for the increased impervious area.

Although the Shaff Road/Wilco Road/Golf Club Road intersection is presently functioning within City and County operational standards, it meets traffic signal warrants under existing conditions⁸ so virtually any development within the study area will trigger intersection improvements. Instead of a signalized intersection, the draft TSP calls for construction of a roundabout at this location, at an estimated cost of \$2,590,000. This cost is likely beyond the capacity of any single developer.

The draft TSP also calls for construction of a roundabout at the Wilco Road/Ida Street/Washington Street/Jettters Way intersection, at an estimated cost of \$1,640,000. However, this roundabout is proposed not for operational or signal warrant reasons, but instead because “This five-legged intersection serves as the entrance to Stayton for vehicles approaching from the southwest and has the potential to be improved from an aesthetics, driver expectations, and safety point of view.”⁸

The locations of these two potential roundabouts is illustrated in Figure 8.

Water Demands

Table 9 summarizes minimum recommended water service sizes for an industrial site to be competitive with other sites well-served by infrastructure.

Table 9. Recommended Water Service Sizing for Target Industries				
Target Industry	Main Line Size	Fire Line Size	High Pressure Dependency	Flow Rate*
Advanced Manufacturing	8"-12"	10"-12"	Preferred	2,700 GPD / acre
Construction	4"-8"	6"	Not Required	1,200 GPD / acre
Food Processing	12"-16"	10"-12"	Required	3,150 GPD / acre
Wood Products and Forestry	6"-8"	8"-10"	Preferred	2,000 GPD / acre
Notes:				
* GPD / acre: Gallons per day per acre, based on gross property area				

City staff has indicated that public water distribution network is generally adequate for the current users within the Industrial Study Area. Based on the existing water system information in Table 6, the existing infrastructure can accommodate most of the water demands of the target industries, with the exception of food processing. Food processing users with relatively low water supply demands can be accommodated with the existing water mains, but users with high water consumption would require infrastructure upgrades.

⁸ City of Stayton Transportation System Plan Update Technical Memorandum #4, System Alternatives, Kittelson & Associates, Inc., February 26, 2018

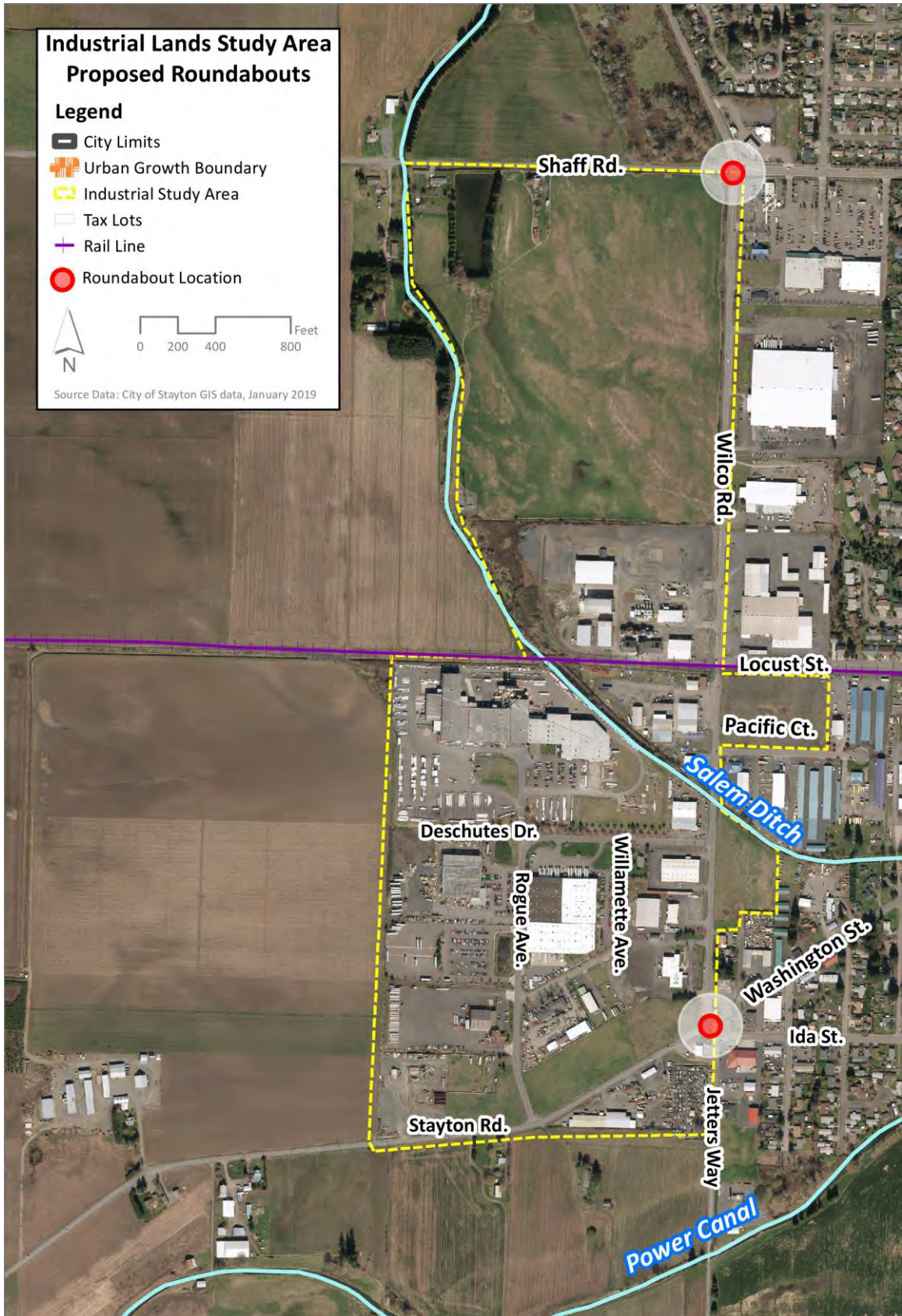


Figure 8: Potential Roundabout Locations from 2019 Draft TSP

Sanitary Sewer Demands

Table 10 summarizes minimum recommended sanitary sewer service sizes for an industrial site to be competitive with other sites well-served by infrastructure.

Table 10. Recommended Sanitary Sewer Service Sizing for Target Industries		
Target Industry	Main Line Size	Flow Rate*
Advanced Manufacturing	10"-12"	2,500 GPD / acre
Construction	4"-6"	1,000 GPD / acre
Food Processing	10"-12"	2,600 GPD / acre
Wood Products and Forestry	10"-12"	1,500 GPD / acre
Notes:		
* GPD / acre: Gallons per day per acre, based on gross property area		

Based on the existing sanitary sewer system information detailed in Table 7, similar to the water system, the existing infrastructure can accommodate most of the sanitary sewer demands of the target industries, with the exception of food processing. Food processing users with relatively low sanitary sewer discharges can be accommodated throughout the study area with the existing sanitary sewer system, but users with high water consumption may require infrastructure upgrades or holding tanks to reduce the peak sewer flows or release at off-peak times. The northern portion of Wilco Road, which has a 16" gravity sanitary sewer system, can accommodate any of the target industries, though high sewer loads may require upgrades to the Wilco Lift Station.

Stormwater Management Needs

Stormwater management demands are primarily a function of the amount of impervious surface on a site, rather than of the target industry sectors, and does not lend itself to the same engineering guidelines about pipe size that apply to water and sanitary sewer. Accordingly, Mackenzie has performed preliminary stormwater calculations to identify the approximate size of regional stormwater facilities that could manage stormwater for the vacant parcels in the study area north and east of Salem Ditch.

In the 2014 conceptual design for Wilco Road, the City proposes water quality treatment facilities parallel to and west of Wilco Road to treat stormwater runoff from a drainage basin comprising the entire road right-of-way and the eastern portion of the abutting parcels. The 2014 concept design was completed based on the current SWMM version at the time. For final design of such facilities, an infiltration test would need to be performed at the actual location of the water quality facility; however, infiltration data is not currently available. The minimum allowable infiltration rate for swale design in the Portland SWMM is 2 inches per hour through the growing medium layer.

The Portland SWMM simplified approach (utilizing a 9% sizing factor) was used to preliminarily size the Wilco Road swale for this study. While the simplified approach as defined by the SWMM is allowed for final design of basins only up to 10,000 sf, the sizing factor is useful to determine preliminary sizing for facilities providing pollution reduction and flow control treatment without site-specific soil information available. Based on these assumptions, the swale would need to have a bottom width of 8', a depth of 5', a side slope of 3H:1V, 18" growing medium over 12" of ¾"-1-½" washed drain rock, and plantings per the SWMM. A minimum 6" or 8" ASTM 3034 SDR 35 PVC pipe is required to run the length of the swale. See Figure 9 for the resulting Wilco Road typical swale section. This approach results in a slightly larger swale footprint than was determined in the 2014 concept design.

If measured infiltration rates are lower than two (2) inches per hour, then the facility will perform at least as a partial infiltration facility with an overflow to an approved location. Refinement of the design could be accomplished once site-specific information such as soil infiltration testing is available.

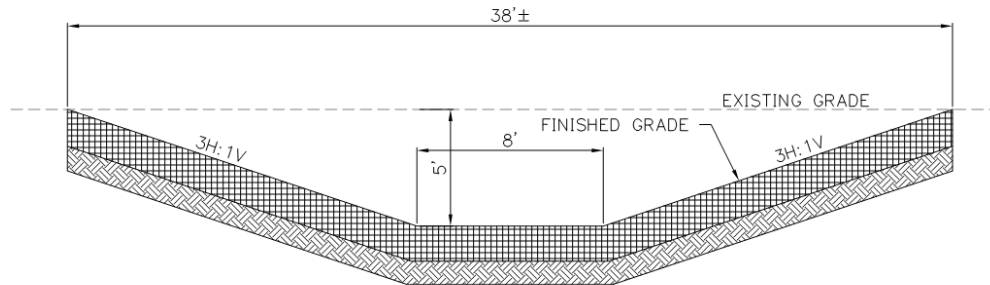


Figure 9: Typical Swale Section – Wilco Road

To explore the concept of utilizing the Wilco Road swale to manage runoff, not only from the street but also from abutting private property (as raised as a possibility in the 2014 conceptual design), Mackenzie determined that the conceptual swale design would be sufficient for runoff for an approximately 400'-wide strip of land west of the street.

To estimate the size of a regional stormwater facility to manage runoff from the remainder of the undeveloped land in the study area north and east of Salem Ditch, Mackenzie utilized the Portland SWMM performance approach.⁹ Runoff calculations were performed using the Rational Method, with City of Portland precipitation design storm values applied for the 10-year, 24-hour storm event. When analyzing the sizing requirements for the Salem Ditch/Shaff Road Basin to have a regional facility for stormwater runoff water quality treatment, the facility is to be designed to meet City of Portland requirements for a pond (Category 3). The facility must be equipped with a flow control structure to limit post-development flow to the pre-developed flow for the 2-, 5-, 10-, 25- and 50-year peak rate; and per City of Stayton standards, the 25-year post-development flow needs to meet the 10-year pre-development flow. The structure must also have an emergency overflow spillway or structure designed to convey the 100-year, 24-hour design storm with minimum freeboard 1' above the highest potential water surface. Infiltration rates to the native subgrade were assumed to be negligible. It was assumed that the pre-developed site is 100% pervious and 90% of the post-developed site will be impervious. A 3.75-acre facility (approximately 6% of the total basin area not treated by the Wilco Road swale) with a depth of 4' and 3H:1V side slopes should be sufficient to detain and treat stormwater runoff given the assumptions mentioned above. See Figure 10 for typical pond section.

⁹ The industrial projects in the study area will have more than 10,000 square feet of new impervious area and unique circumstances that require analysis beyond the capabilities or specifications of the simplified or presumptive approaches.

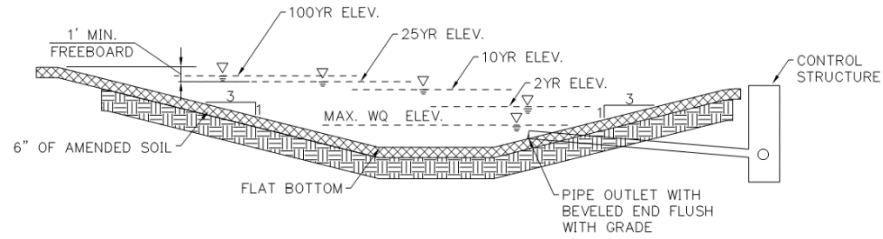


Figure 10: Typical Pond Section – Regional Facility

It should be noted that both infiltration rates and the depth to groundwater should be tested prior to preparing final designs for any stormwater facility. With proper infiltration, the facility size could be reduced. If the depth to groundwater is less than 5', the pond may be required to be lined to prevent groundwater contamination. Finally, it should be noted that this preliminary design assumed the wetlands east of Salem Ditch will be mitigated and become developable area.

Taken together, the shared public-private Wilco Road swale and a regional stormwater pond for the vacant land north and east of Salem Ditch would take up the approximate areas illustrated on Figure 11.



Figure 11: Potential Regional Stormwater Facility

For comparison purposes, Mackenzie also prepared an illustration of the likely size of multiple individual stormwater management facilities for the northern portion of the Industrial Study Area that would be required if the Wilco Road swale and shared regional pond in Figure 11 were not utilized. See Figure 12 for a depiction of the resulting facility sizes. In general, the regional facility approach results in a more efficient overall stormwater management approach but would require participation and cooperation between contributory parcels.

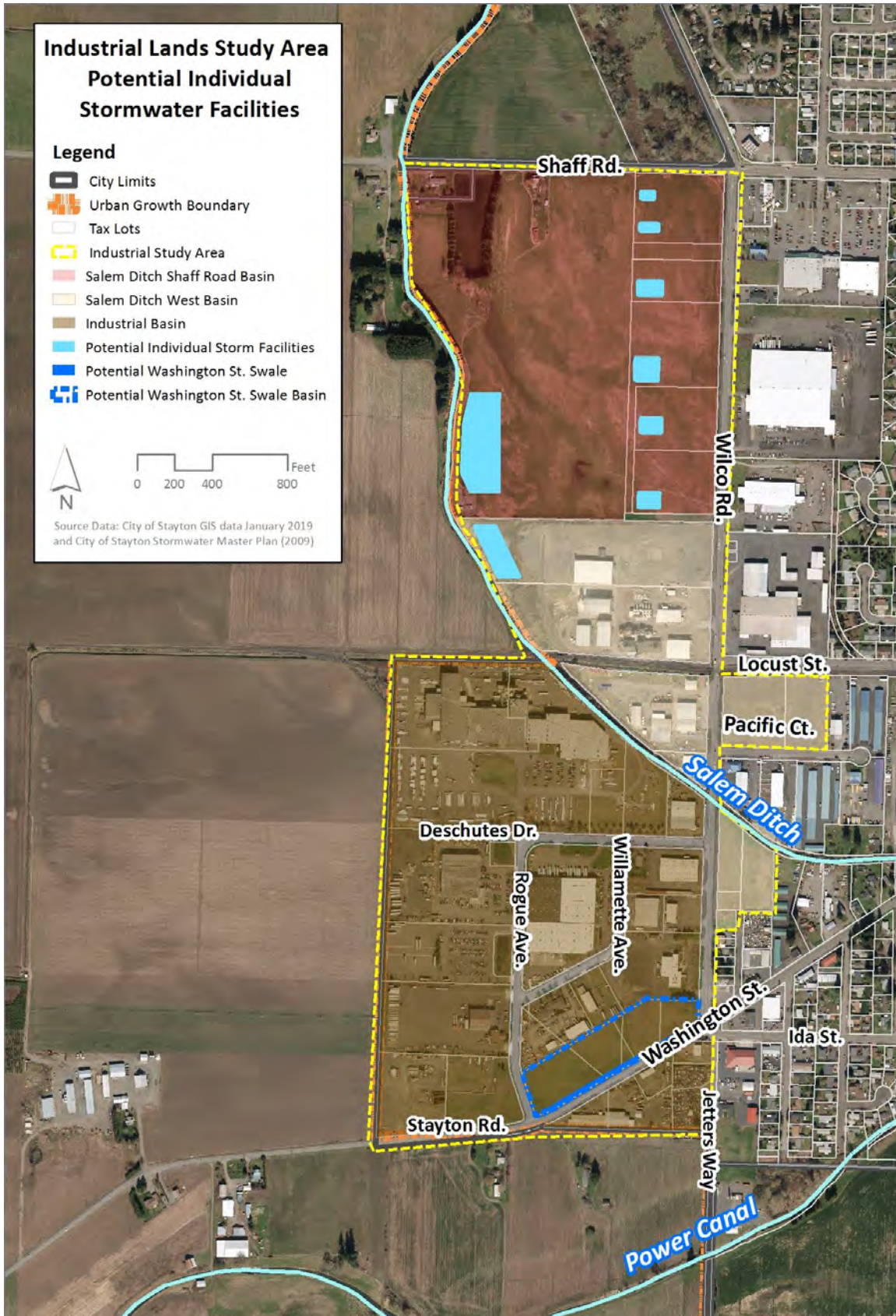


Figure 12: Potential Individual Stormwater Facilities

V. INFRASTRUCTURE OBSERVATIONS AND NEXT STEPS

Based on the infrastructure needs assessment in Chapter V, Mackenzie offers the following observations and recommendations to overcome gaps between existing utility and transportation facilities and the corresponding demands of the target industries and/or regulatory standards within the Industrial Study Area.

- The transportation system needs immediate upgrade at the Shaff Road/Wilco Road/Golf Club Road intersection since this location currently meets signal warrants.
- The public water and sewer system is generally adequate to serve existing users and some level of increased development in the study area, with improvements needed for full build-out.
- Stormwater will require additional consideration due to the shallow groundwater, relatively flat topography that limits discharge elevations to the ditches, and management of the ditches by a third party.

In all areas not currently served by utilities (e.g., the vacant land north and east of Stayton Ditch), water and sanitary sewer lines would need to be extended from nearby mains and stormwater management facilities would need to be constructed in conjunction with site development. New local streets should be constructed to the local industrial street standard to accommodate necessary truck access, and existing streets should be widened to meet applicable roadway standards. Any further improvements (e.g., additional turn lanes) would be identified with the preparation of traffic impact studies for specific development proposals. These improvements are consistent with the scale of street and utility upgrades required of typical greenfield development sites, whether in Stayton or elsewhere.

By contrast, roundabout construction and the necessary stormwater improvements for this area are more significant projects that may be beyond the ability of individual developers or end users to provide due to their scope, cost, and timeframe for design, permitting, and construction. Accordingly, a strategic approach to sharing resources may be the most cost-effective means to complete these projects and bring the Industrial Study Area closer to development. Completion of these key projects may help “unlock” growth and facilitate build-out particularly of the vacant land north and east of Salem Ditch.

Mackenzie has catalogued planning-level cost estimates and project timelines for roundabout construction and stormwater improvements.

Shaff Road/Wilco Road/Golf Club Road Roundabout

Cost estimates for design and construction of this project are based on the 2019 draft TSP and supplemental data provided by Kittelson & Associates, Inc. in May 2019. Mackenzie estimated the costs for public engagement outreach, appraisal, permitting, and property acquisition.

Preliminary Design

Table 11 summarizes the approximate cost and timeframe for engineering-related items associated with the design of the Shaff Road/Wilco Road/Golf Club Road Roundabout.

Table 11: Preliminary Design for Shaff Road/Wilco Road/Golf Club Road Roundabout		
Item	Estimated Cost	Timeframe
Survey	\$15,000	6 weeks
Geotechnical investigation	\$20,000	6 weeks
Preliminary design and cost estimate	\$124,000	8 weeks
Public engagement outreach	\$30,000	2 months, depending on outreach approach
Appraisal for right-of-way acquisition	\$5,000	6 weeks
Permitting	\$10,000	10 weeks
Total	\$204,000	

Final Design and Construction

Table 12 summarizes the approximate cost and timeframe for engineering-related items associated with the design of the Shaff Road/Wilco Road/Golf Club Road Roundabout.

Table 12: Final Design and Construction for Shaff Road/Wilco Road/Golf Club Road Roundabout		
Item	Estimated Cost	Timeframe
Construction drawings and inspection	\$239,000	6 months
Property acquisition	\$200,000	6 months
Construction and contingency	\$2,191,000	12 months
Total	\$2,630,000	

Stormwater Facilities

Cost estimates for this project were derived from recent project bid tabulations and regional jurisdiction master plans.

Preliminary Design

Table 13 summarizes the approximate cost and timeframe for engineering-related items associated with the design of the 3.4-acre regional stormwater facility and Wilco Road swale.

Table 13: Preliminary Design for Regional Stormwater Facility and Wilco Road Swale		
Item	Estimated Cost	Timeframe
Geotechnical investigation (including groundwater table monitoring)	\$20,000	6 weeks
Wetland delineation	\$25,000	4 weeks
Survey	\$15,000	4 weeks
Preliminary design and cost estimate	\$16,000	6 weeks
Appraisal for property acquisition	\$7,000	6 weeks
Permitting	\$5,500	8 weeks
Total	\$88,500	

Final Design and Construction

Table 14 summarizes the approximate cost and timeframe for engineering-related items associated with the design of the 3.4-acre regional stormwater facility.

Table 14: Final Design and Construction for Regional Stormwater Facility		
Item	Estimated Cost	Timeframe
Construction drawings and inspection	\$65,000	8 weeks
Property acquisition	\$610,000	6 months
Construction	\$700,000	12 months
Total	\$1,375,000	

The Wilco Road swale project includes construction of the swale parallel to Wilco Road and west along the existing drainage channel to the Salem Ditch, serving the area west of Wilco Road, south of Shaff Road, and north and east of the Salem Ditch. This area comprises approximately 2.4 acres of swale and channel. Table 15 summarizes the approximate cost and timeframe for engineering-related items associated with the design of the swale system and associated channels.

Table 15: Final Design and Construction for Wilco Road Swale		
Item	Estimated Cost	Timeframe
Construction drawings and inspection	\$57,000	8 weeks
Property acquisition	\$400,000	6 months
Construction	\$480,000	12 months
Total	\$937,000	

APPENDIX 1

**EXCERPTS FROM CITY
OF STAYTON DRAFT
TRANSPORTATION
SYSTEM PLAN,
KITTELSON &
ASSOCIATES, INC.,
MAY 2019**

Figure 3. Pedestrian Plan Projects

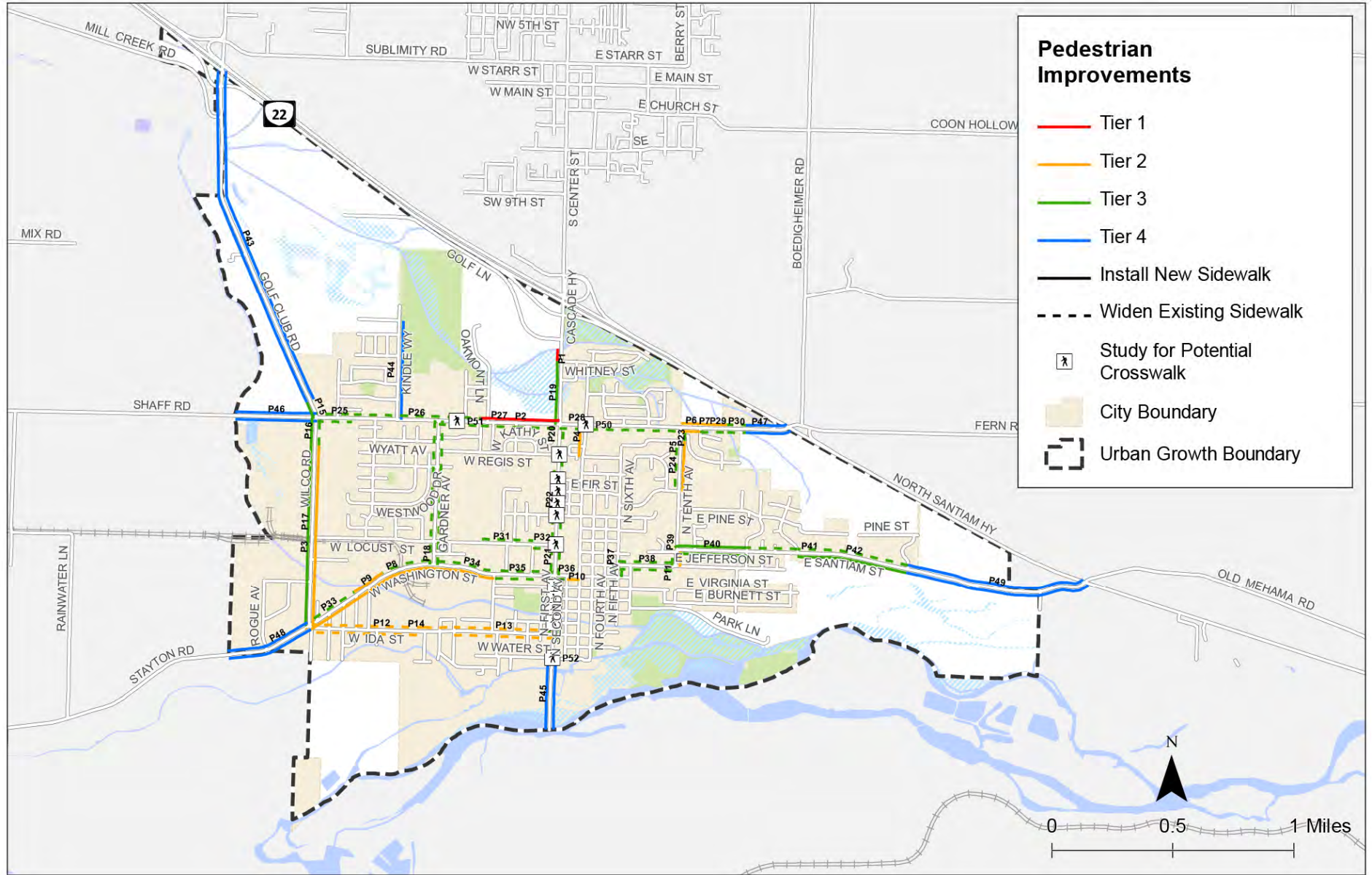


Figure 5. Bicycle Plan Projects

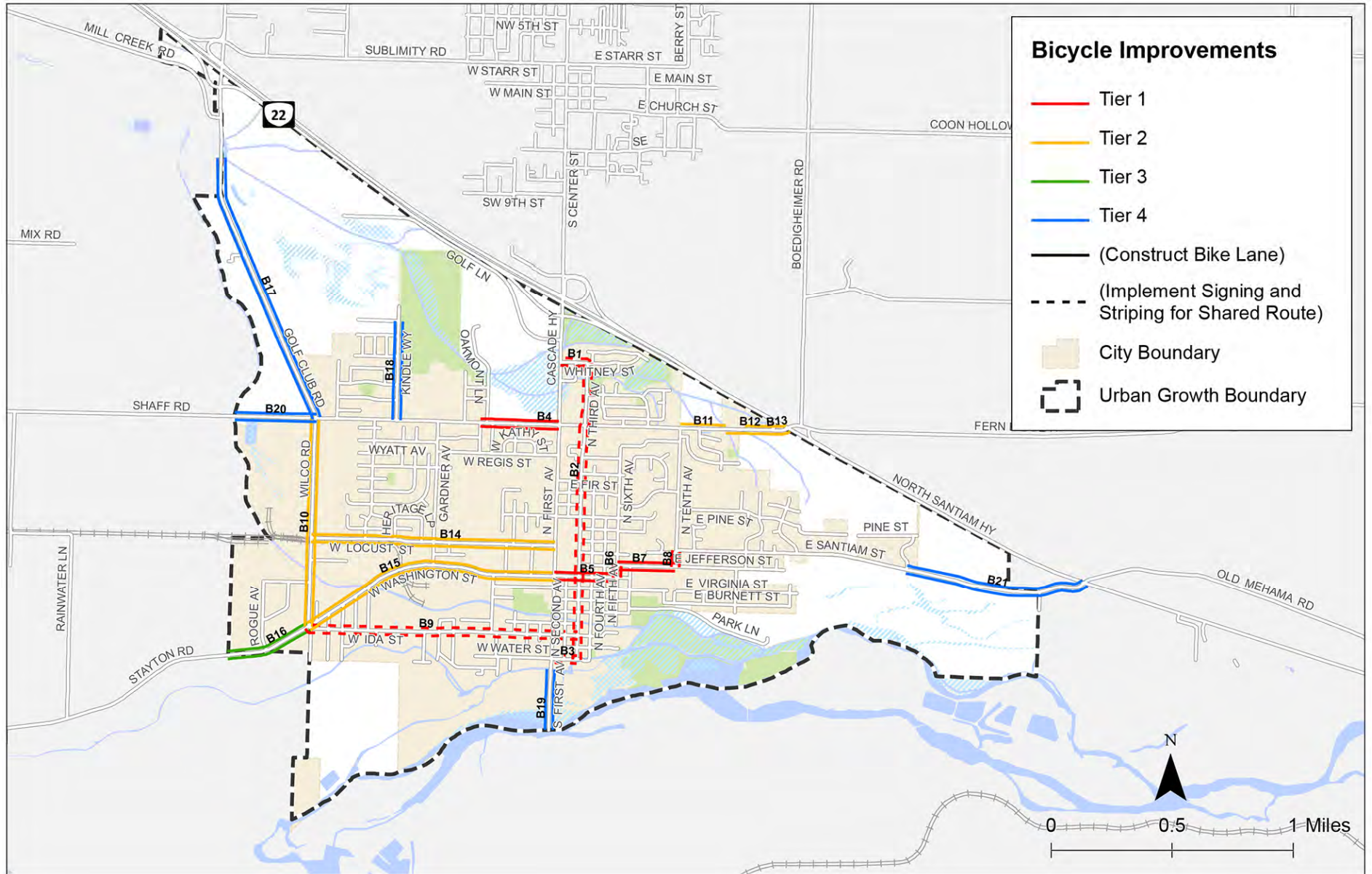


Figure 9. Future Street Plan

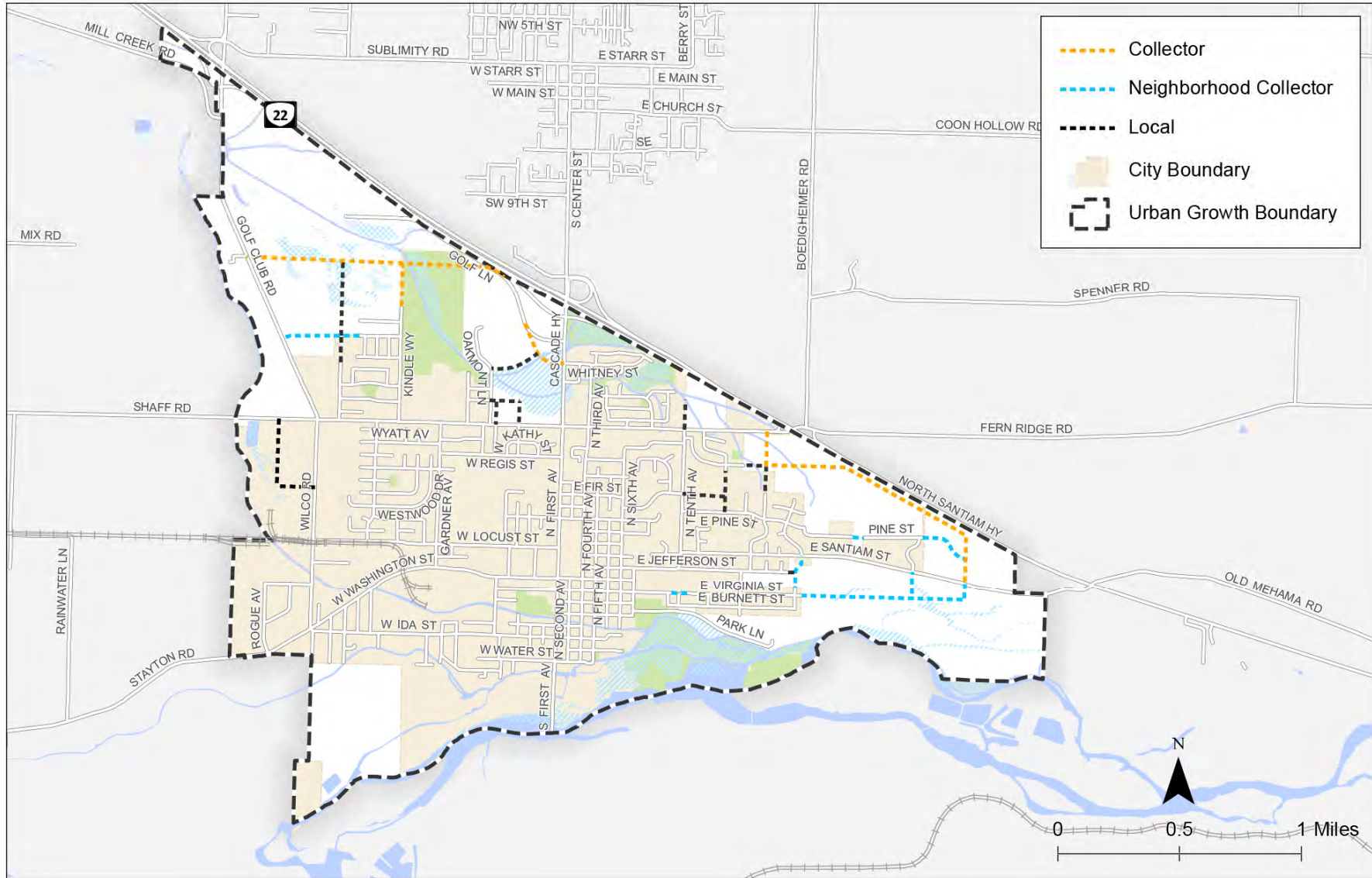


Figure 11. Golf Club Road SE / Shaff Road SE Roundabout

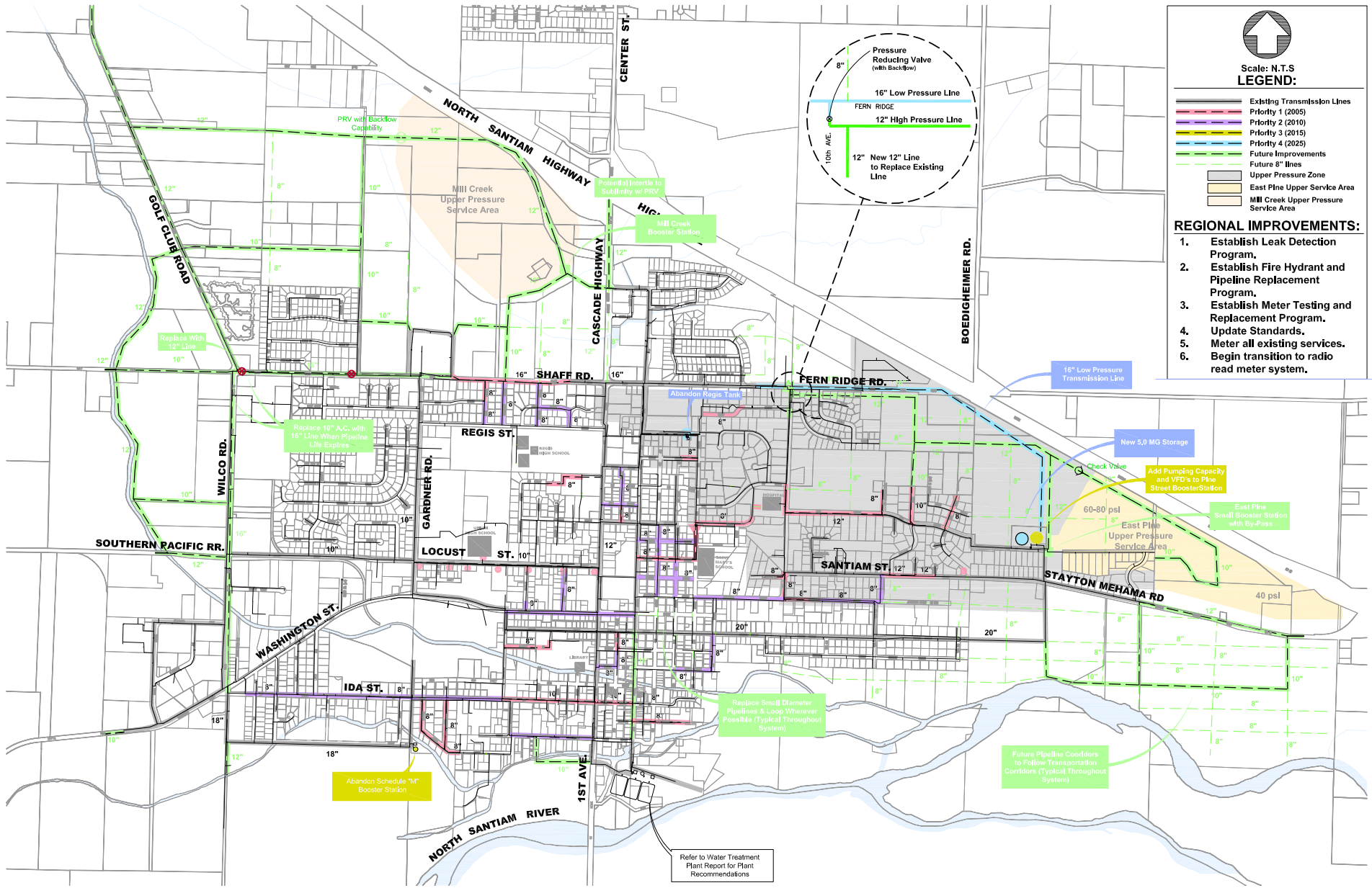


Figure 12. Stayton Road SE / Wilco Road Roundabout



APPENDIX 2
**EXCERPT FROM
WATER
DISTRIBUTION
FACILITIES PLANNING
STUDY FOR
STAYTON, OREGON,
KELLER ASSOCIATES,
JANUARY 2006**

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Scale: N.T.S

LEGEND:

- Existing Transmission Lines
- Priority 1 (2005)
- Priority 2 (2010)
- Priority 3 (2015)
- Priority 4 (2025)
- Future Improvements
- Future 8" Lines
- Upper Pressure Zone
- East Pine Upper Service Area
- Mill Creek Upper Pressure Service Area

REGIONAL IMPROVEMENTS:

1. Establish Leak Detection Program.
2. Establish Fire Hydrant and Pipeline Replacement Program.
3. Establish Meter Testing and Replacement Program.
4. Update Standards.
5. Meter all existing services.
6. Begin transition to radio read meter system.

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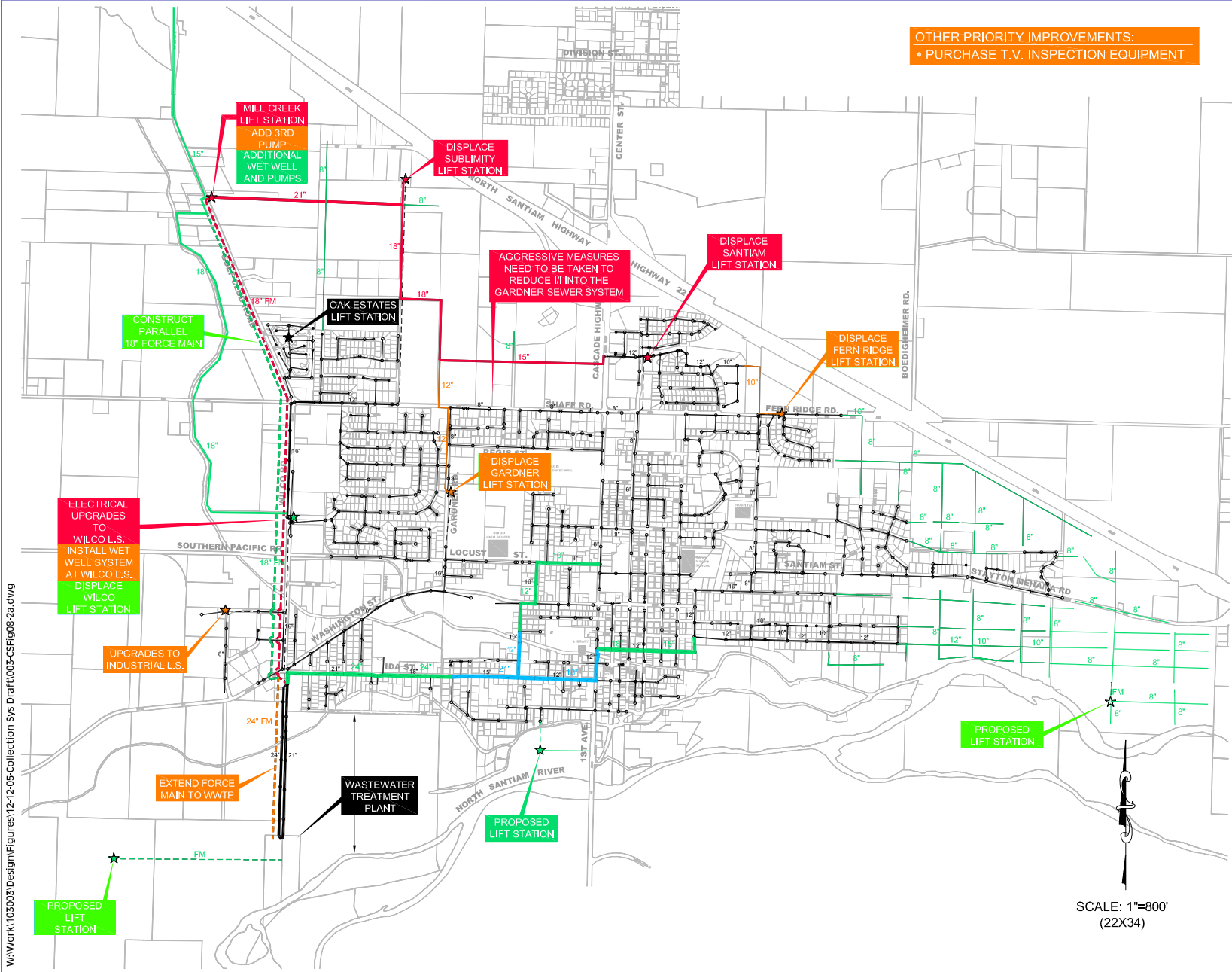
Water Distribution
Facilities Planning Study

Water Master Plan

FIGURE
7.2

APPENDIX 3
**EXCERPT FROM
WASTEWATER
COLLECTION
FACILITIES PLANNING
STUDY, CITY OF
STAYTON, OREGON,
KELLER ASSOCIATES,
FEBRUARY 2006**

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OTHER PRIORITY IMPROVEMENTS:
 • PURCHASE T.V. INSPECTION EQUIPMENT

LEGEND

- EXISTING FORCE MAIN
- PRIORITY 1 IMPROVEMENTS (2005)
- PRIORITY 2 IMPROVEMENTS (2010)
- PRIORITY 3 IMPROVEMENTS (2015)
- FUTURE IMPROVEMENTS

SCALE: 1"=800'
(22X34)

KA:103003
003-CSF\fig08-2a.dwg



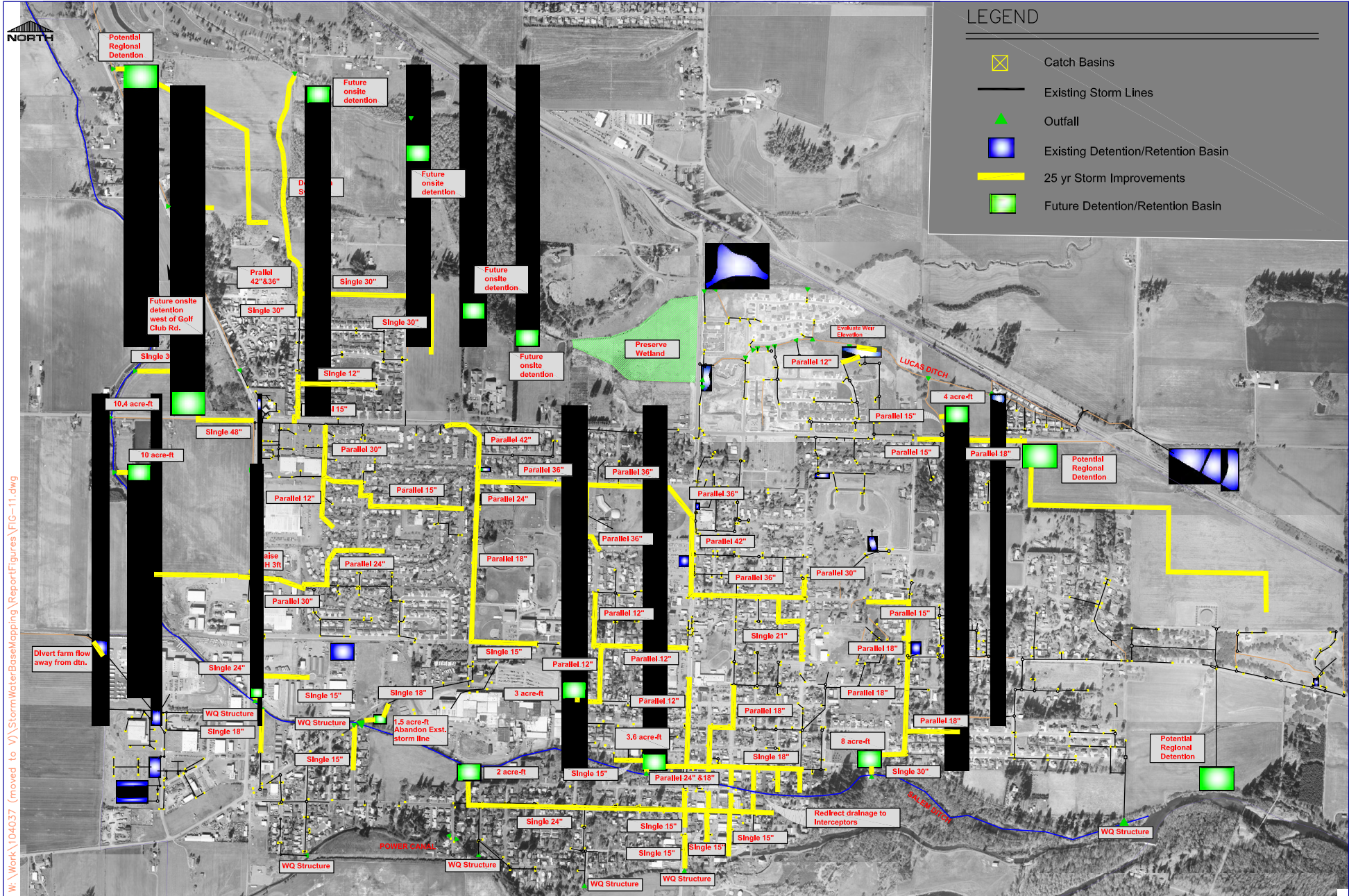
Wastewater Collection
Facilities Planning Study

Station Interceptor
System Master Plan

FIGURE
8.2

APPENDIX 4

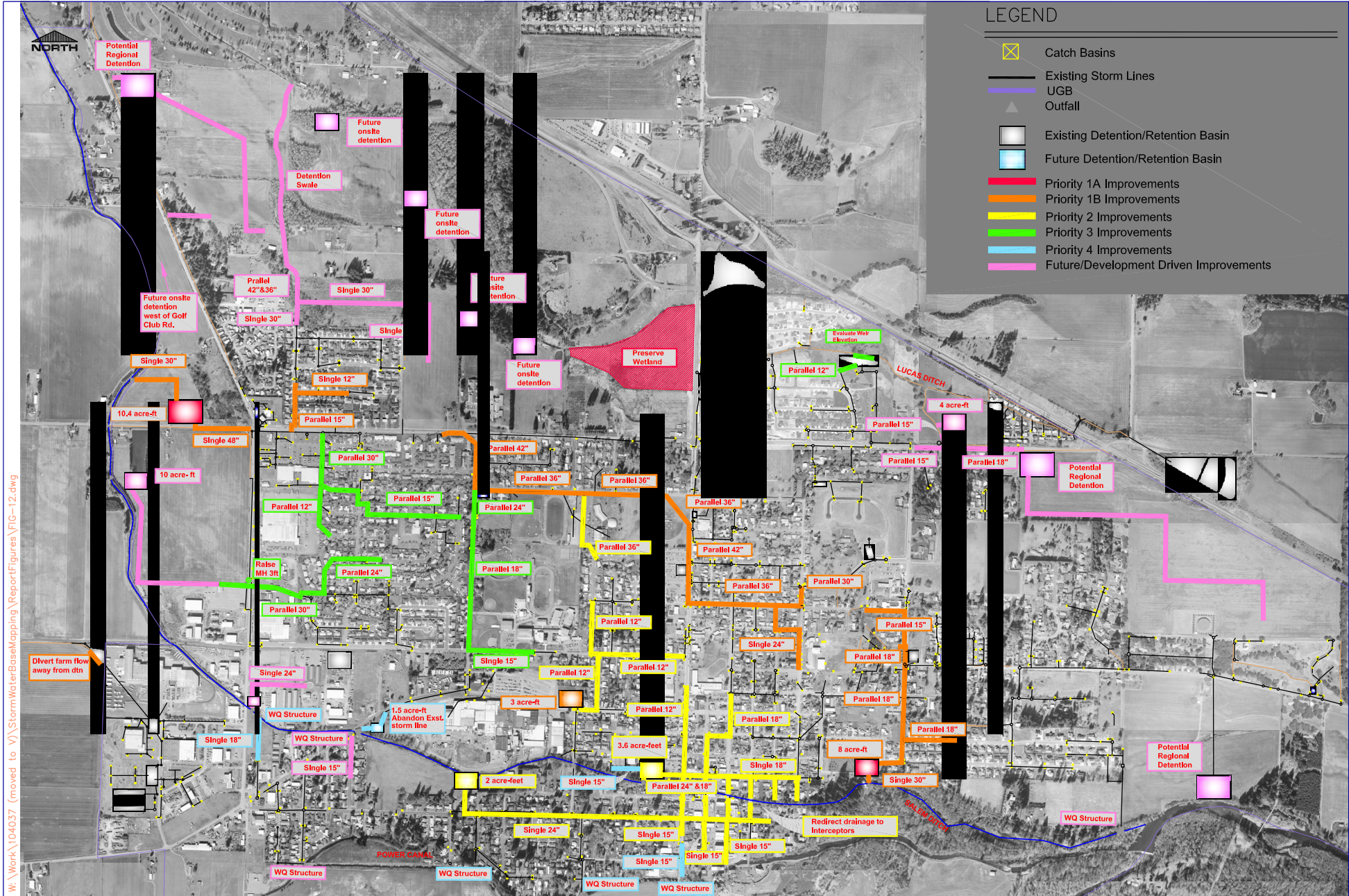
**EXCERPT FROM
STORM WATER
MASTER PLAN FOR
CITY OF STAYTON,
KELLER ASSOCIATES,
APRIL 6, 2009**



LEGEND

- Catch Basins
- Existing Storm Lines
- Outfall
- Existing Detention/Retention Basin
- 25 yr Storm Improvements
- Future Detention/Retention Basin

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LEGEND

- Catch Basins
- Existing Storm Lines
- UGB
- Outfall
- Existing Detention/Retention Basin
- Future Detention/Retention Basin
- Priority 1A Improvements
- Priority 1B Improvements
- Priority 2 Improvements
- Priority 3 Improvements
- Priority 4 Improvements
- Future/Development Driven Improvements

APPENDIX 5

**STAYTON TSP
ENGINEER'S
CONCEPTUAL
ESTIMATE, GOLF
CLUB ROAD/
SHAFF ROAD
ROUNDBOUT,
KITTELSON &
ASSOCIATES, INC.,
FEBRUARY 12, 2019**

Stayton TSP Project Alternative Intersections
1B - Roundabout
Golf Club Road / Shaff Road



Engineer's Conceptual Estimate

Prepared By: Chelsea Farnsworth Date: February 12, 2019

This Estimate has a Rating of: **3C** (See rating scale guide below.)

ITEM	UNIT	TOTAL QUANTITY	UNIT PRICE	TOTAL COST
Mobilization	LS	ALL	\$145,000.00	\$145,000.00
Traffic Control	LS	ALL	\$69,000.00	\$69,000.00
Erosion Control	LS	ALL	\$12,000.00	\$12,000.00
Removal of Structures and Obstructions	LS	ALL	\$31,000.00	\$31,000.00
Clearing and Grubbing	LS	ALL	\$27,000.00	\$27,000.00
General Earthworks	CY	3,000	\$25.00	\$75,000.00
Asphalt Roadway - Full Depth	SF	25,480	\$6.80	\$173,264.00
Asphalt Roadway - Grind & Inlay (2" Depth)	SF	33,835	\$3.70	\$125,189.50
Subgrade Geotextile	SY	2,832	\$1.00	\$2,832.00
Concrete Curbs - Standard Curb	LF		\$28.60	\$0.00
Concrete Curbs - Standard Curb & Gutter	LF	3,320	\$32.20	\$106,904.00
Raised Concrete Island	SF	8,225	\$12.70	\$104,457.50
Truck Apron (Concrete)	SF	4,025	\$16.40	\$66,010.00
Concrete Walks	SF	14,280	\$7.20	\$102,816.00
Detectable Warnings	EA	16	\$500.00	\$8,000.00
Pedestrian Ramps	EA	8	\$5,000.00	\$40,000.00
Bike Ramps	EA	8	\$2,500.00	\$20,000.00
Chain Link Fence	LF		\$25.00	\$0.00
Retaining Walls, Gravity	SF		\$50.00	\$0.00
Retaining Walls, MSE	SF		\$65.00	\$0.00
Retaining Walls, Cast-in-Place	SF		\$75.00	\$0.00
Fish Friendly Box Culvert, Complete	LF		\$1,000.00	\$0.00
Guardrail System, Complete	LF		\$45.00	\$0.00
Storm Water System & Water Quality Treatment, Complete	LS	ALL	\$282,000.00	\$282,000.00
Permanent Landscaping	SF	9,690	\$3.70	\$35,853.00
Irrigation, Complete	SF	9,690	\$2.50	\$24,225.00
Pavement Markings, Complete	LS	ALL	\$17,000.00	\$17,000.00
Signage, Complete	LS	ALL	\$13,000.00	\$13,000.00
Illumination System, Complete	LS	ALL	\$112,700.00	\$112,700.00
Traffic Signal Modifications, Complete	LS		\$0.00	\$0.00
Traffic Signal System, Complete	LS	ALL		\$0.00
Fiber Optic Interconnect System Complete	LS	ALL	\$0.00	\$0.00
TOTAL CONSTRUCTION COST \$				1,593,251
ENGINEERING SUPPORT				
Design Engineering	LS	10%	\$1,593,251.00	\$159,400.00
Construction Engineering and Inspection	LS	15%	\$1,593,251.00	\$239,000.00
ENGINEERING SUPPORT SUBTOTAL \$				398,400
TOTAL PROJECT SUBTOTAL \$				1,991,651
30% Contingency \$				597,500
TOTAL ESTIMATED PROJECT COST \$				2,590,000

Scope Accuracy:

Level 1: Project scope well understood and well defined.

Level 2: Project scope conceptual. Scope lacks detail due to potential permit requirements; Unknown project conditions; limited knowledge of external impacts.

Level 3: Project scope is a "vision" with limited detail.

Engineering Effort:

Level A: Preliminary engineering performed. Technical information is available, engineering calculations have been performed; clear understanding of the materials size and quantities needed to execute job. Schedule understood; staff and permitting is fairly clear, (however this element may still need refining). Project Development & Construction Contingencies ranges between 10%-20%.

Level B: Conceptual engineering performed. Technical information is available, rough engineering calculations may have been performed, or similar information from previous similar work is compared and used. Project Development Contingencies ranges between 15% to 25% and Construction Contingencies ranges between 20% to 30%.

Level C: No engineering performed. Educated guesstimating. Limited technical information available and/or analysis performed. Project Development and Construction Contingencies should be selected appropriately by Project Manager. Contingency may range up to 50%.

Areas & Volumes Worksheet

All data to be entered in the italicized cells

Std. Curb Areas

	Conc. Area (sf)	Subbase Area (sf)	Gutter Thickness (in)
18" Curb & Gutter (sf)	1.29	4.32	6.00

Standard Sections

	Thickness (in)	Subbase (in)
Standard Sidewalk	4.00	4.00
Concrete Island	6.00	4.00
Truck Apron	8.00	8.00

Roadway

	Area (sf)	Thickness (in)	AC (cy)	AC (ton)
AC Top Lift	25,480.00	8.00	629.14	1,258.27
AC Base Lift	25,480.00		0.00	0.00
Overlay	33,835.00	2.00	208.86	417.72

Totals

1,675.99

Subbase

	Area (sf)	Thickness (in)	Volume (cy)
Full Depth AC Roadway Section	25,480.00	12.00	943.70
Standard Sidewalk	14,280.00	4.00	176.30
Standard Curb	0.00	14.00	0.00
Curb & Gutter	9,960.00	14.00	430.37
Truck Apron	4,025.00	8.00	99.38

Totals

1,649.75

Landscape Areas

	Area (sf)	Topsoil (in)	Volume (cy)
Groundcover	9,690.00	6.00	179.44

Totals

179.44

Excavation & Embankment

	Area (sf)	Depth (in)	Volume (cy)
Roadway	25,480.00	20.00	1,572.84
Curbs	9,960.00	20.00	614.81
Sidewalk	14,280.00	8.00	352.59
Truck Apron	4,025.00	16.00	198.77
Landscape			179.44

Totals

2,918.46

Unit Price Conversion from volume to areas

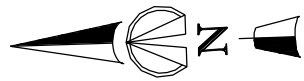
All data to be entered in the italicized cells

Roadway Sections	Average Unit Cost of AC	Unit of Measure	Depth of Asphalt (in)	Depth of Subbase (in)	Average Unit Cost of Base	Unit of Measure	Resultant Unit Price	
Asphalt Section - Full Depth	\$95.00	Ton	8	12	\$55.00	CY	\$6.80	per Sq. Ft
				Grind Depth	Cost per SY			
Asphalt Section - Overlay	\$95.00	Ton	4	2.0	\$12.00	SY	\$3.70	per Sq. Ft

	Average Unit Cost	Unit of Measure	Depth of Subbase (in)	Average Unit Cost of Base	Unit of Measure	Resultant Unit Price	
Std. Sidewalk Section	\$6.50	SF	4	\$55.00	CY	\$7.20	per Sq. Ft
Concrete Island	\$12.00	SF	4	\$55.00	CY	\$12.70	per Sq. Ft
Truck Apron	\$15.00	SF	8	\$55.00	CY	\$16.40	per Sq. Ft
Curb & Gutter	\$25.00	LF	14	\$55.00	CY	\$32.20	per LF
Std. Curb Only	\$25.00	LF	14	\$55.00	CY	\$28.60	per LF
Landscape Area	\$3.00	SF	Topsoil 6	\$35.00	CY	\$3.70	per Sq. Ft
Storm System - Piped System	\$21,500.00	LF	74'x150' of Roadway			\$10.20	per Sq. Ft
Storm System - Water Quality Pond	\$3.15	SF	WQ Pond			\$3.15	per Sq. Ft

APPENDIX 6

**EXCERPT FROM
WILCO ROAD AREA
CONCEPTUAL DESIGN
SUMMARY, ASHLEY
ENGINEERING
DESIGN, APRIL 7,
2014**



0 300 600 900
Scale In Feet

NOTE:
PROPOSED IMPROVEMENTS SHOWN ARE BASED ON PHOTOS, TAX ASSESSOR MAPS, GIS MAPPING, AND OTHER GRAPHICAL DATA, AND ARE CONSIDERED SCHEMATIC ONLY. THE INTENT OF THIS FIGURE IS TO PRESENT THE GENERAL DESIGN CONCEPTS FOR DEVELOPMENT ALONG THE WILCO ROAD AREA AND TO SERVE AS AN INITIAL STARTING POINT FOR PRELIMINARY ENGINEERING DESIGNS. ACTUAL ENGINEERING DESIGNS SHALL BE AS APPROVED BY THE CITY AND MARION COUNTY.

