



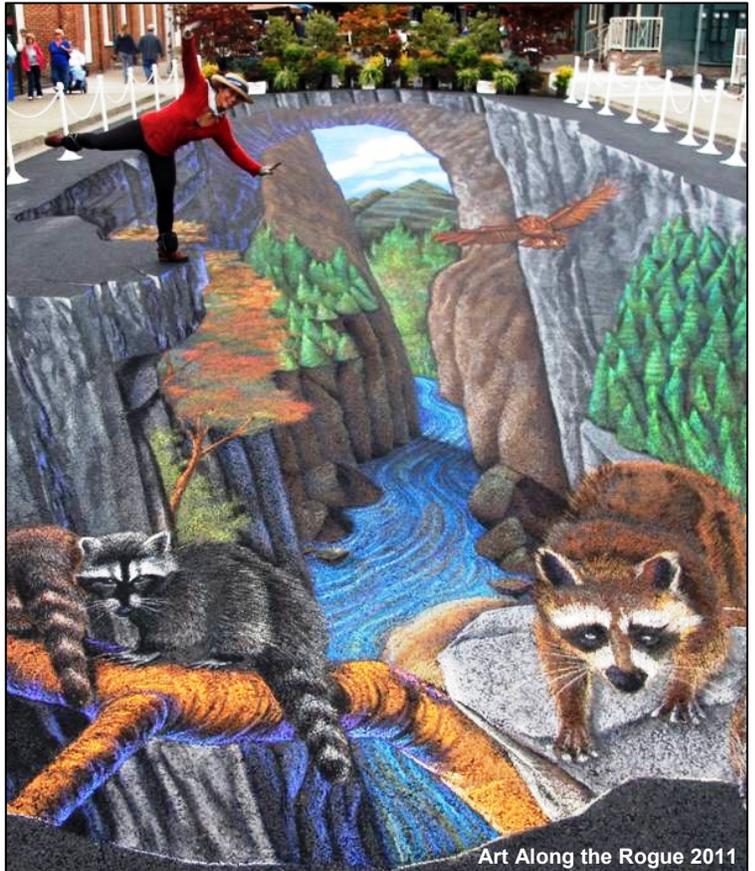
City of Grants Pass, Oregon

Adopted Operating & Capital Budget

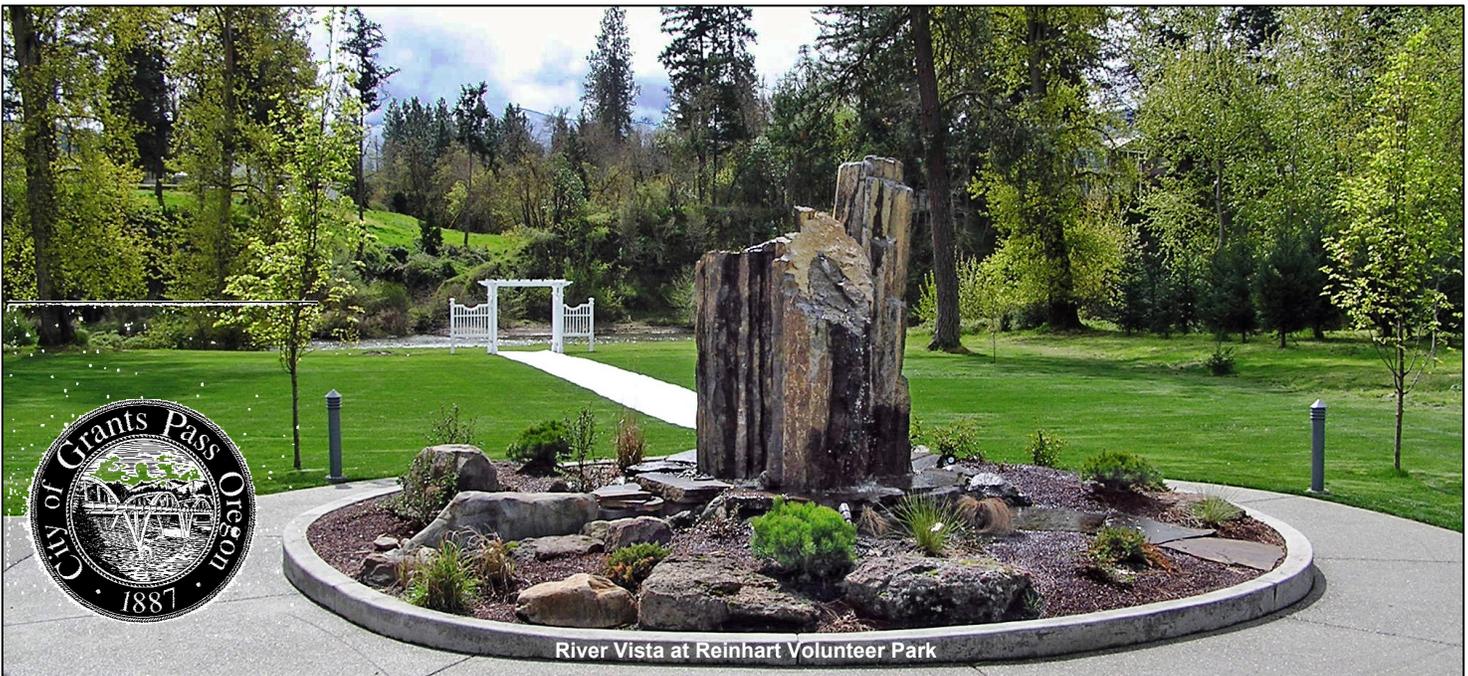
Fiscal Year 2012 - 13



Hillcrest Station "Fire Hose Spray" © Nomeca Hartwell



Art Along the Rogue 2011



River Vista at Reinhart Volunteer Park

**City of Grants Pass
Operating/Capital Budget
FY 2013**

PRESENTED TO MAYOR MIKE MURPHY, COUNCIL MEMBERS

AND LAY MEMBERS OF THE BUDGET COMMITTEE

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PUBLIC WORKS

HUMAN RESOURCES



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Grants Pass
Oregon**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danson Jeffrey R. Egan

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the **City of Grants Pass, Oregon** for its annual budget for the fiscal year beginning **July 1, 2011**.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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July 24, 2012

Citizens of Grants Pass
Mayor Mike Murphy and City Council Members
Budget Committee Members
City Personnel



Budget Message for Fiscal Year 2012-13

BUDGET OVERVIEW

I am pleased to present to you the balanced budget for the Fiscal Year 2012-13 (FY'13). This budget represents the combined efforts of the City Council, the Budget Committee, staff, advisory boards, and the citizens of Grants Pass.

Similar service without increasing tax levy

Citizens showed overwhelming support for the Public Safety Local Option levy in the November 2010 vote which will allow the City to continue to provide similar service levels without increasing its tax levy in FY'13 and FY'14. Thanks in part to this support and successful past financial planning, Council directed staff to present a budget that will provide the same level of service for all operating divisions.

We owe this responsible budget and proactive financial planning in part to previous Councils and staff who prepared for the future. A few examples of the actions taken include: 1) creation of the intern program which provides college interns to assist firefighters; 2) the layoff of eight employees at the beginning of the construction industry downturn; 3) use of Community Service Officers to relieve police officers of more routine duties; 4) staff participation in health insurance planning and cost sharing; 5) minimal cost of living increases in recent years for managers, supervisors, and the City's four unions; 6) minimal insurance losses in the areas of workers compensation and general insurance to lower rates for current and future years. Many cost saving measures taken in recent years will be detailed throughout this message and were discussed in Budget Committee presentations this year.

Voter approved levy

This budget document includes the resources that the voters authorized through passage of the Three-Year Public Safety Levy in November of 2010. The approved levy provides an estimated \$4.3 million in FY'13 for City Public Safety operations. While all property taxes are dedicated to Public Safety, the temporary local option levy will expire June 30, 2014. The overwhelming support for the Public Safety Levy in 2010 demonstrates the community's desire for quality services. The budget for FY'13 continues the high level of Public Safety services and other government

services our citizens have received and expect to receive over the period covered by the current levy. The three-year levy starting in FY'12 is set at the same rate as the previous two-year levy. While conservative projections through FY'14 show that significant General Fund savings will have to be used towards the end of the levy period, the resources provided by the levy should be sufficient to maintain current services through the current three year levy time period.

Residents appreciate City services

The empirical and statistical data gathered from the citizens of Grants Pass indicate that the residents appreciate the services provided by the City. Both the recent vote for General Fund Public Safety Funding and past annual surveys demonstrated the community's desire to have City services maintained at the current service level. While the typical phone survey was not completed in 2011, it will be completed again in 2012 along with the potential for a supplemental online survey customized by Council.

This budget has been prepared with an eye toward continuing to provide the high quality services the City has delivered over the years while acknowledging the more fiscally conservative stance that the local economy demands. However, inflationary pressures on operations will not always match up with revenue growth. The difference between revenue growth and actual operational inflation is expected to be unusually heightened in coming years causing budgets for various City operations to be under more pressure in the future. The continuation of longer-term financial planning will be key to maintaining the services our Citizens expect today. While this annual budget process only results in a budget approved and adopted for FY'13, the budget projection for the second year in FY'14 has also been incorporated into the budget book for informational purposes and to help plan for operations beyond FY'13.

Budget based on Council goals

Grants Pass is a strategically motivated municipality, whose direction is annually defined and affirmed by the Governing Body through a series of goal statements that reflect the values of the community. These goals are used to formulate a work plan with corresponding performance measurements, serving as the foundation upon which the budget is developed. The normal day to day duties and budgets required to maintain operations do not change a great deal from year to year. However, the City Council recently completed the 2012-13 Strategic Goals and Work Plan and identified a number of projects that are to be considered both in the short-term and longer-term. This budget, through its allocation of resources, communicates and defines priorities we believe will serve the community for the ensuing year while simultaneously insuring sufficient reserves for future needs of local government operations.

The City of Grants Pass enhances the "quality of life" in our community through sound service delivery systems. The City offers high quality and well maintained streets, parks, water and wastewater systems. The City's nationally accredited Police

and Communications operations are among the best in the country and many of the City's other activities have received national recognition for their performance.

Impact of population growth

Grants Pass, along with most places and regions in the nation, is still coping with the lingering effects of a world-wide economic downturn, particularly in the housing market. However, while the community's growth rate has slowed from the rapid pace of just a few years ago, the City's population continues to grow as estimated by Portland State University's (PSU) Population Research Center and the recently completed national census data. Higher volume of demands for certain services, particularly in the City's Public Safety services, has accompanied the City's population growth in recent years. In recent years the City's population growth has been significantly higher than the County's growth and the State's growth rates. The 2010 census shows a City population of 34,533 versus the previous year's population estimate by PSU of 33,225. The most recent certified population estimate as of July 1, 2011, is a population of 34,660. Grants Pass continues to rank as the 15th largest city in Oregon. We believe we have met the challenge to maintain the "livability" of our community while facing the broad economic realities head on.

Budget guidelines

The executive team and staff were given some specific guidelines for preparing the FY'13 budget. With limited growth in resources and expected cost inflation pressures in many of the most routine operational expenditures, general directions included the need to hold the line where possible on personnel and other expenditures. While there are some cost increases such as the cost of chemicals or electricity and gasoline that cannot be avoided, staff was instructed to continue to look for any operating efficiencies available. With the exception of the highest priority needs in the area of Information Technology (an area that can help all other departments hold down costs and be more effective), staffing levels were not to be increased in recommended operational budgets this year. The Budget Committee did approve two additional positions that were not included in the recommended budget for FY'13, but the number of unfunded positions throughout City departments is nearly the same as the previous year.

After numerous cuts in certain division expenditure budgets in recent years and a focus on cuts in non-personnel expenditures in order to maintain services, any further budget cuts are expected to result in a cut in services offered to the public. However, like last year, decision packages were presented to the Council and the Budget Committee to show the service effect if funding is reallocated among the various operational divisions. While there is not a present need to make further cuts based on short-term revenue forecasts, the presentation of the service level effect for funding reallocations has assisted the financial planning process and helped the Budget Committee in deliberations.

Budget changes overview

The FY'13 Operating Budget, excluding contingencies, debt service, and transfers out to capital projects, totals \$31,482,255. This is up approximately \$1.0 million from the current year's Operating Budget total of \$30,459,323, or a 3.4% increase year over year. This is close to the national CPI-U average change for the 2011 calendar year, the same index measure used to adjust City utility and other user or fee rates each year. This CPI in-line increase is due in part to minimal staffing changes in main operating divisions, relatively small changes in health insurance rates for the 2012 calendar year, and lower insurance costs. Some factors heavily impacting inflation increases to the adopted budget this year include higher fuel costs, higher PERS rates and higher electricity costs. However, excluding some "one time" contractual operating costs built into the General Fund for FY'13, the actual operating budget increase this year is 2.7% and slightly less than the nationally reported inflation figures in the last year. Public Safety accounts for a little more than half of the total operating costs for the City, and its operating budget increased approximately 2.1% due largely to the increases in billed PERS rates, a modest COLA granted to the Fire union, offset by health insurance rates for calendar 2012 coming in lower than FY'12 budget expectations.

Excluding Public Safety and Policy and Legislation, the other operational departments of the City increased operating expenses by approximately \$427,000 (or 3.3%) in total compared to the current year budget due mostly to increases to PERS rates and higher energy or chemicals rates. Pacific Power increased electric rates another 4-6% in 2012 on top of a significant electric rate increase of nearly 20% in 2011. Electricity is used heavily in the City's Water and Wastewater utilities in the plants and in various pump stations. The City's total annual budget for electricity across utilities and all other operations is now well in excess of \$1 million and recent changes to electricity rates is having a significant impact on the current year budget and the FY'13 adopted budget. As with any major expenditure, the City will continue to look for energy and other cost efficiencies.

Capital allocations

Annual transfers from the General Fund to capital projects of nearly \$1 million per year to transportation and other high priority projects were eliminated three years ago. This elimination helped to ensure the City could continue to provide operating services at levels similar to prior years. While this certainly didn't reduce the City's need to maintain or upgrade equipment and infrastructure, the General Fund FY'13 adopted capital transfer allocation follows the same methodology used in the previous year budget recommendations. What follows is a brief description of this capital project funding allocation method.

In Fiscal 2010, the General Fund achieved the targeted budgetary fund balance policy of 30% to 40% of annual expenditures by ending the year near the middle of that target range. This range was set to avoid having to borrow funds between July and November each fiscal year before the bulk of property taxes are received by the General Fund. This also gives the General Fund the proper contingency and reserves to respond to potential emergencies or other unanticipated financial needs

throughout City governmental and utility operations. By continuing to target the middle end of that range at 35%, any one time savings whether through revenue or expenditure differences to budget could then be allocated to the highest priority capital projects. This leaves the General Fund with a 5% contingency and the necessary 30% minimum carryover balance from year to year.

Once those savings are identified and in the bank, they could then be appropriated for the highest priority capital purposes or partially saved for future periods to reduce the potential need to increase property tax or other fees in the future. The Council, Budget Committee, and Citizens can continue to help prioritize these capital expenditures after the fiscal year is closed and the actual savings amounts (if any) are known. Therefore, the bulk of the amount recommended to be transferred to high priority capital projects in the FY'12 budget related to the actual savings in FY10 and the bulk of the General Fund capital transfers in this adopted budget relate to actual General Fund savings in FY'11.

The bulk of the savings experienced each year will likely be recommended to be transferred to priority capital projects because the decision to eliminate regularly scheduled capital transfers from the General Fund may have negative long-term implications as the City defers capital investments. In addition, there are some potential information technology and other investments that can directly lower operating costs through efficiencies or defer expensive maintenance costs in the future.

As long as General Fund operating divisions continue to spend 4-6% less than adopted operating budgets each year on average, the General Fund should end FY'13 with a budgetary fund balance slightly more than 40% of annual operating expenditures and should end FY'14 slightly less than 40% of annual operating expenditures, a balance in line with the City's Financial Policies. Assuming the City's real estate market values don't decline significantly from where they are today, this should be a General Fund balance sufficient to keep the same property tax rates and similar operating service levels for at least the next 2-4 years after FY'13.

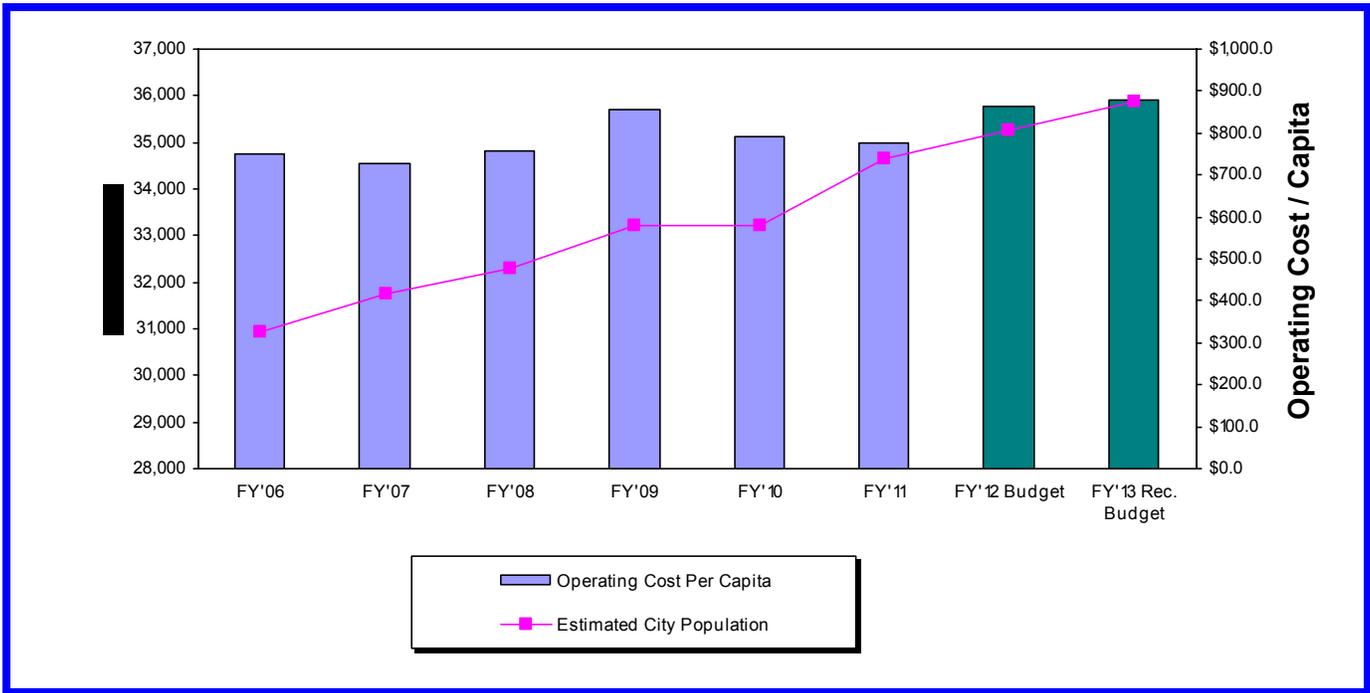
Under proper financial and budgeting policies of matching one-time resources with one-time expenditures to maintain a sustainable budget, the adopted budget allocates capital to certain Public Safety, Public Works and City-wide information technology, and other high-priority Parks and other projects found in the Council's adopted Work Plan for 2012-2013. This year, close to \$0.5 million was recommended to be transferred to Transportation Capital, Water Capital, a Downtown Infrastructure project, and other Public Works related project needs. Slightly less than \$0.2 million is recommended to be transferred to City-wide technology related projects, Public Safety related capital project needs will be covered from a return of over \$400,000 from the nearly completed major CAD/MDT capital project, while the balance of capital transfers are for miscellaneous high priority Parks and UGB related project needs. While most of the Parks related capital facility needs will be accommodated by restricted funding sources such as grants and the Transient Room Tax-LB capital allocation, smaller parks projects such as working with School District 7 to construct school/parks projects has been included in General Fund capital transfers.

Real efficiencies and effectiveness measures will be impacted by information technology projects ongoing today and proposed in the FY'13 budget. One-time savings in recent years have been recommended to be used for overdue projects such as the phone system, connectivity among City operating locations, the financial software system, the CAD/MDT project, a Microsoft upgrade, Police In Car Cameras, and a Police E-Ticketing project, among other technology intensive capital projects. In addition to having more efficient operating systems, projects such as connectivity and replacing the phone system will save money on telecom expenses each and every year in the future once they are completed. Projects such as the CAD/MDT systems and the proposed E-ticketing project will directly reduce future costs by significantly increasing efficiencies and reducing the need to increase staff in the future to keep up with work loads. The use of technology across various operations to increase efficiencies was a big theme in the budgets in the last two years and continues to be a prominent consideration in the adopted FY'13 budget.

Operating costs per capita less than inflation

Despite modest growth in the total adopted operational budget this year, the increase in budget is less than inflation and much less than the combined increase of inflation plus growth. City stakeholders should be aware that the City continues to grow, and the total dollar amount to serve a larger community will also grow over time as long as the City strives to keep the current level of services.

Over a longer time period, it is important to manage expenses to ensure the cost per capita of operations, for a full service City such as Grants Pass, do not increase more than the rate of inflation. This ensures growth is being managed appropriately and within reasonable resources. The charts on the following page show representation of operating costs per capita, including budget numbers for FY'12 and FY'13.



Using Fiscal 2006 as the base year, the total cost per citizen of providing all the basic City services (Police, Fire, Water, Wastewater, Transportation, Legislation, Parks, Development, and Other Services) has not exceeded inflation as measured by the national CPI index 10-year average through the FY'13 adopted budget. Using the average inflation rate of 2.48% in the last decade and using FY'06 as the base year, the adopted FY'13 budget estimated operating costs per capita are under the compounded effect of inflation since 2006. While budgets will never be fully spent unless there are unanticipated events, even the budgeted expenditures are still projected to be under nationally reported inflation averages.

	<u>FY'06</u>	<u>FY'07</u>	<u>FY'08</u>	<u>FY'09</u>	<u>FY'10</u>	<u>FY'11</u>	<u>FY'12 Budget</u>	<u>FY'13 Budget</u>
Estimated City Population	30,930	31,740	32,290	33,225	33,225	34,660	35,260	35,860
Operating Cost	\$23,172,859	\$23,070,007	\$24,401,413	\$28,446,551	\$26,344,157	\$26,907,928	\$30,459,323	\$31,482,255
Actual Op. Cost / Capita	\$749	\$727	\$756	\$856	\$793	\$776	\$864	\$878
Cost / Capita If Matched Avg. Inflation (CPI)		\$768	\$787	\$806	\$826	\$847	\$868	\$889

However, there is a growing strain on the City's operational budgets as actual inflation for operations is starting to outpace growth in revenues in the short-term. Growth in revenues and expenditures per capita will never exactly match the national or regional consumer price index, however there is a growing gap between actual operating inflation and the total operational revenue growth.

In some cases, such as in the City operated Water and Wastewater utilities, certain major expenses such as electricity are rising significantly faster than nationally reported inflation figures. Increased mandated and contractual obligations for personnel costs and items such as energy costs are having an effect on budgets throughout City governmental and utility operations. While nationally reported CPI changes remain relatively muted, the cost of electricity has increased nearly 50% in the last six years. Other types of energy costs such as fuel are also rising significantly and the state mandated costs of the PERS system are increasing. Without revenue increases to match the increased costs of providing services, these budget pressures are going to grow more acute and while the City of Grants Pass is not unique in this regard, the further out we look at our budget forecast in coming years the more limited our financial flexibility becomes.

Revenues relatively stagnant

A large part of increasing limitations on the City's budgetary flexibility also relates to the revenue side of the equation. Growth for most of the major revenue sources for City operations are directly tied to the performance of the housing market. Growth in property taxes (the primary resource for Public Safety and the General Fund) is limited to either 3% per year on existing properties or market value changes, whichever is less. Annual changes to City utility user rates are directly tied to the national CPI-U changes, and the largest component of determining CPI is housing costs. The City's largest Transportation funding source (gas tax) is not tied to a CPI index and until 2011 had remained relatively stagnant. The State's gas tax (shared with the City) has increased in the last year which will contribute more funding to Transportation projects, but other major Transportation funding sources have not kept up with inflation.

This is one reason the Council took the Transportation SDC Task Force's recommendation of a modest increase to the Transportation Utility Fee and also linking this annual fee change to the CPI index. While a modest rate increase was made to Wastewater rates at the end of FY'11, the adequacy of both Water and Wastewater rates continued to be a topic of discussion with Council and the Budget Committee on a regular basis. While all City utility rates are now tied to the CPI index and will be updated each January 1st based on the index, Water and Wastewater rates continue to be insufficient to keep up with depreciation costs of utility infrastructure over time. Rate studies are proposed to be performed within the next two years.

All property taxes recorded as revenue for the General Fund are dedicated to Public Safety each year. In the FY'12 budget nearly 85% of the resources dedicated to Public Safety came from property taxes and Public Safety is by far the largest operating division of the City. Due to the decline in the housing market and significantly lower property tax growth rates, Public Safety will have to use more General Fund support from non-dedicated resources in coming years as compared to recent years. Limited growth in revenues coupled with cost increases largely out of our control will cause significant pressure on the General Fund in coming years. On the positive side, the General Fund and Public Safety will have slightly higher property tax revenues (in FY'13 only) due to expected final tax turnovers from the

Redevelopment Agency. The City's share of final turnover amounts is budgeted to be additional revenue of \$477,967 in FY'13 for the General Fund and Public Safety, which will help limit Public Safety's use of general support resources in the FY'13 budget.

Having many major revenues so directly tied to growth or declines in the housing market is a significant financial risk for the City especially during times of extended downturns in the housing market such as the one we are experiencing today. Real estate and housing markets are a very large component of the nationally reported CPI figures. Cost increases, many of which are largely out of our control without service level changes, are becoming more detached in the near term from changes to revenues and resources required to maintain those operations.

The total adopted budget, including Capital and unappropriated (or carryover) amounts, is \$100,871,860. This is significantly higher than the current year's total budget of \$91,933,258 due to a number of capital projects that have not yet begun the expenditure phase and modest operational budgetary increases. In addition, the FY'13 budget reflects a planned bond offering of more than \$5 million that will provide the resources to replace and expand Water reservoir #3, one of the City's largest reservoirs. The total balanced budget figure includes internal service funds, debt funds, and all auxiliary funds that have unique or restricted resources. Total operational budgets previously mentioned includes costs for many of these stand alone internal service funds and total changes to the operational budget may be a more meaningful representation of changes to the City's annual expenditure budget (rather than the change to the total budget figures). Budgeted resources available to capital projects this year are shown by the four major capital programs: Lands and Buildings, Transportation, Water, and Wastewater in those respective program sections in the budget book.

PREPARING FOR TODAY AND THE FUTURE

Public Safety

The construction of new fire and police facilities has been executed with foresight and efficiency and completed during early FY'11. The voters approved the bond levy that paid for these facilities, a training tower, and three new fire trucks. These resources will help provide more effective and efficient Public Safety services to our community for decades to come. The City now has the critical tools necessary to achieve emergency response times that meet national standards, particularly in the southern sectors of our community. This project, along with the historic approval of Public Safety Local Option Levies, demonstrates the value that the community continues to place on Public Safety services. Including the property tax levy for the bonded debt, the total FY'12 property tax rate for City residents was relatively unchanged and will remain nearly flat for the next two years with the renewal of the existing levy for the same rate of \$1.79 per \$1,000 of assessed value through FY'14. The permanent property tax rate of \$4.1335 cannot be increased under current State law and for the near-term the local option levy and permanent property tax rate will continue to provide the majority of the funding needed for Public Safety.

Public Safety programs have been supported in the past entirely by property taxes, dedicated revenues, and through the use of resources set aside in reserve. There are two noteworthy impacts of this financing practice. First, historically, Public Safety has not drawn significantly on other General Fund resources that have been used for other public services and second, all property taxes will continue to be dedicated to Public Safety services. This year, similar to FY'12, Other General Fund resources are being directed to Public Safety programs. Without redirecting approximately \$920,000 of General Fund resources to Public Safety functions, there would have been cuts roughly equivalent to at least four to five police officer equivalent positions from the FY'13 adopted staffing levels. These positions would not use the whole \$920,000 General Fund resource allocation, but rather reflect approximately how many positions would have to be eliminated to avoid drawing down the General Fund ending balance in a typical year. Budgets are never fully spent unless unplanned needs surface throughout the year. City officers are already so busy that last year's budget process approved three additional officers, two of which will eventually be dedicated to a traffic team. Looking out to FY'13 and FY'14, Public Safety's draw on other General Fund resources and reserves increases significantly each year due to relatively minimal growth in property tax revenues and the absence of the one-time Redevelopment Agency property tax turnover (a revenue only in FY'13 and not future years).

Community Development responds to development downturn

Grants Pass, like other regions throughout Oregon, has experienced a severe decline in building activity in the last five years. Community Development departments such as Building Services and Planning Services continue to budget for extremely low levels of activity and low levels of staffing compared to previous years. While there has been a very small uptick in commercial building activity, residential building activity remains near the lowest level in the last 10 years. On the plus side for new construction, Home Depot completed construction and opened for business in FY'12. This combined with some commercial plan check and permit fees for projects such as the Women's Health Center, Washington Medical Park and work on Industry Drive have brought most Building, Planning, and SDC revenues in over conservative budget expectations in the current year.

The Building and Safety Division wisely maintained restricted reserves from prior years and is thus able to manage the temporary decline in revenues from permit activity. The layoffs of 8 employees throughout the Community Development activities two years ago (4 of which were in Building), though unpleasant, were necessary to ensure extended benefits of these reserves. Similarly, the City has acted proactively in choosing to leave positions "unfilled" when management sees either a decline in service demand and/or revenues. There are currently 17 positions that are authorized but not funded due to both declining service demand and revenues in the four programs managed by the Community Development Department (Building, Planning, Engineering, and CD Management). These prompt actions help ensure that restricted reserves last as long as possible during this period of the building cycle and will allow management to respond quickly when service demands pick up.

However, if building activity returns to low levels seen at times in recent years, without supplementary funding, the Building department will deplete its restricted reserves held in the General Fund in approximately two years. This budget continues a \$50,000 annual General Fund transfer per year into the Building department in case activity does not pick up in coming years. This annual transfer began in FY'11 and the goal is to make sure there is closer to three years of operating reserves available to the Building department for maintaining services during low levels of permit activity. Shutting down the Building and Safety department and turning this required program over to the State would be a decision that by law could not be reversed in short order if activity picked up. It is important for many efficiency and service delivery reasons to keep this activity efficiently operated and funded by the City. There would be other costs associated with turning over or fully outsourcing the Building department that would have to be evaluated prior to considering other options of service delivery. Currently, this division of the Community Development department remains with only two full-time funded employees and uses contractors to help meet service demands.

System Development Charge (SDC) revenues generated through growth have declined along with residential building activity. In a significant change from FY'11, Transportation SDCs will be coming in well in excess of projections for FY'12 due to some commercial building activity. However, revenue projections for FY'13 continue to be estimated at extremely low levels to reflect the reduction in development activity and the Council's actions to decrease the Transportation and Parks SDCs. These conservative estimates will help ensure that spending does not exceed revenues for transportation and other projects. Other SDC forecasts for systems such as Water and Wastewater also remain relatively low in this year's budget and capital project resources across the board will have to be heavily focused on maintaining or upgrading existing infrastructure in the near-term.

Financial policies incorporated into the Budget

The adopted FY'13 budget has General Fund contingency of \$1,100,000 excluding Building's restricted resources / requirements, which is approximately 5% of the City's General Fund expenditure budget (Policy and Legislation, Public Safety, Parks, and Development). This contingency is in the range of a typical 5% to 10% contingency and should provide Council with the resources to deal with emergencies in combination with contingencies available in other funds. Contingencies cannot be transferred to other appropriation categories in any dollar amount without Council's approval in a budget adjustment.

In FY'10 Council adopted a new financial policy target for the proper range of beginning fund balances for the General Fund, and the Council acted in FY'12 to address financial policies regarding contingencies and ending fund balances in the Utilities and certain other funds. These new financial policies, along with the other financial policies can be found in the appendix of the budget book.

When reviewing contingency balances, it's important to remember that a higher or different level of contingencies does not mean a higher level of spending, it merely

means a higher level of financial protection and flexibility for Council in dealing with unexpected events. Contingencies can only be appropriated for use by the City upon approval by the City Council, and are one-time reserves that cannot be repeatedly used without building them up again.

New financial policy updates also included the recommendation that governmental operations strive to contribute resources to equipment replacement funds over time for major capital assets and that the City's utility funds should be setting aside at least enough resources per year (at a minimum) to match depreciation costs as measured in the City's annual financial report. Depreciation is not recorded as a budgetary transaction, but it is a true cost of doing business that must be recognized through transfers out of utility operating funds to utility capital project funds. Currently the utilities are not setting aside enough funds from operations to cover the cost of infrastructure depreciation over time (with the potential exception of the Street Utility now that the State's gas tax has increased), which may result in higher unexpected infrastructure projects in the future. For this reason, resources in excess of the utility's recommended minimum 25% contingency balance are being transferred to the utility's capital projects fund.

STAFFING CHANGES

There are three additional funded positions by Full Time Equivalent (FTE) for the adopted FY'13 budget. One position addresses the Council's and community's desire to ensure the efficiency and effectiveness of all City operations. It was recommended that one Computer Services Technician be added and funded for the Information Technology division. All departments of the City are relying on technology to a much greater degree than years ago. IT security and network needs, the maintenance of both new and old systems, and integrating multiple uses of technology within specialized departments such as Public Safety, and a very long list of special project needs for coming years are all uses of IT services that in the last 5 years have grown beyond the City's ability to properly service each of these needs with existing staff levels. One position is being added to Parks to replace ongoing contractual work, and one additional dispatcher position was added to address the highest priority need in the City's Public Safety divisions.

These additions are partially offset by the elimination of funding for 0.25 FTE of a position in Administrative Services and an increase of 0.15 FTE in another position in Administrative Services. Many of the positions previously authorized by the City Council continue to be unfunded this year. The number of total approved but unfunded positions has decreased from 23.05 in FY'12 to 22.30 in FY'13. This change in staffing addresses the perceived highest operational risks and matches the present and expected future service needs with the staffing needs. As directed by Council, this also allows the IT and many other departments to continue the current level of services. It is estimated that this investment in technology services and systems will pay for itself many times over now and many years into the future through either operating efficiencies or direct cost reductions.

As a result of reductions in revenue, reduction in service needs, or efficiencies found through regular operational reviews, positions that do not have funding included in the Adopted Budget are shown below.

Summary of FY'13 Unfunded Personnel Positions			
Activity	Program	Title	# of Positions
Finance	Administrative Services	Accounting Tech Assistant Finance Director Senior Financial Analyst	2.50
Management	Administrative Services	Office Assistant I	0.50
Wastewater	Wastewater Treatment / JO-GRO	Utility Worker	1.00
Community Development	Support	Office Assistant	1.00
Planning	Development	Planner III Department Support Tech Associate Planner (3) Assistant Planner (3)	8.00
Building	Development	Residential Building Insp Plans Examiner II (2) Office Assistant I Building Inspector I	5.00
Engineering	Support	Utility Engineer Project Specialist (2)	3.00
Parks & Community Services	Fleet, Parks & Recreation, Property Management, Information Technology	Urban Forester (0.5) Office Assistant II (0.1) Admin Support Spec (0.1) Dept Support Tech (0.1)	0.80
Streets	Transportation	Urban Forester	0.50
		Total	22.30

New positions that are unfunded starting in FY'13 include 0.25 FTE in Management, a division of Administrative Services. Should activity significantly increase during the fiscal year in any of the City's departments, a supplemental budget could be brought before the Council that would recognize the staffing needs for the unanticipated increase in service demand and/or revenues.

CHALLENGES AHEAD

Public Safety faces staffing challenges

One of the most significant challenges facing Grants Pass is the need for a secure financial funding resource for Public Safety services. While a local option tax can provide secure funding after it is approved; the time, effort, and the uncertainty of it passing all have costs to the City and impacts on retention, recruitment, and stability within a department that is already significantly understaffed compared to the service needs and calls for service. For example, it takes nearly 5 years for a new officer to become trained and sufficiently experienced on the job. The need for Fire and Police services is constant and it is a far better practice to ensure that funding of the services is more secure as well.

In the last year Council held various workshops and discussions on alternative funding sources available and whether to begin to take public input on funding alternatives. In the end, Council decided that the current use of the local option levy for City Public Safety services is still the preferred funding method. In the budget meetings to take place one year from now in the spring of 2013, the terms of the next local option levy will need to be decided. Typically the Council has asked the Budget Committee to weigh in on this decision in an advisory capacity to the Council and in the coming year the ballot measure for the next levy will need to be drafted for the November 2014 general election.

While the City continues to struggle in addressing the staffing need of the Police and Fire Divisions, the implementation of the new Computer Aided Dispatch system and new Mobile Data Terminals is expected to bring certain operational efficiencies to Public Safety in coming years. Other technology projects such as E-ticketing that have been included in the adopted budget can benefit operational efficiencies to a smaller degree. Public Safety is unable to fund positions recommended by a staffing study completed in 2000 as well as the Strategic Plan adopted by Council in 2008. And turnover in the current year has prevented a timely implementation of the dedicated traffic team. However, the new positions approved in last year's budget process should be filled over the next year and efficiencies created by the implementation of certain IT systems will be studied further before the recommendation of additional staffing in Public Safety.

As discussed in the last year, a number of external reports have now all shown similar results – the Grants Pass Police department is one of the most understaffed agencies in Oregon compared to the service need. In order to respond to the urgent calls for service, some of the proactive work cannot be addressed. In addition, as work load continues to increase, our officers find themselves in the precarious position of balancing officer safety with the need to respond to a high risk call with inadequate resources.

In the last year, staff also reported on a new multi-agency report on crime rates in Oregon cities. The 2009 based report - Oregon Anti-Crime Alliance (of 107 Small Oregon Cities) calls Grants Pass, "the most understaffed small city in Oregon" and shows Grants Pass as the highest per capita for Property Crime, Motor Vehicle Theft,

Larceny/Theft, Burglary, and Robbery. While these crimes are not the most serious types of crimes that can be committed, this is a problem and is exactly what has been keeping our officers so busy in the last two years. This speaks to both the population surge that Grants Pass experiences during a typical day and the need to boost staffing to be able to handle the relatively high calls for service. While many citizens may not be aware of how busy our Police force actually is today because they may not have been personally affected yet, we look forward to working with the Council and community on addressing these challenges before they get too far out of control. While Grants Pass still feels safe and is safe, it's not prudent to breeze over this risk to our residential and business community.

Public Safety concerns are also affected by the County. The County's federal funding continues to decline and will be nearly used up by the County in the coming fiscal year unless federal lobbying efforts to renew part of the funding are successful. The County has already cut back criminal justice program services significantly during May and June of 2012 as a result of lower federal funding levels and the County residents turned down a property tax levy for these services. As the City relies on the County for services such as the Adult Jail, the District Attorney, and Juvenile Justice, the future local, state and federal funding decisions that affect the County will also affect the City.

Staffing for an expanding Park System

Over the last 5-10 years, park acreage and developed park sites have increased substantially to match a larger City. While park and trail maintenance responsibilities are increasing, the Parks Division eliminated one full-time position in 2010 due to the economic climate and has not had significant changes to in-house staffing levels in the last 10 years. The 2011 budget slightly increased funding for additional contractual labor to maintain the expanded park system and the position added to the FY'13 budget for the most part is just replacing ongoing contractual work.

Addressing PERS funding

As anticipated, employee benefit costs continue to be a factor in operating expenses. Like other Oregon public agencies, the City of Grants Pass experienced an increase in rates paid to the Public Employees Retirement System (PERS) effective July 1, 2011 and another large rate increase will occur July 1, 2013. The PERS Board made a policy decision to spread unfunded liabilities, largely the result of retirement benefits for Tier 1/Tier 2 employees, to all groups. As the membership in Tier 1/Tier 2 has declined due to retirements, the financial impact of liabilities and financial market losses in 2008 produced staggering rate projections for these employees. Government agencies have found these impacts more manageable by allocating a portion of the liabilities across all groups of employees. It is noteworthy that the State has addressed the issue of Tier1/Tier2 benefits in that since 2003 new public employees do not have the same defined benefits.

PERS rate changes are largely and directly correlated to the broad performance of financial markets, and rate changes tend to lag the actual performance of financial markets by nearly two years. The FY'10 and FY'11 rates billed by PERS were

reduced because of financial market performance that was healthy prior to 2008. However, knowing that 2008 was one of the worst financial market performances in many years, the City billed all departments at the same PERS rates as the previous two-year cycle and set aside additional reserves in the Benefits Administration program (Insurance Fund). Reserves have been set aside for many years by charging slightly different rates to operating departments as compared to the PERS system payment requirements and at the peak of the PERS rate setting cycle these reserves will be used to lessen the impact of higher rates and limiting the potential negative impact to the services that can be delivered to the public.

Due to the historic losses in financial markets in 2008 and limited returns in calendar 2011, it is currently expected that at least 3% increases will be implemented by the state PERS program every two years until the losses are recovered and the retirement assets equal the actuarial liabilities. Over the next two years, the City will bill all departments at slightly higher rates each year and actuarial liabilities compared to growth in assets for the state system will have to be monitored to predict the impact of future rate setting cycles. Ultimately the move to create a small amount of City PERS reserves will lessen the future impact of PERS rate hikes towards the end of the rate increase cycle and will help smooth the potential volatility of City personnel and related benefit costs. While the City cannot control these rates, the City has taken steps to prepare for future PERS cost increases. Starting July 1, 2013, the rates are expected to increase by another 3-5% for the various classes of PERS employees.

Managing health care costs

The City has a choice of two health care packages effective January 2007. Employees can select either a standard existing plan or a lower premium plan in association with an HRA/VEBA account funded by the City. There was a significant increase in the number of participants in the HRA/VEBA plan in the last three to four years, with approximately 80% of eligible employees taking advantage of the opportunity to have monies placed in a tax-deferred account for future out-of-pocket costs, assuming a greater share of co-pays and expenses. This move, approved by the Council, saves the City money compared to traditional taxable benefits and strengthens management's goal of achieving greater employee ownership in managing health care costs. The annual increase to health insurance premiums in calendar year 2012 was less than 1%, but typical experience in the City and most other major public and private businesses is an average annual rate increase of almost 10% each year in the last 10 years. In the future budget periods presented in this budget, rate increases of 10% per year have been factored in for periods after calendar 2012.

Negotiating with labor organizations

In the next year the City will be negotiating with all four unions/bargaining groups. The Grants Pass Employees Association (GPEA) is now considered an official bargaining unit within the City effective in 2010. GPEA makes up most non-supervisory employees that are not part of another union and in the last year the first contract with GPEA was completed with the option to talk about either wages or insurance benefits in certain years covered by the new three-year contract.

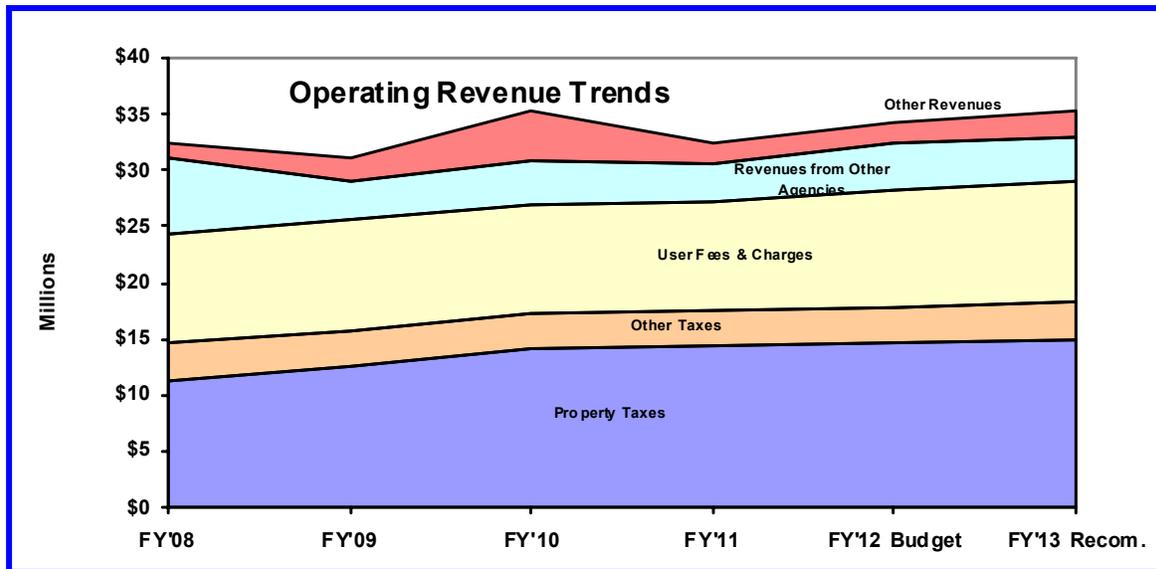
All four unions/bargaining units are set for negotiations in the next year for at least wages. The Police contract term, along with the contract terms for Fire and Teamsters, are all up at the end of calendar 2012. GPEA is expected to open for wage discussions for the 2013 calendar year.

Supervisors, Directors, Classified, and GPEA employees had not received or requested a COLA (Cost-Of-Living Adjustment) salary schedule adjustment for three straight years beginning in 2009 but were granted a 1% COLA in 2012. The Fire union accepted no COLA for 2010 and 2011, along with a 1.5% COLA effective January 1, 2012, and another 1.5% effective July 1, 2012. After a couple years of 2% COLAs each year, the Police Union agreed to no change in wages for 2012. After a 4.45% COLA in 2009, Teamsters has had no changes to the basic salary schedule since that date.

However, costs impacting all union negotiations are the rising costs of PERS rates and health insurance rates. Costs for each employee group are rising an estimated 2% to 3% on average each year even before a COLA is considered. As these increases to PERS rates and health insurance rates are expected to continue many years into the future, wage negotiations that also affect costs many years into the future will need to factor in PERS and health insurance rate considerations.

OPERATING REVENUE TRENDS

Financial Overview for FY'08 to FY'13



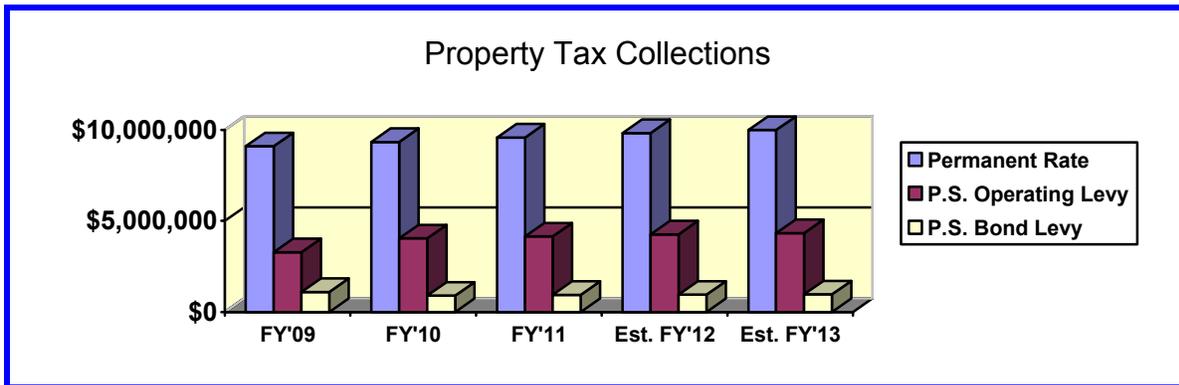
The compilation of this one-year operating budget and second year budget projection reflects key revenue sources and adopted fee changes outlined below:

Property Taxes – Permanent Rate and Public Safety Local Option Levy

FY'12 was the first year of the three-year Public Safety Local Option Levy which will end June 30, 2014. The levy was renewed at the same rate of \$1.79 per \$1,000 of assessed valuation and is estimated to be a total levy of approximately \$4.54 million for FY'13. The levy for FY'13 is anticipated to provide approximately \$50,000 in additional resources in FY'13 as compared to FY'12 due to small amounts of new construction. In time, slightly more than 97% of property tax levies are collected due to discounts available for paying the tax in a timely manner. The FY'13 levy will provide about \$4.25 million in revenue next year and approximately \$4.4 million in total revenue in coming years. That resource, along with the permanent property tax rate and other restricted or dedicated Public Safety resources, is anticipated to fund the majority of the City's Public Safety program with an additional reliance on the General Fund budgeted at \$920,000 this year.