- LEGEND**
- CURB FACE
 - SIDEWALKS / DRIVEWAYS
 - EDGE OF PAVEMENT
 - RIGHT OF WAY DEDICATION
 - STORMWATER EASEMENT
 - ▨ DRIVEWAY APPROACH
 - ▨ CONCRETE SIDEWALK
 - - - URBAN GROWTH BOUNDARY
 - EXISTING TAX LOTS
 - - - EXISTING UTILITY EASEMENTS
 - - - STORM DETENTION BASINS
 - STORM DRAINAGE SUB-BASINS

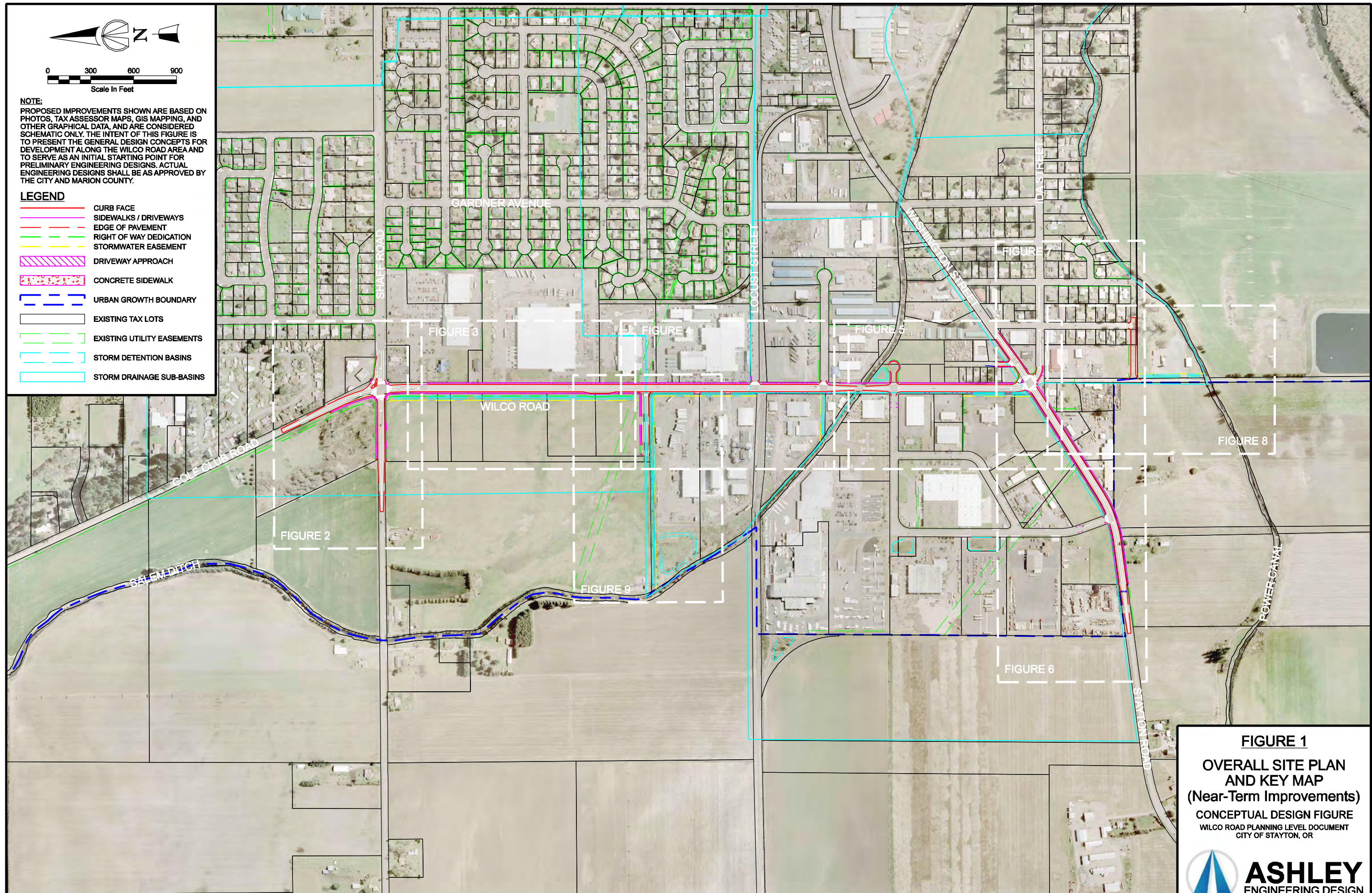


FIGURE 1
OVERALL SITE PLAN
AND KEY MAP
 (Near-Term Improvements)
 CONCEPTUAL DESIGN FIGURE
 WILCO ROAD PLANNING LEVEL DOCUMENT
 CITY OF STAYTON, OR

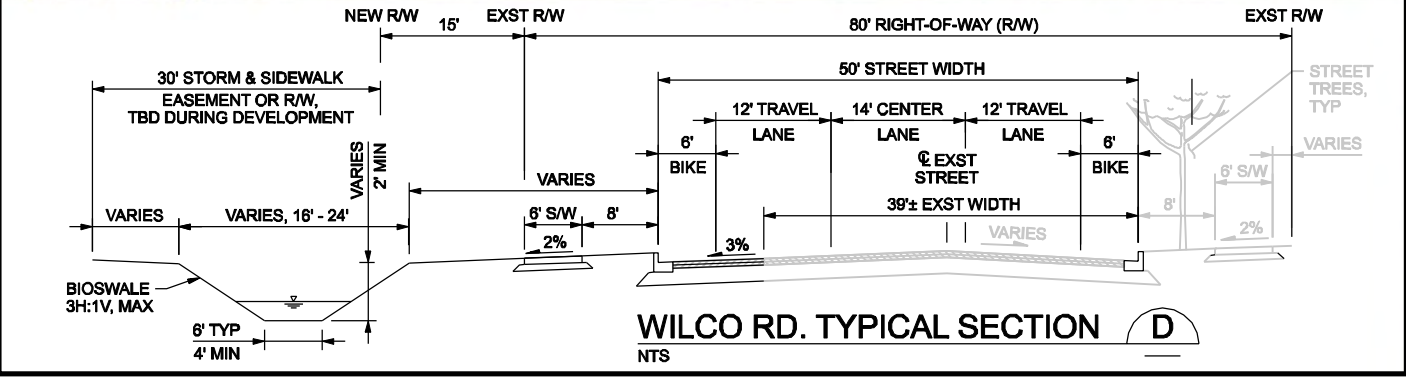
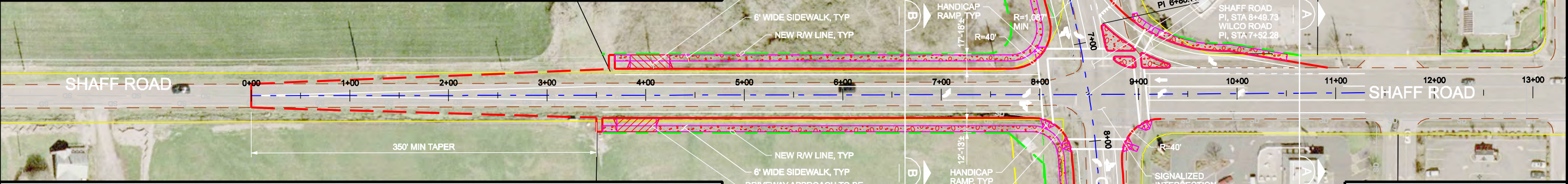
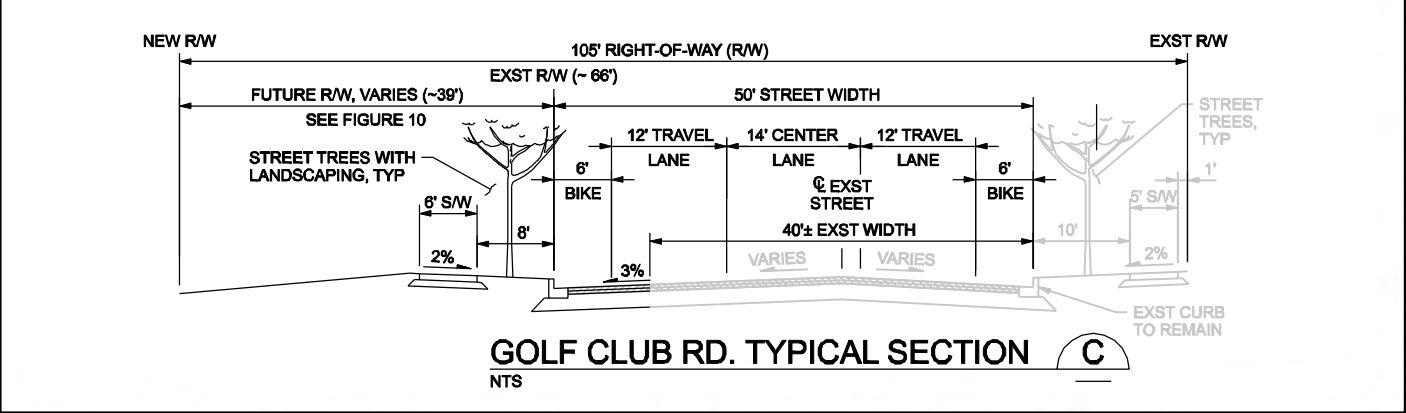
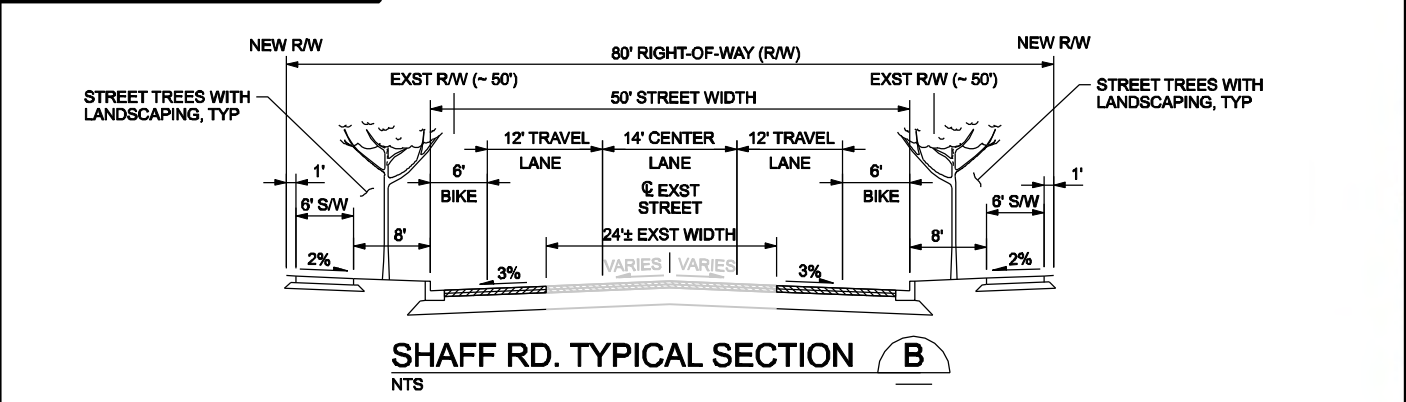
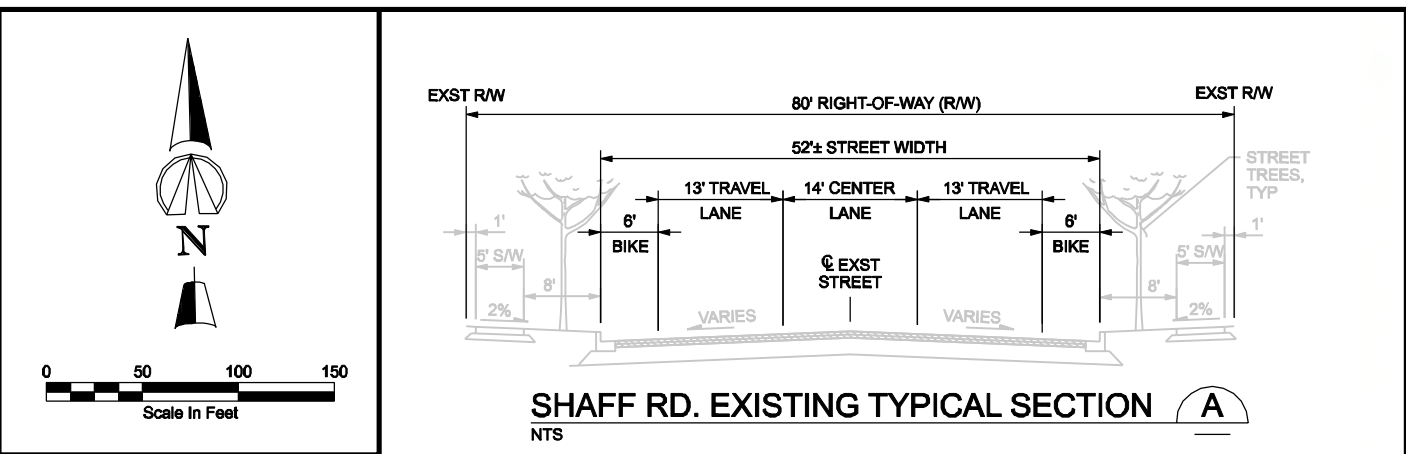


PRELIMINARY

NOTE:
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LEGEND

- CURB FACE
- SIDEWALKS / DRIVEWAYS
- EDGE OF PAVEMENT
- RIGHT OF WAY DEDICATION
- STORMWATER EASEMENT
- STORMWATER BIOSWALE
- EDGE OF EXISTING PAVEMENT
- EXISTING RIGHT OF WAY
- DRIVEWAY APPROACH
- CONCRETE SIDEWALK
- EXISTING UTILITY EASEMENTS
- EXISTING TAX LOTS



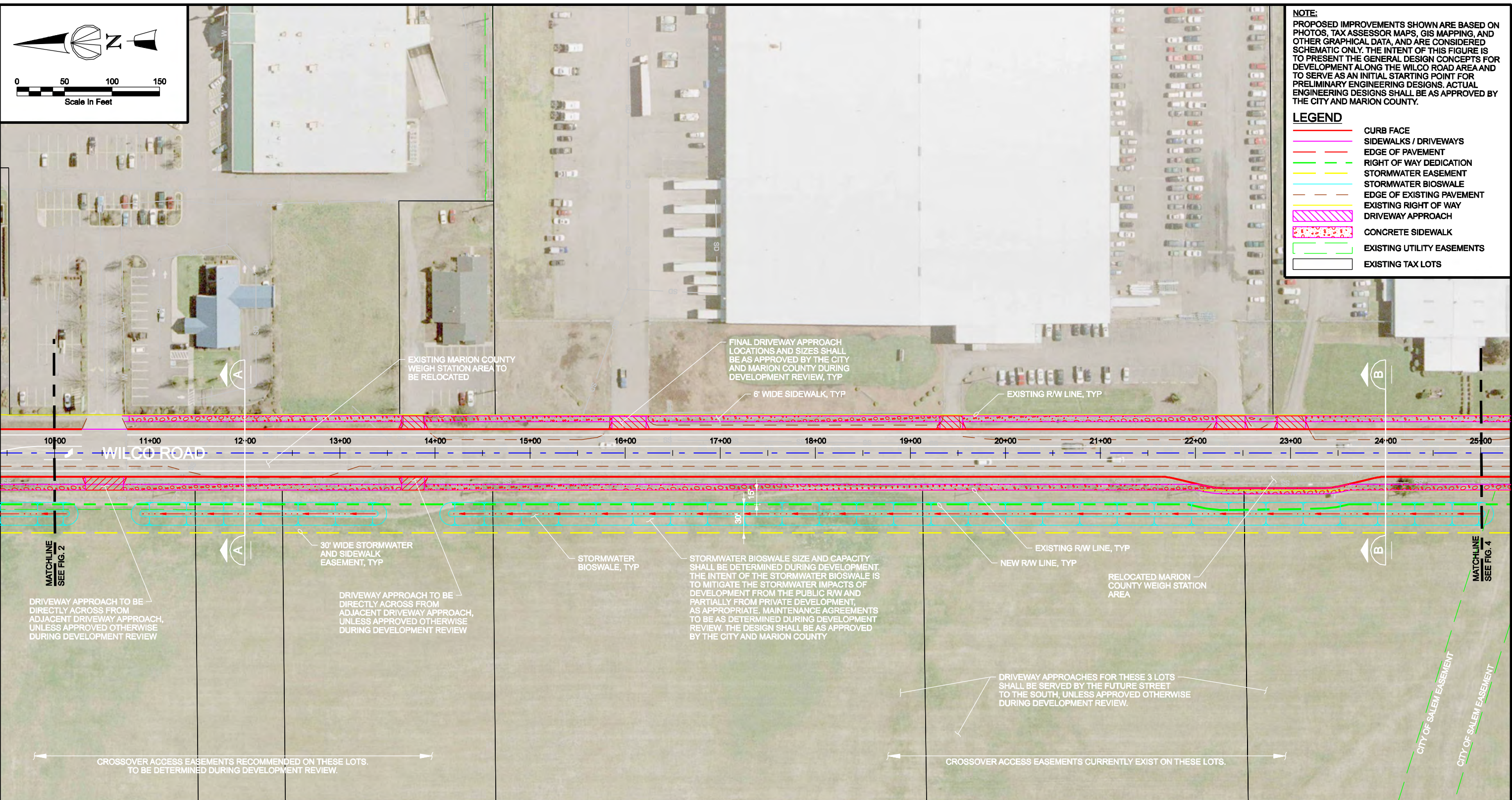
DRIVEWAY APPROACH TO BE AT WESTERLY PROPERTY LINE OR MINIMUM OF 300' FROM INTERSECTION, UNLESS APPROVED OTHERWISE DURING DEVELOPMENT REVIEW.

STORMWATER BIOSWALE SIZE AND CAPACITY SHALL BE DETERMINED DURING DEVELOPMENT. THE INTENT OF THE STORMWATER BIOSWALE IS TO MITIGATE THE STORMWATER IMPACTS OF DEVELOPMENT FROM THE PUBLIC R/W AND PARTIALLY FROM PRIVATE DEVELOPMENT, AS APPROPRIATE. MAINTENANCE AGREEMENTS TO BE AS DETERMINED DURING DEVELOPMENT REVIEW. THE DESIGN SHALL BE AS APPROVED BY THE CITY AND MARION COUNTY.

MATCHLINE SEE FIG. 3

FIGURE 2
GOLF CLUB/SHAFF/WILCO INTERSECTION
 (Near-Term Improvements)
 CONCEPTUAL DESIGN FIGURE
 WILCO ROAD PLANNING LEVEL DOCUMENT
 CITY OF STAYTON, OR

PRELIMINARY



NOTE:
 PROPOSED IMPROVEMENTS SHOWN ARE BASED ON PHOTOS, TAX ASSESSOR MAPS, GIS MAPPING, AND OTHER GRAPHICAL DATA, AND ARE CONSIDERED SCHEMATIC ONLY. THE INTENT OF THIS FIGURE IS TO PRESENT THE GENERAL DESIGN CONCEPTS FOR DEVELOPMENT ALONG THE WILCO ROAD AREA AND TO SERVE AS AN INITIAL STARTING POINT FOR PRELIMINARY ENGINEERING DESIGNS. ACTUAL ENGINEERING DESIGNS SHALL BE AS APPROVED BY THE CITY AND MARION COUNTY.

LEGEND

- CURB FACE
- SIDEWALKS / DRIVEWAYS
- EDGE OF PAVEMENT
- RIGHT OF WAY DEDICATION
- STORMWATER EASEMENT
- STORMWATER BIOSWALE
- - - EDGE OF EXISTING PAVEMENT
- - - EXISTING RIGHT OF WAY
- / / / DRIVEWAY APPROACH
- CONCRETE SIDEWALK
- EXISTING UTILITY EASEMENTS
- EXISTING TAX LOTS

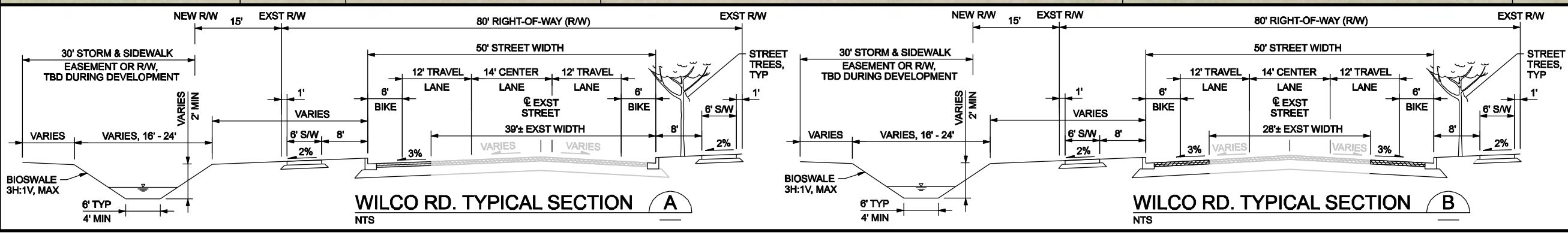

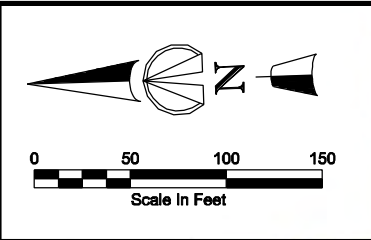


FIGURE 3
WILCO ROAD
 (STA 10+00 TO STA 25+00)
 (Near-Term Improvements)
 CONCEPTUAL DESIGN FIGURE
 WILCO ROAD PLANNING LEVEL DOCUMENT
 CITY OF STAYTON, OR



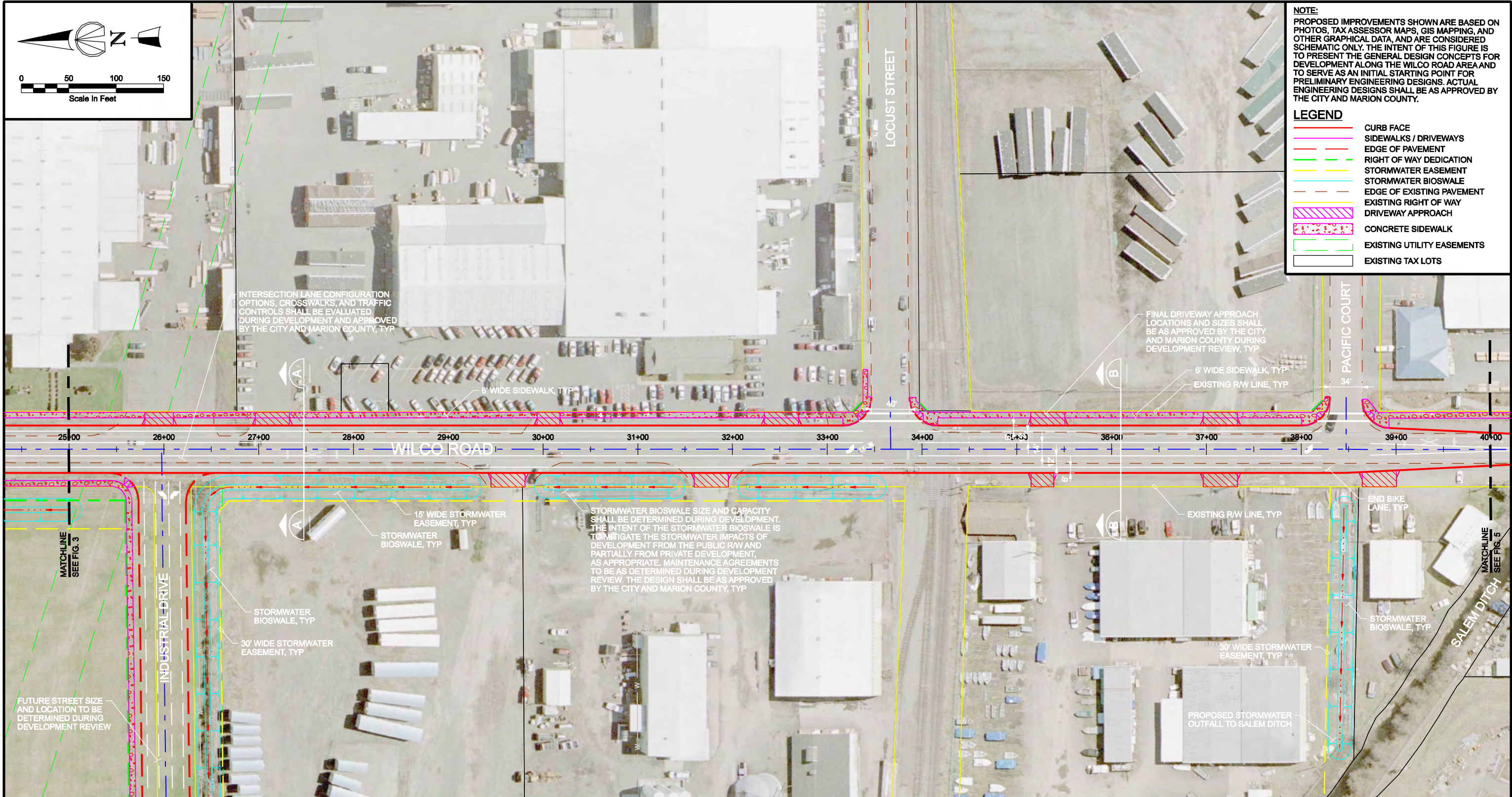
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LEGEND

- CURB FACE
- SIDEWALKS / DRIVEWAYS
- EDGE OF PAVEMENT
- RIGHT OF WAY DEDICATION
- STORMWATER EASEMENT
- STORMWATER BIOSWALE
- EDGE OF EXISTING PAVEMENT
- EXISTING RIGHT OF WAY
- DRIVEWAY APPROACH
- CONCRETE SIDEWALK
- EXISTING UTILITY EASEMENTS
- EXISTING TAX LOTS



INTERSECTION LANE CONFIGURATION OPTIONS, CROSSWALKS, AND TRAFFIC CONTROLS SHALL BE EVALUATED DURING DEVELOPMENT AND APPROVED BY THE CITY AND MARION COUNTY, TYP

FINAL DRIVEWAY APPROACH LOCATIONS AND SIZES SHALL BE AS APPROVED BY THE CITY AND MARION COUNTY DURING DEVELOPMENT REVIEW, TYP

STORMWATER BIOSWALE SIZE AND CAPACITY SHALL BE DETERMINED DURING DEVELOPMENT. THE INTENT OF THE STORMWATER BIOSWALE IS TO MITIGATE THE STORMWATER IMPACTS OF DEVELOPMENT FROM THE PUBLIC RW AND PARTIALLY FROM PRIVATE DEVELOPMENT, AS APPROPRIATE. MAINTENANCE AGREEMENTS TO BE AS DETERMINED DURING DEVELOPMENT REVIEW. THE DESIGN SHALL BE AS APPROVED BY THE CITY AND MARION COUNTY, TYP

MATCHLINE SEE FIG. 3

MATCHLINE SEE FIG. 5

PRELIMINARY

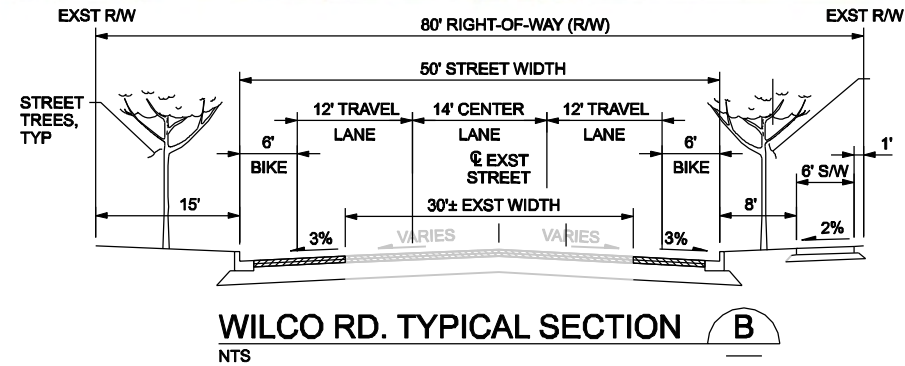
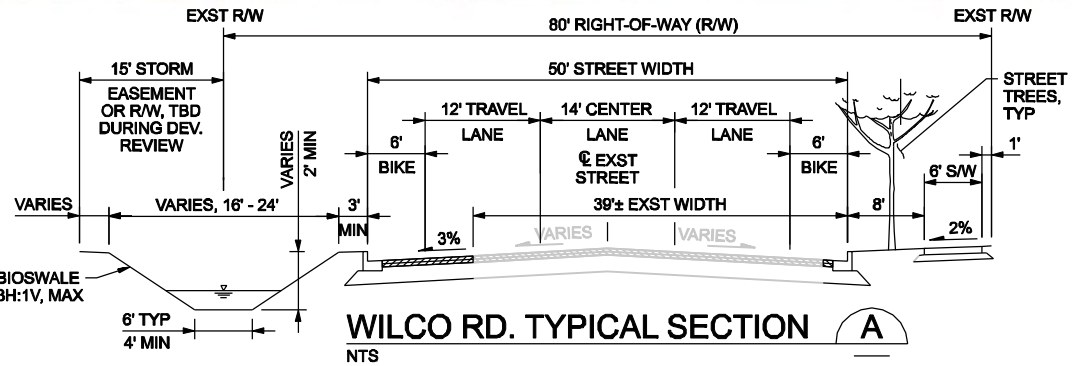
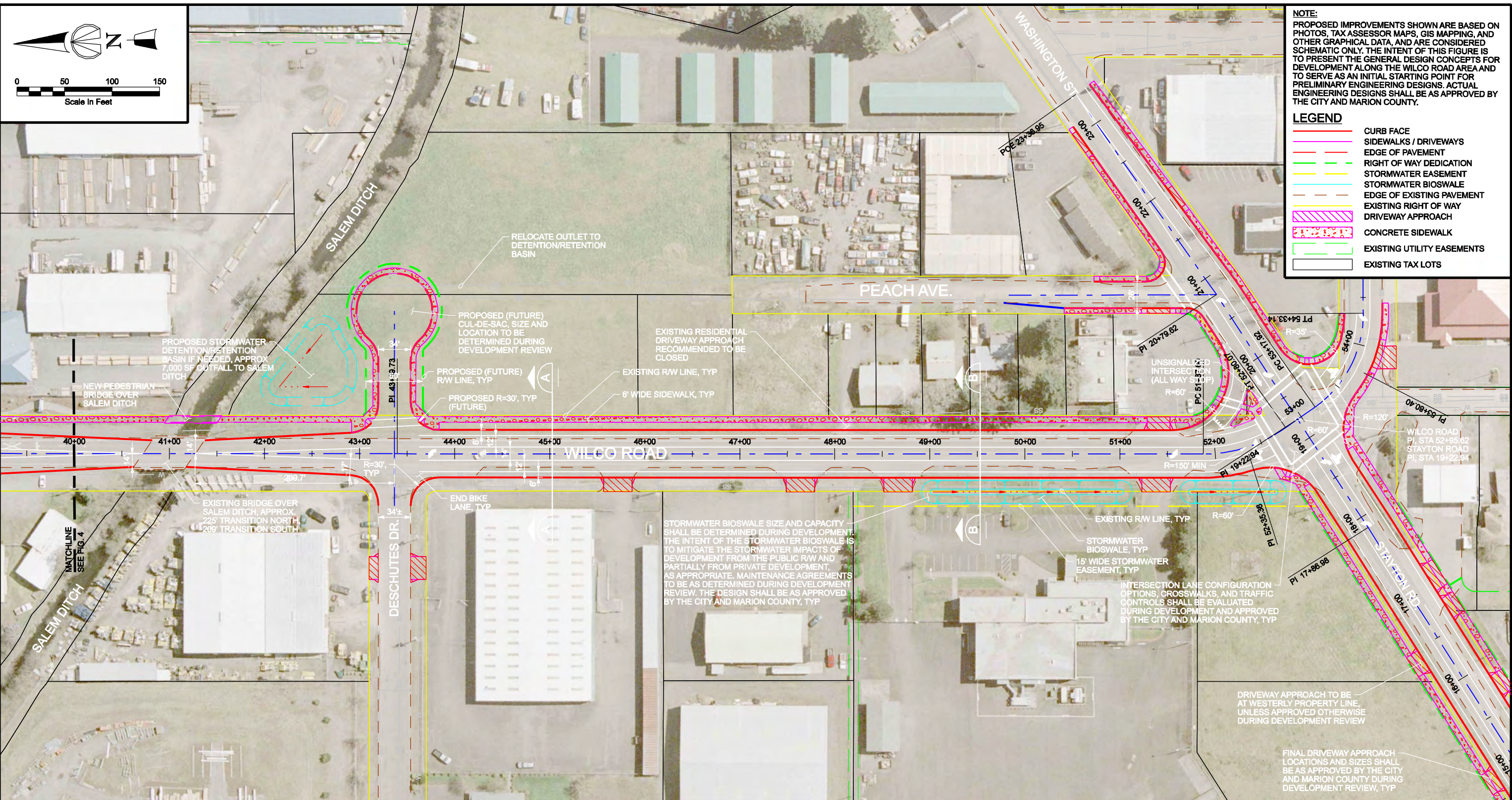


FIGURE 4
WILCO ROAD
(STA 25+00 TO STA 40+00)
(Near-Term Improvements)
 CONCEPTUAL DESIGN FIGURE
 WILCO ROAD PLANNING LEVEL DOCUMENT
 CITY OF STAYTON, OR





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- EXISTING TAX LOTS

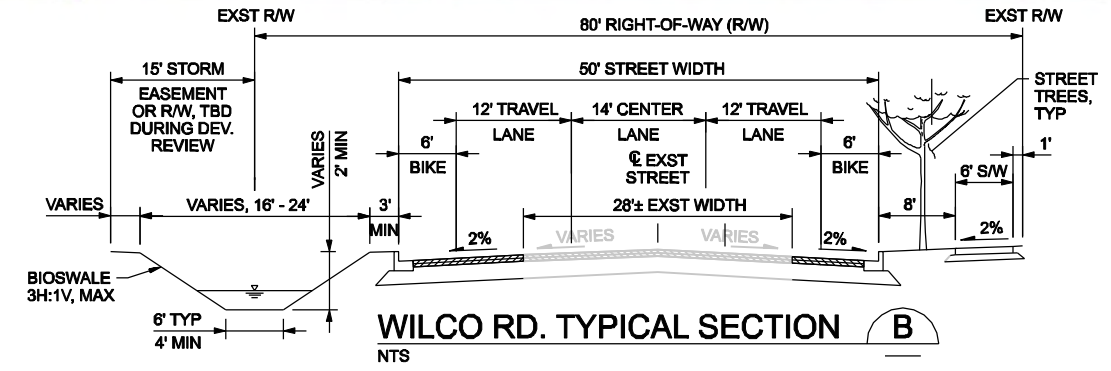
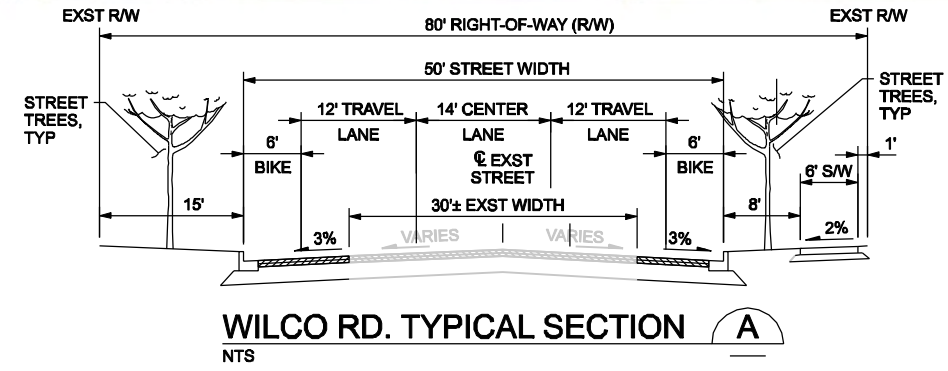


FIGURE 5
WILCO ROAD
(STA 40+00 TO END)
(Near-Term Improvements)
 CONCEPTUAL DESIGN FIGURE
 WILCO ROAD PLANNING LEVEL DOCUMENT
 CITY OF STAYTON, OR



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LEGEND

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	SIDEWALKS / DRIVEWAYS
	EDGE OF PAVEMENT
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	STORMWATER EASEMENT
	STORMWATER BIOSWALE
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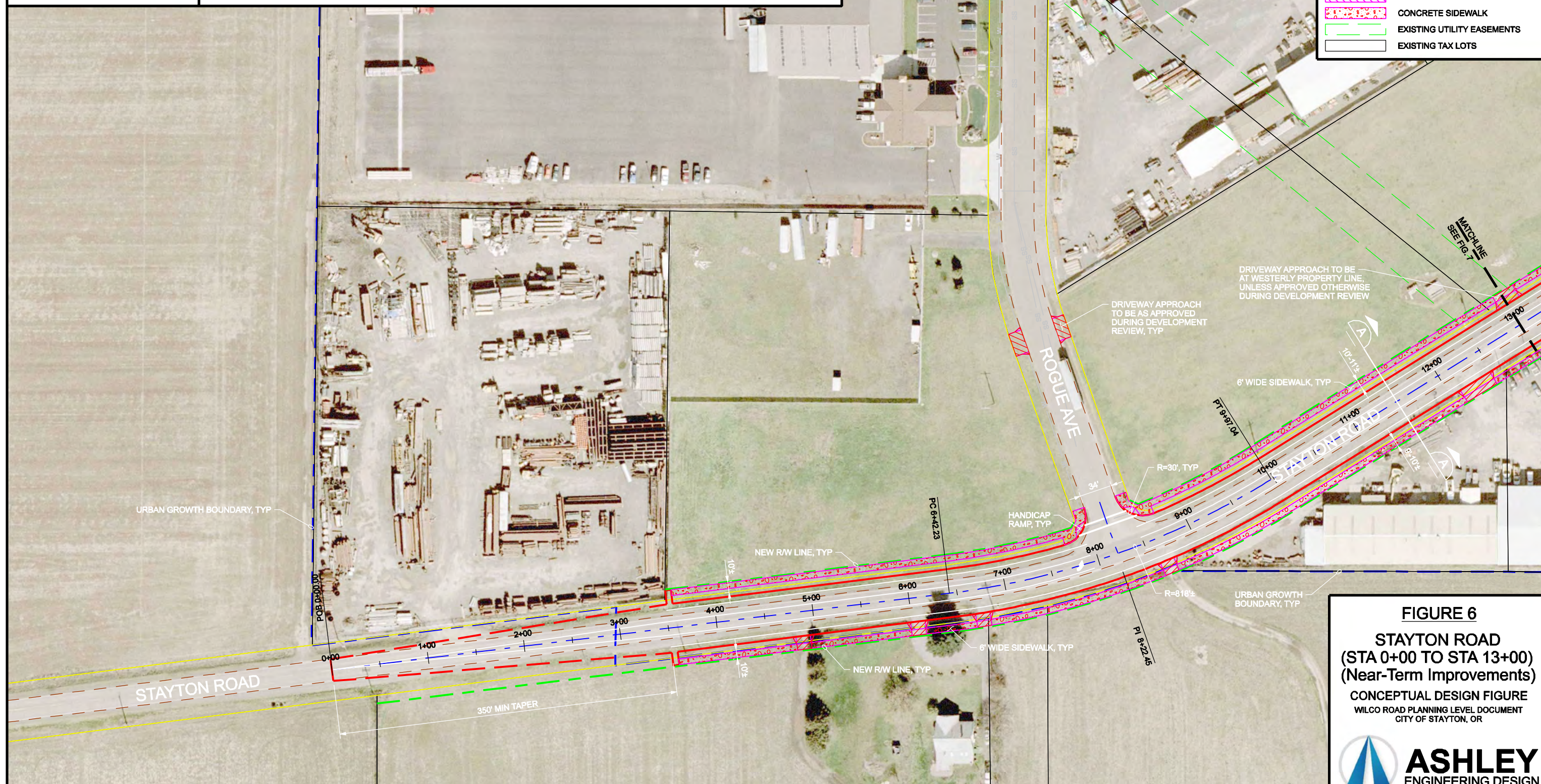
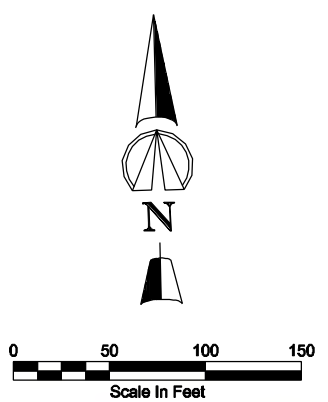
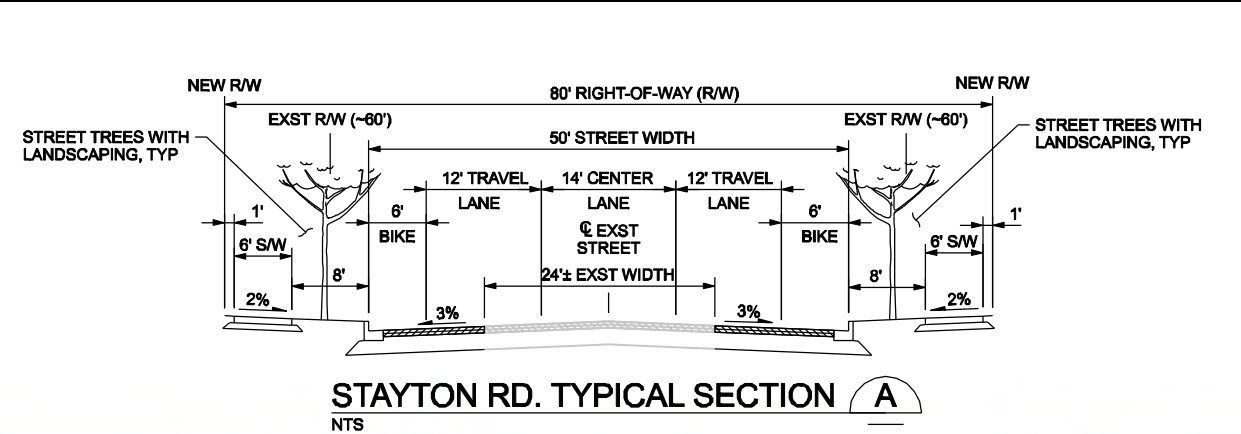
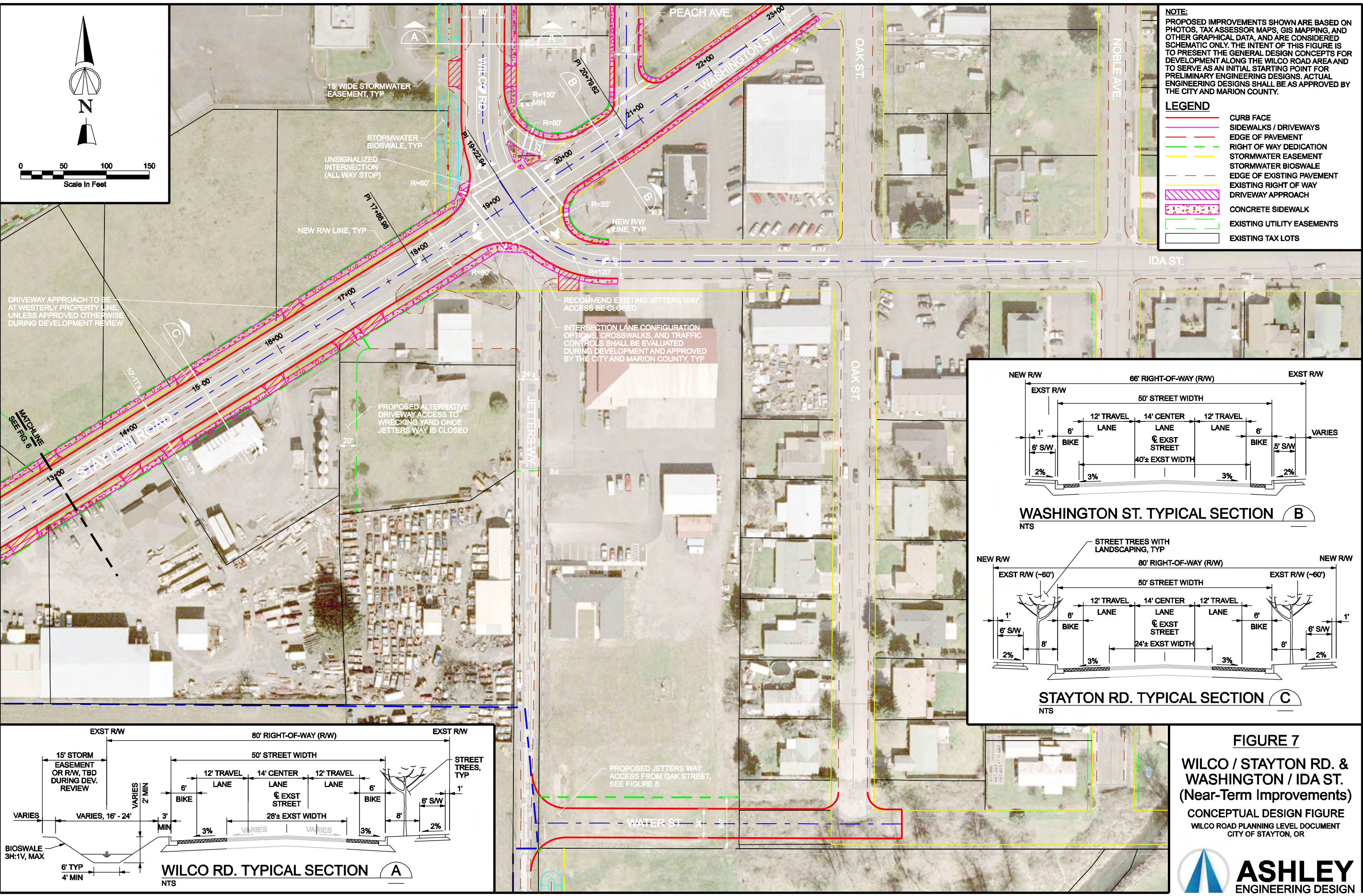


FIGURE 6
STAYTON ROAD
 (STA 0+00 TO STA 13+00)
 (Near-Term Improvements)
 CONCEPTUAL DESIGN FIGURE
 WILCO ROAD PLANNING LEVEL DOCUMENT
 CITY OF STAYTON, OR

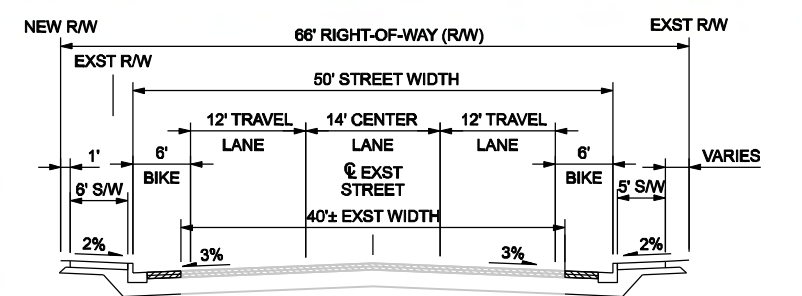


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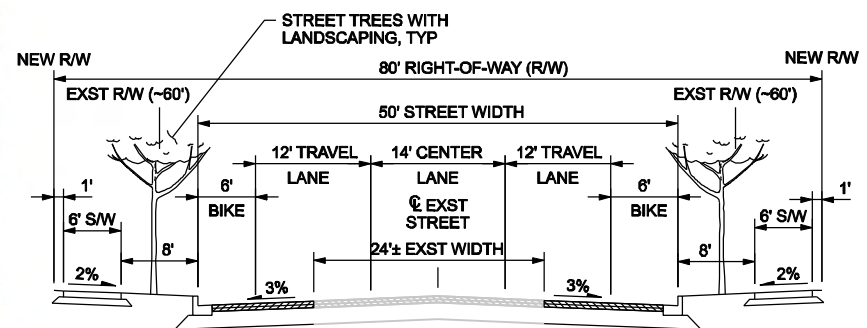


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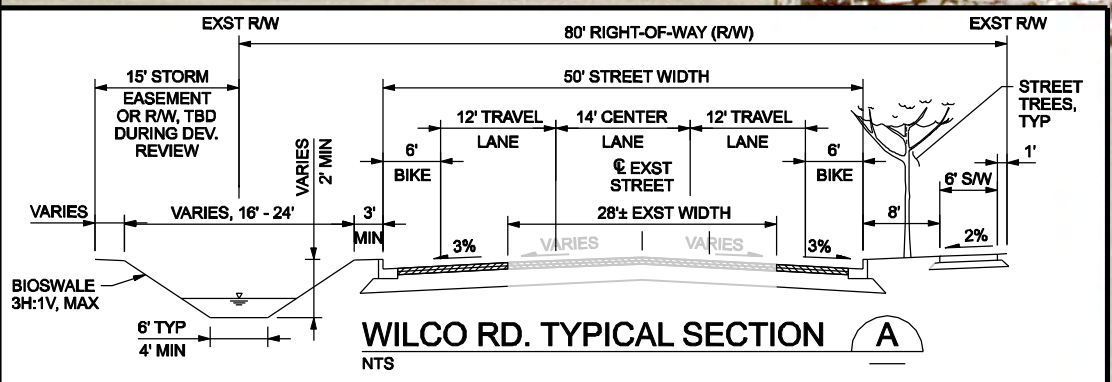
- LEGEND**
- CURB FACE
 - SIDEWALKS / DRIVEWAYS
 - - - EDGE OF PAVEMENT
 - - - RIGHT OF WAY DEDICATION
 - - - STORMWATER EASEMENT
 - - - STORMWATER BIOSWALE
 - - - EDGE OF EXISTING PAVEMENT
 - - - EXISTING RIGHT OF WAY
 - ▨ DRIVEWAY APPROACH
 - ▨ CONCRETE SIDEWALK
 - ▨ EXISTING UTILITY EASEMENTS
 - ▨ EXISTING TAX LOTS



WASHINGTON ST. TYPICAL SECTION B
 NTS



STAYTON RD. TYPICAL SECTION C
 NTS

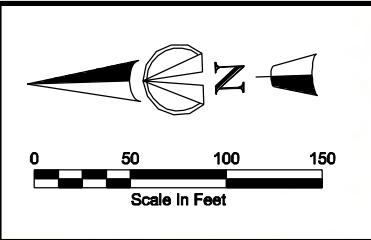


WILCO RD. TYPICAL SECTION A
 NTS

FIGURE 7
WILCO / STAYTON RD. & WASHINGTON / IDA ST.
(Near-Term Improvements)
 CONCEPTUAL DESIGN FIGURE
 WILCO ROAD PLANNING LEVEL DOCUMENT
 CITY OF STAYTON, OR



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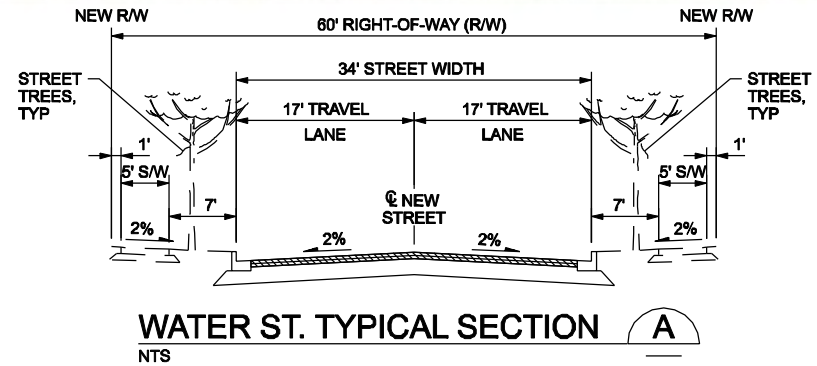


FIGURE 8
WATER STREET AND JETTlers WAY
 (Near-Term Improvements)
 CONCEPTUAL DESIGN FIGURE
 WILCO ROAD PLANNING LEVEL DOCUMENT
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LEGEND

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	SIDEWALKS / DRIVEWAYS
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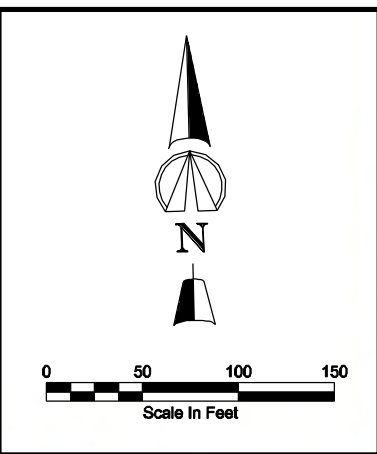


FIGURE 9
WILCO RD. STORMWATER OUTFALL TO SALEM DITCH (Near-Term Improvements)
 CONCEPTUAL DESIGN FIGURE
 WILCO ROAD PLANNING LEVEL DOCUMENT
 CITY OF STAYTON, OR



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DESIGN DRIVEN | CLIENT FOCUSED

CITY OF STAYTON PUBLIC UTILITY RATE AND USER FEE COMPARISON

To
Bridge Economic
Development

For
Stayton Economic
Development Strategy

Dated
May 8, 2019

Project Number
2180517.00



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EXHIBITS

1. City of Stayton Resolution 982 Utility Charges
2. City of Stayton Resolution 864 Transportation Maintenance Fees
3. City of Creswell Water and Sewer Rates
4. City of Independence Resolution 19-1496 Exhibit A Utility Rate Fee Schedule
5. City of Monmouth Resolution 1834 Sewer Rates
6. City of Monmouth Resolution 1868 Water Rates
7. City of Silverton Resolution 17-07 Water, Sewer, and Improvement Rates

I. INTRODUCTION

The Stayton Economic Development Strategy is developed through a collaboration led by the City of Stayton including the Stayton community and a consultant team led by Bridge Economic Development. The goals of the study include: (1) establish a vision and framework for long term economic gains, (2) offer a demographic, social and economic baseline of Stayton’s assets and challenges, (3) detail Stayton’s competitive advantages, investment needs and future strategies, (4) identify the region’s talent clusters and workforce gaps, (5) outline a framework for growing and scaling startup and new enterprises, (6) promote the connections between downtown and the riverfront.

As part of this project, the City of Stayton requested a utility rate and user fee comparison to identify differences in the public utility rates and stormwater and transportation user fees of several cities that may inform the City of Stayton’s future utility rate planning.

Mackenzie has compiled information on utility rates for the City of Stayton and four (4) other communities in the I-5 corridor. These four (4) cities were among ten “benchmark” communities for which demographic and economic profiles were prepared by Bridge Economic Development for comparison to Stayton. Table I-1 lists the four (4) other cities analyzed and their 2017 populations, while Figure 1 depicts the locations of each city.

TABLE I-1: CITY DATA FOR UTILITY RATE COMPARISON	
City	2017 Population
Stayton, Oregon	7,927
Creswell, Oregon	5,202
Independence, Oregon	9,246
Monmouth, Oregon	9,983
Silverton, Oregon	9,757

Source: American Community Survey 2017, U.S. Census Bureau,
<https://factfinder.census.gov>

After compiling the rate information, Mackenzie calculated the water and sanitary sewer rates, storm drainage and transportation user fees that would apply in each City based on typical user data provided by City of Stayton staff.¹ The Stayton Economic Development Strategy team will utilize this information to assess the impact of potential rate changes on economic development potential and the financial health of Stayton’s utility operations.

¹ This analysis does not address electrical or gas utility rates as those rates are not established by the Cities (except in Monmouth, which operates the electrical utility). Electrical and gas rates can factor into business owners’ decisions about where to locate.



Figure 1: Benchmark Cities

II. PUBLIC UTILITY RATES AND USER FEES

This utility rate analysis compares typical water and sanitary sewer rates, storm and transportation user fees charged to users within the City of Stayton and four (4) “benchmark” communities of similar population size along the I-5 corridor: Creswell, Independence, Monmouth, and Silverton. Usage assumptions from sample users within commercial and industrial categories are used to determine the sample user’s typical utility charges across all jurisdictions within this study. Total utility and user fee charges are determined using fee schedules and other information provided by City staff.

Compiled below are the utility rates and user fees for City of Stayton and the four “benchmark” communities.

A. City of Stayton

The City of Stayton has fees for water, sanitary sewer, storm drainage, and street maintenance.

City of Stayton Water Rates

The Stayton water rate is composed of four (4) components: the base charge, the commodity charge (which is based on consumption), a meter charge (which is based on meter size), and a fire standby charge (for customers with meter sizes of 3" or larger).

TABLE II-1: CITY OF STAYTON MONTHLY WATER RATES	
Base Rate	
\$12.04	
Rate Per 1,000 Gallons of Water Use	
\$1.18	
Water Meter Size	Rate
5/8" to 3/4"	\$6.98
1"	\$17.49
1.25"	\$26.13
1.5"	\$34.88
2"	\$55.73
3"	\$104.57
4"	\$174.28
6"	\$348.46
8"	\$557.57
10"	\$801.55

TABLE II-1: CITY OF STAYTON MONTHLY WATER RATES	
Fire Line Meter Size	Rate
3"	\$14.45
4"	\$16.32
6"	\$31.65
8"	\$51.63
Non-Residential Building Size	Fire Standby Charge
Up to 3,086 SF	\$5.10
3,087 to 12,345 SF	\$21.04
12,346 to 27,777 SF	\$136.83
27,778 to 49,382 SF	\$324.40
49,383 SF or more	\$633.61

City of Stayton Sanitary Sewer Rates

The City of Stayton calculates sanitary sewer rates based on usage categories, as determined from water consumption for the months of October through March.

TABLE II-2: CITY OF STAYTON MONTHLY SANITARY SEWER RATES		
Class	Loading	Rate
A	Up to 4,000 gallons/month	\$43.79
B	Up to 6,000 gallons/month	\$58.59
C	Up to 10,000 gallons/month	\$109.38
D	Over 10,000 gallons/month (cost per thousand gallons)	\$10.94
E	Commercial Recreational Vehicles	\$43.79
	Waste Disposal per gallon	\$0.473

City of Stayton Storm Drainage User Fees

Storm drainage user fees in the City of Stayton are determined by the impervious area located on the user’s site.

TABLE II-3: CITY OF STAYTON MONTHLY NON-RESIDENTIAL STORM DRAINAGE USER FEES		
Category	Impervious Surface Area (square feet)	Rate
1	Up to 2,500	\$5.65
2	2,501 to 5,000	\$8.48
3	5,001 to 10,000	\$16.96
4	10,001 – 15,000	\$28.27
5	15,001 to 20,000	\$39.58
6	20,001 to 30,000	\$56.54
7	30,001 – 40,000	\$79.16
8	40,001 or more	\$101.77

City of Stayton Street Maintenance Fee

The City of Stayton charges a street maintenance fee based on the land use category of the user. Sample users such as the Light Manufacturing user, the Industrial Agricultural user, and the Large Retail user fall within Category 7 - 11 and the Commercial Repair user and the Commercial Office user fall within Category 1 - 2.

TABLE II-4: CITY OF STAYTON MONTHLY NON-RESIDENTIAL STREET MAINTENANCE FEES		
Category	Trips (per 1,000 SF of building area)	Rate
1 - 2	Up to 15 trips per 1,000 SF	\$5
3 - 6	16 – 799 trips per 1,000 SF	\$10
7	800 or more trips per 1,000 SF	\$20
8	4 trips per acre of land for State purposes	\$20
9	160 trips per fueling station	\$20
10	10 trips per rental room	\$20
11	1.5 trips per student	\$20

B. City of Creswell

The City of Creswell charges utility rates for water and sanitary sewer usage, with no street maintenance, fire protection, or storm system fees.

City of Creswell Water Rates

The City of Creswell water utility rates are charged based on location water meter size and water usage. The usage rate is calculated in a cumulative manner (e.g., the first 800 cubic feet are charged one rate, the subsequent 19,200 cubic feet are charged a different rate, etc.)

TABLE II-5: CITY OF CRESWELL MONTHLY WATER RATES	
Meter Size	Rate
5/8" to 3/4"	\$36.64
1"	\$56.73
1.5"	\$94.12
2"	\$152.06
3"	\$415.14
4"	\$645.62
6"	\$1,258.66
8"	\$2,033.02
Usage*	Rate (per hundred cubic feet)
0 to 800 Cubic Feet	\$1.81
801 to 20,000 Cubic Feet	\$3.94
Over 20,000 Cubic Feet	\$4.21
Industrial Water Users	\$2.09

* One Cubic Foot is 7.483 gallons

City of Creswell Sanitary Sewer Rates

Creswell's sanitary sewer charges include a base rate for the first 300 cubic feet of water usage October through April and an overage rate for each additional 100 cubic feet.

TABLE II-6: CITY OF CRESWELL MONTHLY SANITARY SEWER RATES INSIDE CITY LIMITS	
Usage	Rate (per hundred cubic feet)
Base Rate (from 0 to 300 Cubic Feet)	\$41.75
Overage Rate (each additional 100 Cubic Feet)	\$2.93

C. City of Independence

The City of Independence charges a water, fire protection, sanitary sewer, and stormwater utility fee. Independence does not charge a transportation maintenance fee.

City of Independence Water Rates

Water rates in the City of Independence are determined by a base rate based on user's meter size as well as a rate per 100 cubic feet of water usage.

TABLE II-7: CITY OF INDEPENDENCE MONTHLY WATER CHARGE PER SIZE OF METER	
Meter Size	Rate
5/8" to 3/4"	\$33.93
1"	\$71.26
1.25"	\$105.23
1.5"	\$149.34
2"	\$257.94
3"	\$570.19
4"	\$1,001.22
6"	\$2,243.40
Rate Per 100 Cubic Feet of Water Consumed	
\$3.25	

City of Independence Fire Protection Fees

The City of Independence charges a fire protection fee based on the size of fire line connection of the user.

TABLE II-8: CITY OF INDEPENDENCE MONTHLY FIRE PROTECTION CHARGE	
Connection Size	Rate
2"	\$7.64
4"	\$10.17
6"	\$17.81
Public Fire Protection	\$130.50

City of Independence Sanitary Sewer Rates

The City of Independence calculates commercial sanitary sewer utility rates using a flat rate fee for the first 7,200 gallons of water usage. The City then charges users an overage rate for each 750 gallons used over the first 7,200 gallons.

TABLE II-9: CITY OF INDEPENDENCE MONTHLY SANITARY SEWER RATES	
Base Rate	Per 750 gallons over 7,200 gallons
\$49.89 (up to 7,200 gallons)	\$2.23

City of Independence Stormwater Utility Fees

The City of Independence charges a stormwater utility fee including a base rate and a usage rate per Equivalent Residential Unit (ERU). The City defines a stormwater ERU as 3,250 square feet of impervious area (rounded to the nearest whole number of ERU's).

TABLE II-10: CITY OF INDEPENDENCE MONTHLY STORMWATER UTILITY RATES	
Base Rate	Per 3,250 SF of impervious area
\$1.46	\$10.89

D. City of Monmouth

The City of Monmouth utility fees are composed of water and sanitary sewer rates. Monmouth does not assess fire or stormwater utility fees or street maintenance fees.

City of Monmouth Water Rates

The City of Monmouth charges water rates based on a user’s meter size and water usage per 100 cubic feet.

TABLE II-11: CITY OF MONMOUTH MONTHLY WATER RATES	
Meter Size	Rate
5/8" to 3/4"	\$18.23
1"	\$25.52
1.5"	\$32.79
2"	\$52.79
3"	\$200.33
4"	\$251.22
6"	\$382.48
Rate (per hundred cubic feet or portion thereof)	
\$2.62	

City of Monmouth Sanitary Sewer Rates

The City of Monmouth calculates sanitary sewer rates using a flat-fee service charge and a usage rate per cubic foot. Monthly sewer volume for each sewer service shall be calculated by averaging the winter water consumption from the December, January, February, and March billing periods.

TABLE II-12: CITY OF MONMOUTH MONTHLY SANITARY SEWER RATES	
Rate (per cubic foot)	Minimum Charge
\$0.04776	\$37.81

E. City of Silverton

The City of Silverton charges fees for water and sanitary sewer service as well as stormwater and street maintenance fees. Silverton does not have a fire service fee.

City of Silverton Water Rates

The City of Silverton’s water utility rate is composed of a monthly water charge based on a user’s water meter size and water usage per 100 cubic feet.

TABLE II-13: CITY OF SILVERTON MONTHLY WATER RATES	
Meter Size	Rate
5/8" to 3/4"	\$15.76
1"	\$26.25
1.5"	\$52.50
2"	\$84.00
3"	\$168.00
4"	\$262.50
Rate Per 100 Cubic Feet of Water Consumed	
\$2.67	

City of Silverton Sanitary Sewer Rates

In the City of Silverton, sanitary sewer rates are calculated using a base charge per business unit and usage rates dependent upon the class of commercial user. Monthly sewer volume for each sewer service are calculated by averaging the winter water consumption from the November, December, January, February, March, and April billing periods.

TABLE II-14: CITY OF SILVERTON MONTHLY SANITARY SEWER RATES	
Base Charge Per Business or Dwelling Unit	
\$23.44	
Class of User	Rate
Commercial I	\$6.67 per hundred cubic feet
Commercial II	\$7.99 per hundred cubic feet
Commercial III	\$9.47 per hundred cubic feet
Commercial IV & Industrial	\$4.99448 per cubic feet of flow
	\$0.5339 per pound of Biochemical Oxygen Demand
	\$0.5339 per pound of Total Suspended Solids

City of Silverton Stormwater System Fee

The City of Silverton charges a stormwater system fee based on the amount of impervious surface as calculated per Equivalent Dwelling Unit (EDU). In Silverton, one stormwater EDU is equal to 3,121 square feet of impervious area.

TABLE II-15: CITY OF SILVERTON MONTHLY STORMWATER SYSTEM FEE
Per 3,121 SF of impervious area
\$7.16

City of Silverton Street Maintenance Fee

The City of Silverton charges a street maintenance fee that is a monthly flat-fee per business user.

TABLE II-16: CITY OF SILVERTON MONTHLY STREET MAINTENANCE FEE
Per Business
\$9.20

III. JURISDICTIONAL COMPARISON OF PUBLIC UTILITY RATES AND USER FEES

Table III-1 below compares all public utility rates and user fees across all benchmark communities. There are some variations in the methodology used by each jurisdiction to calculate the fee amounts. These variations are explicitly identified within the table. For reference, total gallons of water usage has also been converted and shown in cubic feet. If a jurisdiction does not charge for a specific fee the item is denoted with a dash “-”.

TABLE III-1: JURISDICTIONAL COMPARISON OF PUBLIC UTILITY RATES AND USER FEES					
Category	Stayton	Creswell	Independence	Monmouth	Silverton
<i>Water Base Rate by Meter Size</i>					
5/8" to 3/4"	\$6.98	\$36.64	\$33.93	\$18.23	\$15.76
1"	\$17.49	\$56.73	\$71.26	\$25.52	\$26.25
1.25"	\$26.13	-	\$105.23	-	-
1.5"	\$34.88	\$94.12	\$149.34	\$32.79	\$52.50
2"	\$55.73	\$152.06	\$257.94	\$52.79	\$84.00
3"	\$104.57	\$415.14	\$570.19	\$200.33	\$168.00
4"	\$174.28	\$645.62	\$1,001.22	\$251.22	\$262.50
6"	\$348.46	\$1,258.66	\$2,243.10	\$382.48	-
8"	\$557.57	\$2,033.02	-	-	-
10"	\$801.55	-	-	-	-
<i>Water Usage</i>					
	\$1.18 (per 1,000 gallons) \$0.88 (per 100 cubic feet)	\$1.81 per 100 cubic feet for first 800 cubic feet, \$3.94 per 100 cubic feet for 801 to 20,000 cubic feet, and \$4.21 per 100 cubic feet over 20,000 cubic feet. \$2.09 per 100 cubic feet for industrial users.	\$3.25 (per 100 cubic feet)	\$2.62 (per 100 cubic feet)	\$2.67 (per 100 cubic feet)
<i>Fire Line Rate by Fire Line Meter Size</i>					
2"	-	-	\$7.64	-	-
3"	\$14.45	-	-	-	-
4"	\$16.32	-	\$10.17	-	-
6"	\$31.65	-	\$17.81	-	-
8"	\$51.63	-	-	-	-

TABLE III-1: JURISDICTIONAL COMPARISON OF PUBLIC UTILITY RATES AND USER FEES					
Category	Stayton	Creswell	Independence	Monmouth	Silverton
<i>Fire Standby Charge by Fire Standby Charge per Building Size</i>					
Up to 3,086 SF	\$5.10	-	-	-	-
3,087 to 12,345 SF	\$21.04	-	-	-	-
12,346 to 27,777 SF	\$136.83	-	-	-	-
27,778 to 49,382 SF	\$324.40	-	-	-	-
49,383 SF or more	\$633.61	-	-	-	-
<i>Sanitary Sewer Rates²</i>					
	\$10.94 per 1,000 gallons (\$8.18 per 100 cubic feet)	Base rate of \$41.75 for first 300 cubic feet. \$2.93 per each additional 100 cubic feet over 300 cubic feet.	Base rate of \$49.89 for first 7,200 gallons. \$2.23 per each additional 750 gallons over 7,200 gallons.	Base rate of \$37.81. \$4.78 per 100 cubic feet.	Base rate of \$23.44 per business unit. \$6.67 per 100 cubic feet for Commercial I Users. \$9.47 per 100 cubic feet for Commercial III Users.