This budget reflects the use of resources other than property taxes to support Public Safety for the short-term, a necessity in order to provide a similar level of service as directed by the City Council. The estimated combined tax rate for the permanent levy, the Public Safety Levy, and the Public Safety Bonded Debt will be approximately the same as FY'12 at close to \$6.33/\$1,000 assessed valuation. It is noteworthy that the tax rate for the Public Safety Bond declined by approximately \$.10 per \$1,000 assessed valuation from the 2009 rate of approximately \$.50 to approximately \$.40/\$1,000 during FY'10. The bond levy rate in the last year of the Public Safety Bond payment (2019) will also be less than originally estimated due to

money left over at the end of the construction that was used to pay off a small portion of the 2019 bond maturity.



Grants Pass' total taxable values continue to increase as a result of relatively small amounts of new construction. Increases in assessed valuation on existing properties is generally capped at 3% per year, but due to significant declines in real market values and in some cases assessed values, certain properties could see assessments increase more than 3% in a given year when the property market increases in the future. This 3% annual restriction in the past has resulted in assessed valuations being significantly lower than true market value, and on average they are still below total market values. With market values still declining slightly and the assessed value increasing by 3% or less, more and more properties have an assessed value that has reached the market value. Annual property tax revenue increases in the next couple years on existing properties will be extremely limited compared to the last 10 years.

Total assessed values rose approximately 1.2% in FY'12 and are estimated to increase about 1.1% in FY'13 due entirely to new construction. In FY'12 almost the entire amount of the increase was due to new construction. Historical trends together with updated data furnished by the Josephine County Assessor's office and construction valuation reports from the previous calendar year are used to project assessed values. The number of building permits and respective valuations along with local housing market conditions are also factored into the equation.

The absence of new annexations, which could have had a positive impact on the property tax base in recent years, will also impact FY'13. Bringing in the additional valuation from these properties that the City already serves would increase tax dollars thereby sharing the burden of funding public services. The impact of not annexing properties served by the City is expected to continue to affect resources in future years. The questions surrounding annexations will require staff to seek more firm input and direction from the City Council about whether the City should provide services outside the corporate limits within the Urban Growth Boundary. These questions become even more critical to address over the next year as the City is currently in the process of redefining and finalizing the new UGB borders in the next fiscal year.

Property Taxes – Public Safety Bonded Debt

In November, 2006, Grants Pass voters approved a bond measure to fund construction of two new public safety facilities and purchase equipment for each through the sale of bonds prior to the close of FY'07. The approved debt of \$9,875,000 is a twelve-year bond issue funded by a property tax levy which began at approximately \$.51/\$1,000 of assessed value for the first two years and dropped to approximately \$.40/\$1,000 of assessed value in 2010. The current year bond levy, near \$.40, will remain at approximately the same rate until the final year of the Public Safety Bond Levy.

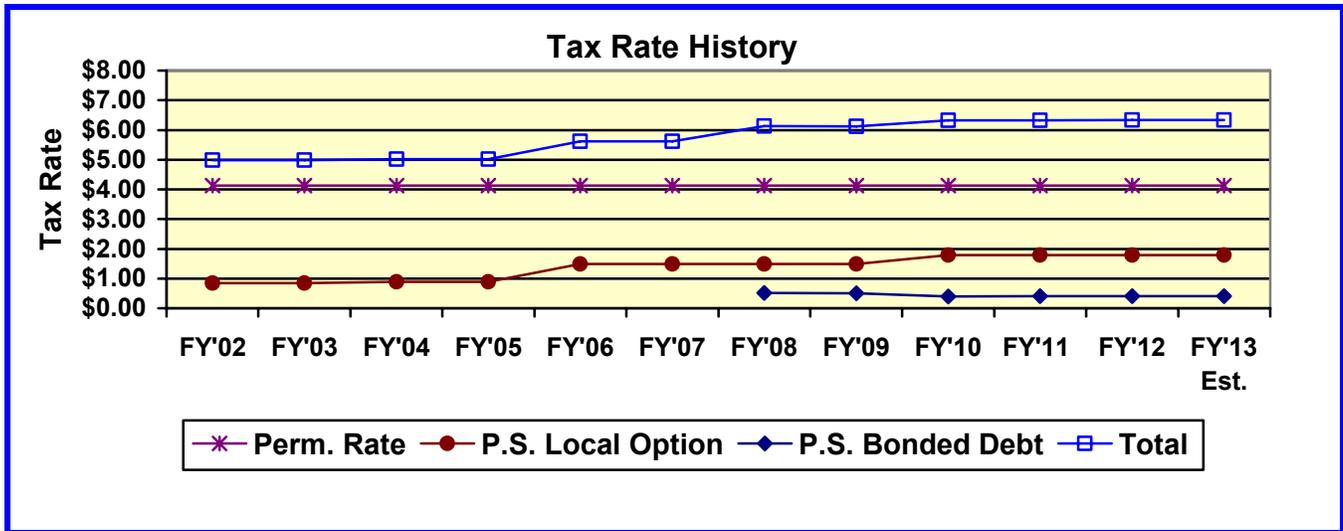
Property Taxes – Future Public Safety Local Option Levy

In November of 2010, the voters overwhelmingly supported the three-year renewal of the Public Safety Local Option Levy. The levy will provide funding for the Public Safety Department for FY'12 through FY'14. Having completed the Public Safety Strategic Plan early in 2008, there are important recommendations that the City must consider. The future funding available to Public Safety will have the most significant impact on our ability to execute the plan.

This budget has been prepared with the assumption that the Council intends to strive toward eventual implementation of the Public Safety Strategic Plan adopted by Council in FY'08. However, even under this adopted budget, Public Safety still has significant hurdles to meet the plan's targets. Historically, prior Public Safety levies have increased over previous levies to address inflationary impacts and to meet the additional needs of the community. For example, the current Public Safety operations levy is \$1.79 per \$1,000 of assessed value while the preceding levy was \$1.49. Property values (assessed valuation) have not kept up with the demands of growth and inflation. The tax rate may have to increase in the future to provide sufficient resource to keep up with the combined impact of growth and inflation. The more people that visit our community, the better it is for business but the more it places a burden on existing City property owners as Public Safety relies almost exclusively on property taxes to cover program costs. Grants Pass is an exceptional hub for both business and travel. However, due to sufficient reserves maintained in the General Fund and savings by Public Safety in recent years, it may be possible to design the terms of the next levy at the same rate of \$1.79 by using savings to "buy down" what the rate may have had to be set at otherwise.

The Budget Committee members have started to meet with the Council in work shops on a nearly quarterly basis, with the most recent meeting in January of 2012 to hear an overview of the budget process and review year-to-date financials half way through FY'12. In recent years Council has also asked the Budget Committee to act in an advisory capacity for the Public Safety levy and for Public Safety funding options in general. While recognizing that the levy must increase if most aspects of the Public Safety Strategic Plan are implemented, Public Safety staff and management have worked diligently to develop a budget that targets the highest operational risk areas with the same continuing local option levy rate of \$1.79 per \$1,000 of assessed valuation.

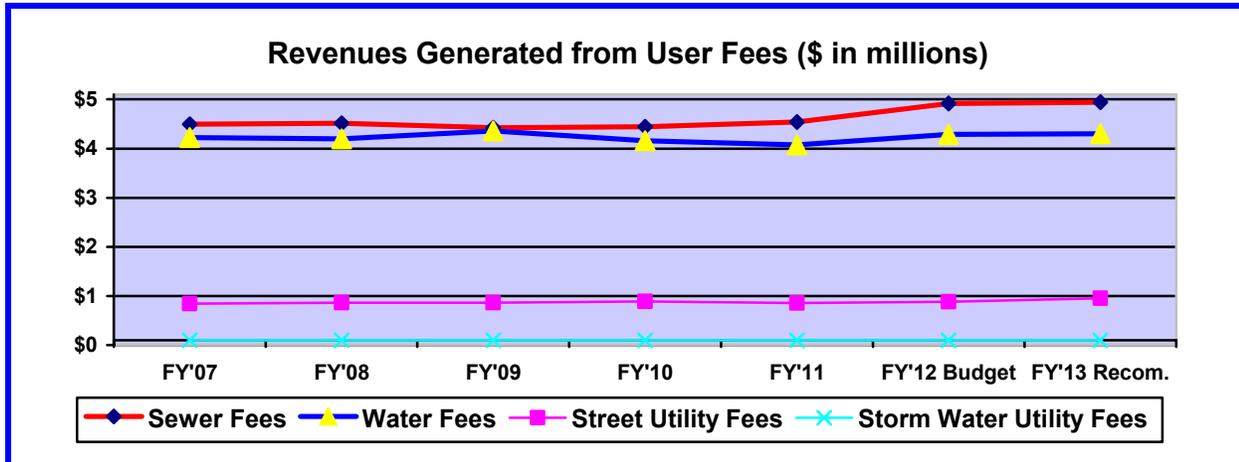
Implementing the Public Safety Strategic Plan on the schedule recommended by our consultants would have required a levy in the amount of nearly \$2.25/\$1,000. The \$1.79 levy proposal was achieved by delaying certain elements of the Strategic Plan implementation to future years after FY'14, and by making significant cuts to proposed non-personnel expenditures within the Public Safety Department and throughout the General Fund. A variety of external reports suggest that Grants Pass needs at least 7 more officers if not more, and we are only able to fill 3 of those in the near-term. Understaffing is also becoming more apparent when looking at the number of traffic crashes or crime rates in our City.



Taxes Other than Property

Franchise fees (Right of Way Privilege Taxes) received from each of the private utilities providing service to municipal residents are estimated to total \$2.733 million in FY'13 and this is the second largest revenue source for the General Fund. This amount is relatively stable from year to year, but due to the recession and less use of traditional utilities such as land-based phone lines, the revenue projection is built around flat local economic growth to be conservative. If the City were to annex properties, there would be new revenues from telephone, electric, gas, garbage, and cable television services as well as increases from state gas tax revenues and other state revenue sharing amounts. Diminished growth in land based telephones compared to cell phones has resulted in an adverse impact on telecommunications franchise fees, but most other franchise revenue sources are relatively stable and in many cases increasing slightly. Historical trends, proposed rate increases or decreases by utility firms, and additional consumers, are taken into consideration when estimating franchise fee revenues. Fee changes such as the rate increases recently implemented by Pacific Power is the primary reason franchise revenues are projected to be nearly 6% higher than in the FY'12 budget estimate.

User Fees and Charges



Revenue estimates for Utility user fees:

	Wastewater	Water	Street	Storm Water
Actual FY'11	\$4,441,798	\$3,972,271	\$758,790	\$0
Budget FY'12	\$4,820,600	\$4,189,400	\$781,500	\$0
Budget FY'13	\$4,847,493	\$4,201,969	\$857,130	\$0

The foregoing chart reflects revenue estimates for wastewater, water, street, and storm water funds. Water revenues have been negatively impacted by the March 2009 Council repeal of the annual cost of living adjustments (COLA) and a Water rate discussion is set for a Council hearing in September of 2012. However, the Wastewater COLA was reinstated in February 2010 after the financial performance of the Wastewater Utility was reviewed by Council in more detail and the Council made an additional 5% increase in 2011 to make sure the Wastewater utility was better prepared to keep up with infrastructure replacement needs.

The Street Utility fee had remained unchanged at \$3 per month (single family residence) since its adoption nearly 10 years ago and its value has diminished due to inflation over that time period. Council took action in 2011 to make a slight increase to the Street Utility fee and index the fee to the CPI index for future years like the other utility rates. The current Street Utility fee for a single family residence is \$3.29 per month. The ever so slight residential growth is largely expected to be confined to the southwest sector where wastewater services are provided by the Redwood Sanitary Sewer Service District (RSSSD). Thus, the growth rate estimated for City wastewater accounts is slightly less than the growth rate anticipated for City water service accounts. City wastewater does, however, charge fees to RSSSD for certain services, and over the next few years management will be evaluating the process of consolidating the District into City operations.

Significant decreases in growth, development, and general economic activity have resulted in either flat or slightly lower projected revenues for the Water utility. Water usage is highly vulnerable to weather patterns, especially during the warmer irrigation months. Water estimates in the budget are generally on the conservative side to make sure the City does not plan on unpredictable weather patterns. While City

water users pay lower rates than almost all other major cities in Oregon, the COLA reversed in 2009 will have to be reinstated and an additional increase in the range of at least 14% will have to be considered in the near-term or phased in over the next 1-2 years. This appears to be the minimum rate action that will have to be considered in coming months in order to ensure the Water utility can keep up with infrastructure depreciation costs as measured by annual reports and follow the City's financial policies. These Water rate increases have yet to be acted on and built into the budget, therefore the Water transfer to capital projects in the FY'13 adopted budget is significantly less than it should be according to financial policies. No revenues are anticipated in the yet to be adopted Storm Water Utility.

Revenues from Other Agencies

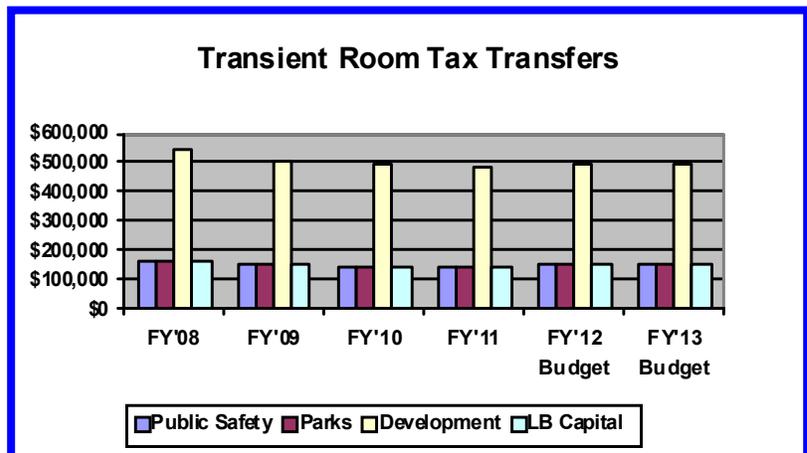
Revenues from other agencies are generally on track with estimates for FY'12 and a slight decrease is projected for operating revenues in FY'13 due to differences in grant funding estimates. Revenues from the State of Oregon for Liquor Tax, Cigarette Tax, and Revenue Sharing, which make up the largest share of revenue from other agencies in the General Fund, are projected to increase about 1% from FY'12 to FY'13.

State Gas Tax is projected to provide intergovernmental revenue of \$1.945 million in FY'13, almost exactly flat as compared to FY'12 estimates. A state gas tax increase of \$.06 per gallon was implemented halfway through FY'11 on January 1, 2011, and FY'12 is the first full fiscal year of shared revenues under the new rate. This increase is providing slightly less than \$600,000 per year to transportation infrastructure needs. Per capita estimates are provided by the state through the League of Oregon Cities and are the basis for projections of Revenue Sharing amounts and Gas Tax projections. The increase in gas tax revenues has been dedicated to transportation capital projects.

Revenues from the 911 Agency for dispatching and management services are set for a small COLA increase by contract and will be similar to last year. Wastewater treatment services provided to the Redwood Sanitary Sewer Service District will generate \$238,000, an estimate based upon historical flows and the actual treatment costs realized by the City.

Transfers In

Transient Room Tax revenues are distributed among Development (which includes Tourism), Public Safety, and Parks as well as the Lands and Building Capital program for use in parks projects. Percentage distributions from the Transient Room Tax Fund are projected at



approximately \$935,000, of which approximately \$790,000 will be directed to operations and approximately \$145,000 will be directed to Capital. The combined total is flat from FY'12 estimates but nearly 3.7% higher than total actual revenues transferred in FY'11. There are many factors, including weather, the cost of travel, forest fires, etc. that affect tourism in our region. We believe that Grants Pass tourism will continue to hold its own compared to peers in spite of current economic conditions and projections of limited growth in tourism nationwide. Our tourism is supported by growing out-of-town participation in community events like "Boatnik," "Back to the 50's," "Art along the Rogue," and perhaps by our proximity to California tourists, many of which elect to visit our region instead of more distant destinations.

Transfers also include \$5,000 allocated to the Code Enforcement division from Planning, in recognition of services it provides; and, \$24,000 from the Solid Waste Fund for Code Enforcement. Beginning in FY'11, Code Enforcement was integrated into Public Safety's Field Services for its administration and budget. The General Fund will also have approximately \$427,000 transferred back into it from the Lands and Buildings Capital fund from the Public Safety CAD/MDT project coming in under budget and from the project receiving a significant CMAQ grant in FY'12 that was not expected to be received at the start of the project.

Other Resources

In the General Fund, license and permit revenues generated from building activity are anticipated to produce \$212,000, nearly flat from this year's very conservative estimate of \$196,000. Percentages of court fines from traffic violations are estimated to produce revenues of approximately \$250,000, which is up from the current year budget but in line with historical averages in recent years. Public Safety will also have dedicated revenue of slightly more than \$200,000 each year from current service and annexation agreement fees until such time as the next annexation occurs and replaces these agreements with City property tax levies in the same amounts. Unspent contingencies are combined with the estimated beginning fund balances to show total beginning resources available for the upcoming budget year.

OPERATING COST TRENDS

By Classification Category

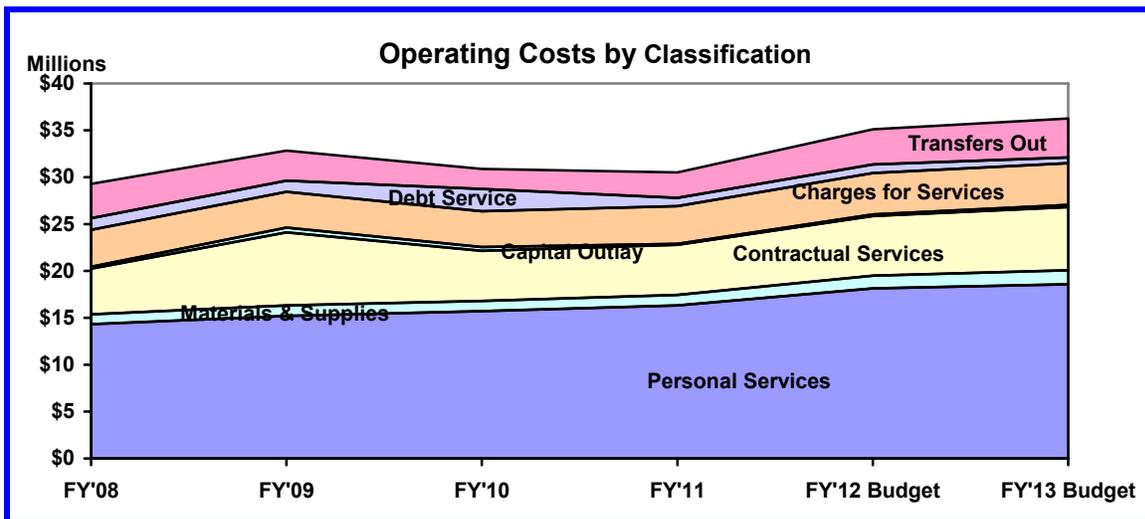
The following graph illustrates increased operating costs over time to meet service delivery expectations of our community. Personnel services is showing an increase of approximately \$449,000, largely due to the new positions, administrative leave time granted to the former City Manager, slightly higher PERS rates charged out for FY'13, and steps due to certain employees that have not yet reached the maximum step in various employee group salary schedules. The number of funded employees by FTE increased by two positions in the main operating budget this year, and one of these positions is replacing contractual work. The only additional funded position for the adopted budget in total is in Information Technology, an internal service fund that is reflected as a charge for service in the operating budget. Health Insurance rates for calendar 2012 came in at nearly the same rates as calendar 2011 for both Teamsters and the main City plans, helping to limit total personnel cost increases across the board when comparing the FY'13 adopted budget to the FY'12 budget.

The impact of every 3% increase to PERS rates equates to between \$350,000 and \$400,000 per year in benefit costs for the City, and PERS rates are expected to increase at least 3% every two years until the PERS system is fully funded again. PERS rates billed out to departments are increased each year to approximately match the expected actual PERS rate change every two years. A City PERS reserve has been created over many past budget years by a slight difference between department charges and actual payments into the PERS system and this reserve will be drawn down starting a few years from now when actual PERS rates are expected to be even higher than they will be in FY'13. Almost all non supervisory employees are now either part of a union or an officially recognized bargaining unit. Little can be changed about these mandated or contractual amounts without the legal bargaining process and Council will continue to direct the negotiation process as they have always done over the years.

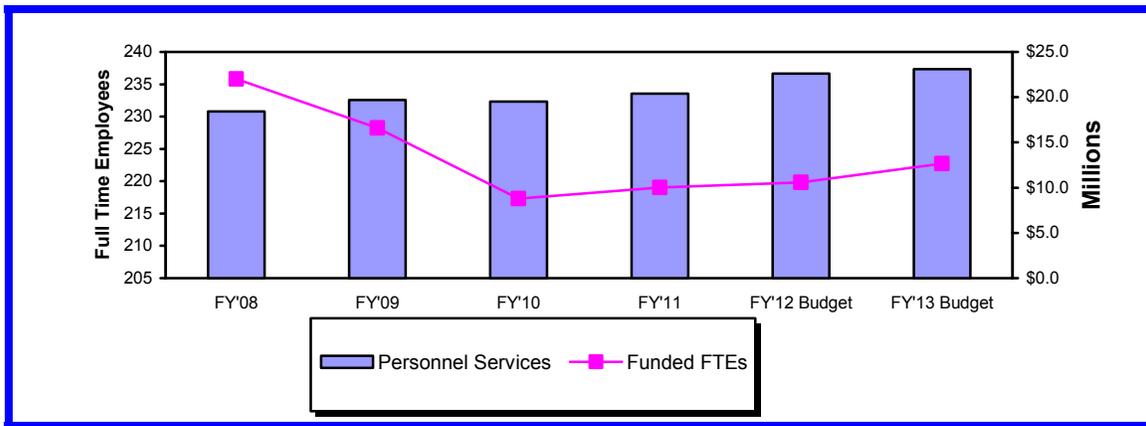
Materials & supplies are budgeted to increase by \$131,000 due mostly to increases in chemical budgets and the goal of equipping additional Public Safety reserve personnel. Contractual services are budgeted to increase \$368,000 due mostly to increased rates for electricity, natural gas, and other utility rates. The capital outlay classification within operating budgets is minimal as compared to capital project fund appropriations and is \$239,000 for the adopted FY'13 budget. There are minor budget increases of about \$22,000 in total, anticipated in the categories of direct charges for services and indirect charges for services, which both come mainly from Internal Service Funds that provide services and pay for certain costs that apply to all operational programs. Internal Service Funds include Fleet, Engineering, Property Management, Information Technology, Administrative Services, and others.

Transfers out of the General Fund to Capital funds are increasing by \$485,000 in this budget due using some of the one time savings in recent years. The transfers are directed to the highest one time capital project needs such as Water Reservoir #3 and certain Transportation projects. As discussed previously, it is recommended that savings in the previously closed fiscal year be allocated in part or in full to one time

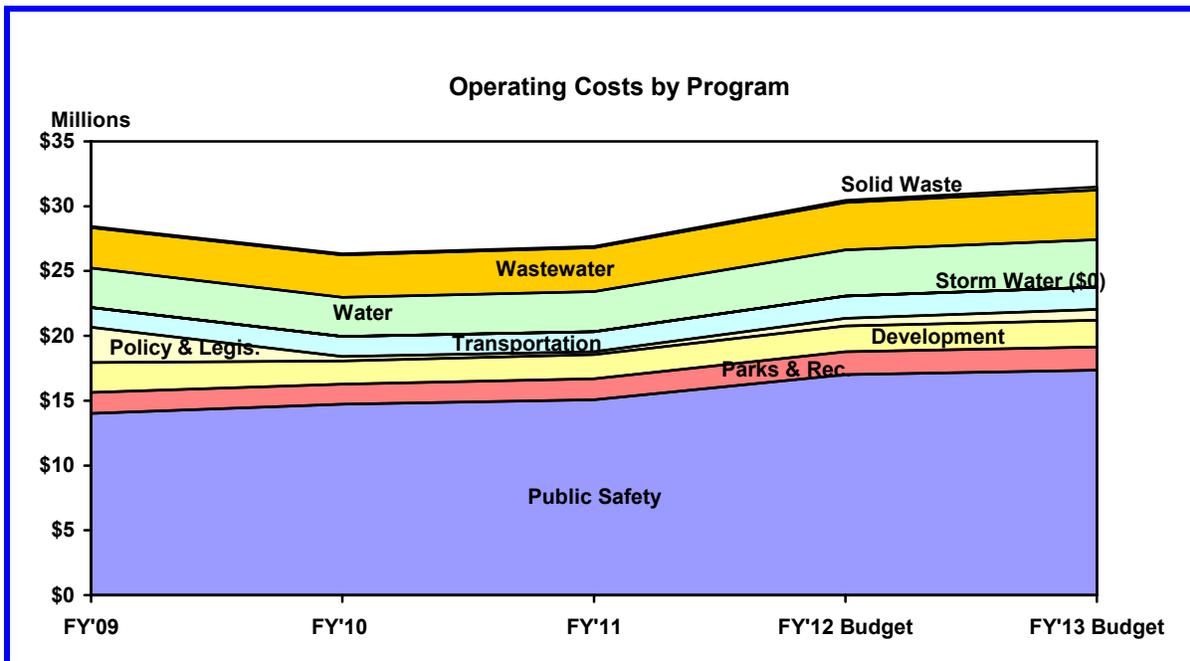
high priority capital project needs in the next budget year. Wastewater transfers to Capital projects have increased slightly due to higher expected revenues (recent 5% rate increase) and finally reaching a safe fund balance (contingency) in the Wastewater operations fund. Water transfers to Capital are slightly lower than FY'12 due to rolling back of the COLA in 2009, flat revenues, and increasing costs such as power costs. Water and Wastewater are not able to transfer an annual amount to capital projects in a sufficient dollar amount to cover annual depreciation costs. While Wastewater is much closer to the minimum required transfer, the Water fund needs to increase its transfer to capital by at least \$600,000 per year to keep up with expected future debt service needs and annual depreciation costs. Capital transfers from the Transportation Utility fund are decreasing slightly compared to FY'12; however, the transfers to Transportation Capital in total are just above absolute minimum capital transfer needs under the City's financial policies due to the modest contribution from the General Fund this year. The financial tables and charts at the beginning of the budget book provide an excellent reference for operational activity should you desire more detail.



The following chart illustrates the total cost of "Personnel Services," a state classification designated for employee, employee benefit, and employment tax related costs. It also shows the total number of approved and funded full time equivalent positions in the City by year. This chart shows all employee costs, including Internal Service Fund personnel expenditures.



The City utilizes internal service funds for: Property Management, Vehicle Maintenance, Vehicle Replacement, Engineering, Community Development Management, Administrative Services (including Management, Legal, General Accounting, Accounts Payable and Receivables, Utilities Billing, Payroll, Human Resources, and General Programs), Insurance, Benefits, and Information Technology. Use of these funds helps in identifying the true cost of program operations and can centralize specific operations to help reduce expenses and increase efficiencies.



Public Safety

Public Safety is generally one of the main focus areas for budget preparation. The significant impact the local option levy has on the City cannot be over stated. The adopted budget includes the resources provided by the levy of \$1.79 per \$1,000 of assessed valuation. With these resources, Public Safety services will continue at levels similar to prior years. While there were discussions about possibly expanding some of the services provided by the Public Safety Department, there are not

sufficient new resources to do that in a significant way and won't be unless alternative or supplemental revenue sources are implemented. The Council may want to seek additional revenues if the City wants to improve traffic safety operations to address unusually high crash rates and traffic related complaints within the community or high crime rates. Two of the three new officer positions approved in the FY'12 budget will still be dedicated to starting a traffic team as recommended by the strategic plan (once current year vacancies and turnover have been addressed). Staff will continue to work with the Council on addressing the other recommendations from the strategic plan and the continuing recommendations from Council's Goals and Work Plan.

Parks

The "River Vista" addition at Reinhart Volunteer Park has provided new opportunities for parks users and special events. One of the newer parks, Redwood Park, continues to be used very heavily. The City will continue contracting with the local YMCA to operate Caveman Pool and again with Recreation Northwest to administer the City's year-round recreation and downtown programs. A long-term lease with the Josephine County Food Bank has been completed for a small portion of the River Road Reserve property and the bulk of the remaining property will be maintained, used, and cleaned up in the coming years through an agreement with a local farm. A Water Spray Park is being considered in Reinhart Volunteer Park and a grant request has been submitted to the State for assistance in building that facility. The portion of Baker Park to the east of the Grants Pass Parkway, one of the last projects to be completed from Redevelopment Agency funding, will be developed in the next year. And a capital project to design a park plan for a future park in the Allen Dale school area has been included in this adopted budget.

Development

While issued permits still remain near 10-year lows for residential building, there remains a significant work load in the Planning and Building Divisions with a much smaller staff than the departments had a few years ago. Planning has been working on tasks for the evaluation and expansion of the Urban Growth Boundary (UGB). This project is continuing and may take slightly longer than forecasted last year as there were several issues Council wanted to review and many steps required to be taken before adoption. The Division has also been working on text amendments and other long-term projects that require staff time. These projects are ongoing in addition to completing daily tasks of reviewing plans and providing high quality service to our customers. The division will renew its focus on long-range planning and preparing for the next development cycle to help the City manage the effects of growth while maintaining our quality of life. All Community Development related activities are working on streamlining processes to make the customer service aspects as convenient as possible.

A modest pickup in commercial development activity has also begun in the last year. Revenues from construction permits are below expenses for the fifth year in a row for the Building division, but the drawdown in restricted Building resources should be less severe in the current fiscal year. Revenue budgets continue to be very

conservative and unless activity picks up significantly the Building and Safety Division will draw upon reserves to support operating costs for another year. The General Fund contribution of \$50,000 to Building that started two years ago should be continued in order to make sure the department still has nearly three years of resources to draw on at current conservative revenue estimates.

This budget also allows the City to continue updating and maintaining the Geographic Information System (GIS). This system is used extensively throughout almost all departments in the City. The City was using a very old version of the software which was no longer supported by the manufacturer, but an enterprise agreement for the current version was recently purchased in order to avoid losing data and to take advantage of the system capabilities. The funding for this new contract has been shared by departments throughout the organization, reflecting the integral part it plays in the operations. GIS is now accounted for and managed in the Community Development Management Fund, while before FY'12 it was accounted for as an activity of the Engineering division.

Tourism / Downtown / Economic Development

Tourism and Downtown activities are managed by the Parks and Community Services Director. This allows improved communication and relationships with the downtown business community. Transient Room Tax revenues, the primary source of resources for these programs, are budgeted to be relatively flat in FY'13 compared to the current year. In addition to room tax revenues, downtown derives a small amount of income from parking programs. Downtown improvement plans include encouraging facade renovations and completing historic lighting installations throughout areas of downtown.

We hope to continue marketing support to attract new business opportunities for economic development through the City's partnership with SOREDI (Southern Oregon Regional Economic Development Incorporated). The SOREDI partnership has been successful for Grants Pass and for other regional agencies.

Transportation

State Gas Tax provides the primary revenue source for street maintenance and capital projects and is apportioned by the state based upon population. Gas Tax revenues are expected to generate \$500,000 to \$600,000 more per year as compared to 2010 after the new \$.06 per gallon increase was implemented effective January of 2011. Delaying annexations also negatively impacts revenues from State Gas Tax receipts. While refusing to annex does not slow growth, it does impede the City's ability to pay for increased service demands and our ability to manage growth impacts. Street Utility Fees provide the majority of the balance of transportation revenues and are dedicated specifically for roadway maintenance and safety enhancements such as sidewalks, traffic signals, traffic signage and markings and clearing hazardous sight obstructions within the right of way.

The costs for transportation improvements and related services continue to climb; however, prior to 2011 the Street Utility fee had not been adjusted since implementation in 2001. Review of this fee was performed in 2011 with a slight increase to the base fee and indexing this fee to inflation over time. The Transportation SDC Task Force has also recommended a number of ways to help fund local Transportation projects outlined in an extensive report about SDC and other Transportation funding. However, the Transportation SDC was lowered again recently by Council to make sure Grants Pass stays competitive in the regional development market.

Storm Water and Open Space

The City's storm water program, designed for collection system maintenance, storm water retention, and treatment of storm water run-off in the community, has not yet been adopted. The funding mechanisms were ready for deliberation years ago, but an update to the master plan is on the work list and Council can consider this issue again after an update to the plan and after the new UGB is adopted. Internal loans of approximately \$146,000 in total will need to be addressed upon adoption of the Storm Water Utility Fee to cover the startup costs that have already been incurred. Payment for interest on the loans has been budgeted in the Street fund. If the program is not implemented in coming years, the costs incurred will most likely fall to the Street fund causing a one-time expense of approximately \$146,000 to repay the loans.

Water

The Water Plant will operate on a 24/7 schedule again this summer to manage water production at a more consistent pace, thereby reducing stresses on plant equipment and processes. Federal and state mandates requiring additional testing of both water and waste water continue to be a growing cost and concern for the City. A portion of the net margin between resources and requirements, totaling nearly \$524,000 for FY'13 is anticipated to be available to be transferred for investment in capital projects. However looking out to the FY'14 projection only about \$111,000 would be available to transfer to capital projects in that year because the Water bonds will be paid off in FY'12 and another bond will need to be issued in FY'13 to pay for Water Reservoir #3. This is significantly below the minimum of more than \$950,000 per year that should be transferred from Water operations to the Water Capital Projects fund each year to keep up with infrastructure depreciation.

Water revenues have not kept pace with the increasing cost of delivering this service. After a significant electric power rate increase in January 2010 and an even larger power rate increase in 2011, and another significant increase recently implemented in 2012, the Water Department has been sending declining amounts of resources to capital projects. Therefore, the Water fund is having a harder and harder time keeping up with necessary infrastructure replacement and maintenance needs. A significant rate increase will need to be considered to ensure operations can keep up with infrastructure depreciation, debt service, and general annual operating expenditures.

Current annual depreciation costs for the Water utility are almost \$1 million per year and based on the FY'13 adopted budget, the Water fund will only be able to set aside close to \$200,000 for annual infrastructure upgrades and capital projects when the annual debt payments resume next year. This is an operational deficit of almost \$700,000 per year once the very real depreciation costs are factored into the equation. On the plus side, the Water fund was debt free at the end of FY'12 after making the final annual bond payment and this will provide some financial flexibility to accommodate new debt payments for the planned Water Reservoir #3 project. The City will have to issue a bond in the amount of about \$5.5 million or more in FY'13 replace Water Reservoir #3, which is why the Water Capital projects fund shows a significant increase in budgeted resources and requirements in this adopted budget.

Wastewater

Wastewater collection, wastewater treatment, and the JO-GRO™ activities are designed to protect the public's health and the environment. In FY'13, while nearly \$997,000 is budgeted to be transferred to capital projects, this amount is still slightly short of the nearly \$1.2 million in annual depreciation costs. The cost of providing service continues to climb as wastewater treatment is impacted by the increasing power rates just as the water system is impacted. Additionally, federal and state regulations continue to dictate additional monitoring and testing for contaminants being introduced into the system beyond the control of the City. The Wastewater Collection Division will maintain its program of cleaning sanitary wastewater lines and inspecting for system failures and blockages.

Master plan updates and rate studies are planned for Wastewater and Water utilities in the next two years, which will be aided by the final adoption of the new UGB. Wastewater has yet to identify funding for some of the high priority projects which are necessary just to replace old infrastructure and prepare for small amounts of growth. The effect of many years of not setting aside enough money for infrastructure maintenance is most apparent in the Wastewater and Water utilities today and deferring the collection of resources for these projects may result in higher costs in the future.

Solid Waste

The City continues maintenance activities and monitoring of greenhouse gas emissions, ground water, surface water, and the landfill cap at the Merlin Landfill site. The primary issues in the Solid Waste fund will be: continuation of the required remediation and monitoring actions at the Merlin Landfill pursuant to the final Record of Decision, reforestation and fuels reduction on the landfill property.

Internal Service Funds

Independent funds have been established to provide an array of specialized services to the operational programs of the City and ensure that the program costs accurately reflect the resources needed to provide the program services. These funds are designed to be financially self-sufficient and the services they provide cover

everything from office space to vehicle rental. The basis of billing for these funds vary, depending upon the nature of the service provided. For example, space is based on square footage; vehicle rents are a combination of actual costs incurred for repairs and depreciation costs; engineering is based upon the size of infrastructure capital projects and the time spent in assisting Public Works and other departments with operational service needs; direct overhead is allocated based on personnel, time and materials, direct reimbursement; and, general overhead for management, legal, finance, personnel services and other general government administrative costs are funded on a fixed percentage of 8% of operating costs. Information technology services are also funded on a fixed percentage established at 2%.

For some Internal Service funds, retaining adequate reserves is critical to the purpose of the fund itself. Examples of these include Equipment Replacement, Workers' Compensation, General Liability Insurance, and Benefits. Other funds such as Community Development Management, Engineering, and Property Management need to assess fees more closely with annual operating costs so that they can provide the best possible service and retain a balanced budget without accumulating significant fund balances.

Engineering Rates

Engineering is funded through an Internal Service fund generating revenues necessary to cover operating expenses. In FY'12, the Council adopted a new fixed fee schedule for various types of services as recommended by the recent performance audit of the Engineering division. Some very minor recommendations of additions to the recently adopted fee structure have been proposed to Council and have been included in this adopted budget in order to make sure Engineering retains a balanced budget under the new fee schedule. A \$30,000 General Fund retainer has been charged in recent years in order to maintain the Engineering fund operations and that will continue in this budget. The Division, under the management of Community Development, assists with orderly development of our community by ensuring compliance with adopted facility plans and development standards. Customers include: internal customers such as streets, water, and wastewater fund capital projects as well as day-to-day operations and external customers such as private developers. At this point in the development cycle, most of the work and the fees generated by Engineering relate to internal capital projects and other internal services. Despite low levels of external customers doing development, projects for City Transportation and the City's other utilities have continued to keep the current level of Engineering staff busy on a day-to-day basis. The performance audit of the division also found the staffing level was appropriate and that eventually the division should add another professional engineering staff position.

Other Rates

No change has been made to the fixed rate of 8% applied to all operating costs for Administration since the mid-eighties. It is important to recognize that the fund balance for Administrative Services is slowly being consumed and that the 8% charge is just barely able to provide services that have necessarily expanded in scope and complexity over the last twenty years. These new services include active

management of property acquisition, disposition and recordkeeping, grant procurement and management, active investment management, increased union negotiation activity, and others. However, the 8% of costs recorded as revenue for the Administrative Services Fund has matched up fairly closely with the cost to provide these services as cost changes over time are similar across the organization.

Worker's Compensation rates are determined by the state based upon job classification and the City is self insured for Workers Compensation Insurance. The rates billed out to departments have not changed in the last few years due to sufficient reserves in the fund and low loss rates. In fact, beginning in FY'11 the Workers Compensation Insurance Fund provided a credit back to departments in return for having low loss rates and that credit should continue each year as long as losses remain low. Early in calendar 2012 staff also asked for and received a quote estimate on Worker's Compensation insurance rates if the City was to no longer be self insured, and the Workers Compensation fund is charging lower rates than the external quote and especially in Police and Fire job classifications.

Property Management's billable rate stayed the same per square foot in the FY'13 adopted budget. While the department is no longer paying for certain internet related expenses for departments that operate in City Hall, there have been increases to items such as energy and electricity expenditures.

For the utilities, the difference between operating resources and operating requirements, which is annually transferred to capital projects, serves as a key element in determining revenue available for capital improvements. The water and wastewater capital improvement programs, adopted by Council in May 2005, identified plant upgrades and capacity expansion requirements for both utility systems. Water system improvement needs through 2024 were estimated to cost \$33.5M while the upgrades, expansion and structural repairs to the wastewater system, will require \$33.7M.

Operating Transfers to Capital Projects

	FY'08	FY'09	FY'10	FY'11	FY'12 Budget	FY'13 Budget
Transportation	831,096	443,387	478,808	818,584	1,366,158	1,195,946
Water	576,000	723,725	605,166	655,531	522,801	524,327
Wastewater	1,150,000	896,664	1,017,834	378,206	900,046	996,750

A major source of funding for capital improvements in the past has been a transfer from the General fund. That transfer, usually in the range of \$300,000 to \$400,000 annually to Transportation projects, has been partially restored in this budget thanks to exceptional savings in the last completed fiscal year along with revenues coming in on budget for the General Fund. However, the amount contributed to capital this year won't be sustainable in future years unless similar savings amounts are experienced in future years. Each of the three utility systems noted above has annual depreciation costs of nearly \$1 million or more per year, and in the near term only the Transportation Fund is able to transfer enough money to capital projects annually. A 5% rate increase was implemented in Wastewater to begin preparing for a larger increase necessary in the future, and a significant action will need to be made to Water rates in coming months in order for that utility to keep up with operating, debt, and infrastructure obligations.

Impact of Capital Projects on Operations

Expenditures for capital improvements can have an impact on future operations. Some capital projects will require additional resources to maintain and operate. Others may reduce repairs and maintenance or reduce costs through improved efficiencies. Many capital expenditures will not have significant impacts or the impacts may be offset by increasing resources.

For example, the two relatively new Public Safety stations built through a general obligation bond a couple years ago have operational impacts that are addressed through the budget process. Beginning in FY'07 additional personnel were planned and budgeted to staff the two new public safety stations. In FY'08 there were additional hires, and though not directly related, there were other Public Safety positions approved in the FY'09 budget. Salary and benefits together with the associated costs of equipment, uniforms, and operating supplies have been incorporated into the operating budget for Public Safety each year. The City weighs the total cost (the capital cost and the on-going operational cost) against the anticipated benefits when evaluating capital projects.

Operating and maintaining all of the City's Public Safety facilities throughout this next fiscal year were among the key purposes of the 2010 local option levy election. The resources historically provided by voter approved levy funds are so significant that the face of Public Safety and of the City as a whole would be dramatically different if those resources are not renewed in full in the future. But as a result of the new facilities and the levy, Police and Fire can respond to emergencies and many other

non-emergency calls within recommended time frames and can continue to respond to all calls for service.

Each of the foregoing capital expenditures will have an impact on future budgets and service requirements. This budget has been developed following thorough analysis and discussion among staff and management in an effort to ensure that the City can adapt to changing economic conditions, that the services and policies of the City are sustainable, and that careful planning and execution permit the City to operate more effectively than ever before.

The following table identifies the major capital improvements planned for this year and in summary form identifies anticipated future savings and costs.

Project	Description	Future Costs Estimate	Future Savings
Public Safety Computer Aided Dispatch and MDTs	The CAD System, the central computer system that integrates with most operations and other IT systems of Public Safety and the 911 Agency, is past due for an upgrade after being in use for nearly 20 years. The Mobile Data Terminals in Public Safety vehicles also need to be upgraded.	<ul style="list-style-type: none"> • City's share of multi-agency cost is estimated to be \$995,000 • Equipment Depreciation • Newer system will create significant staffing efficiencies through avoiding duplicated work on entering call or case information 	<ul style="list-style-type: none"> • Response times may be improved • Improved Public Safety staff efficiencies • Potentially less maintenance costs
HTE (Financial Software) replacement	Upgrade or replace financial software used throughout City departments (current system is 16 years old)	<ul style="list-style-type: none"> • Installation & initial licensing cost estimate \$140,000 • Future annual maintenance cost similar or potentially less than annual cost today on old system of approximately \$50,000 per year 	<ul style="list-style-type: none"> • More staff efficiencies through a better integrated financial system • Less training time required from a more modern web based financial software system
Hillcrest Fire Station Seismic Rehab	Awarded a Grant to upgrade the Hillcrest Fire Station building according to modern seismic standards	<ul style="list-style-type: none"> • Limited additional future costs beyond maintenance of the new generator 	<ul style="list-style-type: none"> • The building will last longer and upgrades could result in less maintenance costs over time
E-Ticketing	Mobile technology for Police writing tickets that integrates with new data systems could reduce paperwork and increase proactive policing time.	<ul style="list-style-type: none"> • Minimal annual fees • Minimal equipment depreciation costs 	<ul style="list-style-type: none"> • Increased productivity and more proactive policing time • Less administrative time requirements for ticket processing

Redwood Avenue - Dowell to Hubbard	Widen Redwood Avenue from Dowell Road to Hubbard Lane to a three lane road	<ul style="list-style-type: none"> • This road serves most of the Redwood area residents • No significant anticipated change from current maintenance costs. • Any added sweeping, patrol, or other related costs will be minimal. 	<ul style="list-style-type: none"> • Issues of a narrow and old road will be eliminated. • Long-term maintenance costs will be reduced and safety will be increased
Other Road Improvements	There are a number of other road improvements in the Capital Budget	<ul style="list-style-type: none"> • No significant anticipated change from current maintenance costs. • Any sweeping, utility, patrol, or other related costs will be minimal. 	<ul style="list-style-type: none"> • Most are on the Transportation Master Plan and are designed to provide for current and future demands. • Long-term maintenance costs will be reduced.
Water Reservoir #3 upgrades	After structural assessment, it was determined reservoir #3 would require in-place replacement. Design will be complete soon and the construction of a new reservoir could begin in earnest in the spring of 2013.	<ul style="list-style-type: none"> • Limited additional maintenance costs beyond today's requirements. • Equipment depreciation costs over 60-70 years. 	<ul style="list-style-type: none"> • Avoids potential costly repairs and maintenance to existing infrastructure and avoids having a failure for critical water capacity and infrastructure needs.
Various Sewer Main Structural Repairs	Replaces very old structurally deficient sewer pipe in various streets and alleys.	<ul style="list-style-type: none"> • No known increases in cost. 	<ul style="list-style-type: none"> • Safety is increased • Potential environmental problem decreased • Long-term maintenance cost will be reduced for this area • Structural defects fixed
Wastewater Phase 2 Expansion	Expands capacity and meets new regulatory requirements	<ul style="list-style-type: none"> • Additional utility/energy consumption expected. 	<ul style="list-style-type: none"> • Prepares to meet future regulatory costs.

Planning for the future is one of the most important responsibilities the City has. It is important to analyze all of the expected costs along with the benefits related to capital expenditures. We believe in preparing for the future.

CONCLUSION

The City of Grants Pass is an innovative organization that is focused on value. Our elected officials and employees demonstrate a willingness to seek and create alternative solutions to problems. The knowledge and years of experience of our employees will help Grants Pass succeed. Through this budget we are recognizing the needs of today and the needs of the future by planning strategically and implementing measurable objectives. With adopted Council goals and work plan, staff will be able to direct their energies, skills, and talents, in applying the financial resources which have been approved through the budget process to make measurable progress toward achieving those goals.