² Silverton sewer rates for Commercial II and Commercial IV users are not listed in this table as the sample users do not fit in these categories.

TABLE III-1: JURISDICTIONAL COMPARISON OF PUBLIC UTILITY RATES AND USER FEES					
Category	Stayton	Creswell	Independence	Monmouth	Silverton
<i>Storm Drainage Rates</i>					
	\$5.65 for impervious area up to 2,500 SF				
	\$8.48 for impervious area 2,501 to 5,000 SF				
	\$16.96 for impervious area 5,001 to 10,000 SF				
	\$28.27 for impervious area 10,001 to 15,000 SF		Base rate of \$1.46.		\$7.16 per EDU (3,121 SF of impervious area)
	\$39.58 for impervious area 15,001 to 20,000 SF	-	\$10.89 per ERU (3,250 SF of impervious area)	-	
	\$56.54 for impervious area 20,001 to 30,000 SF				
	\$79.16 for impervious area 30,001 to 40,000 SF				
	\$101.77 for impervious area 40,001 SF or more				
<i>Street Maintenance</i>					
	\$5 for Categories 1-2 \$10 for Categories 3-6 \$20 for Categories 7-11	-	-	-	\$9.20 per business unit

IV. SAMPLE USER COMPARISON

Prototypical utility charges are calculated using five (5) sample users with typical usage assumptions described in the tables below. The five (5) sample users include a light manufacturing user, an industrial agricultural user, a large retailer user, a commercial repair user, a retail office user, and are based on typical user data provided by City of Stayton staff. Residential users have been excluded from this study. The usage assumptions for each user type are the basis for estimating the total utility and user fees that would be assessed in each of the comparable jurisdictions. If a jurisdiction does not charge for a specific fee or does not include the fee in their fee schedule the item is identified with a “-”. The tables below only provide the final fee; tables showing the calculation for each fee are provided in the Appendix.

TABLE IV-1: PUBLIC UTILITY RATE AND USER FEE COMPARISON LIGHT MANUFACTURING USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Light Manufacturing User	Usage Assumptions	Fee	Fee	Fee	Fee	Fee
Water	30,000 gallons (4,010 cubic feet), 1" water meter, 4" Fire Line, 45,000 SF building	\$405.65	\$142.42	\$214.68	\$132.94	\$135.72
Sewer	30,000 gallons (4,010 cubic feet) of average winter water usage	\$328.20	\$153.09	\$119.02	\$191.52	\$411.71
Storm	110,000 SF of Impervious Surface	\$101.77	-	\$371.72	-	\$257.76
Street		\$20.00	-	-	-	\$9.20
TOTAL		\$855.62	\$295.51	\$705.42	\$324.46	\$814.39

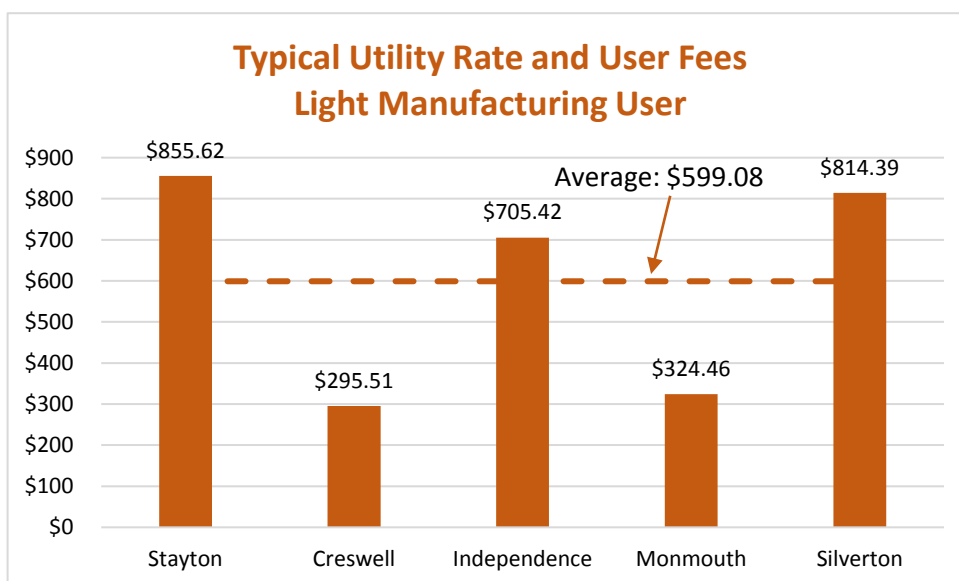


TABLE IV-2: PUBLIC UTILITY RATE AND USER FEE COMPARISON INDUSTRIAL AGRICULTURAL USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Industrial Agriculture User	Usage Assumptions	Fee	Fee	Fee	Fee	Fee
Water	45,000 gallons (6,016 cubic feet), 1" water meter, 4" Fire Line, 30,000 SF building	\$423.35	\$184.22	\$279.68	\$185.34	\$189.12
Sewer	40,000 gallons (5,347 cubic feet) of average winter water usage	\$437.60	\$191.18	\$148.01	\$255.37	\$534.82
Storm	75,000 SF of Impervious Surface	\$101.77	-	\$251.93	-	\$179.00
Street		\$20.00	-	-	-	\$9.20
TOTAL		\$982.72	\$375.40	\$679.62	\$440.71	\$912.14

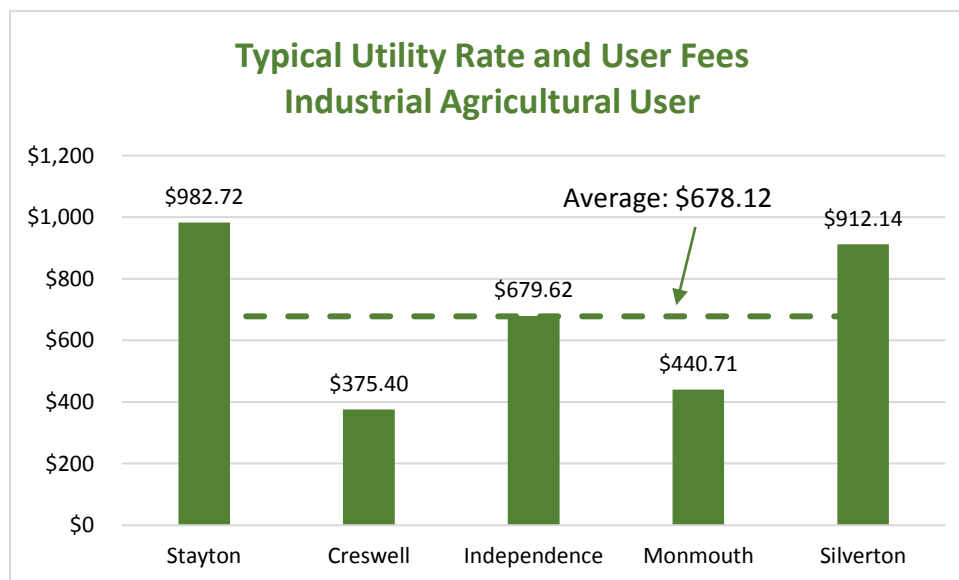


TABLE IV-3: PUBLIC UTILITY RATE AND USER FEE COMPARISON LARGE RETAIL USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Large Retailer	Usage Assumptions	Fee	Fee	Fee	Fee	Fee
Water	140,000 gallons (18,715 cubic feet), 2" water meter, 6" Fire Line, 30,000 SF building	\$589.02	\$875.74	\$886.75	\$545.35	\$585.96
Sewer	125,000 gallons (16,710 cubic feet) of average winter water usage	\$1,367.50	\$525.20	\$402.23	\$798.07	\$1,614.40
Storm	85,000 SF of Impervious Surface	\$101.77	-	\$284.60	-	\$200.48
Street		\$20.00	-	-	-	\$9.20
TOTAL		\$2,078.29	\$1,400.94	\$1,573.58	\$1,343.42	\$2,410.04

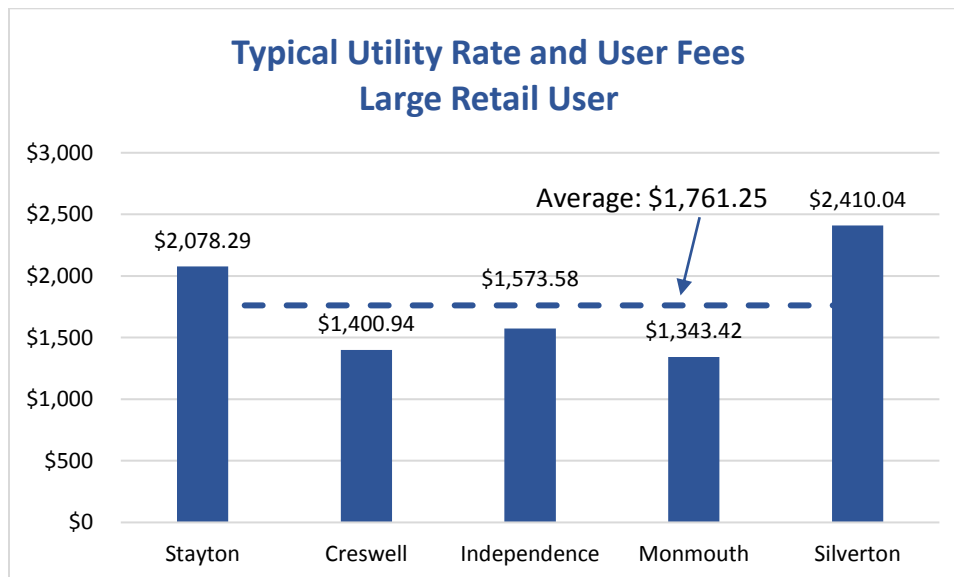


TABLE IV-4: PUBLIC UTILITY RATE AND USER FEE COMPARISON COMMERCIAL REPAIR USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Commercial Repair User	Usage Assumptions	Fee	Fee	Fee	Fee	Fee
Water	2,000 gallons (267 cubic feet), 1" water meter, 4" Fire Line, 3,000 SF building	\$53.31	\$62.16	\$91.18	\$33.38	\$34.26
Sewer	2,000 gallons (267 cubic feet) of average winter water usage	\$43.79	\$41.75	\$49.89	\$37.81	\$51.85
Storm	35,000 SF of impervious area	\$79.16	-	\$121.25	-	\$85.92
Street		\$5.00	-	-	-	\$9.20
TOTAL		\$181.26	\$103.91	\$262.32	\$71.19	\$181.23

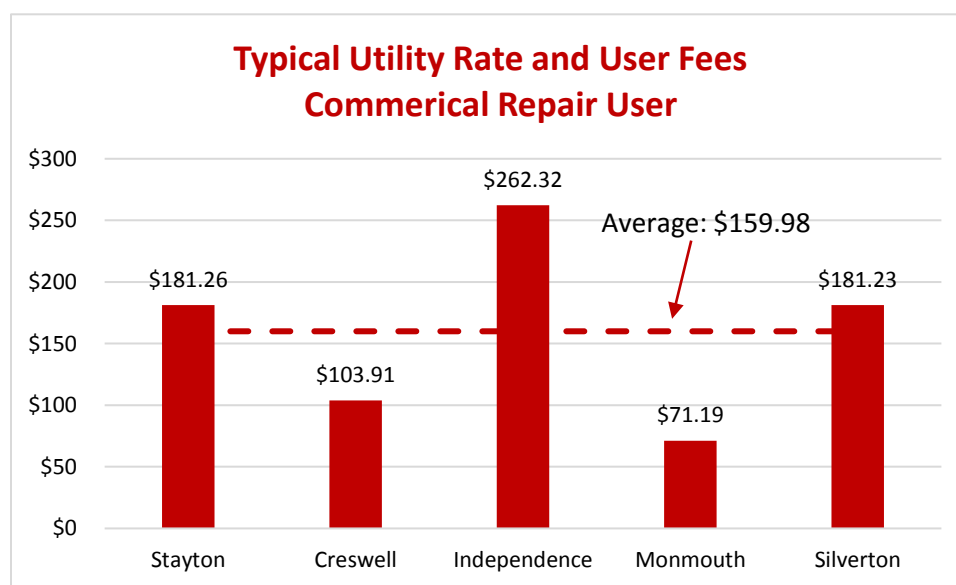
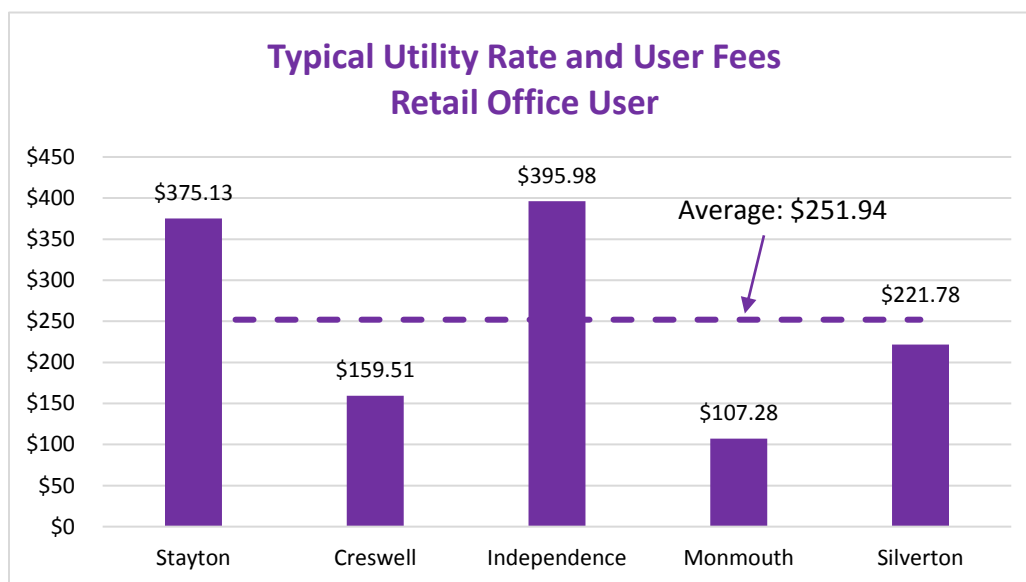


TABLE IV-5: PUBLIC UTILITY RATE AND USER FEE COMPARISON RETAIL OFFICE USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Retail Office User	Usage Assumptions	Fee	Fee	Fee	Fee	Fee
Water	10,000 gallons (1,337 cubic feet), 1.5" water meter, 8" Fire Line, 13,000 SF building	\$247.18	\$117.76	\$224.84	\$69.47	\$89.88
Sewer	1,000 gallons (134 cubic feet) of average winter water usage	\$43.79	\$41.75	\$49.89	\$37.81	\$36.78
Storm	35,000 SF of impervious area	\$79.16	-	\$121.25	-	\$85.92
Street		\$5.00	-	-	-	\$9.20
TOTAL		\$375.13	\$159.51	\$395.98	\$107.28	\$221.78



V. OBSERVATIONS

In Section IV of this report, utility rates and user fees are compared across all benchmark communities. This section summarizes the comparisons and provides observations and recommendations for next steps.

The City of Stayton water rate is the most complex of the benchmark communities. Generally, the City of Stayton charges less than other jurisdictions for water rates based on water meter size. For example, for a 4" water meter, the City of Stayton charges users \$826.94 less each month than if the same user were located in the City of Independence (though differences vary by jurisdiction). See Table V-1.

TABLE V-1: WATER METER BASE RATES BY JURISDICTION					
Category	Stayton	Creswell	Independence	Monmouth	Silverton
<i>Water Base Rate by Meter Size</i>					
5/8" to 3/4"	\$6.98	\$36.64	\$33.93	\$18.23	\$15.76
1"	\$17.49	\$56.73	\$71.26	\$25.52	\$26.25
1.25"	\$26.13	-	\$105.23	-	-
1.5"	\$34.88	\$94.12	\$149.34	\$32.79	\$52.50
2"	\$55.73	\$152.06	\$257.94	\$52.79	\$84.00
3"	\$104.57	\$415.14	\$570.19	\$200.33	\$168.00
4"	\$174.28	\$645.62	\$1,001.22	\$251.22	\$262.50
6"	\$348.46	\$1,258.66	\$2,243.10	\$382.48	-
8"	\$557.57	\$2,033.02	-	-	-
10"	\$801.55	-	-	-	-

In spite of the City of Stayton having some of the lowest water meter charges, total charges for utility rates and user fees tend to be higher in the City of Stayton than in other study cities. This is especially true when comparing large-scale users with high-water usage. As outlined in Table V-2, the City of Stayton has the highest total charges in both industrial user scenarios and second highest total rate in the large retail user scenario.

TABLE V-2: SAMPLE USER TOTAL UTILITY RATES AND USER FEES BY JURISDICTION					
Sample User	Stayton	Creswell	Independence	Monmouth	Silverton
<i>Light Manufacturing</i>	\$855.62	\$295.51	\$705.42	\$324.46	\$814.39
<i>Industrial Agricultural</i>	\$982.72	\$375.40	\$679.62	\$440.71	\$912.14
<i>Large Retailer</i>	\$2,078.29	\$1,400.94	\$1,573.58	\$1,343.42	\$2,410.04
<i>Commercial Repair</i>	\$181.26	\$103.91	\$262.32	\$71.19	\$181.23
<i>Retail Office</i>	\$375.13	\$159.51	\$395.98	\$107.28	\$221.78

All comparable cities in this study charge a water and sanitary sewer utility fee. The City of Stayton, the City of Independence, and the City of Silverton charge fees for stormwater and only the City of Stayton and the City of Silverton charge a street maintenance fee. Additionally, as part of the water utility rate, the City of Stayton charges a fire protection fee which disproportionately impacts large water users. Only the City of Independence charges a fire protection fee. These fees can be costly for large-scale users and contribute to the finding that Stayton's total utility rates are higher than in comparable cities.

Base Rates vs. Usage Rates

Typically, utility rates are a combination of base fees for providing the service and usage fees (commodity rates) for delivering the service on a per unit basis. Depending on how a city balances these two factors, the city can structure the rate schedule to offer incentives for specific types of users, potentially sparking growth in certain economic sectors.

A comparatively high usage rate and a comparatively low base rate favors users who have a wider usage variation over the course of a year. An industrial agricultural user will typically use more services during the growing months in summer/fall and less in the winter months. Additionally, as base rates are generally calculated by meter size, these user types typically require large meters to accommodate peak water usage times. A high base rate calculated using water meter size may disproportionately impact this user type, as these users would incur high utility costs even as their actual water usage is low in off-season months.

In the case of a high seasonal user, a comparatively low base rate is beneficial during these winter months, as the user is able to recoup some of the costs they incurred during the high water usage months. The high usage rate/low base rate scenario is also ideal for many types of small-scale office users who have consistently low usage and small meter sizes.

Recommendations

Based on the sample user comparisons and the observations above, Mackenzie recommends considering the following in further policy decisions about the City of Stayton's utility rates.

1. The City of Stayton may wish to simplify the manner in which rates are calculated or communicated. Potential employers and businesses may find it difficult to determine which fees apply and in what manner since utility bills do not itemize the individual components, which could hamper the ability for employers to conduct research or feasibility studies in the due diligence phase of development. This City of Monmouth provides an example of a best practice in communicating utility rates. Additionally, most cities don't charge a fire protection or street fee. These fees may be unfamiliar to new users.
2. To encourage large-scale users to grow in the City, Stayton could restructure the utility rates to focus on charging users higher usage fees and lowering the monthly base service rates.
3. The City should periodically conduct an analysis of actual operation costs and capital improvement costs for water, sewer, storm, and transportation. This will determine if current rates are in alignment with the actual costs of system operations. The City could then take advantage of any differential to serve as the nexus for an overall reduction in utility rates.

4. Consider direct action to incentivize the growth of large-scale industrial users including reducing rates for certain users if they agree to, and execute, an agreement to increase employment opportunities for Stayton residents (by way of comparison, Creswell charges a special water rate for industrial users). The rate subsidies can be supplemented by General Fund dollars to cover any resulting loss in utility rate or user fee income to cover operating costs.
5. Consider also comparing property tax rates for the benchmark communities to identify differences that could affect economic development potential over and above utility rates and user fees (it's possible that other cities have lower utility rates if they have higher property taxes and subsidize their utilities from their General Funds).

In all instances, City Council would need to balance competing demands and may wish to seek the assistance of a financial consultant since rate/user fee changes that benefit users and stimulate jobs may have negative financial consequences for the utility funds and/or the General Fund.



VI. APPENDIX: UTILITY RATE COMPARISON CALCULATIONS

PUBLIC UTILITY RATE AND USER FEE COMPARISON						
LIGHT MANUFACTURING USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Light Manufacturing User	Usage Assumptions	Calculation	Calculation	Calculation	Calculation	Calculation
<i>Water</i>	30,000 gallons (4,010 cubic feet), 1" water meter, 4" Fire Line, 45,000 SF building	Base Water Rate = \$12.04 Meter Charge for 1" Meter = \$17.49 Base Rate for 4" Fire Line Size = \$16.32 Fire Standby Charge for 30,000 SF building = \$324.40 \$1.18 per thousand gallons of usage = \$35.40 Fee = \$405.65	Base rate for 1" Water Meter = \$56.73 \$2.09 per hundred cubic feet of usage = \$85.69 Fee = \$142.42	Base rate for 1" Water Meter = \$71.26 \$3.25 per hundred cubic feet of usage = \$133.25 Fire Protection for 4" fire line = \$10.17 Fee = \$214.68	Base rate for 1" Water Meter = \$25.52 \$2.62 per hundred cubic feet of usage or portion thereof = \$107.42 Fee = \$132.94	Base rate for 1" Water Meter = \$26.25 \$2.67 per hundred cubic feet of usage = \$109.47 Fee = \$135.72
<i>Sewer</i>	30,000 gallons (4,010 cubic feet) of average winter water usage	\$10.94 per 1,000 gallons Fee = \$328.20	First 300 Cubic Feet = \$41.75 \$2.93 for each additional 100 cubic feet = \$111.34 Fee = \$153.09	Base rate (up to 7,200 gallons) = \$49.89 \$2.23 per 750 gallons over 7,200 gallons = \$69.13 Fee = \$119.02	Minimum Monthly Charge = \$37.81 \$0.04776 per cubic foot = \$191.52 Fee = \$191.52	Per Business = \$23.44 \$9.47 per hundred cubic feet = \$388.27 Fee = \$411.71
<i>Storm</i>	110,000 SF of Impervious Surface	Flat Fee for 40,001 SF or more of impervious area Fee = \$101.77	-	Base rate of \$1.46 \$10.89 per ERU (3,250 SF of impervious area) = \$370.26 Fee = \$371.72	-	\$7.16 per EDU (3,121 SF of impervious area) = \$257.76 Fee = \$257.76
<i>Street</i>		Flat fee Fee = \$20.00	-	-	-	Flat fee per business Fee = \$9.20
TOTAL		\$855.62	\$295.51	\$705.42	\$324.46	\$814.39

PUBLIC UTILITY RATE AND USER FEE COMPARISON						
INDUSTRIAL AGRICULTURAL USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Industrial Agriculture User	Usage Assumptions	Calculation	Calculation	Calculation	Calculation	Calculation
<i>Water</i>	45,000 gallons (6,016 cubic feet), 1" water meter, 4" Fire Line, 30,000 SF building	Base Water Rate = \$12.04 Meter Charge for 1" Meter = \$17.49 Base Rate for 4" Fire Line Size = \$16.32 Fire Standby Charge for 30,000 SF building = \$324.40 \$1.18 per thousand gallons of usage = \$53.10 Fee = \$423.35	Base rate for 1" Water Meter = \$56.73 \$2.09 per hundred cubic feet of usage = \$127.49 Fee = \$184.22	Base rate for 1" Water Meter = \$71.26 \$3.25 per hundred cubic feet of usage = \$198.25 Fire Protection for 4" fire line = \$10.17 Fee = \$279.68	Base rate for 1" Water Meter = \$25.52 \$2.62 per hundred cubic feet of usage or portion thereof = \$159.82 Fee = \$185.34	Base rate for 1" Water Meter = \$26.25 \$2.67 per hundred cubic feet of usage = \$162.87 Fee = \$189.12
<i>Sewer</i>	40,000 gallons (5,347 cubic feet) of average winter water usage	\$10.94 per 1,000 gallons Fee = \$437.60	First 300 Cubic Feet = \$41.75 \$2.93 for each additional 100 cubic feet = \$149.43 Fee = \$191.18	Base rate (up to 7,200 gallons) = \$49.89 \$2.23 per 750 gallons over 7,200 gallons = \$98.12 Fee = \$148.01	Minimum Monthly Charge = \$37.81 \$0.04776 per cubic foot = \$255.37 Fee = \$255.37	Per Business = \$23.44 \$9.47 per hundred cubic feet = \$511.38 Fee = \$534.82
<i>Storm</i>	75,000 SF of Impervious Surface	Flat Fee for 40,001 SF or more of impervious area Fee = \$101.77	-	Base rate of \$1.46 \$10.89 per ERU (3,250 SF of impervious area) = \$250.47 Fee = \$251.93	-	\$7.16 per EDU (3,121 SF of impervious area) = \$179.00 Fee = \$179.00
<i>Street</i>		Flat fee Fee = \$20.00	-	-	-	Flat fee per business Fee = \$9.20
TOTAL		\$982.72	\$375.40	\$679.62	\$440.71	\$912.14



PUBLIC UTILITY RATE AND USER FEE COMPARISON						
LARGE RETAIL USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Large Retailer	Usage Assumptions	Calculation	Calculation	Calculation	Calculation	Calculation
<i>Water</i>	140,000 gallons (18,715 cubic feet), 2" water meter, 6" Fire Line, 30,000 SF building	Base Water Rate = \$12.04 Meter Charge for 2" Meter = \$55.73 Base Rate for 6" Fire Line Size = \$31.65 Fire Standby Charge for 30,000 SF building = \$324.40 \$1.18 per thousand gallons of usage = \$165.20 Fee = \$589.02	Base rate for 2" Water Meter = \$152.06 \$1.81 per hundred cubic feet of usage for the first 800 cubic feet = \$14.48 plus \$3.94 per hundred cubic feet of usage from 801 to 20,000 cubic feet = \$709.20 Fee = \$875.74	Base rate for 2" Water Meter = \$257.94 \$3.25 per hundred cubic feet of usage = \$611.00 Fire Protection for 6" fire line = \$17.81 Fee = \$886.75	Base rate for 2" Water Meter = \$52.79 \$2.62 per hundred cubic feet of usage or portion thereof = \$ 492.56 Fee = \$545.35	Base rate for 2" Water Meter = \$84.00 \$2.67 per hundred cubic feet of usage = \$501.96 Fee = \$585.96
<i>Sewer</i>	125,000 gallons (16,710 cubic feet) of average winter water usage	\$10.94 per 1,000 gallons Fee = \$1,367.50	First 300 Cubic Feet = \$41.75 \$2.93 for each additional 100 cubic feet = \$483.45 Fee = \$525.20	Base rate (up to 7,200 gallons) = \$49.89 \$2.23 per 750 gallons over 7,200 gallons = \$352.34 Fee = \$402.23	Minimum Monthly Charge = \$37.81 \$0.04776 per cubic foot = \$798.07 Fee = \$798.07	Per Business = \$23.44 \$9.47 per hundred cubic feet = \$1,590.96 Fee = \$1,614.40
<i>Storm</i>	85,000 SF of Impervious Surface	Flat Fee for 40,001 SF or more of impervious area Fee = \$101.77	-	Base rate of \$1.46 \$10.89 per ERU (3,250 SF of impervious area) = \$283.14 Fee = \$284.60	-	\$7.16 per EDU (3,121 SF of impervious area) = \$200.48 Fee = \$200.48
<i>Street</i>		Flat fee Fee = \$20.00	-	-	-	Flat fee per business Fee = \$9.20
TOTAL		\$2,078.29	\$1,400.94	\$1,573.58	\$1,343.42	\$2,410.04

PUBLIC UTILITY RATE AND USER FEE COMPARISON						
COMMERCIAL REPAIR USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Commercial Repair User	Usage Assumptions	Calculation	Calculation	Calculation	Calculation	Calculation
<i>Water</i>	2,000 gallons (267 cubic feet), 1" water meter, 4" Fire Line, 3,000 SF building	Base Water Rate = \$12.04 Meter Charge for 1" Meter = \$17.49 Base Rate for 4" Fire Line Size = \$16.32 Fire Standby Charge for 3,000 SF building = \$5.10 \$1.18 per thousand gallons of usage = \$2.36 Fee = \$53.31	Base rate for 1" Water Meter = \$56.73 \$1.81 per hundred cubic feet of usage for the first 800 cubic feet = 5.43 Fee = \$62.16	Base rate for 1" Water Meter = \$71.26 \$3.25 per hundred cubic feet of usage = \$9.75 Fire Protection for 4" fire line = \$10.17 Fee = \$91.18	Base rate for 1" Water Meter = \$25.52 \$2.62 per hundred cubic feet of usage or portion thereof = \$7.86 Fee = \$33.38	Base rate for 1" Water Meter = \$26.25 \$2.67 per hundred cubic feet of usage = \$8.01 Fee = \$34.26
<i>Sewer</i>	2,000 gallons (267 cubic feet) of average winter water usage	Flat fee for up to 4,000 gallons Fee = \$43.79	First 300 Cubic Feet = \$41.75 Fee = \$41.75	Base rate (up to 7,200 gallons) = \$49.89 Fee = \$49.89	Minimum Monthly Charge = \$37.81 \$0.04776 per cubic foot = \$12.76 Fee = \$37.81	Per Business = \$23.44 \$9.47 per hundred cubic feet = \$28.41 Fee = \$51.85
<i>Storm</i>	35,000 SF of impervious area	Flat Fee for 30,001-40,000 SF impervious area Fee = \$79.16	-	Base rate of \$1.46 \$10.89 per ERU (3,250 SF of impervious area) = \$119.79 Fee = \$121.25	-	\$7.16 per EDU (3,121 SF of impervious area) = \$85.92 Fee = \$85.92
<i>Street</i>		Flat fee Fee = \$5.00	-	-	-	Flat fee per business Fee = \$9.20
TOTAL		\$181.26	\$103.91	\$262.32	\$71.19	\$181.23



PUBLIC UTILITY RATE AND USER FEE COMPARISON						
RETAIL OFFICE USER						
Typical User		Stayton	Creswell	Independence	Monmouth	Silverton
Retail Office User	Usage Assumptions	Calculation	Calculation	Calculation	Calculation	Calculation
<i>Water</i>	10,000 gallons (1,337 cubic feet), 1.5" water meter, 8" Fire Line, 13,000 SF building	Base Water Rate = \$12.04 Meter Charge for 1.5" Meter = \$34.88 Base Rate for 8" Fire Line Size = \$51.63 Fire Standby Charge for 13,000 SF building = \$136.83 \$1.18 per thousand gallons of usage = \$11.80 Fee = \$247.18	Base rate for 1.5" Water Meter = \$94.12 \$1.81 per hundred cubic feet of usage for the first 800 cubic feet = \$14.48 plus \$3.94 per hundred cubic feet of usage from 801 to 20,000 cubic feet = \$23.64 Fee = \$117.76	Base rate for 1.5" Water Meter = \$149.34 \$3.25 per hundred cubic feet of usage = \$45.50 Fire Protection for 8" fire line = \$30 (estimated) Fee = \$224.84	Base rate for 1.5" Water Meter = \$32.79 \$2.62 per hundred cubic feet of usage or portion thereof = \$36.68 Fee = \$69.47	Base rate for 1.5" Water Meter = \$52.50 \$2.67 per hundred cubic feet of usage = \$37.38 Fee = \$89.88
<i>Sewer</i>	1,000 gallons (134 cubic feet) of average winter water usage	Flat fee for up to 4,000 gallons Fee = \$43.79	First 300 Cubic Feet=\$41.75 Fee = \$41.75	Base rate (up to 7,200 gallons) = \$49.89 Fee = \$49.89	Minimum Monthly Charge = \$37.81 \$0.04776 per cubic foot = \$6.40 Fee = \$37.81	Per Business = \$23.44 \$6.67 per hundred cubic feet = \$13.34 Fee = \$36.78
<i>Storm</i>	35,000 SF of impervious area	Flat Fee for 30,001-40,000 SF impervious area Fee = \$79.16	-	Base rate of \$1.46 \$10.89 per ERU (3,250 SF of impervious area) = \$119.79 Fee = \$121.25	-	\$7.16 per EDU (3,121 SF of impervious area) = \$85.92 Fee = \$85.92
<i>Street</i>		Flat fee Fee = \$5.00	-	-	-	Flat fee per business Fee = \$9.20
TOTAL		\$375.13	\$159.51	\$395.98	\$107.28	\$221.78

EXHIBIT 1

**CITY OF STAYTON
RESOLUTION 982
UTILITY CHARGES**

RESOLUTION NO. 982

A RESOLUTION APPROVING CHANGES TO UTILITY CHARGES

WHEREAS, Stayton Municipal Code (SMC) Titles 13.16.440; 13.32; and 13.24.1190 require rates be established to pay for the costs of operating the City's water, stormwater and sanitary sewer utilities;

WHEREAS, such rates are to be set in Resolution form by the Stayton City Council;

WHEREAS, operating costs and capital facilities costs have increased due to inflation, since rates for each utility were last increased;

WHEREAS, water rates have not been adjusted since July 2010; stormwater rates since April 2017, and wastewater rates since July 2014;

WHEREAS, the Budget Committee approved and the City Council adopted the fiscal year 2018-19 budget including rate adjustments of the percentage change in the consumer price index over the past year of 2.8%; and,

WHEREAS, the Stayton City Council deems it appropriate and timely that utility rates be adjusted to adequately provide resources to properly operate and maintain the City's utility systems in accordance with the adopted master plans.

NOW THEREFORE, BE IT RESOLVED that:

Effective October 1, 2018, the City of Stayton's utility rates are as follows:

SECTION 1. WATER RATES

	Present	10/1/18	Change	% Change
a. Base rate:	\$ 11.71	\$ 12.04	\$ 0.33	2.80%
b. Meter charge per size of meter:				
3/4" to 5/8"	6.79	6.98	0.19	2.80%
1"	17.01	17.49	0.48	2.80%
1.25"	25.42	26.13	0.71	2.80%
1.5"	33.93	34.88	0.95	2.80%
2"	54.21	55.73	1.52	2.80%
3"	101.72	104.57	2.85	2.80%
4"	169.53	174.28	4.75	2.80%
6"	338.97	348.46	9.49	2.80%
8"	542.38	557.57	15.19	2.80%
10"	779.72	801.55	21.83	2.80%

Fire line schedule: Fire line charges shall be for the maintenance of the line only;
Does not include any water usage.

c.

Meter size:	Present	10/1/18	Change	% Change
3"	14.06	14.45	0.39	2.80%
4"	15.88	16.32	0.44	2.80%
6"	30.79	31.65	0.86	2.80%
8"	50.22	51.63	1.41	2.80%

Fire standby charge: A fire standby charge shall be levied on each occupancy served by City water. In occupancies that are served by more than one water service, the charge shall be levied only on one service.

d.

Customer type	Present	10/1/18	Change	% Change
Residential				
1 to 3 units	4.96	5.10	0.14	2.80%
4 to 15 units	20.47	21.04	0.57	2.80%
16 to 34 units	133.10	136.83	3.73	2.80%
Other occupancies				
Square fee of building				
up to 3,086	4.96	5.10	0.14	2.80%
3,087 - 12,345	20.47	21.04	0.57	2.80%
12,346 - 27,777	133.10	136.83	3.73	2.80%
27,778 - 49,382	315.56	324.40	8.84	2.80%
49,383 and over	616.35	633.61	17.26	2.80%

e.

Commodity charge: Rate per 1000 gallons of water use:	Present	10/1/18	Change	% Change
	1.15	1.18	0.03	2.80%

SECTION 2 SANITARY SEWER RATES

Class	Loading	Present	10/1/18	Change	% Change
A	Up to 4,000 gallons/month	\$ 42.60	\$ 43.79	\$ 1.19	2.80%
B	Up to 6,000 gallons/month	56.99	58.59	1.60	2.80%
C	Up to 10,000 gallons/month	106.40	109.38	2.98	2.80%

	Over 10,000 gallons/month (cost per thousand gallons)	10.64	10.94	0.30	2.80%
D	Commercial Recreational Vehicles	42.60	43.79	1.19	2.80%
E	Waste Disposal per gallon	0.46	0.473	0.013	2.80%

WINTER CONSUMPTION AND ASSIGNMENT OF USER CLASSES

Water consumption for the months of October through March shall be used to classify users except that the following classes are hereby established:

Single family units and manufactured homes	Class B
Duplexes with individual water meters, per unit	Class B
Apartments, per unit	Class B

New users to the system, other than houses and apartments, shall be billed based on actual water usage. Allowances for high summer water usage may be taken into account by the Finance Director for the City of Stayton. Accounts in which there is no correlation between water usage and sewerage discharge, as determined above, will be individually calculated by the Finance Director.

SECTION 3. STORM DRAINAGE USER FEES

Class	Category	Present	10/1/18	Change	% Change
<i>Residential</i>					
	Single family residential				
1	dwelling unit	\$ 5.50	\$ 5.65	\$ 0.15	2.80%
2	Duplexes (per dwelling unit)	5.50	5.65	0.15	2.80%
3	Mobile home or manufactured home park (per MH)	5.50	5.65	0.15	2.80%
4	Multi-family residential (per dwelling unit)	3.30	3.39	0.09	2.80%
<i>Non-residential</i>					
	Square feet of impervious surface area				
Category 1	Up to 2,500	5.50	5.65	0.15	2.80%
Category 2	2,501 - 5,000	8.25	8.48	0.23	2.80%
Category 3	5,001 -10,000	16.50	16.96	0.46	2.80%
Category 4	10,001 - 15,000	27.50	28.27	0.77	2.80%
Category 5	15,001 - 20,000	38.50	39.58	1.08	2.80%
Category 6	20,001 - 30,000	55.00	56.54	1.54	2.80%
Category 7	30,001 - 40,000	77.00	79.16	2.16	2.80%
Category 8	40,001 or more	99.00	101.77	2.77	2.80%

ASSIGNMENT OF USER CLASSES

In accordance with SMC Chapter 13.32 each residential and non-residential developed property in the City shall be assigned to a category of use in proportion to the amount of impervious surface on the property. The Finance Director may review and modify the category of use assignment, either upon request of the customer or as warranted, as permitted in SMC Chapter 13.32.

SECTION 4 APPEALS


In accordance with SMC Chapter 13.32, any utility customer who disputes any interpretation given by the City as to the category of use assigned to such owner's property may request a review and appeal such interpretation.

SECTION 5. REPEAL

Resolution numbers 858, 907, and 908 are hereby repealed effective October 1, 2018.

APPROVED BY THE STAYTON CITY COUNCIL THIS 20TH DAY OF AUGUST, 2018.

Date: 8/20/18

By: 
Henry A. Porter, Mayor

Date: 8/20/18

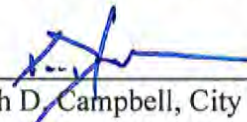
Attest: 
Keith D. Campbell, City Manager

EXHIBIT 2

**CITY OF STAYTON
RESOLUTION 864
TRANSPORTATION
MAINTENANCE FEES**

RESOLUTION NO. 864

A RESOLUTION APPROVING TRANSPORTATION MAINTENANCE FEES.

WHEREAS, the Stayton City Council has adopted Ordinance No. 932 which approves Chapter 3.30 of the Stayton Municipal Code "SMC" and establishes a Transportation Maintenance Program for the City of Stayton; and

WHEREAS, SMC 3.30.050 grants authority to the City Council to impose and levy a transportation maintenance fee upon all developed property within the City and that the fee shall be based on the direct and indirect use of or benefit derived from the use of public streets generated by the developed property; and

WHEREAS, SMC 3.30.060 states transportation maintenance fees are to be adopted by separate resolution; and

WHEREAS, the Stayton City Council deems it appropriate and timely for the City to enact a transportation maintenance fee to generate funds to perform routine maintenance and repair of the City's streets, sidewalks and transportation system.

WHEREAS, the fee authorized by this SMC Chapter 3.30 is not subject to the property tax limitations of Section 11(b), Article XI, of the Oregon Constitution.

NOW THEREFORE, BE IT RESOLVED by the Stayton City Council hereby adopts a transportation maintenance fee as follows:

SECTION 1. TRANSPORTATION MAINTENANCE FEE

Effective February 1, 2011 a transportation maintenance fee is imposed and levied upon the responsible party for all developed property within the City and will be collected with the monthly utility bills. The fee shall be based on the direct and indirect use of or benefit derived from the use of public streets generated by the developed property. The monthly transportation maintenance fee is hereby established and imposed for the following residential and non-residential use classifications as follows:

<u>Class</u>	<u>Category</u>	<u>\$/Month</u>
Residential	Single family residential dwelling unit	2.00
	Multi-family residential (per dwelling unit)	1.12
	Mobile Home Parks (per MH)	1.04
	Assisted Living / Congregate Care (per living unit)	0.50

Non-Residential

Category 1:	5.00
Category 2:	5.00
Category 3:	10.00
Category 4:	10.00
Category 5:	10.00
Category 6:	10.00
Category 7:	20.00
Category 8:	20.00
Category 9:	20.00
Category 10:	20.00
Category 11:	20.00

SECTION 2. ASSIGNMENT OF USER CLASSES

In accordance with SMC 3.30.060 each non-residential developed property in the City shall be assigned to a category of use according to the land use type listed SMC Chapter 3.30. The Finance Director may review and modify the category of use assignment, either upon request of the customer or as warranted, based on the actual trip generation patterns of the property in question.

SECTION 3. APPEALS

In accordance with SMC 3.30.090 any utility customer who disputes any interpretation given by the City as to the category of use assigned to such owner's property pursuant to SMC Chapter 3.30 may request a review and appeal such interpretation. At the time of filing an appeal with the City, a responsible part shall pay the following fees:

- | | | |
|----|--|---------------|
| A. | Review by the Finance Direction per SMC 3.30.090 | No filing fee |
| B. | Appeal to City Administrator per SMC 3.30.090.3 | \$ 20 |

SECTION 4. EFFECTIVE DATE

- A. This resolution will be effective February 1, 2011.
- B. This resolution will cease to be effective if SMC Chapter 3.30 is repealed.

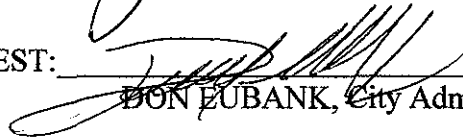
ADOPTED BY THE STAYTON CITY COUNCIL this 20th day of December 2010.

CITY OF STAYTON

Signed: 12/20, 2010

By: 
GERRY ABOUD, Mayor

Signed: 12/20, 2010

ATTEST: 
DON EUBANK, City Administrator

APPROVED AS TO FORM:


David A. Rhoten, City Attorney

EXHIBIT 3

**CITY OF CRESWELL
WATER AND SEWER
RATES**



Water & Sewer Rates

Water and Sewer Rates are set by Council in the form of a resolution. Rates are structured in order to meet the needs of operations, maintenance and debt service requirements of our water and sewer treatment facilities.

The following rates are as of 7/1/2018:

Water Rates:

City water meters measure in cubic feet. One cubic foot is 7.483 gallons. Water rates have two components which are the base rate, and usage rate. The City also provides water to customers outside city limits. Outside City Users are billed at a higher rate than inside City Users, as outlined below. A typical home uses a 5/8" or 3/4" meter. The following billing example is based upon inside city rates using this size meter.

Inside City Residential Rates:

Base Rate	\$36.64	
Usage	Usage Rate Charge	
<hr/>		
0 to 800 cubic feet feet	\$1.81	per hundred cubic
801 to 20,000 cubic feet feet	\$3.94	per hundred cubic

over 20,000 cubic feet feet	\$4.21	per hundred cubic
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Outside City Residential Rates:

Base Rate	\$52.67	
<u>Usage</u>		<u>Usage Rate Charge</u>

—

0 to 800 cubic feet feet	\$2.61	per hundred cubic
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801 to 20,000 cubic feet feet	\$5.57	per hundred cubic
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over 20,000 cubic feet feet	\$6.07	per hundred cubic
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Example Rate Calculation (based on 1200 cu ft of consumption)

Base Rate	\$36.64
Water usage (0 to 800 cu ft)	\$14.48
<u>Water usage (801 cu ft to 1200 cu ft)</u>	<u>\$15.76</u>
Total Water Bill	\$66.88

An **industrial water rate** has been established at \$2.09 per hundred cubic feet inside the city limits and \$2.93 per hundred cubic feet outside the city limits.

Sewer Rates:

Sewer Rates are based on billing seasons. The Council determined that during the summer months, most additional water consumption above the winter average is irrigation and outdoor consumption which does not place an additional burden on the sewer collections system. Winter months are

from October through April, and summer months are May through September. During the winter months, sewer bills are calculated on actual water consumption, which is to say that if you consume 900 cu ft of water, you will be billed for 900 cu ft of consumption for sewer. During the summer months, sewer bills are a flat rate, which is a simple average of your winter months' consumption. Each customer's flat rate is individually calculated, so your flat rate may not be the same as your neighbor's. The following billing example is based upon a single family residence inside city limits.

Inside City Residential Rates:

Base Rate (from 0 to 300 cu ft)	\$41.75
Overage Rate (each addt'l 100 cu ft)	\$ 2.93

Example Rate Calculation for winter months (based on 1200 cu ft of consumption)

Base Rate (first 300 cu ft)	\$41.75
<u>Overage (301 cu ft to 1200 cu ft)</u>	<u>\$26.37</u>
Total Sewer Bill	\$68.12

Example Rate Calculation for summer months (based on an average of 800 cu ft)

Base Rate (first 300 cu ft)	\$41.75
<u>Overage (301 cu ft to 800 cu ft)</u>	<u>\$14.65</u>
Total Sewer Bill	\$56.40

Once your average for the summer months is established, your sewer bill will be calculated on the same average until winter months begin in October.

The Utility Bill Calculator below can be used to estimate the charges. When the Excel spreadsheet opens click on enable editing at the top of the page. Then enter the base rate and water usage in the correct boxes and the calculator will automatically calculate the water and sewer bill. The

estimate is for inside the city limits. For outside the city limits, users can multiply a factor of 1.44 to the inside the city limits bill to get an estimate.

Supporting Documents

 [Utility Bill Calculator FY 2018-2019 \(12 KB\)](#)

FINANCE

Finance Overview
Airport Billing
Utility Billing
Online Bill Payment
Billing & Payment Information
Payment Options
Service Requests
Water & Sewer Rates
New Water and Sewer Rates Adopted for Fiscal Year 2018-2019
Finance Audits
Finance Budget
Budget Committee

Contact Information

Finance Staff

Finance Director James Piper 541-895-2531 x306 jpiper@creswell-or.us

Accounts Payable Clerk Carolyn Allen 541-895-2531 x302 callen@creswell-or.us

Accounts Receivable/Utility Clerk Michelle Furrer 541-895-2531 x301 mfurrer@creswell-or.us

Administrative Assistant Jennifer Gardiepy 541-895-2531 x300 jgardiepy@creswell-or.us or info@creswell-or.us

[*View Full Contact Details*](#)

13 South 1st Street P.O. Box 276 Creswell, Oregon 97426 | Phone: (541) 895-2531

[Home](#) [Staff Login](#)

EXHIBIT 4
**CITY OF
INDEPENDENCE
RESOLUTION 19-1496
EXHIBIT A UTILITY
RATE FEE SCHEDULE**

ADMINISTRATION (cont.)	
<u>Business Licenses (cont.):</u>	
<u>Entertainment Business License Fees</u>	
1. Amusement Device: 1- 4 devices	\$ 50.00 per fiscal year per device
5-15 devices	\$ 250.00 per fiscal year
16+ devices	\$ 250.00 + \$25.00 per ea add'l device over 15
2. Dance Floor	
Closing Time at or before 1:00 a.m.	\$ 150.00 per fiscal year
Closing Time after 1:00 a.m.	\$ 200.00 per fiscal year
3. Cigarette Vending Machine	\$ 30.00 per fiscal year per machine
<u>Auction/Auctioneers</u>	
1. Class 1, Regular Auction	\$ 200.00 Annually
2. Class 2, Temporary Auction	\$ 25.00 per day
3. Class 3, Closing Out Auction	\$ 25.00 per day
4. Class 4, Storage or temporary auction	\$ 200.00 Annually
5. Class 5, Temporary benefit auctions	\$ 5.00 per day
<u>Peddler/Solicitor</u>	
1. Individual	\$ 25.00 Annually
2. Crew license	\$ 50.00 plus \$5.00 each solicitor/peddler
<u>Secondhand/Junk Dealer</u>	\$ 25.00 Annually
<u>Mobile Vending</u>	
1. Base Fee	\$ 35.00 Annually
2. With Site Plan	\$ 75.00 Annually
<u>Social Games</u>	\$ 50.00 Annually
<u>Public Dances</u>	\$ 50.00 Ten Dances; \$5 ea additional dance
<u>Marijuana Businesses</u>	
1. Retailers	\$500.00 Application Fee \$300.00 Annual Renewal
2. Wholesalers/Manufacturers/Processors	Application Fee: Actual Costs, with \$1,000 Deposit \$1,000.00 Annual Renewal
L) Business Registration	
1. Application Fee	\$25.00
2. Annual Renewal	\$15.00
M) NSF Fees	\$ 35.00 per check or ACH returned for non-sufficient funds

DEPARTMENT	CHARGE/FEE
LIBRARY	
A) Overdue charges per day, all materials <i>1 day grace period</i> Overdue charges per hour - Laptop checkout	\$ 0.25 per day \$ 5.00 per hour, or fraction thereof
B) Printouts	\$ 0.10 per page
C) Copies: B&W	\$ 0.10 per page
Copies: Color	\$ 1.00 per page
D) Lost items	\$ 5.00 + Purchase Price
E) Processing Fee/Item	\$ 5.00
F) Non-Resident Card:	
1. Within CCRLS region	\$ 60.00 per family/year
2. Outside CCRLS region	\$ 75.00 per family/year
3. Local Option Card	\$ 35.00 per family/year
G) Replacement Library Card	\$ 1.00
H) Key Chain Library Card	\$ 1.00
I) Facility Fees	
1. Conference room, in excess of 4 hours	\$ 50.00
2. Conference room, off-hours fee	\$ 25.00
3. Coffee	\$ 3.00 per small airpot

DEPARTMENT	CHARGE/FEE
MUSEUM	
A) Copy Fees: 1. Photocopies	\$ 0.25 each
B) Research Fees	\$ 50.00 per hour
C) Shipping/Handling	postage cost, plus \$3.95 handling
D) Use of Museum Photographs:	
1. Personal Use:	
Digital Image provided via email (if available)	\$ 1.50
Digital Image provided on CD	\$ 2.50
Digital Printed on Photo Papger (8"x10")	\$ 5.00
Scan of Original (if not already available)	\$ 10.00 (add to print charge)
Photocopy	\$ 1.00
2. For Publication:	
Exhibition or Public Display:	
For Profit: 11" x 14" or smaller	\$ 25.00
Non-Profit: 11" x 14" or smaller	\$ 12.00
For Profit: 12" x 15" to 40" x 60"	\$ 30.00
Non-Profit: 12" x 15" to 40" x 60"	\$ 15.00
For Profit: Larger than 40" x 60"	\$ 50.00
Non-Profit: Larger than 40" x 60"	\$ 25.00
Books, Calendars, Filmstrip, Video, DVD, CD-ROM or other digital media:	
For Profit: 1-5000 copies	\$ 20.00
Non-Profit: 1-5000 copies	\$ 10.00
For Profit: 5001-10,000 copies	\$ 50.00
Non-Profit: 5001-10,000 copies	\$ 25.00
For Profit: over 10,000 copies	\$ 100.00
Non-Profit: over 10,000 copies	\$ 50.00
Serials (by circulation):	
For Profit: Under 50,000	\$ 25.00
Non-Profit: Under 50,000	\$ 12.00
For Profit: 50,001 – 100,000	\$ 50.00
Non-Profit: 50,001 – 100,000	\$ 25.00
For Profit: over 100,000	\$ 100.00
Non-Profit: over 100,000	\$ 50.00
Broadcast Television or Motion Picture Use:	
For Profit:	\$ 65.00
Non-Profit:	\$ 32.00
Advertising (television or print media)	
For Profit:	\$ 100.00
Non-Profit:	\$ 50.00
Internet/Website (only with credit line)	
For Profit:	\$ 50.00
Non-Profit:	\$ 25.00

POLICE DEPARTMENT

A) Copy Fees	
1. Photocopies:	\$ 1.00 per page
2. Audio/Video/CD/DVD	\$ 20.00 per tape/CD/DVD
3. Electronic Search of City Server	\$ 20.00 per CD/DVD + \$100/hour (1 hr. minimum)
4. Test Score Transfer	\$ 12.00 per test score result, per applicant, per request
5. Non Standard Documents	All costs associated with reproduction
6. Police Video/Blurring/Electronic Redaction	\$ 20.00 per CD/DVD or digital media + \$100/hr (1/2 hr minimum)
B) Facsimile - send	\$ 2.00 per page
C) Facsimile - receive	\$ 1.50 per page
D) Fingerprinting	\$ 20.00 first card \$ 10.00 each additional card
E) Liquor License Applications	
1. New	\$ 100.00
2. Renewal	\$ 35.00
3. Change (ownership, location, privilege)	\$ 75.00
4. Compliance Plan	\$ 250.00
5. Temporary Permit	\$ 35.00
F) Photos	\$ 8.00
G) False Alarms	
1. Business and Residential (per calendar year)	No charge 1st two false alarms \$ 25.00 3rd alarm \$ 50.00 4th alarm \$ 100.00 5th alarm and greater
2. Other (car alarms, etc.)	\$ 25.00 per alarm, after 4th false alarm in calendar year
H) Vehicle Tows - Administrative Fee	\$ 75.00
I) Vehicle Impound (Daily Rate)	\$ 35.00 per day
J) Dog Licenses:	
1. Spayed or Neutered	One Year: \$ 10.00 13-36 months: \$ 1.00 per month, \$26.00 maximum Three Years: \$ 26.00
2. Non-Spayed or Non-Neutered	One Year: \$ 25.00 13-36 months: \$ 2.00 per month, \$75.00 maximum Three Years: \$ 75.00
3. Late Fee	\$ 15.00 if not renewed within 60 days from expiration
K) Dog Impound Fees: (per calendar year)	
1. Impound Fees	\$ 35.00 first impound \$ 55.00 second impound \$ 100.00 each subsequent impound
2. Daily Boarding Fee	\$ 20.00 day
L) Records Research	
1. Up to 10 minutes	\$ 5.00 fee, plus \$5.00/first 5 pages
2. 10 min - 2 hours	\$ 25.00 per hour + related fees (per page, CD/DVD)
3. Over 2 hours	Employee personnel service cost + related fees
M) Personnel Costs:	
1. Court issued subpoena for Defense	\$ 35.00 per subpoena
2. Private police service contracting	\$ 65.00 per hour, regular officers + deposit \$ 35.00 per hour, reserve/cadet officers + deposit (deposit = 1/2 estimated cost)
N) Parking Violations - City Code, §10.20	
1. Time Violation	\$ 10.00
2. All other violations of IMC §10.20	\$ 20.00
3. Late Payment Fee	
a. After 7 days of issuance	\$ 15.00
b. After 30 days from issuance	\$ 30.00

DEPARTMENT	CHARGE/FEE
COMMUNITY DEVELOPMENT	Amended: Res #18-1491 / Effective 01/01/2019
Planning	Base Fee
LAND USE APPLICATION FEES*:	
A) Annexation Petition (Type III)	\$ 2,000.00
B) Comprehensive Plan Change Request (Type IV)	\$ 2,500.00
C) Conditional Use (Type II)	\$ 2,000.00
D) Manufactured Home Dwelling Park (Type II)	\$1,500.00 fee, plus \$150.00/dwelling unit
E) Partitions:	
-Major (project includes creation of street) (Type II)	\$1,500.00 fee, plus \$150.00 / lot
-Minor (project does NOT include creation of street) (Type I)	\$250.00 per lot, plus notice fee
F) Lot Line Adjustment (Type I)	\$400.00 fee, plus notice fee
G) Planned Unit Development (Type II)	\$1,500.00 fee, plus \$150.00 / dwelling unit
H) Site Design Review (Type I / II)	\$2,500.00
I) Subdivisions: (Type II)	
Tentative subdivision application filing fee	\$2,500.00 fee, plus \$150.00 / lot
Inspection Fee, per 90.60.075 (L)(1)	4% of an approved, stamped engineer's cost estimate
J) Urban Growth Boundary Change Request	\$5,000.00
K) Variance (Admin: Type I / Other: Type II)	\$ 1,000.00
L) Zone Change (Type III)	\$2,500.00
M) Land Use Pre-Application Fee	\$300.00 Where required
OTHER PLANNING FEES:	
N) Appeal	Decision without public hearing: \$250 Decision with public hearing: Actual Costs, with \$500 deposit
O) Certified Abutters List + 2 Address Labels Sets	\$ 25.00
P) Copies:	
Comprehensive Plan	\$ 75.00
Development Code	\$ 35.00
Subdivision Ordinance	\$ 15.00
Master Plans	\$ 75.00 per plan document
Q) Floodplain Development Permit	\$ 200.00
R) Administrative Fee	10% of all billable charges
S) Notice Fee	\$ 60.00
T) Right-of-Way Utility Construction Permit	
-Major (Project costs greater than \$15,000)	\$ 200.00
-Minor (Project costs under \$15,000)	\$ 50.00
U) Vacation of Property	\$ 500.00
V) Final Site Design Review	\$ 500.00
W) Code Interpretation	\$ 500.00
X) Code Text Amendment	\$2,500.00
Y) Legal Lot Determination	\$ 400.00
Z) Final Plat Review	\$ 750.00
AA) Non-conforming Use/Zoning Confirmation	\$ 250.00
BB) Historic Review	\$ 150.00
CC) Willamette Greenway	\$ 200.00
<p>*All land use application fees are a base fee amount to be paid to the City. An Agreement for Payment of Land Use Application Fees in the form attached hereto, must be executed by the property owner and submitted to the City with the application Base Fee, as a component of the City's required application fees. The Agreement shall be recorded against the subject property and run with the land. If the City's costs for processing an application exceed the Base Fee, the full cost due and payable will be the City's actual cost, including but not limited to hourly rates for planning, public works, engineering, City administration, legal, wetland and other consultants.</p>	
NOTE: ALL FEES ARE NON-REFUNDABLE	

DEPARTMENT	CHARGE/FEE
COMMUNITY DEVELOPMENT (continued)	
Building	
A) Sign Permits	\$ 250.00 + building permit fee
B) Fence Permit	\$ 35.00
C) Mobile Home Placement	\$ 297.00
D) Building Moving Permit	\$ 100.00 + building permit fee, if necessary
E) Business Occupancy Certification	\$ 75.00
Park Use	
A) Neighborhood parks, Riverview Park picnic areas:	
1. Civic/Not for Profit	\$ 20.00 non-refundable fee, + \$50.00 refundable deposit
2. Private	\$ 35.00 non-refundable fee, + \$50.00 refundable deposit
3. Commercial	\$ 60.00 non-refundable fee, + \$500.00 refundable deposit
4. Additional weekends reserved	\$ 50.00 per day
B) Riverview Park amphitheater (based on attendance):	
1. 0 - 74	\$ 100.00 non-refundable fee, + \$50.00 refundable deposit
2. 75 - 299	\$ 150.00 non-refundable fee + \$500.00 refundable deposit
3. 300 - 599	\$ 300.00 non-refundable fee + \$500.00 refundable deposit
4. 600 - 999	\$ 450.00 non-refundable fee + \$750.00 refundable deposit
5. 1,000 +	\$ 600.00 non-refundable fee + \$750.00 refundable deposit
Additional fee, if entry fee charged by organizer:	\$ 1.00 per ticket sold or provided
C) Stage Rental:	
1. Basic Stage - Commercial or For-Profit	\$ 400.00 per day; \$200.00 deposit at time of reservation
2. Extended Stage - Commercial or For-Profit	\$ 500.00 per day; \$200.00 deposit at time of reservation
3. Basic Stage - Non-Profit or Civic	\$ 250.00 per day; \$100.00 deposit at time of reservation
4. Extended Stage - Non-Profit or Civic	\$ 350.00 per day; \$100.00 deposit at time of reservation
5. Transport	FEMA Schedule of Equipment, hourly rate + current Federal mileage rate
6. Stage Deployment Technician/On-Site Technician	\$ 50.00 per hour
7. Sound Technicians (2 min.) & Equipment	\$ 50.00 per hour, per technician
8. Removal/Storage/Return of Stage Equipment	\$ 150.00
9. Spider Box for Stage use & when transported	\$ 500.00 Refundable deposit; to be paid 7 days prior to event

DEPARTMENT		CHARGE/FEE
COMMUNITY DEVELOPMENT (continued)		
Public Works		
A) Fire Hydrant Flow Meter Rental		\$ 100.00 per month, plus current water unit rate per unit used \$ 100.00 deposit
B) Construction Base Water Rate		\$31.33 base, plus current water unit rate per unit used
C) Driveway Curb Cut		\$ 30.00
D) Sidewalk Permit		\$ 30.00
E) Miscellaneous Equipment		
1. Backhoe		\$ 60.00 per hour
2. Chain Saw		\$ 20.00 per hour
3. Chop Saw		\$ 20.00 per hour
4. Jackhammer		\$ 45.00 per hour
5. Sweeper		\$ 60.00 per hour
6. Trash Pump		\$ 20.00 per hour
7. Truck, Dump		\$ 45.00 per hour
8. Truck, Utility		\$ 35.00 per hour
9. Vibra Plate		\$ 20.00 per hour
F) Equipment Operator		Hourly Rate per Federal Public Works rate
G) Development Review and Inspections:		
Residential	Public Construction Plan Review	1% of an approved public improvement cost estimate
	Private Construction Plan Review	no fee
	Public Construction Inspection	4% of an approved public improvement cost estimate
	Private Construction Inspection	no fee
Commercial	Public Construction Plan Review	1% of an approved public improvement cost estimate
	Private Construction Plan Review	No base fee. City will invoice applicant for actual time spent.
	Public Construction Inspection	4% of an approved public improvement cost estimate
	Private Construction Inspection	No base fee. City will invoice applicant for actual time spent.
Notes:		
<ul style="list-style-type: none"> - Non-refundable fee of \$1,000 due at time of required pre-design meeting; - Plan review fee deposit, less the \$1,000 pre-design fee, due at submission of engineered plans for review; - Monthly billing of any fees exceeding the plan review fee deposit, payable within 30 days; - Final reconciliation of project review costs, including city engineer fees and public works staff expenses, to be completed at project completion, with any final balance due to be paid before City acceptance of project. If a refund is due, the City shall issue refund within 30 days of city acceptance. 		

DEPARTMENT	CHARGE/FEE
ENTERPRISE OPERATIONS	
Utility Billing and Collection	
<i>Deposits:</i>	\$ 150.00 Due at time of application
<i>Miscellaneous:</i>	
Posting fee	\$ 15.00
Late Charge	10% (\$10 minimum)
Reinstatement Fee	\$ 50.00
Tampering Fee	\$ 50.00 plus damage costs, if any

Stormwater Utility	Current: Effective 04/2018: (Res 05-1148 / + annual increase)
All Users:	\$ 1.46 monthly, base rate
	\$ 10.89 per ERU, monthly

Water Utility	Effective 02/01/2019:
<i>Rates - Residential, Commercial, Industrial:</i>	
Meter Size	Monthly Minimum:
5/8" - 3/4"	33.93
1"	71.26
1-1/4"	105.23
1-1/2"	149.34
2"	257.94
3"	570.19
4"	1,001.22
6"	2,243.40
Usage Rate, \$ per 100 cubic feet of water	3.25
<i>Private fire protection: hydrants/sprinklers</i>	
Connection Size	Monthly Rate:
2"	7.64
4"	10.17
6"	17.81
<i>Public Fire Protection</i>	
Annual Fee	1,566.03
<i>Service Connection Fees:</i>	
Service Size	
3/4"	\$ 250.00
1"	\$ 282.00
1-1/2"	\$ 970.00
2"	\$ 1,100.00
3"	\$ 1,850.00
4"	\$ 1,900.00
6"	\$ 2,700.00

Sewer Utility		Effective 02/01/2019:	
<i>User Fees:</i>			
Residential - base (monthly, per ERU)		49.89	
Commercial - base (monthly, per ERU) plus		49.89	
- water usage over 1 ERU		2.23	
<i>Service Connection Fees:</i>			
1. Single-Family Residence		\$ 400.00	
2. Multi-Unit Residential Buildings		\$ 400.00	First Unit
		\$ 200.00	Each additional unit
3. Mobile Home Court spaces		\$ 150.00	per space
4. Commercial/Industrial Buildings		\$ 10.00	per 100 square feet floor space
5. Buildings not previously connected to sewer:			
Single-Family Residence, Constructed prior to 7/22/76		\$ 200.00	
Single-Family Residence, Constructed after 7/22/76		\$ 400.00	
Multi-Unit Bldgs, Constructed prior to 7/22/76		\$ 200.00	First unit
		\$ 100.00	Each additional unit
Multi-Unit Bldgs, Constructed after 7/22/76		\$ 400.00	First unit
		\$ 200.00	Each additional unit

EXHIBIT 5

**CITY OF MONMOUTH
RESOLUTION 1834
SEWER RATES**

CITY OF MONMOUTH, COUNTY OF POLK

STATE OF OREGON

A Resolution Establishing New Rates)
For Sanitary Sewer Service and)
Repealing Resolution No. 1725)

RESOLUTION NO. 1834

WHEREAS, the City, in 2016, updated its Sewer System Capital Improvements Plan that identified \$3.224 million (year 2016\$) in necessary capital improvement projects to the City's sewer system which will be needed over the next 5 years; and

WHEREAS, the City developed a sewer system financial plan to identify rate levels needed to fund the capital improvements, along with the continued operation and maintenance of the system; and

WHEREAS, winter average water use is an accepted indicator of sewage volume for individual customers; and

WHEREAS, City staff has reviewed the financial plan and reports that there are no significant changes in the forecast of costs and revenues;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MONMOUTH, OREGON, AS FOLLOWS:

Section 1. The following are hereby adopted as the sanitary sewer rates for the City:

Customer Class	Volume Rate Per Cubic Foot	Minimum Monthly Charge
Residential Service	\$0.04776	\$37.81
All Other Services	\$0.04776	\$37.81

Section 2. Monthly sewer volume for each sewer service shall be calculated by averaging the winter water consumption from the December, January, February, and March billing periods for each sewer service.

Section 3. Charges for sewer service shall be billed monthly. New connections shall be charged during the first year of the use on the basis of average water use for similar customers. New customers or customers discontinuing service shall be charged only for those billing periods in which water service is provided. Short-term discontinuance of water service shall not relieve a customer of the obligation to pay the rates set forth herein.

Section 4. Staff shall annually review the sewer system financial plan and report to the City Council any significant deviations between the forecasted costs and revenues and the actual costs and revenues.

Section 5. Resolution No. 1725, passed by the City Council and signed by the Mayor on June 7, 2011, is hereby repealed.

Section 6. This Resolution shall be effective on May 15, 2017.

Adopted and approved by the City Council and
signed by the Mayor: April 18, 2017

Steven V. Milligan, Mayor

ATTEST:

Phyllis L. Bolman, City Recorder

EXHIBIT 6

**CITY OF MONMOUTH
RESOLUTION 1868
WATER RATES**

CITY OF MONMOUTH, COUNTY OF POLK

STATE OF OREGON

A Resolution Establishing New Rates)
For Water Service and Repealing)
Resolution No. 1845.)

RESOLUTION NO. 1868

WHEREAS, the City, in 2018, updated its Water System Capital Improvements Plan that identified \$2,761,550 (year 2018 dollars) in necessary capital improvement projects to the City's water system which will be needed over the next 5 years; and

WHEREAS, the City maintains a water system financial plan to identify rate levels needed to fund the capital improvements, along with the continued operation and maintenance of the system; and

WHEREAS, the City previously conducted a cost of service analysis to establish equitable cost recovery through the fixed and variable components of the water rates; and

WHEREAS, City staff has reviewed the financial plan and reports that there are no significant changes in the forecast of costs and revenues;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MONMOUTH, OREGON, AS FOLLOWS:

Section 1. The following are hereby adopted as the water rates for the City:

METER SIZE	SERVICE CHARGE
5/8" x 3/4"	\$ 18.23
1"	\$ 25.52
1-1/2"	\$ 32.79
2"	\$ 52.79
3"	\$200.33
4"	\$251.22
6"	\$382.48

CUSTOMER CLASS	VOLUME RATE PER 100 CUBIC FEET (OR PORTION THEREOF)
Residential.....	\$2.62
General Service.....	\$2.62

Section 2. Staff shall annually review the water system financial plan and report to the City Council any significant deviations between the forecasted costs and revenues and the actual costs and revenues.

Section 3. Resolution No. 1845, passed by the City Council and signed by the Mayor on June 20, 2017, is hereby repealed.

Section 4. This Resolution shall be effective on May 15, 2018.

Adopted and approved by the City Council and signed by the Mayor: June 19, 2018

Steven V. Milligan, Mayor

ATTEST:

Phyllis L. Bolman, City Recorder

EXHIBIT 7

**CITY OF SILVERTON
RESOLUTION 17-07
WATER, SEWER, AND
IMPROVEMENT
RATES**

WATER RATES
(RESOLUTION 17-07 EFFECTIVE 7/1/2017)

CALCULATING YOUR WATER CHARGES:

Your charge is made up of three parts, a **base charge**, a **fixed fee** and a **usage charge**. The following charges are for all Residential, Commercial and Industrial users **inside** the city limits. Customers outside of the city limits are charged at 1.5 times the residential rate for both water and sewer.

I. **Base Charge** - A monthly flat charge based on meter size.

All Multi-Family Residential, Commercial and Industrial inside the City:

<u>Your Meter Size</u>	<u>Base Charge</u> (monthly)
5/8 & 3/4 inch	\$ 15.76
1 inch	\$ 26.25
1 ½ inch	\$ 52.50
2 inch	\$ 84.00
3 inch	\$ 168.00
4 inch	\$ 262.50

All Single Family Residential inside the City:

<u>Your Meter Size</u>	<u>Base Charge</u> (monthly)
1 inch and smaller	\$ 15.76
1 ½ inch	\$ 52.50
2 inch	\$ 84.00
3 inch	\$ 168.00
4 inch	\$ 262.50

II **Fixed Fee** - \$4.09 per dwelling unit

III **Use Charge** - \$2.67 per 100 cubic feet of water consumed

IV **How to calculate water portion of your bill.**

$$\begin{array}{r}
 \text{(_____)} + \text{(_____)} + \text{(_____)} = \text{_____} \\
 \text{Base Charge} \quad \text{Fixed Fee} \quad \text{Use Charge} \quad \text{Total Water Charge} \\
 \text{(Use table above)} \quad (\$4.09 \text{ per dwelling unit}) \quad (\$2.67 \times \text{your typical usage} \\
 \text{in hundreds of cubic ft})
 \end{array}$$

SEWER RATES
(RESOLUTION 17-08 EFFECTIVE 7/1/2017)

CALCULATING YOUR SEWER CHARGES:

Your sewer charge is made up of two parts, a **base** charge and a **usage** charge. The following charges are for all users **inside** the city limits.

- I. **Base Charge** A monthly flat charge based on fixed billing and administrative costs - \$ 23.44 monthly per business or dwelling unit.

- II. **Use Charge** A use charge to a residential user shall be based on said users average monthly water consumption for the previous months of November, December, January, February, March and April as read from the user's water meter. In the case where water service has been turned off for not more than one month during the six (6) winter months, the five (5) remaining months of record shall be used for calculating the average. Residential customers now have the option to “opt-out” of the averaging method and have the use charge based on actual usage. To do this the customer must complete the applicable form by April 30 and submit it to the Finance Department. The customer will remain on this method until requesting a change.

Commercial user charges shall be based on the user's actual monthly metered water consumption.

<u>Class of User</u>	<u>Base Rate Schedule</u>
Residential	\$6.67 per 100 cubic feet of water consumption.
Commercial I	\$6.67 per 100 cubic feet of water consumption.
Commercial II	\$7.99 per 100 cubic feet of water consumption.
Commercial III	\$9.47 per 100 cubic feet of water consumption.
Commercial IV & Industrial	\$4.99448/Ccf of Flow \$0.5339/lb of BOD \$0.5339/lb of TSS

III **How to calculate the sewer portion of your bill**

(_____)	+	(_____)	=	_____
Base Charge		Use Charge		Total Sewer Charge
(\$23.44 times dwelling or business units)		(Rate class from table above times <u>your</u> average usage for residential customers or typical monthly usage for commercial customers in hundreds of cubic feet)		

All new and other residential customers who don't have sufficient usage for the averaging period will have their sewer charge based on actual usage up to a **maximum** \$75.47 per month; this is based on 1.5 times the city wide average water consumption of 520 cf. Which means customers will be billed **up to a maximum** amount of 780 cf. Customers will remain on this billing method until they qualify for the averaging method. (Updated: 5/30/18)

IMPROVEMENT RATES

(Resolution 17-05/17-06 Effective 07/01/2017)

Storm Water System Fee - for planning, management, construction, preservation, maintenance and where necessary, alteration of the City's storm water system: \$7.16 based on impervious surface.

Park Fee - for construction, operation and/or maintenance of park and marine properties owned or controlled by the City: \$1.55 per unit.

Street Maintenance Fee - planning, management, construction, preservation, maintenance and where necessary, alteration of city owned or controlled streets as a way to supplement other sources of revenue for those purposes: \$9.20 per unit.

ADMINISTRATIVE FEES

(RESOLUTION 14-35 EFFECTIVE 7/7/2014)

Processing Fee \$10.00

Utility Deposit \$75.00

Utility Payment Late Fee Accounts not paid by 5pm on the due date of the 16th of each month: \$5.00

Delinquent Charge 1.5 percent monthly interest charge on the past due balance shall be added to the account if the utility bill is not paid by the last day of the month.

Administrative Fee Accounts not paid by 5pm on the day before shut-off day: \$40.00

Returned Check Fee \$25.00

After Hours Fee \$45.00

Garden Meter Turn On \$10.00

Leak Adjustment Service Fee Deducted from credit allowed per Ord 13.24.210: \$10.00

Physical Verification of Units \$20.00



STAYTON COMPETITIVE BENCHMARKING

January 2019





BENCHMARKS



BENCHMARKS

- Creswell, OR
- Dallas, OR
- Hood River, OR
- Independence, OR
- Lebanon, OR
- Monmouth, OR
- Ridgefield, WA
- Sheridan, OR
- Silverton, OR
- Wellington, CO



DEMOGRAPHICS



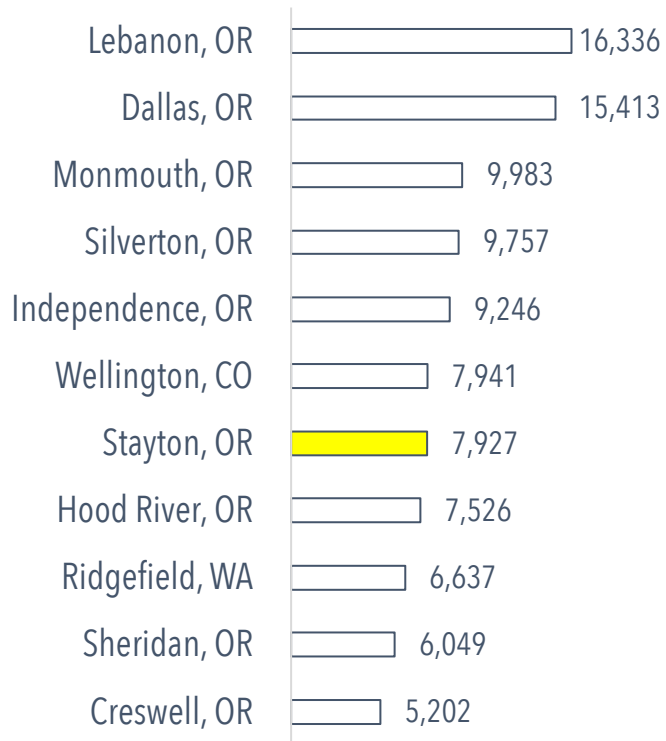
TAKEAWAYS

- **Population Growth Consistent with National Average.**
Approximately 7,900 residents call Stayton home, a 3.1% increase since 2013 – a gain of 237 residents.
- **Millennial Population.**
Millennials make up 16.4% of the city's residents – 5% less than the U.S. average but on par with Dallas and Creswell. The city's Millennial population is down 25% since 2013, while the U.S. average is up by 17%.
- **Younger Median Age.**
Stayton's median age is 34.4, ranking it as the fourth youngest city among the benchmarks and well-below the U.S. median age of 37.8.
- **Hispanic Residents.**
Approximately 1,700 Stayton residents are Hispanic (21% of the population) – ranking third among the benchmark cities (behind Independence and Hood River) and above the U.S. average (17%).
- **Foreign-Born Residents.**
A little more than 10% of Stayton residents are foreign-born, ranking fourth among the benchmark cities.



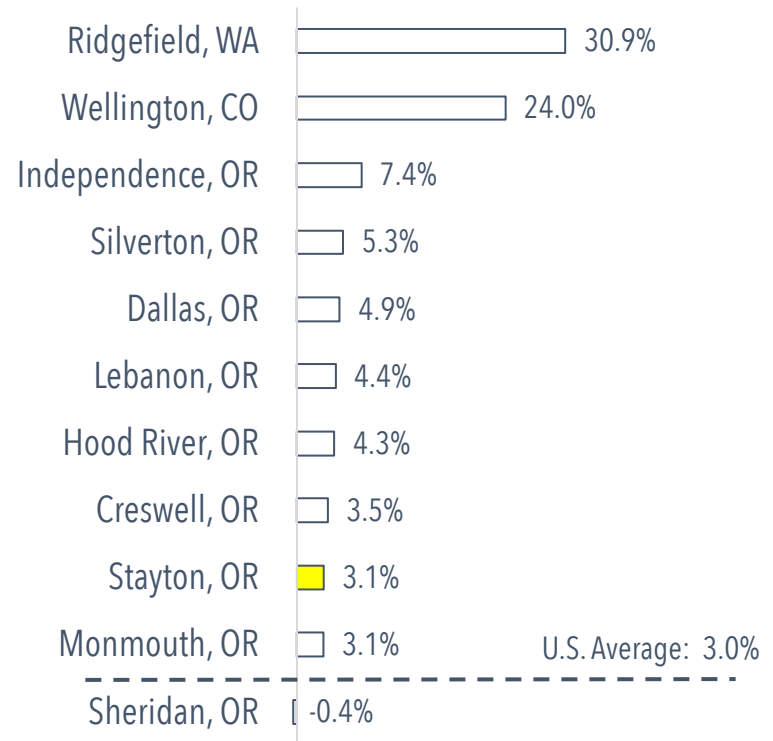
DEMOGRAPHICS

Population, 2017



Source: U.S. Census American Community Survey 2017

Population 5-Year Growth, 2013-2017

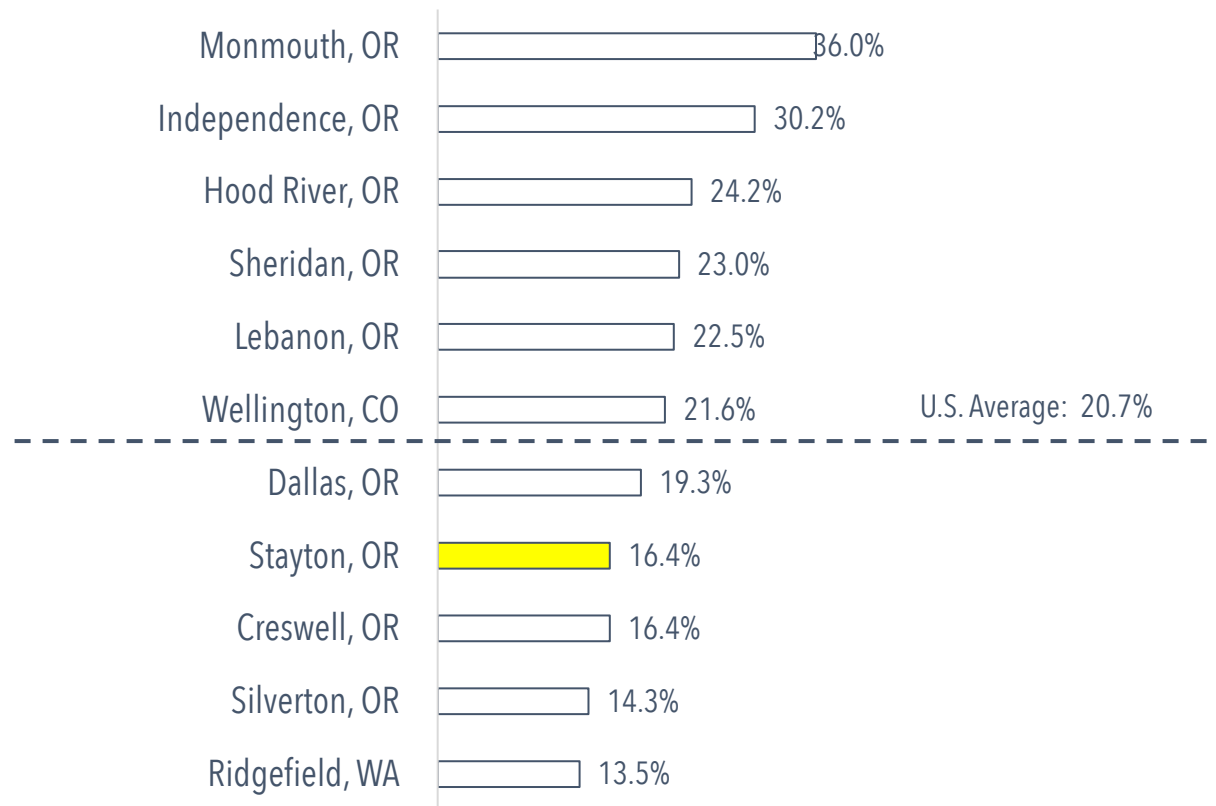


Source: U.S. Census American Community Survey 2017-2013



DEMOGRAPHICS

Millennial (20-34) Population (Share of Residents), 2017

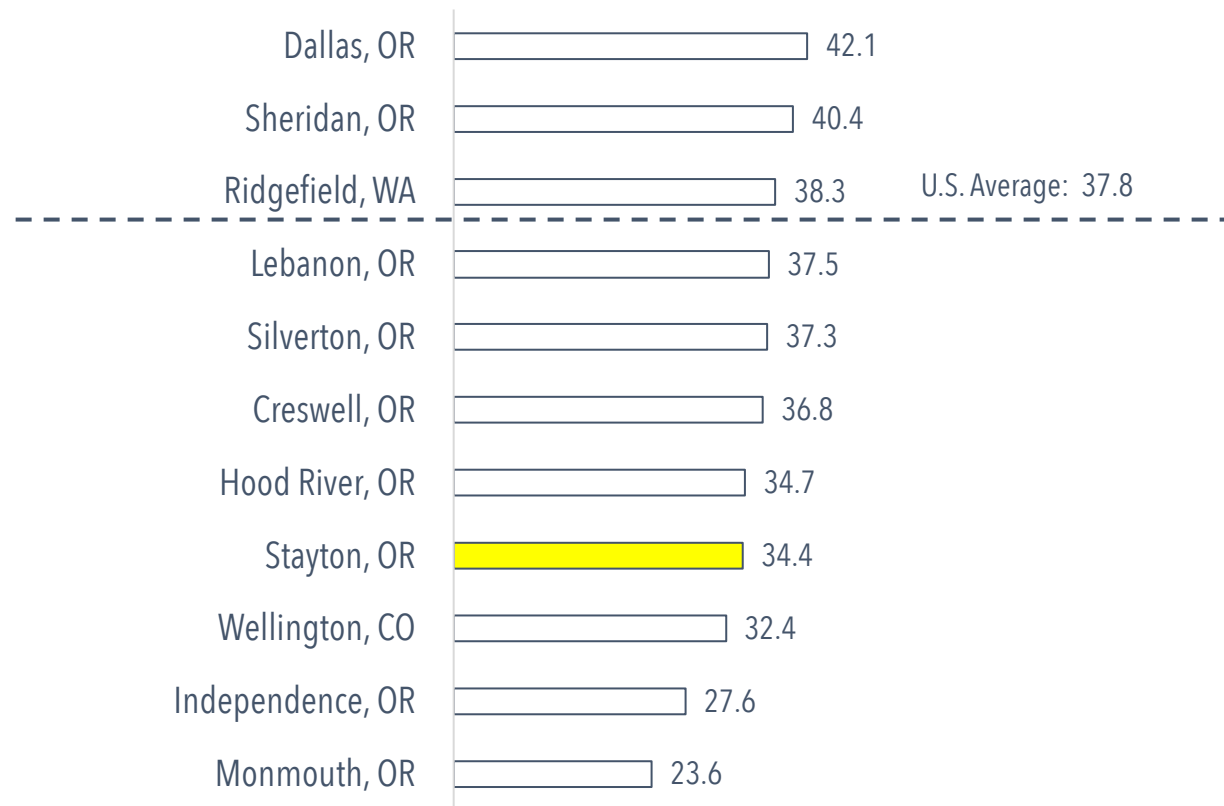


Source: U.S. Census American Community Survey 2017



DEMOGRAPHICS

Median Age, 2017

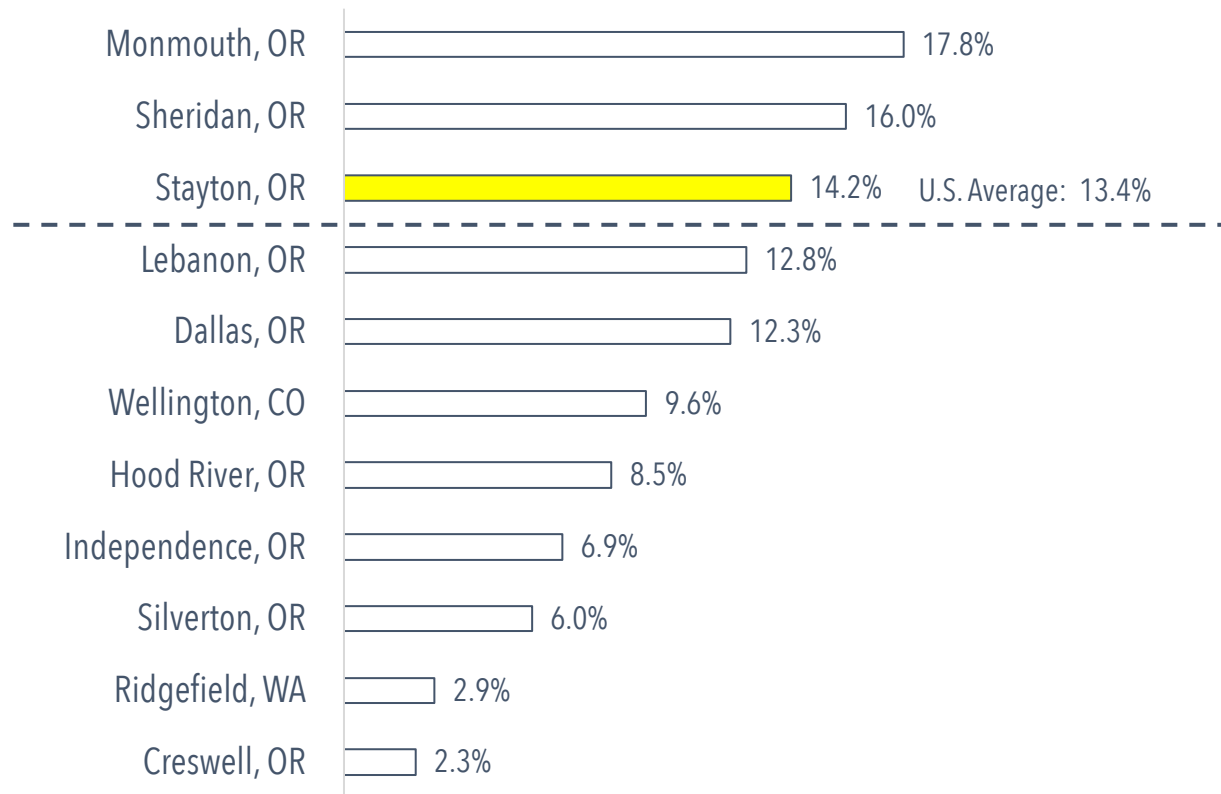


Source: U.S. Census American Community Survey 2017



DEMOGRAPHICS

Share of Residents That Moved 1-Year Ago from a Different County, State or Country, 2017

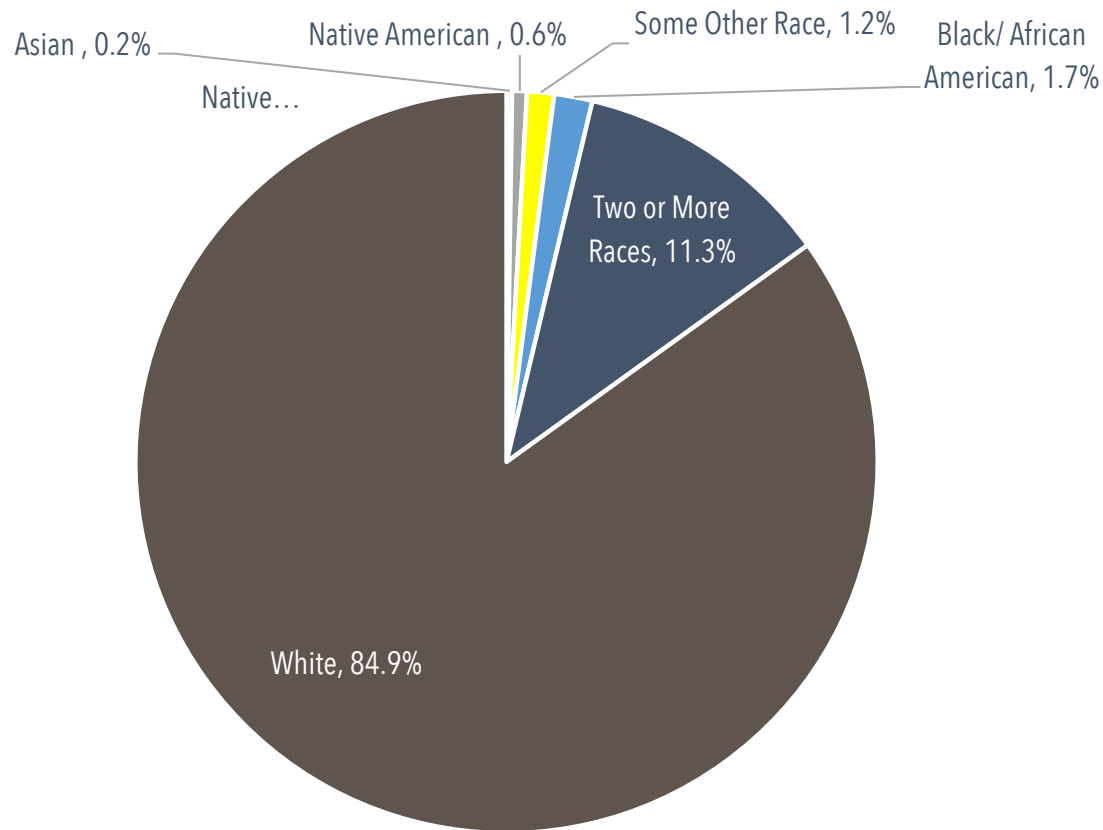


Source: U.S. Census American Community Survey 2017



DEMOGRAPHICS

Racial and Ethnic Breakdown, 2017

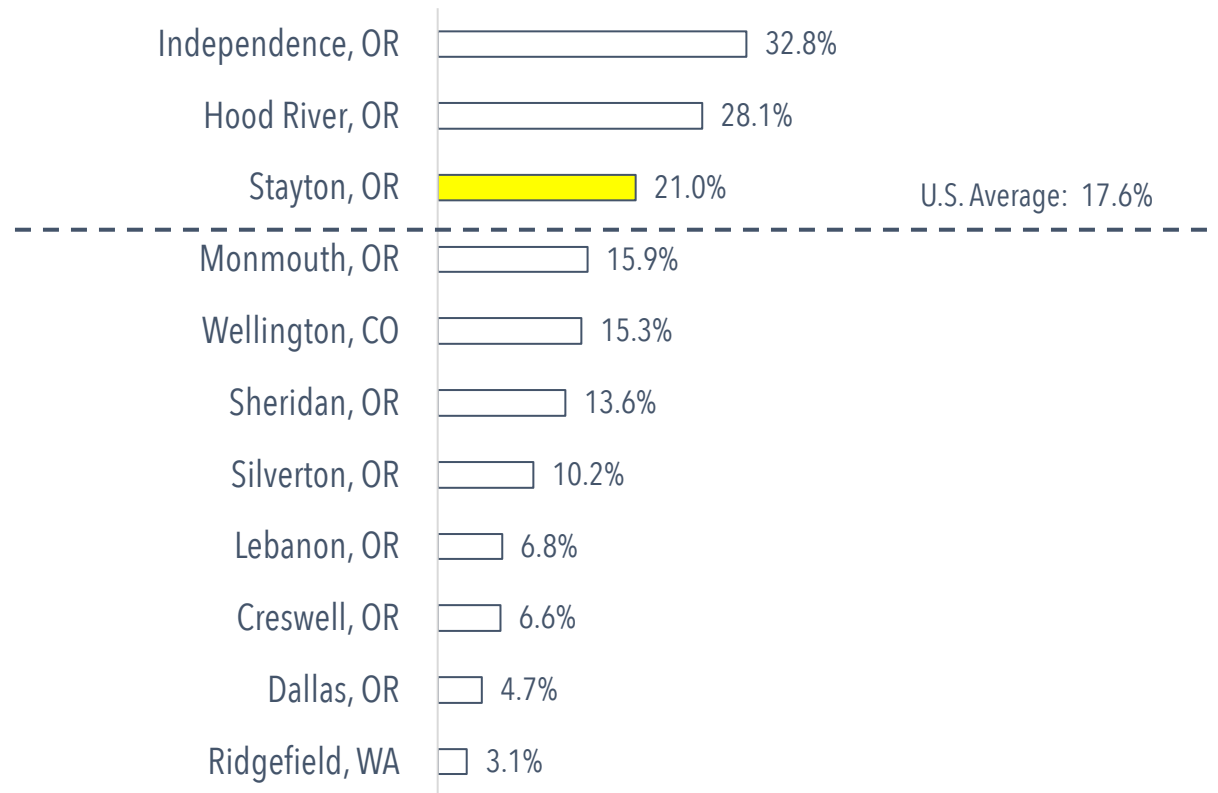


Source: U.S. Census American Community Survey 2017



DEMOGRAPHICS

Hispanic Population (Share of Residents), 2017

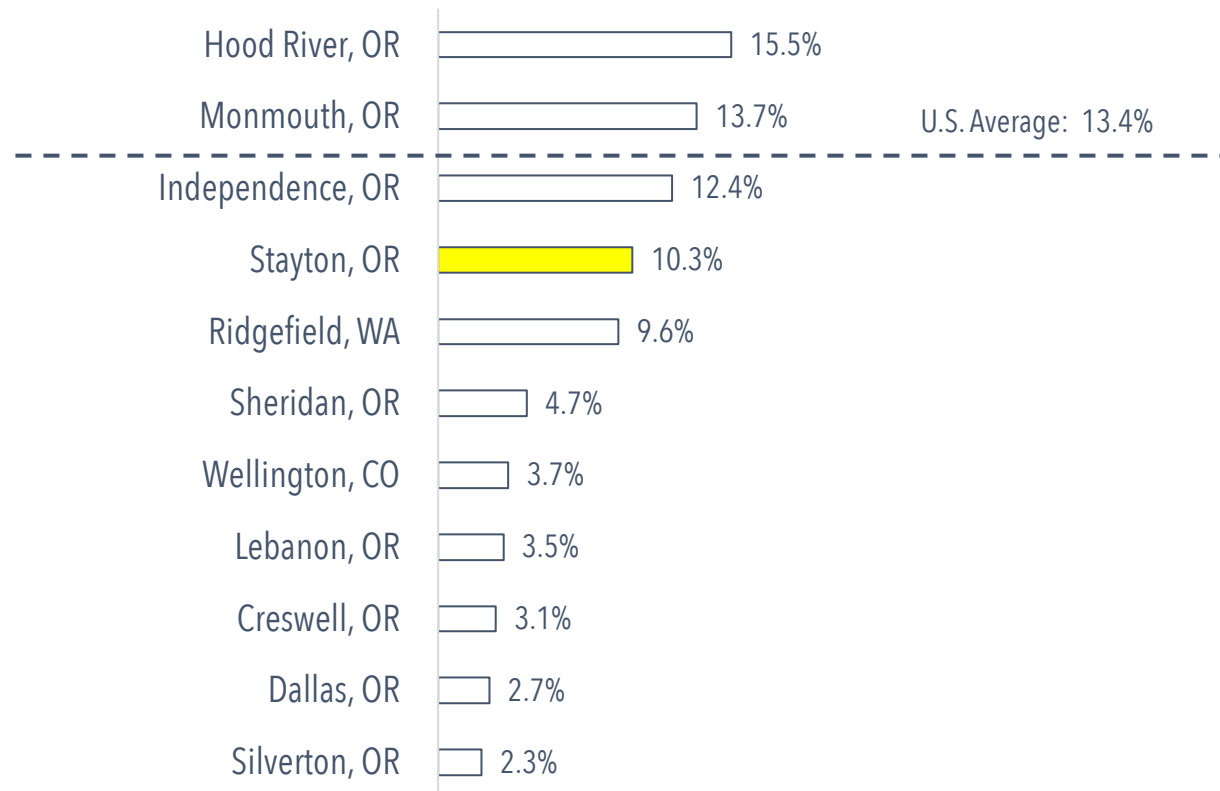


Source: U.S. Census American Community Survey 2017



DEMOGRAPHICS

Foreign Born Population (Share of Residents), 2017



Source: U.S. Census American Community Survey 2017



INCOME



B

TAKEAWAYS

- **Median Household Income.**

Stayton's median household income has increased 29% (3x the U.S. average) since 2013 to approximately \$49,500. However, Stayton's median household income is still 14% less than the national average.

- **Per Capita Income.**

Stayton's per capita income of \$20,743 is 33% less than the national average and ranks seventh among the benchmark cities (on par with Independence and Lebanon).

- **Average Family Income.**

Stayton's average family income increased 13% since 2013 to \$62,723. This is still nearly \$32,000 less than the U.S. average.

- **Men Median Wage.**

Men working full-time in Stayton earn approximately \$33,7000, ranking last among the benchmark cities.

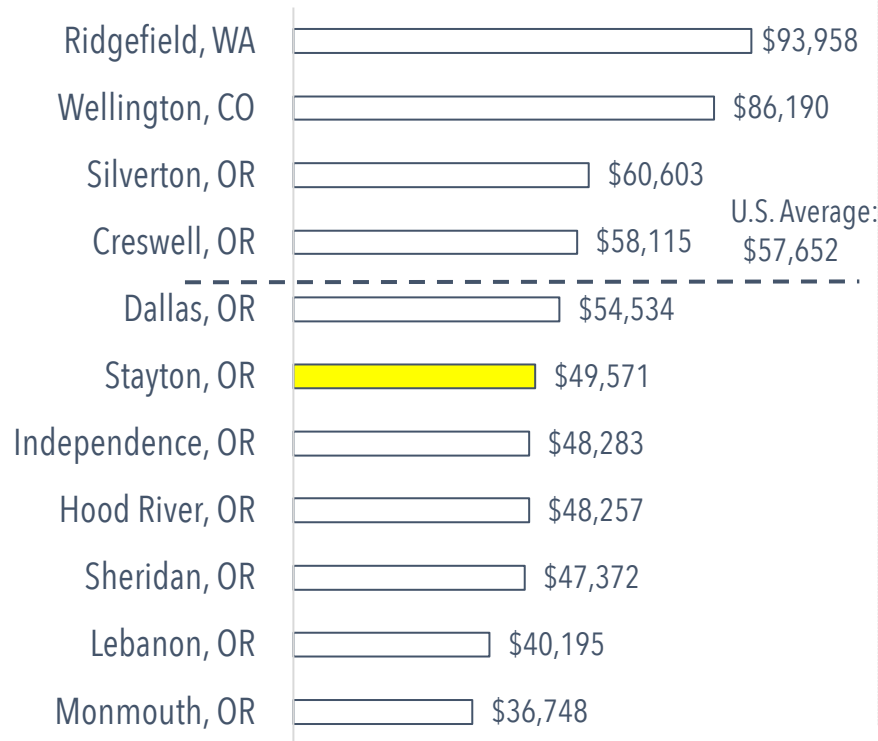
- **Women Median Wage.**

Women working full-time in Stayton earn nearly \$32,000 annually – 22% less than the U.S. average.



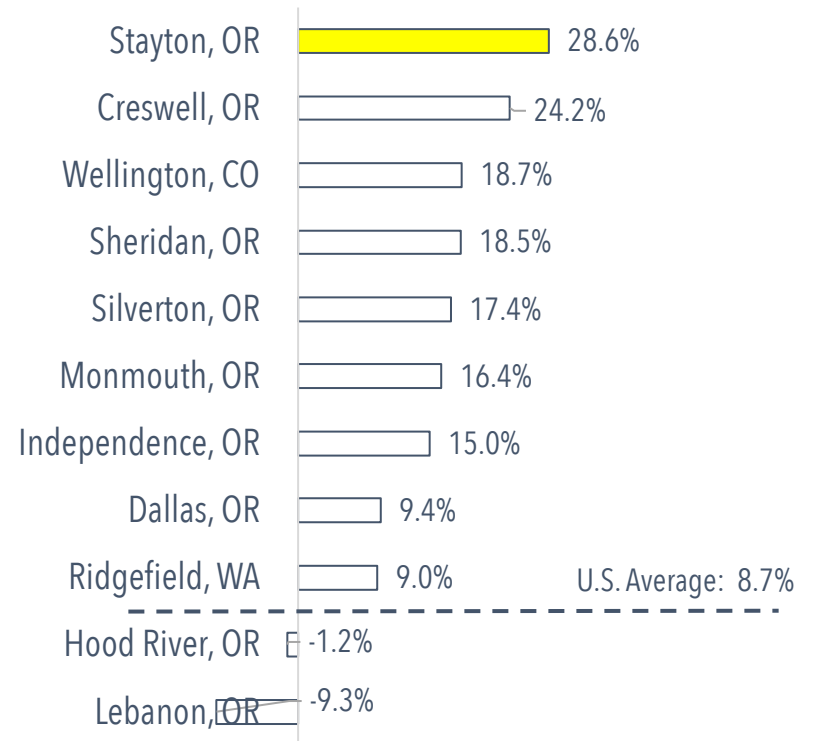
INCOME

Median Household Income, 2017



Source: U.S. Census American Community Survey 2017

Median Household Income 5-Year Growth, 2013-2017

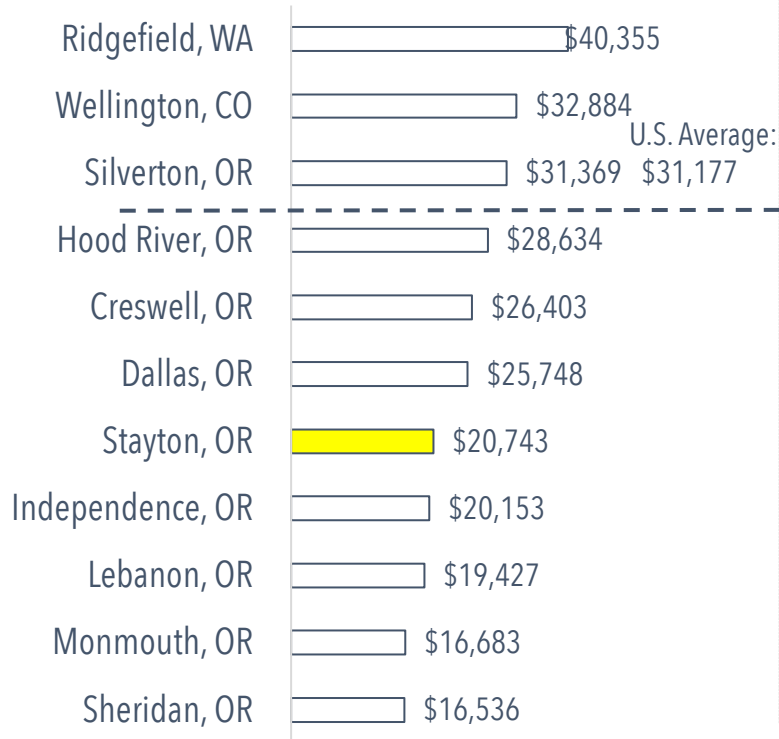


Source: U.S. Census American Community Survey 2017-2013



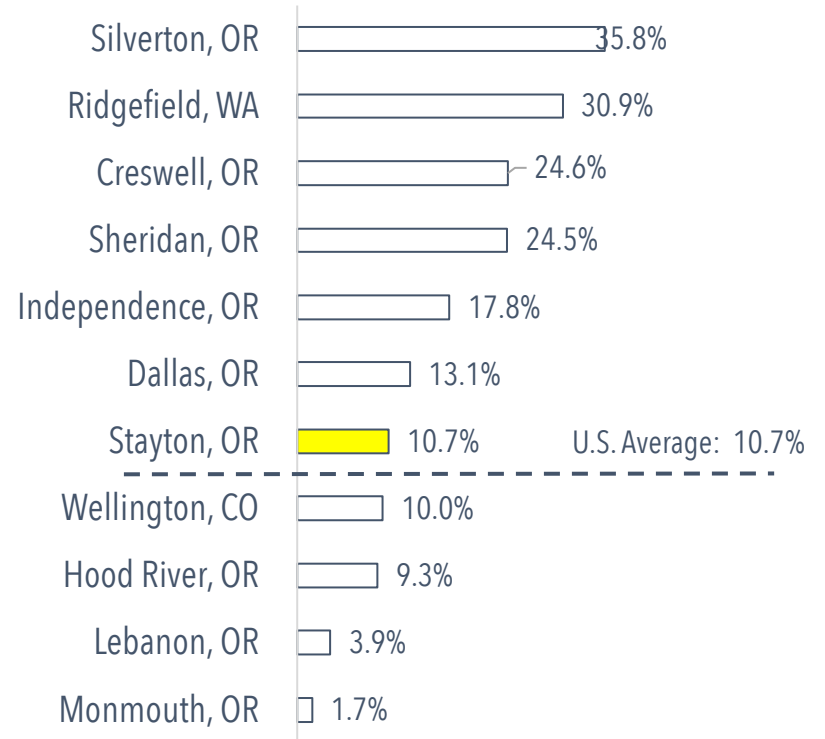
INCOME

Per Capita Income, 2017



Source: U.S. Census American Community Survey 2017

Per Capita Income 5-Year Growth, 2013-2017

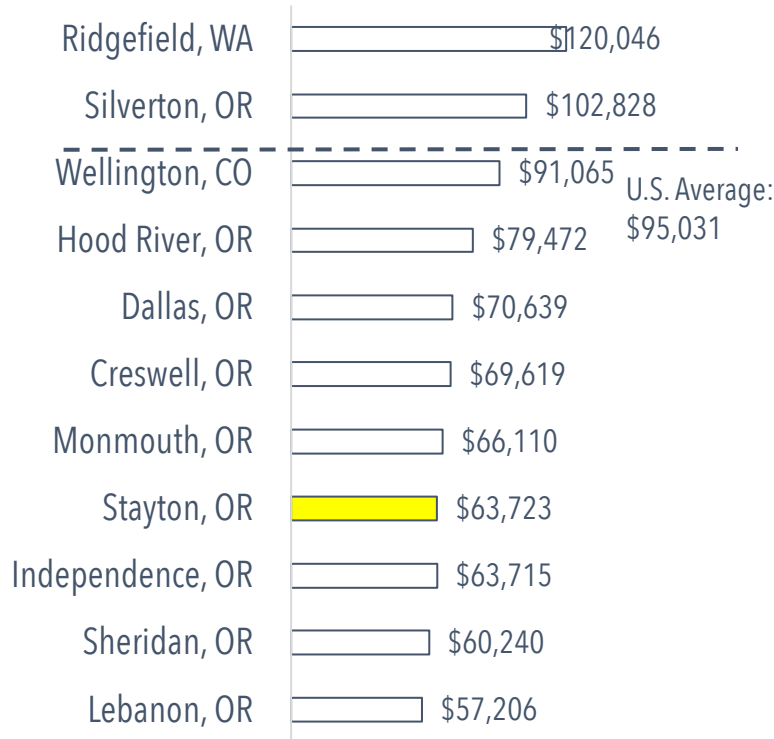


Source: U.S. Census American Community Survey 2017-2013



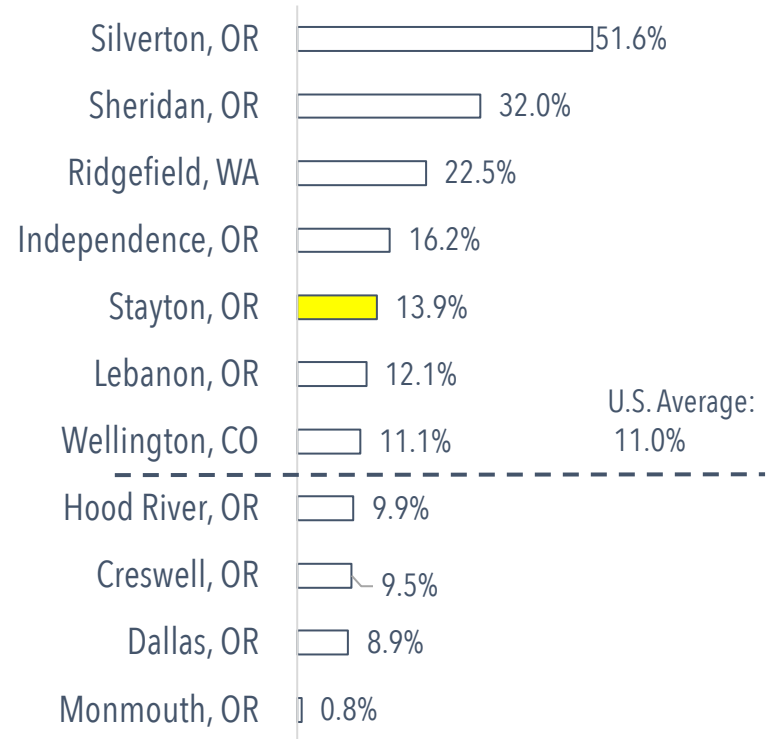
INCOME

Average Family Income, 2017



Source: U.S. Census American Community Survey 2017

Average Family Income 5-Year Growth, 2013-2017

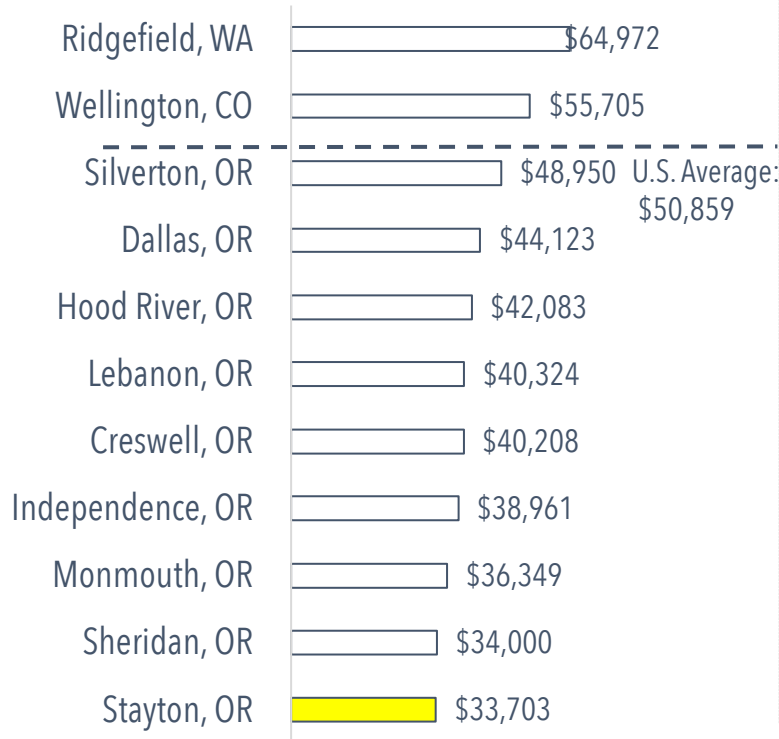


Source: U.S. Census American Community Survey 2017-2013



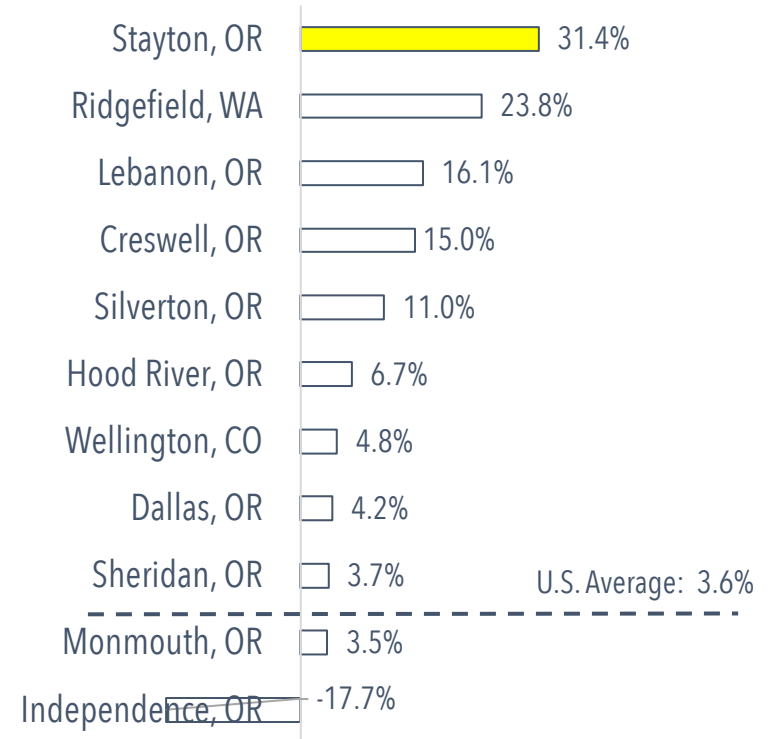
INCOME

Men: Median Full-Time Earning, 2017



Source: U.S. Census American Community Survey 2017

Men: Median Full-Time Earning 5-Year Growth, 2013-2017

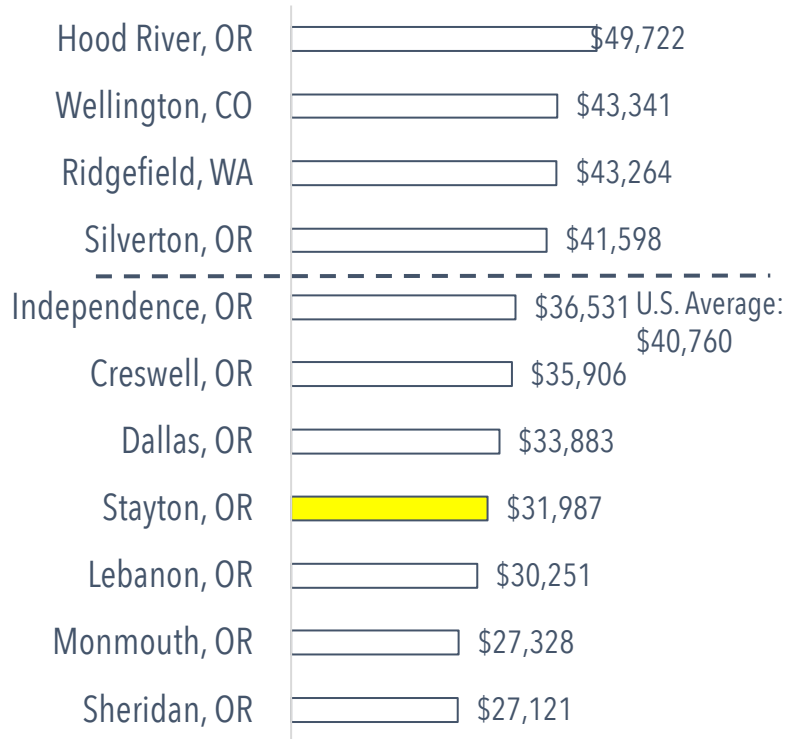


Source: U.S. Census American Community Survey 2013-2017



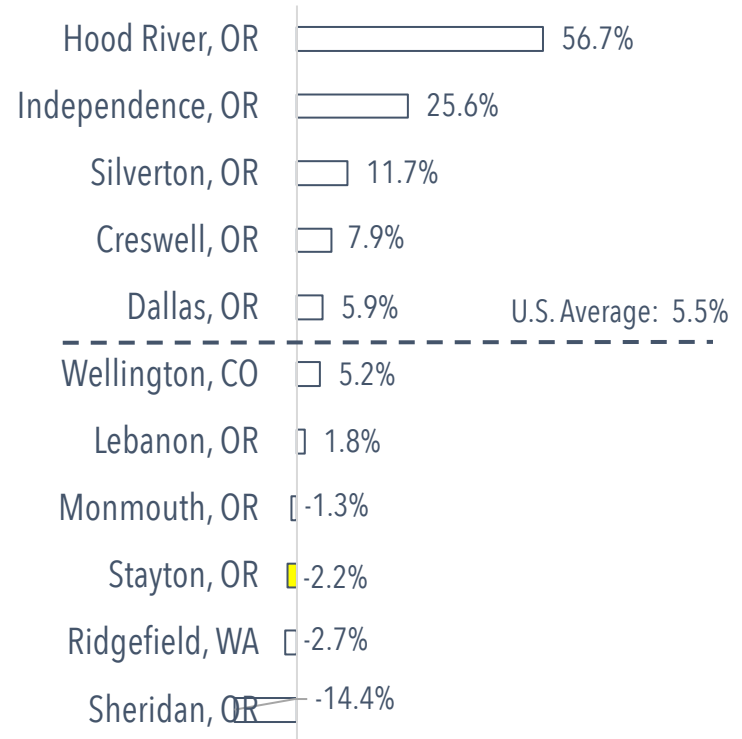
INCOME

Women: Median Full-Time Earning, 2017



Source: U.S. Census American Community Survey 2017

Women: Median Full-Time Earning 5-Year Growth, 2013-2017



Source: U.S. Census American Community Survey 2017-2013



EQUITY



TAKEAWAYS

- **Poverty Levels.**

Stayton's poverty levels are above the U.S. average: 15% of all families live below the poverty line and 25% of those with children. This ranks the city fourth highest among the benchmark cities.

- **Health Insurance.**

Nine in ten Stayton residents have healthcare.

- **Housing Values.**

Stayton's average housing value is \$211,200, ranking it fifth among the benchmark cities. One third of Stayton households with mortgages pay more than 30% of their monthly income on housing costs.

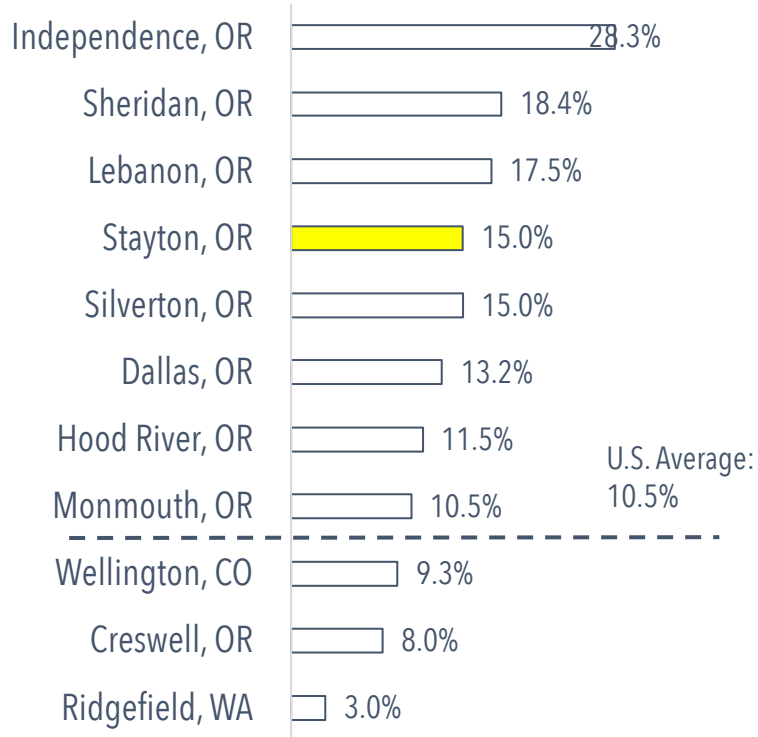
- **Gross Rent.**

Stayton's monthly gross rent is \$1,425 – 31% more than the U.S. average. Just 12% of Stayton renters pay more than 30% of their monthly income on housing costs.