This budget recognizes the economic reality of today and enhances the efficiency of City operations. Because of careful financial planning in the past, the City is not in a position like so many other agencies of having to cut critical services to the public. While decision packages were presented to the Council and Budget Committee for the impacts of changes to services, we can rest relatively easy in that any cuts we may choose to do in services today or even next year would just be to enhance our financial condition and not because we are in a position of forced cuts today. Budgeted investments in technology services and technology related equipment in this budget will continue to reap rewards in efficiencies and in some cases provide direct cost reductions.

However, on a cautionary note, throughout the organization the pressure is growing as demand for services is outstripping our ability to safely respond and resources in the utility funds are not adequate to keep up with infrastructure needs. The Public Safety levy will need to be renewed next year and the City's utility rates will need to be reviewed on a regular basis. We will also have to explore potential changes to employee benefit structures through the bargaining process to make sure we're all on the same page of providing fair wages in combination with a reasonable sharing of benefit costs. We will need to work together to evaluate benefits that are more under our control at the local level such as health insurance costs.

In closing, I would like to acknowledge the teamwork, commitment, and assistance of all of our elected officials and Budget Committee members, City staff, and participating members of our community in the preparation of this budget document. I am particularly grateful to Jay Meredith, our Finance Director and the entire Finance staff for their continuing commitment to excellence in municipal finance and budgeting for the benefit of our community. Creating and maintaining a sustainable, balanced budget helps the community provide its critical and quality services for many years to come.

Respectfully submitted,



Aaron K. Cubic, City Manager

WHERE THE ROGUE RIVER RUNS



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2012/2013 GOALS

- *Provide cooperative, shared leadership involving Council, Staff and Community*
- *Keep citizens safe*
- *Encourage economic prosperity*
- *Expand tourism and cultural opportunities*
- *Promote healthy neighborhoods*
- *Facilitate sustainable, manageable growth*
- *Maintain, operate, and expand our infrastructure to meet community needs*
- *Interconnect all transportation modes*
- *Preserve and enjoy our natural resources*

COUNCIL VISION

Grants Pass is a healthy, vibrant place to live, work and play. It is an engaging responsive city connecting people to people and to our natural beauty. Grants Pass meets today's needs while planning for a sustainable tomorrow with diverse economic, cultural and recreational opportunities.

Work Plan for City of Grants Pass

Adopted February 15, 2012

PROVIDE COOPERATIVE, SHARED LEADERSHIP INVOLVING COUNCIL, STAFF AND COMMUNITY

A. Complete City Charter update

The Charter Task Force will develop a draft amendment to the City Charter that will be reviewed by the Council. The Council will determine what, if any, change to place before the voters.

B. Provide leadership training

1. Develop vision, goals and a work plan with annual retreat
The Council will hold an annual retreat to establish the long term vision for the community, the goals to support this vision and the annual work plan to implement the goals.
2. Provide opportunities for Councilor training
Provide a training opportunity each quarter for Councilors and Mayor.
3. Provide opportunities for Committee training
Create training opportunities for committee members including an annual committee training class. Specific land use training will also be offered to UAPC members.

C. Develop and implement a communication plan

1. Evaluate need to hire a Communication Specialist
Manager will prepare an evaluation and recommendation regarding the addition of a position of Communication Specialist. Council will review the evaluation and determine whether to pursue this.
2. Use Channel 21 for education
The Staff will develop educational programming that can be broadcast through Channel 21.
3. Revise website to be more user friendly
Council will review the current website and provide direction on changes to be made. Staff will implement the changes.
4. Get Council “into the community”
Manager will organize an event in each ward to allow Councilors to meet with citizens and provide information on City issues.
5. Provide press releases to regularly celebrate good news
Staff will provide at least two positive press releases each month to highlight the positive work being done in Grants Pass.
6. Initiate an annual Public Works Institute
Staff will formulate and promote a program to inform and educate the citizens of the functions and abilities of the Public Works Department.
7. Complete a community survey and communicate results to the community
Staff will work with Rogue Community College students to develop a community survey to test satisfaction with city services and attitudes about specific issues. The proposal will be presented to Council for consideration.
8. Hold neighborhood and community workshops / open houses
Staff will look for opportunities for public involvement through community workshops or open houses.
9. Complete public access to public documents through the internet
Staff will complete the project to allow citizens to access public documents through the internet without compromising the security of the City computer network.

D. Increase communication between Council, Staff and committees and agencies

Council liaisons will report regularly to the entire Council about committee activities. Council will invite Committee Chairs to report on activities at a Council meeting and at the Council Goals Setting. Mayor, Council President and/or City Manager and appropriate staff will meet regularly with other governmental agencies.

E. Ensure efficiency and effectiveness in City operations

1. Complete replacement of phone system
Staff will complete the installation of a fiber communications network to serve the various City facilities and the installation of the new phone equipment. This is a currently budgeted capital project.
2. Evaluate new financial software
The current financial software is 16 years old. Staff will complete the research, present the options for the replacement of the system to the Council and then implement the Council decision. This is a currently budgeted capital project.
3. Complete upgrade of GIS system
The GIS system is being upgraded from version 3 of the software to version 10. The upgrade will allow the Staff and community to obtain significantly more information from the system. The purchase of the new software is currently budgeted. It will require ongoing annual licenses.
4. Continue to provide quarterly financial summary reports
The CAFR will continue to be produced according to Governmental Accounting Standards and submitted to the GFOA for review and annual award consideration.
5. Complete one performance audit each year
The Council will review the recommendation of the Audit Committee as they annually consider an audit for different divisions or departments. The contracted auditor will report to the Committee and the Council.
6. Improve support for citizens requesting services
Staff will improve the support for citizens by providing them information and assistance to make the process and the requirements easier to understand.

ENCOURAGE ECONOMIC PROSPERITY

A. Recruit destination art based industry/movie industry

1. Pursue development of bronze forge in Grants Pass
Staff, Mayor and local stakeholders will prepare a proposal to encourage the development of a bronze forge in Grants Pass. This forge would create new jobs and, as importantly, significantly enhance the growing art industry in Grants Pass providing benefits to other local businesses.
2. Facilitate the filming of movies
Staff will work with the Oregon Film and Video office to welcome productions to Grants Pass and provide support as we can.

B. Remove barriers for industry / traded sector

1. Complete traffic study for Spalding Industrial Park
Staff will complete the traffic study for the area and present the results to the Council. Response to the study may be addressed as part of Item 3 below.
2. Prepare area traffic studies for industrial areas
Staff will present a report to Council on which industrial areas are currently constrained as a result of potential traffic issues. Council will direct Staff on which, if any, of these areas should be studied and a traffic plan established.

3. Prepare funding package to resolve sewer issues in Spalding Park
Staff will prepare a funding package to extend the sewer system to serve the entire Spalding Park. Council will then provide direction to the Staff.

C. Review use of funding options (Reimbursement Districts, Redevelopment Agencies) to facilitate economic growth

Staff will provide a report for Council evaluating the use of Reimbursement Districts, Redevelopment Districts, and other districts that can support and encourage job creation. The Staff will then implement the direction from the Council.

D. Assist in the expansion or retention of at least three traded sector businesses

Staff will work with Economic Development partners to recruit new businesses to the area, Southern Oregon Regional Economic Development Incorporated, assists current businesses to grow, RCC Small Business Development Center through their Economic Gardening Program, and help find needed training for businesses through the Job Council's Power Up Academy.

E. Complete agreement to leverage Nebraska property for new jobs

Staff will provide to the Council proposals for the trade of the Nebraska property for the creation of new jobs. With Council's direction, the Staff will prepare the agreement.

F. Reinvest in downtown

1. Pursue creation of a downtown gathering place
Staff is working with merchants and property owners to discuss options and find an appropriate location for a downtown gathering place. A recently completed downtown survey has revealed that many citizens are very excited about having a dedicated downtown gathering space.
2. Attract more people to downtown area (i.e. mixed uses, 2nd story use)
Staff will explore options with state and federal agencies for grants, and other assistance to make mixed-uses possible in downtown historic buildings. Staff will also be working to encourage owners to request designation of their buildings to historic status to take advantage of the "Existing Buildings Code." Staff will also be reviewing other ordinances and making recommendations on any code language that will ease restrictions on mixed-use and still afford standard health and safety protection in buildings.
3. Evaluate potential of incubator businesses downtown
Staff will complete research on the use of "incubators" downtown to attract businesses into the downtown area.
4. Improve bicycle access to downtown
Bike lanes, parking and other facilities will be improved leading to, and within, the downtown.
5. Evaluate feasibility of parking structure (above or below ground)
Staff will review the need, cost and potential location of a downtown parking structure.

G. Streamline development process

1. Prepare changes to Code (i.e. uses in industrial area, bed and breakfast)
Staff will prepare changes to expand use of bed and breakfast opportunities as well as a review of uses in industrial areas. Staff will also review and prepare any other necessary changes to ensure streamlined development. This includes the Development Code and Sign Code.
2. Provide expeditor services for business development
Staff will continue to work proactively with traded sector businesses that are moving to Grants Pass or expanding the existing business. Staff will also assist other businesses developing in Grants Pass.

EXPAND TOURISM AND CULTURAL OPPORTUNITIES

A. Support local events

1. Maintain current tourism events

The City will continue to support the current events in our community including Boatnik, Back to the Fifties, Art Along the Rogue and the Christmas Tree events as well as our new cyclo-cross event and Half Marathon.

2. Investigate at least one new tourism event

Staff, along with the Tourism Committee, will investigate opportunities for an additional event. They will work with outside groups, as appropriate, to facilitate such opportunities. Community events provide many benefits to the community and require significant support. The addition of new events each year may need to be addressed through the budget process.

B. Create a partnership to install welcoming entryway

Staff will work with the Committee on Public Art to develop a design as well as a partnership for funding a new entryway feature.

C. Increase accessibility to public art

1. Continue current art programs including “Art in Motion” and mural development

Staff will work with the Committee on Public Art to support the current art programs.

2. Encourage greater participation by schools and students in public art

Staff will work with the art community to include schools in art events. Currently students are actively involved in Art Along the Rogue and creating metal tree sculptures.

3. Encourage art and/or public information in vacant store fronts

Staff will work with the Committee on Public Art and business owners to use vacant store fronts as art venues.

D. Re-invigorate branding and marketing focus

1. Support and market locally grown food industries (i.e. wine, cheese, etc)

Staff will work with Team Oregon Food Processing to recruit new food industry businesses to the local community.

2. Encourage buying local

Staff will work with the local merchants to support and continue the growth of the “3/50” project.

3. Clean Caveman Bridge and add lighting

Staff will work with ODOT to have the Caveman Bridge cleaned. A project to place additional lighting on the bridge will be included in the draft capital budget for FY’13.

KEEP CITIZENS SAFE

A. Work with County on funding efforts for criminal justice system

Staff will remain in constant communication with our partners in the County and State to assure the City is able to assist the County as they strive to address funding shortfalls related to the jail and ability to incarcerate criminals.

B. Increase proactive time for police through technology and potentially additional staff

1. Complete implementation of Computer Aided Dispatch System

The system is expected to be operational by mid to late 2012. Following implementation, Staff will have an opportunity to evaluate improvements in efficiency.

2. Install Mobile Data Terminal in all vehicles
As the new MDT system is installed, Staff will have an opportunity to evaluate efficiencies that might come from the new technology.
3. Incorporate the new potential of the GIS system (i.e. crash data analysis)
The potential will be explored with the implementation of the CAD system and the GIS system upgrades.
4. Evaluate use of cameras at traffic signals for enforcement
Staff will seek direction from Council after a vendor presentation in early 2012. If Council wishes to proceed, the Staff will present a proposal to implement this.
5. Evaluate staffing levels of police division
Staffing studies require significant investment in dollars and time. The last such evaluation determined the need for additional police officers. Those officers have been budgeted during the past few years. Staff will recommend another staffing study occur as soon as all of the current positions are full, the officers have exited field training and the new CAD system is operational.

C. Continue support for new programs

1. Complete the creation of the Traffic Team
Depending on recruitment, training and unforeseen vacancies, Staff hopes to activate the team by mid-2012.
2. Complete the Fuels Reduction Plan provided through the Firewise grant and evaluate the need to incorporate into fire program
Staff will have a presentation and update in early 2012. This will help provide an outline of implementation of the program to increase safety in our wildland urban interface.
3. Continue to provide staffing to the cyber crime lab
Staff will continue to support the cyber crime lab and will include this in the upcoming budget. In addition, a report will be made to Council on the work being accomplished in the cyber lab.

D. Improve preparedness for emergencies

1. Explore options to provide 72 hour emergency kits and education
Provide Staff with 72 hour kits in order to prepare them for emergencies and help assure staff to address potential emergency events.
2. Complete emergency preparedness plans and implement
The City has been awarded a grant for preparation of the City's Emergency Operations Plan. Completion of the Plan will allow access to County, State, and Federal resources in the event of an emergency and will help mitigate the impact of an emergency event.
3. Adopt the Natural Hazards Mitigation Plan
Council will review and adopt the City's element of the plan and implement the joint County/City Plan.
4. Complete seismic evaluation of all City facilities
The City will continue its seismic evaluation of the City facilities as budgets allow.

E. Enforce Municipal Code, especially regarding nuisances

Staff will present an overview of the current program to Council and adjust the priorities to match the priorities of the Council.

F. Explore creation of a Municipal Court

Staff will prepare an analysis of the creation of a Grants Pass Municipal Court and present the information to the Council.

FACILITATE SUSTAINABLE, MANAGEABLE GROWTH

A. Complete expansion of the Urban Growth Boundary

Staff continues to work on this item. It is expected that a recommendation will be before the City Council and County Commission in 2012. Outreach and other public involvement are ongoing.

B. Review annexation policy

The Council will evaluate its annexation policy to determine how to proceed with properties within the current Urban Growth Boundary and changes in this procedure for properties in the expanded UGB.

C. Amend Development Code to facilitate growth (home businesses, remodeling, cell towers, encourage infill)

Staff will prepare changes to expand use of bed and breakfast opportunities as well as a review of uses in industrial areas. Staff will also review and prepare any other necessary changes to ensure streamlined development. This includes the Development Code and Sign Code.

D. Initiate Health Impact Assessments for public and private development

Staff will prepare a procedure for adoption to ensure that health impacts and their mitigations are reviewed on every land use application.

PROMOTE HEALTHY NEIGHBORHOODS

A. Create livable neighborhoods with basic services available within close proximity and consider including the following in the planning process to encourage neighborhood centers: 1) exclusive zoning; 2) neighborhood centered transportation; 3) 2nd story residential in neighborhood centers; and 4) neighborhood parks/walkable outside activities

Staff will continue to work with our consultants to develop the neighborhood centers. In addition, the Staff is working to develop zoning and code changes to implement the requirements of the Urban Growth Boundary expansion.

B. Partner with our local schools

1. Present at least two bike rodeos on school sites

Staff will work with the schools to present these bike rodeos on school sites. If this is not possible, other sites will be substituted.

2. Facilitate creation of a safe routes to school project

Staff will work with the School District to develop a "Safe Routes to Schools" program and submit grant applications for local projects.

3. Continue to construct school / park projects

Staff will continue to work with school officials to develop projects that enhance school facilities while providing public park amenities at the same time.

4. Get kids walking and biking

Staff will work with the School District to establish alternative drop off points and walking bus routes to encourage additional exercise and reduce traffic congestions.

C. Review Parks Plan and prepare a short term priority list to include in the budget process

Staff, working with the Parks Board, will present material to the Council in a workshop format to review the Comprehensive Park Plan priorities and establish short term capital projects. This priority list will be in the preparation of the draft capital budget.

MAINTAIN, OPERATE, AND EXPAND OUR INFRASTRUCTURE TO MEET COMMUNITY NEEDS

A. Complete plans for utility infrastructure

1. Develop 20-year infrastructure master plans and combined utilities plan
20-year master plans will be updated after the completion of the UGB update for each of the utility systems. The plans shall include the development of Capital Improvement Plans (CIPs) which are necessary for the completion of SDC and rate studies. The largest projects, estimated costs, and estimated timing will be consolidated in order to create a long-term road map and major priorities and major project finance needs. (NOTE: This work will not begin in 2012)
2. Study life/capacity of Water Treatment Plant and research potential new sites
Staff will work with our water system Master Service's consultant to evaluate the need to replace the Water Treatment Facility. Potentially available sites for the future replacement of the plant will be evaluated and a summary presented to Council for further direction.
3. Amend Development Code to incorporate context sensitive design for transportation
Staff will prepare an amendment of the design standards for streets, trails, bicycle facilities and sidewalks. The amended ordinance will be reviewed by the Urban Area Planning Commission and the City Council. This amendment will allow the City to build complete streets while accounting for context sensitive, or site specific, design considerations for each street.
4. Complete Storm Drain Master Plan and consider funding options
Staff will proceed with the selection of a consultant to complete the storm drain master plan which was deemed incomplete by a previous City Council. Completion of the master plan will also include re-visiting the analysis of funding alternatives for the initialization of a storm drainage utility.
5. Complete review of all current system development charges
 - i. Review current SDC funding for Water Utility and Sewer Utility
These reviews are scheduled to be brought to City Council during the first quarter of 2012.
 - ii. Consider amending Transportation SDC list of projects or methodology
This analysis will be pursued following the completion of the UGB update as directed by City Council.

B. Construct needed water facilities

1. Replace Reservoir 3
Staff will present financing options to the Council. The design of the replacement reservoir is scheduled to be completed by June, 2012. Assuming Council has approved the budget and financing for the project and directs the Staff to proceed, the Staff will pursue the land use approval and construction. The construction length will depend on the date of the approval of the construction bid as required earthwork cannot occur during the steep slope hazard period (mid October thru Mid April).
2. Complete projects as part of Small main replacement
The 2" water main replacement program will proceed on Sue Circle and Tamara Circle as funding is approved. Development of future projects will be initiated.
3. Complete Starlite Pump Station upgrade
Right of way and easement acquisition is required for the pressure reducing valve construction to proceed. Staff will proceed with the bidding and construction upon the property needs having been met.
4. Construct Redundant Backwash Pump
Construction on the Backwash Pump is expected to be completed by June, 2012.

5. Complete design of Water Treatment Plant backup power
Staff will proceed with the design of this project.
6. Evaluate Water Treatment Plant sedimentation basins
Existing leaks in the sedimentation basin walls will be evaluated to determine the need for emergency repairs.

C. Construct needed sewer facilities

1. Upgrade sewer lines.
Design work is underway for the next phase of sewer line structural repairs. As design of the various pipe line segments is completed, Staff will put the projects out to bid for construction.
2. Replace RSSSD corroded manholes
The RSSSD Board will need to re-allocate funds within the RSSSD Capital Construction Fund to replace nine corroded manholes. Once approved, the project will be put out to bid for construction.
3. Complete JO-GRO stormwater improvements
Project design is underway. The project will be put out to bid for construction following Oregon DEQ approval of the plans.
4. Repair WRP Influent Control Structure
Concrete corrosion has been found to exist within the influent control structure of the Water Restoration Plant. Staff will proceed with design of the required modifications and repairs to this facility.
5. Evaluate Wastewater Treatment Plant expansion
The City's current NPDES permit does not allow sewage overflow to the Rogue River for any reason. Evaluation of plant expansion needs to be initiated to allow for storm surges which have historically caused overflows to the river.

D. Construct needed storm facilities

Evaluation of storm drainage deficiencies in the area of Eastern Avenue and Foundry Avenue will be completed. Recommendations will be referred to Council for direction. Construct high priority storm drainage projects as funding allows.

E. Construct transportation improvements

1. Complete annual overlay / reconstruction program
Staff will proceed with the development, design and construction of major street overlay and reconstruction projects.
2. Complete Hubbard Lane widening
Staff is proceeding with acquisition of the right of way required for the project. Upon completion of same, staff will bid the project for construction.
3. Complete Redwood Avenue design
Neighborhood meetings to present the design to the public are being scheduled. The design will be modified as appropriate following the receipt of public comment. Final design of the project will follow.
4. Completing funding package for Allen Creek Road
Staff will work with ODOT and others to adequately fund the project.
5. Work with the County, Fairgrounds and ODOT to remove signal with minimal negative impact to Fairgrounds
Staff will work with all appropriate agencies to make this project occur as smoothly as possible. The Staff will press for pedestrian improvements.
6. Initiate Drury Lane improvements
Staff will proceed with the design service of this project.

INTERCONNECT ALL TRANSPORTATION MODES

A. Interconnect bicycles

1. Incorporate bikeways off roadways/corridor
Staff will look for opportunities to develop bikeways off roadways as roads are improved.
2. Update bike map
Staff will redo the City bike map using the newly updated GIS and provide information for visitors and local cyclists on in-town and county cycling routes. Printing costs for maps to give to the public should be considered during the budget process.
3. Install bike boulevards where appropriate
The bike boulevard on Lawnridge Avenue will be completed and Staff will look for other opportunities to work with neighborhoods on new locations.
4. Improve crossing collectors and arterials (i.e. Redwood Avenue)
The design of changes at the Redwood Avenue and Allen Creek Road intersection will be completed and Staff will look for ways to fund this project that may provide a safer crossing for pedestrians and bicyclists.
5. Continue to install bike racks around the community
Staff will continue to work with business owners to install bike racks to serve their businesses.
6. Install bike and pedestrian route signage
Staff will work to design new sign route signage, designate areas where signs and way finders will be helpful and install those signs throughout the City on bike routes.

B. Interconnect pedestrians

1. Install infill sidewalks to serve the most vulnerable residents
Staff will submit a grant application to fund the installation of sidewalks throughout the community. Once approved, the Staff will work to begin construction as soon as possible.

C. Interconnect trails

1. Complete connection between Florer Drive and Allen Creek Trail
Staff will prepare the project for bid and construct the Florer Drive connection in 2012. A higher profile crossing will be installed to connect Florer Drive and Allen Creek Trail.
2. Complete Fruitdale Creek Trail segments
Staff will look for opportunities to receive outside funding to complete the Fruitdale Creek Trail from Rogue River Highway to Cloverlawn.
3. Complete Woodson Trail
A bike / pedestrian trail will be installed on the Woodson Park property including an overlook point and routing from "F" Street up to Woodson Street.
4. Complete Baker Park Trail
A paved bike / pedestrian trail will be installed from East Park Street to the boat ramp at Baker Park. Staff will request permission to also connect trail to the east side of the Grants Pass Parkway.
5. Look for opportunities to install trails within utility easements
Staff will explore the options of installing multi-use trails in irrigation easements and irrigation property. Staff will meet with GPID representatives to explore this option.

D. Support available bus system

Staff will continue to work with the County on bus services including support for transit grants. Council will consider a program to provide bus passes for City residents for targeted periods.

E. Prepare for alternative fuel sources (electric/natural gas)

Staff will work with the State to install an electric charging station. Staff will also look for opportunities to support other alternative fuel sources.

PRESERVE AND ENJOY OUR NATURAL RESOURCES

A. Develop facilities through grants/community involvement

Staff will continue to look for opportunities to fund the development of facilities through grant funding. The community will be involved with the development of any park facilities.

B. Improve Parkland through private / public partnerships

1. Improve Allen Creek Park through partnership with Soccer Club
Staff will work with the Parks Board and the Soccer Club to develop long term and short term proposals for the development of Allen Creek Park and specifically the development of soccer fields.
2. Work with stakeholders to create development plan for Allenwood area
Staff will work with the neighborhood and other stakeholders to create a development plan for the Allenwood area which includes the development of Allenwood Park.
3. Evaluate community support for a children's spray park
Staff will complete research for the Council on the pros and cons of a spray park and potential opportunities and location in a Grants Pass Park.

C. Encourage use of current City resources (i.e. cycle cross)

Staff will look for opportunities to use current City resources to bring value to the community.

D. Continue street tree planting

City will continue to offer the tree planting opportunities to property owners as well as an active program to install trees in public areas along streets or on public property.

E. Explore potential of in-river white water park

Staff will prepare information for Council to review regarding the pros and cons with in-river water parks and the potential for Grants Pass.

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

Grants Pass Budget Process

December/January

Council Goal Setting & Work Plan Development

January

Appoint Budget Officer
Establish Review Schedule
Conduct Budget Committee Orientation
Define Fiscal Policies

January/February

City Manager Conducts 6-Month Review of Current Year Budget
Staff Prepares New Year Budget Request

February through April

Budget Officer and Finance Director Review Department Requests
Department Incorporates Revisions

April

Publish Notice of Meeting & Recommended Budget Document

April/May

Budget Committee meets as needed
Elects Chair
Adopts Review Schedule
Receives Public Testimony

5 – 30 days

June

Budget Committee Approve Proposed Budget & Tax Levy

Publish Hearing Notice & Summary

City Council Holds Budget Hearing

5 – 30 days

Adopt Levy & Budget & Make Appropriations

By June 30

Submit Levy to Assessor & File Appropriations

By July 15

The Grants Pass Budget Process

Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11
	2009-2010 Financial Audit											
					Council Goal Setting	Work Plan Development	FY'11 6 Month Financial Review - Council/Budget Committee	Departmental Budget Development	Capital Budget Preparation	City Manager Program Budget Review	Final Document Preparation	Budget Committee Meetings
										Budget Hearing & Adoption	File Levy & Budget	
Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11

Grants Pass Budget Process

The City of Grants Pass must prepare and adopt a budget each year. The statutory guidelines for preparation and adoption of Oregon municipal budgets assure a complete and public process for the adoption of the fiscal plan. A schematic of the process required for adoption of the budget in Oregon is included in this section.

Beginning in January of 2002, our staff initiated a two-year budget process compiling data for fiscal years 2002-2003 and 2003-2004 General Fund activities projecting as far as 2006. This multi-year process continues for the fiscal year 2012-2013 and 2013-2014 budgets, with projections extending to fiscal year 2014. The process began with early requests and anticipations from staff. These were reviewed by management, refined and reduced by the finance staff and the department directors, and reviewed and altered by your Budget Officer before the document was prepared for presentation in the 2012-2013 public budget hearings.

The 2001 Oregon legislature revised local budget law to allow local taxing districts to budget either on a one-year (fiscal year) or a two-year (biennial) budget period. While the Council is no longer limited by state statute to adopting a budget for only the immediate forthcoming fiscal year, our budget is adopted on a fiscal-year basis. The second year projections have, however, accomplished several objectives. First they strengthen the ability of the City to project long term financial strategies. Second, they reduce the substantial impact that the budgetary process commands of the community as well as the staff.

From the prepared document, the recommendations are presented to the Budget Committee, a group of eight Councilors and eight appointed individuals. The Budget Committee will then convene in a series of meetings in a public forum to review all significant policies, activities, service levels, and planned expenditures of the community. Notices were published and display ads were placed in the local newspaper announcing the budget hearings schedule and highlighting programs to be discussed in an effort to promote public input. Citizens were encouraged to provide input to the budget process at all stages.

Our process usually includes the use of a discretionary set of potential capital investments from which the Budget Committee selects those that should be included in the budget for the ensuing year. A field trip into the community, combined with discussions and questions about the potential positive and negative impacts of postponing facility expansions or delaying critical rehabilitation work, provides other avenues of information critical to the process.

The Budget Committee recommendations and changes are forwarded to the City Council for adoption. In public hearing, the Council is limited, under statutory provision, to increasing expenditures in a fund by no more than 10% and they may not increase the amount of the tax levy. Had the governing body wished to amend appropriations beyond the limit, or to increase the tax levy, a hearing would have been noticed and another budget hearing would have been held.

Grants Pass Budget Process

CHANGES TO BUDGET APPROPRIATIONS

Appropriations may be amended during the budget year in two ways, by either transferring appropriations or by preparing a supplemental budget. These methods do not require budget committee involvement if the changes result in an increase in expenditure of less than 10% of the budget fund being adjusted.

A supplemental budget is required if the adopted budget gives no authority to make certain expenditures or when revenues are received for which the governing body had no previous knowledge. The supplemental budget would authorize changes in expenditures, new expenditures or spending of additional revenue in a current fiscal year. As in a transfer of appropriation, the Council may adopt the supplemental budget at a regular council meeting without Budget Committee input if the increases in expenditures are less than 10% of the budget fund being adjusted.

If adjustments to expenditure appropriations result in an increase of more than 10% of the budget fund, the Council must prepare and publish a supplemental budget. A public hearing must be held prior to adoption of the supplemental budget.

How to Read the Budget

The Table of Contents is the index to the budget. It provides the reader with locations of all of the major features and programs. The purpose of this segment is to help you sort through the pieces of the budget and see how the entire budget is assembled.

Our budget begins with a section *Financial Tables and Charts* which has summaries and charts to help the reader understand the total budget. This section provides an overview of the budget including where resources come from and their appropriation, a historic look at the summarized budget, and a review of tax rate and total property tax requests.

The financial plan is divided into major programs for budget presentation. In each program area, we begin the budget presentation with a summary of the contents of the program, the source for financing the program, a description, and a financial summary of the total contents of the program. The resources are divided into two general categories, Program Generated Resources and General Support.

Program Generated Resources are those revenues created by an activity or exclusively dedicated. An example is Public Safety, the Public Safety Levy, Fines and Forfeitures, Licenses, and the ordinance dedicated portion of the Transient Room Tax are revenues either exclusively generated by this activity or dedicated to the activity by Council directives.

General Support is the total of the Business Tax revenues, Franchise Fees, State Shared Revenues, and miscellaneous revenues generated by the City generally. The total of all general resources can be found in the *Summary of Resources and Expenditures - Operating Budget*, in the *Financial Tables and Charts* portion of the budget presentation. These are the monies we utilize to offset those costs of service provision that are not generated by a specific activity.

Following the program overview, each activity is presented with an activity analysis that shows the basic function of the activity, highlights in the budget, and the indicators of performance that can be expected from the activity. We have placed emphasis on performance indicators, and we are moving to gear our operating budget presentations to outcomes and specific expectations of service levels. Each performance measurement references the 2009 – 2011 Goal which it supports. The Goals are found in the Work Plan section of this book.

For our major activities, we follow the activity analysis with a financial summary that includes a table showing expenditures by summary line items, a personnel chart indicating employment history and recommendations, and a detail listing of any capital outlay contained in the activity. Most activities will also show a table detailing the revenues for the activity by source.

The final feature of the budget is the Appendix. Here the reader can find summaries, salary and compensation charts, an analysis of the total cost for selected positions, debt management information, and policies.

Generally all presentations begin with summaries, with greater levels of detail following each summary. It is also helpful to note, all our programs and activities include all costs allocated to the operation. This means, the cost of administration of the City, the costs for building space and use, the cost of insurance, finance, vehicle rental, and similar costs are all contained in each activity.

How to Read the Budget

We are required by Oregon budget law to present a budget that contains all the details of potential expenditures. Thus, a charge for property management paid by the transportation program will show as an expenditure in transportation and will again show as a revenue and an expenditure in property management, and if we are funding a capital project, that same dollar may show up again as a transfer from property management, and a revenue and expenditure in a capital projects fund. Although this system allows the full cost of each activity to be accurately accounted, it does make our “Total Budget” appear much larger than actual resources. It can also be challenging to the first time reader.

We use capital projects to allow us to plan for the life of an entire project. A capital project fund shows the total expected project in the first column, relates historic information, and shows what is planned for the current fiscal year. In the capital projects funds, all revenues that are anticipated for a particular project are shown on the project budget. The source of funds may be from transfers, grant funds, sale of assets, or a similar source. Most of our capital projects are partially funded from transfers from another activity, resulting in an appropriated transfer in one location in the budget with the revenue and expenditure appearing in the capital project. The practice of using capital projects helps our management track a project over time.

We use internal service funds for each of the services found in the Administrative Services Program and the Support Services Program. Internal service funds derive some or all resources from billing other divisions of the organization for services provided. When the reader of the budget finds the lines for **Direct Charges**, they will see the expected charges that are being planned to purchase internal service from Engineering, Community Development Management, or a similar internal service. The Workers' Compensation internal service fund charges for risk insurance and Garage Operations and Equipment Replacement are internal service funds that assure we are able to replace depreciated equipment and maintain our fleet. Vehicle charges are found in the **Materials and Services** category

The line **Indirect Charges** is a percentage fee levied on all activities to fund administration of our City. The Administrative Services fee is 8% on operations and 2% on capital outlay for administrative services. This internal service fund assures that each activity shows the portion of administrative overhead needed to keep managing our city, paying our bills, handling personnel, providing legal assistance, and similar costs. Information technology, which is an activity in the Support Services Fund, uses a 2% indirect charge on operations to provide technical services to all departments in the organization.

The Auxiliary Services section accounts for general debt, local improvement district debt, trust proceeds, and special reportable accounts such as Transient Room Tax. Several of our activities are from an exclusive financing source, and are expendable for identified purposes only. One such example is the Industrial Loan Services fund. This revolving loan fund originated with federal funds and is dedicated to accounting receipts for all loan payments and providing low-cost loans to assist the development of business in the community. The funds cannot be utilized for other purposes, and are shown in the budget as the total resource authorized to expend. We will actually utilize only a portion that is lent to a qualifying business for expansion. A check of the activity description provides the intent of the activity.

We hope this section will help people understand how our budget fits together and how to find answers to their questions. Our staff is dedicated to making our financial plan be understandable, yet, accurate and complete. We hope this section has added to the readability of the document. If we can provide any further information, please contact the staff to respond to your inquiries.

Oregon Budget Law

BUDGET BASICS

Most local governments in Oregon, from the smallest cemetery district to the largest city, must prepare and adopt an annual budget. (The only exceptions are local governments specifically exempted.) Schools, counties, cities, ports, rural fire protection districts, water districts, urban renewal agencies, and special districts are all subject to the same budget provisions.

This is not unusual. Many states have specific laws which require units of local government to prepare and adopt annual operating budgets. Yet, Oregon's budgeting system is considered one of the most progressive in the nation. Why?

Look at Oregon's Local Budget Law. (You'll find it in Chapter 294 of the Oregon Revised Statutes.) The law does two important things:

1. It establishes standard procedures for preparing, presenting, and administering the budget.
2. It requires citizen involvement in the preparation of the budget and public disclosure of the budget before its formal adoption.

State Law requires that all funds be appropriated for which expenditures are anticipated. (See Appendix V for City of Grants Pass fund structure.) Lack of appropriation, either through the adopted or post adoption budget process, prohibits expenditures or is subject to individual financial accountability for both the elected officials and the budget officer. In addition, each local government must estimate and budget all of its anticipated resources for the upcoming fiscal year. The budget must be constructed so that the **total resources equal total requirements**.

Budgeting in Oregon is a joint effort between the people affected by the budget and the appointed and elected officials responsible for providing the services. To give the public ample opportunity to participate in the budgeting process, Local Budget Law requires that a budget officer be appointed and a Budget Committee be formed. The budget officer draws together necessary information and prepares the first draft of the budget. The budget committee then reviews and revises the proposed budget before it is formally approved. Notices are published, budgets are made available for public review, and at least two opportunities for public comment are provided. These requirements encourage public participation in the budget-making process and give public exposure to budgeted programs and fiscal policies before their adoption.

The budget is a financial plan containing estimates of expenditures and revenues for a single fiscal year (July 1 through June 30). Besides outlining programs for the coming year, the budget controls the local government's spending authority. Since the budgeting process encourages citizen input, the budget is also a vehicle for obtaining public opinion about proposed programs and fiscal policies of your district.

The budget cycle

Budgeting is a continuous process, and it takes 12 months to complete one cycle. Budgeting is a three part process: preparation, approval, and adoption. The budget must be prepared far enough in advance so that it can be adopted before June 30. After adopting the budget, the governing body will make the necessary appropriations and certify the tax levy to the county assessor. The following is a brief description of the budget process.

Oregon Budget Law

Preparing the budget

1. **Budget officer appointed.** Each local government must have a budget officer, either appointed by the governing body or designated in the local government's charter. The budget officer is under the supervision of either the executive officer or the governing body.
2. **Proposed budget prepared.** The budget officer is responsible for preparing or supervising the preparation of the proposed budget for presentation to the budget committee

Approving the budget

3. **Budget officer publishes notice.** When the proposed budget and the budget message are ready, the budget officer publishes a "Notice of Budget Committee Meeting." If notice is published in a newspaper of general circulation, it must be published at least twice, five to 30 days before the scheduled Budget Committee meeting date, each notice separated by at least five days. If notice is hand delivered or mailed, only one notice is required not later than 10 days prior to the meeting.
4. **Budget Committee meets.** At least one meeting must be held to 1) receive the budget message and budget document, and 2) hear the public. The budget officer provides a copy of the proposed budget to each member of the Budget Committee. The copies may be distributed any time before the advertised Budget Committee meeting. It is also acceptable to wait and distribute the budget at the advertised meeting. When the budget is given to the Budget Committee, it becomes a public record and must be made available to the public.

A majority of the Budget Committee members cannot get together in person, by telephone, or e-mail before the advertised meeting to discuss the budget. All budget discussions must be held at public meetings.

At the Budget Committee meeting, the budget message is delivered. The budget message explains the proposed budget and significant changes in the local government's financial position. At this meeting, the Budget Committee may provide members of the public the opportunity to ask questions about or comment on the budget. If public comment is not allowed at this meeting, the Budget Committee must provide the public with the opportunity at subsequent meetings. After the initial meeting, the Budget Committee may meet as many times as needed to revise and complete the budget. If two or more meetings are held to take comment from the public, only the first meeting to do so must meet the publication requirements explained in step three. Notice of additional meetings for this or any other purpose may be provided in the same time frame and manner as notices of meetings of the governing body. Notice of other meetings of the Budget Committee must be provided as required by Oregon public meeting law. All meetings are open to the public.

5. **Committee approves budget.** When the Budget Committee is satisfied with the proposed budget, including any additions to or deletions from the one prepared by the budget officer, the budget is approved. If the budget requires an ad valorem tax to be in balance, **the Budget Committee must approve an amount or rate of total ad valorem property taxes to be certified to the assessor.**

Oregon Budget Law

Advertising and holding hearings

6. **Budget summary and notice of budget hearing published.** After the budget is approved, a budget hearing must be held by the governing body. The budget officer must publish a summary of the budget approved by the Budget Committee and notice of budget hearing five to 30 days before the scheduled hearing. This information must either appear in a newspaper of general circulation, be mailed, or be hand delivered.
7. **Budget hearing held.** The budget hearing must be held by the governing body on the date specified on the public notices. The purpose of the hearing is to receive citizens' testimony on the budget approved by the Budget Committee. Additional hearings may be held. All hearings are open to the public.

Adopting the budget

8. **Budget adopted, appropriations made, tax levy declared and categorized.** By law, the governing body may make changes in the approved budget before or after it is adopted, but no later than the beginning of the fiscal year to which the budget relates. However, without first publishing a revised budget summary and holding another budget hearing:
 - a. Taxes may not be increased beyond the amount approved by the Budget Committee and
 - b. Estimated expenditures in a fund may not be increased by more than \$5,000 or 10 percent, whichever is greater.

After the budget hearing, and after considering relevant testimony, the governing body adopts the budget. **It should not be formally adopted until the latter part of June** so last-minute revisions to revenue or expenditure estimates can be incorporated.

The governing body must enact a resolution or ordinance to 1) formally adopt the budget, 2) make appropriations, and if needed, 3) levy and 4) categorize any tax. The budget is the basis for making appropriations and certifying the tax levy. The resolution or ordinance must be adopted no later than June 30.

9. **Budget filed and levy certified.** The final step in the budget cycle is to certify any necessary property tax levy to the county assessor. This must be done on or before July 15.

The section titled "Oregon Budget Law" is an excerpt taken from the Oregon Department of Revenue publication *Local Budgeting in Oregon 2001 Edition*.

Resolutions Adopting the Budget

RESOLUTION NO. 5955

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS
ADOPTING THE BUDGET AND MAKING APPROPRIATIONS FOR FISCAL
YEAR 2012-2013.**

RESOLUTION ADOPTING THE FY'13 BUDGET

WHEREAS the City of Grants Pass hereby adopts a budget for Fiscal Year 2012-2013 in the sum of \$100,871,860 now on file at the Grants Pass Municipal Building.

RESOLUTION MAKING APPROPRIATIONS

NOW, THEREFORE, BE IT RESOLVED, that the amounts for the fiscal year beginning July 1, 2012 and for the purposes shown below are hereby appropriated as follows:

General Fund

Mayor and Council	289,524	
Public Safety Field Services	13,195,944	
Public Safety Support Services	3,803,264	
Crisis Support Services	41,480	
Street Lighting	319,000	
Park Maintenance Services	1,535,600	
Aquatic Services	122,688	
Recreation Services	138,104	
Planning Services	721,765	
Building and Safety Services	492,530	
Economic Development Services	174,340	
Downtown Development Services	355,823	
Tourism Promotion Services	307,862	
General Program Operations	552,452	
Inter-fund Transfers	1,428,240	
Contingency	<u>1,150,000</u>	
 Total General Fund Appropriation		 <u>\$24,628,616</u>

Administrative Services Fund

Management Services	758,920	
Finance Services	1,437,121	
Legal Services	333,651	
Human Resources	462,971	
General Program Operations	264,271	
Contingency	<u>345,455</u>	
 Total Administrative Fund Appropriation		 <u>\$ 3,602,389</u>

Resolutions Adopting the Budget

Transportation Fund

Street & Drainage Maintenance Services	1,253,127
Customer Services	53,723
General Program Operations	410,252
Inter-fund Transfers	1,195,946
Debt Service	1,100
Contingency	<u>420,410</u>

Total Street Utility Fund Appropriation \$3,334,558

Storm Water and Open Space Fund

Storm Water Maintenance	0
Customer Services	0
General Program Operations	0
Debt Service	0
Contingency	<u>0</u>

Total Storm Water and Open Space Appropriation \$ 0

Transient Room Tax Fund

Materials & Services	11,500
Contingency	35,000
Inter-fund Transfers	<u>935,300</u>

Total Transient Room Tax Fund Appropriation \$ 981,800

Debt Service/Bancroft Fund

Materials & Services	20,000
Debt Service	200,000
Inter-fund Transfers	500,000
Contingency	<u>149,059</u>

Total Debt Service/Bancroft Bond Appropriation \$ 869,059

Debt Service/General Obligation Bond

Materials & Services	0
Debt Service	<u>1,007,800</u>

Total Debt Service/General Obligation Bond Appropriation \$1,007,800

Community Development Block Grant Fund

Materials & Services	20,900
Capital Outlay	0
Inter-fund Transfers	150,000
Contingency	<u>739,513</u>

Total Community Development Block Grant Appropriation \$ 910,413

Resolutions Adopting the Budget

Downtown & Industrial Loan Fund

Materials & Services	250,000	
Contingency	736,726	
Inter-fund Transfers	<u>5,000</u>	
Total Downtown & Industrial Loan Fund Appropriation		<u>\$ 991,726</u>

Transportation Projects Fund

Inter-fund Transfers	0	
Capital Outlay	<u>9,578,125</u>	
Total Transportation Projects Fund Appropriation		<u>\$9,578,125</u>

Stormwater & Open Space Projects Fund

Capital Outlay	529,297	
Inter-fund Transfers	<u>220,000</u>	
Total Storm Water & Open Space Projects Fund Appropriation		<u>\$ 749,297</u>

Water Projects Fund

Capital Outlay	7,619,249	
Inter-fund Transfers	<u>0</u>	
Total Water Projects Fund Appropriation		<u>\$ 7,619,249</u>

Wastewater Projects Fund

Capital Outlay	<u>2,986,180</u>	
Total Wastewater Projects Fund Appropriation		<u>\$2,986,180</u>

Lands and Building Projects Fund

Capital Outlay	8,845,157	
Inter-fund Transfers	<u>480,408</u>	
Total Lands & Buildings Projects Fund Appropriation		<u>\$9,325,565</u>

Solid Waste Projects Fund

Capital Outlay	1,350,505	
Inter-fund Transfers	<u>29,000</u>	
Total Solid Waste Projects Fund Appropriation		<u>\$1,379,505</u>

Resolutions Adopting the Budget

Water Fund

Water Treatment	1,649,406
Water Distribution	1,247,157
Customer Services	396,015
Debt Services	146,000
General Program Operations	356,155
Contingency	963,683
Inter-fund Transfers	<u>524,327</u>

Total Water Fund Appropriation \$5,282,743

Wastewater Fund

Wastewater Collection	725,525
Wastewater Treatment	1,795,092
JO-GRO™	663,807
Customer Services	273,512
Debt Service	492,813
General Program Operations	373,525
Contingency	1,121,194
Inter-fund Transfers	<u>996,750</u>

Total Wastewater Fund Appropriation \$6,442,218

Solid Waste Fund

Field Operations	25,063
Post Closure Operations	188,300
General Program Operations	21,220
Contingency	<u>153,283</u>

Total Solid Waste Fund Appropriation \$387,866

Environmental Waste Fees Fund

Materials & Services	<u>225,000</u>
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Total Environmental Waste Fees Fund Appropriation \$ 225,000

Fleet Operations Fund

Garage Operations	850,213
Equipment Replacement	828,179
Contingency	<u>437,196</u>

Total Fleet Operations Fund Appropriation \$2,115,588

Resolutions Adopting the Budget

Support Services Fund

Community Development Management Services	987,388	
Engineering Services	853,133	
Property Management Services	647,334	
Information Technology	589,583	
Contingency	<u>328,640</u>	
Total Support Services Fund Appropriation		<u>\$3,406,078</u>

Insurance Fund

Workers' Compensation Insurance Services	398,359	
General Insurance Service	548,349	
Benefits Administration	44,550	
Contingency	<u>966,945</u>	
Total Insurance Fund Appropriation		<u>\$1,958,203</u>

Agency Fund

Materials & Services	<u>37,500</u>	
Total Agency Fund Appropriation		<u>\$ 37,500</u>

Total Appropriations, All Funds 87,819,478

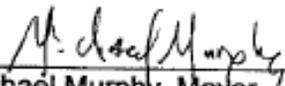
<u>Total Un-appropriated Amounts, All Funds</u>	<u>13,052,382</u>
<u>Total Budget</u>	<u>100,871,860</u>

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Grants Pass that the budget for fiscal year 2012-2013 is hereby adopted and appropriations are authorized by the Council.

EFFECTIVE DATE of this Resolution shall be immediate upon the passage and signature by the Mayor in accord with the Grants Pass City Charter.

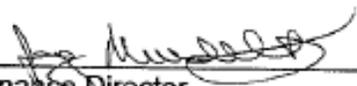
ADOPTED by the Council of the City of Grants Pass, Oregon, in regular session this 20th day June 2012.

SUBMITTED to and Approved by the Mayor of the City of Grants Pass, Oregon, this 22nd day of June 2012 to be effective on the date indicated as adopted by the City Council.



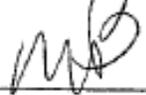
 Michael Murphy, Mayor

ATTEST:



 Finance Director

Date submitted to Mayor 6/22/2012

Approved as to form Mark Bartholomew, City Attorney 

Resolutions Adopting the Budget

RESOLUTION NO. 5954

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS
LEVYING TAXES AND CATEGORIZING TAXES FOR FISCAL YEAR 2012-2013.**

RESOLUTION LEVYING AD VALOREM TAXES AND CATEGORIZING TAXES

BE IT RESOLVED that the Council of the City of Grants Pass hereby levies the taxes provided for in the adopted budget:

1. At the rate of \$4.1335 per \$1,000 of assessed value for the General Fund Permanent Rate Levy; and
2. At the rate of \$1.7900 per \$1,000 of assessed value for the General Fund/Public Safety Local Option Levy; and
3. \$1,028,183 total bond levy for the Debt Service Fund/Public Safety General Obligation Bond.

AND, that these taxes are hereby imposed and categorized for tax year 2012-2013 upon the assessed value of all taxable property within the City as follows:

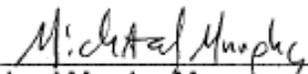
CATEGORIZING TAXES

	Subject to the General Government Limitation	Excluded from the Limitation
General Fund Permanent Tax Rate Levy	\$4.1335/\$1,000	-0-
General Fund/Public Safety Local Option Levy	\$1.7900/\$1,000	-0-
Debt Service Fund/Public Safety General Obligation Bond (total bond levy)	\$ -0-	\$ 1,028,183

EFFECTIVE DATE of this Resolution shall be immediate upon the passage and signature by the Mayor in accord with the Grants Pass City Charter.

ADOPTED by the Council of the City of Grants Pass, Oregon, in regular session this 20th day of June 2012.

SUBMITTED to and Approved by the Mayor of the City of Grants Pass, Oregon, this 22nd day of June 2012 to be effective on the date indicated as adopted by the City Council.



Michael Murphy, Mayor

ATTEST:



Finance Director

Date submitted to Mayor: 6/22/2012

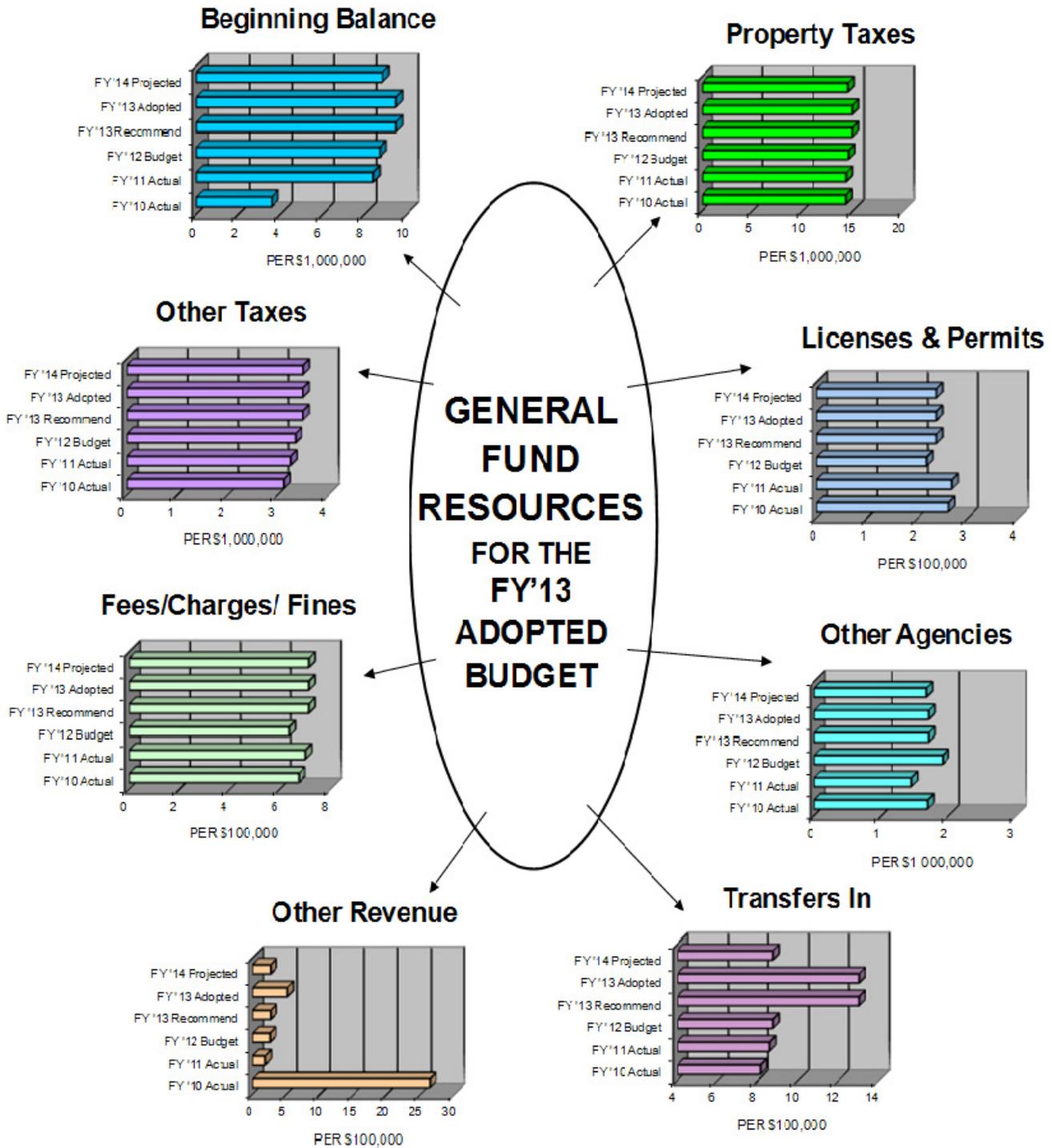
Approved as to form Mark Bartholomew, City Attorney 

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

FINANCIAL TABLES



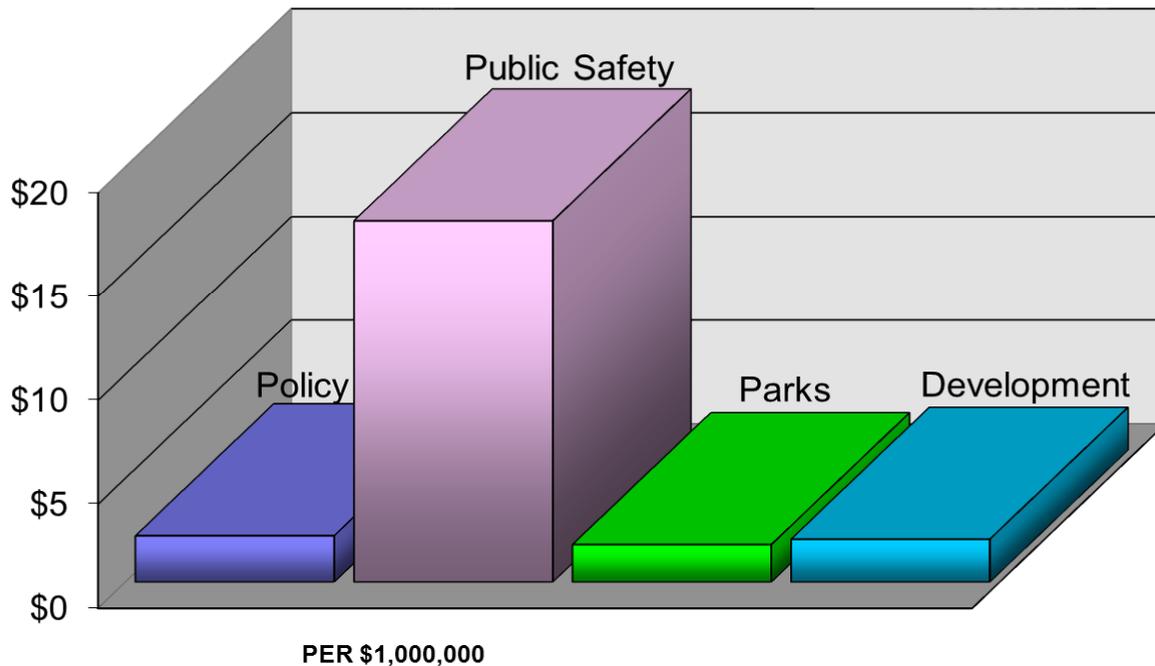
This chart shows the distribution of resources for the general operating budget for the FY'10 and FY'11 Actual Budgets, FY'12 Budget, FY'13 Adopted Budget and FY'14 Projected Budget.

A description of each category is found in Appendix W at the end of the document.

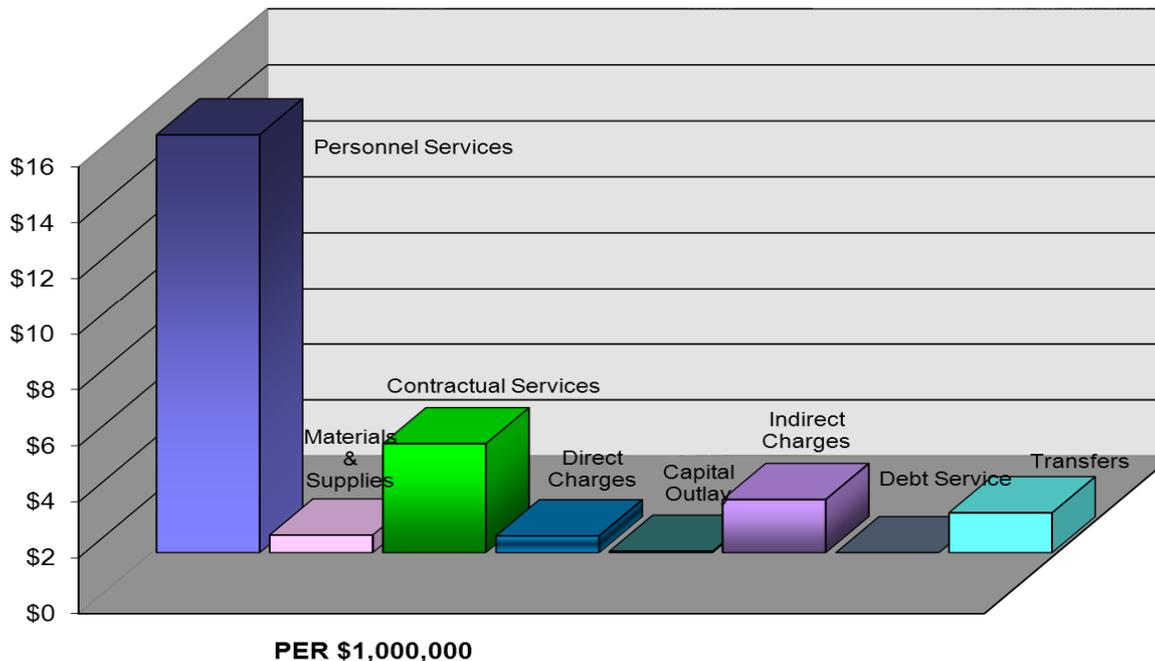
General Program Expenditures

For the Adopted FY'13 Budget

Program Expenditures

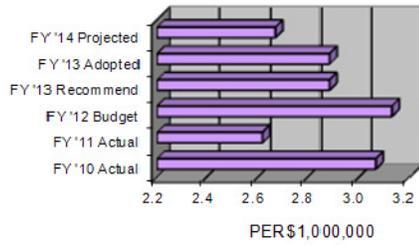


Expenditure Categories

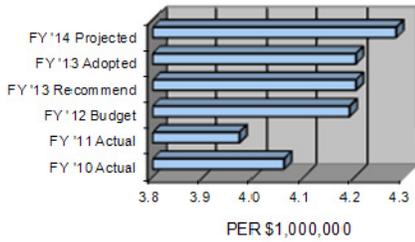


These charts show the distribution of expenditures for each program and category of expenditures in the general operating budget for the FY'13 Adopted Budget. These expenditure charts do not include contingencies or ending fund balances. The history and current expenditures for the programs are found in the program summary pages throughout the document.

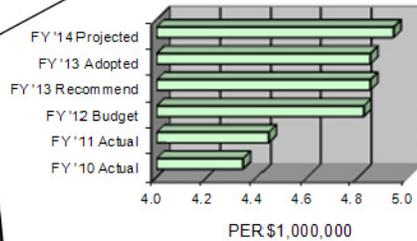
Beginning Balance



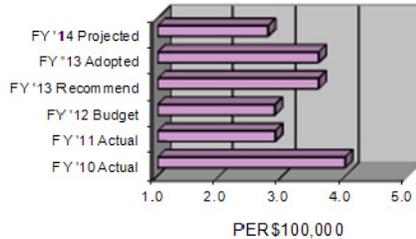
Water Fees



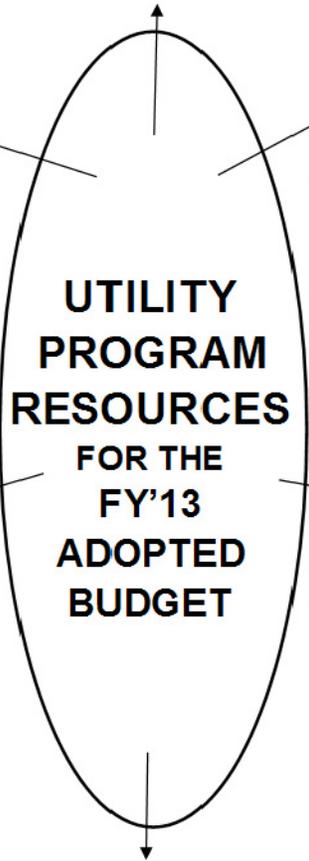
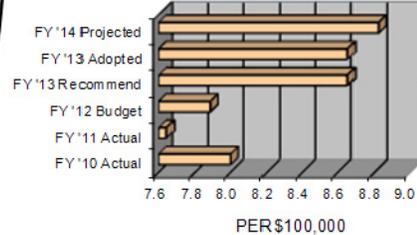
Wastewater Fees



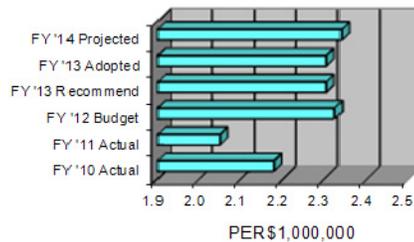
Other Revenue



Transportation Fees



Other Agencies



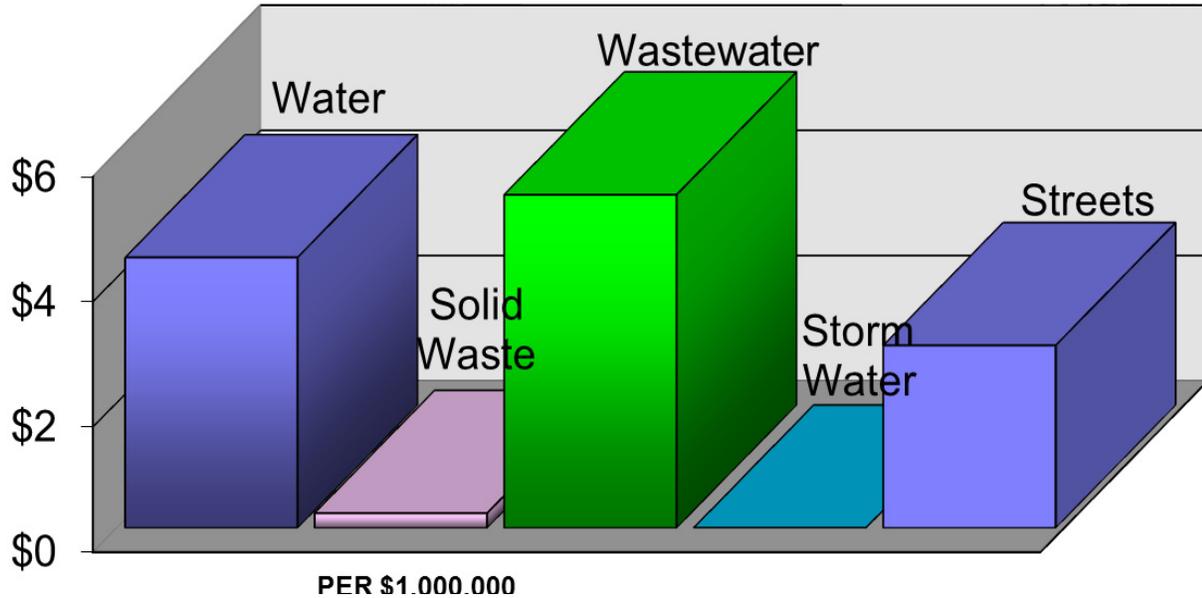
This chart shows the distribution of resources for the utility operating budget for the FY'10 and FY'11 Actual Budgets, FY'12 Budget, FY'13 Adopted Budget and FY'14 Projected Budget.

A description of each category is found in Appendix W at the end of the document.

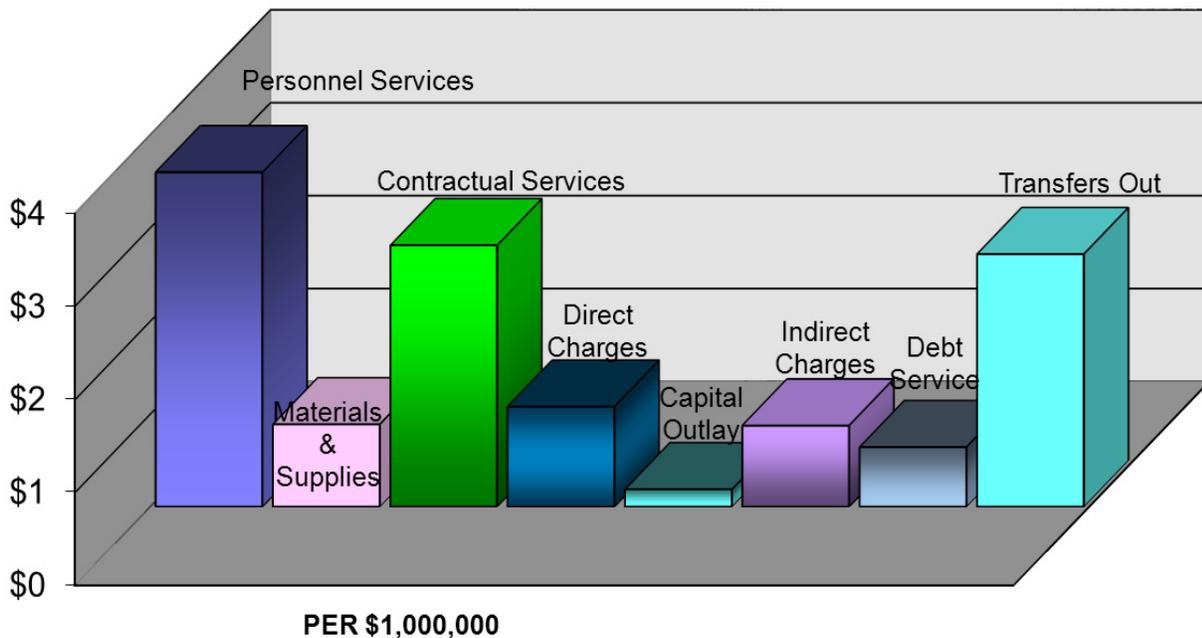
Utility Program Expenditures

For the Adopted FY'13 Budget

Program Expenditures



Expenditure Categories



These charts show the distribution of expenditures for each program and category of expenditures in the utility operating budget for the FY'13 Adopted Budget. These expenditure charts do not include contingencies or ending fund balances. The history and current expenditures for the programs are found in the program summary pages throughout the document.

HISTORY OF GENERAL FUND RESOURCES

	MANAGER COMMITTEE COUNCIL						
	ACTUAL	ACTUAL	BUDGET	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Designated Resources							
<i>Beginning Balance</i>	2,701,988	7,649,469	8,147,470	8,953,955	8,953,955	8,953,955	8,455,288
General Operations							
Business Taxes	299,697	290,832	293,900	287,100	287,100	287,100	287,100
Franchise Taxes	2,364,957	2,501,300	2,572,550	2,732,600	2,732,600	2,732,600	2,726,800
Fees in Lieu of Franchise	452,152	453,559	476,200	475,600	475,600	475,600	485,100
Licenses	6,335	7,465	6,900	6,900	6,900	6,900	6,900
State Rev. Sharing	264,004	273,267	299,400	303,900	303,900	303,900	309,900
State Cigarette Tax	48,482	51,640	50,300	47,200	47,200	47,200	45,400
State Liquor Tax	374,145	390,524	421,600	428,500	428,500	428,500	437,000
Other Misc.	2,602,130	32,546	241,200	621,608	871,608	871,608	194,700
Investment Interest	165,100	80,618	67,050	73,500	73,500	73,500	73,500
Total General Operations	6,577,002	4,081,751	4,429,100	4,976,908	5,226,908	5,226,908	4,566,400
Public Safety							
Property Taxes	14,270,645	14,299,222	14,530,700	14,884,600	14,884,600	14,884,600	14,468,300
Grants & Intergovernmental	794,108	718,233	957,751	735,999	735,999	735,999	695,933
Fees & Chg.'s for Services	216,490	224,431	229,500	259,300	259,300	259,300	259,300
Other Misc.	485,921	467,676	528,200	601,400	601,400	601,400	601,400
Total Public Safety	15,767,164	15,709,562	16,246,151	16,481,299	16,481,299	16,481,299	16,024,933
Development							
<i>Build. & Safety Beg. Bal. *</i>	854,983	704,512	526,275	488,109	488,109	488,109	363,779
Building and Safety *	322,054	401,579	313,800	368,200	368,200	368,200	368,200
Planning	84,499	75,279	64,600	60,000	60,000	60,000	55,000
Economic Development	112,905	132,027	114,100	114,100	114,100	114,100	114,100
<i>Tourism Beg. Balance *</i>	0	13,822	13,822	13,662	13,662	13,662	0
Tourism Promotion*	281,650	275,350	283,700	284,200	284,200	284,200	284,200
Downtown Development	132,501	127,991	130,250	131,450	131,450	131,450	131,450
Total Development	1,788,592	1,730,560	1,446,547	1,459,721	1,459,721	1,459,721	1,316,729
Parks							
Parks Maintenance	178,452	185,670	173,800	175,000	175,000	175,000	175,000
Aquatics	2,290	1,177	1,800	0	0	0	0
Recreation	761	816	800	800	800	800	800
Total Parks	181,503	187,663	176,400	175,800	175,800	175,800	175,800
Total General Fund	27,016,249	29,359,005	30,445,668	32,047,683	32,297,683	32,297,683	30,539,150

*Building & Safety and Tourism are the only departments within the General Fund that carry their own restricted fund balance.

HISTORY OF GENERAL FUND REQUIREMENTS

	MANAGER COMMITTEE COUNCIL						
	ACTUAL	ACTUAL	BUDGET	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Requirements							
Mayor and Council	158,563	156,312	226,473	274,524	289,524	289,524	280,346
General Operations							
Personal Services	144,977	0	39,550	194,112	194,112	194,112	0
Contractual/Prof Services	22,830	23,535	257,500	306,200	291,200	291,200	291,200
Direct Charges	30,000	45,480	67,140	67,140	67,140	67,140	67,140
Contingencies	0	0	960,450	1,100,000	1,100,000	1,100,000	1,100,000
Debt Service	200,075	0	0	0	0	0	0
Transfers Out	30,000	876,067	897,000	1,210,000	1,382,040	1,382,040	467,500
<i>Ending Fund Balance</i>	7,649,469	9,101,140	6,858,630	7,412,828	7,355,288	7,355,288	5,905,556
Total General Operations	8,077,351	10,046,222	9,080,270	10,290,280	10,389,780	10,389,780	7,831,396
Public Safety							
Field Operations	11,094,061	11,542,743	12,985,980	13,197,144	13,237,144	13,237,144	13,732,702
Support Services	3,120,548	3,198,789	3,706,699	3,734,764	3,803,264	3,803,264	4,154,659
Crisis Support Services	39,618	39,618	42,071	41,480	41,480	41,480	42,730
Street Lighting	275,517	293,549	311,000	319,000	319,000	319,000	335,000
<i>Code Enforcement</i>	207,972	0	0	0	0	0	0
Total Public Safety	14,737,716	15,074,699	17,045,750	17,292,388	17,400,888	17,400,888	18,265,091
Development							
Building and Safety*	472,525	527,569	559,943	542,530	542,530	542,530	555,675
<i>Build. & Safety End. Bal.*</i>	704,512	578,522	280,132	313,779	313,779	313,779	176,304
Planning	614,383	601,458	687,004	726,765	726,765	726,765	732,339
Economic Development	135,749	164,813	170,049	174,340	174,340	174,340	179,006
Tourism Promotion*	267,828	275,510	297,522	297,862	307,862	307,862	316,120
<i>Tourism End. Balance*</i>	13,822	13,662	0	0	0	0	0
<i>Downtown Development</i>	286,429	313,552	342,364	355,823	355,823	355,823	364,465
Total Development	2,495,248	2,475,086	2,337,014	2,411,099	2,421,099	2,421,099	2,323,909
Parks							
Parks Maintenance	1,318,828	1,389,844	1,498,530	1,518,600	1,535,600	1,535,600	1,575,477
Aquatics	97,722	84,092	120,192	122,688	122,688	122,688	124,137
<i>Recreation</i>	130,821	132,750	137,439	138,104	138,104	138,104	138,794
Total Parks	1,547,371	1,606,686	1,756,161	1,779,392	1,796,392	1,796,392	1,838,408
Total General Fund	27,016,249	29,359,005	30,445,668	32,047,683	32,297,683	32,297,683	30,539,150

* Building & Safety and Tourism are the only departments within the General Fund that carry their own restricted fund balance.

Quick Facts

<u>Adopted FY'13</u>	<u>Operating & Other</u>
<u>Where The Money Comes From:</u>	
Property taxes	\$ 15,892,400
Business taxes	287,100
Transient room taxes	981,800
Franchise fees	2,732,600
Other governments	7,119,780
Licenses and permits	247,400
User fees and charges	19,368,275
Fee in lieu of franchise	476,300
System development charges	526,000
All other revenues	9,343,370
Carryover/beginning balance	37,431,864
Total Resources	<u>\$ 94,406,889</u>
Transfers in	6,464,971
<u>Where The Money Goes:</u>	
Personnel services	\$ 23,091,853
Materials and supplies	2,071,387
Contractual services	9,597,318
Direct charges for services	2,366,408
Capital outlay	31,921,713
Indirect charges	2,911,011
Debt service	1,847,713
Contingencies/reserves	7,547,104
Un-appropriated ending balance	13,052,382
Total Requirements	<u>\$ 94,406,889</u>
Transfers out	6,464,971
<u>Other Facts:</u>	
Permanent staffing (funded full time equivalencies)	223.72
Temporary staffing (funded full time equivalencies)	9.67
Bonded Debt outstanding (June 30, 2012 est.)	\$ 12,155,000
Property tax rate (per \$1,000 assessed value)	
Permanent rate levy	\$ 4.1335
Public safety operating levy	\$ 1.7900
Bonded debt (2013 estimate)	\$ 0.4066

Un-appropriated Ending Fund Balances

Adopted FY'13

Un-appropriated Ending Fund Balances are amounts set aside for expenditures in subsequent years. Such amounts cannot be spent in the year that they are established. The City has established a formal policy for determining un-appropriated ending fund balances for the following operational funds. This policy is guided by the State of Oregon suggestion that the amount budgeted be sufficient to cover those expenditures in the following fiscal year that may occur prior to the receipt of budgeted resources.

- General Fund 30-40% of expenditures
- Utility Funds, Garage Operations Fund, and Engineering Services Fund: 25-35% of expenditures
- Administrative Services Fund and Information Technology Fund: 15-25% of expenditures
- Property Management Fund 10-20% of expenditures

Within debt funds the amounts represent unspent resources available for future year expenditures. Remaining balances in capital and systems development charges (SDC) funds are budgeted as miscellaneous construction so as to allow flexibility in the use of these amounts. The Enterprise Funds (Utilities) and most of the Internal Service Funds have started to budget all ending fund balances as a contingency to allow the financial flexibility of the use of these funds in an emergency through Council action. Contingencies cannot be transferred and appropriated for use without Council approval.

Summary of Un-appropriated Ending Fund Balances

	ACTUAL FY'10	ACTUAL FY'11	BUDGET FY'12	COUNCIL ADOPTED FY'13	PROJECTED FY'14
General Fund	8,367,803	9,693,324	7,138,762	7,669,067	6,081,860
Street Utility Fund	572,393	726,525	0	0	0
Community Development Block Grant Fund	925,169	934,187	0	0	0
Housing & Economic Development Fund	973,924	978,695	0	0	0
Transient Room Tax Fund	0	21,606	0	0	0
General Obligation Bond Fund	68,936	92,265	66,670	92,500	92,600
Bancroft Bond Fund	179,171	229,486	0	0	0
Storm Water Utility Fund	10,563	10,563	10,563	10,563	10,563
Wastewater Fund	574,332	1,147,866	0	0	0
Solid Waste Fund	92,738	116,722	0	0	0
Water Fund	1,379,420	1,284,423	0	0	0
Fleet Operations Fund	3,714,066	3,510,029	2,419,544	2,799,733	2,562,885
Support Services Fund	652,079	724,275	16,670	33,340	50,000
Insurance Services Fund	2,613,657	3,136,416	1,872,784	2,219,818	2,055,223
Administrative Services Fund	531,080	485,399	0	0	0
Trust Funds	274,025	249,961	171,676	227,361	211,861
Total Un-appropriated Balances	20,929,356	23,341,742	11,696,669	13,052,382	11,064,992

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2014 Projected

	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	363,779	420,410	10,563	963,683	1,121,194	153,283	3,032,912
Current Resources										
Property Taxes	0	14,468,300	0	0	0	0	0	0	0	14,468,300
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	230,000	8,000	0	0	0	2,500	240,500
Fines & Forfeitures	0	294,200	0	10,000	0	0	0	0	0	304,200
Revenue From Other Agencies	0	695,933	4,000	700	2,051,600	0	0	276,000	11,750	3,039,983
Use of Assets	0	0	0	3,600	1,500	0	7,500	9,000	560	22,160
Fees & Charges	0	259,300	0	149,600	874,240	0	4,283,246	4,940,632	125,300	10,632,318
Other Revenue	0	132,700	26,300	5,250	600	0	39,660	47,000	15,600	267,110
Direct Charges for Service	0	0	0	0	0	0	12,000	9,900	0	21,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	174,500	145,500	553,800	0	0	0	0	5,000	878,800
Total Current Resources	0	16,024,933	175,800	952,950	2,935,940	0	4,342,406	5,282,532	160,710	29,875,271
Total Prog. Gen. Res.	0	16,024,933	175,800	1,316,729	3,356,350	10,563	5,306,089	6,403,726	313,993	32,908,183
General Support Resources	8,111,742	2,240,158	1,662,608	1,007,180	0	0	0	0	0	13,021,688
Total Resources	8,111,742	18,265,091	1,838,408	2,323,909	3,356,350	10,563	5,306,089	6,403,726	313,993	45,929,871

General Support Resources	
Beginning Balance	8,455,288
Current Resources	
Property Taxes	0
Taxes Other than Property	3,014,600
Fees in Lieu of Franchise	485,100
Licenses & Permits	6,900
Fines & Forfeitures	0
Revenue From Other Agencies	966,300
Use of Assets	73,500
Fees & Charges	0
Other Revenue	20,000
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Resources	4,566,400
Total General Support Resources	13,021,688

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2014 Projected

	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	13,976,843	715,964	1,002,356	683,337	0	1,485,524	1,599,724	10,974	19,474,722
Materials and Supplies	20,700	401,905	120,800	21,750	67,440	0	442,827	363,630	7,520	1,446,572
Contractual Services	483,735	2,211,714	778,950	453,962	580,795	0	936,217	1,268,771	95,994	6,810,138
Direct Charges for Services	110,651	30,000	48,132	423,375	272,953	0	449,602	336,397	24,764	1,695,874
Capital Outlay	0	33,000	9,000	0	0	0	48,000	17,500	120	107,620
Indirect Charges	23,600	1,611,629	165,562	191,162	159,900	0	344,300	368,500	13,870	2,878,523
Operating Expenses	638,686	18,265,091	1,838,408	2,092,605	1,764,425	0	3,706,470	3,954,522	153,242	32,413,449
Other Requirements										
Contingencies	1,100,000	0	0	50,000	424,923	0	1,078,618	1,124,428	160,751	3,938,720
Debt Service	0	0	0	0	1,100	0	410,000	492,913	0	904,013
Transfers Out	467,500	0	0	5,000	1,165,902	0	111,001	831,863	0	2,581,266
Total Other Requirements	1,567,500	0	0	55,000	1,591,925	0	1,599,619	2,449,204	160,751	7,423,999
Ending Balance	5,905,556	0	0	176,304	0	10,563	0	0	0	6,092,423
Total Requirements	8,111,742	18,265,091	1,838,408	2,323,909	3,356,350	10,563	5,306,089	6,403,726	313,993	45,929,871

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2013 Adopted

	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	501,771	437,558	10,563	1,021,804	1,265,825	145,506	3,383,027
Current Resources										
Property Taxes	0	14,884,600	0	0	0	0	0	0	0	14,884,600
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	230,000	8,000	0	0	0	2,500	240,500
Fines & Forfeitures	0	294,200	0	10,000	0	0	0	0	0	304,200
Revenue From Other Agencies	0	735,999	4,000	5,700	2,029,770	0	0	263,000	11,500	3,049,969
Use of Assets	0	0	0	3,600	1,500	0	7,500	9,000	560	22,160
Fees & Charges	0	259,300	0	149,600	857,130	0	4,201,969	4,847,493	207,200	10,522,692
Other Revenue	0	132,700	26,300	5,250	600	0	39,470	47,000	15,600	266,920
Direct Charges for Service	0	0	0	0	0	0	12,000	9,900	0	21,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	174,500	145,500	553,800	0	0	0	0	5,000	878,800
Total Current Resources	0	16,481,299	175,800	957,950	2,897,000	0	4,260,939	5,176,393	242,360	30,191,741
Total Prog. Gen. Res.	0	16,481,299	175,800	1,459,721	3,334,558	10,563	5,282,743	6,442,218	387,866	33,574,768
General Support Resources	10,679,304	919,589	1,620,592	961,378	0	0	0	0	0	14,180,863
Total Resources	10,679,304	17,400,888	1,796,392	2,421,099	3,334,558	10,563	5,282,743	6,442,218	387,866	47,755,631

General Support Resources	
Beginning Balance	8,953,955
Current Resources	
Property Taxes	0
Taxes Other than Property	3,020,400
Fees in Lieu of Franchise	475,600
Licenses & Permits	6,900
Fines & Forfeitures	0
Revenue From Other Agencies	953,600
Use of Assets	73,500
Fees & Charges	0
Other Revenue	20,000
Loan Repayment	250,000
Unspent Contingency	0
Transfers In	426,908
Total Current Resources	5,226,908

Total General Support Resources 14,180,863

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2013 Adopted

	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	194,112	13,116,766	688,610	967,067	652,323	0	1,414,288	1,520,095	10,585	18,563,846
Materials and Supplies	24,700	460,145	122,800	25,335	67,440	0	449,627	362,130	7,320	1,519,497
Contractual Services	490,013	2,181,994	766,297	460,601	569,400	0	922,897	1,224,358	95,694	6,711,254
Direct Charges for Services	110,651	30,000	48,132	413,181	272,339	0	445,221	333,578	24,764	1,677,866
Capital Outlay	0	42,000	9,000	0	0	0	82,500	30,000	75,000	238,500
Indirect Charges	22,500	1,528,783	161,553	186,136	155,600	0	334,200	361,300	21,220	2,771,292
Operating Expenses	841,976	17,359,688	1,796,392	2,052,320	1,717,102	0	3,648,733	3,831,461	234,583	31,482,255
Other Requirements										
Contingencies	1,100,000	0	0	50,000	420,410	0	963,683	1,121,194	153,283	3,808,570
Debt Service	0	0	0	0	1,100	0	146,000	492,813	0	639,913
Transfers Out	1,382,040	41,200	0	5,000	1,195,946	0	524,327	996,750	0	4,145,263
Total Other Requirements	2,482,040	41,200	0	55,000	1,617,456	0	1,634,010	2,610,757	153,283	8,593,746
Ending Balance	7,355,288	0	0	313,779	0	10,563	0	0	0	7,679,630
Total Requirements	10,679,304	17,400,888	1,796,392	2,421,099	3,334,558	10,563	5,282,743	6,442,218	387,866	47,755,631

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2013 Approved

	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	501,771	437,558	10,563	1,021,804	1,265,825	145,506	3,383,027
Current Resources										
Property Taxes	0	14,884,600	0	0	0	0	0	0	0	14,884,600
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	230,000	8,000	0	0	0	2,500	240,500
Fines & Forfeitures	0	294,200	0	10,000	0	0	0	0	0	304,200
Revenue From Other Agencies	0	735,999	4,000	5,700	2,029,770	0	0	263,000	11,500	3,049,969
Use of Assets	0	0	0	3,600	1,500	0	7,500	9,000	560	22,160
Fees & Charges	0	259,300	0	149,600	857,130	0	4,201,969	4,847,493	207,200	10,522,692
Other Revenue	0	132,700	26,300	5,250	600	0	39,470	47,000	15,600	266,920
Direct Charges for Service	0	0	0	0	0	0	12,000	9,900	0	21,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	174,500	145,500	553,800	0	0	0	0	5,000	878,800
Total Current Resources	0	16,481,299	175,800	957,950	2,897,000	0	4,260,939	5,176,393	242,360	30,191,741
Total Prog. Gen. Res.	0	16,481,299	175,800	1,459,721	3,334,558	10,563	5,282,743	6,442,218	387,866	33,574,768
General Support Resources	10,679,304	919,589	1,620,592	961,378	0	0	0	0	0	14,180,863
Total Resources	10,679,304	17,400,888	1,796,392	2,421,099	3,334,558	10,563	5,282,743	6,442,218	387,866	47,755,631

General Support Resources	
Beginning Balance	8,953,955
Current Resources	
Property Taxes	0
Taxes Other than Property	3,020,400
Fees in Lieu of Franchise	475,600
Licenses & Permits	6,900
Fines & Forfeitures	0
Revenue From Other Agencies	953,600
Use of Assets	73,500
Fees & Charges	0
Other Revenue	20,000
Loan Repayment	250,000
Unspent Contingency	0
Transfers In	426,908
Total Current Resources	5,226,908 *
Total General Support Resources	14,180,863

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2013 Approved

	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	194,112	13,116,766	688,610	967,067	652,323	0	1,414,288	1,520,095	10,585	18,563,846
Materials and Supplies	24,700	460,145	122,800	25,335	67,440	0	449,627	362,130	7,320	1,519,497
Contractual Services	490,013	2,181,994	766,297	460,601	569,400	0	922,897	1,224,358	95,694	6,711,254
Direct Charges for Services	110,651	30,000	48,132	413,181	272,339	0	445,221	333,578	24,764	1,677,866
Capital Outlay	0	42,000	9,000	0	0	0	82,500	30,000	75,000	238,500
Indirect Charges	22,500	1,528,783	161,553	186,136	155,600	0	334,200	361,300	21,220	2,771,292
Operating Expenses	841,976	17,359,688	1,796,392	2,052,320	1,717,102	0	3,648,733	3,831,461	234,583	31,482,255
Other Requirements										
Contingencies	1,100,000	0	0	50,000	420,410	0	963,683	1,121,194	153,283	3,808,570
Debt Service	0	0	0	0	1,100	0	146,000	492,813	0	639,913
Transfers Out	1,382,040	41,200	0	5,000	1,195,946	0	524,327	996,750	0	4,145,263
Total Other Requirements	2,482,040	41,200	0	55,000	1,617,456	0	1,634,010	2,610,757	153,283	8,593,746
Ending Balance	7,355,288	0	0	313,779	0	10,563	0	0	0	7,679,630
Total Requirements	10,679,304	17,400,888	1,796,392	2,421,099	3,334,558	10,563	5,282,743	6,442,218	387,866	47,755,631

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2013 Recommended

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	501,771	437,558	10,563	1,021,804	1,265,825	145,506	3,383,027
Current Resources										
Property Taxes	0	14,884,600	0	0	0	0	0	0	0	14,884,600
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	230,000	8,000	0	0	0	2,500	240,500
Fines & Forfeitures	0	294,200	0	10,000	0	0	0	0	0	304,200
Revenue From Other Agencies	0	735,999	4,000	5,700	2,029,770	0	0	263,000	11,500	3,049,969
Use of Assets	0	0	0	3,600	1,500	0	7,500	9,000	560	22,160
Fees & Charges	0	259,300	0	149,600	857,130	0	4,201,969	4,847,493	207,200	10,522,692
Other Revenue	0	132,700	26,300	5,250	600	0	39,470	47,000	15,600	266,920
Direct Charges for Service	0	0	0	0	0	0	12,000	9,900	0	21,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	174,500	145,500	553,800	0	0	0	0	5,000	878,800
Total Current Resources	0	16,481,299	175,800	957,950	2,897,000	0	4,260,939	5,176,393	242,360	30,191,741
Total Prog. Gen. Res.	0	16,481,299	175,800	1,459,721	3,334,558	10,563	5,282,743	6,442,218	387,866	33,574,768
General Support Resources	10,564,804	811,089	1,603,592	951,378	0	0	0	0	0	13,930,863
Total Resources	10,564,804	17,292,388	1,779,392	2,411,099	3,334,558	10,563	5,282,743	6,442,218	387,866	47,505,631

General Support Resources	
Beginning Balance	8,953,955
Current Resources	
Property Taxes	0
Taxes Other than Property	3,020,400
Fees in Lieu of Franchise	475,600
Licenses & Permits	6,900
Fines & Forfeitures	0
Revenue From Other Agencies	953,600
Use of Assets	73,500
Fees & Charges	0
Other Revenue	20,000
Loan Repayment	0
Unspent Contingency	0
Transfers In	426,908
Total Current Resources	4,976,908 *

Total General Support Resources 13,930,863

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2013 Recommended

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	194,112	13,048,266	626,610	967,067	652,323	0	1,414,288	1,520,095	10,585	18,433,346
Materials and Supplies	24,700	420,145	122,800	25,335	67,440	0	449,627	362,130	7,320	1,479,497
Contractual Services	490,013	2,181,994	811,297	450,601	569,400	0	922,897	1,224,358	95,694	6,746,254
Direct Charges for Services	110,651	30,000	48,132	413,181	272,339	0	445,221	333,578	24,764	1,677,866
Capital Outlay	0	42,000	9,000	0	0	0	82,500	30,000	75,000	238,500
Indirect Charges	22,500	1,528,783	161,553	186,136	155,600	0	334,200	361,300	21,220	2,771,292
Operating Expenses	841,976	17,251,188	1,779,392	2,042,320	1,717,102	0	3,648,733	3,831,461	234,583	31,346,755
Other Requirements										
Contingencies	1,100,000	0	0	50,000	420,410	0	963,683	1,121,194	153,283	3,808,570
Debt Service	0	0	0	0	1,100	0	146,000	492,813	0	639,913
Transfers Out	1,210,000	41,200	0	5,000	1,195,946	0	524,327	996,750	0	3,973,223
Total Other Requirements	2,310,000	41,200	0	55,000	1,617,456	0	1,634,010	2,610,757	153,283	8,421,706
Ending Balance	7,412,828	0	0	313,779	0	10,563	0	0	0	7,737,170
Total Requirements	10,564,804	17,292,388	1,779,392	2,411,099	3,334,558	10,563	5,282,743	6,442,218	387,866	47,505,631

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2012 Budget

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	540,097	693,612	10,563	1,280,556	1,036,689	109,625	3,671,142
Current Resources										
Property Taxes	0	14,530,700	0	0	0	0	0	0	0	14,530,700
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	211,500	7,000	0	0	0	2,500	221,000
Fines & Forfeitures	0	278,800	0	8,700	0	0	0	0	0	287,500
Revenue From Other Agencies	0	957,751	4,000	5,500	2,032,310	0	0	280,000	11,000	3,290,561
Use of Assets	0	0	0	2,800	1,680	0	7,500	10,500	700	23,180
Fees & Charges	0	229,500	0	117,600	781,500	0	4,189,400	4,820,600	136,685	10,275,285
Other Revenue	0	74,900	26,900	6,550	1,100	0	36,520	52,000	15,600	213,570
Direct Charges for Service	0	0	0	0	0	0	8,000	9,500	0	17,500
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	174,500	145,500	553,800	0	0	0	0	5,000	878,800
Total Current Resources	0	16,246,151	176,400	906,450	2,823,590	0	4,241,420	5,172,600	171,485	29,738,096
Total Prog. Gen. Res.	0	16,246,151	176,400	1,446,547	3,517,202	10,563	5,521,976	6,209,289	281,110	33,409,238
General Support Resources	9,306,743	799,599	1,579,761	890,467	0	0	0	0	0	12,576,570
Total Resources	9,306,743	17,045,750	1,756,161	2,337,014	3,517,202	10,563	5,521,976	6,209,289	281,110	45,985,808

General Support Resources	
Beginning Balance	8,147,470
Current Resources	
Property Taxes	0
Taxes Other than Property	2,867,150
Fees in Lieu of Franchise	476,200
Licenses & Permits	6,900
Fines & Forfeitures	0
Revenue From Other Agencies	937,800
Use of Assets	67,050
Fees & Charges	0
Other Revenue	74,000
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Resources	4,429,100 *

Total General Support Resources 12,576,570

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2012 Budget

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	39,550	12,939,713	636,521	933,914	639,341	0	1,426,514	1,489,488	10,233	18,115,274
Materials and Supplies	17,200	368,515	116,900	21,940	63,440	0	437,217	344,630	19,320	1,389,162
Contractual Services	397,835	2,047,354	784,863	447,553	549,896	0	882,516	1,138,569	94,580	6,343,166
Direct Charges for Services	115,489	35,675	49,182	418,800	302,998	0	427,916	328,488	25,264	1,703,812
Capital Outlay	0	109,464	9,000	0	0	0	49,000	17,500	0	184,964
Indirect Charges	20,589	1,514,129	159,695	179,675	155,612	0	330,275	348,031	14,939	2,722,945
Operating Expenses	590,663	17,014,850	1,756,161	2,001,882	1,711,287	0	3,553,438	3,666,706	164,336	30,459,323
Other Requirements										
Contingencies	960,450	0	0	50,000	437,558	0	1,017,937	1,150,825	116,774	3,733,544
Debt Service	0	0	0	0	2,199	0	397,800	491,712	0	891,711
Transfers Out	897,000	30,900	0	5,000	1,366,158	0	552,801	900,046	0	3,751,905
Total Other Requirements	1,857,450	30,900	0	55,000	1,805,915	0	1,968,538	2,542,583	116,774	8,377,160
Ending Balance	6,858,630	0	0	280,132	0	10,563	0	0	0	7,149,325
Total Requirements	9,306,743	17,045,750	1,756,161	2,337,014	3,517,202	10,563	5,521,976	6,209,289	281,110	45,985,808

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2011 Actual

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	718,334	572,393	10,563	1,379,420	574,332	80,458	3,335,500
Current Resources										
Property Taxes	0	14,299,222	0	0	0	0	0	0	0	14,299,222
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	261,106	5,383	0	0	0	2,660	269,149
Fines & Forfeitures	0	272,581	0	33,516	0	0	0	0	0	306,097
Revenue From Other Agencies	0	718,233	4,000	469	1,727,410	0	1,080	311,473	10,500	2,773,165
Use of Assets	0	0	0	3,092	3,807	0	11,577	8,048	956	27,480
Fees & Charges	0	224,431	0	169,662	758,790	0	3,972,271	4,441,798	81,789	9,648,741
Other Revenue	0	19,766	37,334	8,252	4,464	0	54,108	54,048	15,600	193,572
Direct Charges for Service	0	0	0	0	0	0	13,024	12,493	0	25,517
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	175,329	146,329	536,129	0	0	7,500	7,500	10,000	882,787
Total Current Resources	0	15,709,562	187,663	1,012,226	2,499,854	0	4,059,560	4,835,360	121,505	28,425,730
Total Prog. Gen. Res.	0	15,709,562	187,663	1,730,560	3,072,247	10,563	5,438,980	5,409,692	201,963	31,761,230
General Support Resources	10,202,534	(634,863)	1,419,023	744,526	0	0	0	0	0	11,731,220
Total Resources	10,202,534	15,074,699	1,606,686	2,475,086	3,072,247	10,563	5,438,980	5,409,692	201,963	43,492,450