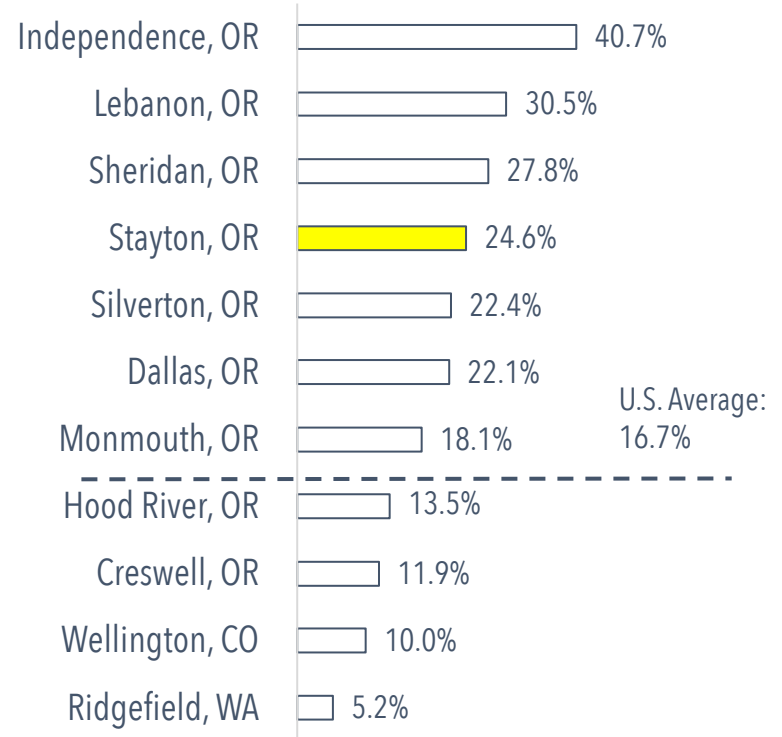
EQUITY

Share of All Families Living Below the Poverty Line, 2017



Source: U.S. Census American Community Survey 2017

Share of Families with Children Living Below the Poverty Line 2017

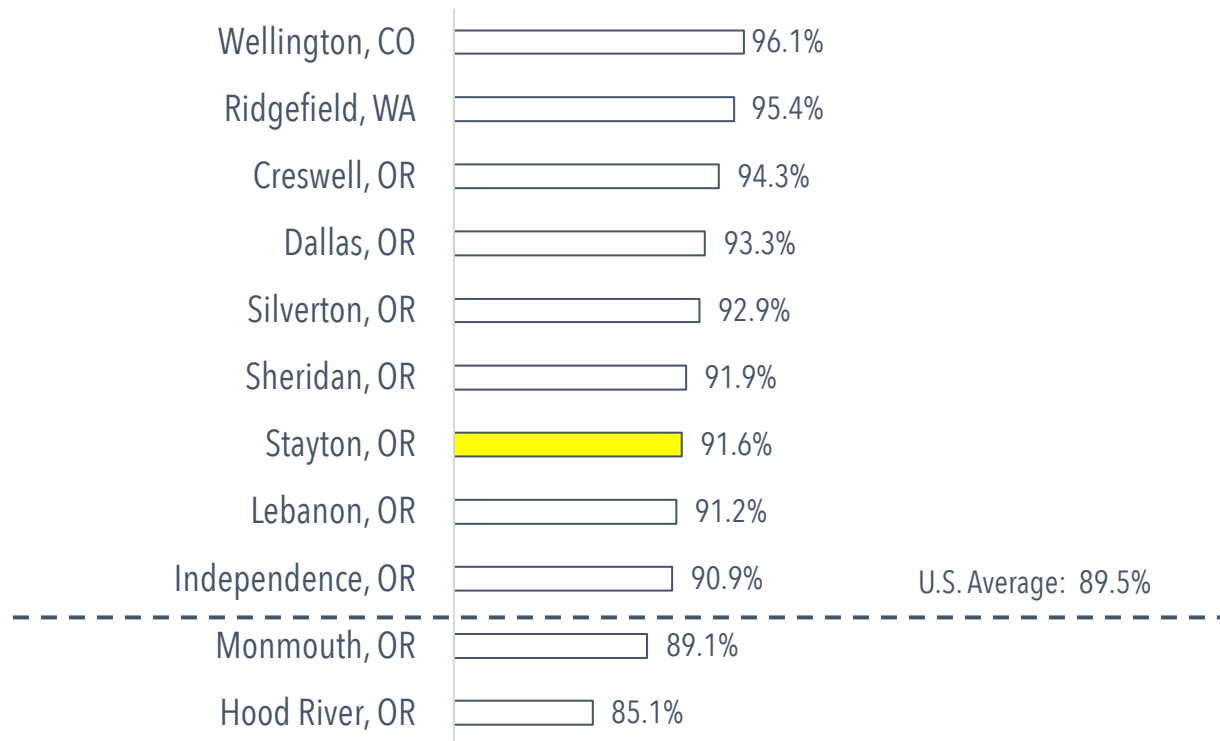


Source: U.S. Census American Community Survey 2017



EQUITY

Share of Residents with Health Insurance, 2017

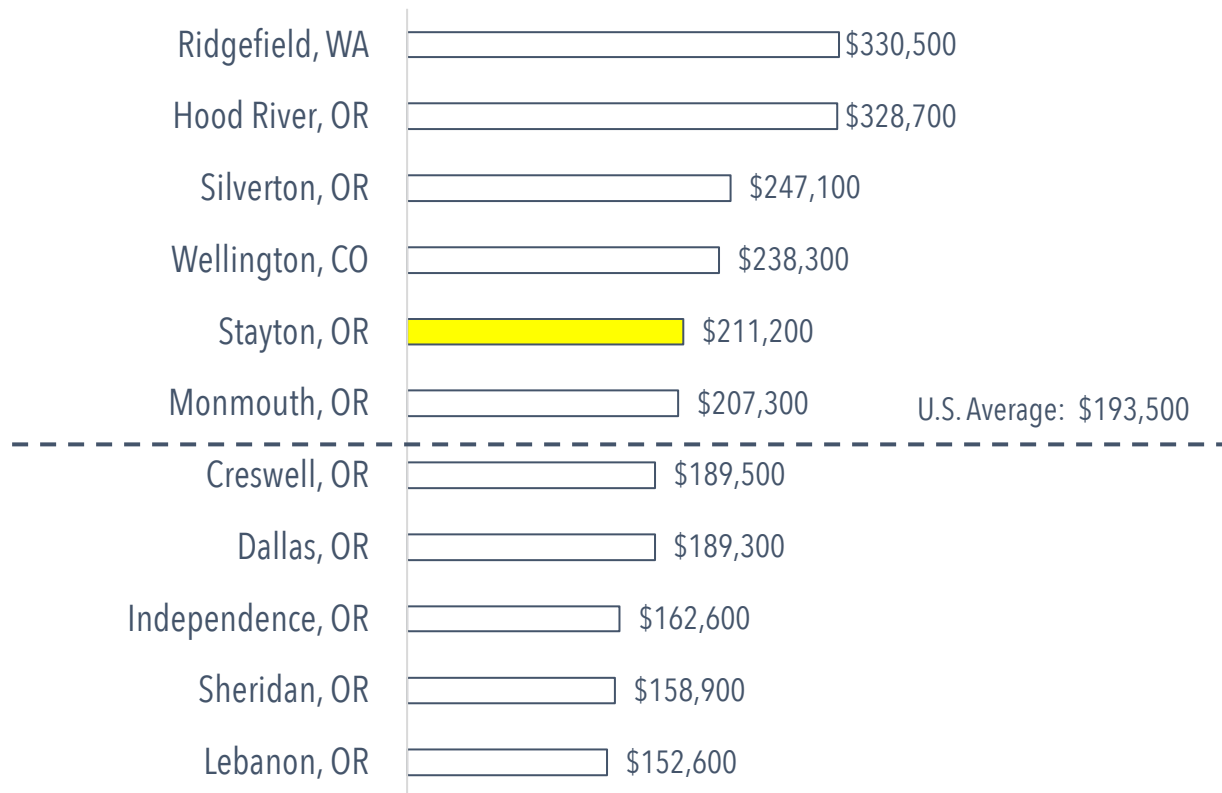


Source: U.S. Census American Community Survey 2017



EQUITY

Median Housing Value, 2017

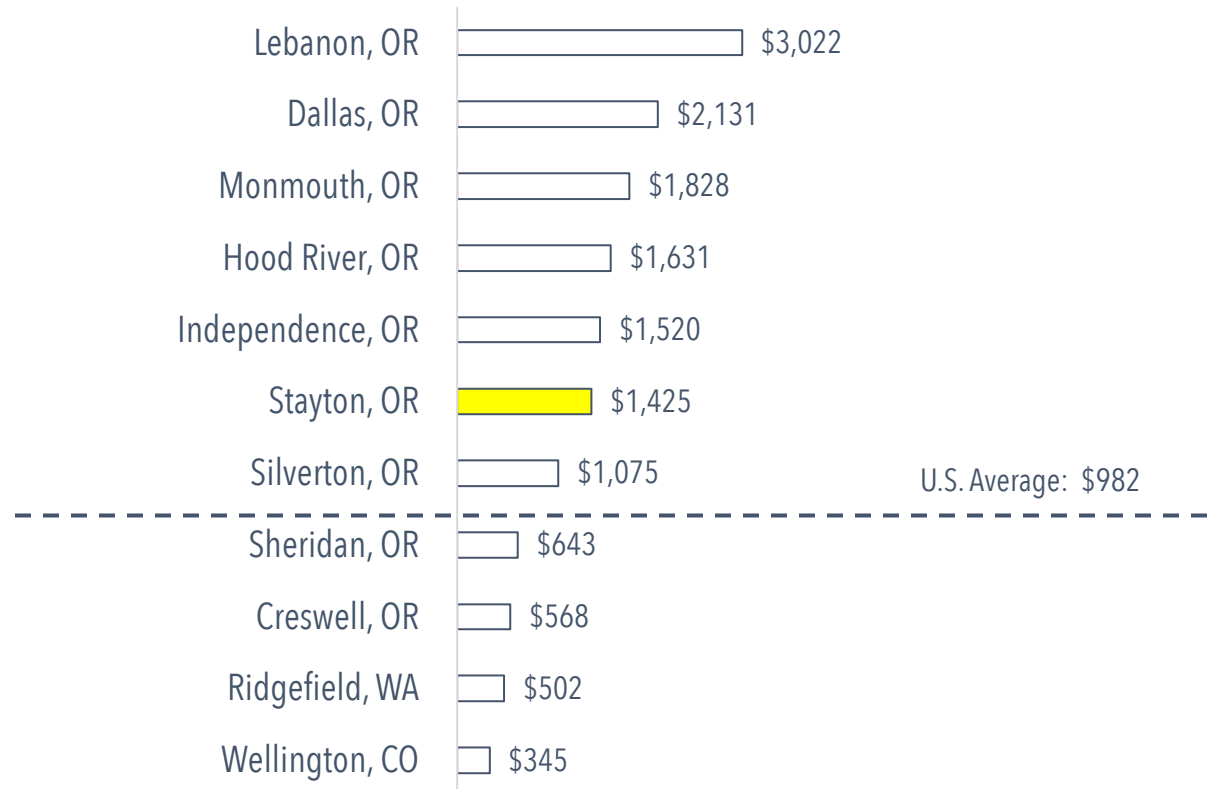


Source: U.S. Census American Community Survey 2017



EQUITY

Median Gross Rent, 2017

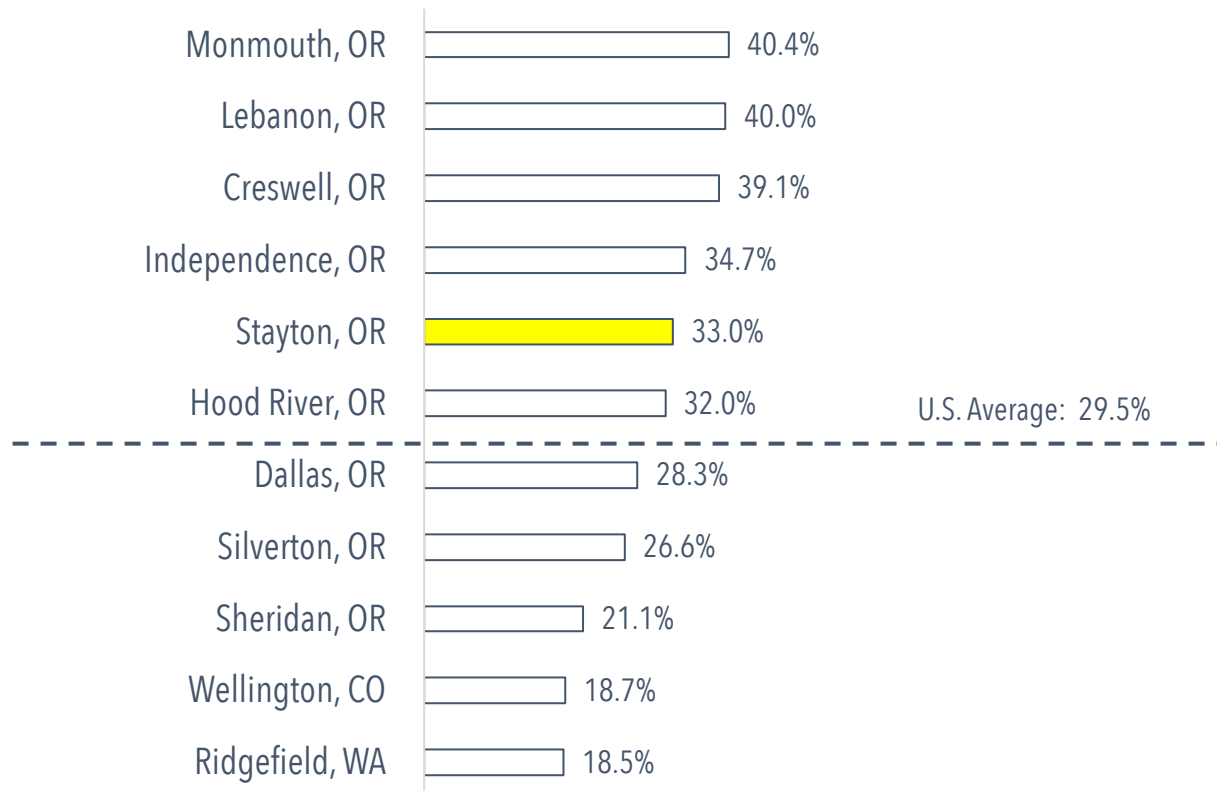


Source: U.S. Census American Community Survey 2017



EQUITY

% of Households with a Mortgage Who's Monthly Costs is 30% or More of Household Income, 2017



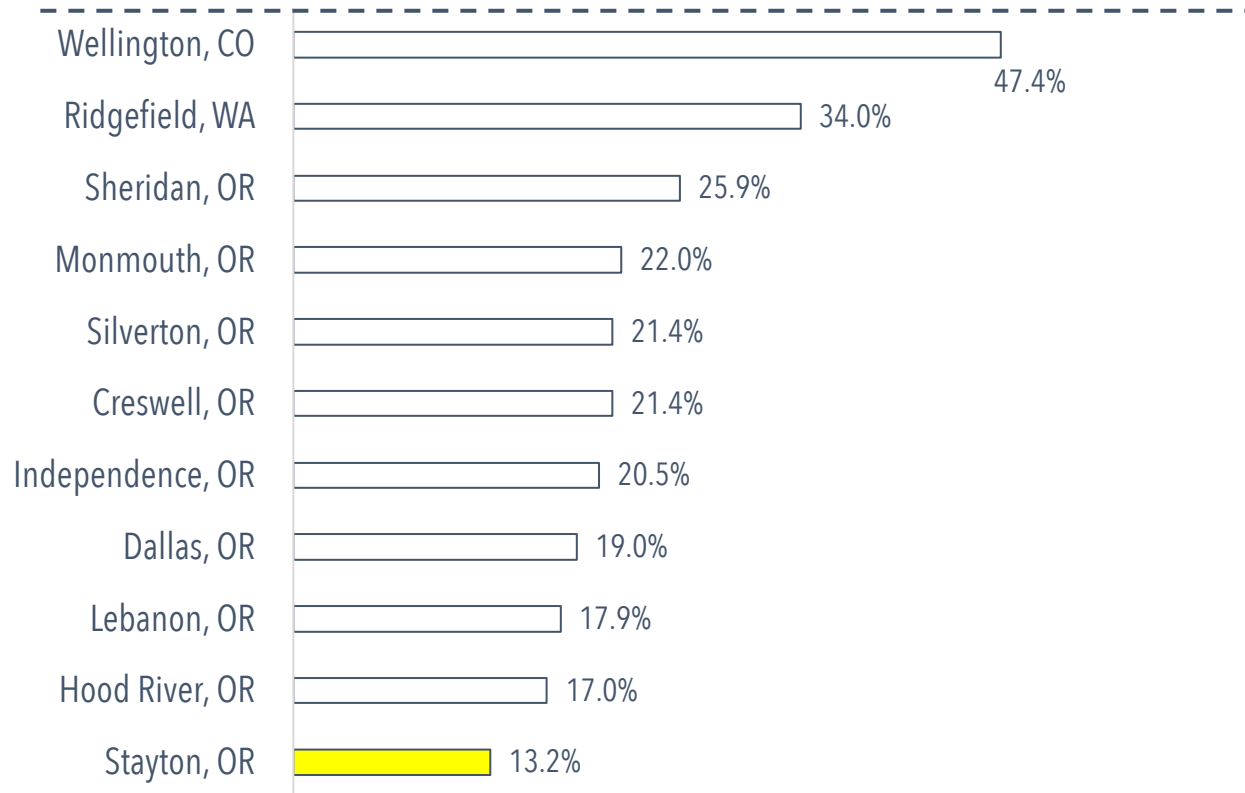
Source: U.S. Census American Community Survey 2017



EQUITY

% of Households Who's Gross Rent is 30% or More of Household Income, 2017

U.S. Average: 50.6%



Source: U.S. Census American Community Survey 2017



BUSINESS ESTABLISHMENTS



TAKEAWAYS

- **Little to No Growth in Business Establishments.**

From 2012 to 2016, Stayton experienced just a 0.4% increase in the number of business establishments, while the U.S. as a whole experienced a 4.4% increase.

- **Construction.**

Construction establishments make up 16% of all Stayton businesses (the largest share). However, the number of construction businesses in Stayton has declined 4.5% since 2012.

- **A High Share of Retail Businesses.**

Retail businesses make up the second largest share (14%) of Stayton businesses. The number of retail businesses in the city has increased 5% since 2012.

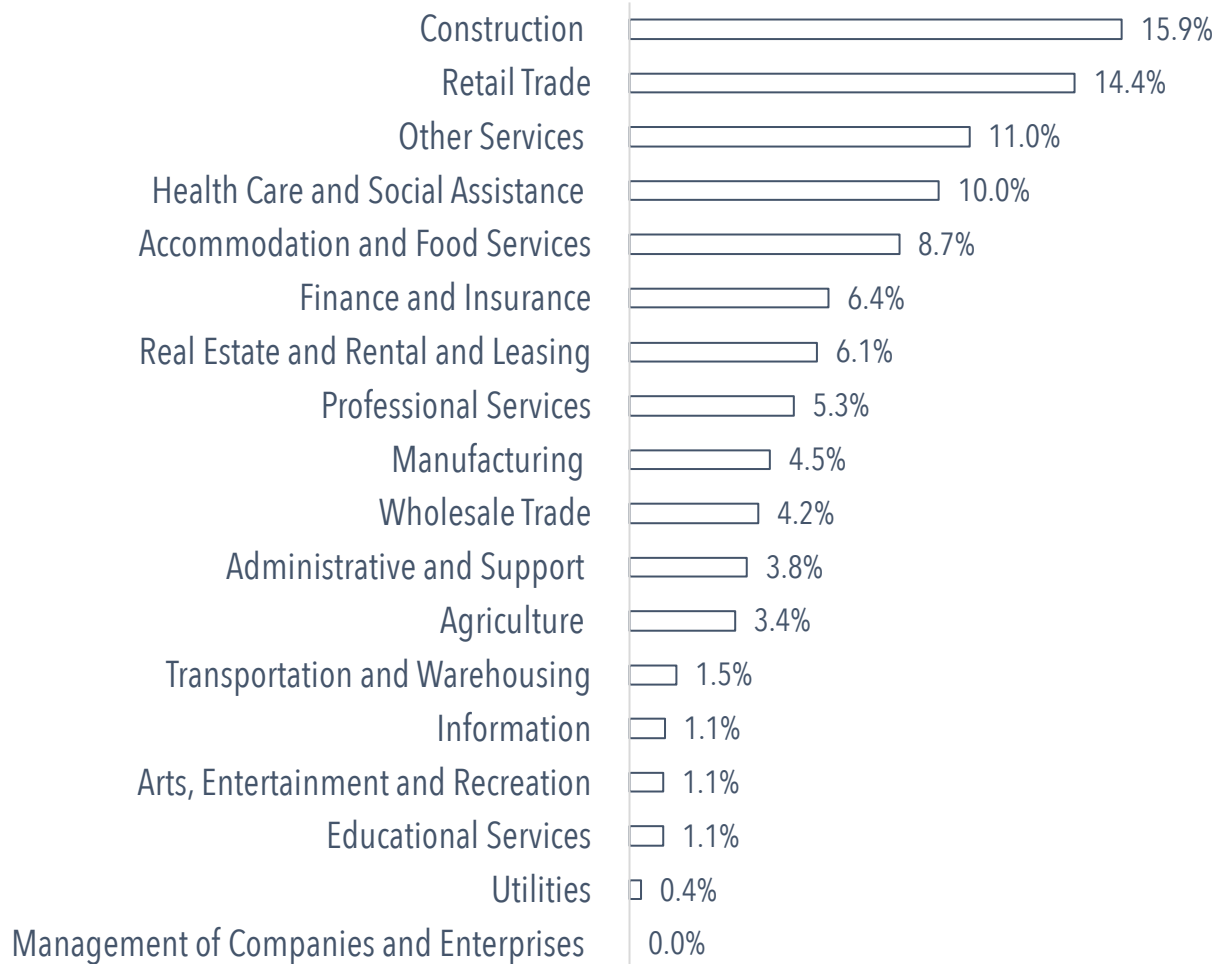
- **Financial Services + Real Estate.**

When combined, financial services businesses and real estate offices comprise 12% of all Stayton businesses, ranking first among the benchmark cities. However, for professional services businesses, Stayton has just half the U.S. average.



BUSINESS ESTABLISHMENTS

Stayton Business Establishments, 2016

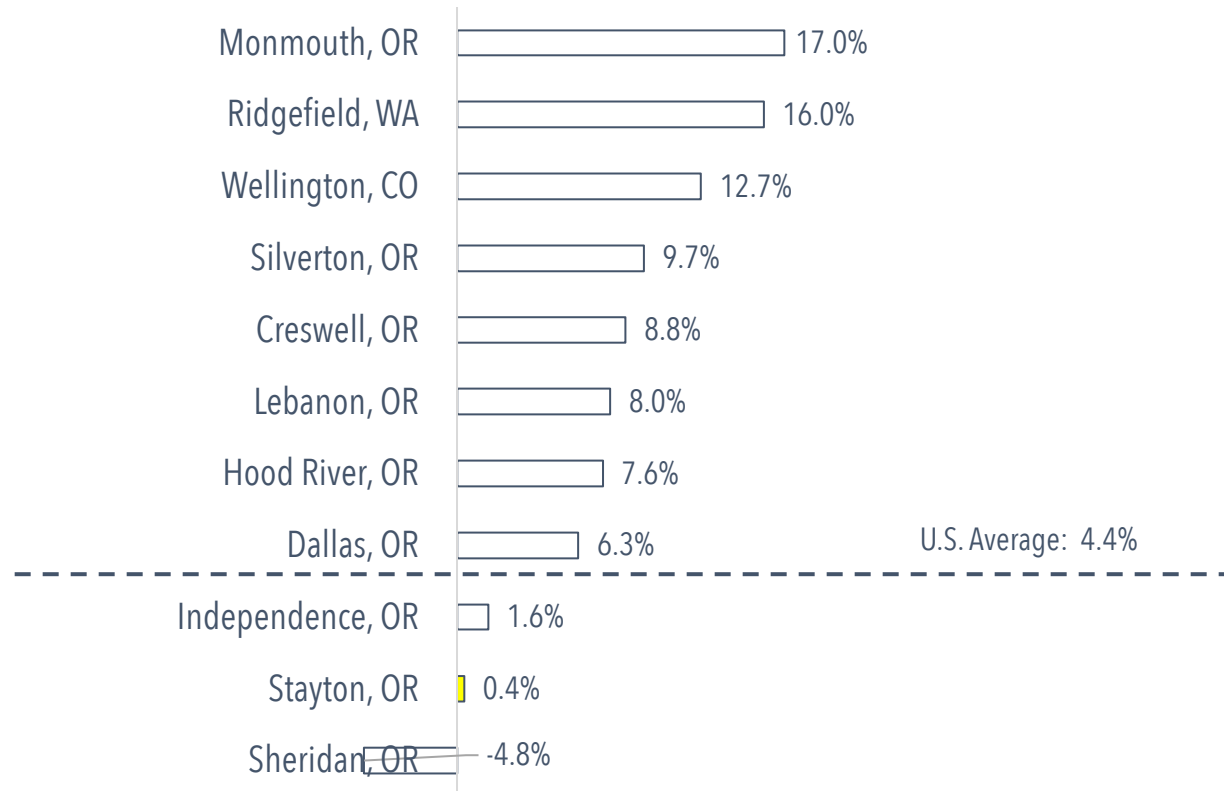


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Total Business Establishments, 5-Year Growth, 2016-2012

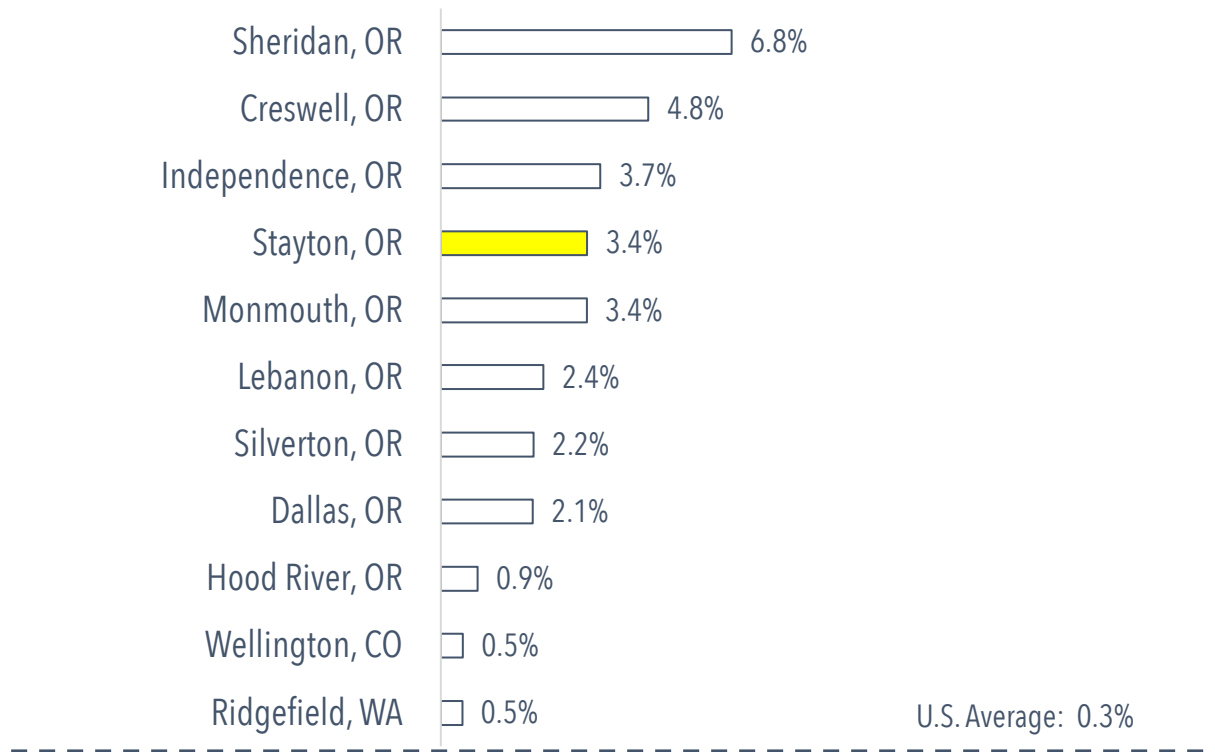


Source: U.S. County Business Patterns 2012- 2016



BUSINESS ESTABLISHMENTS

Agriculture (% of Businesses), 2016

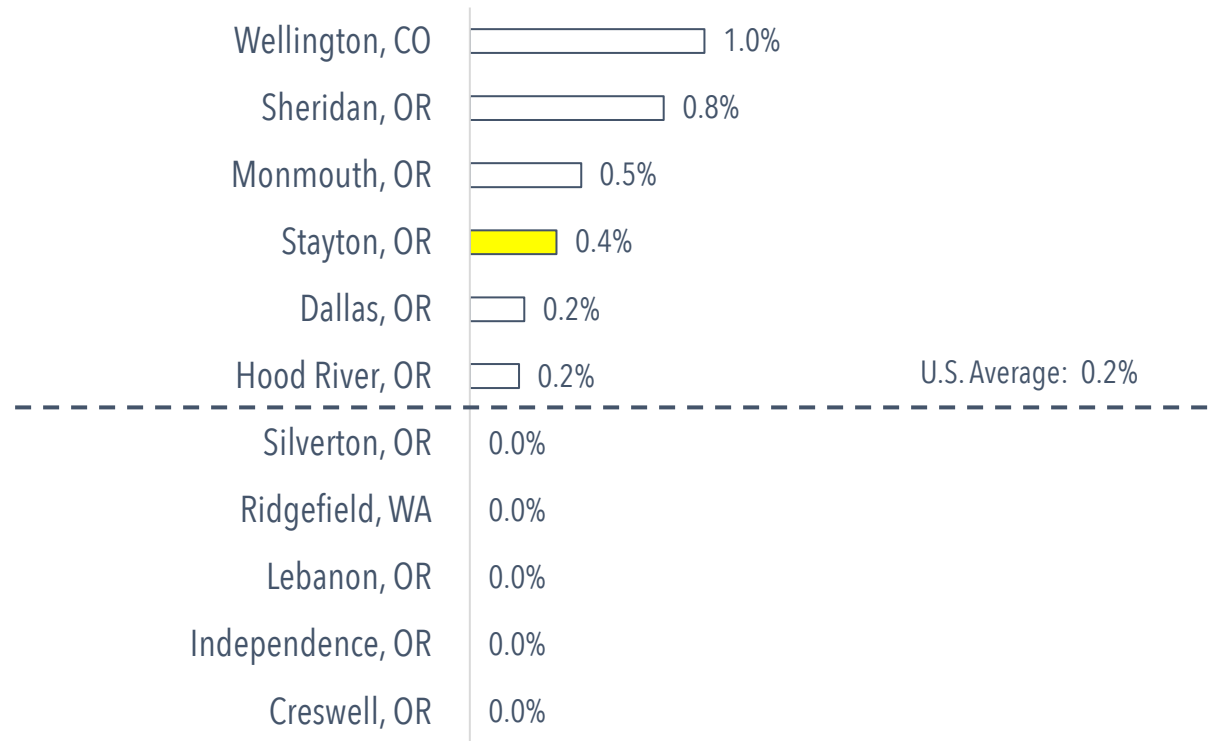


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Utilities (% of Businesses), 2016

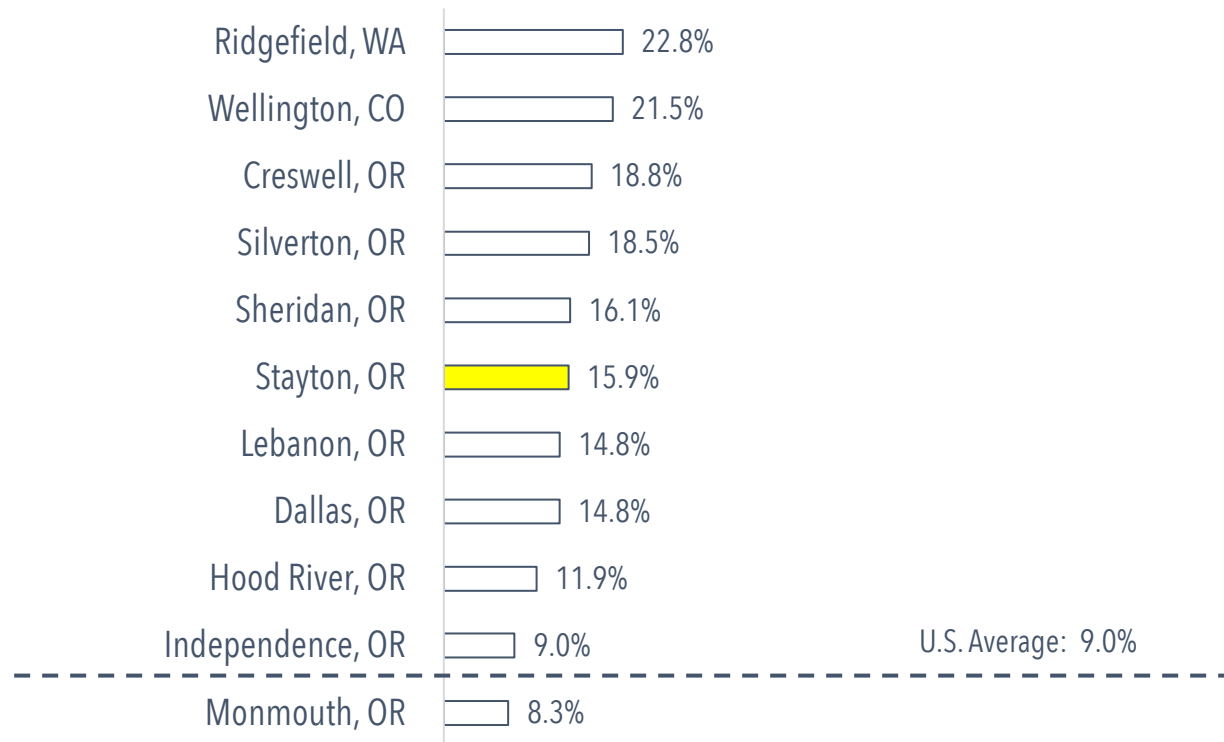


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Construction (% of Businesses), 2016

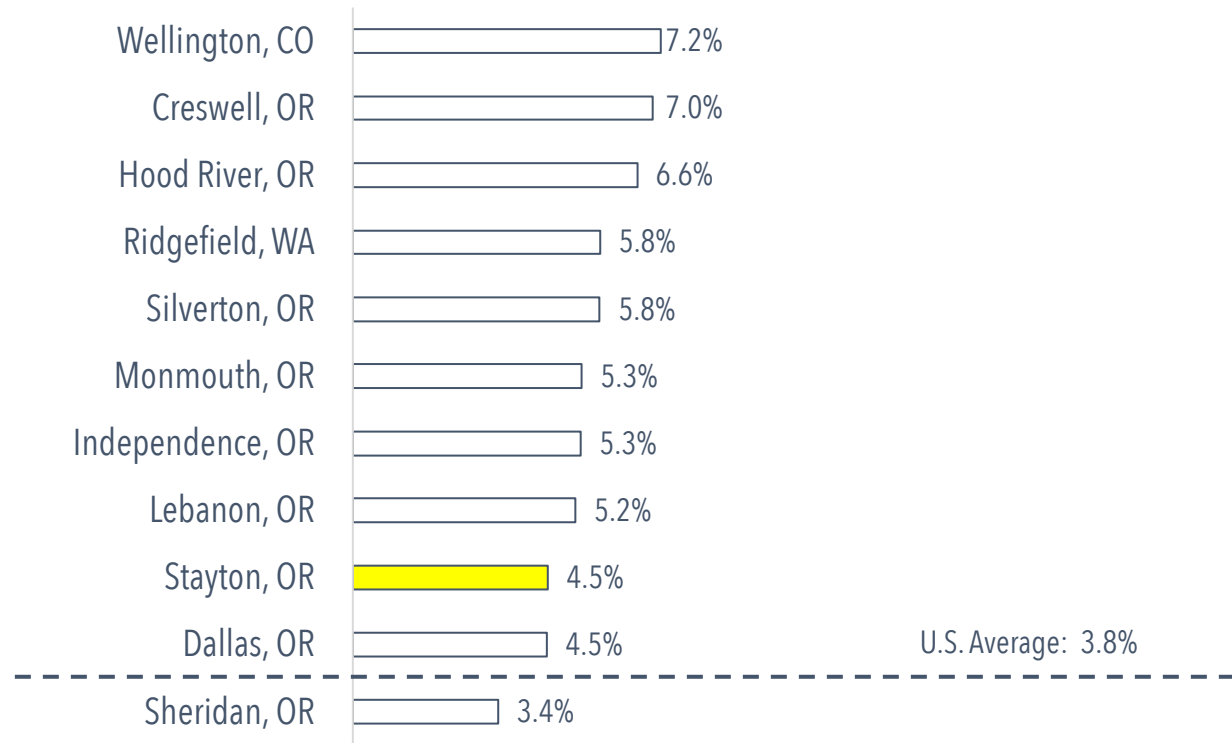


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Manufacturing (% of Businesses), 2016

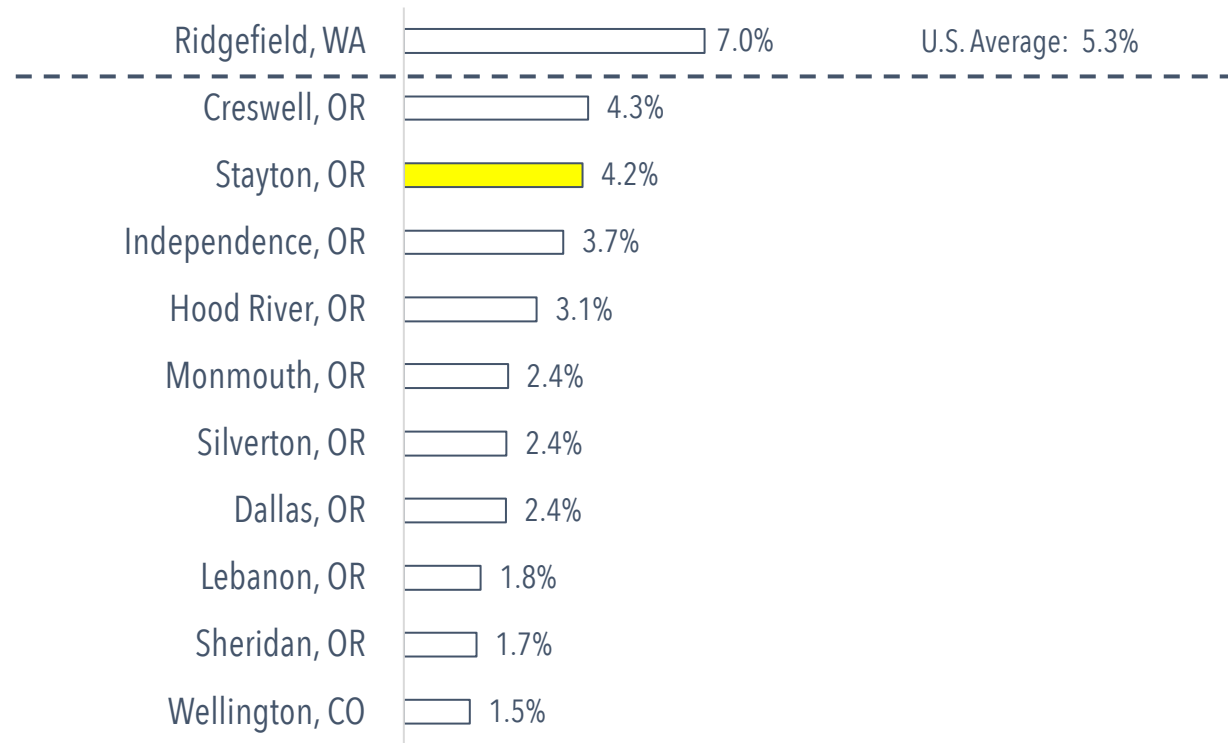


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Wholesale Trade (% of Businesses), 2016

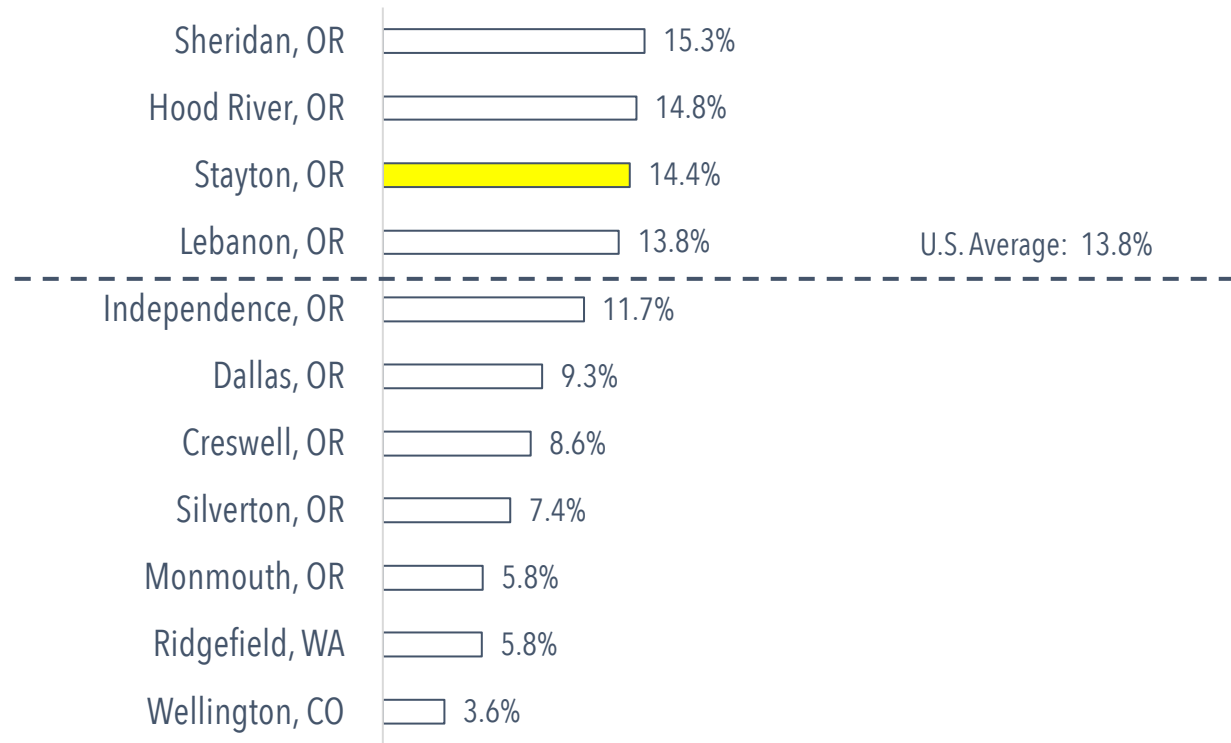


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Retail Trade (% of Businesses), 2016

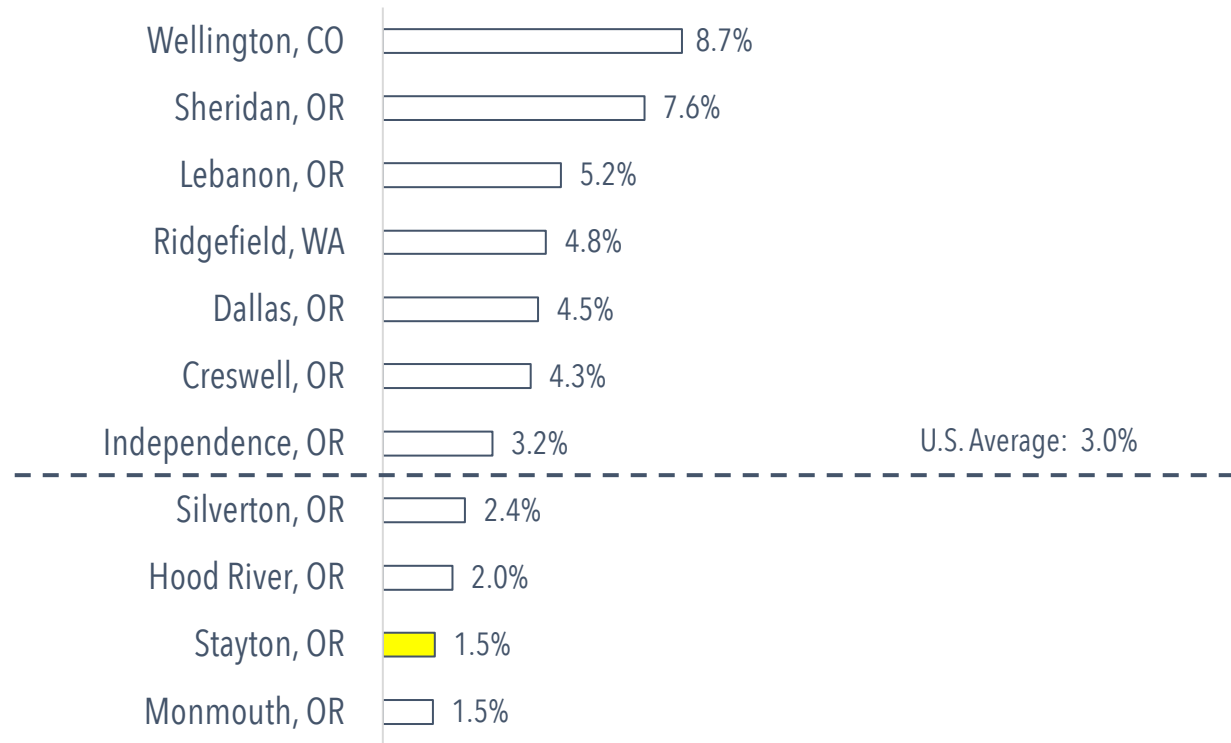


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Transportation and Warehousing (% of Businesses), 2016

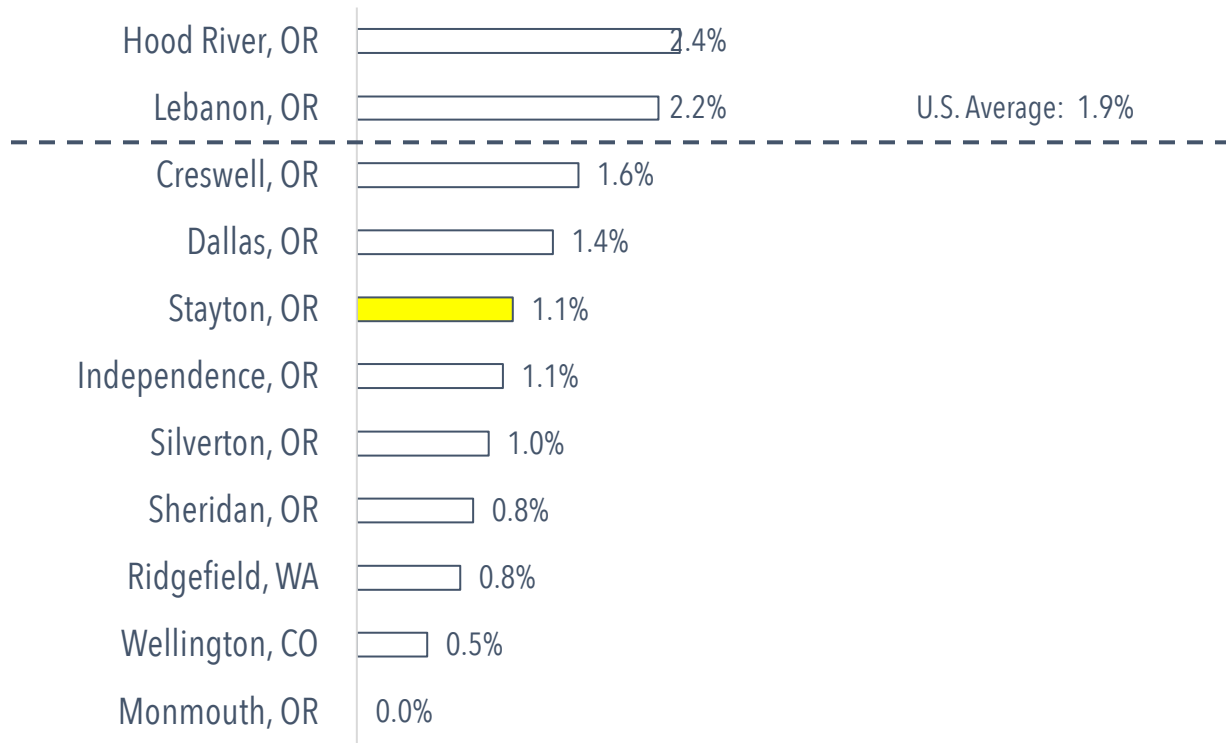


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

**Information
(% of Businesses), 2016**

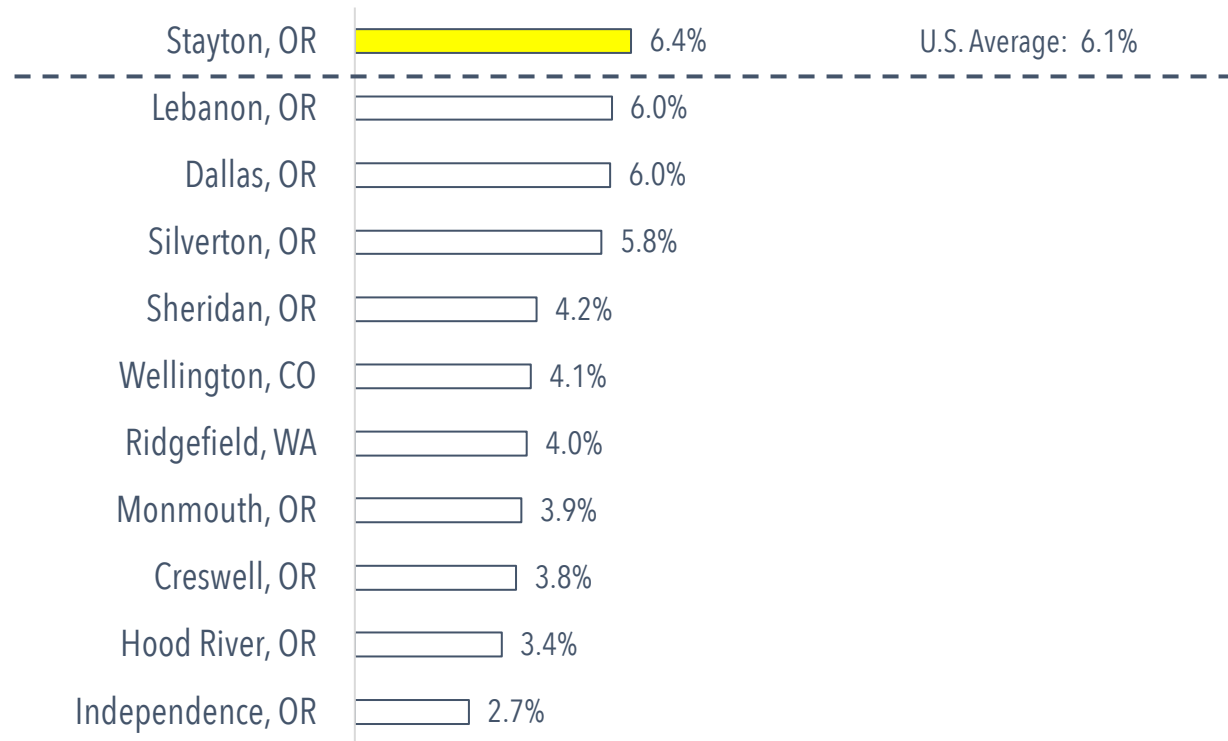


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Finance and Insurance (% of Businesses), 2016

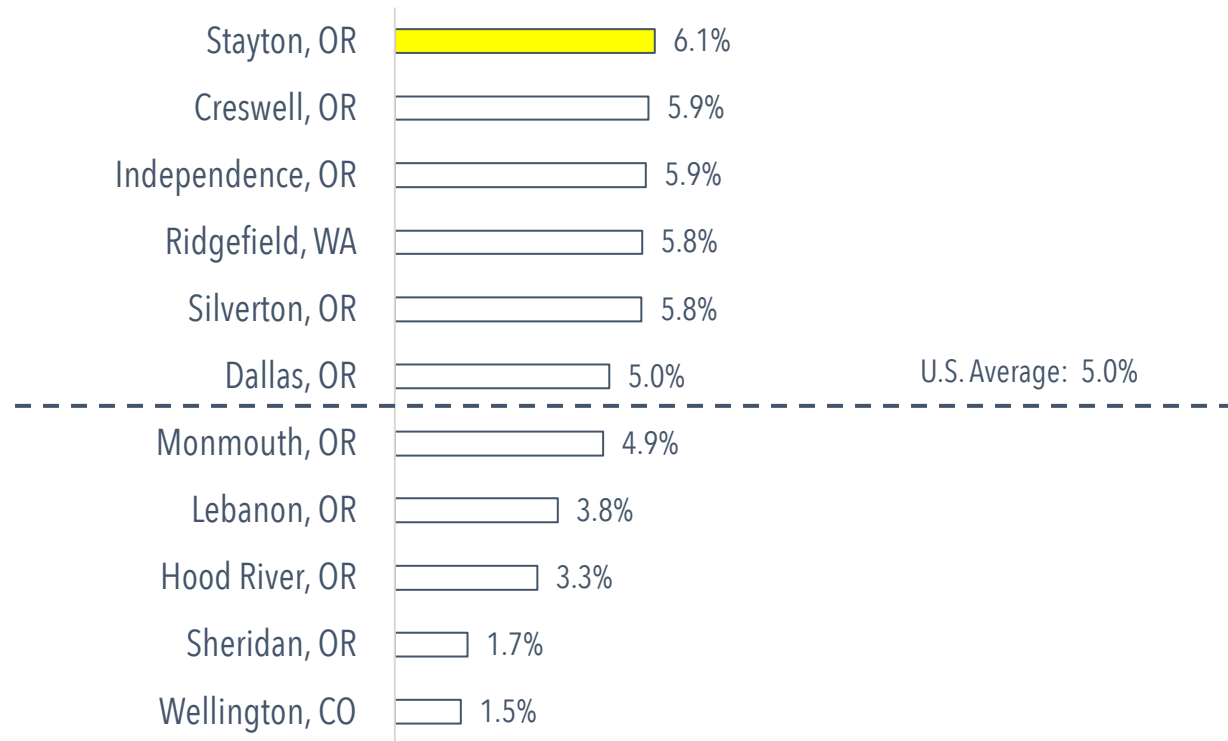


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Real Estate and Rental and Leasing (% of Businesses), 2016

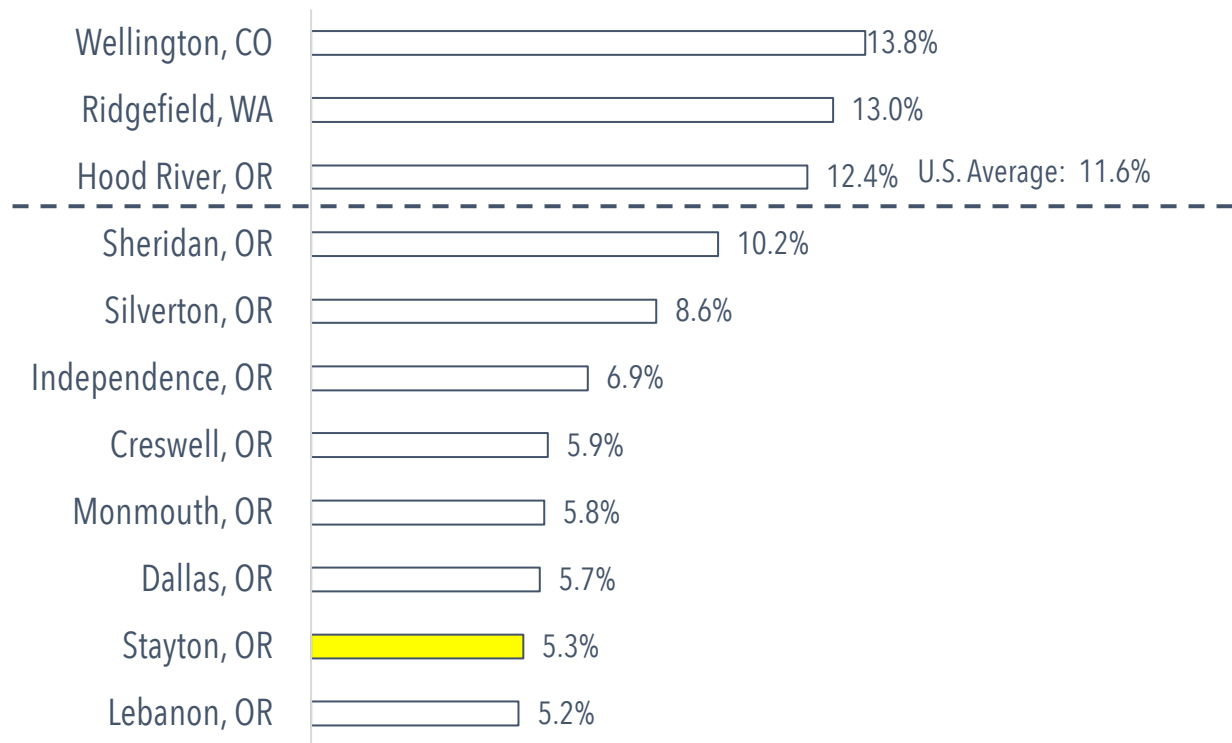


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Professional Services (% of Businesses), 2016

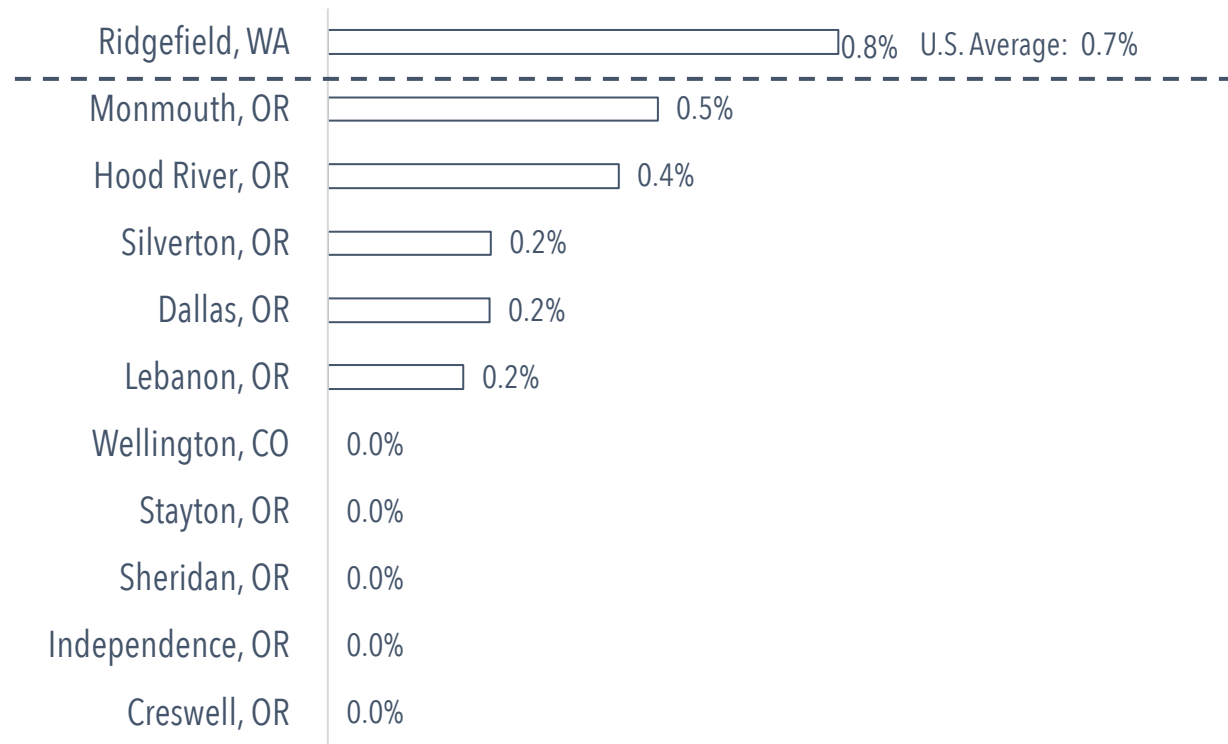


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Management of Companies and Enterprises (% of Businesses), 2016

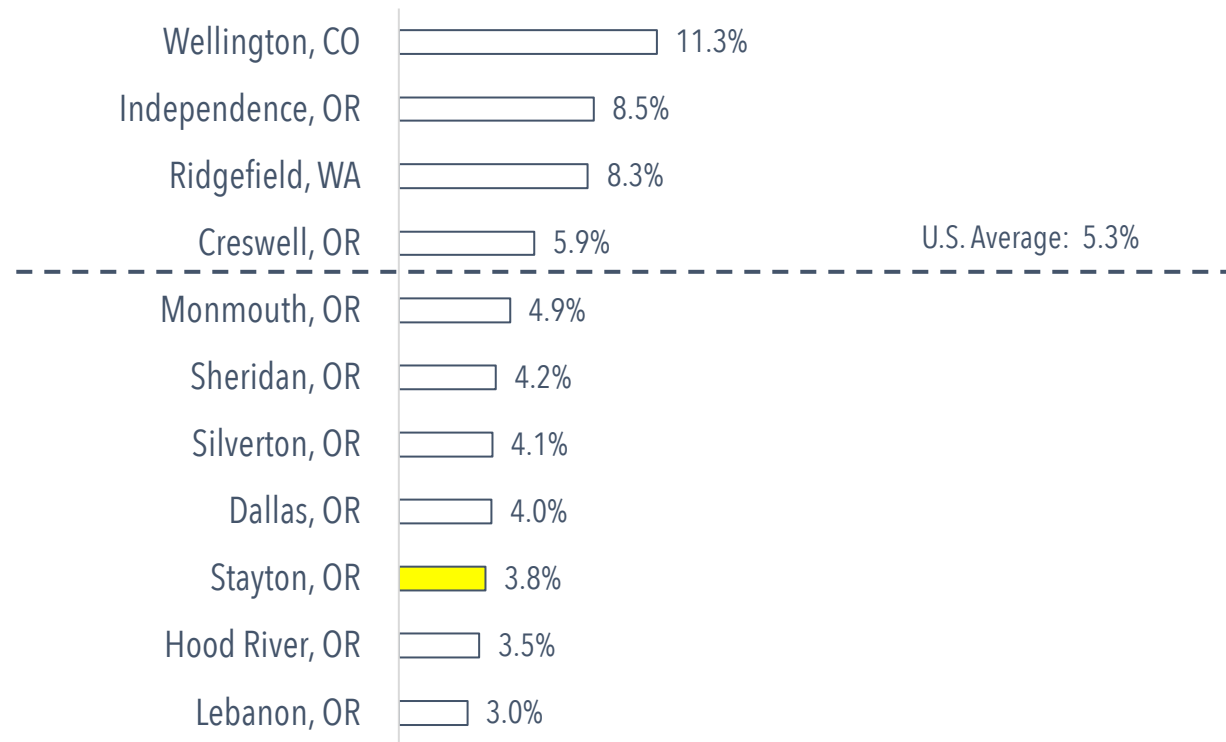


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Administrative and Support (% of Businesses), 2016

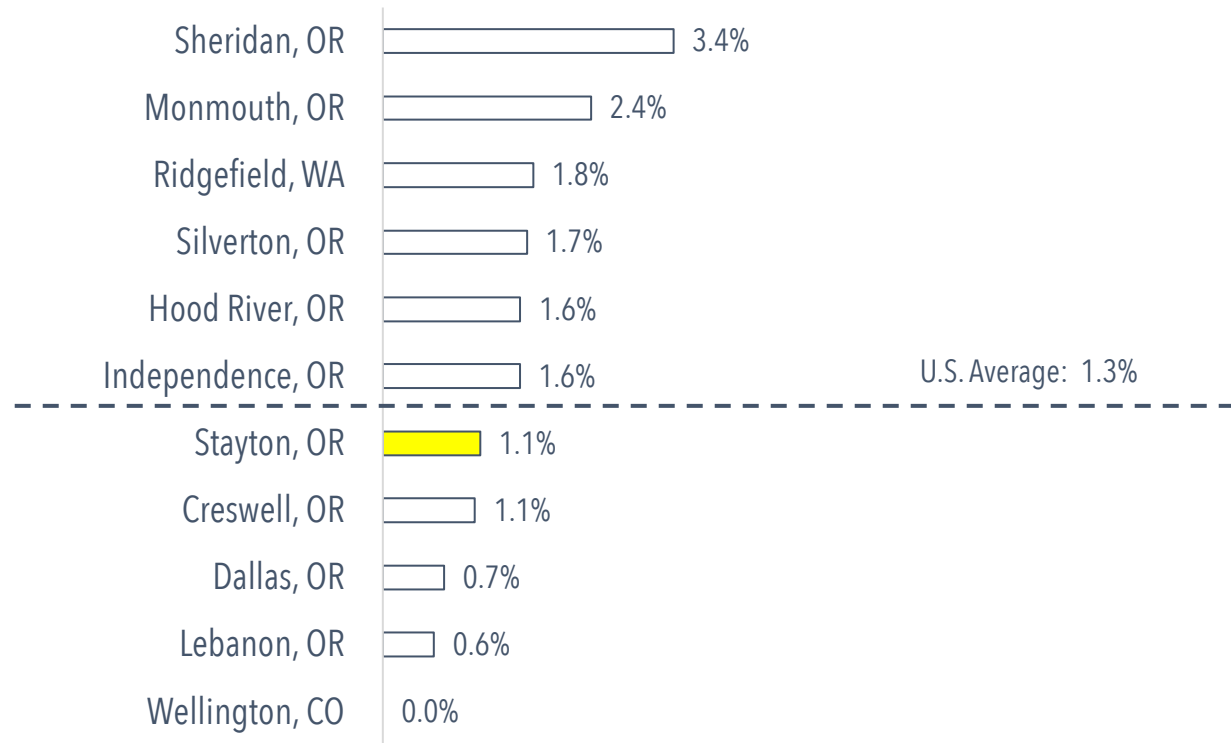


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Educational Services (% of Businesses), 2016

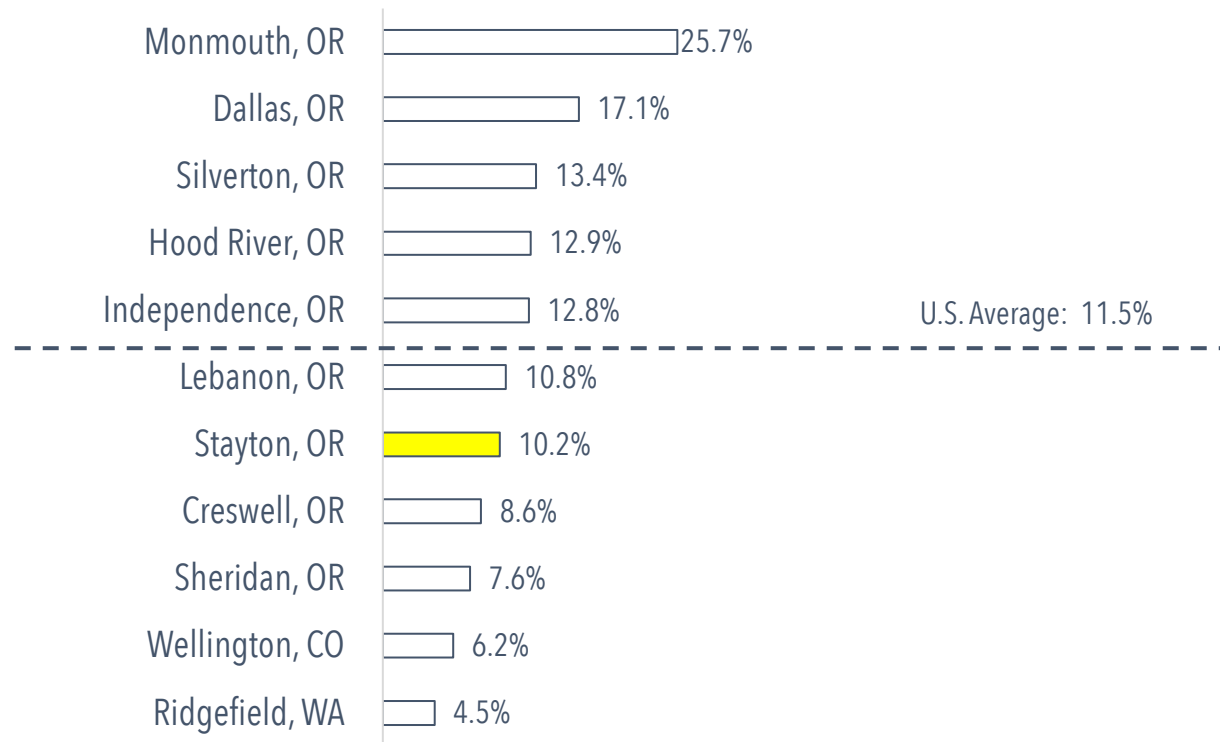


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Health and Social Assistance (% of Businesses), 2016