General Support Resources

Beginning Balance	7,649,469
Current Resources	
Property Taxes	0
Taxes Other than Property	2,792,827
Fees in Lieu of Franchise	453,559
Licenses & Permits	7,465
Fines & Forfeitures	0
Revenue From Other Agencies	715,431
Use of Assets	80,618
Fees & Charges	0
Other Revenue	31,851
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Resources	4,081,751 *

Total General Support Resources 11,731,220

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2011 Actual

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	11,601,293	551,601	913,151	582,867	0	1,234,131	1,428,188	10,056	16,321,287
Materials and Supplies	16,028	262,516	123,358	15,371	60,817	0	358,293	293,786	89	1,130,258
Contractual Services	99,346	1,795,250	713,962	399,763	468,481	0	774,545	1,016,018	57,541	5,324,906
Direct Charges for Services	93,202	30,733	47,201	373,705	274,194	0	391,876	329,034	20,917	1,560,862
Capital Outlay	2,541	37,762	24,085	888	225	0	51,987	11,653	49	129,190
Indirect Charges	14,210	1,347,145	146,479	175,024	139,789	0	290,541	319,368	8,869	2,441,425
Operating Expenses	225,327	15,074,699	1,606,686	1,877,902	1,526,373	0	3,101,373	3,398,047	97,521	26,907,928
Other Requirements										
Contingencies	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	765	0	397,653	485,573	0	883,991
Transfers Out	876,067	0	0	5,000	818,584	0	655,531	378,206	0	2,733,388
Total Other Requirements	876,067	0	0	5,000	819,349	0	1,053,184	863,779	0	3,617,379
Ending Balance	9,101,140	0	0	592,184	726,525	10,563	1,284,423	1,147,866	104,442	12,967,143
Total Requirements	10,202,534	15,074,699	1,606,686	2,475,086	3,072,247	10,563	5,438,980	5,409,692	201,963	43,492,450

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2010 Actual

	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	854,983	321,197	10,563	1,680,203	1,002,120	52,624	3,921,690
Current Resources										
Property Taxes	0	14,270,645	0	0	0	0	1	0	0	14,270,646
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	255,953	9,070	0	0	0	2,690	267,713
Fines & Forfeitures	0	291,853	0	8,675	0	0	0	0	0	300,528
Revenue From Other Agencies	0	794,108	4,000	755	1,468,065	0	0	312,085	397,635	2,976,648
Use of Assets	0	0	0	4,988	2,991	0	16,491	6,763	379	31,612
Fees & Charges	0	216,438	0	158,347	790,921	0	4,059,740	4,342,921	46,089	9,614,456
Other Revenue	0	21,194	33,630	6,611	4,724	0	65,110	180,315	16,900	328,484
Direct Charges for Service	0	52	0	0	0	0	10,923	7,040	0	18,015
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	172,874	143,873	498,280	0	0	0	0	38,000	853,027
Total Current Resources	0	15,767,164	181,503	933,609	2,275,771	0	4,152,265	4,849,124	501,693	28,661,129
Total Prog. Gen. Res.	0	15,767,164	181,503	1,788,592	2,596,968	10,563	5,832,468	5,851,244	554,317	32,582,819
General Support Resources	8,235,914	(1,029,448)	1,365,868	706,656	0	0	0	0	0	9,278,990
Total Resources	8,235,914	14,737,716	1,547,371	2,495,248	2,596,968	10,563	5,832,468	5,851,244	554,317	41,861,809

General Support Resources	
Beginning Balance	2,701,988
Current Resources	
Property Taxes	0
Taxes Other than Property	2,665,454
Fees in Lieu of Franchise	452,152
Licenses & Permits	6,335
Fines & Forfeitures	0
Revenue From Other Agencies	886,707
Use of Assets	165,100
Fees & Charges	0
Other Revenue	51,254
Loan Repayment	2,350,000
Unspent Contingency	0
Transfers In	0
Total Current Resources	6,577,002 *
Total General Support Resources	9,278,990

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2010 Actual

	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	144,977	10,965,655	556,469	933,463	575,763	0	1,201,168	1,330,210	9,727	15,717,432
Materials and Supplies	15,620	242,138	112,350	13,929	53,613	0	351,706	303,317	2,699	1,095,372
Contractual Services	93,545	1,901,162	675,358	376,627	492,272	0	744,689	1,002,739	53,619	5,340,011
Direct Charges for Services	87,813	118	47,729	286,972	282,599	0	398,987	304,736	20,325	1,429,279
Capital Outlay	0	317,500	14,794	0	0	0	47,509	10,656	0	390,459
Indirect Charges	14,415	1,311,143	140,671	160,923	140,525	0	282,669	305,192	16,066	2,371,604
Operating Expenses	356,370	14,737,716	1,547,371	1,771,914	1,544,772	0	3,026,728	3,256,850	102,436	26,344,157
Other Requirements										
Contingencies	0	0	0	0	0	0	0	0	0	0
Debt Service	200,075	0	0	0	995	0	821,154	1,002,228	371,423	2,395,875
Transfers Out	30,000	0	0	5,000	478,808	0	605,166	1,017,834	0	2,136,808
Total Other Requirements	230,075	0	0	5,000	479,803	0	1,426,320	2,020,062	371,423	4,532,683
Ending Balance	7,649,469	0	0	718,334	572,393	10,563	1,379,420	574,332	80,458	10,984,969
Total Requirements	8,235,914	14,737,716	1,547,371	2,495,248	2,596,968	10,563	5,832,468	5,851,244	554,317	41,861,809

Property Tax Analysis

		<i>Actual FY'10</i>	<i>Actual FY'11</i>	<i>Actual FY'12</i>	<i>Estimated FY'13</i>	<i>Projected FY'14</i>
Assessed Value	(a)	\$2,409,615,099	\$2,478,646,959	\$2,508,735,657	\$2,536,844,000	\$2,547,965,000
Taxable Base	(b)	2,409,615,099	2,478,646,959	2,508,735,657	2,536,844,000	2,547,965,000
Permanent Tax Rate *	(c)	4.1335	4.1335	4.1335	4.1335	4.1335
Anticipated Levy from Permanent Tax Rate (b) x (c) + Tax Roll Corrections	(d)	9,972,766	10,253,966	10,383,574	10,486,044	10,532,013
Public Safety Local Option Tax*	(e)	1.79	1.79	1.79	1.79	1.79
Anticipated Levy on Taxable Base from Local Option Tax (b) x (e)	(f)	4,313,211	4,436,778	4,490,637	4,540,951	4,560,858
Public Safety Estimated Debt Rate*	(g)	0.399	0.4066	0.4053	0.4053	0.4053
Anticipated Levy for Bonded Debt	(h)	961,436	1,007,818	1,016,791	1,028,183	1,032,690
Total Anticipated Taxes Lines (d) + (f) + (h)		\$15,247,413	\$15,698,562	\$15,891,002	\$16,055,178	\$16,125,561

* Tax rates are \$1,000 per assessed value

	<i>Tax Certification</i>	<i>Collections</i>	<i>Rate</i>
<u>FY'10 Actual</u>			
Permanent Rate Revenues	\$9,972,766	\$9,337,696	4.1335
Public Safety Operating Levy	4,313,211	4,043,662	1.7900
Public Safety Bonded Debt	961,436	903,237	0.3990
Total Actual	\$15,247,413	\$14,284,595	6.3225

<u>FY'11 Actual</u>			
Permanent Rate Revenues	\$10,253,966	\$9,577,073	4.1335
Public Safety Operating Levy	4,436,778	4,147,323	1.7900
Public Safety Bonded Debt	1,007,818	942,071	0.4066
Total Actual	\$15,698,562	\$14,666,467	6.3301

<u>FY'12 Budget</u>			
Permanent Rate Revenues	\$10,383,574	\$9,823,404	4.1335
Public Safety Operating Levy	4,490,637	4,253,996	1.7900
Public Safety Bonded Debt	1,016,791	955,948	0.4066
Total Estimated	\$15,891,002	\$15,033,348	6.3301

<u>FY'13 Estimated</u>			
Permanent Rate Revenues	\$10,486,044	\$9,989,344	4.1335
Public Safety Operating Levy	4,540,951	4,325,858	1.7900
Public Safety Bonded Debt	1,028,183	971,315	0.4066
Total Estimated	\$16,055,178	\$15,286,515	6.3301

<u>FY'14 Projected</u>			
Permanent Rate Revenues	\$10,532,013	\$9,823,055	4.1335
Public Safety Operating Levy	4,560,858	4,253,845	1.7900
Public Safety Bonded Debt	1,032,690	1,001,715	0.4066
Total Estimated	\$16,125,561	\$15,078,615	6.3301

WHERE THE ROGUE RIVER RUNS



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POLICY AND LEGISLATION

ACTIVITIES

***Mayor & Council**

***General Program Operations**

DESCRIPTION

This program provides for the activities of the Mayor and Council, expenses which cannot be specifically allocated and a contingency for un-anticipated emergency requirements for the non-utility portion of the operating budget. No expenditure can be made from the contingency account and contingency funds can only be transferred by Council action.

	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
General Support	<u>8,235,914</u>	<u>10,202,534</u>	<u>9,306,743</u>	<u>10,564,804</u>	<u>10,679,304</u>	<u>10,679,304</u>	<u>8,111,742</u>
Total Resources	<u>8,235,914</u>	<u>10,202,534</u>	<u>9,306,743</u>	<u>10,564,804</u>	<u>10,679,304</u>	<u>10,679,304</u>	<u>8,111,742</u>
Requirements							
Mayor and Council	158,563	156,312	226,473	274,524	289,524	289,524	280,346
General Program Operations	<u>8,077,351</u>	<u>10,046,222</u>	<u>9,080,270</u>	<u>10,290,280</u>	<u>10,389,780</u>	<u>10,389,780</u>	<u>7,831,396</u>
Total Requirements	<u>8,235,914</u>	<u>10,202,534</u>	<u>9,306,743</u>	<u>10,564,804</u>	<u>10,679,304</u>	<u>10,679,304</u>	<u>8,111,742</u>

Program: Policy and Legislation – Mayor & Council

Mission Statement:

“The mission of the Council is to represent all of the citizens by providing leadership, policies, ordinances and decisions necessary to meeting citizen needs and desires.”

Services Delivered:

The Mayor and Council represent the legislative branch of the City. The Mayor, elected at-large for a four-year term, serves as the chief elected official of the City and presides over the Council meetings. Although he votes only in case of a tie, he does have the power to veto Council actions.

This activity finances the expenses associated with the Mayor and Council, including the goals setting meeting, workshops, the annual community survey, national meetings, state committee meetings and other training sessions. The Mayor and Council are not paid a salary or stipend for serving.

The Council is comprised of eight members, who are elected at-large for overlapping four-year terms, two from each of four separate wards. The Council is the official policy making body for the City and is responsible for the overall direction of the municipality. The Council establishes the vision for the City, sets goals, approves the City’s work plan and budget. Actions are taken by adopting ordinances and resolutions, authorizing contracts, adopting a City budget and appointing a City Manager.

FY’13 Anticipated Accomplishments:

The Council provides leadership through its vision process and annual Goals Statement. The adopted Goals Statement for 2012 is included and immediately follows the budget message. The goals are reflected in the adopted work plan and are supported throughout the various activities with this budget.

Budget Highlights:

The budget includes the anticipated payment to the Community Library and allows sufficient flexibility to provide the additional professional services the Council feels critical. It includes resources for the City newsletter as well as television coverage to include Council meetings, specifically identified Council workshops and budget meetings. There is also sufficient budget to produce 8-12 special topic programs for cable broadcasting.

FY’12 Activity Review:

The City Council is faced with many opportunities and requirements of varying urgency. The Council adopted their work plan, which helps in prioritizing the use of energy, money and other resources. The Council is actively addressing the needs of Grants Pass citizens through the public process.

Program: Policy and Legislation – Mayor & Council

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
General Support	<u>158,563</u>	<u>156,312</u>	<u>226,473</u>	<u>274,524</u>	<u>289,524</u>	<u>289,524</u>	<u>280,346</u>
Total Resources	<u>158,563</u>	<u>156,312</u>	<u>226,473</u>	<u>274,524</u>	<u>289,524</u>	<u>289,524</u>	<u>280,346</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Materials & Supplies	15,620	16,028	17,200	24,700	24,700	24,700	20,700
Contractual/Prof Services	70,715	75,811	140,335	183,813	198,813	198,813	192,535
Direct Charges	57,813	47,722	48,349	43,511	43,511	43,511	43,511
Capital Outlay	0	2,541	0	0	0	0	0
Indirect Charges	<u>14,415</u>	<u>14,210</u>	<u>20,589</u>	<u>22,500</u>	<u>22,500</u>	<u>22,500</u>	<u>23,600</u>
Total Requirements	<u>158,563</u>	<u>156,312</u>	<u>226,473</u>	<u>274,524</u>	<u>289,524</u>	<u>289,524</u>	<u>280,346</u>

Program: Policy and Legislation – General Program Operations

Services Delivered:

The General Program Operations activity of the General Fund provides for emergency or unforeseen expenses that may occur during the fiscal year and other expenses that cannot be specifically allocated to a single operating activity. Special Council action is required to spend from the contingency account. This program also carries the beginning and ending budgetary fund balances for the General Fund along with all of the general support revenues such as franchise taxes, business taxes and State revenue sharing.

Budget Highlights:

During FY'10, Council implemented a new financial policy establishing a target range for the beginning and ending fund balance for the General Fund. The policy is based on the City's operating needs early in the fiscal year between July and November before the bulk of property tax revenue resources are available. The policy recommends a beginning fund balance of 30-40% of annual expenditures for the General Fund. The General Fund is expected to end FY'12 slightly above that target policy range, therefore, minimal changes are recommended to the beginning and ending General Fund balance for the periods in this budget.

After three years of suspending investments in Transportation and certain other capital projects due to budget constraints, FY'13 is budgeted for \$1,210,000 in total transfers. Almost \$500,000 of this total is for Transportation and other Public Works or Utility related projects, while the remainder is a combination of the highest priority Public Safety, Technology, UGB/Planning, and Parks related capital projects. Priorities for capital contributions largely follow the Council work plan for the year. This year's recommended contribution is due largely to management's current approach of utilizing one time savings that occur when actual General Fund expenditures and revenues result in a higher than budgeted ending balance, for high priority one-time needs. Program savings during FY'11 resulted in approximately \$950,000 for high-priority projects, and the return of over \$400,000 of Public Safety dedicated capital funds from the CAD/MDT project in FY'13 will allow additional contributions to other Public Safety capital projects.

The Recommended FY'13 budget has a general fund contingency of \$1,100,000 which is 5% of the expenditures for the City's General Fund operations (Policy & Legislation, Public Safety, Parks and Development). This contingency meets the recommended and standard minimum of a 5% contingency and should be sufficient to meet un-anticipated events in FY'13. The Contingency cannot be transferred to other expenditure categories or used in any dollar amount without Council's specific approval.

Program: Policy and Legislation – General Program Operations

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
General Support	<u>8,077,351</u>	<u>10,046,222</u>	<u>9,080,270</u>	<u>10,290,280</u>	<u>10,389,780</u>	<u>10,389,780</u>	<u>7,831,396</u>
Total Resources	<u>8,077,351</u>	<u>10,046,222</u>	<u>9,080,270</u>	<u>10,290,280</u>	<u>10,389,780</u>	<u>10,389,780</u>	<u>7,831,396</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	144,977	0	39,550	194,112	194,112	194,112	0
Contractual/Prof Services	22,830	23,535	257,500	306,200	291,200	291,200	291,200
Direct Charges	30,000	45,480	67,140	67,140	67,140	67,140	67,140
Contingencies	0	0	960,450	1,100,000	1,100,000	1,100,000	1,100,000
Debt Service	200,075	0	0	0	0	0	0
Transfers Out	30,000	876,067	897,000	1,210,000	1,382,040	1,382,040	467,500
Ending Balance	<u>7,649,469</u>	<u>9,101,140</u>	<u>6,858,630</u>	<u>7,412,828</u>	<u>7,355,288</u>	<u>7,355,288</u>	<u>5,905,556</u>
Total Requirements	<u>8,077,351</u>	<u>10,046,222</u>	<u>9,080,270</u>	<u>10,290,280</u>	<u>10,389,780</u>	<u>10,389,780</u>	<u>7,831,396</u>

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

PUBLIC SAFETY

ACTIVITIES

- *Public Safety – Field Operations
- *Public Safety – Support Services
- *Code Enforcement
- *Crisis Support Services
- *Street Lighting

DESCRIPTION

The Public Safety Program includes activities to protect the safety of individuals and property in our community. The activities of this program implement a portion of the Council goal for Public Safety. The Public Safety Program is currently funded, in part, by a three-year Public Safety local option levy passed by the voters in November of 2010 for fiscal years FY'12 through FY'14. In addition to the levy, the program utilizes all tax base generated property tax revenues and other general support revenues.

Mission Statement:

“Keeping Grants Pass Safe” reflects Grants Pass Department of Public Safety commitment to provide a safe environment for our community through delivery of professional police, fire and public safety support services.

Organizational Core Values:

- ❖ **Integrity:** *To be morally sound, honest and free from corruption – We Do the Right Thing!*
- ❖ **Professionalism:** *To conduct and carry ourselves responsibly as respected public servants – We Pursue Excellence!*
- ❖ **Teamwork:** *To achieve organizational effectiveness and efficiency – We Work Together!*
- ❖ **Service:** *To serve as guardians of our community’s health and safety – We Earn the Right to Serve!*
- ❖ **Leadership:** *To set the standard on and off duty – We Lead By Example!*

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	15,767,164	15,709,562	16,246,151	16,481,299	16,481,299	16,481,299	16,024,933
General Support	<u>(1,029,448)</u>	<u>(634,863)</u>	<u>799,599</u>	<u>811,089</u>	<u>919,589</u>	<u>919,589</u>	<u>2,240,158</u>
Total Resources	<u>14,737,716</u>	<u>15,074,699</u>	<u>17,045,750</u>	<u>17,292,388</u>	<u>17,400,888</u>	<u>17,400,888</u>	<u>18,265,091</u>
Requirements							
Field Operations	11,094,061	11,542,743	12,985,980	13,197,144	13,237,144	13,237,144	13,732,702
Support Services	3,120,548	3,198,789	3,706,699	3,734,764	3,803,264	3,803,264	4,154,659
Code Enforcement	207,972	0	0	0	0	0	0
Crisis Support Services	39,618	39,618	42,071	41,480	41,480	41,480	42,730
Street Lighting	<u>275,517</u>	<u>293,549</u>	<u>311,000</u>	<u>319,000</u>	<u>319,000</u>	<u>319,000</u>	<u>335,000</u>
Total Requirements	<u>14,737,716</u>	<u>15,074,699</u>	<u>17,045,750</u>	<u>17,292,388</u>	<u>17,400,888</u>	<u>17,400,888</u>	<u>18,265,091</u>

Program: Public Safety – Field Operations

Services Delivered:

The Public Safety Field Operations budget is a program-based budget. All of the programs are based on the Council goal “Keep Citizens Safe”. The Public Safety Department strives to provide a safe environment while addressing livability issues through the delivery of professional public safety services.

Field Operations is the most visible part of the Public Safety operation. Field Operations includes Police Patrol, Detectives, Community Service Officers, Code and Parking Enforcement, Traffic Enforcement and Education, and the Fire Rescue Division. Police services, both uniformed and plain clothes, are provided by officers in marked and unmarked vehicles, police motorcycles, on foot and on bicycles. Detectives are responsible for follow-up investigations on major crimes requiring special training, skills and equipment. Additionally, one detective is assigned to the Rogue Area Drug Enforcement Team and one to the FBI Task Force responsible for the investigation of Cyber Crime. Community Service Officers enforce various codes and ordinances, including parking, transient camps, trash and garbage complaints, as well as violations of the city development code. Fire Rescue responds from three strategically located Public Safety Stations to a wide variety of incidents including all fires, rescues, accidents, serious medical emergencies, hazardous materials incidents and public calls for assistance. In addition, firefighters provide education to thousands annually.

FY’13 Anticipated Accomplishments:

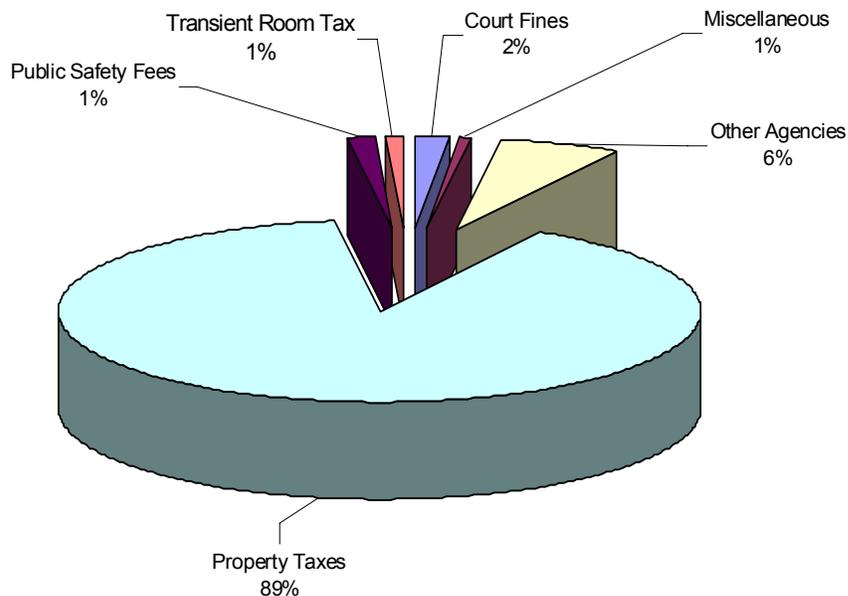
- Improve Traffic Safety – The traffic team (2 officers) funded in FY’12 is expected to be operational in FY’13. Recruitment issues, as well as retirements and unanticipated resignations resulted in extreme difficulty filling police positions, creating a delay in the activation of the team.
- Police Reserve Program – Our reserve program has now grown to three officers. This will be critical as we strive to provide police presence without the impact of overtime. It also provides our citizens an additional opportunity to volunteer in their community.
- CALEA Accreditation – We continue to adhere to the stringent requirements of the CALEA process. Our next on-site reaccreditation is Fall 2012.
- Community Camera – Utilizing asset forfeiture funds, we expect to acquire a pole mounted camera which can be used to help deter criminal activity. Signage will notify the public they are subject to viewing and we will rotate the camera through various problem areas.
- V-8 to V-6 Conversion – We first acquired a V-6 police package car in 2006. We were leading our profession in finding more efficient ways to police our growing community by shifting from traditional V-8 engines. This has been a tremendous success and we have only 3 V-8 patrol cars remaining, at a time when other agencies in our region use V-8’s and very costly full-size SUV’s.
- Historic Downtown – A vibrant, safe and active downtown is vital for a successful community. GPDPS will continue to assure the safety of our merchants, visitors and citizens as they participate in various downtown activities.
- Insurance Services Office – We are scheduled for an agency review by the ISO in January 2013.
- Community Notification System – We will explore the implementation of a community notification system that can be used to advise the public (phone, text, email, etc.) of local emergencies.
- Hillcrest Seismic Rehabilitation – The seismic upgrade of the Hillcrest Public Safety Station will be completed in 2013.

Program: Public Safety – Field Operations

FY'13 Performance Measurements:

- Improve Traffic Safety – Reduce traffic crashes by 10%.
- Police Reserves Program – Add two additional reserve officers.
- CALEA Accreditation – Continue to maintain mandates for the CALEA process.
- Community Camera – Rotate the camera to at least three trouble spots in our community.
- V-8 to V-6 Conversion – Replace two additional V-8 patrol cars with V-6 cars as they cycle out.
- Historic Downtown – In 2011, dedicate an average of 40 hours of Law Enforcement/CSO presence in the downtown area per week.
- Insurance Services Office – Prepare for and meet with ISO representatives upon their arrival for a multi-day inspection.
- Community Notification System – Implement a community-wide notification system that can alert citizens to emergencies such as floods, fires and evaluations.
- Hillcrest Seismic Rehabilitation – Work with contractors and our project manager to assure a complete project in compliance with grant funding.

FY'12 Sources of Public Safety Revenue



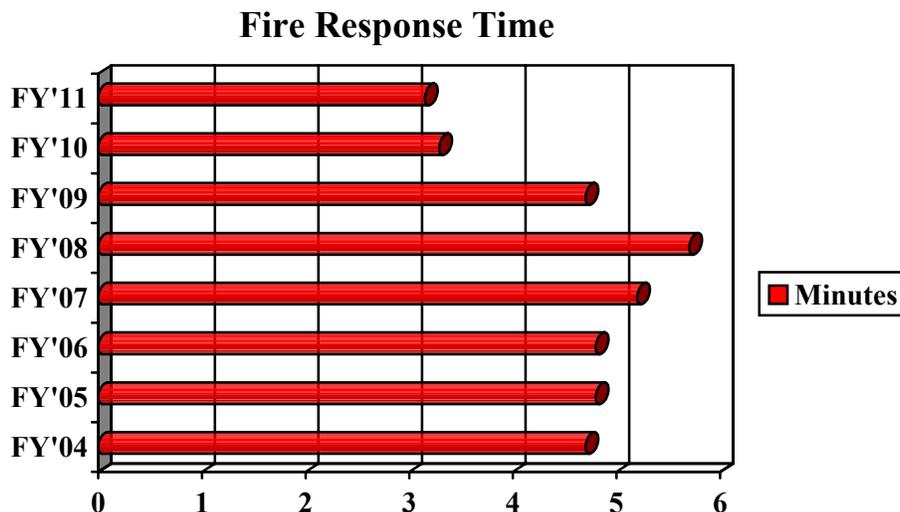
Program: Public Safety – Field Operations

Budget Highlights:

GPDPS has experienced recruitment struggles. We continue to evaluate tools that might help improve our chance of attracting and employing quality candidates. We will prepare to address any impacts that occur as a result of cutbacks in services provided by Josephine County.

FY'12 Activity Review:

- Our partnership with School District #7 continues with Student Public Safety Academy #7 in FY'13, and on-going financial support from School District #7, which allows us to continue our very important School Resource Officer program.
- Our 5 hybrid vehicles along with the continued conversion of our marked police fleet to V-6 engines has helped control fuel consumption, as well as reducing pollutants we discharge into the air.
- Our Community Service Officers continue to perform superbly in reducing calls for service that burden patrol officers, while continuing to maintain a heavy presence in our downtown.
- We continue to see a reduction in emergency response time to fire incidents. This is directly related to our successful project that placed stations in strategic locations in our community.

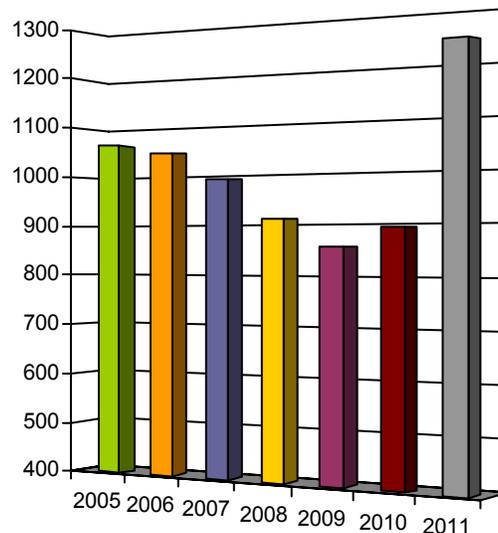


Program: Public Safety – Field Operations

FY'12 Performance Indicators:

- Child Safety Seats – The child safety seat program is critical to keeping infants and children safe. **Target met.** GPDPS held multiple clinics to educate the community on the proper installation and fitting of child safety seats.
- Improve Traffic Safety – Problems with recruitment resulted in staffing shortfalls that did not allow for the activation of the traffic team approved in FY12's budget. **Target NOT met.** *Traffic crashes increased in 2011.*

Number of Traffic Crashes



- Police Reserves Program – Now up to a total of three reserves. **Target met.**
- CALEA Accreditation (Strategic Plan) – We continue to comply with all CALEA standards and are preparing for our next on-site reaccreditation. **Target met.**
- V-8 to V-6 Conversion – Continue to rotate V-8 patrol cars and replace with V-6. **Target met.**

Program: Public Safety – Field Operations

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Property Taxes	10,799,329	11,015,203	11,183,129	11,459,420	11,459,420	11,459,420	11,111,470
Direct Charges	52	0	0	0	0	0	0
Federal Grants	238,247	163,635	307,645	151,000	151,000	151,000	83,800
State Grants	19,956	18,875	13,500	17,500	17,500	17,500	17,500
Local Funding	47,808	53,782	144,098	70,600	70,600	70,600	87,800
Public Safety Fees	214,178	224,431	229,500	259,300	259,300	259,300	259,300
District Court Fines	257,465	218,681	217,800	249,800	249,800	249,800	249,800
Towing Fines	34,388	53,900	61,000	44,400	44,400	44,400	44,400
Other Revenue	20,835	17,716	74,700	132,600	132,600	132,600	132,600
Transfers	<u>143,874</u>	<u>175,329</u>	<u>174,500</u>	<u>174,500</u>	<u>174,500</u>	<u>174,500</u>	<u>174,500</u>
Total Current Resources	11,776,132	11,941,552	12,405,872	12,559,120	12,559,120	12,559,120	12,161,170
General Support	<u>(682,071)</u>	<u>(398,809)</u>	<u>580,108</u>	<u>638,024</u>	<u>678,024</u>	<u>678,024</u>	<u>1,571,532</u>
Total Resources	<u>11,094,061</u>	<u>11,542,743</u>	<u>12,985,980</u>	<u>13,197,144</u>	<u>13,237,144</u>	<u>13,237,144</u>	<u>13,732,702</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	8,149,362	8,879,892	9,816,200	9,941,146	9,941,146	9,941,146	10,477,474
Materials & Supplies	218,576	238,166	319,675	371,975	411,975	411,975	355,765
Contractual/Prof Services	1,406,504	1,304,256	1,496,910	1,576,946	1,576,946	1,576,946	1,595,299
Direct Charges	118	30,733	35,675	30,000	30,000	30,000	30,000
Capital Outlay	310,950	33,980	109,464	42,000	42,000	42,000	33,000
Indirect Charges	1,008,551	1,055,716	1,177,156	1,193,877	1,193,877	1,193,877	1,241,164
Transfers Out	<u>0</u>	<u>0</u>	<u>30,900</u>	<u>41,200</u>	<u>41,200</u>	<u>41,200</u>	<u>0</u>
Total Requirements	<u>11,094,061</u>	<u>11,542,743</u>	<u>12,985,980</u>	<u>13,197,144</u>	<u>13,237,144</u>	<u>13,237,144</u>	<u>13,732,702</u>

Program: Public Safety – Field Operations

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
Deputy Chief	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Safety Sergeants	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Fire Corporals	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Police Corporals	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Police Officers	30.00	32.00	35.00	35.00	35.00	35.00	35.00
Firefighters	19.00	19.00	19.00	19.00	19.00	19.00	19.00
Firewise Coordinator [#]	0.00	0.00	1.00 [#]				
Community Service Officer	3.50	5.50	5.00	5.00	5.00	5.00	5.00
Investigative Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property Specialist	<u>1.00</u>						
Subtotal	73.50	77.50	81.00	81.00	81.00	81.00	81.00
Community Service Officer							
To: Downtown Dev.	(.50)	(.50)	(.50)	(.50)	(.50)	(.50)	(.50)
To: Downtown Dev.	<u>(.50)</u>						
Subtotal	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Total Positions	<u>72.50</u>	<u>76.50</u>	<u>80.00</u>	<u>80.00</u>	<u>80.00</u>	<u>80.00</u>	<u>80.00</u>
[#] Temporary (While Grant Lasts)	0.00	0.00	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Total Permanent Positions	<u>72.50</u>	<u>76.50</u>	<u>79.00</u>	<u>79.00</u>	<u>79.00</u>	<u>79.00</u>	<u>79.00</u>
Temporary/Seasonal Hours	<u>1,050</u>	<u>2,450</u>	<u>1,400</u>	<u>1,850</u>	<u>1,850</u>	<u>1,850</u>	<u>1,850</u>

Capital Outlay/By Item:

Construction other than Buildings	0	9,000	9,000	9,000	0
Mobile Data Terminal	81,701	0	0	0	0
In-Car ICOP video Systems/Radios	18,000	18,000	18,000	18,000	18,000
Thermal Imagers/SCBA	<u>9,763</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Capital Outlay		<u>109,464</u>	<u>42,000</u>	<u>42,000</u>	<u>33,000</u>

Program: Public Safety – Support Services

Services Delivered:

Public Safety Support Services consists of Public Safety administration, planning, personnel and department budgeting. It also encompasses fire and crime prevention, fire code enforcement, police, fire and ambulance dispatch, records, 911 answering and dispatching for approximately eleven outside agencies.

FY'13 Anticipated Accomplishments:

- Citizen Public Safety Academy (CPSA) – We plan to continue this program, which is a high priority in our effort to connect with our community.
- Student Public Safety Academy (SPSA) – Educating students is vital in our efforts at reducing juvenile crime and enhancing their understanding of public safety services. The SPSA has proven invaluable in this regard.
- Bike Rodeos – Any effort an agency can make to save lives is vital. Bike Rodeos offer us the ability to educate children in the safe and responsible use of bicycles as they travel in our community.
- Firewise – The Firewise communities program is underway and we plan to begin extensive work in neighborhoods susceptible to wildfire.
- CAD/MDT Project – The implementation of the CAD/MDT project will be completed and fully functional during this fiscal year.

FY'13 Performance Measurements:

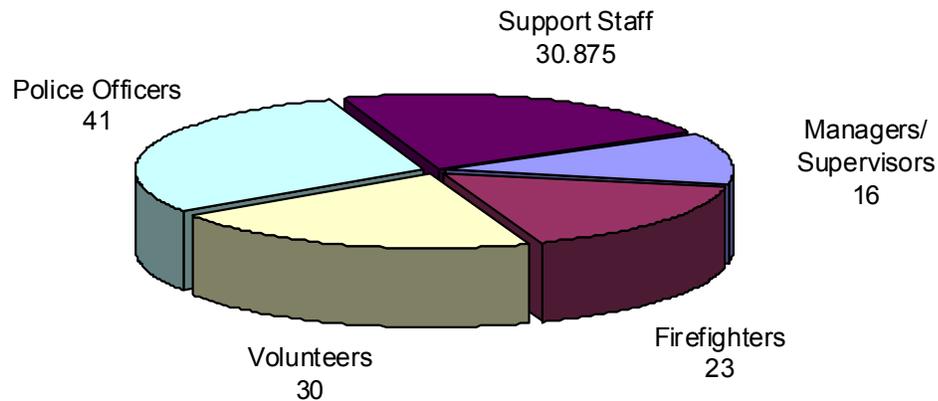
- Citizen Public Safety Academy – Complete one (Session #22) citizen academy.
- Student Public Safety Academy – Complete one (Session #7) student academy.
- Bike Rodeos – Complete two child bike rodeos to enhance juvenile safety and education.
- Firewise – Meet with all impacted neighborhoods and implement the majority of the elements related to the Firewise program.
- CAD/MDT – Fully implement the CAD system, provide all necessary staff training, and install 28 mobile data terminal units in all fire and police vehicles.

Program: Public Safety – Support Services

Budget Highlights:

The Dispatch Center will once again prepare for what always promises to be a very active fire season. Work with outside agencies and Josephine County Emergency Services will be critical. New CAD and MDT's will allow for improved efficiency and effectiveness, which we hope to measure for analysis in future years.

FY'12 Public Safety Department Employee Distribution



FY'12 Performance Indicators:

- Present Citizen Public Safety Academy #21. **Target met.**
- Present Student Public Safety Academy #6. **Target met.**
- Complete two bike rodeos. **Target met.**
- Hire a Firewise Coordinator and implement the program. **Target met.**
- Complete mandatory inspections. **Target met.**

Program: Public Safety – Support Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Property Taxes	2,995,214	2,948,087	2,994,500	3,064,700	3,064,700	3,064,700	2,979,100
9-1-1 Dispatch Fees	349,478	356,467	363,597	370,869	370,869	370,869	378,286
9-1-1 Admin Fees	118,619	120,992	123,411	125,880	125,880	125,880	128,397
Intergovernmental Revenues	0	0	5,500	0	0	0	0
State Grants	0	4,482	0	150	150	150	150
Other Revenue	<u>359</u>	<u>2,050</u>	<u>200</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>
Total Current Resources	3,463,670	3,432,078	3,487,208	3,561,699	3,561,699	3,561,699	3,486,033
General Support	<u>(343,122)</u>	<u>(233,289)</u>	<u>219,491</u>	<u>173,065</u>	<u>241,565</u>	<u>241,565</u>	<u>668,626</u>
Total Resources	<u>3,120,548</u>	<u>3,198,789</u>	<u>3,706,699</u>	<u>3,734,764</u>	<u>3,803,264</u>	<u>3,803,264</u>	<u>4,154,659</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	2,649,298	2,721,401	3,123,513	3,107,120	3,175,620	3,175,620	3,499,369
Materials & Supplies	23,562	24,350	48,840	48,170	48,170	48,170	46,140
Contractual/Prof Services	157,452	157,827	197,373	244,568	244,568	244,568	238,685
Capital Outlay	6,550	3,782	0	0	0	0	0
Indirect Charges	<u>283,686</u>	<u>291,429</u>	<u>336,973</u>	<u>334,906</u>	<u>334,906</u>	<u>334,906</u>	<u>370,465</u>
Total Requirements	<u>3,120,548</u>	<u>3,198,789</u>	<u>3,706,699</u>	<u>3,734,764</u>	<u>3,803,264</u>	<u>3,803,264</u>	<u>4,154,659</u>

Program: Public Safety – Support Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
				#	#	#	#
Public Safety Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Marshall	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Prevention Specialist II	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Police Officer	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Inspector	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Support Specialist-Administrative	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Dispatcher	9.000	10.000	10.000	10.000	11.000	11.000	11.000
Lead Dispatcher	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Civilian PS Supervisor	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Prevention Program Office Asst	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Public Safety Clerk Aide	0.600	0.600	0.875	0.875	0.875	0.875	0.875
Public Safety Clerk	<u>5.750</u>	<u>5.750</u>	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>
Total Positions	<u>29.350</u>	<u>30.350</u>	<u>30.875</u>	<u>30.875</u>	<u>31.875</u>	<u>31.875</u>	<u>31.875</u>
Temporary/Seasonal Hours	<u>3,480</u>	<u>3,480</u>	<u>2,600</u>	<u>2,300</u>	<u>2,300</u>	<u>2,300</u>	<u>2,300</u>

Program: Public Safety – Code Enforcement

Budget Highlights:

At the beginning of FY'10 the administration for Code Enforcement moved from the City Attorney's Office to the Public Safety Field Department. This program has been rolled into the Public Safety Field Operations program starting in FY'11. Performance indicators and measures will now be in the Field Operations section.

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Property Taxes	165,321	0	0	0	0	0	0
Solid Waste Agency	20,000	0	0	0	0	0	0
Other Revenue	2,260	0	0	0	0	0	0
Transfer from:							
Building & Safety	5,000	0	0	0	0	0	0
Solid Waste Projects	<u>24,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	216,581	0	0	0	0	0	0
General Support	<u>(8,609)</u>	0	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>207,972</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	166,995	0	0	0	0	0	0
Contractual/Prof Services	22,071	0	0	0	0	0	0
Indirect Charges	<u>18,906</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>207,972</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Program: Public Safety – Code Enforcement

Personnel

	BUDGET FY'10 #	BUDGET FY'11 #	BUDGET FY'12 #	MANAGER RECOMMEND FY'13 #	COMMITTEE APPROVED FY'13 #	COUNCIL ADOPTED FY'13 #	PROJECTED FY'14 #
Code Enforcement Officer	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Service Officer	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Assistant II	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal	3.00	0.00	0.00	0.00	0.00	0.00	0.00
City Attorney							
From: Legal	0.15	0.00	0.00	0.00	0.00	0.00	0.00
Assistant City Attorney							
From: Legal	<u>0.05</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal	0.20	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	<u>3.20</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

Program: Public Safety – Crisis Support Services

Services Delivered:

The Crisis Support program is a direct contract for service to assist victims of domestic and sexual crimes. The Crisis Support Team responds directly to calls for service from the community, as well as responding with Public Safety Officers when they need assistance in the field. The Crisis Support Team is a resource which eliminates the need to have Public Safety personnel directly assigned to support victims in cases of this type.

FY'13 Anticipated Accomplishments:

Public Safety will continue to maintain open communication and interaction with Crisis Support Services by maintaining an active liaison with the core group through training and education.

Public Safety will continue to use the assistance available from the team for the purpose of training our officers in the proper procedures for handling various domestic and sexual assault crimes. In addition, Public Safety will continue to use the Crisis Support Team for direct response to the scene as appropriate.

FY'13 Performance Measurements:

- The Crisis Support Team will be called upon to assist during actual incidents of abuse and assault whenever the need arises, 24 hours a day, 7 days a week.
- DPS staff will take advantage of opportunities to further educate officers in the investigation of crimes related to this program.

Budget Highlights:

Funding continues to rise based upon an annual contract.

FY'12 Activity Review:

The department consistently utilized the Crisis Support Team to aid with victims of domestic violence and sexual assault.

FY'12 Performance Indicators:

- The Crisis Support Team will be called upon to assist during actual incidents of abuse and assault whenever the need arises, 24 hours a day, 7 days a week. **Target met.**
- DPS staff will take advantage of opportunities to further educate officers in the investigation of crimes related to this program. **Target met.**

Program: Public Safety – Crisis Support Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Property Taxes	<u>43,522</u>	<u>41,127</u>	<u>42,071</u>	<u>41,480</u>	<u>41,480</u>	<u>41,480</u>	<u>42,730</u>
Total Current Resources	43,522	41,127	42,071	41,480	41,480	41,480	42,730
General Support	<u>(3,904)</u>	<u>(1,509)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>39,618</u>	<u>39,618</u>	<u>42,071</u>	<u>41,480</u>	<u>41,480</u>	<u>41,480</u>	<u>42,730</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	<u>39,618</u>	<u>39,618</u>	<u>42,071</u>	<u>41,480</u>	<u>41,480</u>	<u>41,480</u>	<u>42,730</u>
Total Requirements	<u>39,618</u>	<u>39,618</u>	<u>42,071</u>	<u>41,480</u>	<u>41,480</u>	<u>41,480</u>	<u>42,730</u>

Program: Public Safety – Street Lighting

Services Delivered:

The Street Lighting activity provides adequate lighting of City streets. The provision of lighting streets is a safety feature of our community and a logical portion of the Public Safety program.

Budget Highlights:

The FY'13 budget reflects the increased costs as a result of additional streetlights and increased energy costs.

FY'12 Performance Indicators:

- Quarterly inventories of all lights will be completed to assure repair and function of street lighting.
Target met.

Program: Public Safety – Street Lighting

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Property Taxes	<u>267,259</u>	<u>294,805</u>	<u>311,000</u>	<u>319,000</u>	<u>319,000</u>	<u>319,000</u>	<u>335,000</u>
Total Current Resources	267,259	294,805	311,000	319,000	319,000	319,000	335,000
General Support	<u>8,258</u>	<u>(1,256)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>275,517</u>	<u>293,549</u>	<u>311,000</u>	<u>319,000</u>	<u>319,000</u>	<u>319,000</u>	<u>335,000</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	<u>275,517</u>	<u>293,549</u>	<u>311,000</u>	<u>319,000</u>	<u>319,000</u>	<u>319,000</u>	<u>335,000</u>
Total Requirements	<u>275,517</u>	<u>293,549</u>	<u>311,000</u>	<u>319,000</u>	<u>319,000</u>	<u>319,000</u>	<u>335,000</u>

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

PARKS

ACTIVITIES

***Park Maintenance Services**

***Aquatic Services**

***Recreation Services**

DESCRIPTION

Our goal is to provide a safe, interconnected, and sustainable system of vibrant parks, thriving green spaces, and quality recreation opportunities that enhance our community and its economic vitality.

This program implements the Comprehensive Parks and Recreation Plan by maintaining and expanding park and recreation facilities in the City. This program also manages Caveman Pool, the Recreation Program and the Urban Forest Program.

Projects include adding new lighting west of the Caveman Bridge in Riverside Park and River Vista parking areas in Reinhart Volunteer Park. Also, a Grant application was submitted for a Water Spray Park in Reinhart Volunteer Park. Staff also facilitates volunteer projects in multiple parks and manages the urban forest through the Tree City USA program.

Mission Statement:

“To keep parks clean, green, safe, and provide courteous customer service.”

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	181,503	187,663	176,400	175,800	175,800	175,800	175,800
General Support	<u>1,365,868</u>	<u>1,419,023</u>	<u>1,579,761</u>	<u>1,603,592</u>	<u>1,620,592</u>	<u>1,620,592</u>	<u>1,662,608</u>
Total Resources	<u>1,547,371</u>	<u>1,606,686</u>	<u>1,756,161</u>	<u>1,779,392</u>	<u>1,796,392</u>	<u>1,796,392</u>	<u>1,838,408</u>
Requirements							
Park Maintenance Services	1,318,828	1,389,844	1,498,530	1,518,600	1,535,600	1,535,600	1,575,477
Aquatic Services	97,722	84,092	120,192	122,688	122,688	122,688	124,137
Recreation Services	<u>130,821</u>	<u>132,750</u>	<u>137,439</u>	<u>138,104</u>	<u>138,104</u>	<u>138,104</u>	<u>138,794</u>
Total Requirements	<u>1,547,371</u>	<u>1,606,686</u>	<u>1,756,161</u>	<u>1,779,392</u>	<u>1,796,392</u>	<u>1,796,392</u>	<u>1,838,408</u>

Program: Parks – Park Maintenance Services

Services Delivered:

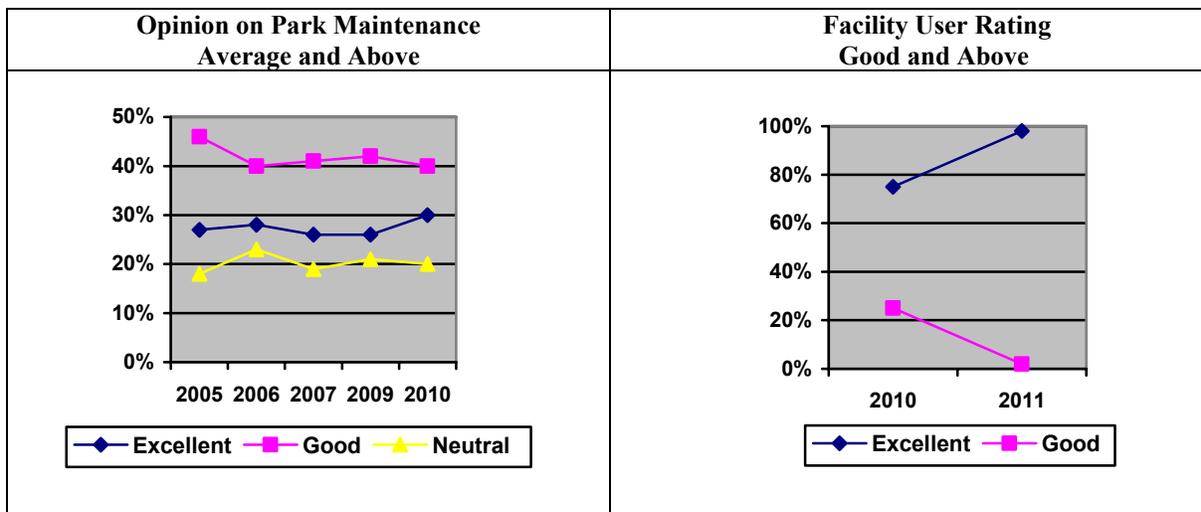
This activity manages 32 sites and trails, totaling 507 acres. Of the 507 acres, 195 are developed and 312 are in park reserves. There are 3 mini parks, 6 neighborhood parks, 1 community park, 1 regional park, 5 special use areas such as a skateboard park and outdoor pool, 8 green space areas, and 8 properties in park reserve land. The Parks Division also prepares parks for special events, picnics, weddings and parties. Staff activities include: customer service, turf management, landscape maintenance, inspections, contract monitoring, repairs, Tree City USA activities, vandalism repair and overseeing undeveloped parklands.

FY'13 Anticipated Accomplishments:

Parks staff will provide maintenance and customer services at all park sites. The tree damaged Trevillian Pavilion in Riverside Park will be completed and a design for a Water Spray Park in Reinhart Volunteer Park will be completed. Parking lot and pedestrian lighting will be completed at Riverside and Reinhart Volunteer Parks. The staff will continue to provide support for volunteer park projects.

FY'13 Performance Measurements:

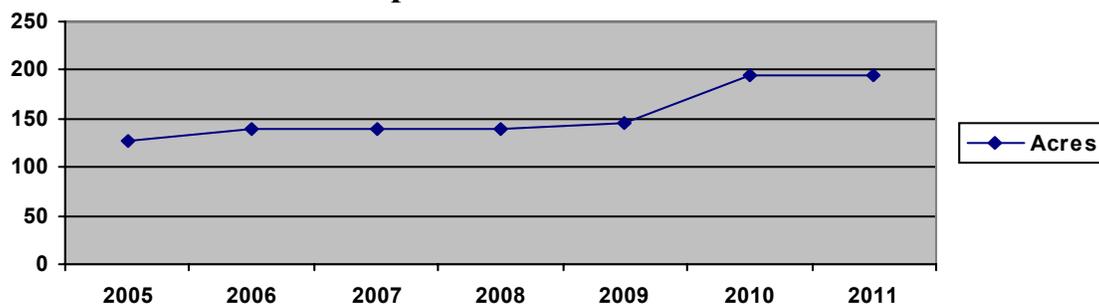
Community Survey



Effectiveness:

- At least 80% of respondents from the Community Survey will rate Parks Maintenance as good or excellent.
- At least 80% of reservation users will rate shelter satisfaction as good or excellent.

Acres of Developed Parkland Maintained

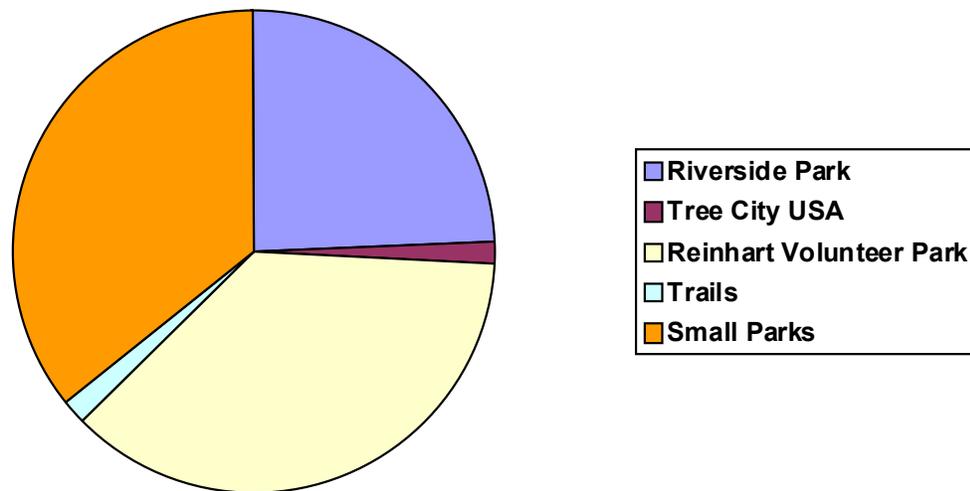


Program: Parks – Park Maintenance Services

Efficiency:

- Irrigation controllers will be installed at Portola and Westholm Parks to calculate water requirements and automatically make watering adjustments to irrigation.
- Low water use toilets will be installed at Reinhart Volunteer Park Restrooms to reduce water costs.
- Electric park maintenance vehicles will continue to replace larger gas powered vehicles.

Allocation of Funds for FY'12



FY'12 Activity Review:

Riverside Park restroom construction was completed. Maintenance of all trails and overlooks continued. Construction for the damaged Trevillian Pavilion in Riverside Park was completed. The Urban Forest Canopy in Grants Pass was increased by 73 trees.

FY'12 Performance Indicators:

- Graffiti will be removed and vandalism repairs initiated within 24 hours on weekdays, in all parks. **Target met.** 90% of the time.
- Sports field turf will be fertilized two times a year and aerated two times a year. **Target met.**
- Trees in high use areas in all City parks will be evaluated according to the City's Hazard Tree Policy. Tree inspections will be documented and mitigated as necessary to address potential hazards. **Target met.**

Program: Parks – Park Maintenance Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
State Grants	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Facility Rents	22,719	22,101	14,400	18,500	18,500	18,500	18,500
Other Revenue	7,860	13,240	9,900	7,000	7,000	7,000	7,000
Transfers	<u>143,873</u>	<u>146,329</u>	<u>145,500</u>	<u>145,500</u>	<u>145,500</u>	<u>145,500</u>	<u>145,500</u>
Total Current Resources	178,452	185,670	173,800	175,000	175,000	175,000	175,000
General Support	<u>1,140,376</u>	<u>1,204,174</u>	<u>1,324,730</u>	<u>1,343,600</u>	<u>1,360,600</u>	<u>1,360,600</u>	<u>1,400,477</u>
Total Resources	<u>1,318,828</u>	<u>1,389,844</u>	<u>1,498,530</u>	<u>1,518,600</u>	<u>1,535,600</u>	<u>1,535,600</u>	<u>1,575,477</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	524,724	521,349	587,325	576,056	638,056	638,056	663,232
Materials & Supplies	88,065	102,041	94,100	99,100	99,100	99,100	96,100
Contractual/Prof Services	537,040	572,848	635,508	661,212	616,212	616,212	630,097
Direct Charges	43,979	43,451	45,432	44,382	44,382	44,382	44,382
Capital Outlay	5,126	23,415	0	0	0	0	0
Indirect Charges	<u>119,894</u>	<u>126,740</u>	<u>136,165</u>	<u>137,850</u>	<u>137,850</u>	<u>137,850</u>	<u>141,666</u>
Total Requirements	<u>1,318,828</u>	<u>1,389,844</u>	<u>1,498,530</u>	<u>1,518,600</u>	<u>1,535,600</u>	<u>1,535,600</u>	<u>1,575,477</u>

Program: Parks – Park Maintenance Services

Personnel

	BUDGET FY'10 #	BUDGET FY'11 #	BUDGET FY'12 #	MANAGER RECOMMEND FY'13 #	COMMITTEE APPROVED FY'13 #	COUNCIL ADOPTED FY'13 #	PROJECTED FY'14 #
Parks & Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Urban Forester	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
Municipal Service Worker**	<u>5.00*</u>	<u>5.00*</u>	<u>5.00*</u>	<u>5.00*</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Subtotal	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Parks and Comm. Service Director							
From: Property Mgmt	0.35	0.35	0.40	0.40	0.40	0.40	0.40
Parks & Recreation Superintendent							
To: Aquatics	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Recreation	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
Support Specialist-Administrative							
From: Garage	0.15	0.15	0.15*	0.15*	0.15*	0.15*	0.15*
Property/Project Coordinator							
From: Property Mgmt	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Municipal Service Worker**							
To: Aquatics	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)
From: Property Mgmt	0.00	0.00	0.05	0.05	0.05	0.05	0.05
Office Assistant II							
From: Property Management	0.50	0.50	0.50*	0.50*	0.50*	0.50*	0.50*
Urban Forester							
To: Streets	<u>(0.50)*</u>	<u>(0.50)*</u>	<u>(0.50)*</u>	<u>(0.50)*</u>	<u>(0.50)*</u>	<u>(0.50)*</u>	<u>(0.50)*</u>
Subtotal	0.10	0.10	0.20	0.20	0.20	0.20	0.20
Total Positions	<u>8.10</u>	<u>8.10</u>	<u>8.200</u>	<u>8.200</u>	<u>8.200</u>	<u>8.200</u>	<u>8.200</u>
Total Un-Funded Positions	(1.50)	(1.50)	(1.565)	(1.565)	(0.565)	(0.565)	(0.565)
Total Funded Positions	<u>6.60</u>	<u>6.60</u>	<u>6.635</u>	<u>6.635</u>	<u>7.635</u>	<u>7.635</u>	<u>7.635</u>
Temporary/Seasonal Hours	<u>4,060</u>	<u>4,060</u>	<u>4,060</u>	<u>4,060</u>	<u>4,060</u>	<u>4,060</u>	<u>4,060</u>

*Recap of Unfunded Positions by Fiscal Year:

Urban Forester	0.50	0.50	0.500	0.500	0.500	0.500	0.500
Municipal Service Worker	1.00	1.00	1.000	1.000	0.000	0.000	0.000
Office Assistant II	0.00	0.00	0.050	0.050	0.050	0.050	0.050
Admin Support Specialist	0.00	0.00	0.015	0.015	0.015	0.015	0.015

Program: Parks – Aquatic Services

Services Delivered:

This program manages the Caveman Pool and grounds. The YMCA, under City contract, runs the summer recreation pool program. The Grants Pass Aquatic Club and swim team use the pool under a subcontract with the YMCA. Finally, the City provides pool use to School District 7 in the spring.

FY'13 Anticipated Accomplishments:

The Pool will continue to be painted on a rotating basis, weather permitting. One of the bleachers will be replaced.

FY'13 Performance Measurements:

Effectiveness:

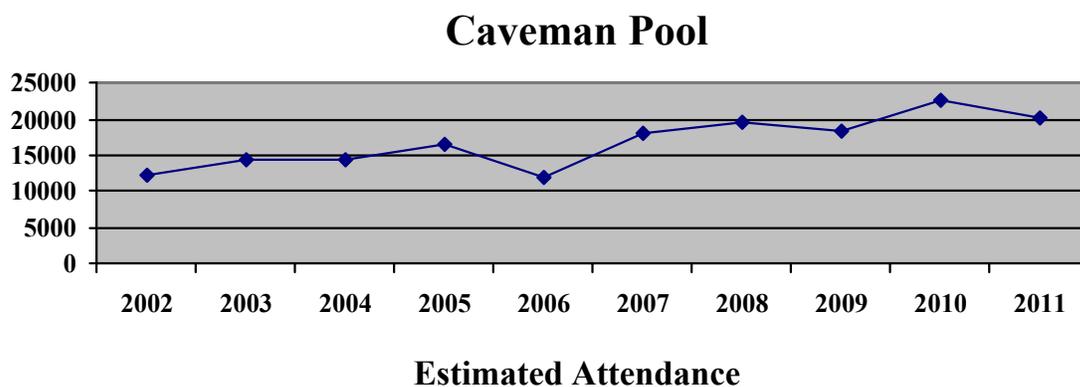
- Staff will work with YMCA management to survey pool users for satisfaction and suggestions for the pool and operation. The target goal for satisfaction is at least 80% of respondents rating the pool operation as good or excellent.

Efficiency:

- Staff will continue to contract with the YMCA staff to manage the pool program.
- Two low flow toilets will be installed to reduce water use.

Budget Highlights:

- Painting sections of the pool will continue on a yearly rotating basis.



Program: Parks – Aquatic Services

FY'12 Activity Review:

The deck area around the pool perimeter was painted. Depth numbers on the pool walls were painted. The shade structure was renovated.

FY'12 Performance Indicators:

- The pool shall be covered nightly.
 - Effectiveness Target: 95%. **Target met.**
- The YMCA provided pool program will break even.
 - Effectiveness Target: 100%. **Target met.**
- The chemical balance shall be monitored on a bi-hourly basis when the pool is open.
 - Effectiveness Target: 90%. **Target met.**

Program: Parks – Aquatic Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Facility Rents	<u>2,290</u>	<u>1,177</u>	<u>1,800</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	2,290	1,177	1,800	0	0	0	0
General Support	<u>95,432</u>	<u>82,915</u>	<u>118,392</u>	<u>122,688</u>	<u>122,688</u>	<u>122,688</u>	<u>124,137</u>
Total Resources	<u>97,722</u>	<u>84,092</u>	<u>120,192</u>	<u>122,688</u>	<u>122,688</u>	<u>122,688</u>	<u>124,137</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	21,821	20,919	33,974	34,678	34,678	34,678	36,228
Materials & Supplies	24,285	21,317	22,800	23,700	23,700	23,700	24,700
Contractual/Prof Services	33,064	33,523	43,395	44,156	44,156	44,156	42,924
Capital Outlay	9,668	670	9,000	9,000	9,000	9,000	9,000
Indirect Charges	<u>8,884</u>	<u>7,663</u>	<u>11,023</u>	<u>11,154</u>	<u>11,154</u>	<u>11,154</u>	<u>11,285</u>
Total Requirements	<u>97,722</u>	<u>84,092</u>	<u>120,192</u>	<u>122,688</u>	<u>122,688</u>	<u>122,688</u>	<u>124,137</u>

Program: Parks – Aquatic Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	#	#	#	#	#	#	#
Parks & Recreation Superintendent							
From: Park Maintenance	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Property Management Coordinator							
From: Property Mgmt	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Municipal Service Worker**							
From: Property Mgmt	0.00	0.00	0.05	0.05	0.05	0.05	0.05
From: Park Maintenance	<u>0.25</u>						
Total Positions	<u>0.35</u>	<u>0.35</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>
Part Time/Seasonal Hours	<u>38*</u>	<u>38*</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>

Capital Outlay/By Item

Pool Epoxy		<u>9,000</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
Total Capital Outlay		<u>9,000</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>

Program: Parks – Recreation Services

Services Delivered:

The Grants Pass Recreation Program facilitates opportunities for citizens to participate in recreation as a life-enriching element of our community. The program provides all park and recreation facility scheduling and works with local school districts to maximize school recreation facility use. This service also schedules park activities, reserves shelters, River Vista and River House rentals, coordinates the use of public facilities by leagues and community groups, issues tree permits, and reserves banners for 6th and 7th Streets and Riverside Park.

The Grants Pass Recreation Program sponsors an adult basketball league and drop-in volleyball games at local gyms. The Program also conducts free outings to encourage a more active lifestyle. Finally, the Recreation Program is responsible for developing and maintaining the Park Department section of the City's website and publishes a quarterly recreation guide.

The Recreation Program works in conjunction with the Downtown Visitor staff to expand visitor center hours and provide support for downtown activities such as Christmas Lighting and Parade, and the downtown Clean-Up Day.

FY'13 Anticipated Accomplishments:

This program will continue to provide program coordination, league support, and park and field reservation services. This service is currently provided by contract with Recreation Northwest.

FY'13 Performance Measurements:

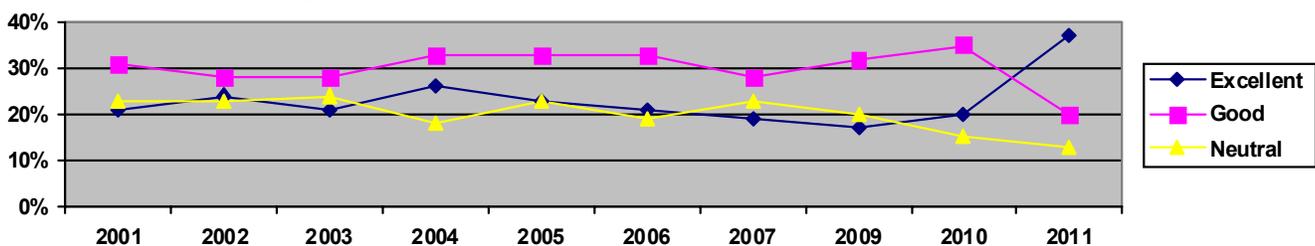
Effectiveness:

- At least 80% of respondents to reservation surveys will rate the recreation office staff good or excellent in helpfulness and ability to answer questions.
- Recreation office will be open 4 hours on Saturdays from June through September.
- Facilitate four meetings of user groups to discuss issues and seek means to coordinate and improve customer service.

Efficiency:

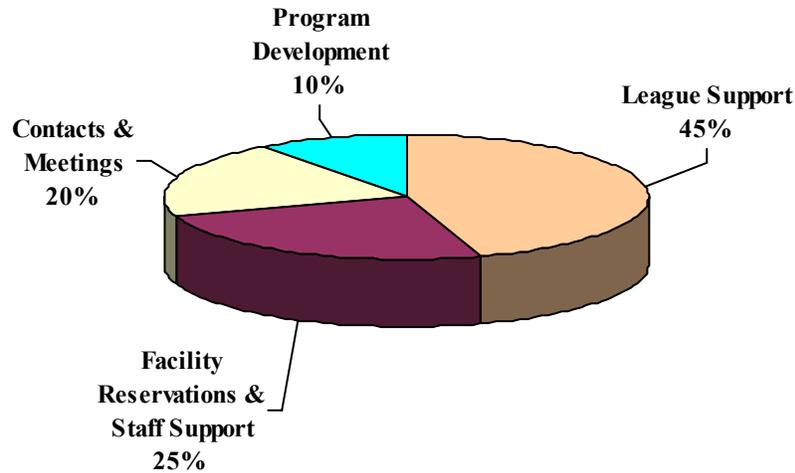
- The Downtown Visitors and Recreation contracts will continue in a combined contract to eliminate separate offices and expand service hours.
- Community survey respondents will rate recreation services as average or above average.

Annual Survey of Citizen Satisfaction with Recreation Services



Program: Parks – Recreation Services

Recreation Components



FY'12 Activity Review:

Recreation staff met with officials from Little League, Grants Pass Soccer Club, Softball Association, Senior Softball Leagues, American Legion Baseball, Babe Ruth Baseball, Grants Pass High School, ASA Girl's Fastpitch, Men's Fastpitch League and YMCA on several occasions to discuss current programs and opportunities to facilitate future league needs. The Program also works with local art directors, Boy's & Girl's Club, both school districts and the Grants Pass Community Tennis Association to facilitate their programs.

FY'12 Performance Indicators:

- Follow up on complaints within two working days.
 - Efficiency target: 95%. **Target met.**
- Prepare and distribute four seasonal recreation schedules.
 - Workload target: 100%. **Target met.**
- Facilitate four meetings of user groups to discuss issues and seek means to coordinate and improve customer service.
 - Workload target: 100%. **Target met.**
- Continue to maintain and improve Park and Recreation web pages.
 - Workload target: 100%. **Target met.**
- Expand recreation schedule promoting activities and agencies servicing seniors.
 - **Target met.**

Program: Parks – Recreation Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Other Revenue	<u>761</u>	<u>816</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>800</u>	<u>800</u>
Total Current Resources	761	816	800	800	800	800	800
General Support	<u>130,060</u>	<u>131,934</u>	<u>136,639</u>	<u>137,304</u>	<u>137,304</u>	<u>137,304</u>	<u>137,994</u>
Total Resources	<u>130,821</u>	<u>132,750</u>	<u>137,439</u>	<u>138,104</u>	<u>138,104</u>	<u>138,104</u>	<u>138,794</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	9,924	9,333	15,222	15,876	15,876	15,876	16,504
Contractual/Prof Services	105,254	107,591	105,960	105,929	105,929	105,929	105,929
Direct Charges	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Indirect Charges	<u>11,893</u>	<u>12,076</u>	<u>12,507</u>	<u>12,549</u>	<u>12,549</u>	<u>12,549</u>	<u>12,611</u>
Total Requirements	<u>130,821</u>	<u>132,750</u>	<u>137,439</u>	<u>138,104</u>	<u>138,104</u>	<u>138,104</u>	<u>138,794</u>

Program: Parks – Recreation Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
	#	#	#	#	#	#	#
Parks & Recreation Superintendent							
From: Park Maintenance	<u>0.15</u>						
Total Positions	<u>0.15</u>						

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

DEVELOPMENT

ACTIVITIES

***Planning Services**

***Building Services**

***Economic Development Services**

***Downtown Development Services**

***Tourism Promotion Services**

DESCRIPTION

This program includes those activities associated with the long range and short term planning and development needed for the maintenance and orderly growth of the City.

The budget will continue to support the Council goals of Encourage Economic Prosperity and Facilitate Sustainable, Manageable Growth. It will continue to support the development of our downtown and tourism industry.

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	1,788,592	1,730,560	1,446,547	1,459,721	1,459,721	1,459,721	1,316,729
General Support	<u>706,656</u>	<u>744,526</u>	<u>890,467</u>	<u>951,378</u>	<u>961,378</u>	<u>961,378</u>	<u>1,007,180</u>
Total Resources	<u>2,495,248</u>	<u>2,475,086</u>	<u>2,337,014</u>	<u>2,411,099</u>	<u>2,421,099</u>	<u>2,421,099</u>	<u>2,323,909</u>
Requirements							
Planning Services	614,383	601,458	687,004	726,765	726,765	726,765	732,339
Building Services	1,177,037	1,106,091	840,075	856,309	856,309	856,309	731,979
Economic Development Svc's	135,749	164,813	170,049	174,340	174,340	174,340	179,006
Downtown Development Svc's	286,429	313,552	342,364	355,823	355,823	355,823	364,465
Tourism Promotion Svc's	<u>281,650</u>	<u>289,172</u>	<u>297,522</u>	<u>297,862</u>	<u>307,862</u>	<u>307,862</u>	<u>316,120</u>
Total Requirements	<u>2,495,248</u>	<u>2,475,086</u>	<u>2,337,014</u>	<u>2,411,099</u>	<u>2,421,099</u>	<u>2,421,099</u>	<u>2,323,909</u>

Program: Development – Planning Services

Mission Statement:

“Manage quality growth through the implementation of City regulations and plans to achieve the long term goals and vision of building a healthy, vibrant community for all the citizens of Grants Pass.”

Services Delivered:

The Planning Division provides a combination of current and long range planning services inside the City limits and the unincorporated areas within the Urban Growth Boundary (UGB). Planning staff works closely with the general public and development community to provide information on the Comprehensive Plan, Development Code, Municipal Code, land use policies and Statewide Planning Goals. These plans and policies are implemented through the review and processing of various land use applications and City wide plans. The Planning Division provides coordination among local, state and federal agencies to ensure compliance with local policies and applicable laws.

The division provides staffing for the Historical Buildings and Sites Commission, the Urban Area Planning Commission and City Council on a variety of planning applications. Planning staff works closely with citizen and technical steering committees for projects such as the Urban Growth Boundary expansion and Tree Advisory Committee. It recommends revisions to existing plans and codes as needed to achieve City Council goals and to remain current with changing conditions and regulations. Other responsibilities include preparing annexation proposals, conducting site inspections, pursuing grants to help fund public projects and community plans, and coordinating with the Code Enforcement Division to ensure compliance with zoning regulations and correction of zoning violations.

FY’13 Performance Measures:

- Complete the local hearings process with the City Council and Board of County Commissioners and submit a final approval of the Urban Growth Boundary expansion evaluation to the State.
- Adopt two (2) Neighborhood Center Plans in the Redwood Area.
- Propose Development Code amendments related to objectives outlined in the Urbanization Element of the Comprehensive Plan. Update other Development Code sections and continue working on updates to the Master Plan.
- Coordinate three (3) community events that promote biking, walking and other outdoor activities to make Grants Pass a healthier community.
- Partner with the School Districts to implement three (3) safety projects around schools or parks that provide safer biking and walking routes for children and families.

Budget Highlights:

Overall projected revenues continue to be lower than previous years due to a reduced number of anticipated building permits and planning applications. Expenditures account for three (3) full time budgeted positions with eight (8) positions to remain vacant and unfunded.

Program: Development – Planning Services

FY'12 Activity Review:

During calendar year 2011, the division received 82 land use applications within the City and the urbanizing area, including: 3 partitions, 22 site plan reviews, 4 site plan modifications, 1 subdivision/ PUD, 5 final subdivision and PUD plats, 3 property line vacations, 10 lot line adjustments, 2 appeals, 1 major home occupation, 1 conditional use permit, 5 code amendments, and 5 historic reviews.

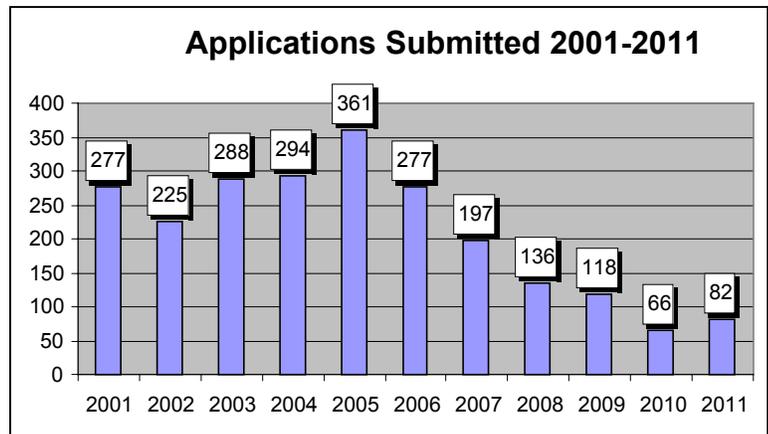
Staff also worked with applicants on 20 pre-applications, a service designed to assist the developer in the preparation of project proposals that reflect code requirements.

Of the 82 applications processed, twenty-five (25) of the applications were decided on by a Hearings Officer, the Historical Buildings and Sites Commission (HBSC) or the Urban Area Planning Commission (UAPC). This number does not include projects that were forwarded on to the City Council for decision or other applications noted below, such as System Development Charge or sign code appeals. Thirty (30) percent of the applications received in 2011 were reviewed and deliberated on in a public hearing setting.

In addition to the land use applications reviewed, the division issued Development Permits and reviewed construction drawings for projects that advanced to construction. The activity also reviewed permits for 18 single-family dwellings, 7 manufactured homes, 2 duplexes/multi-family units, 9 new commercial buildings, and 63 commercial/industrial addition/remodel projects. 173 sign permits were reviewed and issued. Other administrative applications included; review of 2 System Development Charge (SDC) appeals/credits, 2 Sign Code Appeals and 12 Minor Home Occupation permits.

FY'12 Performance Indicators:

- Urban Growth Boundary (UGB) Expansion Evaluation. **On-Going.** *The UGB Steering Committee is finalizing their formal recommendation on the project. The recommendation will initiate the formal hearings process.*
- Complete two (2) Neighborhood Center plans. **On-Going.** *Planning Staff in coordination with Crandall Arambula and ODOT are evaluating the potential for two centers in the Redwood Area.*
- Analyze the existing annexation policy and include an annexation proposal on the May 2012 ballot. **Not Proposed.** *The City Council did not request to review an annexation proposal.*
- Process a minimum of three (3) amendments to the Comprehensive Plan, Development Code or Municipal Code. **Completed.** *Staff presented the following amendments to the City Council: Medical Overlay Provisions, Fire Mountain Gems zone change, Sidewalk Café revisions, System Development Charge extension of reduced charges and Temporary Sign amendments.*
- Partner with School District 7 to implement at least three (3) Safe Routes to School projects. **On-Going.** *City and School District 7 Staff are working on plans for additional trail connections to North Middle School, Highland Elementary and Gilbert Creek Park. It is anticipated this project will be completed by fall 2012.*



Program: Development – Planning Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Sign Permits	8,205	9,578	6,500	7,000	7,000	7,000	7,000
State Grants	0	0	5,000	5,000	5,000	5,000	0
Solid Waste Agency	755	469	500	700	700	700	700
Planning Fees	74,939	63,857	52,600	47,000	47,000	47,000	47,000
Other Revenues	<u>600</u>	<u>1,375</u>	<u>0</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>
Total Current Resources	84,499	75,279	64,600	60,000	60,000	60,000	55,000
General Support	<u>529,884</u>	<u>526,179</u>	<u>622,404</u>	<u>666,765</u>	<u>666,765</u>	<u>666,765</u>	<u>677,339</u>
Total Resources	<u>614,383</u>	<u>601,458</u>	<u>687,004</u>	<u>726,765</u>	<u>726,765</u>	<u>726,765</u>	<u>732,339</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	398,970	348,171	343,204	362,526	362,526	362,526	375,369
Materials & Supplies	50	391	330	4,150	4,150	4,150	2,000
Contractual/Prof Services	22,442	24,507	43,533	43,917	43,917	43,917	31,922
Direct Charges	132,522	167,501	234,755	246,012	246,012	246,012	252,381
Indirect Charges	55,399	55,888	60,182	65,160	65,160	65,160	65,667
Transfers Out	<u>5,000</u>						
Total Requirements	<u>614,383</u>	<u>601,458</u>	<u>687,004</u>	<u>726,765</u>	<u>726,765</u>	<u>726,765</u>	<u>732,339</u>

Program: Development – Planning Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
				#	#	#	#
Principal Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	2.00*	2.00*	2.00*	2.00*	2.00*	2.00*	2.00*
Associate Planner	4.00*	4.00*	4.00*	4.00*	4.00*	4.00*	4.00*
Assistant Planner	3.00*	3.00*	3.00*	3.00*	3.00*	3.00*	3.00*
Department Support Technician	1.00	1.00	1.00*	1.00*	1.00*	1.00*	1.00*
Permit Tech	<u>0.00</u>						
Total Positions	<u>11.00</u>						
Total Un-Funded Positions	(6.00)	(7.00)	(8.00)	(8.00)	(8.00)	(8.00)	(8.00)
Total Funded Positions	<u>5.00</u>	<u>4.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Temporary/Seasonal Hours	<u>0</u>	<u>0</u>	<u>280</u>	<u>280</u>	<u>280</u>	<u>280</u>	<u>280</u>

***The following is a Recap of Unfunded Positions by Fiscal Year:**

Associate Planner	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Assistant Planner	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Senior Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	0.00	0.00	1.00	1.00	1.00	1.00	1.00

Program: Development – Building Services

Mission Statement:

“To effectively administer the building codes of the State of Oregon and local ordinances to ensure public health, safety & welfare; and to provide the best possible professional services to our customers.”

Services Delivered:

The Building and Safety Division of the Community Development Department enforces the Oregon State Building, Mechanical, Plumbing, Fire and Electrical Codes through review of plans for the building permits and inspection of those projects. In addition, the division provides information, education and enforcement of codes to tenants, builders and property owners as a public service.

FY’13 Anticipated Accomplishments:

The Building Division will continue to work towards excellent performance in the areas of code compliance and enforcement as well as timeline efficiency in meeting the needs and goals of both the community and City Council. Although staff levels have been reduced, the remaining staff is trained to handle residential and commercial plan review and inspections.

The Building Division has virtually eliminated overtime and all out-sourced plan reviews, keeping revenue within the division and providing better quality and consistency in the review process through our staff.

FY’13 Performance Measures:

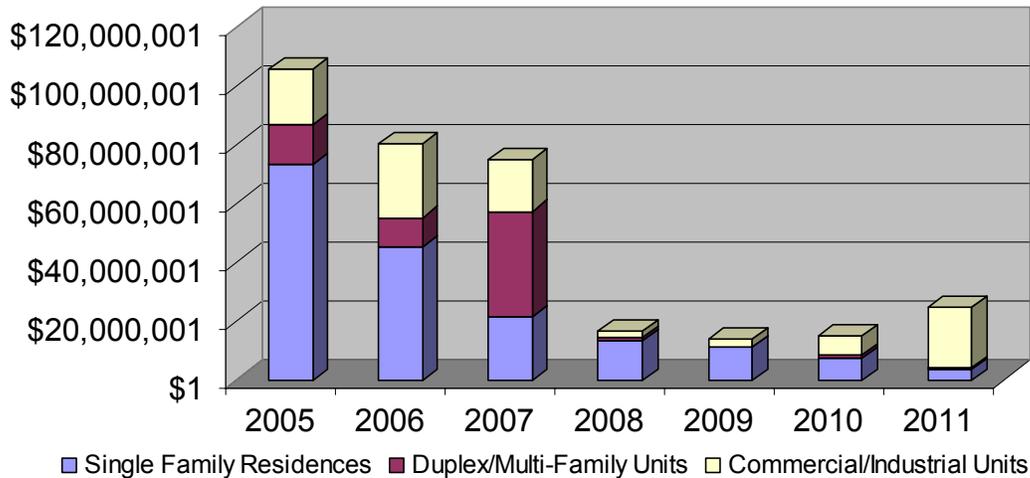
- Maintain the current level of staffing to ensure full building and safety services are available to the community.
- Meet permit processing timelines identified in the 3 track system.
- Follow up with applicants within 2 day of plan review comments.
- Track and report plan review time lines.
- Present update on building code requirements at least 2 times annually to the contracting community.

Budget Highlights:

Budgeted expenses have been cut approximately 4% from FY’12 expenses. Projected FY’13 revenues have increased 17% which has resulted in a 38% reduction in reserve fund dependency. The FY’13 budget maintains 2 existing funded positions, with 5 positions to remain vacant and unfunded.

Program: Development – Building Services

New Building Construction Valuation 2005-2011



FY'12 Activity Review:

In calendar year 2011 we permitted and provided inspection services for 1612 permits, compared to 1645 permits issued in 2010. Building construction valuation increased 64% from calendar year 2011 to 2012, increasing revenue beyond projections.

FY'12 Performance Indicators:

- Maintain the current level of staffing to ensure full building and safety services are available to the community. **Target met.**
- Meet permit processing timelines identified in the 3 track system. **Target met.**
- Follow up with applicants within 2 day of plan review comments. **Target met.**
- Track and report plan review time lines. **Target met.**
- Present update on building code requirements at least 2 times annually to the contracting community. **On-going.**

Program: Development – Building Services

Financial Summary

Resources	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Balance	<u>854,983</u>	<u>704,512</u>	<u>526,275</u>	<u>488,109</u>	<u>488,109</u>	<u>488,109</u>	<u>363,779</u>
Current Resources							
Activity Generated							
Building Permits	115,682	127,629	98,000	115,300	115,300	115,300	115,300
Plumbing Permits	43,424	41,608	37,000	30,000	30,000	30,000	30,000
Mechanical Permits	27,840	25,306	22,000	29,800	29,800	29,800	29,800
Sewer Permits	3,230	3,783	2,000	2,200	2,200	2,200	2,200
Electrical Permits	43,482	44,314	37,000	34,700	34,700	34,700	34,700
Development Charges	83,408	105,805	65,000	102,600	102,600	102,600	102,600
Interest on Investments	4,988	3,092	2,800	3,600	3,600	3,600	3,600
Miscellaneous Revenue	0	42	0	0	0	0	0
Transfer from General Ops.	<u>0</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Current Resources	<u>322,054</u>	<u>401,579</u>	<u>313,800</u>	<u>368,200</u>	<u>368,200</u>	<u>368,200</u>	<u>368,200</u>
Total Resources	<u>1,177,037</u>	<u>1,106,091</u>	<u>840,075</u>	<u>856,309</u>	<u>856,309</u>	<u>856,309</u>	<u>731,979</u>

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Personnel Services	213,924	220,437	223,334	226,931	226,931	226,931	234,806
Materials & Supplies	2,138	3,356	3,650	3,650	3,650	3,650	3,650
Contractual/Prof Services	73,491	68,226	74,179	73,278	73,278	73,278	73,528
Direct Charges	140,016	185,656	162,345	143,896	143,896	143,896	147,721
Contingencies	0	0	50,000	50,000	50,000	50,000	50,000
Indirect Charges	42,956	49,894	46,435	44,775	44,775	44,775	45,970
Ending Balance	<u>704,512</u>	<u>578,522</u>	<u>280,132</u>	<u>313,779</u>	<u>313,779</u>	<u>313,779</u>	<u>176,304</u>
Total Requirements	<u>1,177,037</u>	<u>1,106,091</u>	<u>840,075</u>	<u>856,309</u>	<u>856,309</u>	<u>856,309</u>	<u>731,979</u>

Program: Development – Building Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
				#	#	#	#
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector/Plans Examiner	5.00*	5.00*	5.00*	5.00*	5.00*	5.00*	5.00*
Office Assistant II	<u>1.00*</u>						
Total Positions	<u>7.00</u>						
Total Un-Funded Positions	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)
Total Funded Positions	<u>2.00</u>						

*The following is a Recap of Unfunded Positions by Fiscal Year:
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Building Inspector/Plans Examiner	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Program: Development – Economic Development Services

Services Delivered:

This activity encourages and supports the diversification and growth of the local economy. The primary goal is the creation and retention of quality jobs, new investment attraction and the creation of a healthier business climate. The program focuses on the retention and expansion of existing local businesses and coordinates the marketing of various business development tools, such as the Industrial Loan Fund, Transportation SDC Incentive, Grants Pass Micro-loan program and the Grants Pass Area Enterprise Zone.

Recruitment from outside the area is primarily the responsibility of SOREDI and the Oregon Economic & Community Development Department (OECDD).

FY'13 Anticipated Accomplishments:

This program directly implements the Council Goal of “**Encourage economic prosperity**”. The Enterprise Zone, Transportation SDC Incentive, revolving loan program, Grants Pass Business Development Program, Grants Pass Micro-loan program and Small Business Technical Assistance Program allow a number of local incentives to be used to support business expansion and retention efforts. This activity has a specific target of assisting with the expansion or retention of three businesses.

This activity will look for opportunities to partner with Josephine County, SOREDI, State of Oregon, Small Business Development Center or the private sector to provide services and training that will allow our local businesses to be more successful.

This activity is particularly important when the Community and the State are experiencing a downturn in economic growth.

FY'13 Performance Measurements:

- Assist in the expansion or retention of three businesses.
- Contact at least three targeted local businesses each month.
- In partnership with other agencies or businesses, provide two opportunities for business training.
- In partnership with SOREDI and the State, have one business take advantage of Grants Pass Industrial Loan Fund.
- In partnership with the Small Business Development Center, expand the Josephine/Jackson County Economic Gardening program.
- In partnership with Business Oregon, the State Economic Development Department and the Oregon Economic Development Association, attend at least one trade show to encourage businesses to come to Grants Pass.
- Bring one Economic Development Commission meeting to Grants Pass.

Program: Development – Economic Development Services

Budget Highlights:

The FY'13 budget reflects revenues generated from the City's Transient Room Tax and General Fund revenue support. In terms of expenditures, the FY'13 budget continues support to our business community with a contribution for dues to SOREDI, the professional organization that provides recruitment services and enterprise zone management for the region.

FY'12 Activity Review:

The Economic Development Services activity has one funded employee, the Economic Development Specialist. This employee was an active partner within our region, working closely with the Chamber of Commerce, SOREDI, Job Council and the Small Business Development Center. In addition, the Economic Development Specialist partnered with the Downtown management team and the Towne Center Association to promote economic activity in our Downtown, (Holiday plaza and Buy Local Program.)

FY'12 Performance Indicators:

- Assist in the expansion or retention of three businesses. **Target met.**
- Contact at least three targeted local businesses each month. **Target met.**
- In partnership with other agencies or businesses, provide two opportunities for business training. **Target met.**
- In partnership with SOREDI and the State, have one business take advantage of Grants Pass Industrial Loan Fund. **No application received.**
- In partnership with Josephine County, Thrive and SOREDI, set up a supply chain website for Josephine and Jackson County. **Target met.**
- In partnership with the Small Business Development Center create a Josephine/Jackson County Economic Gardening Program. **Target met.**

Program: Development – Economic Development Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Fines & Forfeitures	0	21,780	0	0	0	0	0
Transfer from Room Tax	107,905	105,247	109,100	109,100	109,100	109,100	109,100
Transfer from Industrial Loans	<u>5,000</u>						
Total Current Resources	112,905	132,027	114,100	114,100	114,100	114,100	114,100
General Support	<u>22,844</u>	<u>32,786</u>	<u>55,949</u>	<u>60,240</u>	<u>60,240</u>	<u>60,240</u>	<u>64,906</u>
Total Resources	<u>135,749</u>	<u>164,813</u>	<u>170,049</u>	<u>174,340</u>	<u>174,340</u>	<u>174,340</u>	<u>179,006</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	91,844	96,435	96,273	98,649	98,649	98,649	100,815
Materials & Supplies	20	964	0	0	0	0	0
Contractual/Prof Services	27,318	50,039	56,197	55,744	55,744	55,744	56,344
Direct Charges	4,226	2,328	2,574	4,147	4,147	4,147	4,147
Indirect Charges	<u>12,341</u>	<u>15,047</u>	<u>15,005</u>	<u>15,800</u>	<u>15,800</u>	<u>15,800</u>	<u>17,700</u>
Total Requirements	<u>135,749</u>	<u>164,813</u>	<u>170,049</u>	<u>174,340</u>	<u>174,340</u>	<u>174,340</u>	<u>179,006</u>

Program: Development – Economic Development Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
				#	#	#	#
Economic Development							
Economic Development Specialist	<u>1.00</u>						
Total Positions	<u>1.00</u>						

Program: Development – Downtown Development Services

Services Delivered:

Grants Pass has a viable and healthy downtown. Downtown Services consists of three major components: support for downtown businesses and visitors, maintenance of public infrastructure, and parking enforcement.

Support for downtown businesses is provided through business liaison contact, assistance with retail promotions and special events, visitor information services, and access to public restrooms.

Maintaining the public infrastructure ensures a clean, safe, and aesthetically pleasing downtown environment. This program directs capital improvements, contracts, maintenance and enhancement of the downtown public improvements, light fixtures, landscape and parking lot maintenance, and trash collection. Downtown contracts include refuse removal, sidewalk sweeping and maintenance, tree care, and ongoing responses to damage or problems with public amenities.

FY'13 Anticipated Accomplishments:

A healthy and attractive downtown is an important element for the City and continues to be a valued asset for residents and visitors. The flower basket program will continue at the 2011 level with staff assistance in watering and care. Staff and contractors will assist with the coordination and placement of public art displays, events, and merchant concerns. Property Management staff will continue to provide oversight and labor for power washing, gum busting, graffiti removal, tree and tree-well maintenance, landscape maintenance, ornamental light operations, and infrastructure improvements.

FY'13 Performance Measurements:

- **Effectiveness:** Merchants will be surveyed following Shop Local promotions and Art Along the Rogue; the findings will be reported.
- **Effectiveness:** Downtown Services will work with Recreation Northwest and Property Management to provide clean and maintained public restroom facilities at least 95% of the hours posted.
- Downtown Services and City staff will finalize and implement a plan to plant at least six new tree locations along 7th Street, and six more in other downtown locations.

Budget Highlights:

Enhancement and maintenance of the downtown physical environment is an ongoing project and priority. A contract is in place with Recreation Northwest to help ensure prompt communication on maintenance and service issues, visitor information, and promotional programs with merchants. This is the primary role of the Downtown Program Coordinator. Additionally, they maintain contact with the Towne Center Association with regards to events held in the downtown. The flower basket program and the winter holiday events will be maintained at the current level of funding.

Program: Development – Downtown Development Services

FY'12 Activity Review:

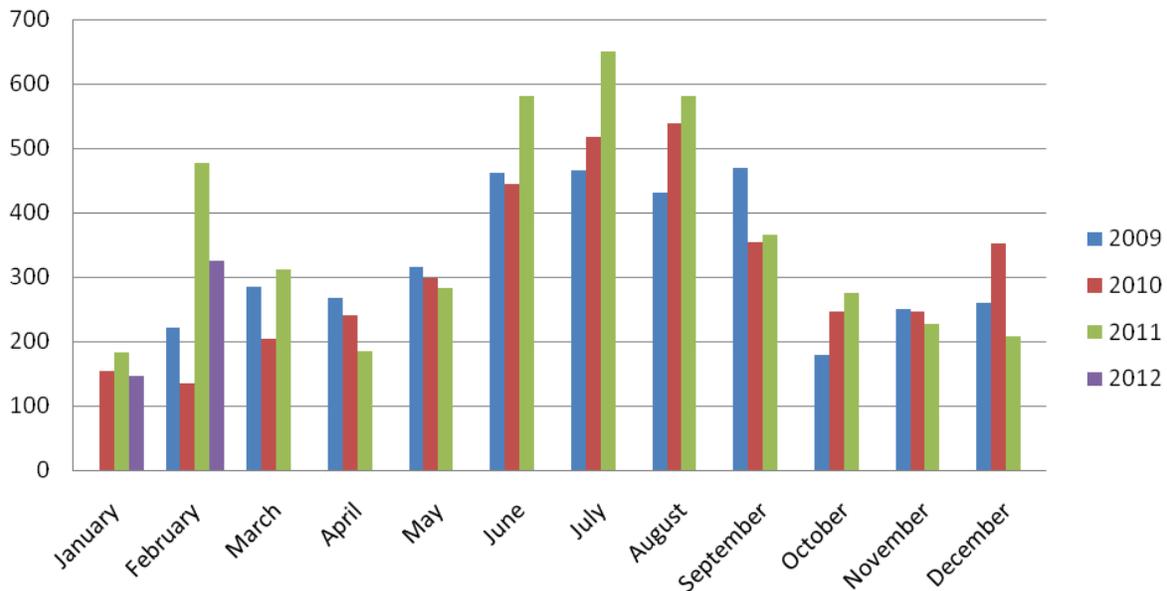
Downtown is the heart of the community and receives support from City staff, Contractors, the Towne Center Association, and many individual merchants. Many successful events, such as Back to the 50's and Art Along the Rogue, are staged in the downtown area, which helps to bring additional awareness of the variety of shops and restaurants available.

FY'12 Performance Indicators:

- Merchants will be surveyed following 'Shop Local' and Art Along the Rogue events, report findings. **Target met.**
- Two forums will be planned to allow proactive discussions with merchants and other affected organizations. **Target met.**
- Janitorial Services at the public restrooms in the Welcome Center were evaluated. **Target met.**

Monthly Visitor Center Contacts

January 2009-February 2012



Program: Development – Downtown Development Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Parking Lot Permits	13,490	8,288	8,400	10,400	10,400	10,400	10,400
Reserved Parking Permits	600	600	600	600	600	600	600
Parking Violations	8,675	11,736	8,700	10,000	10,000	10,000	10,000
Other Revenue	1,831	2,120	3,450	1,350	1,350	1,350	1,350
Transfer from Room Tax Fund	<u>107,905</u>	<u>105,247</u>	<u>109,100</u>	<u>109,100</u>	<u>109,100</u>	<u>109,100</u>	<u>109,100</u>
Total Current Resources	132,501	127,991	130,250	131,450	131,450	131,450	131,450
General Support	<u>153,928</u>	<u>185,561</u>	<u>212,114</u>	<u>224,373</u>	<u>224,373</u>	<u>224,373</u>	<u>233,015</u>
Total Resources	<u>286,429</u>	<u>313,552</u>	<u>342,364</u>	<u>355,823</u>	<u>355,823</u>	<u>355,823</u>	<u>364,465</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	99,577	115,341	129,886	137,430	137,430	137,430	143,454
Materials & Supplies	10,109	8,352	13,360	13,385	13,385	13,385	13,450
Contractual/Prof Services	140,982	142,720	151,261	154,654	154,654	154,654	156,422
Direct Charges	9,722	17,705	16,733	16,733	16,733	16,733	16,733
Capital Outlay	0	888	0	0	0	0	0
Indirect Charges	<u>26,039</u>	<u>28,546</u>	<u>31,124</u>	<u>33,621</u>	<u>33,621</u>	<u>33,621</u>	<u>34,406</u>
Total Requirements	<u>286,429</u>	<u>313,552</u>	<u>342,364</u>	<u>355,823</u>	<u>355,823</u>	<u>355,823</u>	<u>364,465</u>

Program: Development – Downtown Development Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
				#	#	#	#
Community Service Officer							
From: Public Safety Field	0.50	0.50	0.50	0.50	0.50	0.50	0.50
From: Public Safety Field	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Tourism/Downtown Coordinator							
From Tourism	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Property Management Coordinator							
From: Property Management	0.15	0.15	0.10	0.10	0.10	0.10	0.10
Municipal Service Worker							
From: Property Management	0.00	0.00	0.15	0.15	0.15	0.15	0.15
Parks and Comm. Service Director							
From: Property Management	<u>0.05</u>						
Total Positions	<u>1.45</u>	<u>1.45</u>	<u>1.55</u>	<u>1.55</u>	<u>1.55</u>	<u>1.55</u>	<u>1.55</u>
Temporary/Seasonal Hours	<u>210</u>	<u>0*</u>	<u>350</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>

*210 hours of temporary help have not been funded for FY'11.