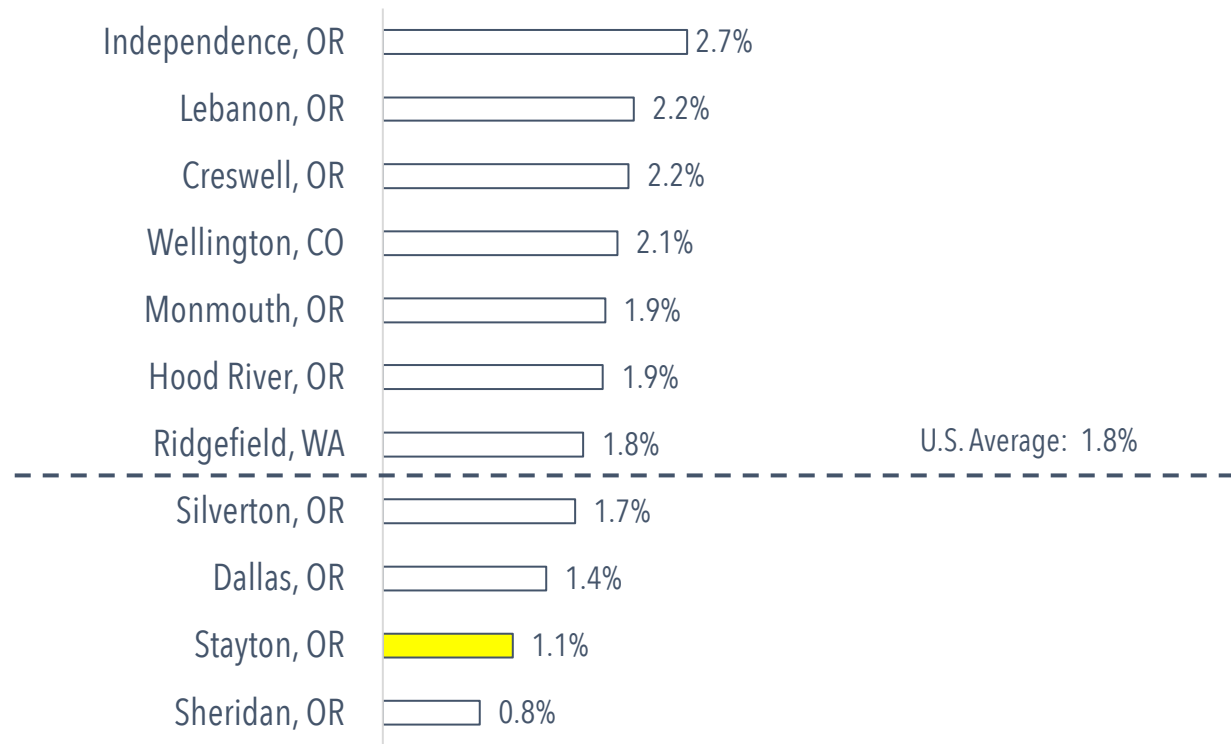


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Arts, Entertainment, and Recreation (% of Businesses), 2016

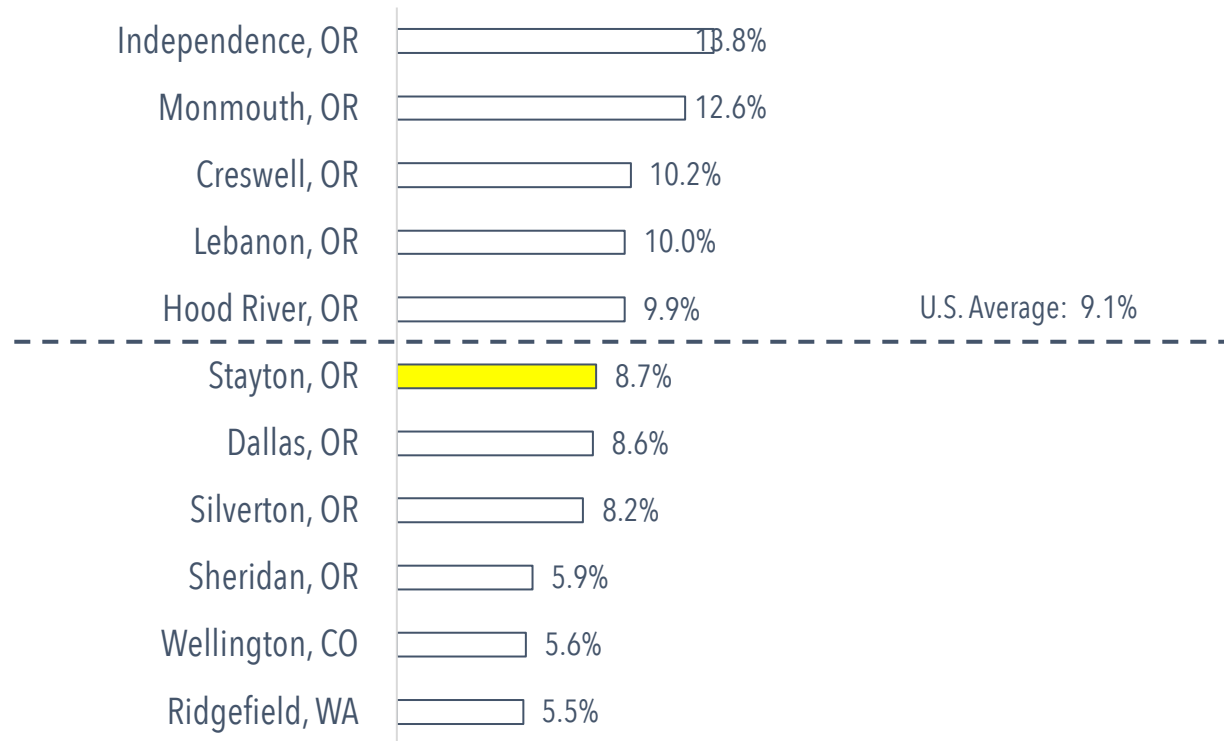


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Accommodation and Food Services (% of Businesses), 2016

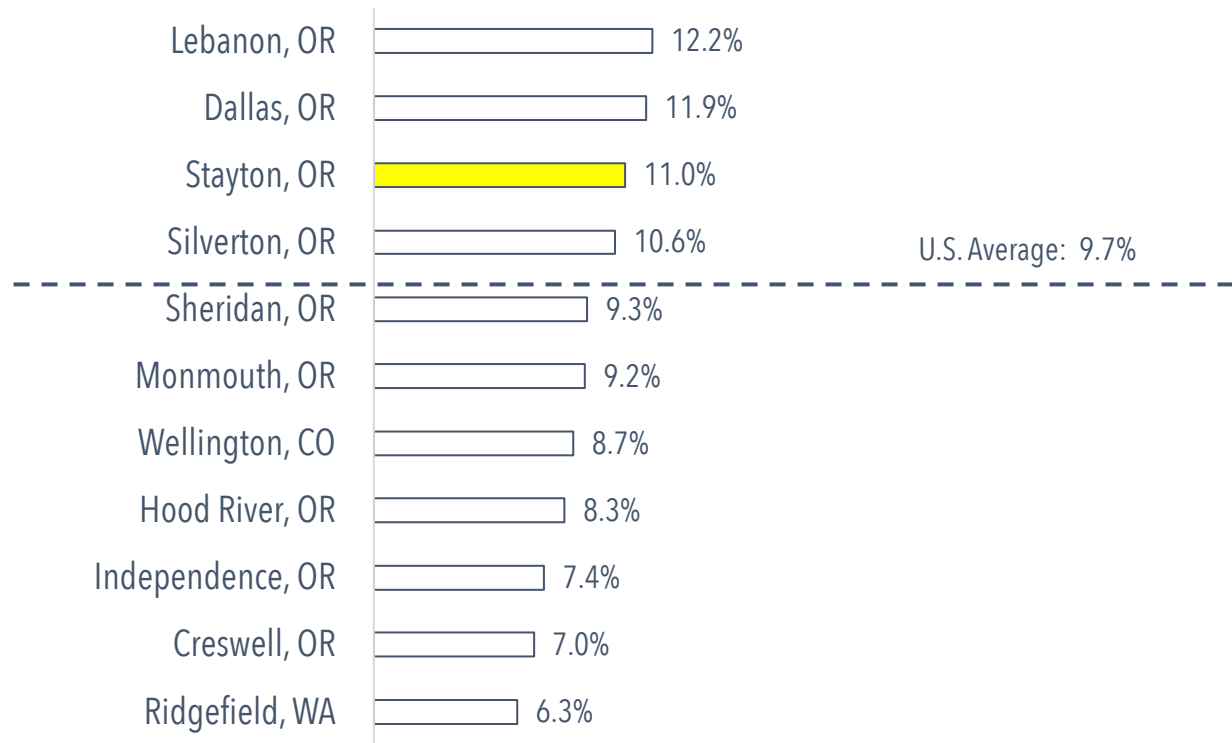


Source: U.S. County Business Patterns 2016



BUSINESS ESTABLISHMENTS

Other Services (% of Businesses), 2016



Source: U.S. County Business Patterns 2016



EDUCATIONAL ATTAINMENT



B

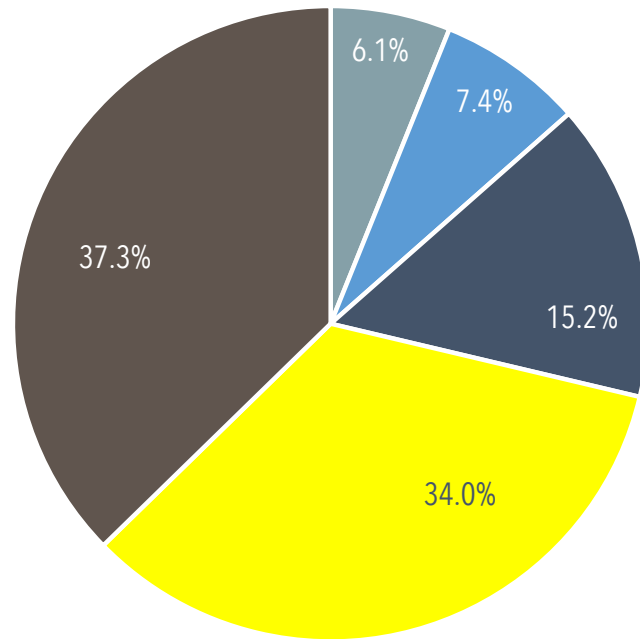
TAKEAWAYS

- **No High School Diploma.**
Approximately 15% of Stayton's residents (25 and older) do not have a high school diploma. This ranks third highest among the benchmark cities and above the national average (12.7%).
- **High School Diploma.**
Thirty-four percent of Stayton's workforce only has a high school diploma (ranking second among the benchmark cities) – a share that has increased 5% since 2013.
- **Associate's Degree.**
Thirty-seven percent of Stayton's residents (1,800 residents) have an Associate's degree or some college. This total is up 10% since 2013.
- **Bachelor's Degree or Higher.**
Only 13% of Stayton's residents have a Bachelor's Degree or Higher – less than half the national average. Since 2013, the number of residents with higher education in Stayton has decreased 23%.



EDUCATIONAL ATTAINMENT

Degree Breakdown, 2017



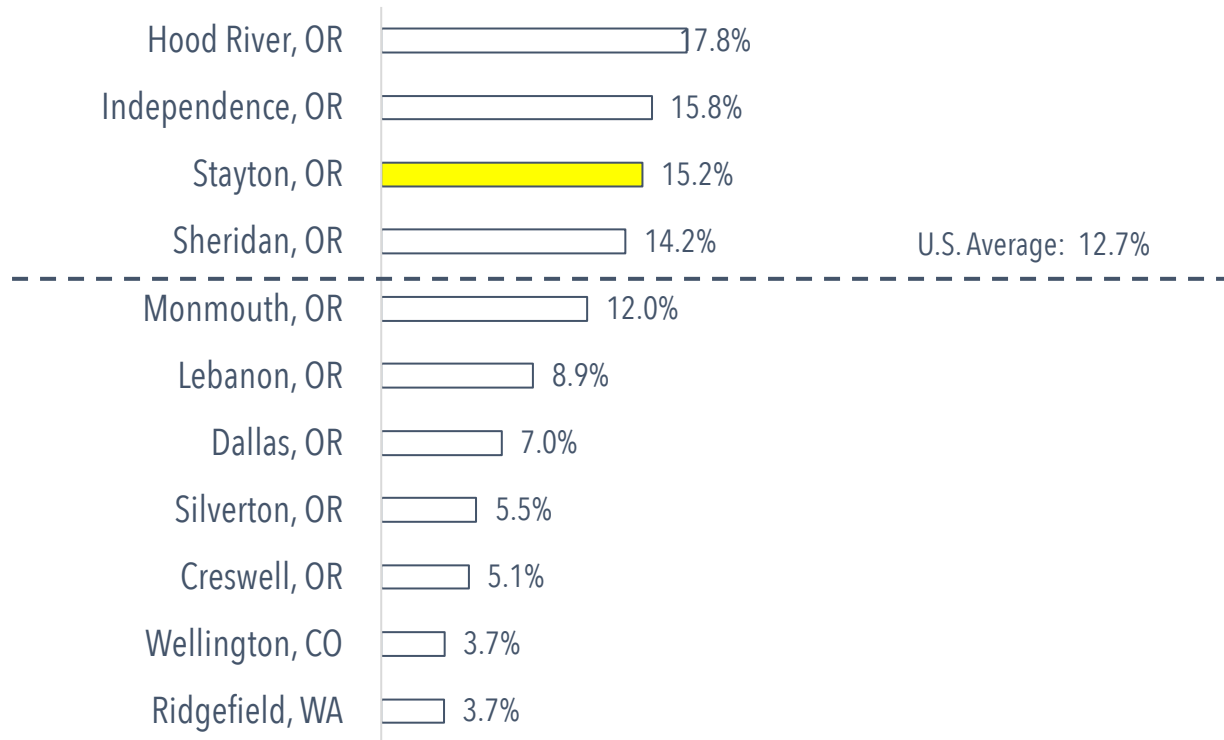
- Graduate Degree
- Bachelor's Degree
- No High School
- High School Diploma
- Some College or Associate's Degree

Source: U.S. Census American Community Survey 2017



EDUCATIONAL ATTAINMENT

No High School Diploma (% of Residents), 2017

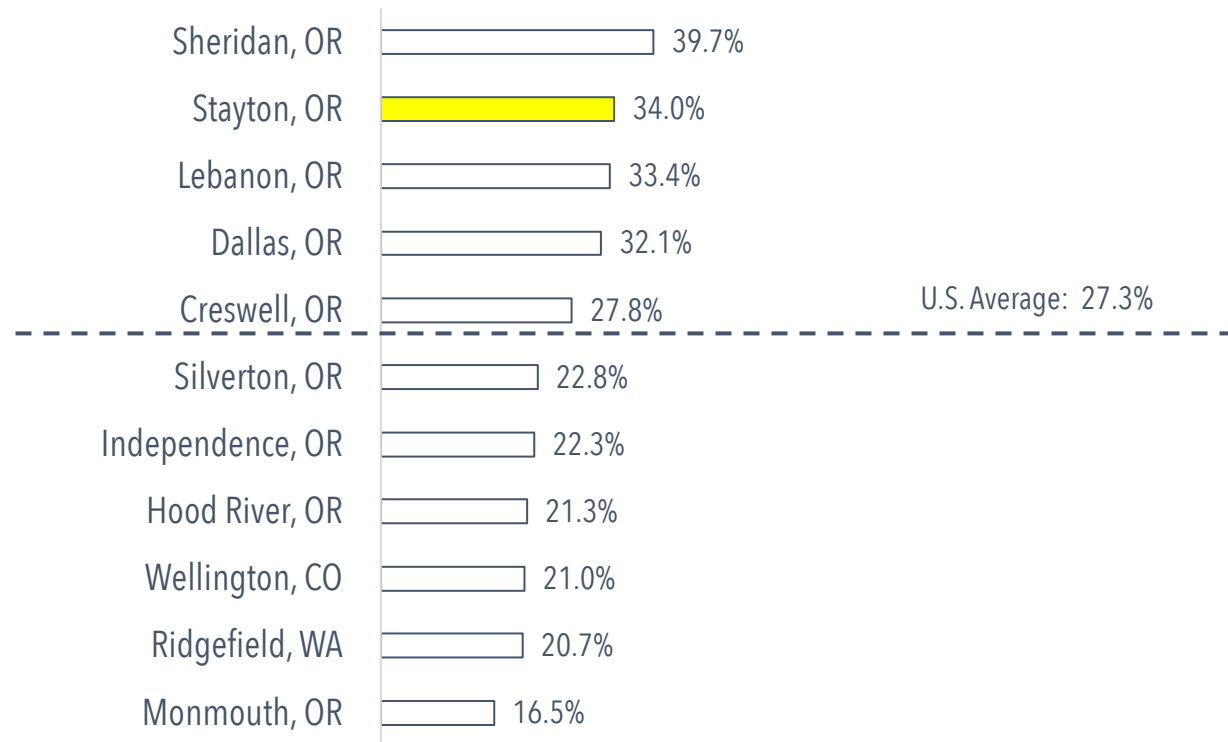


Source: U.S. Census American Community Survey 2017



EDUCATIONAL ATTAINMENT

High School Diploma (% of Residents), 2017

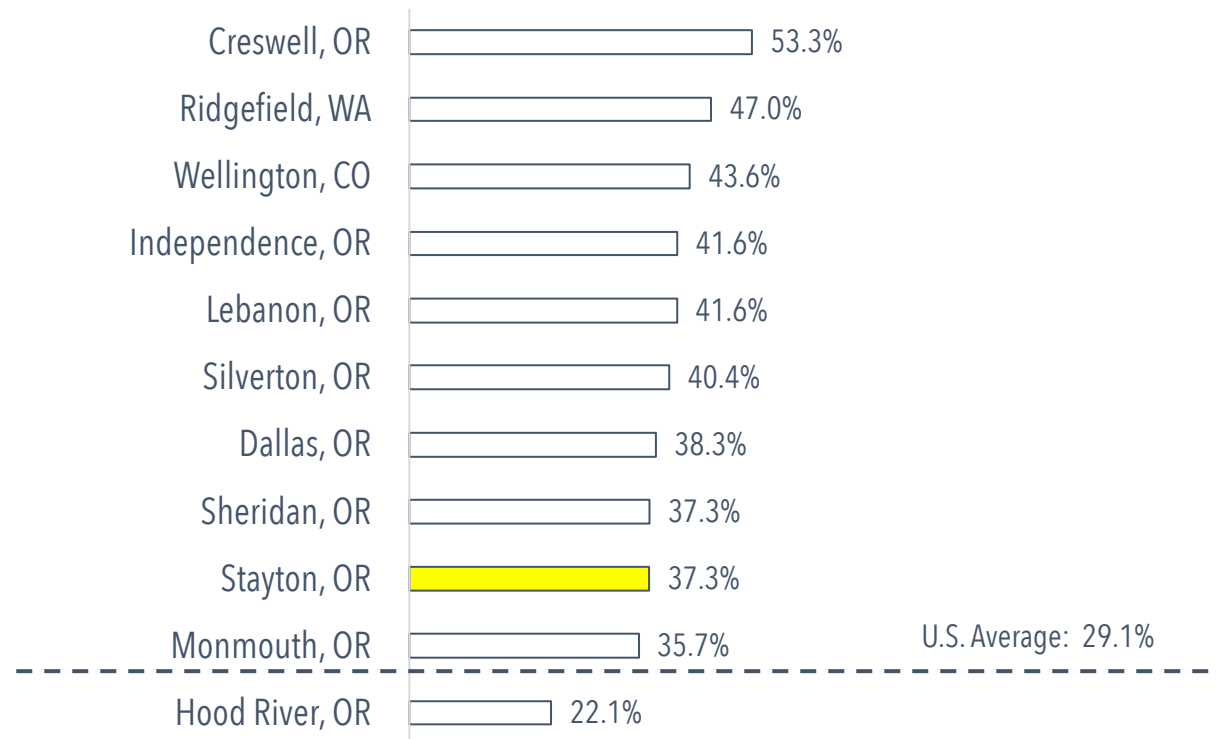


Source: U.S. Census American Community Survey 2017



EDUCATIONAL ATTAINMENT

Some College or Associate's Degree (% of Residents), 2017

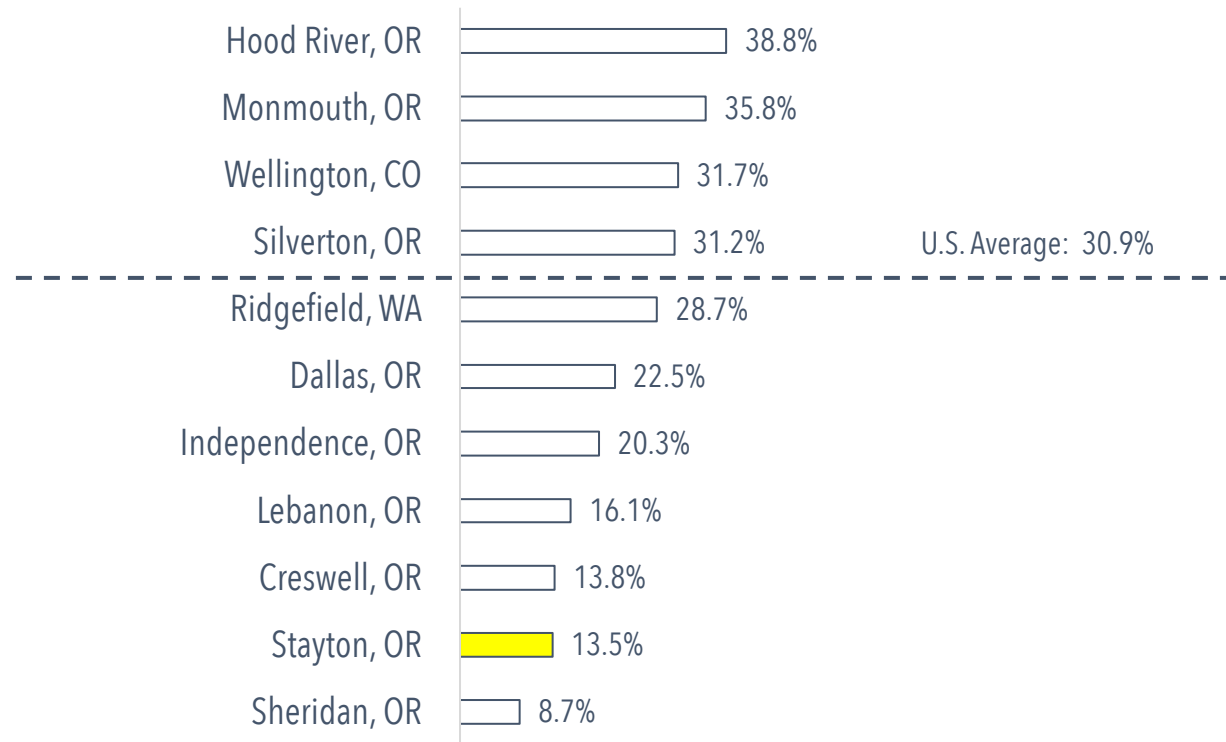


Source: U.S. Census American Community Survey 2017



EDUCATIONAL ATTAINMENT

**Bachelor's Degree or Higher
(% of Residents),
2017**



Source: U.S. Census American Community Survey 2017



RESIDENTS BY OCCUPATIONS



B

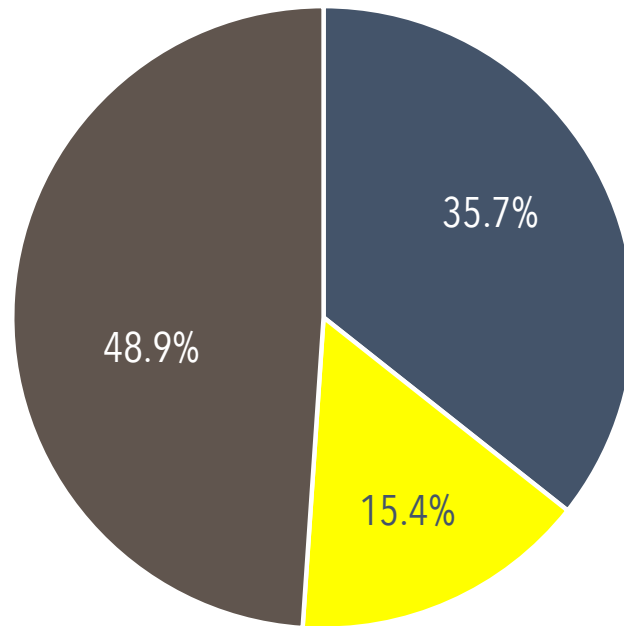
TAKEAWAYS

- **Service Sector.**
Five in ten Stayton workers (48.9%) have skills associated with the service sector – a share that ranks third among the benchmark cities and above the U.S. average (41.5%). Stayton's service sector has increased 1.9% since 2013.
- **Working Sector.**
Approximately 1,600 Stayton residents make up the city's working sector (36%) – skills associated production/ manufacturing, transportation, and maintenance. This is the highest share among the benchmark cities.
- **Creative Class.**
Stayton's creative class (15.4%) – workers with skills in technology, arts/ culture, professional services, and education – ranks last among the benchmark cities and is less than half the U.S. average.



OCCUPATIONS

Residents by Occupational Class, 2017



■ Working Class

■ Creative Class

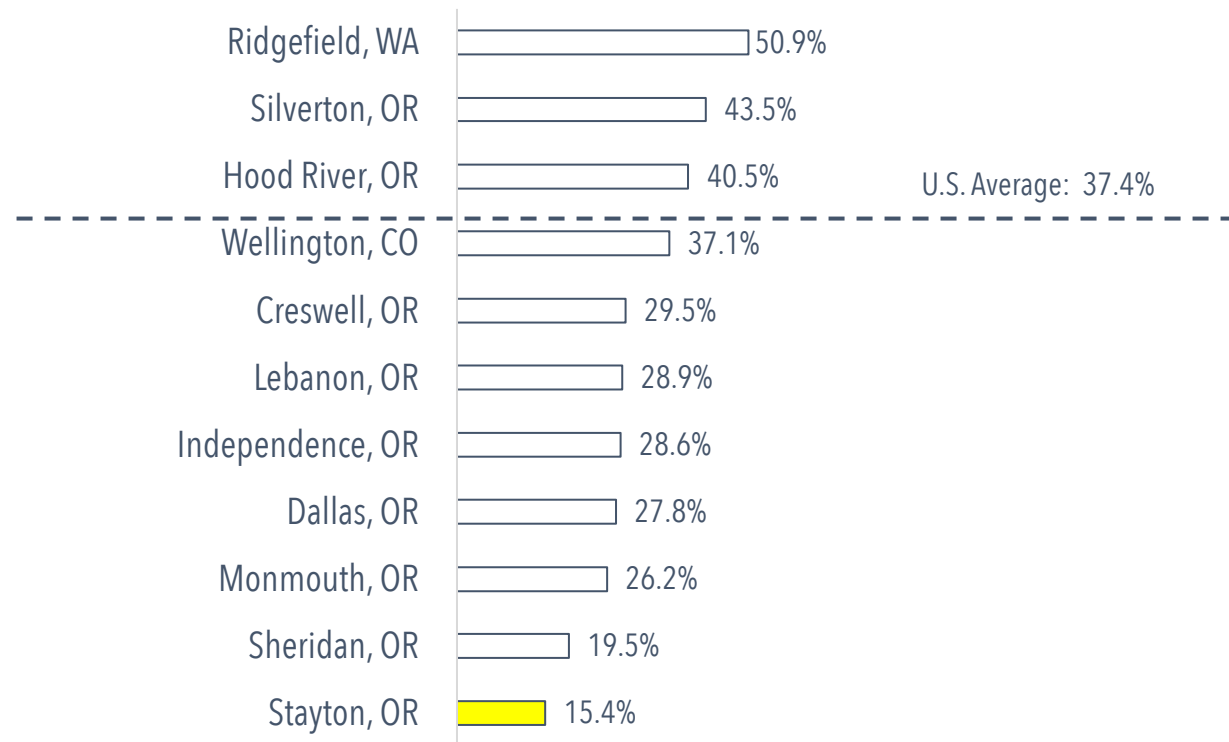
■ Service Class

Source: U.S. Census American Community Survey 2017



OCCUPATIONS

Creative Class, 2017

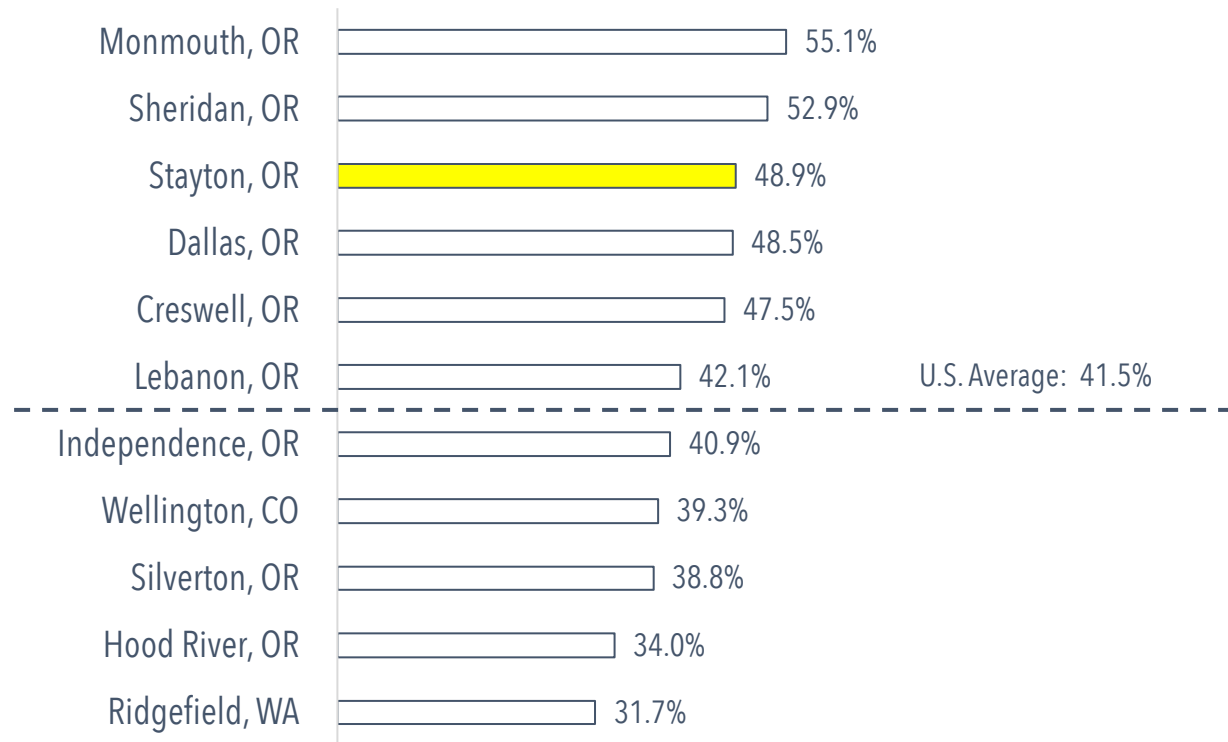


Source: U.S. Census American Community Survey 2017



OCCUPATIONS

Service Class, 2017

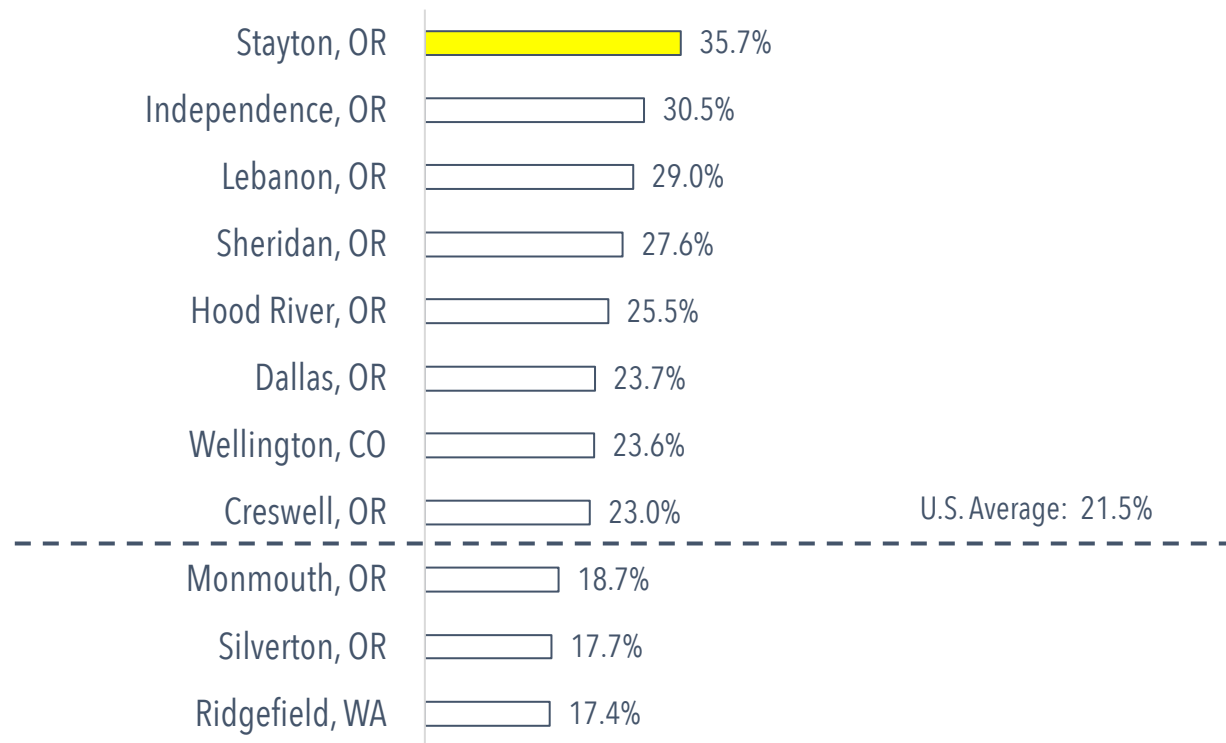


Source: U.S. Census American Community Survey 2017



OCCUPATIONS

Working Class, 2017

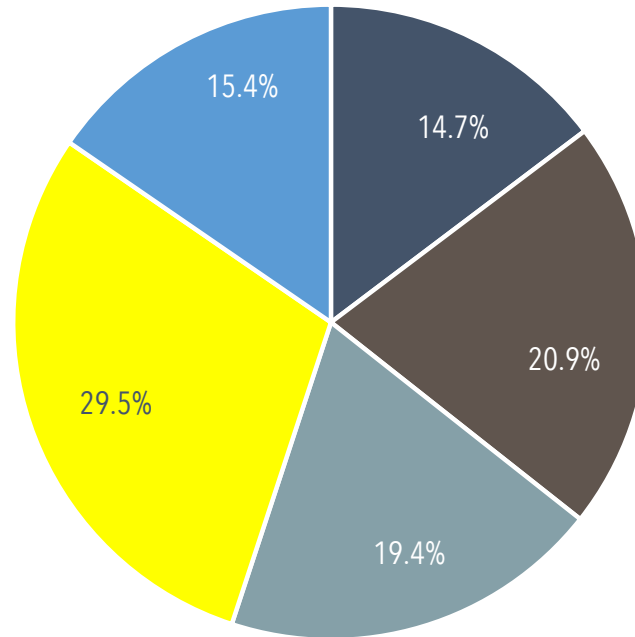


Source: U.S. Census American Community Survey 2017



OCCUPATIONS

Residents by Occupation, 2017



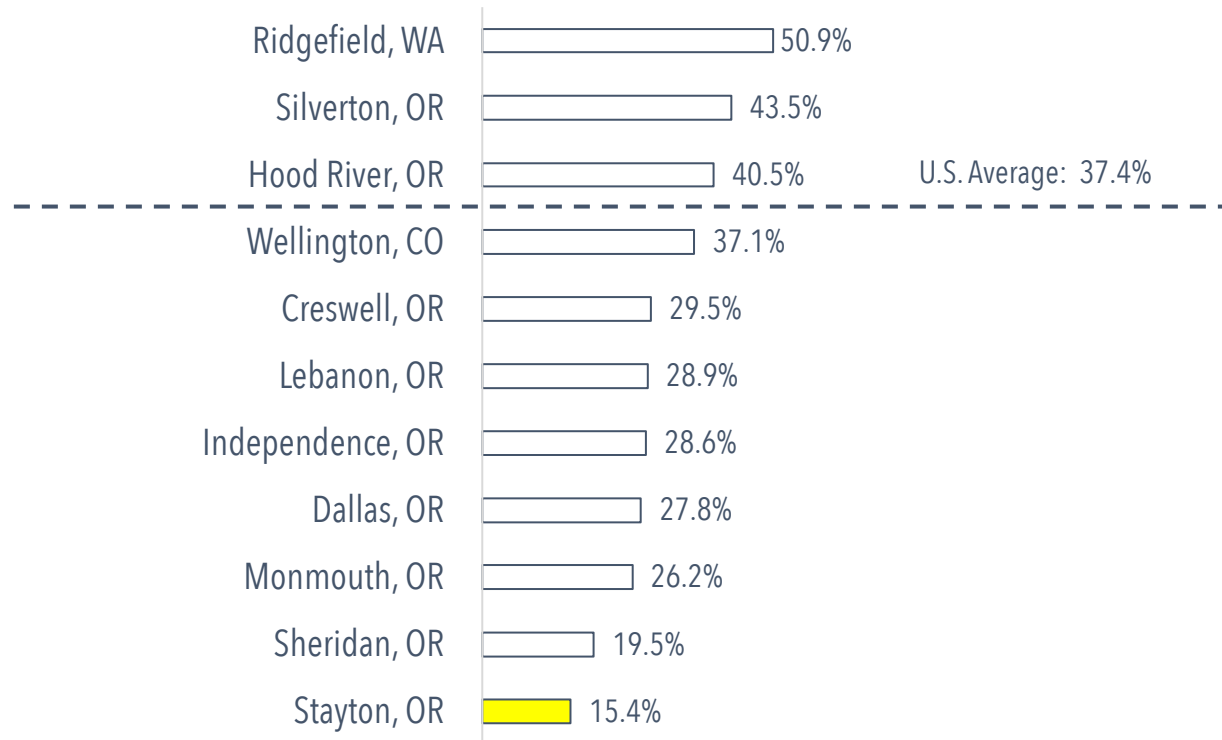
- Natural Resources, Construction, and Maintenance
- Production, Transportation, and Material Moving
- Service
- Sales and Office
- Management, Business, Science, and Arts

Source: U.S. Census American Community Survey 2017



OCCUPATIONS

Management, Business, Science and Arts (% of Residents), 2017

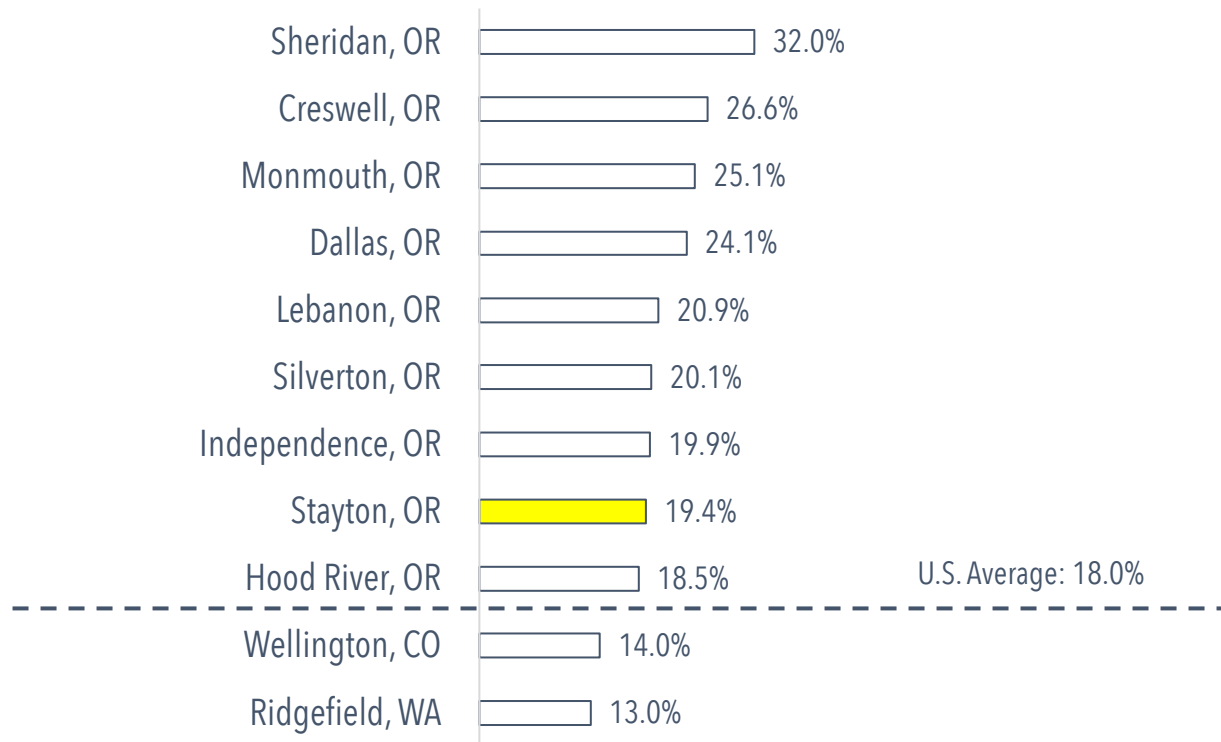


Source: U.S. Census American Community Survey 2017



OCCUPATIONS

Service (% of Residents), 2017

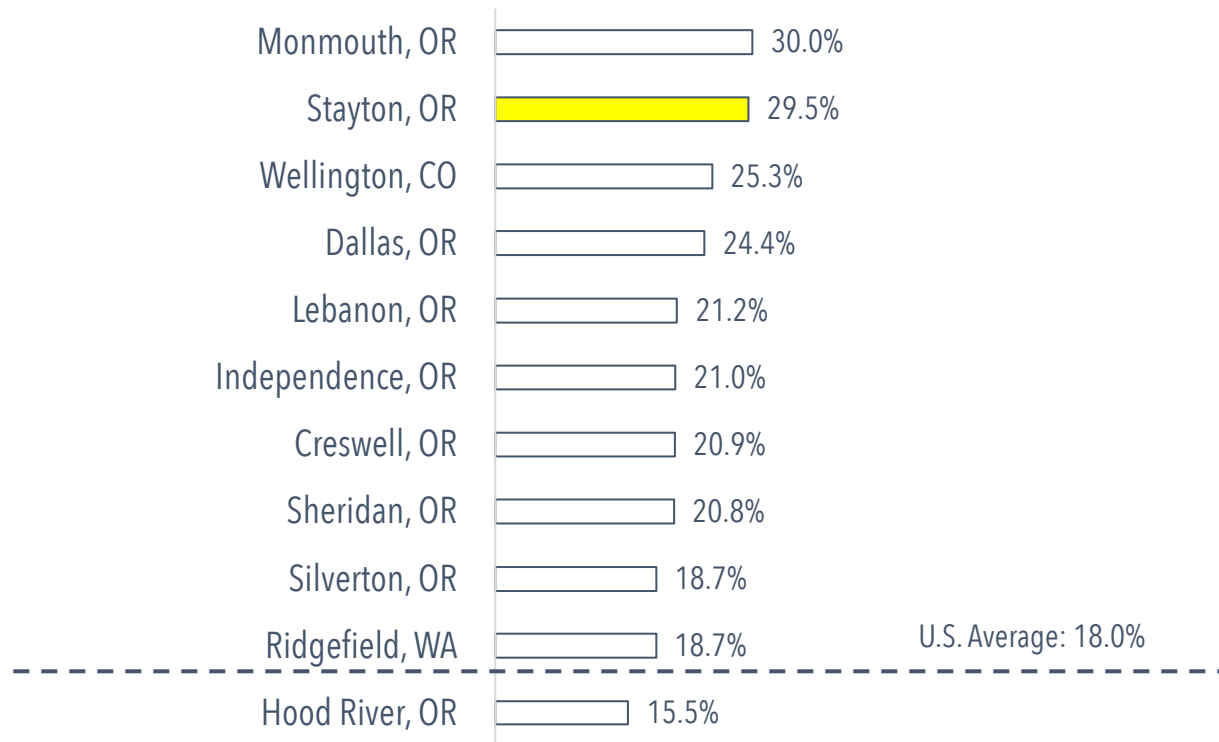


Source: U.S. Census American Community Survey 2017



OCCUPATIONS

Sales and Office (% of Residents), 2017

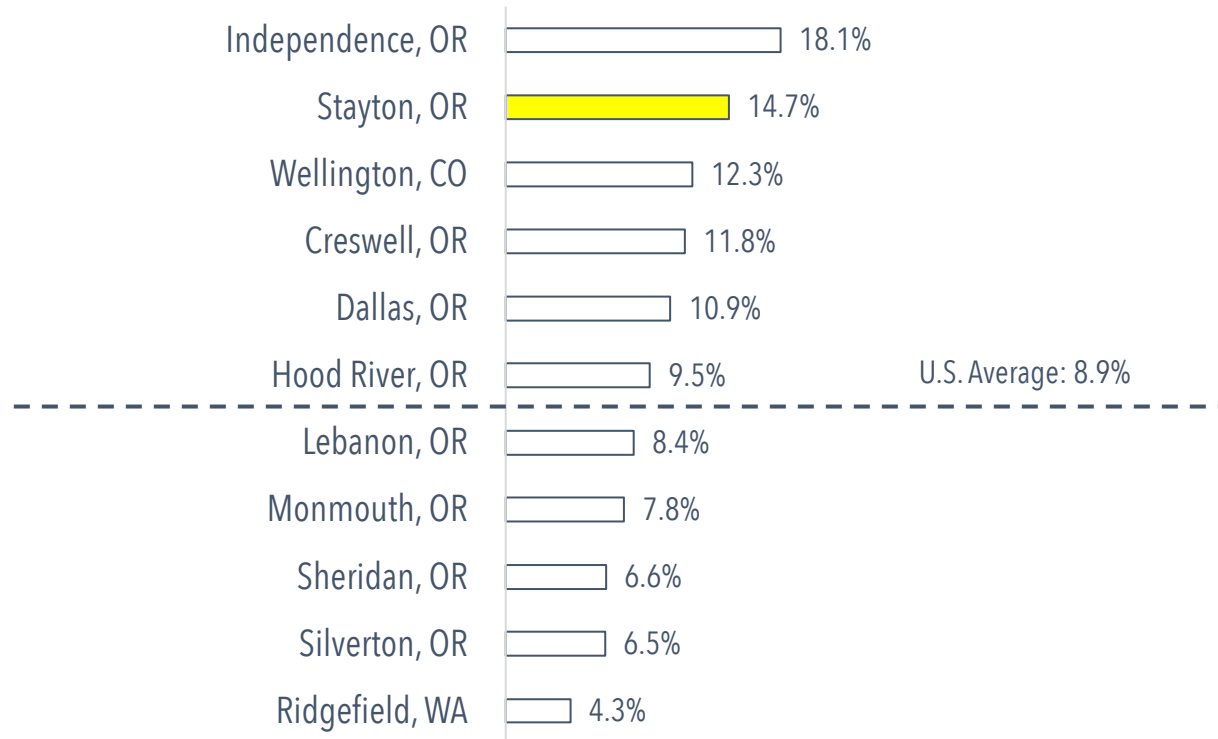


Source: U.S. Census American Community Survey 2017



OCCUPATIONS

Natural Resources, Construction and Maintenance (% of Residents), 2017

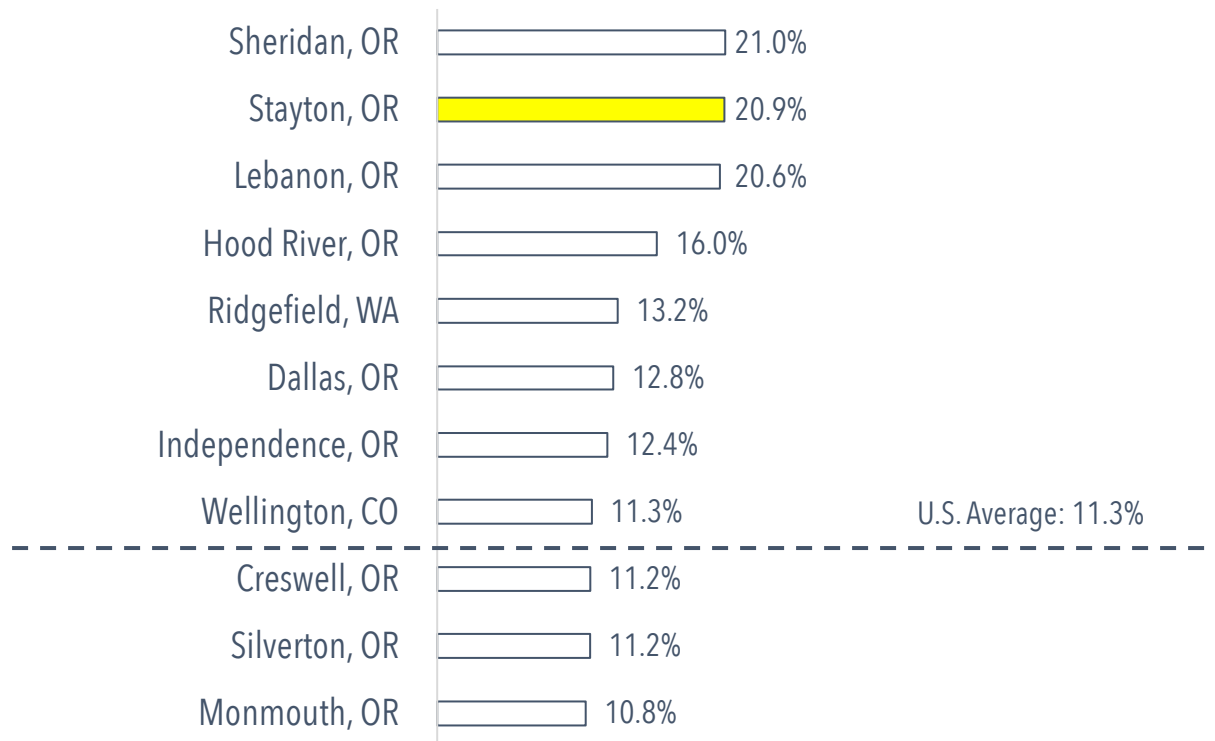


Source: U.S. Census American Community Survey 2017



OCCUPATIONS

Production, Transportation and Moving (% of Residents), 2017



Source: U.S. Census American Community Survey 2017



RESIDENTS BY INDUSTRY



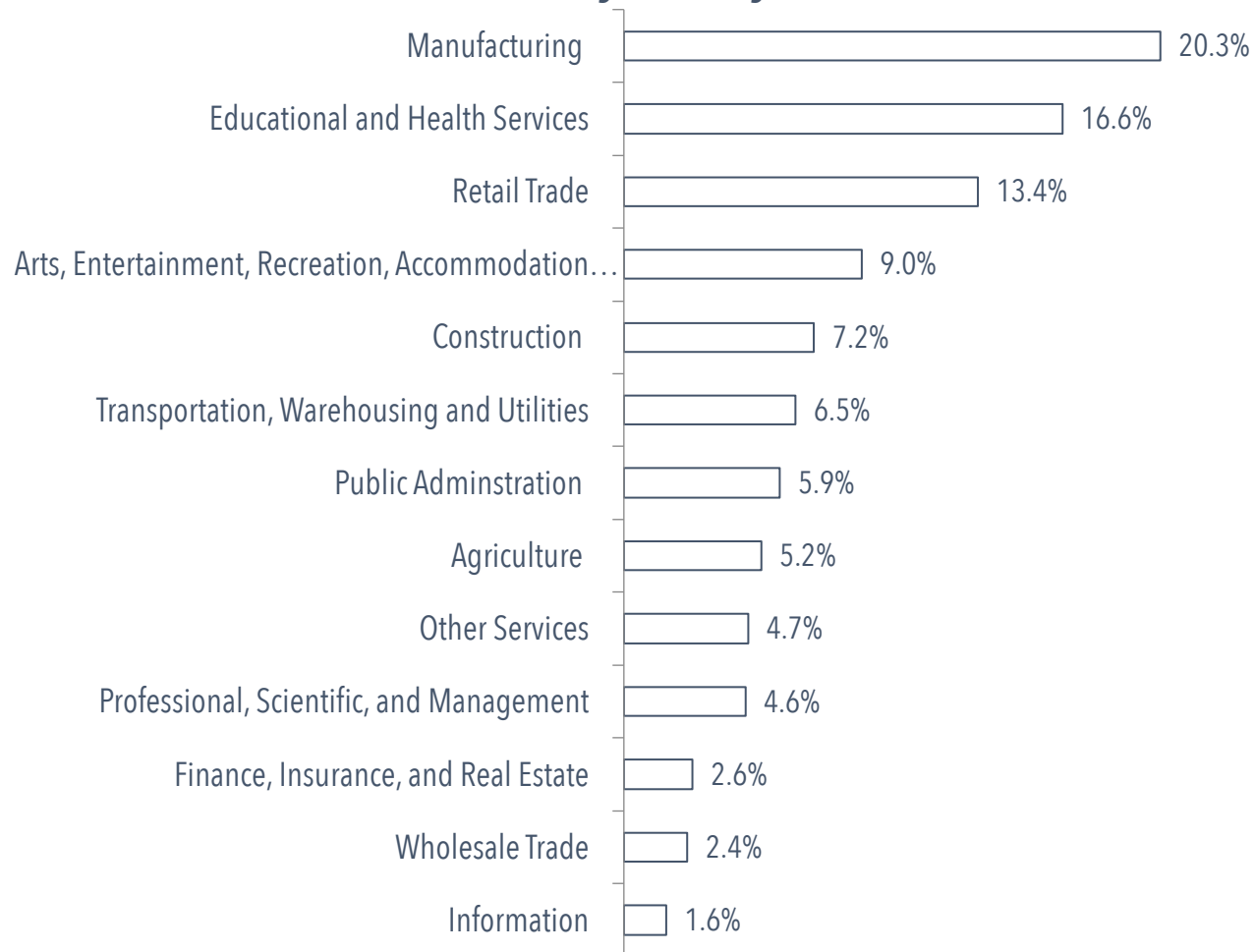
TAKEAWAYS

- **Workforce Growth.**
Stayton's employment base, among its residents, has increased by 4.1% since 2013 to 3,307 workers.
- **Manufacturing.**
Twenty percent of Stayton's residents are employed in the manufacturing sector - an 11.6% increase over 2013. This share ranks first among the benchmark cities.
- **Med and Eds.**
Stayton's health and educational sector employs 17% of Stayton's residents - an estimated 550 workers and a 7% increase from 2013.
- **Retail Industry.**
Nearly 14% of Stayton's residents (450) are employed in the retail sector. Retail employment in Stayton has increased 25% since 2013.