Program: Development – Tourism Promotion Services

Services Delivered:

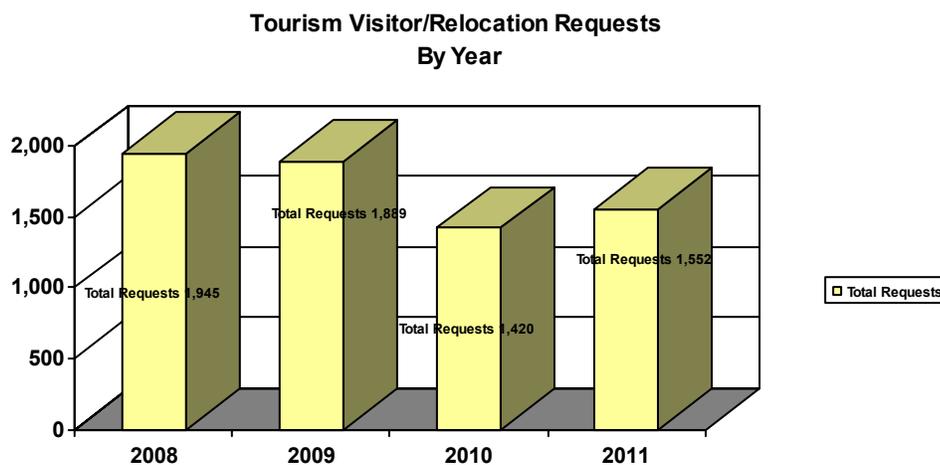
This program is responsible for marketing the Grants Pass area and providing tourism and visitor services to increase economic impact to the community. Activities include advertising, maintaining a dynamic website, visitor contact, event promotion, industry training, development of informational materials and public relations. The main Visitor Center is staffed both by the City’s tourism marketing staff and the Chamber of Commerce. The Tourism Program contracts with the Chamber to provide telephone, fulfillment and greeting support.

FY’13 Anticipated Accomplishments:

Art Along the Rogue (AATR) will celebrate its 10th year and the committee continues to look at methods to enhance the event, yet keep the focus on Street Painting, Music and a family atmosphere. The promotion of local events, such as Amazing May, Back to the 50’s, AATR and Holiday events, through websites and social media will continue. Annual Hospitality Training, quarterly volunteer meetings and hospitality staff briefings will also continue. Efforts will continue to maximize print and web exposure through cooperative opportunities available through SOVA (Southern Oregon Visitors Association) and Travel Oregon. Additional efforts will continue to shift towards website and social media marketing. The tourism website will continue to be updated and enhanced as it is a primary marketing tool. Tourism and Community Development are also working with other community events to enhance and expand community opportunities. One example is routing the Grants Pass Half Marathon through downtown, increasing participation and visibility.

FY’13 Performance Measurements:

- **Effectiveness:** The Tourism program will conduct a survey of local tourism industry providers with a target of at least 80% positive rating of tourism marketing services.
- **Effectiveness:** With the involvement of the Tourism Advisory Committee, staff will present ideas for the creation of a new or expanded event for 2013.
- **Efficiency:** The Tourism program will research and engage in social media efforts to maximize this marketing format.



Program: Development – Tourism Promotion Services

Budget Highlights:

Projected revenues are forecasted to remain flat throughout FY'13. This program is revenue driven; the program's expenses are set based on the anticipated Room Tax collection and independent revenue generated in the fiscal year.

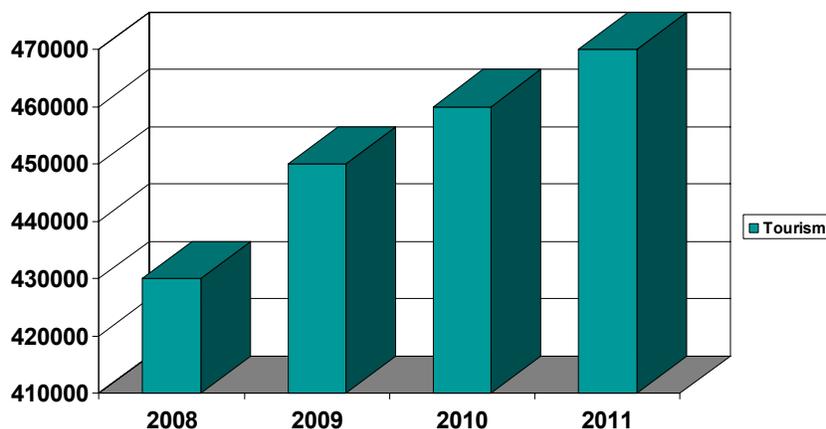
FY'12 Activity Review:

The Tourism program continues to work with the Marketing Plan as a guide to continued promotion, development, advertising and training. Significant staff time and effort is spent on the tourism website (www.visitgrantspass.org) to keep information up to date, fresh, dynamic and interesting through the creation of new pages which highlight activities and local events. A quarterly e-newsletter was sent to over 13,000 subscribers. Social media activities such as Facebook, YouTube, etc have become an important part of the marketing activities. Several brochures/rack cards continued to be produced and distributed. Art Along the Rogue, our fall "shoulder" season event, received a grant from the National Endowment for the Arts and was extremely well received by the community and visitors. Attendance for this event continues to grow.

FY'12 Performance Indicators:

- Receive positive satisfaction ratings from at least 80% of local lodging providers – surveyed group in October 2012. - **Target met.**
- Increase website visits by 3% per year. - **Target met.**

Total Tourism website traffic increase over the previous year



Program: Development – Tourism Promotion Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>0</u>	<u>13,822</u>	<u>13,822</u>	<u>13,662</u>	<u>13,662</u>	<u>13,662</u>	<u>0</u>
Current Resources							
Activity Generated							
Sales	3,757	3,763	2,500	2,700	2,700	2,700	2,700
Transfer from Room Tax	277,470	270,635	280,600	280,600	280,600	280,600	280,600
Other Revenue	<u>423</u>	<u>952</u>	<u>600</u>	<u>900</u>	<u>900</u>	<u>900</u>	<u>900</u>
Total Current Resources	281,650	275,350	283,700	284,200	284,200	284,200	284,200
General Support	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10,000</u>	<u>10,000</u>	<u>31,920</u>
Total Resources	<u>281,650</u>	<u>289,172</u>	<u>297,522</u>	<u>297,862</u>	<u>307,862</u>	<u>307,862</u>	<u>316,120</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	129,148	132,767	141,217	141,531	141,531	141,531	147,912
Materials & Supplies	1,612	2,308	4,600	4,150	4,150	4,150	2,650
Contractual/Prof Services	112,394	114,271	122,383	123,008	133,008	133,008	135,746
Direct Charges	486	515	2,393	2,393	2,393	2,393	2,393
Indirect Charges	24,188	25,649	26,929	26,780	26,780	26,780	27,419
Ending Balance	<u>13,822</u>	<u>13,662</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>281,650</u>	<u>289,172</u>	<u>297,522</u>	<u>297,862</u>	<u>307,862</u>	<u>307,862</u>	<u>316,120</u>

Program: Development – Tourism Promotion Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
	#	#	#	#	#	#	#
Tourism/Downtown Coordinator	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Assistant II	<u>1.000</u>						
Subtotal	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Parks and Comm. Service Director							
From: Property Management	0.050	0.050	0.050	0.050	0.050	0.050	0.050
Office Assistant II							
From: Property Management	0.050	0.050	0.050*	0.050*	0.050*	0.050*	0.050*
Tourism/Downtown Coordinator							
To: Downtown	<u>(0.250)</u>						
Subtotal	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
Total Positions	<u>1.850</u>						
Total Un-Funded Positions	0.000	0.000	(0.005)	(0.005)	(0.005)	(0.005)	(0.005)
Total Funded Positions	<u>1.850</u>	<u>1.850</u>	<u>1.845</u>	<u>1.845</u>	<u>1.845</u>	<u>1.845</u>	<u>1.845</u>

***The following is a Recap of Unfunded Positions by Fiscal Year:**

Office Assistant II	0.000	0.000	0.005	0.005	0.005	0.005	0.005
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WHERE THE ROGUE RIVER RUNS

GRANTS PASS



O R E G O N

© City of Grants Pass

TRANSPORTATION

ACTIVITIES

***Street and Drainage Maintenance**

***Customer Services**

***General Program Operations**

***Capital Construction**

DESCRIPTION

Funding for transportation related activities is derived from three primary sources: the State gas tax, a monthly street utility fee and a system development charge for new construction. This fund provides for street resurfacing and other major street maintenance, safety improvements such as sidewalks, bike lanes and traffic signs, and major street construction and overlays. Routine street and drainage maintenance are also included in the transportation program.

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	<u>13,678,386</u>	<u>13,492,287</u>	<u>11,914,558</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>7,462,155</u>
Total Resources	<u>13,678,386</u>	<u>13,492,287</u>	<u>11,914,558</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>7,462,155</u>
Requirements							
Street & Drainage Maintenance	1,083,201	1,075,410	1,218,104	1,253,127	1,253,127	1,253,127	1,294,962
Customer Services	110,435	66,837	53,311	53,723	53,723	53,723	54,459
General Program Operations	1,403,332	1,930,000	2,245,787	2,027,708	2,027,708	2,027,708	2,006,929
Capital Construction	<u>11,081,418</u>	<u>10,420,040</u>	<u>8,397,356</u>	<u>9,578,125</u>	<u>9,578,125</u>	<u>9,578,125</u>	<u>4,105,805</u>
Total Requirements	<u>13,678,386</u>	<u>13,492,287</u>	<u>11,914,558</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>7,462,155</u>

Program: Transportation/Street Utility

Mission Statement:

“The Transportation Program’s mission is to provide safe, well-maintained street, bike, pedestrian and drainage systems through a systematic and cost-effective maintenance program.”

Services Delivered:

Funding is derived from three primary sources: a monthly street utility fee, State gas tax and a system development charge. This fund provides resources to:

- Repave streets and conduct other major street maintenance.
- Install safety improvements such as sidewalks, bike lanes and traffic signs.
- Address bottleneck capacity issues.
- Build connecting streets near new developments.

The Street and Drainage Maintenance Division is included in this program. It is through this activity that the mission of the transportation program is accomplished. This Division also provides right-of-way vegetation management for safety, community aesthetics and drainage.

The “Customer Service and General Operations Activities” are support functions of the Street Utility.

Program: Transportation/Street Utility

Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>321,197</u>	<u>572,393</u>	<u>693,612</u>	<u>437,558</u>	<u>437,558</u>	<u>437,558</u>	<u>420,410</u>
Current Resources							
Activity Generated							
Gas Tax Allocation	1,374,850	1,642,758	1,947,660	1,945,120	1,945,120	1,945,120	1,966,950
Interest	2,991	3,807	1,680	1,500	1,500	1,500	1,500
Permit Fees	9,070	5,383	7,000	8,000	8,000	8,000	8,000
Revenue from Other Agencies	93,215	84,652	84,650	84,650	84,650	84,650	84,650
Transportation Fees	790,921	758,790	781,500	857,130	857,130	857,130	874,240
Other Revenue	4,724	4,464	1,100	600	600	600	600
Capital Construction	<u>11,081,418</u>	<u>10,420,040</u>	<u>8,397,356</u>	<u>9,578,125</u>	<u>9,578,125</u>	<u>9,578,125</u>	<u>4,105,805</u>
Total Current Resources	<u>13,357,189</u>	<u>12,919,894</u>	<u>11,220,946</u>	<u>12,475,125</u>	<u>12,475,125</u>	<u>12,475,125</u>	<u>7,041,745</u>
Total Resources	<u>13,678,386</u>	<u>13,492,287</u>	<u>11,914,558</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>7,462,155</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Streets and Drainage Maint.	1,083,201	1,075,410	1,218,104	1,253,127	1,253,127	1,253,127	1,294,962
Customer Services	110,435	66,837	53,311	53,723	53,723	53,723	54,459
General Operations	210,611	244,337	284,260	254,652	254,652	254,652	255,104
Capital Construction	11,081,418	10,293,040	8,208,356	9,578,125	9,578,125	9,578,125	4,105,805
Contingencies	0	0	437,558	420,410	420,410	420,410	424,923
Indirect Charges	140,525	139,789	155,612	155,600	155,600	155,600	159,900
Transfers Out	478,808	945,584	1,555,158	1,195,946	1,195,946	1,195,946	1,165,902
Debt Services	995	765	2,199	1,100	1,100	1,100	1,100
Ending Balance	<u>572,393</u>	<u>726,525</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>13,678,386</u>	<u>13,492,287</u>	<u>11,914,558</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>12,912,683</u>	<u>7,462,155</u>

Program: Transportation/Street Utility – Street and Drainage Maintenance

Services Delivered:

The Street and Drainage Maintenance Division activity maintains systems related to vehicle, bicycle and pedestrian traffic. This activity is also responsible for the repair and maintenance of surface and subsurface drainage systems within the City. Maintenance functions include: street surface repairs, sign fabrication and installation, curb and gutter repair, storm drain installation and repair, sidewalk repair, street sweeping and vegetation control along City rights-of-way.

FY'13 Anticipated Accomplishments:

The Street Division will continue major street maintenance preparation and repairs, including crack sealing, digout and repair of failed pavement and continue its role in inspections of utility cuts in existing streets. The Street Division will continue to maintain and improve signage, drainage, vegetation and sidewalk systems and continue its role in erosion and sedimentation inspections. Sweeping will continue to be provided by contract. Specifically the overlay and reconstruction program will continue, 120 signs will be repaired or replaced, crack sealing will be completed on a minimum of 25 street segments and repairs of failed street sub-grade and surface will be completed on 20 segments.

FY'13 Performance Measurements:

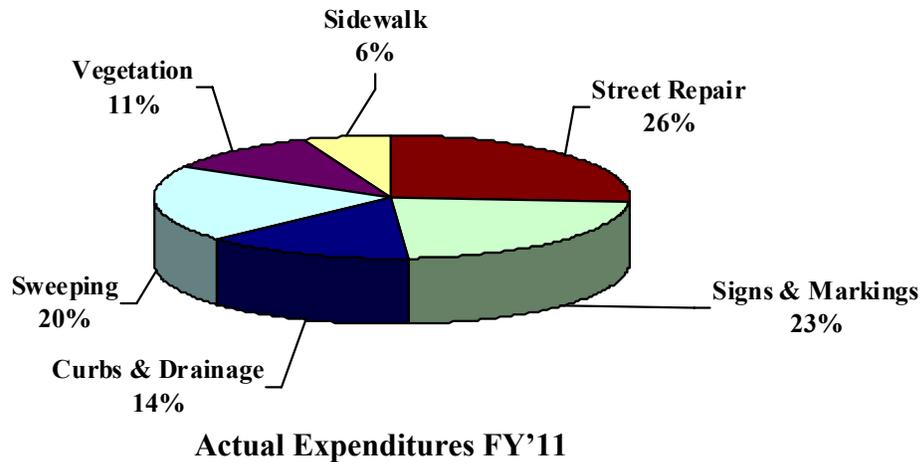
- **Digouts and Skin Patching**
 - Repairs of failed street sub-grade and surface will be completed on 20 segments.
Effectiveness target ■ 90%.
 - 25 square feet of asphalt repairs will be completed per man-hour.
Efficiency target ■ 50%.
 - Repairs of asphalt will meet City standards one year after completion.
Effectiveness target ■ 95%.
- **Crack Sealing**
 - 25 segments of crack sealing will be completed.
Effectiveness target ■ 80%.
 - 40 linear feet of roadway will be sealed per man-hour.
Efficiency target ■ 70%.
- **Crosswalks and Signs**
 - Repaint all the school crosswalks before first day of school yearly.
Efficiency target ■ 100%.
 - Inspect 20% of signs yearly to maintain readability and retro-reflectivity.
Efficiency target ■ 90%.

Budget Highlights:

The FY'13 budget includes \$22,100 for contracted street repairs and \$38,500 for curb, gutter and other drainage repairs and improvements. The budget includes \$16,750 for sign fabrication, \$8,000 for ramp installation, \$26,700 for traffic painting and markings, \$15,000 for alley maintenance and \$145,036 for street sweeping.

Program: Transportation/Street Utility – Street and Drainage Maintenance

Street and Drainage Activities



FY'12 Activity Review:

Digouts and skin patches were completed on 25 street segments to date. Crack sealing was completed on 31 segments, 1000 feet of chip sealing was completed on Medart Ln., four new pedestrian access ramps were installed and 479 feet of hazardous sidewalk was repaired. Several drainage issues were addressed, including installation of 50 feet of new drain line and one inlet on Cedar Ln., and replacement of approximately 101 feet of damaged curb and gutter. Installed pavement markings and striping on many streets throughout the City. Also, continued field investigations of storm drain lines and manholes to upgrade the existing drain maps. Installed 46 new street signs and 453 signs were repaired and replaced. Continued enforcement of street cut standards, within the right-of way, continues to improve the quality of repairs.

FY'12 Performance Indicators:

- Digouts and Skin Patching
 - Repair of failed street sub-grade and surface completed on 20 segments. **Target met.** *Repairs were completed on 25 segments.*
 - 20 square feet of asphalt repairs completed per man-hour. Efficiency target ■ 75%. **Target met.** *Average square feet repaired per man-hour was 21.94.*
 - Repairs of asphalt will meet City standards one year after completion. Effectiveness target ■ 95%. **Target met.** *Effectiveness ■ 100%.*
- Crack sealing
 - 25 segments of crack sealing will be completed. **Target met.** *Crack sealing was completed on 31 segments.*
 - 40 linear feet of roadway will be sealed per man-hour. Effectiveness target ■ 70%. **Target met.** *Average linear feet sealed per man-hour for the year was 55.57.* *Effectiveness ■ 77%.*
- Crosswalks and Signs
 - Repaint all school crosswalks before first day of school yearly. Efficiency target ■ 100%. **Target met.**
 - Inspect 20% of signs yearly to maintain readability and reflectivity. Efficiency target ■ 100%. **Target met.**

Program: Transportation/Street Utility – Street and Drainage Maintenance

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	575,763	582,867	639,341	652,323	652,323	652,323	683,337
Materials & Supplies	53,613	60,817	63,440	67,440	67,440	67,440	67,440
Contractual/Prof Services	453,825	431,501	513,323	531,364	531,364	531,364	542,185
Direct Charges	0	0	2,000	2,000	2,000	2,000	2,000
Capital Outlay	<u>0</u>	<u>225</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,083,201</u>	<u>1,075,410</u>	<u>1,218,104</u>	<u>1,253,127</u>	<u>1,253,127</u>	<u>1,253,127</u>	<u>1,294,962</u>

Program: Transportation/Street Utility – Street and Drainage Maintenance

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
Street Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Services Worker	<u>5.00</u>						
Subtotal	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Public Works Director							
From: Water Treatment Services	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Property Management Coordinator							
From: Property Mgmt	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Dept Support Technician**							
From: Water Treatment Services	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Urban Forester							
From: Parks	<u>0.50*</u>						
Subtotal	1.06	1.06	1.06	1.06	1.06	1.06	1.06
Total Positions	<u>8.06</u>						
Total Un-Funded Positions	<u>(0.50)*</u>						
Total Funded Positions	<u>7.56</u>						
Temporary/Seasonal Hours	<u>3,168</u>						

*Recap of Unfunded Positions by Fiscal Year:							
Urban Forester	0.50	0.50	0.50	0.50	0.50	0.50	0.50

**FY13- Office Assistant Position was reclassified to Department Support Technician

Program: Transportation/Street Utility – Customer Services

Services Delivered:

This activity includes the billing and collection services provided by the Administrative Services Department.

FY'13 Anticipated Accomplishments:

The Street Utility Fee will be billed to an estimated 11,860 customers monthly. Records will be maintained, including the discontinuation and re-connection of municipal utility service, prompting a similar change in the Street Utility Fee.

FY'13 Performance Measurements:

Measure: Operating costs for transportation customer service per customer.

Desired Outcome: Efficient Utility Billing Services.

Calculation:

Direct Monthly Charge to the utility for
Customer Service Services = $\frac{\$ 3,602}{11,860}$ = \$0.30 per customer
Transportation Customers

Definition:

Operating costs for transportation utility customer services include expenditures for: salaries, wages and employment benefits; materials; contracted services; property management and financial expenses. Operating costs per transportation utility customer are projected to be \$0.30 in FY'13. Total costs per transportation utility customer in FY'12 were \$0.23. The Customer Service Office strives to keep these costs at a minimum. We recognize that costs will increase over time, but it is expected that any increased costs per customer will be less than or equal to annual inflation costs.

Budget Highlights:

FY'13 includes maintenance of costs below the FY'11 per customer operating costs for transportation utility customers. We do however recognize that the per customer cost is more than annual inflation for this budget year. Contributing factors include increased costs for postage and supplies which are beyond the control of the activity. However, projected costs for FY'14 represent a 2% increase, which should be within inflationary expectations.

FY'12 Activity Review:

Annual audit on street utility customers was conducted.

FY'12 Performance Indicators:

The Customer Service Department strives to keep costs at a minimum. We recognize that costs will increase over time, but it is expected that any increased costs per customer will be less than or equal to annual inflation costs.

Program: Transportation/Street Utility – Customer Services

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	36,647	36,857	34,873	36,336	36,336	36,336	36,910
Direct Charges	<u>73,788</u>	<u>29,980</u>	<u>18,438</u>	<u>17,387</u>	<u>17,387</u>	<u>17,387</u>	<u>17,549</u>
Total Requirements	<u>110,435</u>	<u>66,837</u>	<u>53,311</u>	<u>53,723</u>	<u>53,723</u>	<u>53,723</u>	<u>54,459</u>

Program: Transportation – General Program Operations

Services Delivered:

This activity accounts for expenses not directly allocated to any single street activity. The contingency is appropriated in this activity, along with transfers to capital projects, payment of administrative costs for the fund and ending fund balances.

FY'13 Anticipated Accomplishments:

The contingency funds available in General Program Operations are utilized only with direct City Council authorization. The ending fund balance appropriation may not be altered during the fiscal year. The appropriations for projects are transferred to the capital projects funds as soon as they are available.

Program: Transportation – General Program Operations

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	1,800	123	1,700	1,700	1,700	1,700	1,700
Direct Charges	208,811	244,214	282,560	252,952	252,952	252,952	253,404
Contingencies	0	0	437,558	420,410	420,410	420,410	424,923
Indirect Charges	140,525	139,789	155,612	155,600	155,600	155,600	159,900
Transfers Out	478,808	818,584	1,366,158	1,195,946	1,195,946	1,195,946	1,165,902
Debt Service	995	765	2,199	1,100	1,100	1,100	1,100
Ending Balance	<u>572,393</u>	<u>726,525</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,403,332</u>	<u>1,930,000</u>	<u>2,245,787</u>	<u>2,027,708</u>	<u>2,027,708</u>	<u>2,027,708</u>	<u>2,006,929</u>

Program: Transportation – Capital Construction

Basic Functions:

This activity accounts for planning, engineering and all construction of major transportation system improvements.

Activity Highlights:

The Transportation Capital Program includes several projects identified in the Council work plan:

- Widen Hubbard Lane.
- Develop and implement a residential street overlay program.
- Install sidewalks around schools and parks.
- Update Master Transportation Plan.

Traditionally this activity has continued a sidewalk infill program. It will also include projects to upgrade existing roads or construct new roadways.

Budget Highlights:

Funding sources for this activity include funds from gas taxes, monthly street utility fees, transportation system development charges, the Grants Pass Redevelopment Agency, the State, Josephine County and Grants.

The Active Capital Project list includes projects coming to a close in FY'12, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'11"; the re-assessed resource needs of projects using current data for the "Revised FY'12" column, guiding our "Adopted FY'13" and resources estimated "Through FY'13". We have "Future Years" and "Total Project" columns for each project. Refer to the Capital Budget Book for more information on individual projects.

The individual project pages describe the project, the need, future and ongoing costs, and the total project cost. The tables show when and where the money is budgeted to come from and the expenses incurred and budgeted to incur through completion.

Program: Transportation – Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'11	Revised FY'12	Adopted FY'13	Total Through FY'13	Future Years	Total Project
TR0000	Miscellaneous Proj.- General (612)	1,108,256	(371,942)	(368,554)	367,760	82,902	450,662
TR0000	Miscellaneous Proj.- SDC's (614)	64,396	435,604	500,000	1,000,000	25,000	1,025,000
TR0000	Miscellaneous Proj.- LID's (619)	1,716,411	(675,000)	(174,000)	867,411	254,000	1,121,411
TR1050	Emergency Storm Drain Projects	167,924	20,000	20,000	207,924	80,000	287,924
TR1111	Street Utility Holding Project	105,757	75,300	(181,057)	0	0	0
TR4546	GPID Trail Easements	30,234	0	0	30,234	0	30,234
TR4719	Fruitdale Trail	260,561	0	0	260,561	0	260,561
TR4785	Florer Drive LID (619)	117,882	20,000	0	137,882	0	137,882
TR4918	Cloverlawn Multipurpose Path (613)	61,749	0	0	61,749	0	61,749
TR4919	Bicycle Route Signage (613)	16,871	0	0	16,871	0	16,871
TR4922	Underground Utility Lines	34,349	0	0	34,349	0	34,349
TR4924	Hubbard Lane Widening	1,758,184	550,000	125,000	2,433,184	0	2,433,184
TR4925	Hubbard Lane Signal	24,986	0	0	24,986	0	24,986
TR4934	Redwood Ave:Dowell to Hubbard (619)	1,130,082	960,000	545,000	2,635,082	1,975,000	4,610,082
TR5022	Master Transportation Plan Update	306,428	0	0	306,428	0	306,428
TR5025	Right of Way Purchases	80,779	0	25,000	105,779	25,000	130,779
TR5051	Transit Shelter	50,723	0	0	50,723	0	50,723
TR5083	Traffic Calming	73,967	0	0	73,967	0	73,967
TR6075	Lincoln Rd.Sdwk:Lower River Rd to G St.	90,512	0	0	90,512	0	90,512
TR6087	Josephine Cnty Transit - ODOT Op Grant	239,752	251,181	185,211	676,144	0	676,144
TR6114	Storm Drain Deficiency Evaluation	0	100,000	0	100,000	0	100,000
TR6115	Drury Lane Reconstruction (619)	0	1,100,000	585,000	1,685,000	540,000	2,225,000
TR6116	Allen Creek Rd Imprv-W.Harbeck>Denton	0	300,000	1,100,000	1,400,000	1,970,000	3,370,000
TR6117	Bike/Ped Path to Sidewalk Connectivity (613)	0	20,000	0	20,000	0	20,000
TR6118	CMAQ Sidewalk Project	0	50,000	0	50,000	0	50,000
TR6119	Redwood Av/Allen Crk Rd. Intersection Imprv.	0	40,000	75,000	115,000	0	115,000
TR6120	Lawnridge Ave Bike Boulevard (613)	0	10,000	10,000	20,000	0	20,000
TR8413	Sidewalk Infill & Repair Fund	280,616	(1,700)	(110,000)	168,916	120,000	288,916
TR9700	Miscellaneous Proj. - Bikeway (613)	754,431	3,500	(10,000)	747,931	150,000	897,931
NEW PROJECTS							
TR6157	Overlay/Maintenance FY13/FY14	0	0	704,000	704,000	500,000	1,204,000
TR6158	Street Lighting/Signal Improvements	0	0	63,000	63,000	40,000	103,000
TR6159	Rail Crossing Improvements	0	0	125,000	125,000	225,000	350,000
TR6160	Safety Plan for Pedestrians & Bikes (613)	0	0	25,000	25,000	0	25,000
TR6161	Bike Lane Striping FY13/FY14 (613)	0	0	75,000	75,000	75,000	150,000
TR6162	Safety Crossings G and Bridge	0	0	75,000	75,000	75,000	150,000
TR6163	Bike Boulevards (613)	0	0	0	0	40,000	40,000
TR6164	D Street Sidewalks	0	0	110,000	110,000	220,000	330,000
TR6165	New Street Improvement Project	0	0	0	0	100,000	100,000
TR6166	Hawthorne Ave. Storm Drain Replacement	0	0	200,000	200,000	0	200,000
Total Projects		<u>8,474,850</u>	<u>2,886,943</u>	<u>3,703,600</u>	<u>15,065,393</u>	<u>6,496,902</u>	<u>21,562,295</u>

Program: Transportation – Capital Construction

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

	Actual Through FY'11	Revised FY'12	Adopted FY'13	Total Through FY'13	Future Years	Total Project
TR4676 West Park Widening LID (612)	1,974,674	0	(40,000)	1,934,674	0	1,934,674
TR4921 Highway 199 Expressway Upgrade	270,855	(53,140)	0	217,715	0	217,715
TR4932 Sidewalks in Parks	143,548	1,700	0	145,248	0	145,248
TR5091 4th Street Rail Crossing (613)	51,130	(500)	0	50,630	0	50,630
TR6028 Bike Lane Striping (613)	75,663	28,000	0	103,663	0	103,663
TR6031 Overlays Maintenance FY'11/FY'12	920,602	277,713	0	1,198,315	0	1,198,315
TR6069 Sidewalk Projects	176,006	35,000	0	211,006	0	211,006
TR6074 Midland Ave Sidewalk	110,597	0	0	110,597	0	110,597
TR6076 E Street Sidewalk from Mill St to F St.	0	50,000	0	50,000	0	50,000
TR6077 Savage St. Sidewalk: Conklin to Hawthorne	201,038	(65,000)	0	136,038	0	136,038
Total Closed Projects	<u>3,924,113</u>	<u>273,773</u>	<u>(40,000)</u>	<u>4,157,886</u>	<u>0</u>	<u>4,157,886</u>
Grand Total - All Projects	<u>12,398,963</u>	<u>3,160,716</u>	<u>3,663,600</u>	<u>19,223,279</u>	<u>6,496,902</u>	<u>25,720,181</u>

This is a summary sheet of all the Capital Projects that are discussed in detail in the Capital Budget Book.

Program: Transportation – Capital Construction

ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'13

		Adopted FY'13 Beginning Fund Balance	Adopted FY'13 Revenue	Adopted FY'13 Capital Outlay	Adopted FY'13 Transfers Out	Adopted FY'13 Appropriated Fund Balance
TR0000	Miscellaneous Projects - General (612)	570,661	(368,554)	0	0	202,107
TR0000	Miscellaneous Projects - SDC's (614)	665,405	(174,000)	0	0	491,405
TR0000	Miscellaneous Projects - LID's (619)	0	500,000	500,000	0	0
TR1050	Emergency Storm Drain Projects	46,945	20,000	66,945	0	0
TR1111	Street Utility Holding Project	181,057	(181,057)	0	0	0
TR4546	GPID Trail Easements	18,179	0	18,179	0	0
TR4719	Fruitdale Trail	72,296	0	72,296	0	0
TR4785	Florer Drive LID (619)	64,669	0	64,669	0	0
TR4918	Cloverlawn Multipurpose Path (613)	45,000	0	45,000	0	0
TR4919	Bicycle Route Signage (613)	15,871	0	15,871	0	0
TR4922	Underground Utility Lines	34,349	0	34,349	0	0
TR4924	Hubbard Lane Widening	1,199,000	125,000	1,324,000	0	0
TR4925	Hubbard Lane Signal	0	0	0	0	0
TR4934	Redwood Ave:Dowell to Hubbard (619)	1,149,685	545,000	1,694,685	0	0
TR5022	Master Transportation Plan Targeted Updt	281,428	0	281,428	0	0
TR5025	Right of Way Purchases	0	25,000	25,000	0	0
TR5051	Transit Shelter	9,458	0	9,458	0	0
TR5083	Traffic Calming	34,590	0	34,590	0	0
TR6075	Lincoln Rd.Sdwlk:Lower River Rd to G St.	40,920	0	40,920	0	0
TR6087	Josephine County Transit - ODOT Op Grant	138	185,211	185,349	0	0
TR6114	Storm Drain Deficiency Evaluation	75,000	0	75,000	0	0
TR6115	Drury Lane Reconstruction (619)	1,000,000	585,000	1,585,000	0	0
TR6116	Allen Creek Rd Imprv-W.Harbeck>Denton	0	1,100,000	1,100,000	0	0
TR6117	Bike/Ped Path to Sidewalk Connectivity	0	0	0	0	0
TR6118	CMAQ Sidewalk Project	30,000	0	30,000	0	0
TR6119	Redwood Av/Allen Crk Rd. Intersection	20,000	75,000	95,000	0	0
TR6120	Lawnridge Ave Bike Boulevard (613)	0	10,000	10,000	0	0
TR8413	Sidewalk Infill & Repair Fund	189,983	(110,000)	79,983	0	0
TR9700	Miscellaneous Projects - Bikeway	129,891	(10,000)	65,000	0	54,891
NEW PROJECTS						
TR6157	Overlay/Maintenance FY13/FY14	0	704,000	704,000	0	0
TR6158	Street Lighting/Signal Improvements	0	63,000	63,000	0	0
TR6159	Rail Crossing Improvements	0	125,000	125,000	0	0
TR6160	Safety Plan for Pedestrians & Bikes (613)	0	25,000	25,000	0	0
TR6161	Bike Lane Striping FY13/FY14 (613)	0	75,000	75,000	0	0
TR6162	Safety Crossings G and Bridge	0	75,000	75,000	0	0
TR6163	Bike Boulevards (613)	0	0	0	0	0
TR6164	D Street Sidewalks	0	110,000	110,000	0	0
TR6165	New Street Improvement Project	0	0	0	0	0
TR6166	Hawthorne Ave. Storm Drain Replacement	0	200,000	200,000	0	0

CLOSED CAPITAL PROJECT SUMMARY FOR FY'13

TR4676	West Park Widening LID (612)	<u>40,000</u>	<u>(40,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Projects		<u>5,914,525</u>	<u>3,663,600</u>	<u>8,829,722</u>	<u>0</u>	<u>748,403</u>

Program: Transportation – Capital Construction

Financial Summary

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Fund Balance	<u>8,033,586</u>	<u>7,985,397</u>	<u>5,378,474</u>	<u>5,914,525</u>	<u>5,914,525</u>	<u>5,914,525</u>	<u>748,403</u>
Resources							
Revenue from Other Agencies	1,722,748	900,559	633,924	1,192,211	1,192,211	1,192,211	50,000
Development Charges	479,142	121,561	91,000	151,000	151,000	151,000	151,000
Investment Interest	78,526	60,881	45,300	45,943	45,943	45,943	45,000
Other Loan Interest	3,232	0	0	0	0	0	0
Advance Finance Interest	4,103	4,006	0	0	0	0	0
SDC Loans	43,292	42,072	0	0	0	0	0
General Fund	0	2,000	0	200,000	200,000	200,000	100,000
Street Utility Fund	478,807	818,584	1,326,158	1,180,946	1,180,946	1,180,946	1,150,902
Debt Service	0	119,805	500,000	500,000	500,000	500,000	1,800,000
Storm Drain & Open Space Cap.	0	0	220,000	220,000	220,000	220,000	0
Lands & Bldgs. Parks SDC	10,000	0	0	0	0	0	0
Lands & Bldgs.	40,000	15,248	500	53,500	53,500	53,500	500
Sewer Fund	0	2,000	0	0	0	0	0
Water Fund	0	133,000	0	120,000	120,000	120,000	60,000
Water Projects	45,000	160,000	200,000	0	0	0	0
Contributions/Donations	1,659	0	0	0	0	0	0
Loan Repayment	91,000	0	0	0	0	0	0
Advance Financing	16,219	52,866	2,000	0	0	0	0
Miscellaneous Revenue	<u>34,104</u>	<u>2,061</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	<u>3,047,832</u>	<u>2,434,643</u>	<u>3,018,882</u>	<u>3,663,600</u>	<u>3,663,600</u>	<u>3,663,600</u>	<u>3,357,402</u>
Total Resources	<u>11,081,418</u>	<u>10,420,040</u>	<u>8,397,356</u>	<u>9,578,125</u>	<u>9,578,125</u>	<u>9,578,125</u>	<u>4,105,805</u>
Requirements							
Capital Outlay	3,096,021	2,374,919	7,466,963	8,829,722	8,829,722	8,829,722	3,585,000
Transfers Out	0	127,000	189,000	0	0	0	0
Appropriated Fund Balance	<u>7,985,397</u>	<u>7,918,121</u>	<u>741,393</u>	<u>748,403</u>	<u>748,403</u>	<u>748,403</u>	<u>520,805</u>
Total Requirements	<u>11,081,418</u>	<u>10,420,040</u>	<u>8,397,356</u>	<u>9,578,125</u>	<u>9,578,125</u>	<u>9,578,125</u>	<u>4,105,805</u>

STORM WATER AND OPEN SPACE

ACTIVITIES

***Storm Water Maintenance Services**

***Customer Services**

***General Program Operations**

***Capital Construction**

DESCRIPTION

This has been proposed to be a new utility program for the City. Storm drain maintenance had been combined with the Street maintenance in past years. Funding has been inadequate to actively address increased flooding and drainage problems. A previous City Council had resolved to implement a Storm Water Utility including a new Master Plan and funding resources. Funds for this activity were to be derived from a monthly utility fee and a system development charge (SDC) for new construction. Collection of monthly fees and SDC's will only occur after formal adoption of the utility.

	ACTUAL		BUDGET FY'12 \$	MANAGER	COMMITTEE	COUNCIL	PROJECTED FY'14 \$
	FY'10	FY'11		RECOMMEND	APPROVED	ADOPTED	
	\$	\$		FY'13	FY'13	FY'13	
Program Generated Resources	<u>783,544</u>	<u>819,404</u>	<u>781,917</u>	<u>759,860</u>	<u>759,860</u>	<u>759,860</u>	<u>120,360</u>
Total Resources	<u>783,544</u>	<u>819,404</u>	<u>781,917</u>	<u>759,860</u>	<u>759,860</u>	<u>759,860</u>	<u>120,360</u>
Requirements							
General Program Operations	10,563	10,563	10,563	10,563	10,563	10,563	10,563
Capital Construction	<u>772,981</u>	<u>808,841</u>	<u>771,354</u>	<u>749,297</u>	<u>749,297</u>	<u>749,297</u>	<u>109,797</u>
Total Requirements	<u>783,544</u>	<u>819,404</u>	<u>781,917</u>	<u>759,860</u>	<u>759,860</u>	<u>759,860</u>	<u>120,360</u>

Program: Utilities/Storm Water Program

Mission Statement:

“The Storm Water Program’s mission is to provide a safe, well-maintained drainage system through a systematic and cost-effective maintenance and capital program.”

Services Delivered:

Funding will be derived from two sources: a monthly utility fee and a system development charge. This fund will provide resources to: actively maintain the existing storm water collection system, correct existing deficiencies in the system, and provide for new system capacity needed for future development.

Funding in the past has been able to provide little more than responding to immediate problem areas and emergency flooding situations. Funding for the new utility will provide for a proactive program of cleaning and maintenance of the existing system as well as correcting existing bottle necks and deficiencies, plus install system improvements necessary for future growth.

Program: Utilities/Storm Water Program

Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>(80,642)</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>
Current Resources							
Activity Generated							
Other Revenue	91,205	0	0	0	0	0	0
Capital Construction	<u>772,981</u>	<u>808,841</u>	<u>771,354</u>	<u>749,297</u>	<u>749,297</u>	<u>749,297</u>	<u>109,797</u>
Total Current Resources	<u>864,186</u>	<u>808,841</u>	<u>771,354</u>	<u>749,297</u>	<u>749,297</u>	<u>749,297</u>	<u>109,797</u>
Total Resources	<u>783,544</u>	<u>819,404</u>	<u>781,917</u>	<u>759,860</u>	<u>759,860</u>	<u>759,860</u>	<u>120,360</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Capital Construction	772,981	808,841	551,354	529,297	529,297	529,297	109,797
Transfers Out	0	0	220,000	220,000	220,000	220,000	0
Ending Balance	<u>10,563</u>						
Total Requirements	<u>783,544</u>	<u>819,404</u>	<u>781,917</u>	<u>759,860</u>	<u>759,860</u>	<u>759,860</u>	<u>120,360</u>

Program: Utilities/Storm Water – Maintenance Services

Services Delivered:

The Storm Water Maintenance activity maintains systems related to the collection, conveyance and water quality issues related to storm water runoff. Maintenance functions include: repairs, vegetation control, operation of water quality structures, inlets, catch basins, manholes, and underground piping systems.

FY'13 Anticipated Accomplishments:

The Storm Water Division will continue the immediate maintenance and repair work as previously provided through the Transportation/Street Utility – Street and Drainage Maintenance Program for FY'13. Staff and program expansions will occur following the adoption of the formal Storm Water Utility.

FY'13 Performance Measurements:

- Respond to immediate maintenance needs throughout the storm drainage system as quickly as possible. Return phone messages or respond to written requests for service within 24 hours. This may not mean needed repair/maintenance work is complete in that time frame, but that parties have been notified of their request and it will be evaluated.
- Review and clean catch basins with historic drainage problems before the rainy season starts at the end of October.
- Record the locations and recommend repairs/improvements to correct the drainage problems identified in #2 above.

Budget Highlights:

The Storm Water Maintenance budget will not show direct expenses until the budget cycle following formal adoption of the Storm Water Utility.

Program: Utilities/Storm Water – Maintenance Services

FY'12 Activity Review:

This will be a new program budget following adoption of the storm water utility. FY'12 storm drainage activities have been provided in the Transportation/Street Operating budget.

FY'12 Performance Indicators:

- Respond to immediate maintenance needs throughout the storm drainage system as quickly as possible. Return phone messages or respond to written requests for service within 24 hours. This may not mean needed repair/maintenance work is complete in that time frame, but that parties have been notified of their request and it will be evaluated. **Target met through the Transportation/Street Utility – Street and Drain Maintenance.**
- Review and clean catch basins with historic drainage problems before the rainy season starts at the end of October. **Target met through the Transportation/Street Utility – Street and Drain Maintenance.**
- Record the locations and recommend repairs/improvements to correct the drainage problems identified above. **Target met through the Transportation/Street Utility – Street and Drain Maintenance.**

Program: Utilities/Storm Water – Maintenance Services

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0
Contractual/Prof Services	<u>0</u>						
Total Requirements	<u>0</u>						

Program: Utilities/Storm Water – Maintenance Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
				#	#	#	#
Parks & Community Svc's Director							
From: Property Management	<u>0.00</u>						
Total Positions	<u>0.00</u>						
Part Time/Seasonal Hours	<u>0</u>						

Program: Utilities/Storm Water – Customer Services

Services Delivered:

This activity includes the billing and collection services provided by the Administrative Services Department.

FY'13 Anticipated Accomplishments:

The Storm Water Utility is not expected to be established this Fiscal Year by action of the City Council. Implementation would require Administrative Services to create a new billing and collection system for customers of this Utility.

Budget Highlights:

There will be significant “Start up” costs to provide this service which may exceed the “normal” costs to run and maintain financial support for this program in the future.

Program: Utilities/Storm Water – Customer Services

Financial Summary

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Direct Charges	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Program: Utilities/Storm Water – General Program Operations

Services Delivered:

This activity accounts for expense that is not directly allocated to any single storm drain activity. The contingency is appropriated in this activity, along with transfers to capital projects, payment of administrative costs, and ending fund balances.

FY'13 Anticipated Accomplishments:

No activity is expected this year.

Program: Utilities/Storm Water – General Program Operations

Financial Summary

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Ending Balance	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>
Total Requirements	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>

Program: Utilities/Storm Water – Capital Construction

Basic Functions:

Storm Water and Open Space systems are required infrastructure to protect our community against flooding, assure the quality of water returned to the Rogue River and allow managed growth. The Storm Water and Open Space SDC is an incurred charge for the planning, acquisition and capital development of facilities to accommodate and control storm water runoff. This is a new program to protect the capacity for current and future users of this system.

The capital improvement plan required by state law as the basis for expending revenues from the improvement fees portion of the Storm Water and Open Space System Development Charge, shall include the update to the Storm Water and Open Space Master Plan and implementation of the Storm Water Management program. The General Fund will also contribute funds to allow for the implementation of the Rogue Basin Total Maximum Daily Load & Water Quality Management Plan as directed by the Oregon Department of Environmental Quality.

Implemented by Council action in February of 2004, two distinct SDC fees were adopted. The Storm Water and Open Space Master Plan fee charged to all new developments is now \$422 per development. These monies will be used to pay for the planning, acquisition, and capital development of facilities to accommodate and control storm water runoff, directly associated open space, and water quality control facilities to clean surface water runoff prior to natural surface water conveyances. The second SDC fee is being collected for storm water construction in the Sand Creek sub-basin area and the charge is currently \$12,439 per acre. Both of these charges will be collected at the time of the building or development permit until a new Storm Water Utility and System Development Charges are adopted by the City Council.

Activity Highlights:

Projects in this activity are related to the Council Goal of **“Preserving and Enjoying Our Natural Resources.”** The Storm Water Master Plan, utility ordinance, fees and rates will proceed at the direction of City Council.

Budget Highlights:

The Active Capital Project list includes projects coming to a close in FY’12, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the “Actual resources through FY’11”; the re-assessed resource needs of projects using current data for the “Revised FY’12” column, guiding our “Adopted FY’13” and resources estimated “Through FY’13”. We have “Future Years” and “Total Project” columns for each project. Refer to the Capital Budget Book for more information on individual projects.

The individual project pages describe the project, the need, future and ongoing costs, and the total project cost. The tables show when and where the money is budgeted to come from and the expenses incurred and budgeted to incur through completion.