INDUSTRY

Residents by Industry, 2017

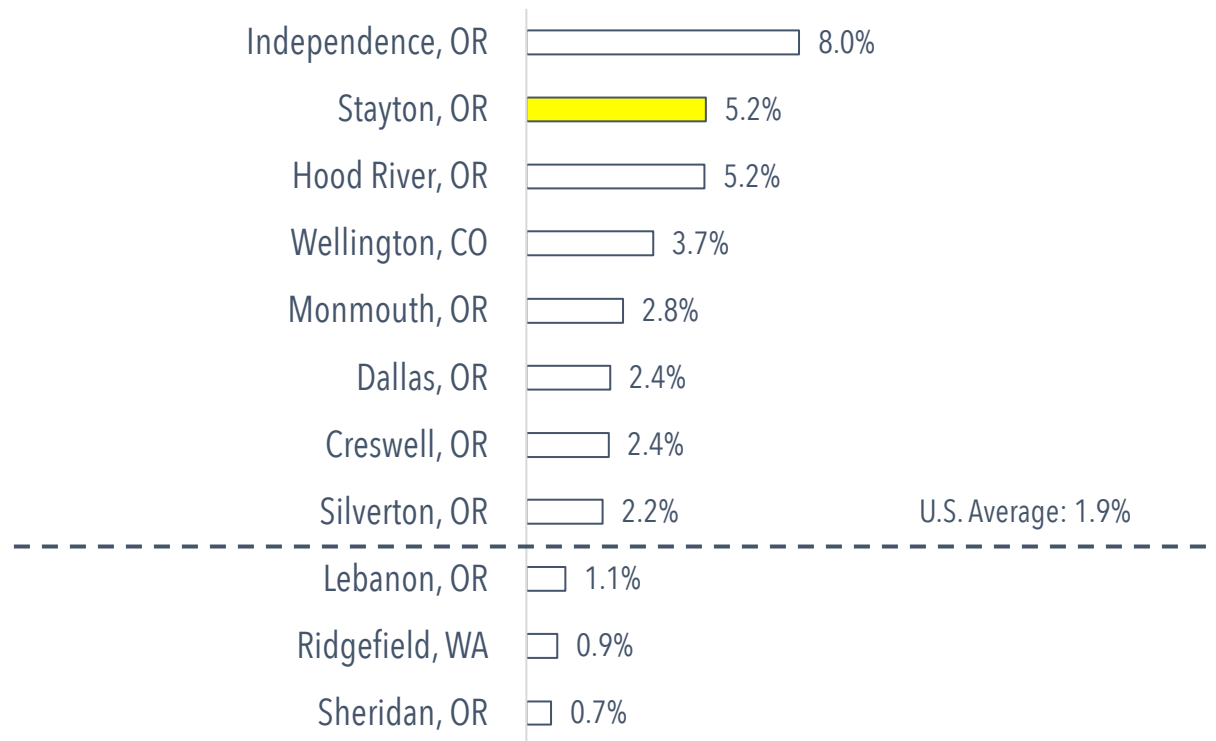


Source: U.S. Census American Community Survey 2017



INDUSTRY

Agriculture (% of Residents), 2017

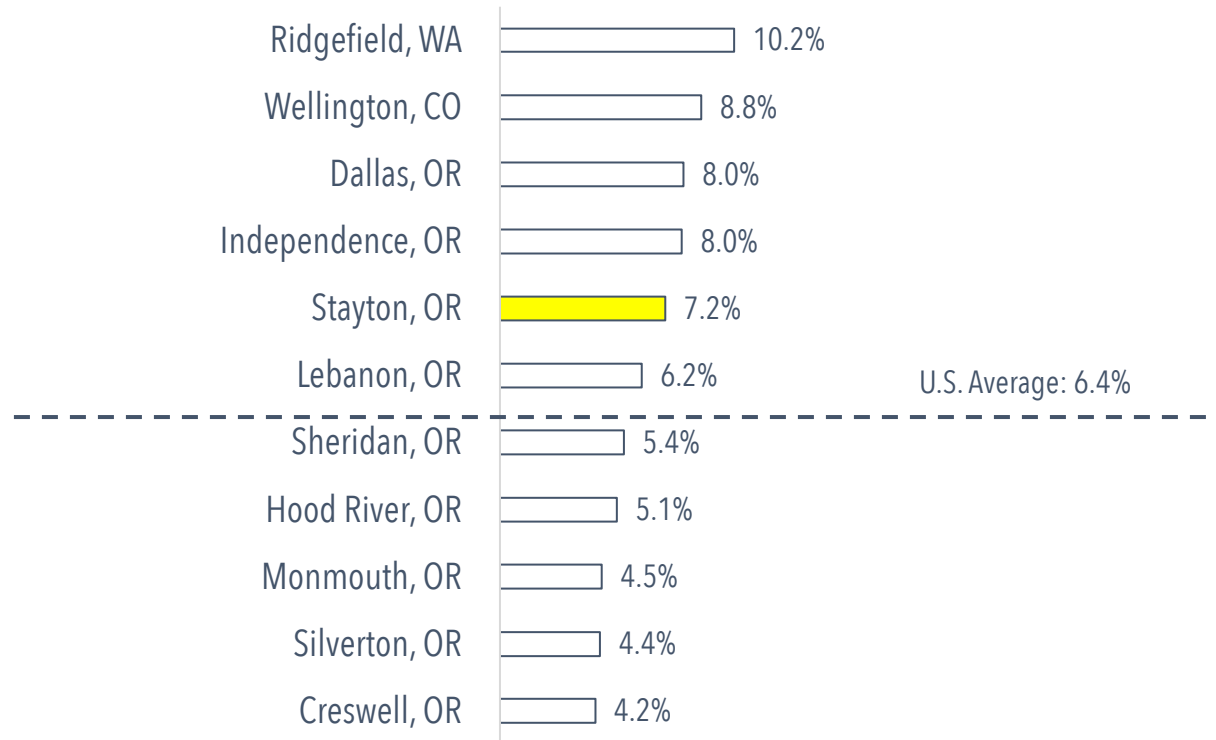


Source: U.S. Census American Community Survey 2017



INDUSTRY

Construction (% of Residents), 2017

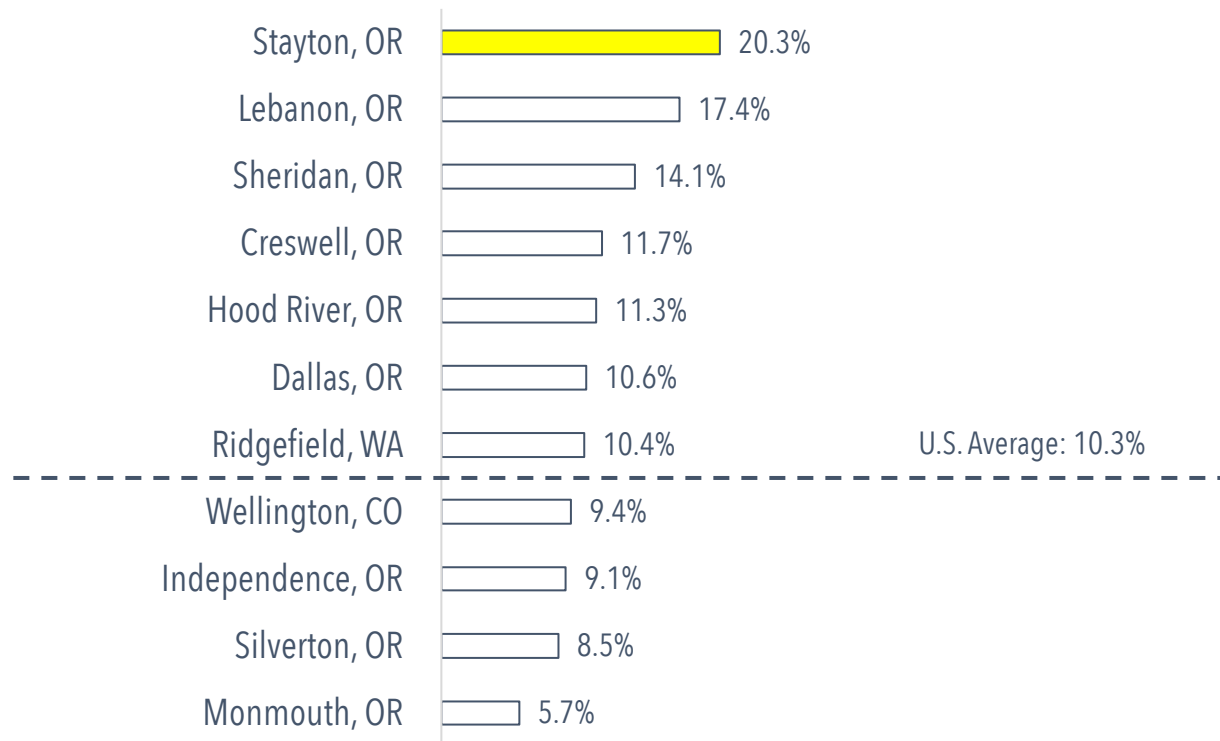


Source: U.S. Census American Community Survey 2017



INDUSTRY

Manufacturing (% of Residents), 2017

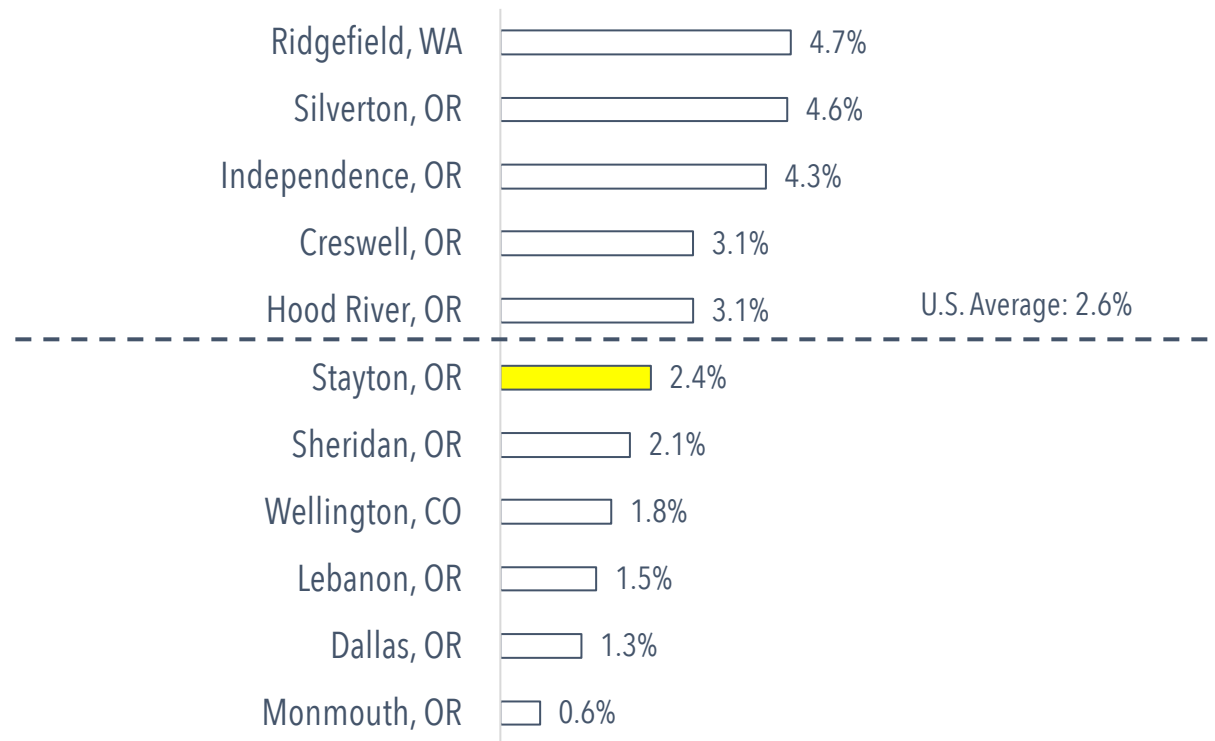


Source: U.S. Census American Community Survey 2017



INDUSTRY

Wholesale Trade (% of Residents), 2017

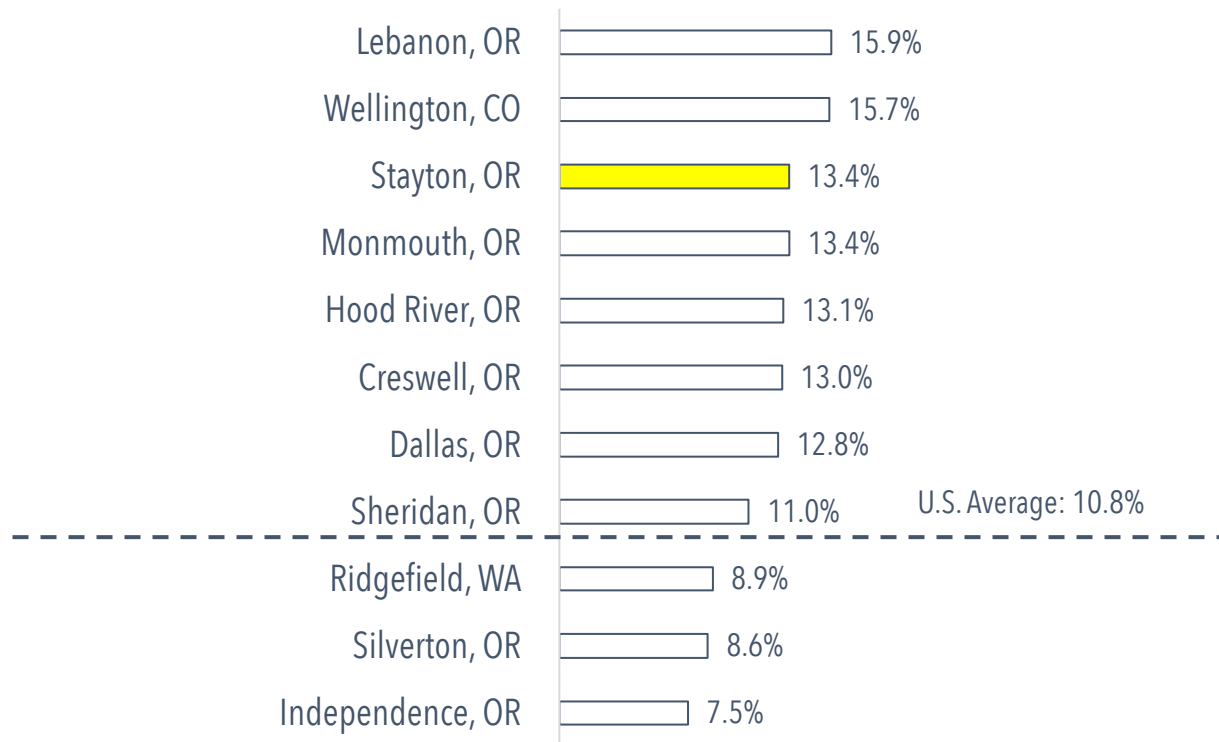


Source: U.S. Census American Community Survey 2017



INDUSTRY

Retail Trade (% of Residents), 2017

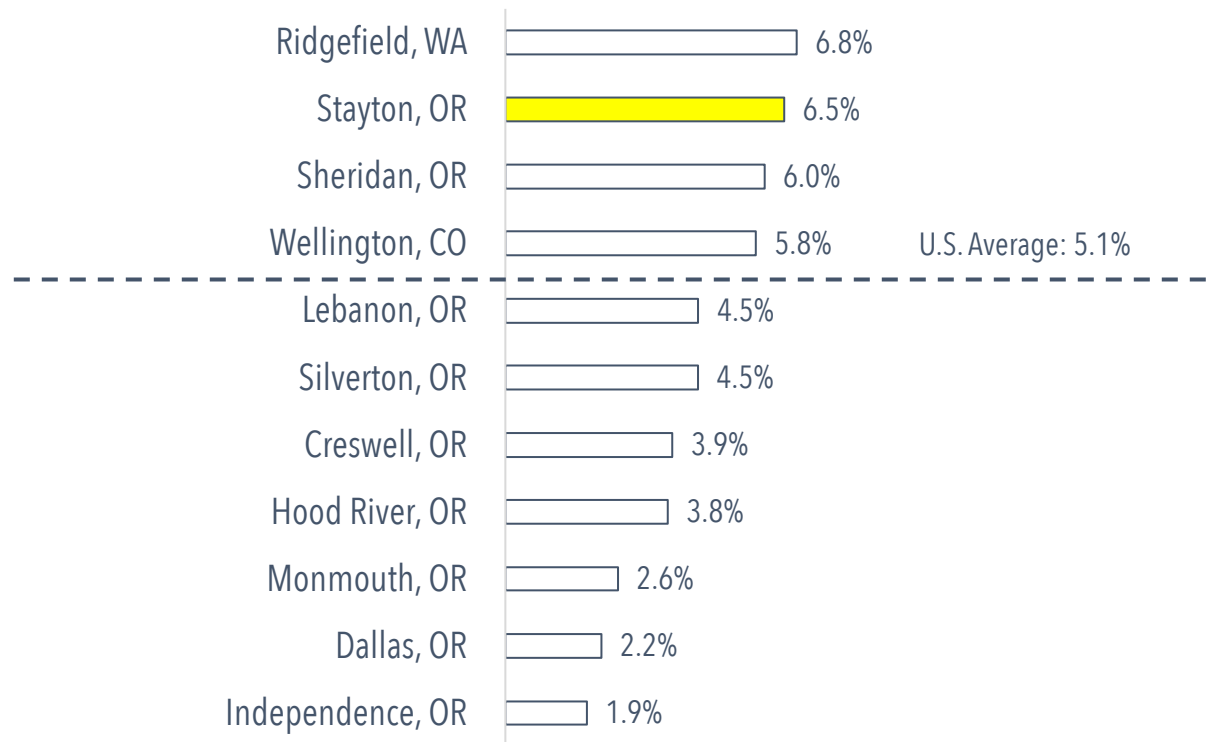


Source: U.S. Census American Community Survey 2017



INDUSTRY

Transportation, Warehousing, and Utilities (% of Residents), 2017

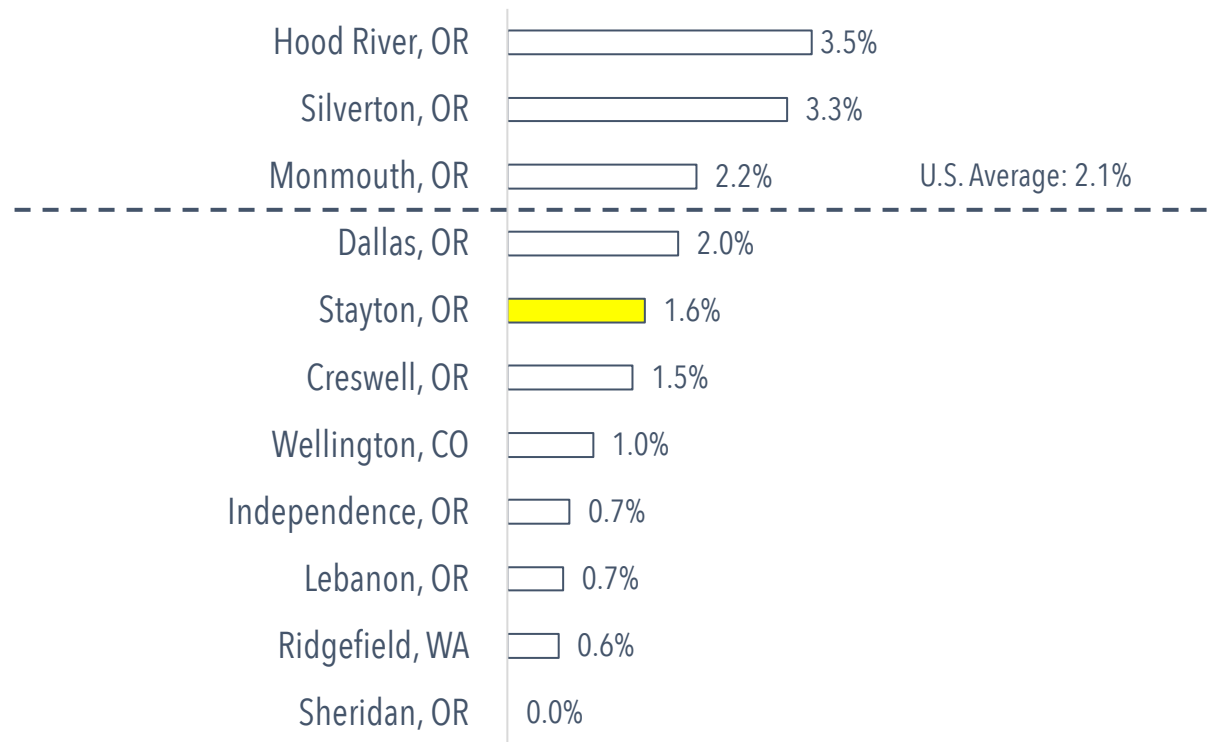


Source: U.S. Census American Community Survey 2017



INDUSTRY

Information (% of Residents), 2017

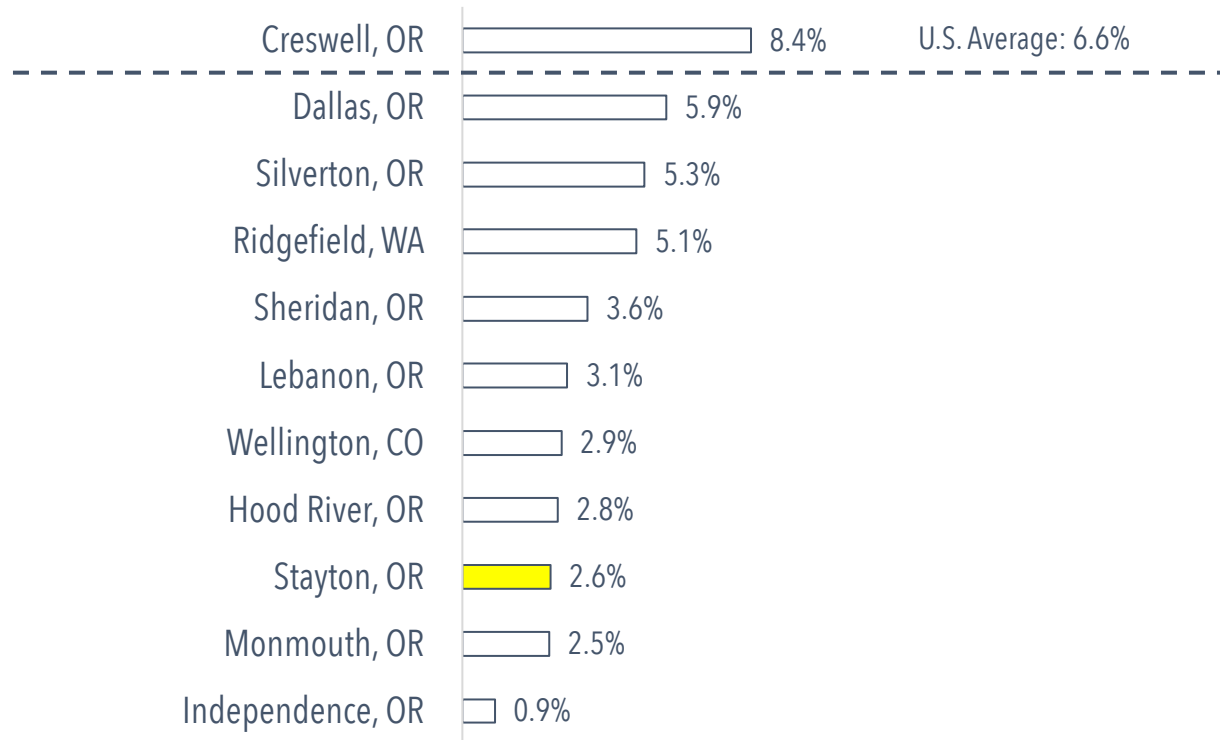


Source: U.S. Census American Community Survey 2017



INDUSTRY

Finance, Insurance, and Real Estate (% of Residents), 2017

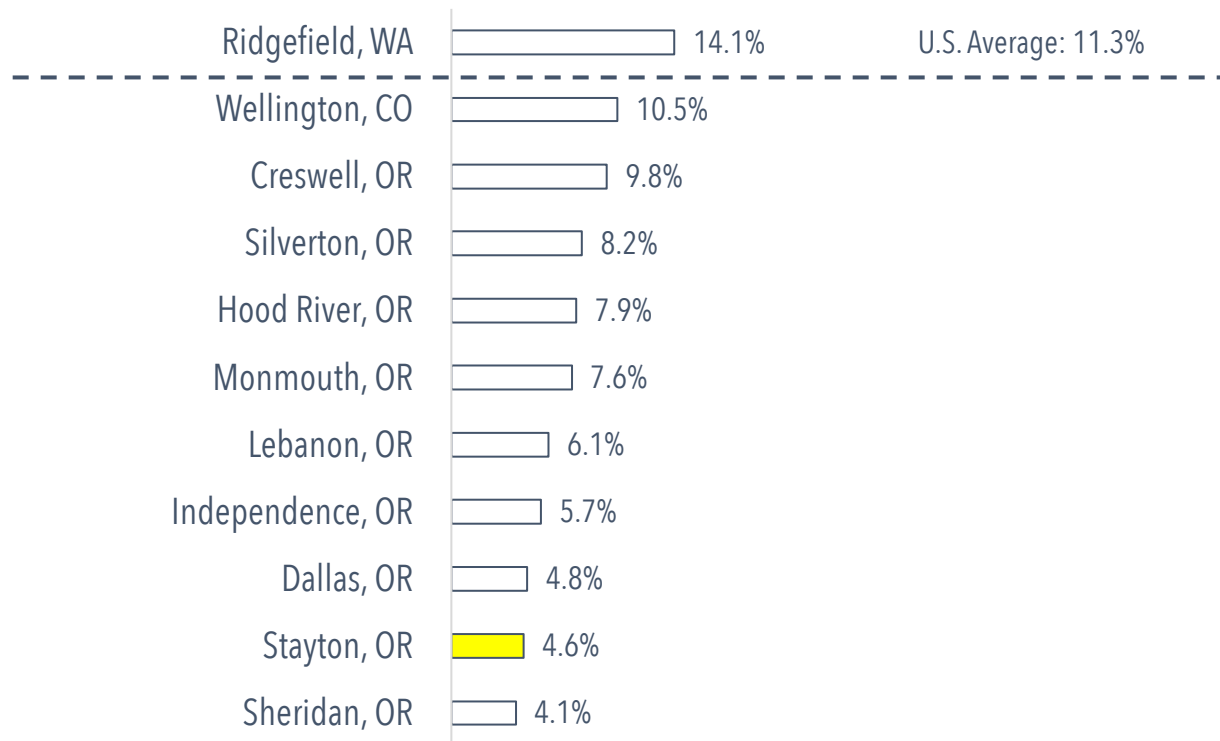


Source: U.S. Census American Community Survey 2017



INDUSTRY

Professional, Scientific, and Management (% of Residents), 2017

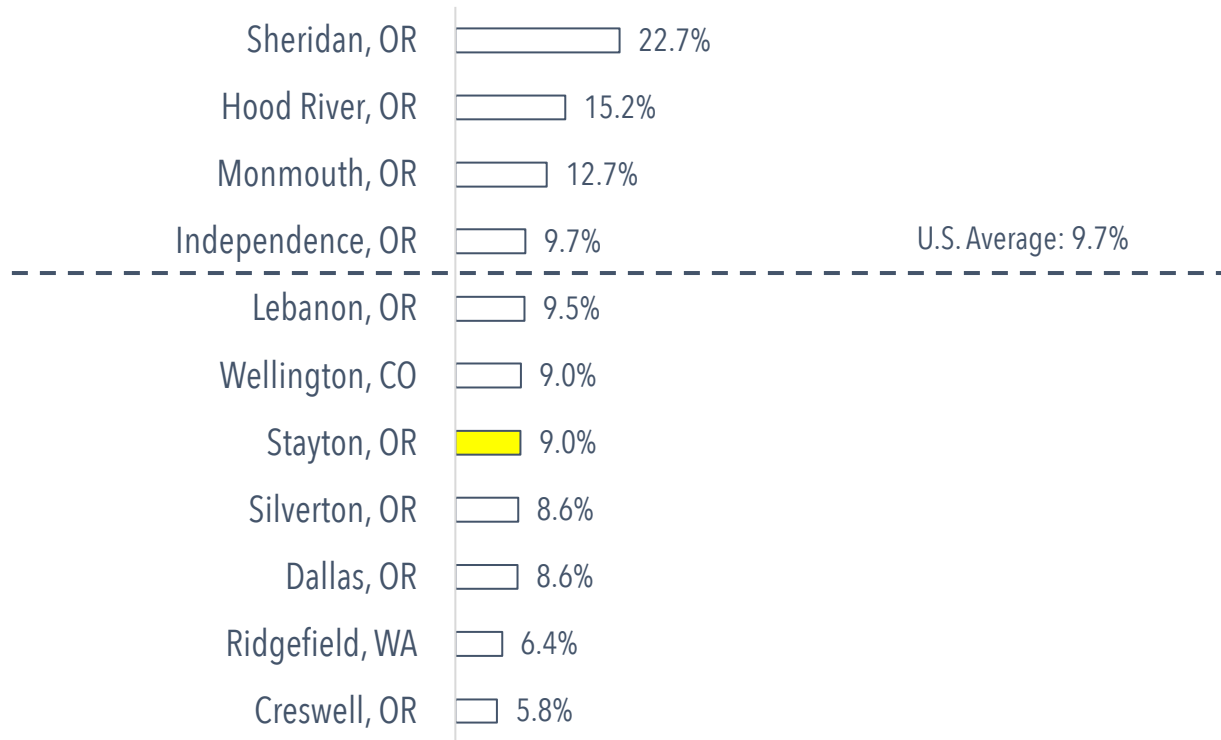


Source: U.S. Census American Community Survey 2017



INDUSTRY

Arts, Entertainment, Recreation, Accommodation, and Food Service (% of Residents), 2017

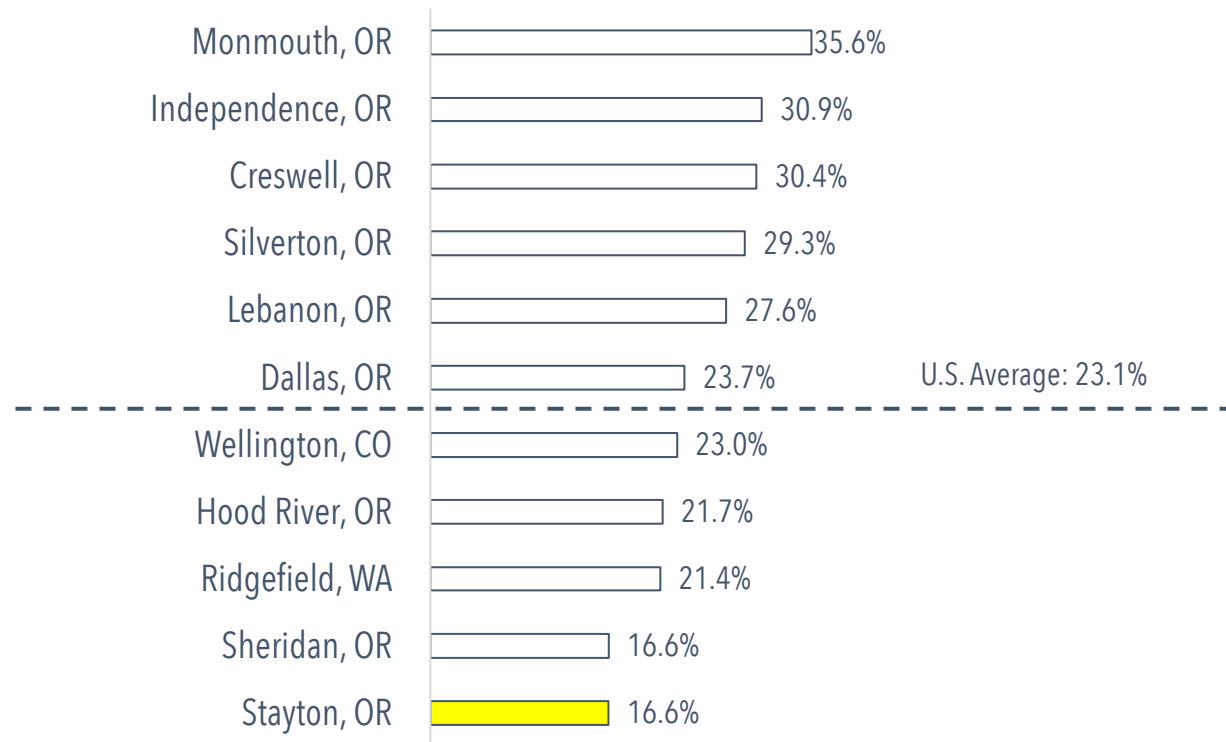


Source: U.S. Census American Community Survey 2017



INDUSTRY

Educational and Health Services (% of Residents), 2017

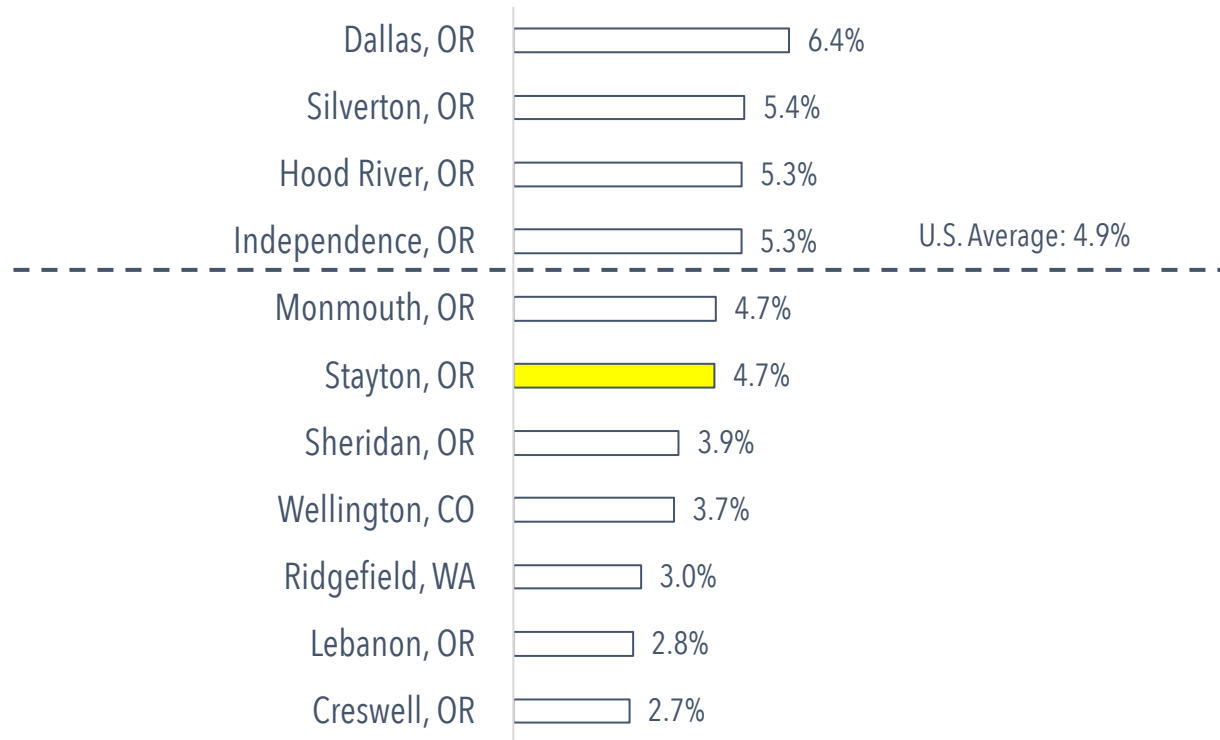


Source: U.S. Census American Community Survey 2017



INDUSTRY

Other Services (% of Residents), 2017

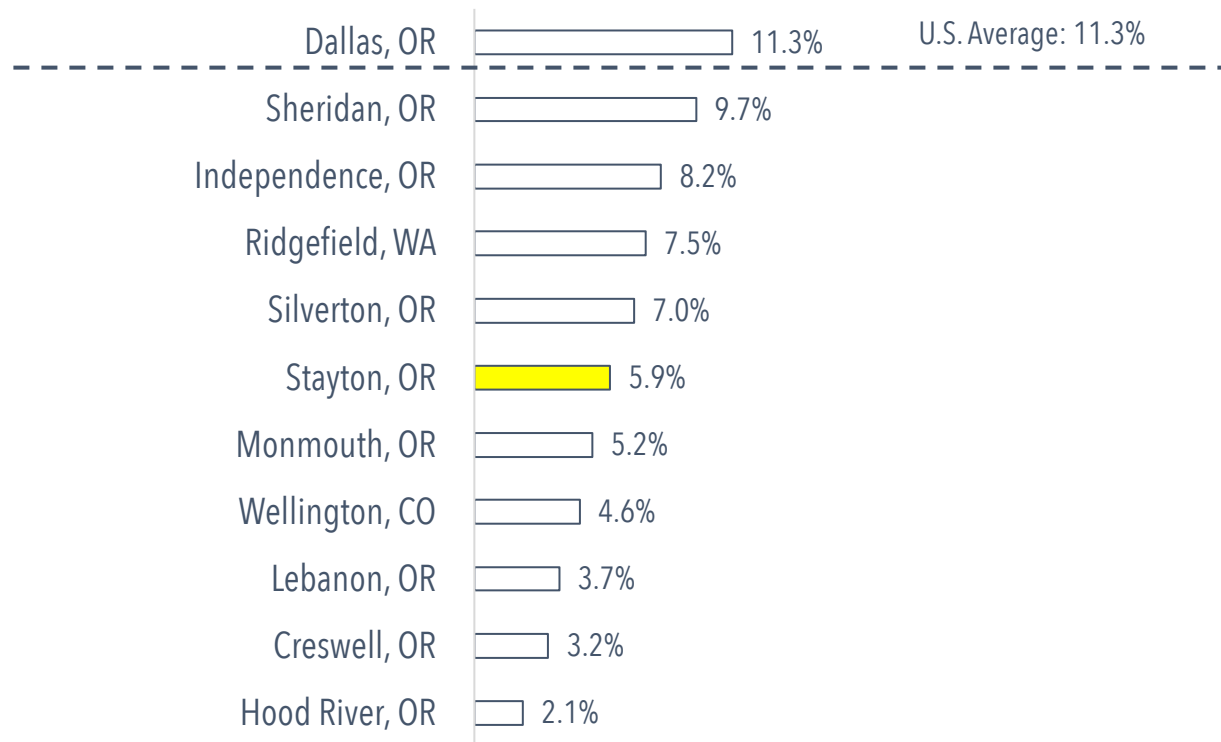


Source: U.S. Census American Community Survey 2017



INDUSTRY

Public Administration (% of Residents), 2017



Source: U.S. Census American Community Survey 2017



COMMUTING



TAKEAWAYS

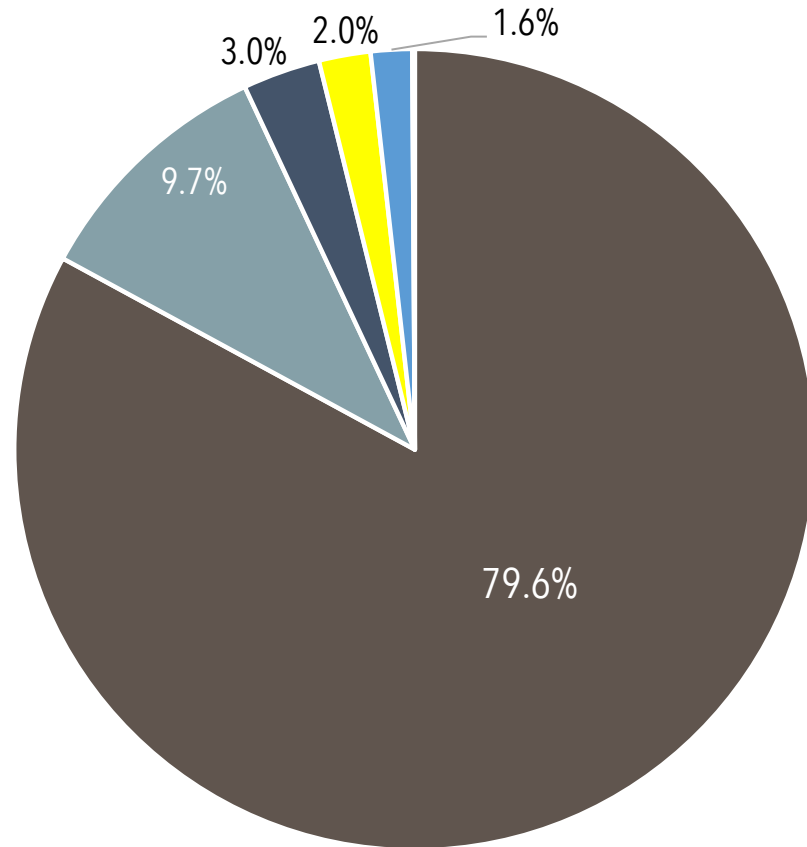
- **Driving to Work.**
8 in 10 Stayton residents drive to work.
- **Highest Share of Carpooling.**
Approximately 14% of Stayton's residents carpool to work – the second highest share among the benchmark cities and significantly above the national average (9.2%).
- **Short Commute Time.**
Ruidoso's commute time is 19.5 minutes – second shortest among the benchmark cities and 7 minutes shorter than the U.S. average.



B

COMMUTING

Means of Commuting (% of Workforce), 2017



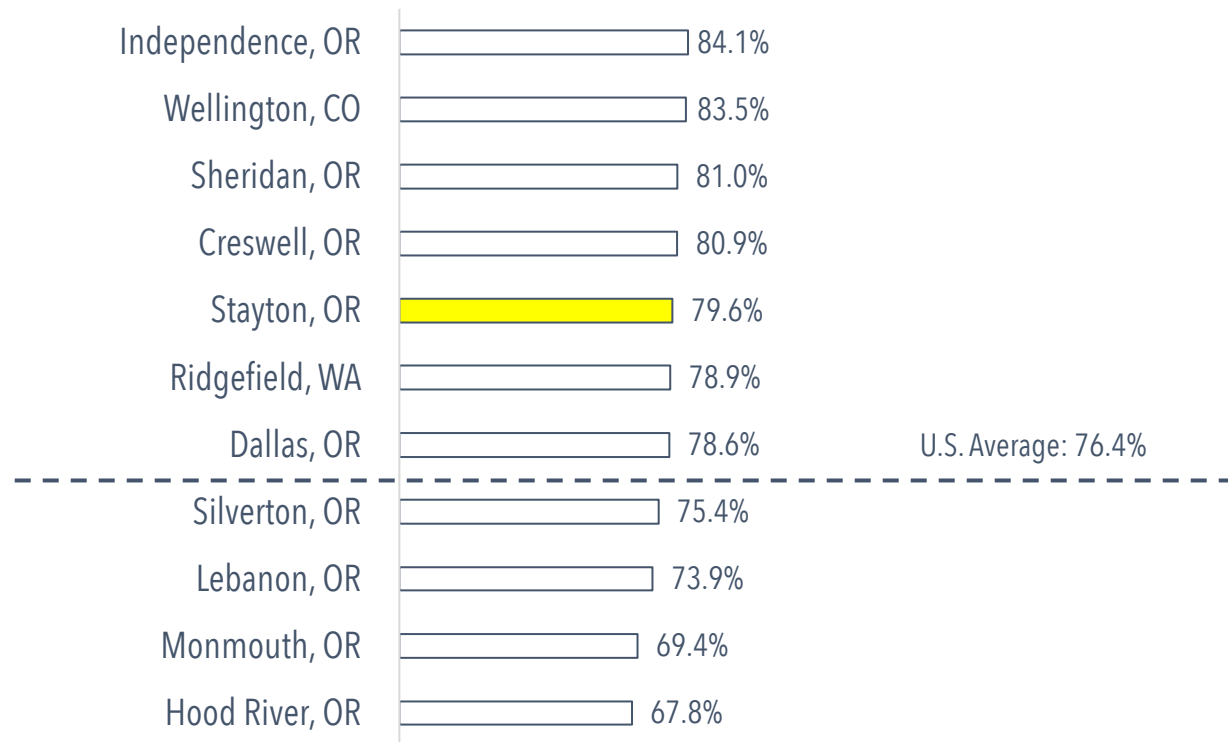
■ Car/ Drove Alone ■ Carpooled ■ Walked to Work ■ Worked at Home ■ Other Means ■ Public Transit

Source: U.S. Census American Community Survey 2017



COMMUTING

Car/ Drove Alone (% of Workforce), 2017

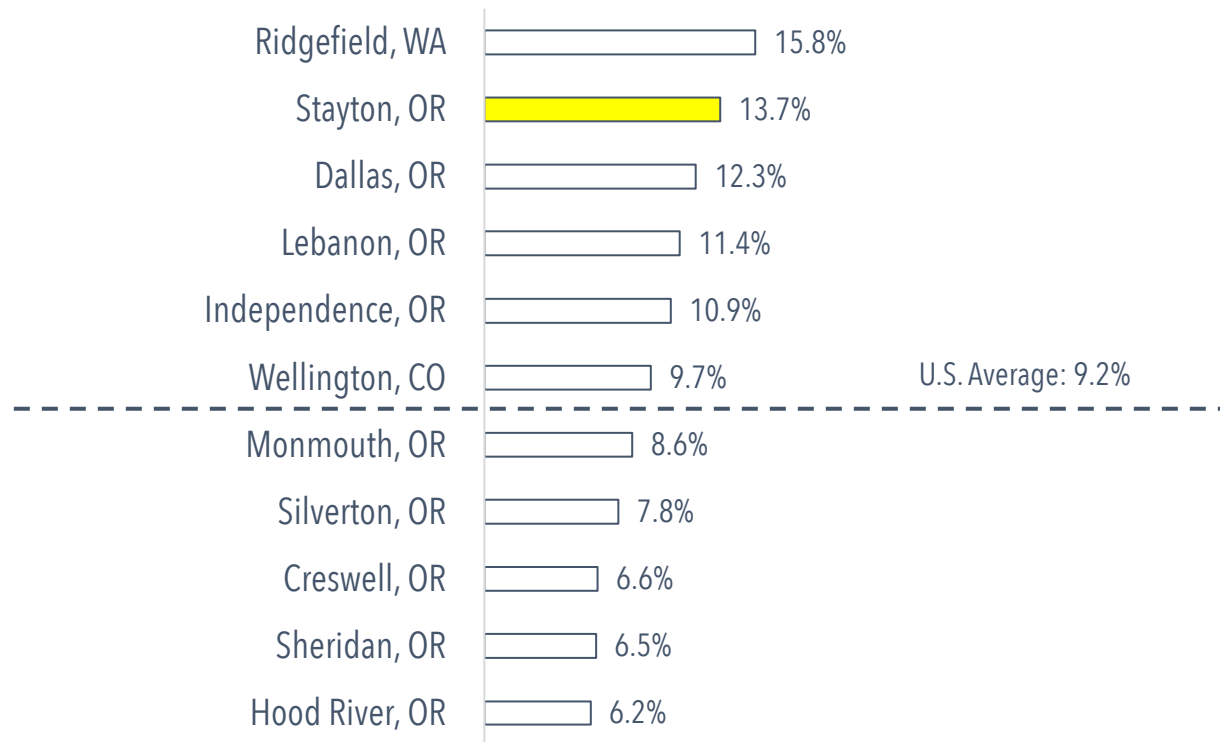


Source: U.S. Census American Community Survey 2017



COMMUTING

Carpooled (% of Workforce), 2017



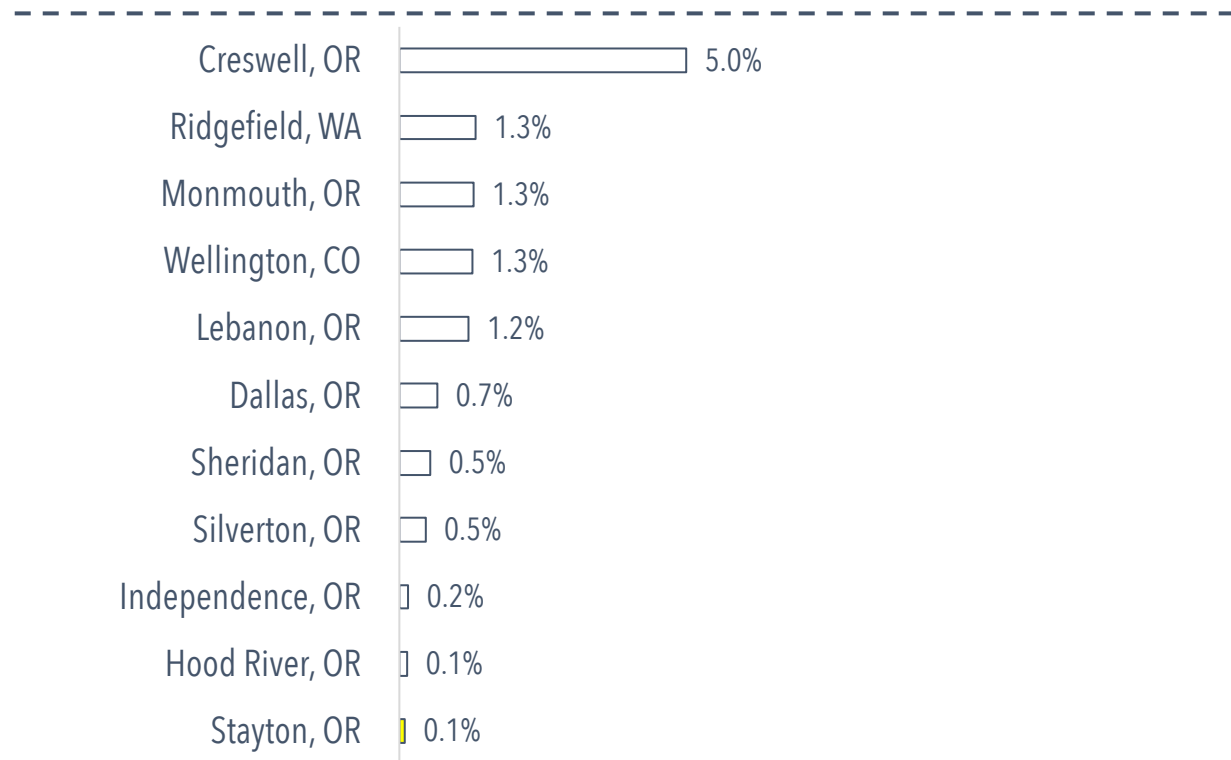
Source: U.S. Census American Community Survey 2017



COMMUTING

Public Transit (% of Workforce), 2017

U.S. Average: 5.1%

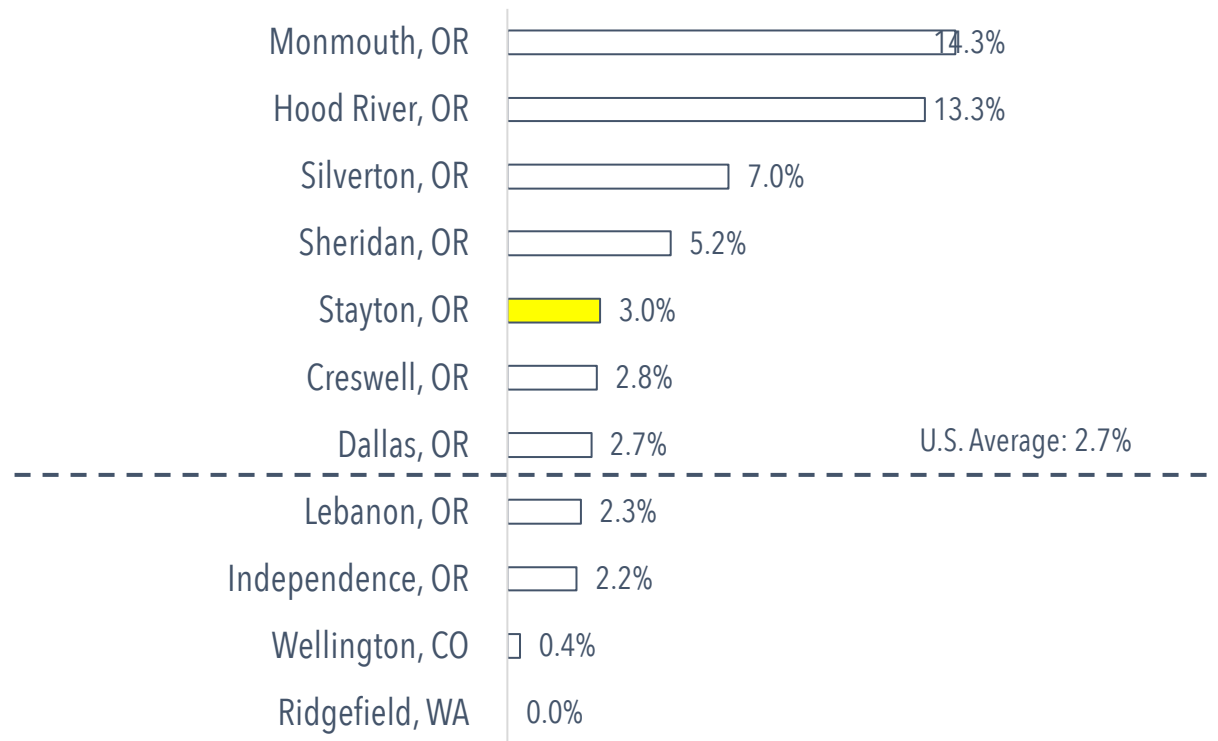


Source: U.S. Census American Community Survey 2017



COMMUTING

Walked to Work (% of Workforce), 2017

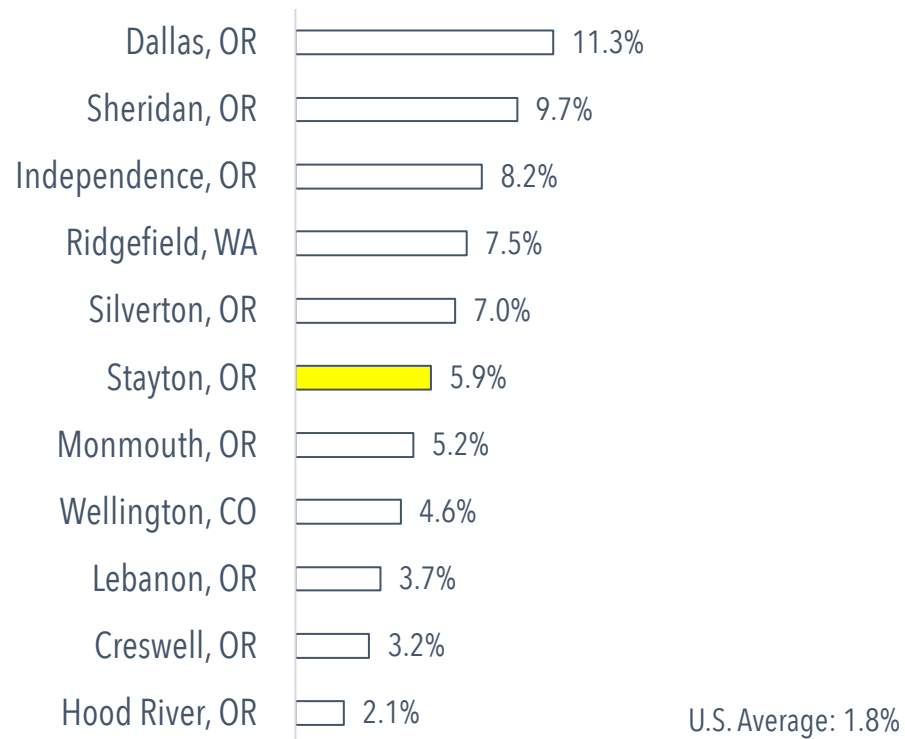


Source: U.S. Census American Community Survey 2017



COMMUTING

Other Means (% of Workforce), 2017

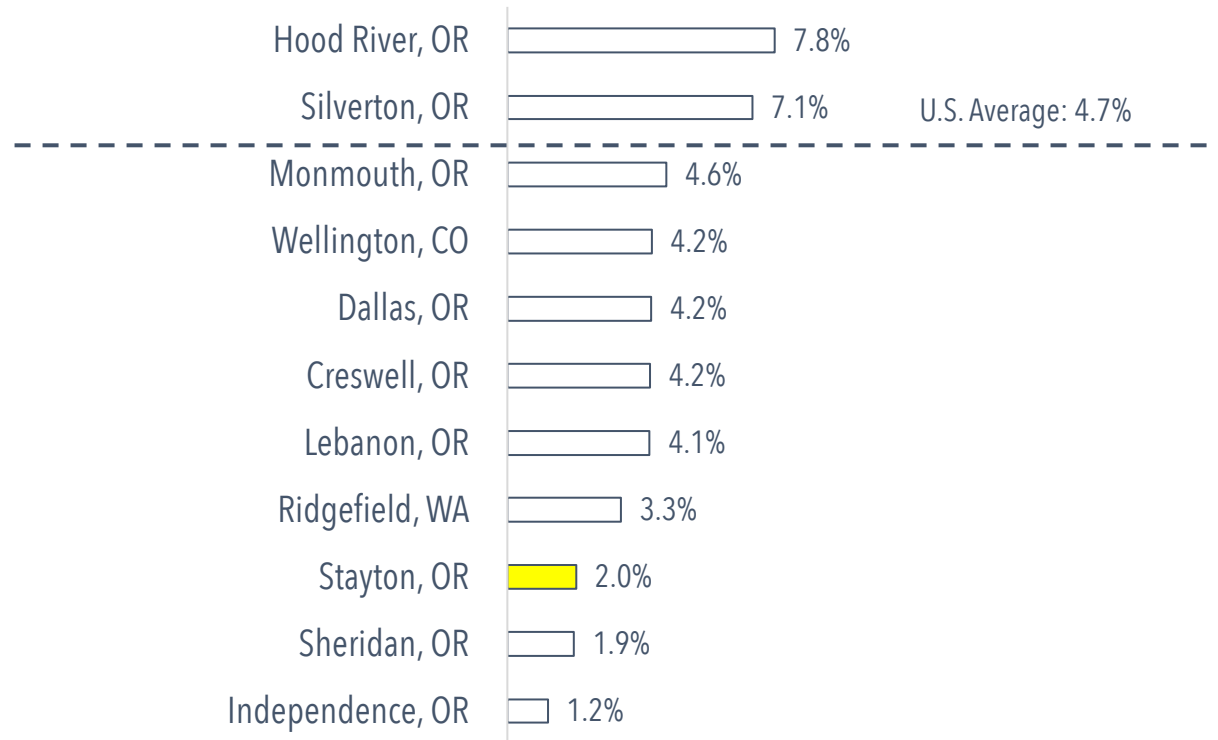


Source: U.S. Census American Community Survey 2017



COMMUTING

Worked from Home (% of Workforce), 2017

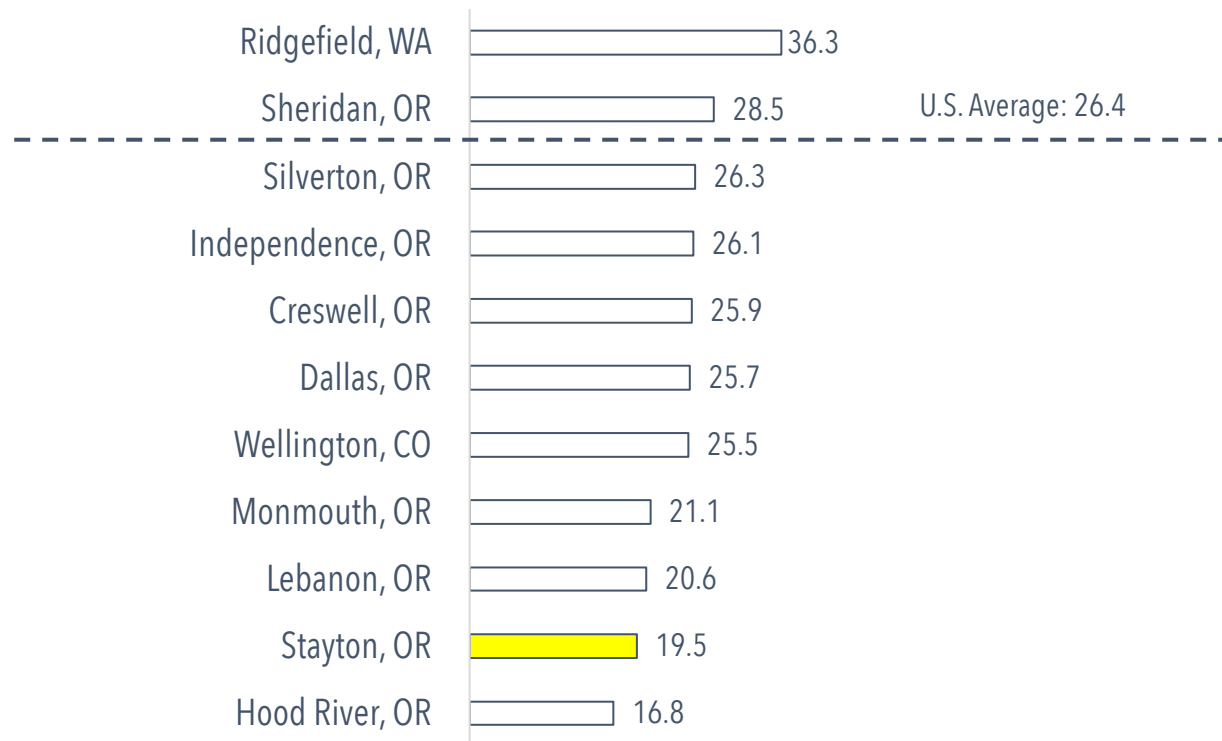


Source: U.S. Census American Community Survey 2017



COMMUTING

Average Commute Time (In Minutes), 2017



Source: U.S. Census American Community Survey 2017



Stayton Talent Analysis

March 2019



Major Occupational Clusters



Key Takeaways

- **Overall Employment.**
Stayton's employment has increased 8.8% since 2014 – 3.1% faster than the U.S. average.
- **Agriculture and Farming.**
A key competitive advantage (4x times the U.S. average) but losing employment (1/3 of workforce in past 5 years).
- **Production and Manufacturing.**
A skill advantage that is 57% greater than the U.S. average and growing 14% since 2014. This skill cluster accounts for 15% of Stayton's workforce.
- **Construction.**
Growing more than 25% since 2014 and a skill cluster that is 39% greater than the U.S. average. Accounts for the greatest addition of jobs (75) in Stayton.
- **Healthcare Advantage.**
Stayton has a healthcare talent advantage – both professionals (1.79) and support (1.24). Combined these skills clusters account for 13.2% of Stayton's employment.



Major Occupational Clusters

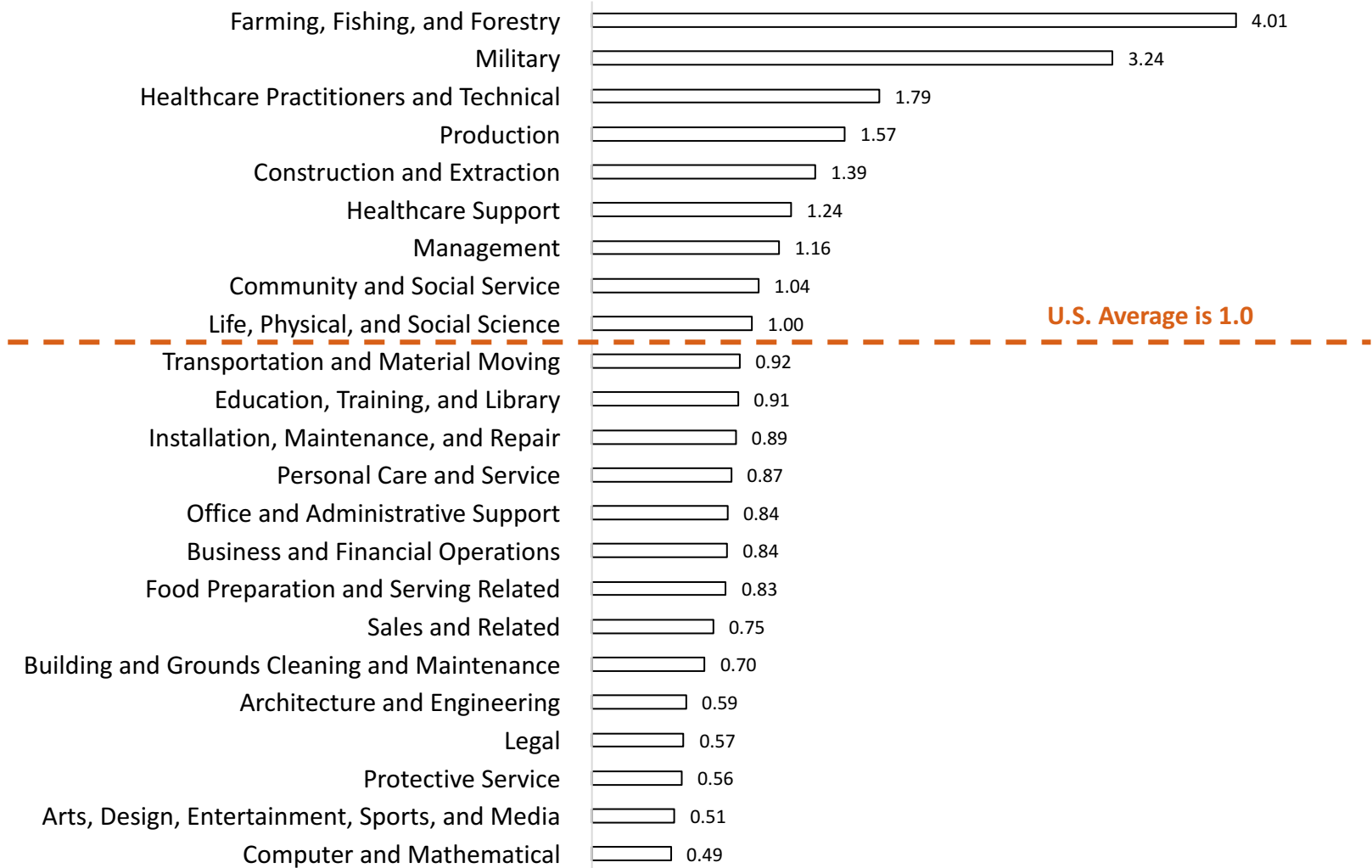
Occupational Cluster	LQ, 2018	Employment, 2018	Employment Share (%), 2018	Employment Growth, 2014-2018	New Jobs, 2014-2018	Median Annual Salary, 2018
Farming, Fishing, and Forestry	4.01	176	3.0%	-28.1%	-69	\$25,062
Military	3.24	98	1.7%	0%	0	\$43,421
Healthcare Practitioners and Technical	1.79	576	9.9%	11.9%	61	\$77,911
Production	1.57	536	9.2%	14.5%	68	\$29,049
Construction and Extraction	1.39	368	6.3%	25.5%	75	\$41,292
Healthcare Support	1.24	195	3.4%	2.6%	5	\$35,851
Management	1.16	379	6.5%	15.1%	50	\$77,747
Community and Social Service	1.04	99	1.7%	8.6%	8	\$48,189
Life, Physical, and Social Science	1.00	48	0.8%	7.9%	3	\$60,051
Transportation and Material Moving	0.92	363	6.3%	9.6%	32	\$30,522
Education, Training, and Library	0.91	299	5.2%	11.0%	30	\$50,895
Installation, Maintenance, and Repair	0.89	204	3.5%	8.3%	16	\$43,927
Personal Care and Service	0.87	216	3.7%	15.7%	29	\$23,488
Office and Administrative Support	0.84	715	12.3%	4.3%	29	\$35,929
Business and Financial Operations	0.84	252	4.3%	12.2%	27	\$65,370
Food Preparation and Serving Related	0.83	405	7.0%	13.2%	47	\$23,491
Sales and Related	0.75	435	7.5%	8.8%	35	\$26,846
Building and Grounds Cleaning and Maintenance	0.70	150	2.6%	2.5%	4	\$25,838
Architecture and Engineering	0.59	58	1.0%	16.3%	8	\$67,461
Legal	0.57	27	0.5%	4.8%	1	\$81,441
Protective Service	0.56	73	1.3%	-2.3%	-2	\$58,168
Arts, Design, Entertainment, Sports, and Media	0.51	55	0.9%	0%	0	\$35,674
Computer and Mathematical	0.49	82	1.4%	17.4%	12	\$77,346
Total		5,808		8.8%	470	\$43,840

Above the U.S. Average

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



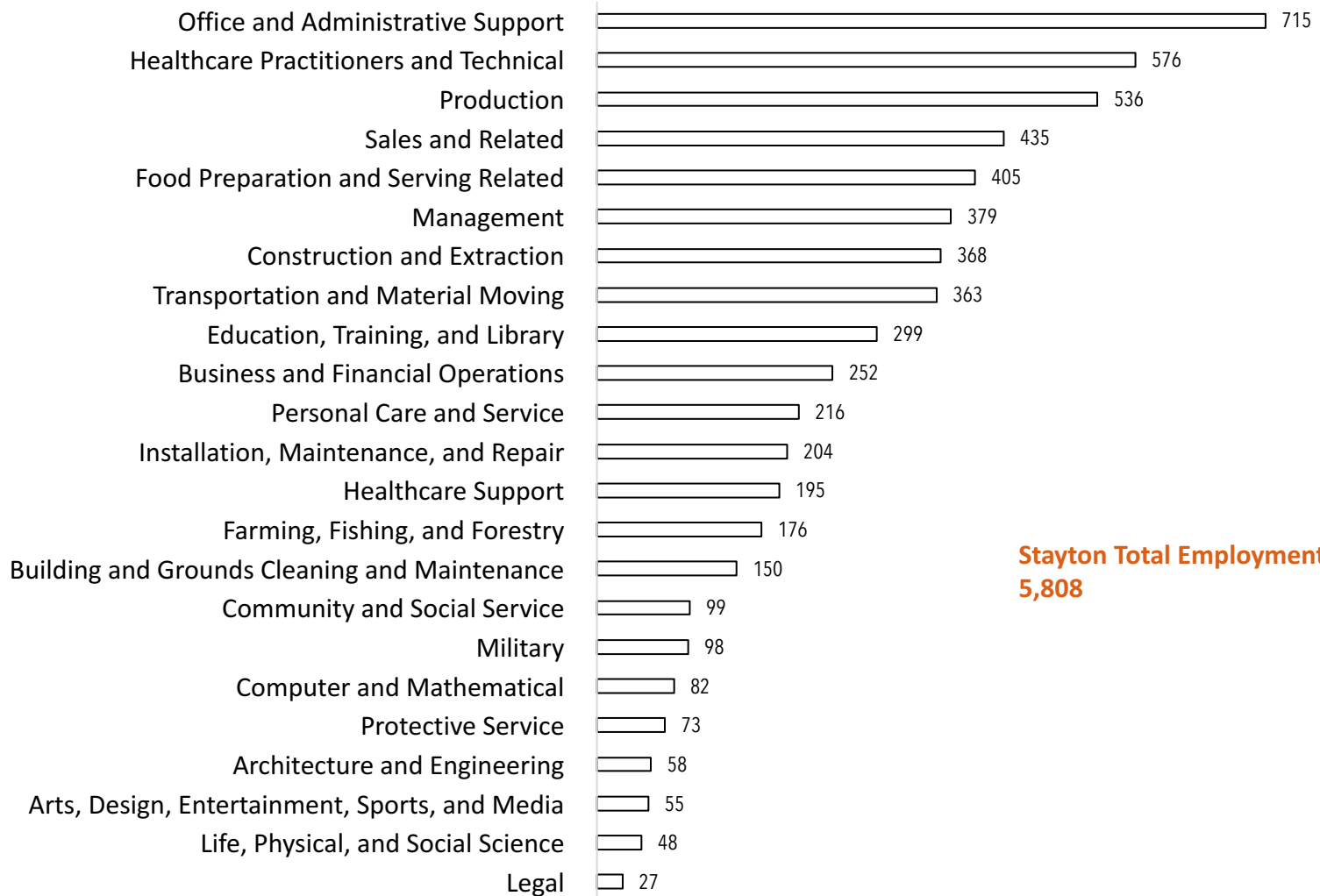
Major Occupational Clusters: By Locational Quotient, 2018



Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



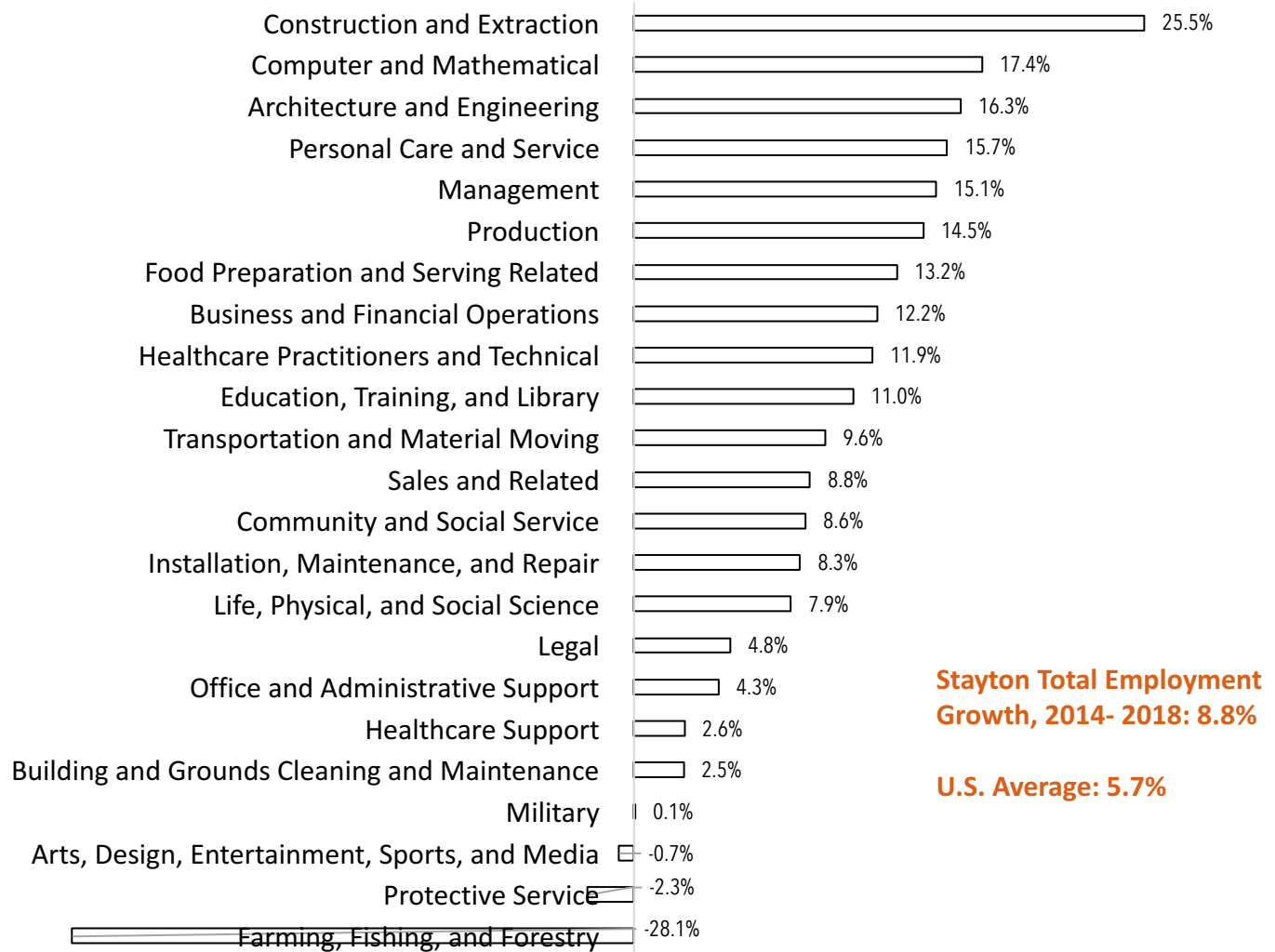
Major Occupational Clusters: By Employment, 2018



Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



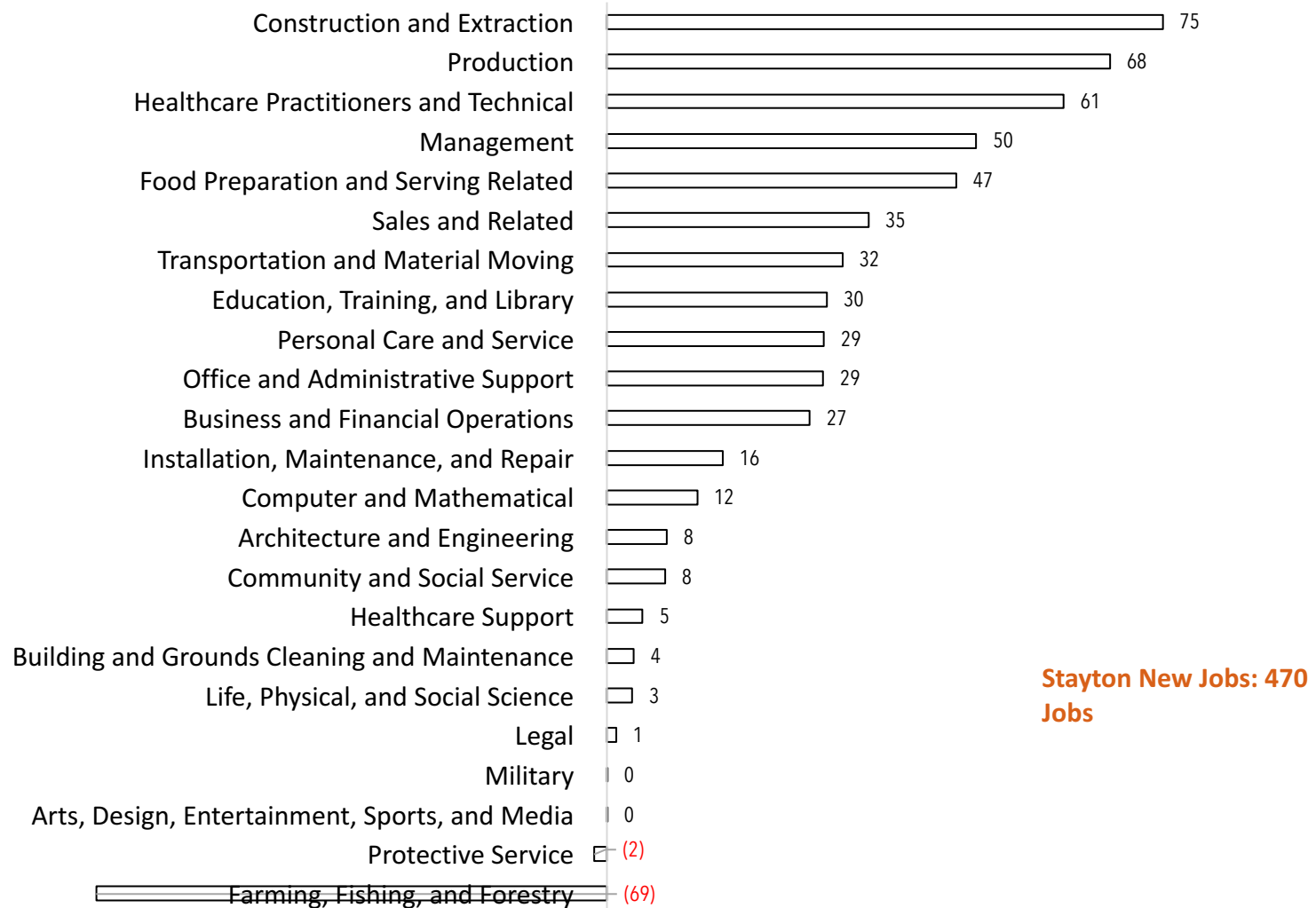
Major Occupational Clusters: Employment Growth, 2014-2018



Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



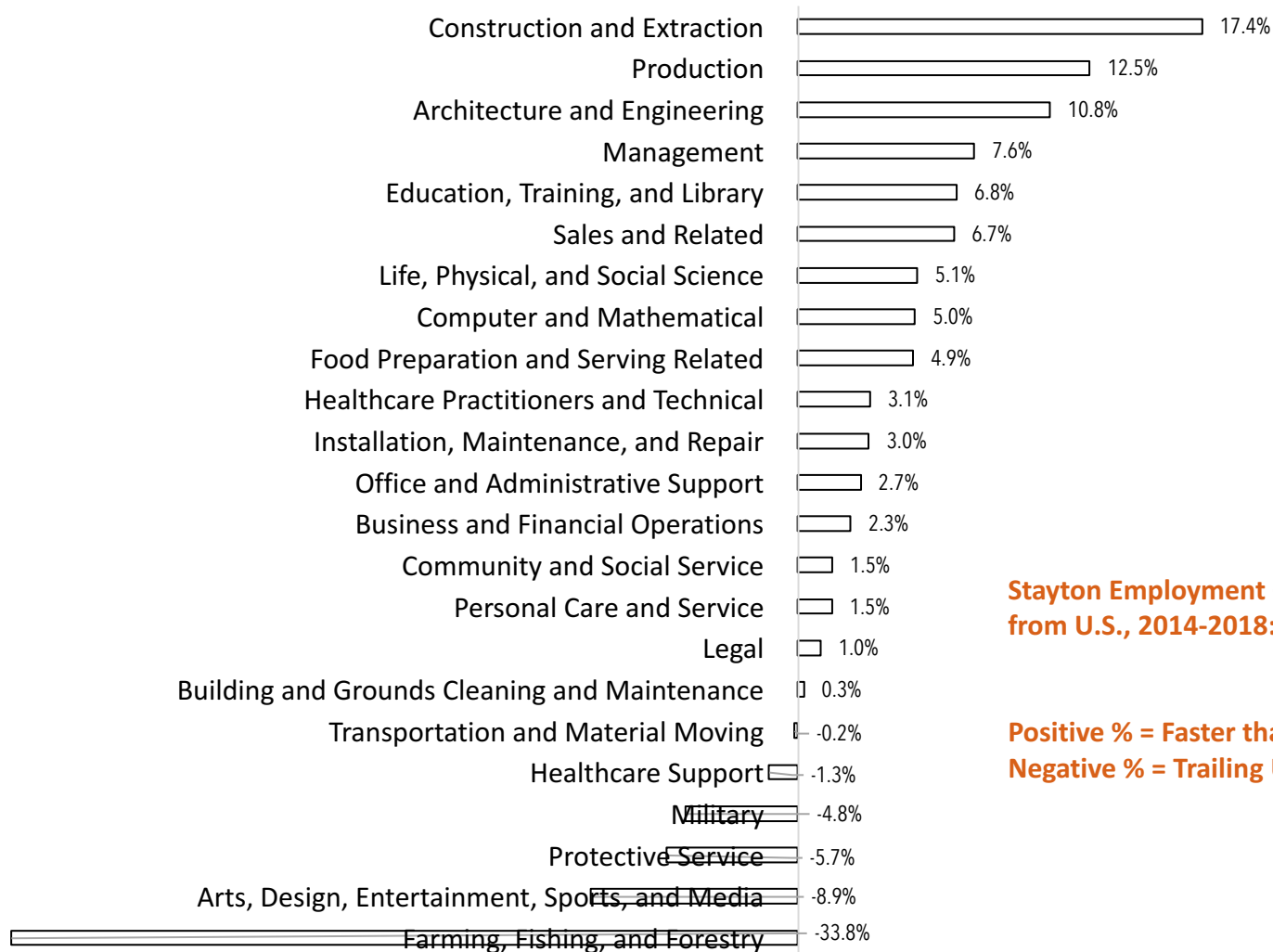
Major Occupational Clusters: New Jobs, 2014-2018



Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



Major Occupational Clusters: Employment Growth Difference from U.S., 2014-2018



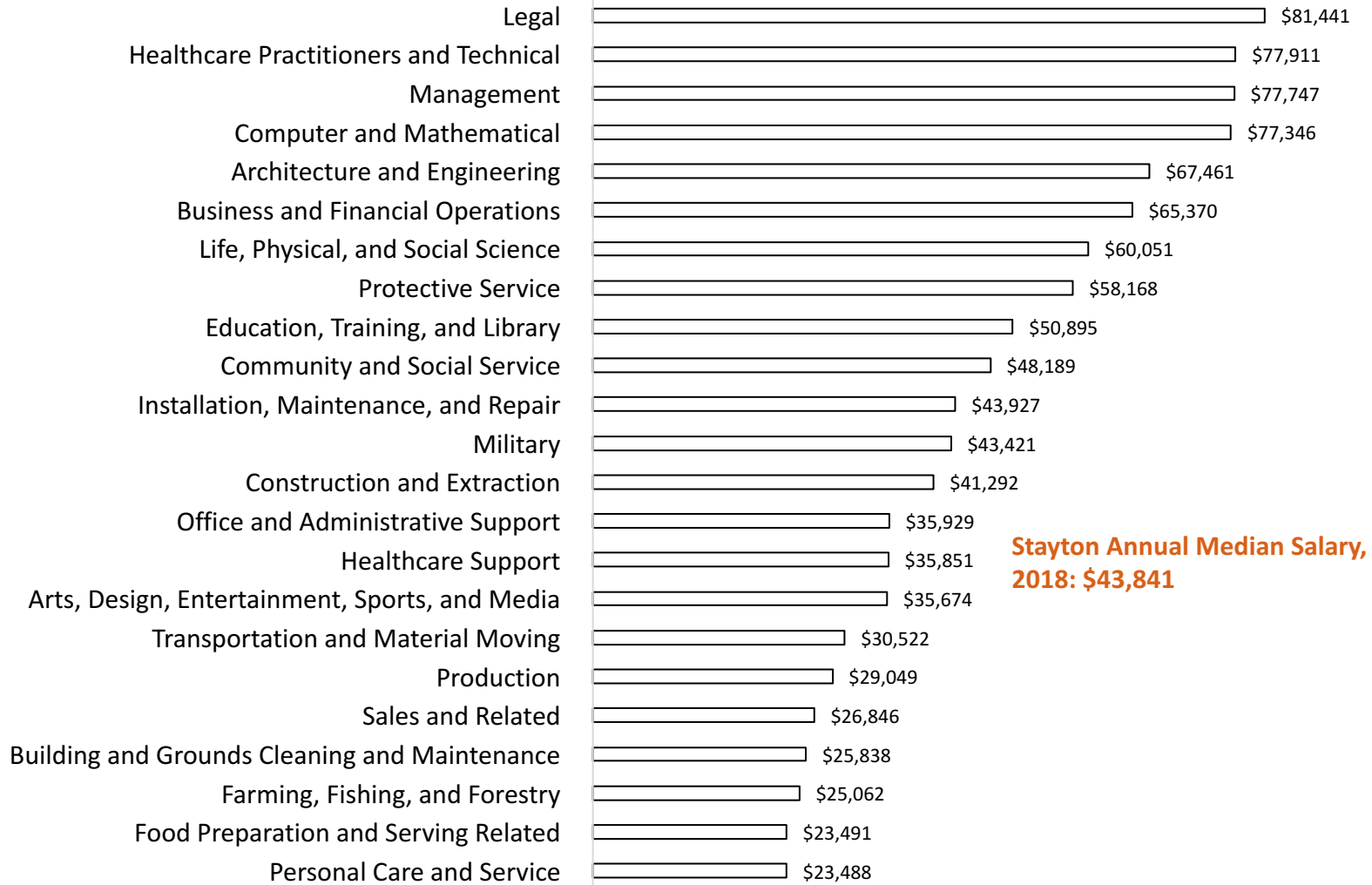
Stayton Employment Growth Difference from U.S., 2014-2018: 3.1%

**Positive % = Faster than U.S. Average
Negative % = Trailing U.S. Average**

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



Major Occupational Clusters: Annual Median Salary, 2018



Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



Top 5 Clusters by LQ

Occupational Cluster	LQ, 2018	Employment, 2018	Employment Share (%), 2018	Employment Growth, 2014-2018	New Jobs, 2014-2018	Median Annual Salary, 2018
Farming, Fishing, and Forestry	4.01	176	3.0%	-28.1%	-69	\$25,062
Military	3.24	98	1.7%	0%	0	\$43,421
Healthcare Practitioners and Technical	1.79	576	9.9%	11.9%	61	\$77,911
Production	1.57	536	9.2%	14.5%	68	\$29,049
Construction and Extraction	1.39	368	6.3%	25.5%	75	\$41,292

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

- Stayton’s top 5 clusters (as defined by location quotient/ skill advantage) account for one-third of the city’s employment.



Top 5 Clusters by Total Employment

Occupational Cluster	Employment, 2018	Employment Share (%), 2018	LQ, 2018	Employment Growth, 2014-2018	New Jobs, 2014-2018	Median Annual Salary, 2018
Office and Administrative Support	715	12.3%	0.84	4.3%	29	\$35,929
Healthcare Practitioners and Technical	576	9.9%	1.79	11.9%	61	\$77,911
Production	536	9.2%	1.57	14.5%	68	\$29,049
Sales and Related	435	7.5%	0.75	8.8%	35	\$26,846
Food Preparation and Serving Related	405	7.0%	0.83	13.2%	47	\$23,491

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

- Stayton’s 5 largest employment clusters account for 2,667 workers; more than half of those workers have skills associated with low-paid service work: office administration, sales, and food service.



Top 5 Clusters by Employment Growth

Occupational Cluster	Employment Growth, 2014-2018	Employment, 2018	Employment Share (%), 2018	LQ, 2018	New Jobs, 2014-2018	Median Annual Salary, 2018
Construction and Extraction	25.5%	368	6.3%	1.39	75	\$41,292
Computer and Mathematical	17.4%	82	1.4%	0.49	12	\$77,346
Architecture and Engineering	16.3%	58	1.0%	0.59	8	\$67,461
Personal Care and Service	15.7%	216	3.7%	0.87	29	\$23,488
Management	15.1%	379	6.5%	1.16	50	\$77,747

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

- While small employment bases, 3 of the 5 fastest-growing skill clusters – computer and mathematical, architecture and engineering, and management – are knowledge sectors with high median annual salaries.



Top 5 Clusters by New Jobs

Occupational Cluster	New Jobs, 2014-2018	Employment Growth, 2014-2018	Employment, 2018	Employment Share (%), 2018	LQ, 2018	Median Annual Salary, 2018
Construction and Extraction	75	25.5%	368	6.3%	1.39	\$41,292
Production	68	14.5%	536	9.2%	1.57	\$29,049
Healthcare Practitioners and Technical	61	11.9%	576	9.9%	1.79	\$77,911
Management	50	15.1%	379	6.5%	1.16	\$77,747
Food Preparation and Serving Related	47	13.2%	405	7.0%	0.83	\$23,491

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

- The largest addition of new jobs (30% of total) are associated with working-sector (blue-collar occupations) in construction and production.



Top 5 Clusters by Annual Media Salary

Occupational Cluster	Median Annual Salary, 2018	LQ, 2018	Employment, 2018	Employment Share (%), 2018	Employment Growth, 2014-2018	New Jobs, 2014-2018
Legal	\$81,441	0.57	27	0.5%	4.8%	1
Healthcare Practitioners and Technical	\$77,911	1.79	576	9.9%	11.9%	61
Management	\$77,747	1.16	379	6.5%	15.1%	50
Computer and Mathematical	\$77,346	0.49	82	1.4%	17.4%	12
Architecture and Engineering	\$67,461	0.59	58	1.0%	16.3%	8

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

- The five clusters with the highest median annual salary are creative/knowledge clusters. Stayton has a competitive advantage in two of them: healthcare practitioners (1.79) and management (1.16).



Skill Clusters



Key Takeaways

- **Creative Class.**

Stayton's creative class employment is 19% larger than the U.S. average, employing nearly 1,800 people. This is because of strong advantages in healthcare and management. On average, Stayton's creative class earn \$69,444 annually.

- **Service Sector.**

Stayton's service sector employs the greatest number of workers (2,138) – approximately 38% of the workforce. Service workers in Stayton earn \$31,788 annually, less than half of the creative class.

- **Working Sector.**

Stayton's working sector is 19% larger than the U.S. average and has increased employment by 11.4% since 2014.

- **Military.**

Nearly 100 people are employed by the military in Stayton. This is three times the U.S. average.

- **Agriculture.**

A skill cluster that is for times the U.S. average but declining in employment.



Skill Clusters

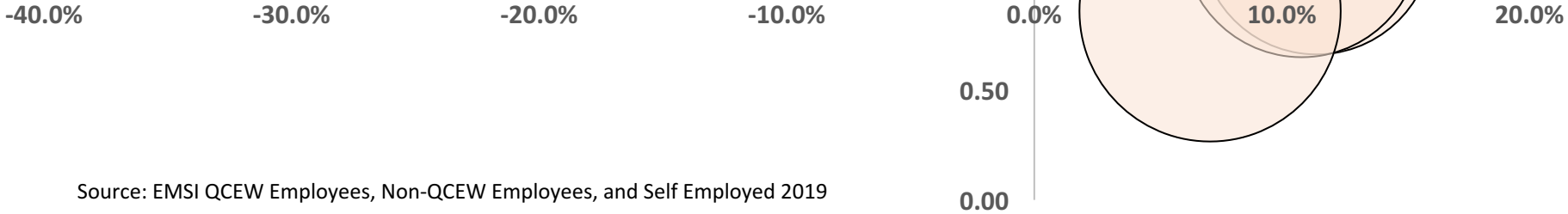
Skill Cluster	LQ, 2018	Employment, 2018	Employment Share (%), 2018	Employment Growth, 2014-2018	New Jobs, 2014-2018	Median Annual Salary, 2018
Farming	4.01	176	3.0%	-28.1%	-69	\$25,062
Military	3.24	98	1.7%	0%	0	\$43,421
Working Sector	1.19	1,694	29.2%	11.4%	193	\$34,786
Creative Class/ Knowledge	1.19	1,776	30.5%	10.8%	192	\$69,444
Service Sector	0.86	2,138	36.9%	7.1%	151	\$31,788

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Specialization/ LQ (National Average = 1.0)



Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



Creative Class

Occupational Cluster	LQ, 2018	Employment, 2018	Employment Share (%), 2018	Employment Growth, 2014-2018	New Jobs, 2014-2018	Median Annual Salary, 2018
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Arts, Design, Entertainment, Sports, and Media	0.51	55	0.9%	0%	0	\$35,674
Computer and Mathematical	0.49	82	1.4%	17.4%	12	\$77,346
Creative Class/ Knowledge	1.19	1,776	30.5%	10.8%	192	\$69,444

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

- Since 2014, Stayton has added nearly 200 creative class jobs; healthcare practitioners, management, and education account for 74% of those jobs.



Size of Bubble: Total Employment



Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



Service Sector

Occupational Cluster	LQ, 2018	Employment, 2018	Employment Share (%), 2018	Employment Growth, 2014-2018	New Jobs, 2014-2018	Median Annual Salary, 2018
Healthcare Support	1.24	195	3.4%	2.6%	5	\$35,851
Community and Social Service	1.04	99	1.7%	8.6%	8	\$48,189
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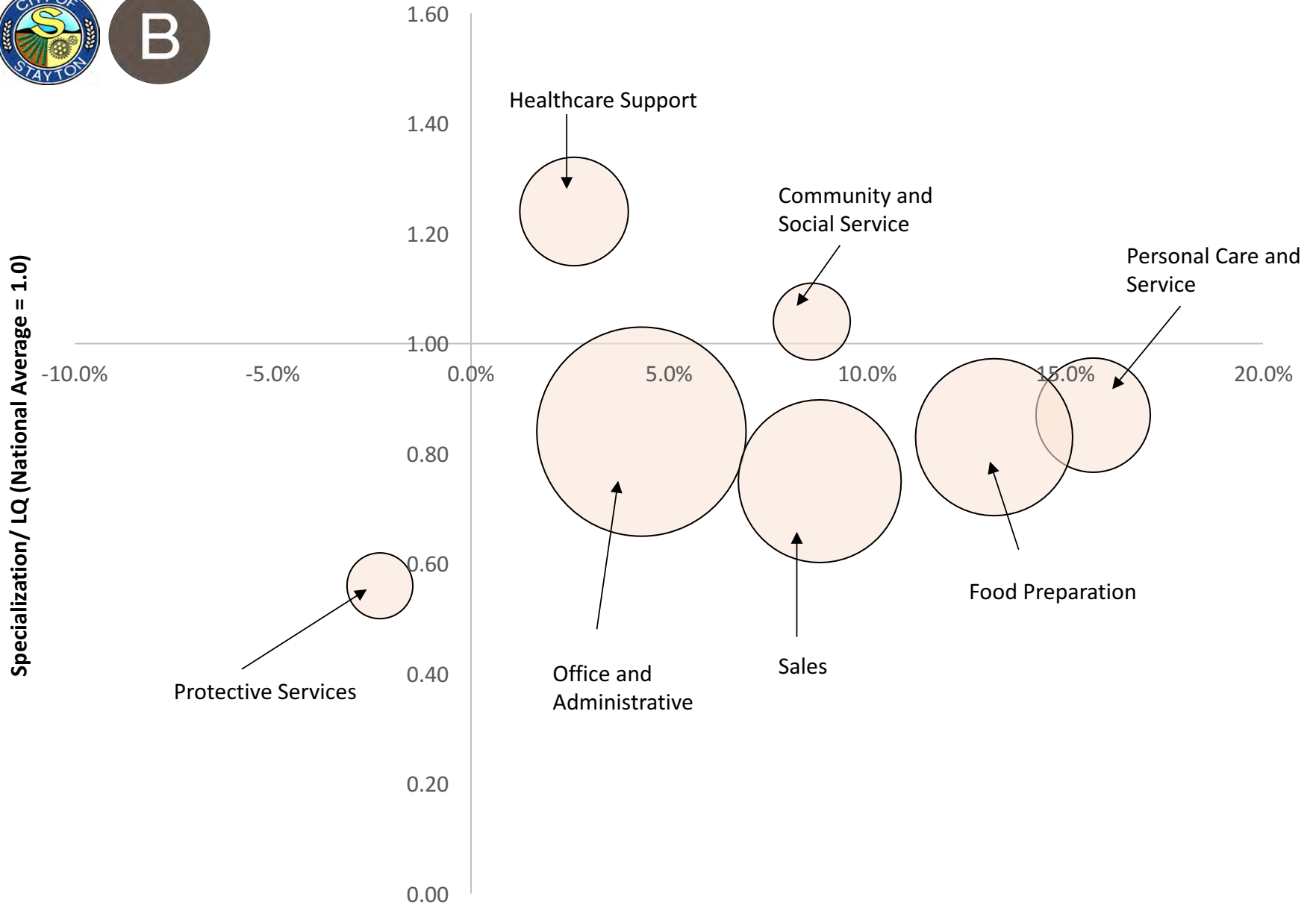
Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

- Stayton’s service sector, which is 14% smaller than the U.S. average, has experienced an expansion of 7.1% since 2014, adding 151 jobs.



Size of Bubble: Total Employment



Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019



Working Sector

Occupational Cluster	LQ, 2018	Employment, 2018	Employment Share (%), 2018	Employment Growth, 2014-2018	New Jobs, 2014-2018	Median Annual Salary, 2018
Production	1.57	536	9.2%	14.5%	68	\$29,049
Construction and Extraction	1.39	368	6.3%	25.5%	75	\$41,292
Transportation and Material Moving	0.92	363	6.3%	9.6%	32	\$30,522
Installation, Maintenance, and Repair	0.89	204	3.5%	8.3%	16	\$43,927
Building and Grounds Cleaning and Maintenance	0.7	150	2.6%	2.5%	4	\$25,838
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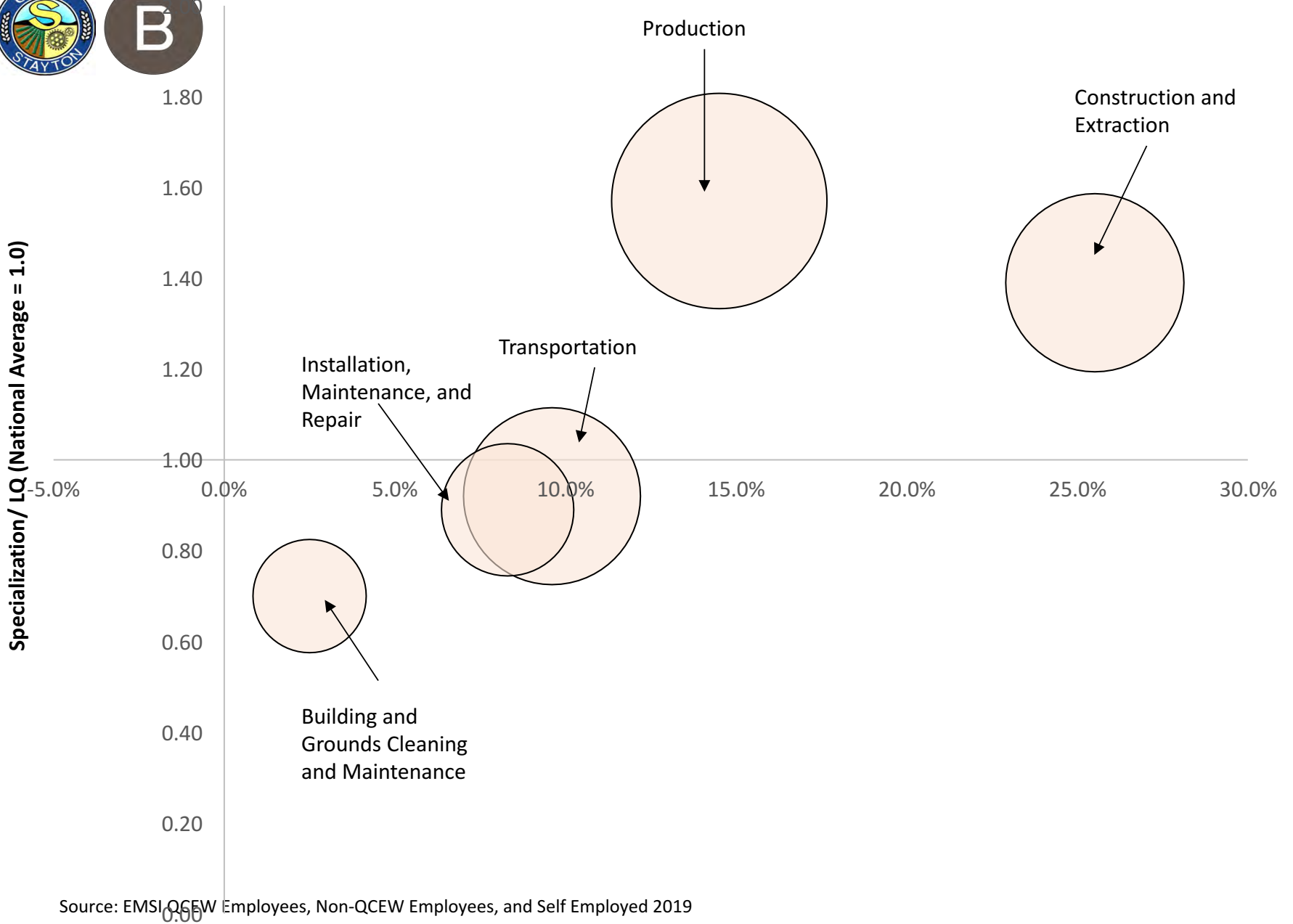
Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

- Stayton’s working sector accounts for approximately 30% of jobs in city; across the country, this sector, on average, employs less than 18% of the U.S. workforce.



Size of Bubble: Total Employment



Source: EMSI, QCEW Employees, Non-QCEW Employees, and Self Employed 2019



Skill Profiles



Skill Profiles

	Skills	LQ	
Strong	Farming	6.24	
	Manufacturing	3.73	
	Medical Services	2.68	
	Personal Services	2.36	
	Transportation	2.15	
	Medical Professionals	2.09	
	Environmental Services	1.93	
	Food Service	1.86	
	Mechanics	1.6	
	Research/ Science	1.51	
	Construction	1.45	
	Extraction	1.25	
	Slight	Legal	1.18
Education		1.09	
Municipal Services		1.09	
Social Services		1.07	
Electronics		0.98	
	Clerical and Office	0.97	
	Design	0.97	
	Human Resources	0.97	
	Real Estate	0.96	
	Tourism	0.91	
	Retail and Sales	0.86	No
	IT Services	0.83	
	Arts	0.74	
	Recreation	0.73	
	General Repairs	0.72	
	Engineering	0.58	
	Advertising and Marketing	0.56	
	Insurance	0.54	

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Skill Profiles + Cluster

Production/ Building

- Manufacturing
- Transportation
- Mechanics
- Construction
- Extraction

Agriculture/Environmental

- Farming
- Environmental Sciences
- Research/ Science
- Mechanics
- Construction

Health care

- Medical Services
- Medical Professionals

Services

- Food Service
- Personal Services



Skills: Advertising and Marketing

Occupation	Employment, 2018	LQ, 2018
Public Relations and Fundraising Managers	<10	0.85
Public Relations Specialists	<10	0.62
Meeting, Convention, and Event Planners	<10	0.37
Marketing Managers	<10	0.40

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.56 • No competitive advantage.



Skills: Arts

Occupation	Employment, 2018	LQ, 2018
Music Directors and Composers	<10	1.11
Actors	<10	1.10
Dancers	<10	1.02
Entertainers and Performers, Sports and Related Workers, All Other	<10	0.80
Fine Artists, Including Painters, Sculptors, and Illustrators	<10	0.75
Artists and Related Workers, All Other	<10	0.69
Musicians and Singers	<10	0.66
Craft Artists	<10	0.52
Multimedia Artists and Animators	<10	0.42
Art Directors	<10	0.37

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.74 • No competitive advantage.



Skills: Clerical and Office

Occupation	Employment, 2018	LQ, 2018
Information and Record Clerks, All Other	16	2.41
Interviewers, Except Eligibility and Loan	18	2.23
Communications Equipment Operators, All Other	<10	2.18
Medical Secretaries	47	2.17
Eligibility Interviewers, Government Programs	<10	1.86
Office and Administrative Support Workers, All Other	18	1.68
New Accounts Clerks	<10	1.65
Payroll and Timekeeping Clerks	<10	1.09
Desktop Publishers	<10	1.08
Bookkeeping, Accounting, and Auditing Clerks	66	1.08
Administrative Services Managers	11	1.04
Cargo and Freight Agents	<10	1.01
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	<10	0.97
Stock Clerks and Order Fillers	68	0.91
Receptionists and Information Clerks	34	0.87
Production, Planning, and Expediting Clerks	11	0.87
Shipping, Receiving, and Traffic Clerks	21	0.86
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	80	0.84
Office Clerks, General	101	0.83
Executive Secretaries and Executive Administrative Assistants	17	0.78

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.97 • No competitive advantage.



Skills: Clerical and Office (Continued)

Occupation	Employment, 2018	LQ, 2018
File Clerks	<10	0.71
Billing and Posting Clerks	13	0.71
Tellers	12	0.71
Computer Operators	<10	0.71
Word Processors and Typists	<10	0.70
Data Entry Keyers	<10	0.67
First-Line Supervisors of Office and Administrative Support Workers	35	0.64
Customer Service Representatives	63	0.62
Switchboard Operators, Including Answering Service	<10	0.62
Procurement Clerks	<10	0.61
Couriers and Messengers	<10	0.55
Office Machine Operators, Except Computer	<10	0.54
Order Clerks	<10	0.53
Insurance Claims and Policy Processing Clerks	<10	0.39
Loan Interviewers and Clerks	<10	0.28
Mail Clerks and Mail Machine Operators, Except Postal Service	<10	0.26
Financial Clerks, All Other	<10	0.25
Reservation and Transportation Ticket Agents and Travel Clerks	<10	0.22
Brokerage Clerks	<10	0.19
Bill and Account Collectors	<10	0.18

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Skills: Computer Software

Occupation	Employment, 2018	LQ, 2018
Computer Programmers	<10	0.43
Computer and Information Systems Managers	<10	0.38
Web Developers	<10	0.26
Software Developers, Applications	<10	0.26
Software Developers, Systems Software	<10	0.11

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.29 • No competitive advantage.



Skills: Construction

Occupation	Employment, 2018	LQ, 2018
Pipelayers	<10	3.90
Fence Erectors	<10	3.41
Paving, Surfacing, and Tamping Equipment Operators	<10	3.24
Cement Masons and Concrete Finishers	21	3.10
Construction Managers	45	2.93
Carpenters	72	1.88
Operating Engineers and Other Construction Equipment Operators	26	1.87
Helpers, Construction Trades, All Other	<10	1.72
Construction Laborers	85	1.70
Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters	<10	1.65
Pile-Driver Operators	<10	1.62
Plumbers, Pipefitters, and Steamfitters	29	1.61
Insulation Workers, Mechanical	<10	1.57
Insulation Workers, Floor, Ceiling, and Wall	<10	1.33
Boilermakers	<10	1.31
Painters, Construction and Maintenance	19	1.29
Sheet Metal Workers	<10	1.20
Electricians	31	1.18
First-Line Supervisors of Construction Trades and Extraction Workers	26	1.07
Miscellaneous Construction and Related Workers	<10	1.05

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.45 • Strong competitive advantage.



Skills: Construction (Continued)

Occupation	Employment, 2018	LQ, 2018
Miscellaneous Construction and Related Workers	<10	1.05
First-Line Supervisors of Mechanics, Installers, and Repairers	14	0.78
Floor Layers, Except Carpet, Wood, and Hard Tiles	<10	0.78
Solar Photovoltaic Installers	<10	0.76
Tapers	<10	0.74
Helpers--Electricians	<10	0.69
Tile and Marble Setters	<10	0.64
Plasterers and Stucco Masons	<10	0.62
Reinforcing Iron and Rebar Workers	<10	0.60
Brickmasons and Blockmasons	<10	0.56
Helpers--Carpenters	<10	0.56
Rail-Track Laying and Maintenance Equipment Operators	<10	0.55
Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	<10	0.55
Carpet Installers	<10	0.54
Septic Tank Servicers and Sewer Pipe Cleaners	<10	0.54
Construction and Building Inspectors	<10	0.53
Drywall and Ceiling Tile Installers	<10	0.53
Highway Maintenance Workers	<10	0.52
Stonemasons	<10	0.51
Structural Iron and Steel Workers	<10	0.33

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Skills: Construction (Continued)

Occupation	Employment, 2018	LQ, 2018
Roofers	<10	0.32
Elevator Installers and Repairers	<10	0.30
Glaziers	<10	0.22
Hazardous Materials Removal Workers	<10	0.17

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Design

Occupation	Employment, 2018	LQ, 2018
Drafters, All Other	<10	4.50
Architectural and Civil Drafters	<10	2.08
Designers, All Other	<10	0.80
Cartographers and Photogrammetrists	<10	0.73
Commercial and Industrial Designers	<10	0.54
Surveyors	<10	0.47
Floral Designers	<10	0.43
Graphic Designers	<10	0.41
Interior Designers	<10	0.30
Merchandise Displayers and Window Trimmers	<10	0.23
Architects, Except Landscape and Naval	<10	0.13

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.97 • No competitive advantage.



Education

Occupation	Employment, 2018	LQ, 2018
Special Education Teachers, All Other	<10	3.61
Education, Training, and Library Workers, All Other	<10	2.13
Education Administrators, Elementary and Secondary School	15	1.66
Teacher Assistants	77	1.57
Education Administrators, All Other	<10	1.33
Elementary School Teachers, Except Special Education	67	1.33
Secondary School Teachers, Except Special and Career/Technical Education	43	1.15
Kindergarten Teachers, Except Special Education	<10	0.96
Education Administrators, Preschool and Childcare Center/Program	<10	0.93
Substitute Teachers	20	0.91
Career/Technical Education Teachers, Secondary School	<10	0.89
Instructional Coordinators	<10	0.89
Teachers and Instructors, All Other	11	0.83
Special Education Teachers, Kindergarten and Elementary School	<10	0.76
Middle School Teachers, Except Special and Career/Technical Education	17	0.75
Career/Technical Education Teachers, Middle School	<10	0.73
Preschool Teachers, Except Special Education	13	0.70
Adult Basic and Secondary Education and Literacy Teachers and Instructors	<10	0.67
Library Technicians	<10	0.67
Audio-Visual and Multimedia Collections Specialists	<10	0.63

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.09 • Slight competitive advantage.



Education (Continued)

Occupation	Employment, 2018	LQ, 2018
Special Education Teachers, Preschool	<10	0.62
Librarians	<10	0.52
Special Education Teachers, Secondary School	<10	0.44
Self-Enrichment Education Teachers	<10	0.39
Library Assistants, Clerical	<10	0.39
Residential Advisors	<10	0.22
Education Administrators, Postsecondary	<10	0.08
Postsecondary Teachers	<10	0.06

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Electronics

Occupation	Employment, 2018	LQ, 2018
Electro-Mechanical Technicians	<10	3.57
Radio, Cellular, and Tower Equipment Installers and Repairs	<10	2.65
Avionics Technicians	<10	1.42
Precision Instrument and Equipment Repairers, All Other	<10	1.36
Electrical and Electronics Repairers, Commercial and Industrial Equipment	<10	1.36
Electrical Power-Line Installers and Repairers	<10	1.33
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	17	1.31
Computer, Automated Teller, and Office Machine Repairers	<10	1.07
Electronic Home Entertainment Equipment Installers and Repairers	<10	0.76
Electric Motor, Power Tool, and Related Repairers	<10	0.71
Electrical and Electronics Engineering Technicians	<10	0.66
Coin, Vending, and Amusement Machine Servicers and Repairers	<10	0.65
Electrical and Electronics Installers and Repairers, Transportation Equipment	<10	0.57
Telecommunications Equipment Installers and Repairers, Except Line Installers	<10	0.57
Medical Equipment Repairers	<10	0.44
Control and Valve Installers and Repairers, Except Mechanical Door	<10	0.32
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	<10	0.31
Security and Fire Alarm Systems Installers	<10	0.31
Telecommunications Line Installers and Repairers	<10	0.22
Home Appliance Repairers	<10	0.18

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.98 • No competitive advantage.



Engineering

Occupation	Employment, 2018	LQ, 2018
Civil Engineering Technicians	<10	1.10
Mechanical Drafters	<10	1.02
Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	<10	0.93
Industrial Engineering Technicians	<10	0.90
Civil Engineers	<10	0.81
Mechanical Engineering Technicians	<10	0.62
Engineers, All Other	<10	0.60
Mechanical Engineers	<10	0.58
Materials Engineers	<10	0.50
Engineering Managers	<10	0.42
Engineering Technicians, Except Drafters, All Other	<10	0.41
Electrical and Electronics Drafters	<10	0.40
Biomedical Engineers	<10	0.36
Electronics Engineers, Except Computer	<10	0.35
Surveying and Mapping Technicians	<10	0.34
Industrial Engineers	<10	0.33
Electrical Engineers	<10	0.19

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.58 • No competitive advantage.



Environmental Services

Occupation	Employment, 2018	LQ, 2018
Foresters	<10	6.72
Hydrologists	<10	5.10
Soil and Plant Scientists	<10	2.86
Zoologists and Wildlife Biologists	<10	2.01
Conservation Scientists	<10	1.78
Forest and Conservation Technicians	<10	1.43
Biological Scientists, All Other	<10	1.01
Geoscientists, Except Hydrologists and Geographers	<10	0.79
Physical Scientists, All Other	<10	0.57
Environmental Scientists and Specialists, Including Health	<10	0.53
Environmental Science and Protection Technicians, Including Health	<10	0.26
Environmental Engineers	<10	0.13

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.93 • Strong competitive advantage.



Extraction

Occupation	Employment, 2018	LQ, 2018
Explosives Workers, Ordnance Handling Experts, and Blasters	<10	2.34
Stationary Engineers and Boiler Operators	<10	1.43
Power Plant Operators	<10	1.41
Plant and System Operators, All Other	<10	0.59
Water and Wastewater Treatment Plant and System Operators	<10	0.47

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.25 • Strong competitive advantage.



Farming

Occupation	Employment, 2018	LQ, 2018
Logging Workers, All Other	11	56.71
Forest and Conservation Workers	<10	11.12
Logging Equipment Operators	15	10.70
Fallers	<10	9.13
Log Graders and Scalers	<10	6.22
Graders and Sorters, Agricultural Products	11	4.85
First-Line Supervisors of Farming, Fishing, and Forestry Workers	<10	4.68
Farmworkers, Farm, Ranch, and Aquacultural Animals	12	3.59
Animal Breeders	<10	3.40
Agricultural Equipment Operators	<10	3.32
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	95	3.28
Farmers, Ranchers, and Other Agricultural Managers	51	3.19
Agricultural Workers, All Other	<10	3.01
Hunters and Trappers	<10	2.25
Fishers and Related Fishing Workers	<10	2.23
Agricultural Inspectors	<10	1.81

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 6.24 • Strong competitive advantage.



General Repairs

Occupation	Employment, 2018	LQ, 2018
Installation, Maintenance, and Repair Workers, All Other	<10	1.26
Locksmiths and Safe Repairers	<10	1.15
Grounds Maintenance Workers, All Other	<10	1.05
Helpers--Installation, Maintenance, and Repair Workers	<10	0.83
Maintenance and Repair Workers, General	45	0.82
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	67	0.72
Tree Trimmers and Pruners	<10	0.63
Landscaping and Groundskeeping Workers	28	0.59
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	<10	0.41
Pesticide Handlers, Sprayers, and Applicators, Vegetation	<10	0.29
Pest Control Workers	<10	0.13

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.72 • No competitive advantage.



Human Resources

Occupation	Employment, 2018	LQ, 2018
Training and Development Managers	<10	1.25
Human Resources Managers	<10	1.25
Managers, All Other	39	1.24
Training and Development Specialists	12	1.16
General and Operations Managers	79	0.96
Chief Executives	<10	0.93
Human Resources Specialists	19	0.85
Human Resources Assistants, Except Payroll and Timekeeping	<10	0.73
Labor Relations Specialists	<10	0.66
Compensation, Benefits, and Job Analysis Specialists	<10	0.61
Compensation and Benefits Managers	<10	0.44

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.97 • No competitive advantage.



Insurance

Occupation	Employment, 2018	LQ, 2018
Claims Adjusters, Examiners, and Investigators	<10	0.65
Insurance Underwriters	<10	0.42

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.54 • No competitive advantage.



IT Services

Occupation	Employment, 2018	LQ, 2018
Computer Occupations, All Other	25	1.94
Computer Network Support Specialists	<10	0.71
Network and Computer Systems Administrators	<10	0.51
Computer User Support Specialists	13	0.50
Database Administrators	<10	0.42
Computer Systems Analysts	<10	0.32
Information Security Analysts	<10	0.24
Computer Network Architects	<10	0.21

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.83 • No competitive advantage.



Legal

Occupation	Employment, 2018	LQ, 2018
Administrative Law Judges, Adjudicators, and Hearing Officers	<10	3.96
Court Reporters	<10	1.49
Judges, Magistrate Judges, and Magistrates	<10	1.46
Legal Support Workers, All Other	<10	1.13
Court, Municipal, and License Clerks	<10	1.11
Title Examiners, Abstractors, and Searchers	<10	0.56
Paralegals and Legal Assistants	<10	0.50
Lawyers	13	0.45
Legal Secretaries	<10	0.31

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.18 • Slight competitive advantage.



Manufacturing

Occupation	Employment, 2018	LQ, 2018
Adhesive Bonding Machine Operators and Tenders	22	32.64
Sawing Machine Setters, Operators, and Tenders, Wood	36	18.42
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	28	9.81
Cooling and Freezing Equipment Operators and Tenders	<10	8.39
Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	<10	6.09
Cleaning, Washing, and Metal Pickling Equipment Operators and Tenders	<10	4.75
Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	<10	4.38
Woodworkers, All Other	<10	4.17
Tool Grinders, Filers, and Sharpeners	<10	3.29
Packaging and Filling Machine Operators and Tenders	45	3.14
Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	<10	3.11
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	<10	2.85
Metal Workers and Plastic Workers, All Other	<10	2.49
Etchers and Engravers	<10	2.42
Structural Metal Fabricators and Fitters	<10	2.32
Fiberglass Laminators and Fabricators	<10	2.14
Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	<10	2.07
Cutting and Slicing Machine Setters, Operators, and Tenders	<10	2.05
Industrial Production Managers	13	1.97
Cabinetmakers and Bench Carpenters	<10	1.93

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 3.73 • Strong competitive advantage.



Manufacturing (Continued)

Occupation	Employment , 2018	LQ, 2018
Production Workers, All Other	20	1.91
Assemblers and Fabricators, All Other, Including Team Assemblers	86	1.85
First-Line Supervisors of Production and Operating Workers	34	1.51
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	<10	1.29
Helpers--Production Workers	19	1.26
Metal-Refining Furnace Operators and Tenders	<10	1.21
Mixing and Blending Machine Setters, Operators, and Tenders	<10	1.21
Inspectors, Testers, Sorters, Samplers, and Weighers	24	1.21
Engine and Other Machine Assemblers	<10	1.04
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	<10	0.99
Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	<10	0.92
Computer-Controlled Machine Tool Operators, Metal and Plastic	<10	0.83
Molders, Shapers, and Casters, Except Metal and Plastic	<10	0.80
Jewelers and Precious Stone and Metal Workers	<10	0.78
Heat Treating Equipment Setters, Operators, and Tenders, Metal and Plastic	<10	0.75
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	<10	0.74
Grinding and Polishing Workers, Hand	<10	0.68
Machinists	<10	0.64
Tool and Die Makers	<10	0.64
Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	<10	0.62
Photographic Process Workers and Processing Machine Operators	<10	0.61

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Manufacturing (Continued)

Occupation	Employment, 2018	LQ, 2018
Welders, Cutters, Solderers, and Brazers	<10	0.58
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	<10	0.49
Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	<10	0.48
Paper Goods Machine Setters, Operators, and Tenders	<10	0.40
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	<10	0.40
Plating and Coating Machine Setters, Operators, and Tenders, Metal and Plastic	<10	0.32
Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	<10	0.31
Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	<10	0.29
Painters, Transportation Equipment	<10	0.28
Tailors, Dressmakers, and Custom Sewers	<10	0.27
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	<10	0.25
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	<10	0.20
Laundry and Dry-Cleaning Workers	<10	0.20
Printing Press Operators	<10	0.19
Sewing Machine Operators	<10	0.08

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Mechanics

Occupation	Employment, 2018	LQ, 2018
Riggers	<10	5.75
Bicycle Repairers	<10	3.94
Millwrights	<10	3.49
Outdoor Power Equipment and Other Small Engine Mechanics	<10	2.86
Farm Equipment Mechanics and Service Technicians	<10	1.56
Automotive Glass Installers and Repairers	<10	1.42
Recreational Vehicle Service Technicians	<10	1.16
Mobile Heavy Equipment Mechanics, Except Engines	<10	1.08
Industrial Machinery Mechanics	14	1.06
Bus and Truck Mechanics and Diesel Engine Specialists	11	1.04
Maintenance Workers, Machinery	<10	0.93
Aircraft Mechanics and Service Technicians	<10	0.90
Tire Repairers and Changers	<10	0.79
Automotive Body and Related Repairers	<10	0.67
Rail Car Repairers	<10	0.60
Mechanical Door Repairers	<10	0.52
Automotive Service Technicians and Mechanics	14	0.51

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.60 • Strong competitive advantage.



Media

Occupation	Employment, 2018	LQ, 2018
Interpreters and Translators	<10	1.02
Public Address System and Other Announcers	<10	0.77
Media and Communication Workers, All Other	<10	0.66
Media and Communication Equipment Workers, All Other	<10	0.54
Radio and Television Announcers	<10	0.39
Film and Video Editors	<10	0.38
Camera Operators, Television, Video, and Motion Picture	<10	0.38
Audio and Video Equipment Technicians	<10	0.37
Writers and Authors	<10	0.36
Photographers	<10	0.31
Producers and Directors	<10	0.30
Broadcast Technicians	<10	0.29
Technical Writers	<10	0.25
Editors	<10	0.20

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.44 • No competitive advantage.



Medical Professionals

Occupation	Employment, 2018	LQ, 2018
Respiratory Therapists	30	6.35
Psychiatrists	<10	2.87
Audiologists	<10	2.48
Speech-Language Pathologists	13	2.47
Anesthesiologists	<10	2.44
Registered Nurses	242	2.28
Nurse Anesthetists	<10	2.23
Pharmacists	23	2.09
Radiation Therapists	<10	2.08
Dentists, All Other Specialists	<10	1.86
Physicians and Surgeons, All Other	26	1.82
Dietitians and Nutritionists	<10	1.75
Medical and Health Services Managers	22	1.63
Psychologists, All Other	<10	1.63
Occupational Therapists	<10	1.58
Veterinarians	<10	1.55
Physical Therapists	13	1.49
Orthodontists	<10	1.27
Optometrists	<10	1.21
Pediatricians, General	<10	1.15

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 2.09 • Strong competitive advantage.



Medical Professionals (Continued)

Occupation	Employment, 2018	LQ, 2018
Internists, General	<10	1.15
Obstetricians and Gynecologists	<10	1.10
Recreational Therapists	<10	1.07
Nurse Practitioners	<10	0.85
Clinical, Counseling, and School Psychologists	<10	0.84
Physician Assistants	<10	0.81
Surgeons	<10	0.75
Therapists, All Other	<10	0.72
Chiropractors	<10	0.71
Family and General Practitioners	<10	0.61
Dentists, General	<10	0.46

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Medical Services

Occupation	Employment, 2018	LQ, 2018
Psychiatric Aides	39	15.14
Nuclear Medicine Technologists	<10	5.94
Cardiovascular Technologists and Technicians	<10	4.69
Psychiatric Technicians	12	4.64
Orderlies	<10	3.53
Surgical Technologists	13	3.32
Diagnostic Medical Sonographers	<10	3.20
Medical Equipment Preparers	<10	2.81
Veterinary Technologists and Technicians	<10	2.53
Healthcare Support Workers, All Other	<10	2.51
Healthcare Practitioners and Technical Workers, All Other	<10	2.17
Health Technologists and Technicians, All Other	10	2.14
Hearing Aid Specialists	<10	2.07
Phlebotomists	<10	2.05
Radiologic Technologists	14	1.93
Physical Therapist Aides	<10	1.69
Magnetic Resonance Imaging Technologists	<10	1.68
Veterinary Assistants and Laboratory Animal Caretakers	<10	1.58
Medical Transcriptionists	<10	1.57
Medical Assistants	37	1.52
Clinical Laboratory Technologists and Technicians	18	1.50

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 2.68 • Strong competitive advantage.



Medical Services (Continued)

Occupation	Employment, 2018	LQ, 2018
Health Diagnosing and Treating Practitioners, All Other	<10	1.44
Medical Records and Health Information Technicians	11	1.43
Pharmacy Technicians	22	1.43
Occupational Health and Safety Specialists	<10	1.27
Physical Therapist Assistants	<10	1.26
Dental Assistants	13	1.04
Occupational Health and Safety Technicians	<10	0.98
Nursing Assistants	48	0.90
Occupational Therapy Assistants	<10	0.84
Opticians, Dispensing	<10	0.83
Dental Hygienists	<10	0.81
Dental Laboratory Technicians	<10	0.70
Dietetic Technicians	<10	0.54
Pharmacy Aides	<10	0.54
Licensed Practical and Licensed Vocational Nurses	14	0.54
Athletic Trainers	<10	0.51
Massage Therapists	<10	0.48
Ophthalmic Medical Technicians	<10	0.28
Emergency Medical Technicians and Paramedics	<10	0.22
Home Health Aides	<10	0.15

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Municipal Services

Occupation	Employment, 2018	LQ, 2018
Crossing Guards	<10	3.27
Forest Fire Inspectors and Prevention Specialists	<10	2.93
Probation Officers and Correctional Treatment Specialists	<10	2.16
Emergency Management Directors	<10	1.65
Fire Inspectors and Investigators	<10	1.61
Correctional Officers and Jailers	17	1.15
First-Line Supervisors of Police and Detectives	<10	0.90
Police, Fire, and Ambulance Dispatchers	<10	0.86
First-Line Supervisors of Fire Fighting and Prevention Workers	<10	0.70
Gaming Surveillance Officers and Gaming Investigators	<10	0.69
Postal Service Mail Carriers	<10	0.68
Dispatchers, Except Police, Fire, and Ambulance	<10	0.67
Police and Sheriff's Patrol Officers	17	0.66
Postal Service Clerks	<10	0.66
Private Detectives and Investigators	<10	0.58
Legislators	<10	0.55
Firefighters	<10	0.52
First-Line Supervisors of Protective Service Workers, All Other	<10	0.50
Protective Service Workers, All Other	<10	0.49

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.09 • Slight competitive advantage.



Municipal Services (Continued)

Occupation	Employment, 2018	LQ, 2018
First-Line Supervisors of Correctional Officers	<10	0.42
Detectives and Criminal Investigators	<10	0.40
Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	<10	0.31
Security Guards	<10	0.16
Postal Service Mail Sorters, Processors, and Processing Machine Operators	<10	0.16

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Personal Service

Occupation	Employment, 2018	LQ, 2018
Personal Care and Service Workers, All Other	43	10.49
Nonfarm Animal Caretakers	21	2.21
Morticians, Undertakers, and Funeral Directors	<10	1.80
Animal Trainers	<10	1.74
Childcare Workers	49	1.14
Skincare Specialists	<10	0.88
Maids and Housekeeping Cleaners	46	0.86
Hairdressers, Hairstylists, and Cosmetologists	21	0.85
Funeral Service Managers	<10	0.72
First-Line Supervisors of Personal Service Workers	<10	0.71
First-Line Supervisors of Housekeeping and Janitorial Workers	<10	0.54
Personal Care Aides	41	0.49
Manicurists and Pedicurists	<10	0.28
Fitness Trainers and Aerobics Instructors	<10	0.15

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 2.36 • Strong competitive advantage.



Real Estate

Occupation	Employment, 2018	LQ, 2018
Appraisers and Assessors of Real Estate	<10	1.42
Real Estate Brokers	<10	0.96
Real Estate Sales Agents	12	0.81
Property, Real Estate, and Community Association Managers	<10	0.69

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.96 • No competitive advantage.



Recreation

Occupation	Employment, 2018	LQ, 2018
First-Line Supervisors of Gaming Workers	<10	1.72
Recreation Workers	14	1.00
Coaches and Scouts	<10	0.86
Umpires, Referees, and Other Sports Officials	<10	0.52
Gaming Dealers	<10	0.37
Ushers, Lobby Attendants, and Ticket Takers	<10	0.28
Amusement and Recreation Attendants	<10	0.18

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.73 • No competitive advantage.



Research and Science

Occupation	Employment, 2018	LQ, 2018
Agricultural and Food Science Technicians	10	10.27
Food Scientists and Technologists	<10	4.35
Statisticians	<10	2.72
Historians	<10	1.47
Atmospheric and Space Scientists	<10	1.27
Urban and Regional Planners	<10	1.21
Life Scientists, All Other	<10	1.02
Life, Physical, and Social Science Technicians, All Other	<10	0.80
Medical Scientists, Except Epidemiologists	<10	0.60
Natural Sciences Managers	<10	0.58
Social Scientists and Related Workers, All Other	<10	0.58
Microbiologists	<10	0.52
Biological Technicians	<10	0.50
Economists	<10	0.42
Social Science Research Assistants	<10	0.24
Operations Research Analysts	<10	0.24
Chemists	<10	0.22
Chemical Technicians	<10	0.16

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.51 • Strong competitive advantage.



Food Service

Occupation	Employment, 2018	LQ, 2018
Food Processing Workers, All Other	16	8.76
Food Batchmakers	46	8.13
Food Cooking Machine Operators and Tenders	<10	3.74
Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	<10	2.51
Butchers and Meat Cutters	10	2.17
Food Servers, Nonrestaurant	20	2.05
Cooks, All Other	<10	1.95
Food Preparation and Serving Related Workers, All Other	<10	1.77
Food Preparation Workers	48	1.54
Food Service Managers	13	1.30
Cooks, Institution and Cafeteria	18	1.14
Combined Food Preparation and Serving Workers, Including Fast Food	132	1.00
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	17	0.99

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.86 • Strong competitive advantage.



Food Service (Continued)

Occupation	Employment, 2018	LQ, 2018
Bakers	<10	0.97
Cooks, Fast Food	14	0.77
Dishwashers	14	0.74
First-Line Supervisors of Food Preparation and Serving Workers	25	0.73
Chefs and Head Cooks	<10	0.68
Bartenders	14	0.61
Cooks, Restaurant	29	0.60
Cooks, Short Order	<10	0.55
Waiters and Waitresses	50	0.53
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	<10	0.40
Dining Room and Cafeteria Attendants and Bartender Helpers	<10	0.39
Slaughterers and Meat Packers	<10	0.24
Meat, Poultry, and Fish Cutters and Trimmers	<10	0.09

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average



Retail and Sales

Occupation	Employment, 2018	LQ, 2018
Door-to-Door Sales Workers, News and Street Vendors, and Related Workers	<10	3.37
Demonstrators and Product Promoters	<10	1.15
Cashiers	144	1.14
Buyers and Purchasing Agents	17	1.11
Purchasing Managers	<10	0.98
Sales and Related Workers, All Other	<10	0.95
First-Line Supervisors of Retail Sales Workers	40	0.79
First-Line Supervisors of Non-Retail Sales Workers	<10	0.76
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	38	0.74
Insurance Sales Agents	21	0.69
Retail Salespersons	101	0.62
Sales Managers	<10	0.55
Securities, Commodities, and Financial Services Sales Agents	<10	0.53
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	<10	0.42
Parts Salespersons	<10	0.41
Telemarketers	<10	0.38
Sales Representatives, Services, All Other	14	0.36
Counter and Rental Clerks	<10	0.35
Sales Engineers	<10	0.25

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 0.86 • No competitive advantage.



Social Services

Occupation	Employment, 2018	LQ, 2018
Mental Health and Substance Abuse Social Workers	10	2.39
Social Workers, All Other	<10	2.34
Healthcare Social Workers	<10	1.19
Social and Human Service Assistants	17	1.17
Religious Workers, All Other	<10	1.13
Counselors, All Other	<10	1.01
Clergy	<10	1.00
Community and Social Service Specialists, All Other	<10	0.98
Health Educators	<10	0.91
Rehabilitation Counselors	<10	0.89
Child, Family, and School Social Workers	10	0.85
Directors, Religious Activities and Education	<10	0.80
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	<10	0.73
Educational, Guidance, School, and Vocational Counselors	<10	0.50
Marriage and Family Therapists	<10	0.50
Community Health Workers	<10	0.50

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 1.07 • Slight competitive advantage.



Tourism

Occupation	Employment, 2018	LQ, 2018
Travel Agents	<10	2.15
Lodging Managers	<10	0.64
Concierges	<10	0.48
Hotel, Motel, and Resort Desk Clerks	<10	0.38

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

LQ: 0.91 • No competitive advantage.

Above the U.S. Average



Transportation

Occupation	Employment, 2018	LQ, 2018
Machine Feeders and Offbearers	48	15.72
Crane and Tower Operators	<10	2.26
Automotive and Watercraft Service Attendants	<10	1.97
Industrial Truck and Tractor Operators	37	1.73
Excavating and Loading Machine and Dragline Operators	<10	1.73
Cleaners of Vehicles and Equipment	25	1.72
Packers and Packagers, Hand	28	1.07
Sailors and Marine Oilers	<10	1.05
Captains, Mates, and Pilots of Water Vessels	<10	0.90
Railroad Conductors and Yardmasters	<10	0.87
Transportation Workers, All Other	<10	0.85
Material Moving Workers, All Other	<10	0.85
Airfield Operations Specialists	<10	0.82
Heavy and Tractor-Trailer Truck Drivers	59	0.82
Transportation Inspectors	<10	0.81
Transportation, Storage, and Distribution Managers	<10	0.81
Commercial Pilots	<10	0.80
Airline Pilots, Copilots, and Flight Engineers	<10	0.79
Conveyor Operators and Tenders	<10	0.77

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average

LQ: 2.15 • Strong competitive advantage.



Transportation (Continued)

Occupation	Employment, 2018	LQ, 2018
Ship Engineers	<10	0.76
Laborers and Freight, Stock, and Material Movers, Hand	75	0.74
First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	<10	0.67
Bus Drivers, School or Special Client	12	0.67
Air Traffic Controllers	<10	0.63
Motor Vehicle Operators, All Other	<10	0.60
Railroad Brake, Signal, and Switch Operators	<10	0.58
Subway and Streetcar Operators	<10	0.57
Bus Drivers, Transit and Intercity	<10	0.56
Light Truck or Delivery Services Drivers	19	0.55
Pump Operators, Except Wellhead Pumps	<10	0.49
Tour and Travel Guides	<10	0.48
Ambulance Drivers and Attendants, Except Emergency Medical Technicians	<10	0.38
Locomotive Engineers	<10	0.38
Parking Lot Attendants	<10	0.32
Refuse and Recyclable Material Collectors	<10	0.27
Driver/Sales Workers	<10	0.26
Taxi Drivers and Chauffeurs	<10	0.13

Source: EMSI QCEW Employees, Non-QCEW Employees, and Self Employed 2019

Above the U.S. Average