Program: Utilities/Storm Water – Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'11	Revised FY'12	Adopted FY'13	Total Through FY'13	Future Years	Total Project
DO0000 Miscellaneous Projects - 648	75,262	3,500	0	78,762	0	78,762
DO0000 Miscellaneous Projects - SDC's 642	579,081	204,454	(110,000)	673,535	(41)	673,494
DO4711 Sand Creek Wetland	225,000	0	(100,000)	125,000	185,000	310,000
DO5074 Major Redwood Storm Project	300,000	(200,000)	0	100,000	0	100,000
DO6071 TMDL Implementation Plan Startup	30,000	15,000	30,000	75,000	120,000	195,000
DO6113 Storm Water Quality Feature North of Estates Lane	0	150,000	0	150,000	0	150,000
NEW PROJECTS						
DO6169 Storm Water Plan Update	<u>0</u>	<u>0</u>	<u>225,000</u>	<u>225,000</u>	<u>0</u>	<u>225,000</u>
Total Projects	<u>1,209,343</u>	<u>172,954</u>	<u>45,000</u>	<u>1,427,297</u>	<u>304,959</u>	<u>1,732,256</u>

ALL CLOSED OR CANCELLED CAPITAL PROJECT: RESOURCES

DO4715 Storm Water Master Plan	424,486	(94,800)	0	329,686	0	329,686
DO4957 Storm Water Implementation	<u>185,000</u>	<u>(43,694)</u>	<u>0</u>	<u>141,306</u>	<u>0</u>	<u>141,306</u>
Total Closed Projects	<u>609,486</u>	<u>(138,494)</u>	<u>0</u>	<u>470,992</u>	<u>0</u>	<u>470,992</u>
Grand Total - All Projects	<u>1,818,829</u>	<u>34,460</u>	<u>45,000</u>	<u>1,898,289</u>	<u>304,959</u>	<u>2,203,248</u>

ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'13

	Adopted FY'13 Beginning Fund Balance	Adopted FY'13 Revenue	Adopted FY'13 Capital Outlay	Adopted FY'13 Transfers Out	Adopted FY'13 Appropriated Fund Balance
DO0000 Miscellaneous Projects - 648	78,762	0	0	60,000	18,762
DO0000 Miscellaneous Projects - SDC's 642	308,535	(110,000)	0	160,000	38,535
DO4711 Sand Creek Wetland	175,000	(100,000)	75,000	0	0
DO5074 Major Redwood Storm Project	27,000	0	27,000	0	0
DO6071 TMDL Implementation Plan Startup	15,000	30,000	45,000	0	0
DO6113 Storm Water Quality Feature North of Estates Lane	100,000	0	100,000	0	0
NEW PROJECTS					
DO6169 Storm Water Plan Update	<u>0</u>	<u>225,000</u>	<u>225,000</u>	<u>0</u>	<u>0</u>
Total Projects	<u>704,297</u>	<u>45,000</u>	<u>472,000</u>	<u>220,000</u>	<u>57,297</u>

This is a summary sheet of all the Capital Projects that are discussed in detail in the Capital Budget Book.

Program: Utilities/Storm Water – Capital Construction

Financial Summary

	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Fund Balance	<u>607,346</u>	<u>772,872</u>	<u>708,004</u>	<u>704,297</u>	<u>704,297</u>	<u>704,297</u>	<u>57,297</u>
Resources							
State Grants	101,358	0	0	0	0	0	0
Development Charges	54,710	12,538	43,890	15,000	15,000	15,000	22,500
Investment Interest	6,905	6,143	4,460	0	0	0	0
SDC Loans	2,662	2,288	0	0	0	0	0
General Fund	0	15,000	15,000	15,000	15,000	15,000	15,000
Transportation Projects	<u>0</u>	<u>0</u>	<u>0</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Current Resources	<u>165,635</u>	<u>35,969</u>	<u>63,350</u>	<u>45,000</u>	<u>45,000</u>	<u>45,000</u>	<u>52,500</u>
Total Resources	<u>772,981</u>	<u>808,841</u>	<u>771,354</u>	<u>749,297</u>	<u>749,297</u>	<u>749,297</u>	<u>109,797</u>
Requirements							
Capital Outlay	109	7,126	421,900	472,000	472,000	472,000	30,000
Transfers Out	0	0	220,000	220,000	220,000	220,000	0
Appropriated Fund Balance	<u>772,872</u>	<u>801,715</u>	<u>129,454</u>	<u>57,297</u>	<u>57,297</u>	<u>57,297</u>	<u>79,797</u>
Total Requirements	<u>772,981</u>	<u>808,841</u>	<u>771,354</u>	<u>749,297</u>	<u>749,297</u>	<u>749,297</u>	<u>109,797</u>

WATER

ACTIVITIES

- *Water Treatment Services
- *Water Distribution Services
- *Water Customer Services
- *Water System Debt Service
- *Water General Program Operations
- *Water Capital Construction

DESCRIPTION

This program includes the operation, planning, engineering, production, and delivery of water to each customer connection. Water services are made available for industrial, commercial, domestic, and fire protection uses.

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	<u>8,985,398</u>	<u>8,287,946</u>	<u>7,741,891</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>7,517,903</u>
Total Resources	<u>8,985,398</u>	<u>8,287,946</u>	<u>7,741,891</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>7,517,903</u>
Requirements							
Water Treatment	1,367,364	1,405,166	1,589,962	1,649,406	1,649,406	1,649,406	1,642,093
Water Distribution	993,873	1,054,760	1,232,734	1,247,157	1,247,157	1,247,157	1,297,968
Customer Services	370,020	341,344	380,547	396,015	396,015	396,015	400,154
Debt Services	413,154	397,653	397,800	146,000	146,000	146,000	410,000
General Program Operations	2,280,057	2,240,057	1,920,933	1,844,165	1,844,165	1,844,165	1,555,874
Water Debt Reserve Fund	408,000	0	0	0	0	0	0
Capital Construction	<u>3,152,930</u>	<u>2,848,966</u>	<u>2,219,915</u>	<u>7,619,249</u>	<u>7,619,249</u>	<u>7,619,249</u>	<u>2,211,814</u>
Total Requirements	<u>8,985,398</u>	<u>8,287,946</u>	<u>7,741,891</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>7,517,903</u>

Program: Utilities/Water Program

Mission Statement:

“The mission of the Water Program is to meet the expanding service area’s current and future potable water and fire flow needs, while meeting or exceeding all regulatory requirements.”

Services Delivered:

The municipal water system withdraws raw water from the Rogue River, removes suspended particulates, removes and inactivates pathogens, and produces, pumps and stores non-corrosive, palatable water according to Federal and State drinking water regulations. The water system includes the water filtration plant, reservoirs, booster pumping stations, distribution piping, and support service systems. The utility is an enterprise fund, with all costs of the system borne by ratepayers.

Major repairs and improvements to the water system are financed through capital expenditures. Minor repairs and ongoing operational needs are financed through the operating budgets. The budget is structured in seven (7) major activities:

Water Treatment	Water Distribution
Customer Service	Debt Service
General Program Operations	Debt Service Reserve
Capital Improvements	

This Program provides services to approximately 10,500 system accounts.

FY’13 Anticipated Accomplishments:

- Small undersized water distribution mains are scheduled to be replaced with appropriate sized pipes to improve water delivery and increase fire flows.
- Design of a necessary replacement of Reservoir #3 will be completed to follow-up on structural deficiencies which were observed during routine maintenance at the facility. Demolition of the existing reservoir is expected to begin in the last quarter of the fiscal year with construction of the replacement reservoir to begin thereafter.
- The Water Distribution Master Plan update will be initiated following completion of the UGB expansion process.
- The Water Treatment Facility Plan update will be initiated following completion of the UGB expansion process.
- Elimination of a water transmission main through private property and extension of a new fire service line.
- Backup power generation facilities will be acquired and installed at the Water Filtration Plant.
- Work will begin on repairs to the exterior of the Water Filtration Plant, primarily consisting of minor cosmetic work and painting.

FY’12 Activity Review:

- Small undersized water distribution mains were replaced with appropriate sized pipes to improve water delivery and increase fire flows in Tamara Circle and Sue Circle.
- Responded to community concerns regarding hexavalent chromium in the water supply by continuing sampling and analysis for same as per EPA recommendations.
- Installed a redundant backwash pump at the Water Filtration Plant.
- Reduction of disinfection byproducts within the water system was achieved per EPA directives.

Program: Utilities/Water Program

Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>1,272,203</u>	<u>1,379,420</u>	<u>1,280,556</u>	<u>1,021,804</u>	<u>1,021,804</u>	<u>1,021,804</u>	<u>963,683</u>
Current Resources							
Activity Generated							
Property Taxes	1	0	0	0	0	0	0
Sale of Water	4,059,740	3,972,271	4,189,400	4,201,969	4,201,969	4,201,969	4,283,246
Direct Charges to:							
Solid Waste Operations	10,923	13,024	8,000	12,000	12,000	12,000	12,000
Interest	16,491	11,577	7,500	7,500	7,500	7,500	7,500
Revenue from Other Agencies	0	1,080	0	0	0	0	0
Other Revenue	65,110	54,108	36,520	39,470	39,470	39,470	39,660
Transfers In	0	7,500	0	0	0	0	0
Debt Service Reserve Fund	408,000	0	0	0	0	0	0
Capital Construction	<u>3,152,930</u>	<u>2,848,966</u>	<u>2,219,915</u>	<u>7,619,249</u>	<u>7,619,249</u>	<u>7,619,249</u>	<u>2,211,814</u>
Total Current Resources	<u>7,713,195</u>	<u>6,908,526</u>	<u>6,461,335</u>	<u>11,880,188</u>	<u>11,880,188</u>	<u>11,880,188</u>	<u>6,554,220</u>
Total Resources	<u>8,985,398</u>	<u>8,287,946</u>	<u>7,741,891</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>7,517,903</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Water Treatment	1,367,364	1,405,166	1,589,962	1,649,406	1,649,406	1,649,406	1,642,093
Water Distribution	993,873	1,054,760	1,232,734	1,247,157	1,247,157	1,247,157	1,297,968
Customer Services	370,020	341,344	380,547	396,015	396,015	396,015	400,154
General Program Operations	12,802	9,562	19,920	21,955	21,955	21,955	21,955
Capital Construction	3,107,930	2,688,966	2,019,915	7,619,249	7,619,249	7,619,249	2,211,814
Contingency	0	0	1,017,937	963,683	963,683	963,683	1,078,618
Indirect Charges	282,669	290,541	330,275	334,200	334,200	334,200	344,300
Debt Service	413,154	397,653	397,800	146,000	146,000	146,000	410,000
Water Debt Reserve Fund	408,000	0	0	0	0	0	0
Transfers Out	650,166	815,531	752,801	524,327	524,327	524,327	111,001
Ending Balance	<u>1,379,420</u>	<u>1,284,423</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>8,985,398</u>	<u>8,287,946</u>	<u>7,741,891</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>12,901,992</u>	<u>7,517,903</u>

Program: Utilities/Water – Water Treatment Services

Services Delivered:

This activity is responsible for the operations and maintenance of the City’s Water Filtration Plant and thirteen remote pumping stations including their radio telemetry systems. Water is pumped from the Rogue River and treated at the Water Filtration Plant. After treatment, water is pumped through the distribution system into a network of reservoirs located at various elevations throughout our community. This activity also supplies water to the North Valley Industrial Park and the area surrounding the Merlin Landfill through a pump station and reservoir dedicated for that purpose. All water produced in this activity will meet or exceed all State and Federal standards for drinking water quality.

FY’13 Anticipated Accomplishments:

- One large treatment plant pump will be rebuilt to near new condition.
- Staff will update and distribute the Consumer Confidence Report.
- Staff will continue to remove solids from the log pond.
- Aging plant equipment will be replaced to ensure continued reliability and continuity of operations.
- Minor upgrades will be made to the treatment plant SCADA system that will improve system redundancy and disaster recovery capabilities.

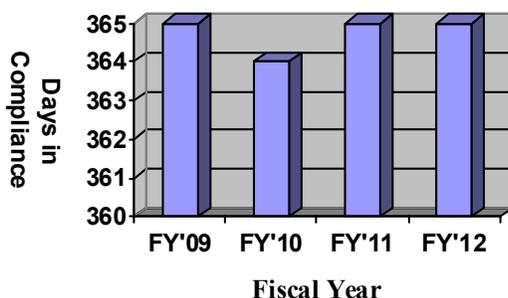
FY’13 Performance Measurements:

- Water Treatment Plant Compliance Rate will be 100%.
- Water Booster Station outages will be repaired and placed back into service in less than three hours.

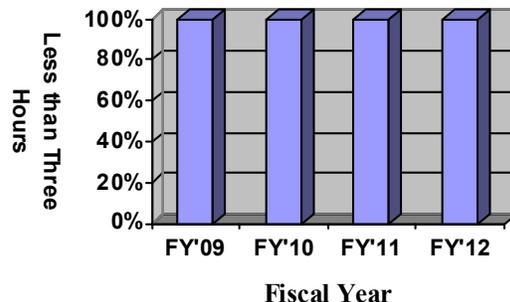
Budget Highlights:

This activity will continue to supplement personnel services through the use of part-time temporary and contract employees. This strategy enables the plant to run twenty-four hours a day during the peak summer months and assists plant staff with completing specific projects such as log pond dredging operations, blackberry abatement, painting, filter maintenance, and basin cleaning. Staff will continue to look for ways to streamline plant processes and reduce the overall cost to produce its final product. Staff will work with coagulant suppliers to test new products that offer the potential to lower coagulant dosages and reduce overall cost of treatment.

Water Treatment Plant Compliance Rate

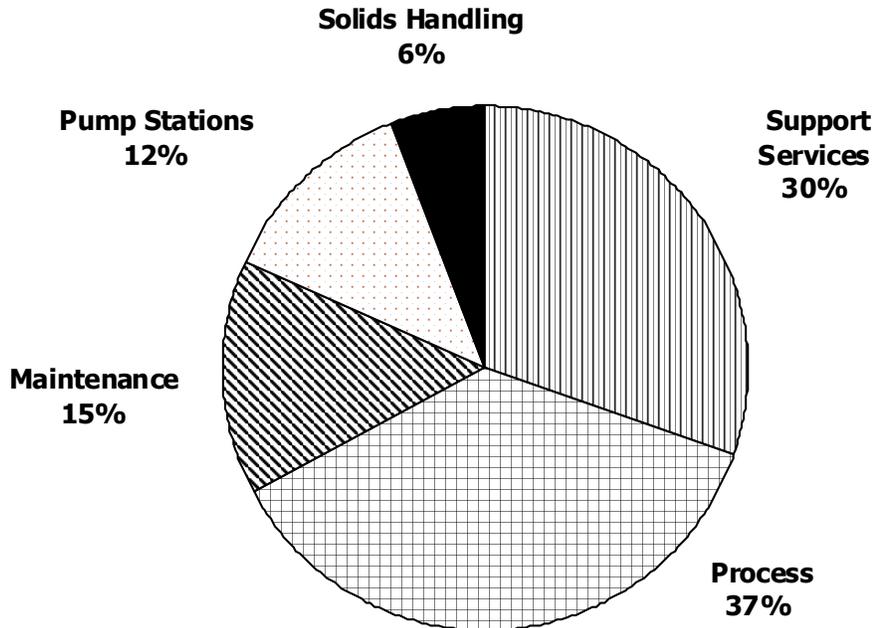


Pump Stations Returned to Service



Program: Utilities/Water – Water Treatment Services

Water Treatment Programs



FY'12 Activity Review:

During FY'12, 1.93 billion gallons of water were pumped into the distribution system by this activity. It is projected that 1.96 billion will be pumped in FY'13. Plant staff worked with consultants and State Regulators to create and implement a tracer study plan to comply with requirements of the Sanitary Survey completed in summer of 2011. The Study allows staff to accurately calculate and substantiate disinfection effectiveness through the treatment process. Plant staff completed the installation of mixers in reservoirs 6, 8 and 15 which has lowered DBP's in the Merlin/North Valley area. Staff will continue to monitor the DBP levels in this area to ensure they remain below the compliance rate of 0.080 mg/L.

FY'12 Performance Indicators:

- Water Treatment Plant Compliance Rate will be 100%. **Target met.**
- Water Booster Station outages will be repaired and placed back into service in less than three hours. **Target met.**

Program: Utilities/Water – Water Treatment Services

Financial Summary

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Personnel Services	582,555	601,280	693,291	676,616	676,616	676,616	701,278
Materials & Supplies	258,894	249,102	295,800	299,450	299,450	299,450	296,450
Contractual/Prof Services	492,520	516,039	580,716	621,047	621,047	621,047	623,208
Direct Charges	17,564	19,815	20,155	20,793	20,793	20,793	21,157
Capital Outlay	<u>15,831</u>	<u>18,930</u>	<u>0</u>	<u>31,500</u>	<u>31,500</u>	<u>31,500</u>	<u>0</u>
Total Requirements	<u>1,367,364</u>	<u>1,405,166</u>	<u>1,589,962</u>	<u>1,649,406</u>	<u>1,649,406</u>	<u>1,649,406</u>	<u>1,642,093</u>

Program: Utilities/Water – Water Treatment Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
	#	#	#	#	#	#	#
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Plant Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Treatment Plant Specialist	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Department Support Technician	<u>1.00</u>						
Subtotal	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Public Works Director							
TO: Water Distribution	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
TO: Wastewater Collection	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)
TO: Wastewater Treatment	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
TO: Streets	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
TO: Jo-Gro™	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
TO: Solid Waste Field Operations	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Treatment Plant Spec - Operations							
FROM: Wastewater Treatment	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Department Support Technician*							
TO: Water Distribution	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
TO: Wastewater Collection	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)
TO: Wastewater Treatment	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
TO: Streets	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
TO: Solid Waste Field Operations	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
TO: Jo-Gro™	<u>(0.03)</u>						
Subtotal	(1.54)	(1.54)	(1.54)	(1.54)	(1.54)	(1.54)	(1.54)
Total Positions	<u>6.46</u>						
Temporary/Seasonal Hours	<u>5,415</u>	<u>5,450</u>	<u>5,415</u>	<u>4,100</u>	<u>4,100</u>	<u>4,100</u>	<u>4,100</u>

*FY13- Office Assistant Position was reclassified to Department Support Technician

Capital Outlay/By Item

Chemical Feed Pump	0	6,500	6,500	6,500	0
Pilot Filters	0	11,000	11,000	11,000	0
Plant Drain Sump	<u>0</u>	<u>14,000</u>	<u>14,000</u>	<u>14,000</u>	<u>0</u>
Total Capital Outlay	<u>0</u>	<u>31,500</u>	<u>31,500</u>	<u>31,500</u>	<u>0</u>

Program: Utilities/Water – Water Distribution Services

Services Delivered:

Water Distribution is responsible for ensuring a consistently dependable supply of quality water for both domestic consumption and fire service protection. The services delivered in this activity are administered through the performance of distinct programs consisting of customer service, water quality, service installation and maintenance, system maintenance, main and hydrant installation, and general operations.

The duties encompassed in these programs include water sampling, water system flushing, meter replacement, water service installation and repair, fire hydrant repair and inspection, backflow prevention inspection, water main repair, and responding to customer concerns and requests. In addition, this activity provides support to both contractors involved in new construction and other City departments during their normal course of business.

FY'13 Anticipated Accomplishments:

Excellence in customer service and water quality shall remain the highest priorities in this activity. The fire hydrant maintenance program shall continue. The meter replacement program shall also continue during the period. The installation of new water services combined with the replacement, adjustment, and relocation of existing water services, fire hydrants, and valve boxes during public road and sidewalk projects shall also continue.

FY'13 activities shall include focused water system flushing in various levels of the distribution system. A utility administered contract for the testing and minor repair of single-family residential backflow devices shall continue in FY'13. Substandard galvanized and low flow copper water services shall be replaced when encountered. Particular focus shall be devoted to fire hydrant repairs and replacements. Contract cleaning of water reservoirs will continue in FY'13.

FY'13 Performance Measurements:

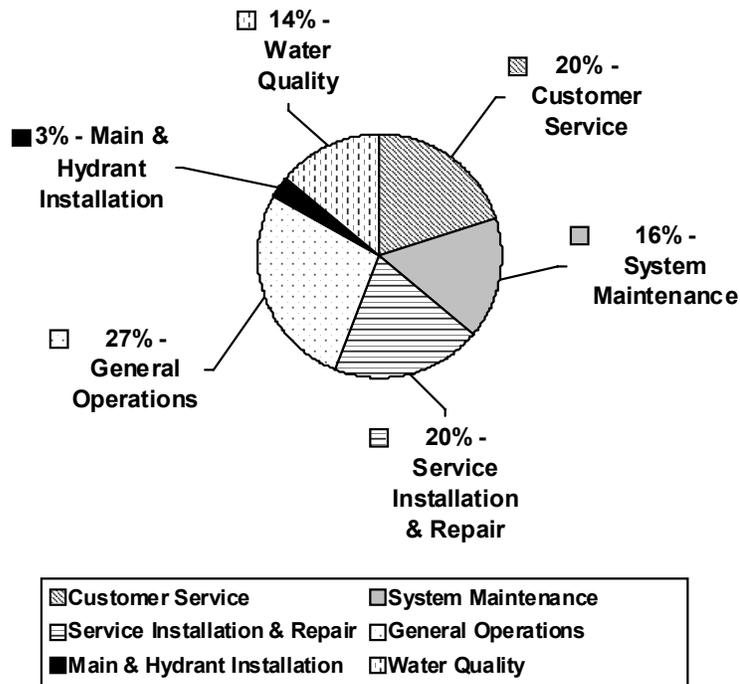
- All routine bacteria samples shall conform to State and Local standards.
- Average time for water service outage during emergency repairs – 1 hour.

Budget Highlights:

Funding continues for a utility administered contract for single-family residential backflow testing and minor repair. Funds for the replacement of residential and commercial water meters continue in the Customer Service Program. The Water Quality Program contains continued funding for contract reservoir cleaning and water sample testing. The System Maintenance Program contains funding for water main and fire hydrant repairs. The FY'13 capital budget contains continued funding for new water services and the replacement of a large boring machine.

Program: Utilities/Water – Water Distribution Services

Program Allocations



FY'12 Activity Review:

The installation of new water services remained slow during the period due to a downturn in the housing market. Distribution crews, however, remained busy with activities related to the replacement of three 2 inch substandard water mains on SW Laurel Street, NW Sue Circle and NW Tamera Circle. The relocation and adjustment of water services and fire hydrants were also completed within City sidewalk replacement projects on NW Midland, NW Savage Street and SW G Street. Distribution crews were also actively involved with the abandonment and installation of new water mains and water services related to the Home Depot Project. Goals related to the replacement of residential water meters were met for the period. The residential backflow testing program successfully continued. Water service replacements totaled 14 as of March 1, 2012. Water main repairs totaled 4 for the same period.

FY'12 Performance Indicators:

- All routine bacteria samples shall conform to State and Local standards. **Target met.**
- Average time for water service outage during emergency repairs – 1 hour. **Target met.**

Program: Utilities/Water – Water Distribution Services

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	618,613	632,851	733,223	737,672	737,672	737,672	784,246
Materials & Supplies	92,812	109,191	141,177	150,177	150,177	150,177	146,377
Contractual/Prof Services	208,766	229,862	259,159	257,431	257,431	257,431	268,016
Direct Charges	42,004	49,799	50,175	50,877	50,877	50,877	51,329
Capital Outlay	<u>31,678</u>	<u>33,057</u>	<u>49,000</u>	<u>51,000</u>	<u>51,000</u>	<u>51,000</u>	<u>48,000</u>
Total Requirements	<u>993,873</u>	<u>1,054,760</u>	<u>1,232,734</u>	<u>1,247,157</u>	<u>1,247,157</u>	<u>1,247,157</u>	<u>1,297,968</u>

Program: Utilities/Water – Water Distribution Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	#	#	#	#	#	#	#
Utility Field Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Office Assistant I	<u>1.00</u>						
Subtotal	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Public Works Director							
FROM: Water Treatment	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Utility Field Superintendent							
TO: Wastewater Collection	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Utility Worker							
TO: Wastewater Collection	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Office Assistant I							
TO: Waste Water Collection	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Department Support Technician *							
FROM: Water Treatment	<u>0.15</u>						
Subtotal	(1.20)	(1.20)	(1.20)	(1.20)	(1.20)	(1.20)	(1.20)
Total Positions	<u>8.80</u>						
Temporary/Seasonal Hours	<u>2,400</u>	<u>2,400</u>	<u>2,400</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>

*FY13- Office Assistant Position was reclassified to Department Support Technician

Capital Outlay/By Item

Reservoir #7 Land Payment	1,000	1,000	1,000	1,000	0
New Water Services	48,000	43,000	43,000	43,000	48,000
Boring Machine	0	7,000	7,000	7,000	0
Total Capital Outlay	<u>49,000</u>	<u>51,000</u>	<u>51,000</u>	<u>51,000</u>	<u>48,000</u>

Program: Utilities/Water – Customer Services

Services Delivered:

This activity includes billing services provided by the Finance Department and Engineering Services from the Community Development Department.

FY'13 Anticipated Accomplishments:

The Customer Services activity will bill about 10,511 customers monthly in FY'12 and maintain timely records on all accounts. Information regarding water line locations, new service requests, local improvement district financing, and other data regarding the overall system will be provided to customers through this activity.

FY'13 Performance Measurements:

Measure: Operating costs for water customer service per customer.

Desired Outcome: Efficient Utility Billing Services.

Calculation:

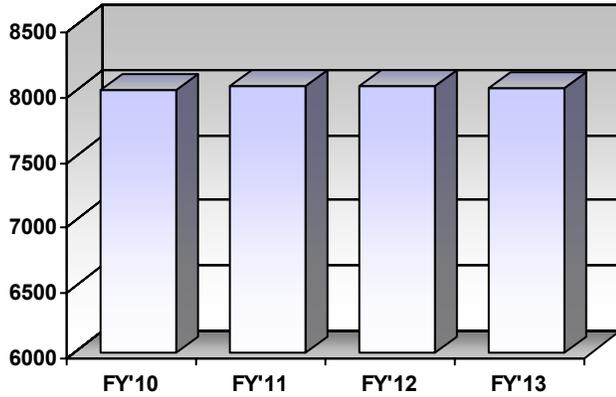
$$\frac{\text{Direct Monthly Charge to the utility for Customer Service Services}}{\text{Water Customers}} = \frac{\$25.043}{10,511} = \$2.38 \text{ per customer}$$

Definition:

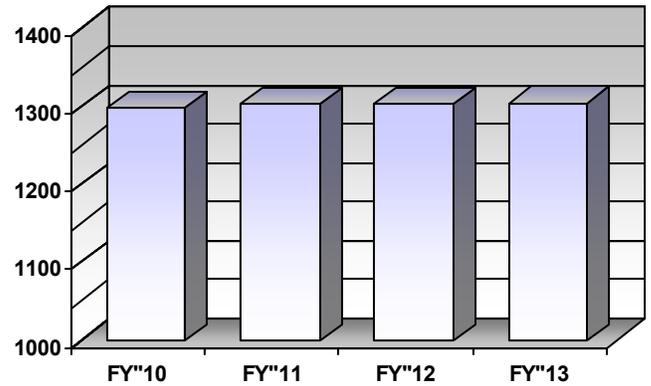
Operating costs for water utility customer services include expenditures for: salaries, wages and employment benefits; materials; contracted services; property management and financial expenses. Operating costs per water customer are projected to be \$2.38 in FY'12. Total costs per water customer in FY'11 were \$2.25. The Customer Service Department strives to keep these costs at a minimum. We recognize that costs will increase over time, but it is expected that any increased costs per customer will be less than or equal to annual inflation costs.

Program: Utilities/Water – Customer Services

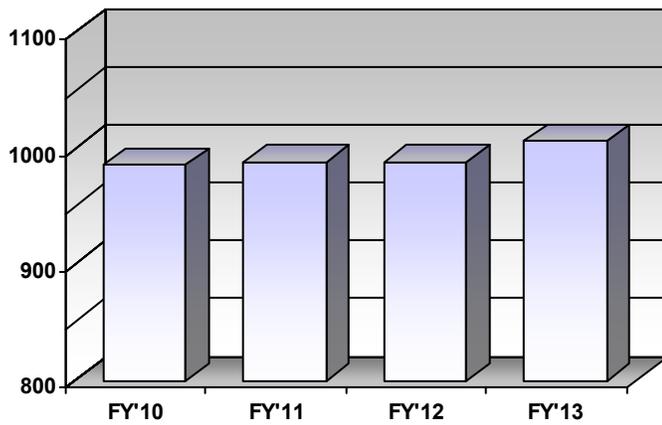
Number of RESIDENTIAL Customers



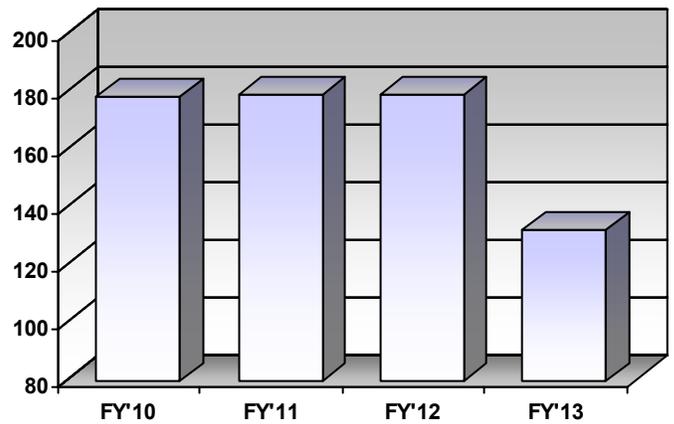
Number of COMMERCIAL Customers



Number of MULTIFAMILY Customers



Number of PUBLIC AGENCY Customers



Program: Utilities/Water – Customer Services

Budget Highlights:

FY'13 includes maintenance of costs below the FY'11 per customer operating costs for water customers. We do however recognize that the per customer cost is more than annual inflation for this budget year. Contributing factors include increased costs for postage and supplies which are beyond the control of the activity. However, projected costs for FY'14 represent a 2% increase which should be within inflationary expectations.

FY'12 Performance Indicators:

The Customer Service Department strives to keep costs at a minimum. We recognize that costs will increase over time, but it is expected that any increased costs per customer will be less than or equal to annual inflation costs.

Program: Utilities/Water – Customer Services

Financial Summary

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Contractual/Prof Services	30,601	28,586	32,461	34,339	34,339	34,339	34,913
Direct Charges	<u>339,419</u>	<u>312,758</u>	<u>348,086</u>	<u>361,676</u>	<u>361,676</u>	<u>361,676</u>	<u>365,241</u>
Total Requirements	<u>370,020</u>	<u>341,344</u>	<u>380,547</u>	<u>396,015</u>	<u>396,015</u>	<u>396,015</u>	<u>400,154</u>

Program: Utilities/Water – Debt Service

Services Delivered:

This activity accounts for the repayment of Water Bonds that were sold. In December of 2009 the Water Bonds were refinanced for a present value savings of \$68,419 over the life of the new bond. The bond was repaid in full in FY'12.

Budget Highlights:

The Debt Service schedule is in Appendix P. The Water Utility's portion of the new refunding bond issue was paid in full by FY'12.

The Water Bond and new Refunding Bond payment schedule is:

	FY'09*	FY'10*	FY'11	FY'12	FY'13
Principal	340,000	360,000	380,000	390,000	
Interest	<u>83,083</u>	<u>71,304</u>	<u>19,200</u>	<u>7,800</u>	
Total	<u>\$423,083</u>	<u>\$431,304</u>	<u>\$399,200</u>	<u>\$397,800</u>	

The budget debt service differs from this schedule due to accruals.

* Payment in FY'09 includes interest and principal to 1998 Water Revenue Bonds; payments in FY'10 are a combination of the new bond schedule and the 1998 schedule. FY'10 does not include the debt reserve amount that was used to pay down principal of the debt in the bond offering of FY'10.

Program: Utilities/Water – Debt Service

Financial Summary

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Debt Service	<u>413,154</u>	<u>397,653</u>	<u>397,800</u>	<u>146,000</u>	<u>146,000</u>	<u>146,000</u>	<u>410,000</u>
Total Requirements	<u>413,154</u>	<u>397,653</u>	<u>397,800</u>	<u>146,000</u>	<u>146,000</u>	<u>146,000</u>	<u>410,000</u>

Program: Utilities/Water – General Program Operations

Services Delivered:

This activity accounts for expenses not associated specifically with any single water activity. It includes administrative overhead, transfers to capital projects, and a contingency.

Program: Utilities/Water – General Program Operations

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Materials & Supplies	0	0	240	0	0	0	0
Contractual/Prof Services	12,802	58	10,180	10,080	10,080	10,080	10,080
Direct Charges	0	9,504	9,500	11,875	11,875	11,875	11,875
Contingencies	0	0	1,017,937	963,683	963,683	963,683	1,078,618
Indirect Charges	282,669	290,541	330,275	334,200	334,200	334,200	344,300
Transfers Out	605,166	655,531	552,801	524,327	524,327	524,327	111,001
Ending Balance	<u>1,379,420</u>	<u>1,284,423</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>2,280,057</u>	<u>2,240,057</u>	<u>1,920,933</u>	<u>1,844,165</u>	<u>1,844,165</u>	<u>1,844,165</u>	<u>1,555,874</u>

Program: Utilities/Water – Debt Service Reserve Fund

Services Delivered/ Budget Highlights:

This activity accounts for the reserve requirement mandated by the covenants of the General Revenue Bond sale completed August 1998. Ten percent of the bond sale proceeds, \$408,000, must be held in reserve for the life of the debt. Interest earnings on the reserved monies are available for general operations and will be applied to the semi-annual debt service payments.

As of December 2009, the 1998 General Revenue Bond was paid off as part of a bond refunding. This bond refunding refinanced debt at a lower interest rate and eliminated the debt reserve requirement.

Program: Utilities/Water – Debt Service Reserve Fund

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>408,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>408,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Debt Service	<u>408,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>408,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Program: Utilities/Water – Capital Construction

Basic Functions:

This activity includes planning, engineering, and all construction of major water system improvements.

Activity Highlights:

The water system includes the treatment plant, eight reservoirs, thirteen pump stations, and 180 miles of water mains. Major repairs and improvements to the water system are financed through this capital budget. The minor repairs to the system are financed through the operating activities.

This budget sets aside funds to provide major rehabilitation of the water treatment plant, pump stations, water storage reservoirs, and the distribution system.

Budget Highlights:

The Active Capital Project list includes projects coming to a close in FY'12, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'11"; the re-assessed resource needs of projects using current data for the "Revised FY'12" column, guiding our "Adopted FY'13" and resources estimated "Through FY'13". We have "Future Years" and "Total Project" columns for each project. Refer to the Capital Budget Book for more information on individual projects.

The individual project pages describe the project, the need, future and ongoing costs, and the total project cost. The tables show when and where the money is budgeted to come from and the expenses incurred and budgeted to incur through completion.

Program: Utilities/Water – Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'11	Revised FY'12	Adopted FY'13	Total Through FY'13	Future Years	Total Project
WA0000 Miscellaneous Water Projects - SDC's (752)	400,409	161,484	4,000	565,893	(1,294,000)	(728,107)
WA0000 Miscellaneous Water Projects - AFD's (755)	44,173	1,500	(45,673)	0	0	0
WA0000 Miscellaneous Water Projects - Gen. (758)	402,321	(224,330)	87,958	265,949	(3,835,999)	(3,570,050)
WA0000 Miscellaneous Water Projects - LID's (759)	13,539	0	(958)	12,581	0	12,581
WA4526 Starlite Pump Station Upgrade	210,000	35,000	0	245,000	0	245,000
WA4693 Booster Station Pump and Motor Rebuilds	105,000	0	5,000	110,000	50,000	160,000
WA4742 Meadow Wood Reservoir No.16 - Site Purchase	113,000	(3,000)	0	110,000	240,000	350,000
WA4841 Small Main Replacement	260,000	0	50,000	310,000	150,000	460,000
WA4965 WTP Solids Handling	1,200,000	(572,000)	0	628,000	2,872,000	3,500,000
WA4966 Water Conservation & Mgmt Plan Updt	50,000	0	0	50,000	0	50,000
WA4971 Meadow Wood Reservoir No. 16	50,000	(50,000)	0	0	1,540,000	1,540,000
WA5028 Water Main on Private Property	50,000	0	0	50,000	0	50,000
WA5094 Water Distribution System Master Plan Update	120,000	0	20,000	140,000	0	140,000
WA5096 WTP Structural Repairs	210,000	90,000	50,000	350,000	270,000	620,000
WA6000 MSA Task Order #1	60,000	0	20,000	80,000	70,000	150,000
WA6001 Water Main Looping	35,000	20,000	0	55,000	670,000	725,000
WA6002 WTP Facility Plan Update	100,000	100,000	100,000	300,000	0	300,000
WA6052 Reservoir No. 3 Upgrades	123,000	500,000	5,700,000	6,323,000	250,000	6,573,000
WA6057 Backwash Pump Redundancy	150,000	359,000	0	509,000	0	509,000
WA6058 Water System Security Projects	20,000	20,000	10,000	50,000	60,000	110,000
WA6059 Pump Station Repairs	25,000	0	0	25,000	80,000	105,000
WA6122 WTP Emergency Generator	0	250,000	0	250,000	0	250,000
NEW PROJECTS						
WA6167 D, E & Dimmick Water Main Abandonment	0	0	155,000	155,000	0	155,000
WA6168 WTP Exterior Repairs & Painting	<u>0</u>	<u>0</u>	<u>110,000</u>	<u>110,000</u>	<u>50,000</u>	<u>160,000</u>
Total Projects	<u>3,741,442</u>	<u>687,654</u>	<u>6,265,327</u>	<u>10,694,423</u>	<u>1,172,001</u>	<u>11,866,424</u>

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

WA4258 Fire Hydrant New Install	75,000	(17,869)	0	57,131	0	57,131
WA6060 Solids Handling Pads WTP, Pond, & JO-GRO™	0	0	0	0	0	0
WA6121 Disinfection Byproducts	<u>0</u>	<u>50,000</u>	<u>0</u>	<u>50,000</u>	<u>0</u>	<u>50,000</u>
Total Closed Projects	<u>75,000</u>	<u>32,131</u>	<u>0</u>	<u>107,131</u>	<u>0</u>	<u>107,131</u>
Grand Total - All Projects	<u>3,816,442</u>	<u>719,785</u>	<u>6,265,327</u>	<u>10,801,554</u>	<u>1,172,001</u>	<u>11,973,555</u>

This is a summary sheet of all the Capital Projects that are discussed in detail in the Capital Budget Book.

Program: Utilities/Water – Capital Construction

ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'13

	Adopted FY'13 Beginning Fund Balance	Adopted FY'13 Revenue	Adopted FY'13 Capital Outlay	Adopted FY'13 Transfers	Adopted FY'13 Appropriated Fund Balance
WA0000 Miscellaneous Water Projects - SDC's (752)	156,893	4,000	0	0	160,893
WA0000 Miscellaneous Water Projects - AFD's (755)	45,673	(45,673)	0	0	0
WA0000 Miscellaneous Water Projects - General (758)	72,962	87,958	0	0	160,920
WA0000 Miscellaneous Water Projects - LID's (759)	958	(958)	0	0	0
WA4526 Starlite Pump Station Upgrade	73,095	0	73,095	0	0
WA4693 Booster Station Pump and Motor Rebuilds	25,411	5,000	30,411	0	0
WA4742 Meadow Wood Reservoir No. 16 - Site Purchase	35,996	0	35,996	0	0
WA4841 Small Main Replacement	46,173	50,000	96,173	0	0
WA4965 WTP Solids Handling	30,394	0	30,394	0	0
WA5028 Water Main on Private Property	20,812	0	20,812	0	0
WA5094 Water Distribution System Master Plan Update	75,000	20,000	95,000	0	0
WA5096 WTP Structural Repairs	0	50,000	50,000	0	0
WA6000 MSA Task Order #1	10,000	20,000	30,000	0	0
WA6001 Water Main Looping	45,000	0	45,000	0	0
WA6002 WTP Facility Plan Update	50,000	100,000	150,000	0	0
WA6052 Reservoir No. 3 Upgrades	400,000	5,700,000	4,527,000	0	1,573,000
WA6057 Backwash Pump Redundancy	25,910	0	25,910	0	0
WA6058 Water System Security Projects	24,645	10,000	34,645	0	0
WA6059 Pump Station Repairs	15,000	0	15,000	0	0
WA6122 WTP Emergency Generator	200,000	0	200,000	0	0
NEW PROJECTS					
WA6167 D, E & Dimmick Water Main Abandonment	0	155,000	155,000	0	0
WA6168 WTP Exterior Repairs & Painting	0	110,000	110,000	0	0
Total Projects	<u>1,353,922</u>	<u>6,265,327</u>	<u>5,724,436</u>	<u>0</u>	<u>1,894,813</u>

Program: Utilities/Water – Capital Construction

Financial Summary

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Fund Balance	<u>2,257,259</u>	<u>1,935,415</u>	<u>1,500,130</u>	<u>1,353,922</u>	<u>1,353,922</u>	<u>1,353,922</u>	<u>1,894,813</u>
Resources							
Development Charges	234,671	186,205	187,484	150,000	150,000	150,000	150,000
Investment Interest	19,723	17,136	19,500	14,000	14,000	14,000	14,000
Advance Finance Interest	3,014	601	0	0	0	0	0
SDC Loans	9,759	7,055	0	0	0	0	0
General Fund	0	0	0	150,000	150,000	150,000	100,000
Transportation Projects	0	127,000	0	0	0	0	0
Water Fund	605,166	522,531	502,801	394,327	394,327	394,327	51,001
Advance Financing	24,338	53,023	10,000	2,000	2,000	2,000	2,000
Miscellaneous Revenue	<u>(1,000)</u>	<u>0</u>	<u>0</u>	<u>5,555,000</u>	<u>5,555,000</u>	<u>5,555,000</u>	<u>0</u>
Total Current Resources	<u>895,671</u>	<u>913,551</u>	<u>719,785</u>	<u>6,265,327</u>	<u>6,265,327</u>	<u>6,265,327</u>	<u>317,001</u>
Total Resources	<u>3,152,930</u>	<u>2,848,966</u>	<u>2,219,915</u>	<u>7,619,249</u>	<u>7,619,249</u>	<u>7,619,249</u>	<u>2,211,814</u>
Requirements							
Capital Outlay	1,172,515	401,260	1,754,688	5,724,436	5,724,436	5,724,436	2,043,000
Transfers Out	45,000	160,000	200,000	0	0	0	0
Appropriated Fund Balance	<u>1,935,415</u>	<u>2,287,706</u>	<u>265,227</u>	<u>1,894,813</u>	<u>1,894,813</u>	<u>1,894,813</u>	<u>168,814</u>
Total Requirements	<u>3,152,930</u>	<u>2,848,966</u>	<u>2,219,915</u>	<u>7,619,249</u>	<u>7,619,249</u>	<u>7,619,249</u>	<u>2,211,814</u>

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

WASTEWATER

ACTIVITIES

- *Wastewater Collection Services
- *Wastewater Treatment Services
- *JO-GRO™
- *Wastewater Customer Services
- *Wastewater System Debt Service
- *Wastewater General Program Operations
- *Wastewater Capital Construction

DESCRIPTION

This program includes the treatment plant, co-composting facility, pumping stations, collection piping system, and support services systems that collectively provide wastewater services to the enterprise's customers.

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	9,116,058	8,349,414	9,062,103	9,428,398	9,428,398	9,428,398	7,466,486
Total Resources	<u>9,116,058</u>	<u>8,349,414</u>	<u>9,062,103</u>	<u>9,428,398</u>	<u>9,428,398</u>	<u>9,428,398</u>	<u>7,466,486</u>
Requirements							
Wastewater Collection	619,918	632,113	696,656	725,525	725,525	725,525	738,252
Wastewater Treatment	1,512,290	1,630,827	1,704,989	1,795,092	1,795,092	1,795,092	1,868,486
JO-GRO™	501,849	537,690	671,897	708,807	708,807	708,807	691,075
Customer Services	262,508	268,214	270,283	273,512	273,512	273,512	275,984
Debt Services	501,329	485,573	491,712	492,813	492,813	492,813	492,913
General Program Operations	1,952,451	1,855,275	2,373,752	2,446,469	2,446,469	2,446,469	2,337,016
SRF Debt Reserve	500,899	0	0	0	0	0	0
Capital Construction	<u>3,264,814</u>	<u>2,939,722</u>	<u>2,852,814</u>	<u>2,986,180</u>	<u>2,986,180</u>	<u>2,986,180</u>	<u>1,062,760</u>
Total Requirements	<u>9,116,058</u>	<u>8,349,414</u>	<u>9,062,103</u>	<u>9,428,398</u>	<u>9,428,398</u>	<u>9,428,398</u>	<u>7,466,486</u>

Program: Utilities/Wastewater Program

Mission Statement:

“The mission of the Wastewater Program is to meet the area’s current and future wastewater collection and treatment needs, protecting human health, welfare and the environment.”

Services Delivered:

The process of collection, treatment, and disposal of wastewater is one of the basic functions of our City. With primary focus on public safety and the environment, this utility collects wastewater from customers, conveys it to the City’s Water Restoration Plant for treatment, and ultimately discharges a treated effluent to the Rogue River. Solids removed during the treatment phase are trucked to JO-GRO™ and composted with greenwaste to create a co-compost material for sale to the public.

System goals are to protect the river, assure a healthy and safe community environment, and provide capacity for community growth and economic prosperity. At the Water Restoration Plant, the wastewater of our community is treated to a level that is compatible with the Rogue River into which it discharges. The Wastewater Program works within strict environmental standards established by the Federal Water Quality Act, through the National Pollutant Discharge Elimination System (NPDES), with oversight by the Oregon Department of Environmental Quality (DEQ).

The wastewater system includes the treatment plant, co-composting facility, pumping stations, collection system piping, and support service systems. The utility is an enterprise fund, with all costs of the system borne by ratepayers. The budget is structured in eight (8) major activities:

Wastewater Collection Services	Debt Service
Wastewater Treatment	Debt Service Reserve
JO-GRO™ Co-composting	General Program Operations
Customer Service	Capital Improvements

This program provides services to approximately 10,600 system accounts.

FY’13 Anticipated Accomplishments:

- The Wastewater Treatment Facility Plan update should be initiated following the completion of the UGB expansion.
- The Wastewater Collection System Master Plan update should be initiated following the completion of the UGB expansion.
- Sewer lines will be replaced, in the core of the community, to meet the objective of structural replacement of deteriorating sewer mains as defined in the Wastewater Collection System Master Plan.
- Plans for storm drainage improvements at JO-GRO™ will be completed and submitted to the Oregon Department of Environmental Quality for approval.
- A new model of the existing City sewer collection system is being developed as a precursor to the update of Collection System Master Plan.

FY’12 Activity Review:

- Sewer lines were replaced in L Street in the vicinity of Alder Street.
- Planning and design of storm water improvements at the JO-GRO™ facility was initiated to correct e-coli violations, which have been reported to DEQ.

Program: Utilities/Wastewater Program

Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>501,221</u>	<u>574,332</u>	<u>1,036,689</u>	<u>1,265,825</u>	<u>1,265,825</u>	<u>1,265,825</u>	<u>1,121,194</u>
Current Resources							
Activity Generated							
Sewage Fees	4,342,921	4,441,798	4,820,600	4,847,493	4,847,493	4,847,493	4,940,632
Redwood Sewer District	274,245	289,323	255,000	263,000	263,000	263,000	276,000
Solid Waste Agency	3,808	0	0	0	0	0	0
Direct Charges	7,040	12,493	9,500	9,900	9,900	9,900	9,900
Revenue from Other	34,032	22,150	25,000	0	0	0	0
Interest	6,763	8,048	10,500	9,000	9,000	9,000	9,000
Other Revenue	180,315	54,048	52,000	47,000	47,000	47,000	47,000
Transfer from Land & Bldgs.	0	7,500	0	0	0	0	0
Debt Service Reserve	500,899	0	0	0	0	0	0
Capital Construction	<u>3,264,814</u>	<u>2,939,722</u>	<u>2,852,814</u>	<u>2,986,180</u>	<u>2,986,180</u>	<u>2,986,180</u>	<u>1,062,760</u>
Total Current Resources	<u>8,614,837</u>	<u>7,775,082</u>	<u>8,025,414</u>	<u>8,162,573</u>	<u>8,162,573</u>	<u>8,162,573</u>	<u>6,345,292</u>
Total Resources	<u>9,116,058</u>	<u>8,349,414</u>	<u>9,062,103</u>	<u>9,428,398</u>	<u>9,428,398</u>	<u>9,428,398</u>	<u>7,466,486</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Wastewater Collection	589,918	632,113	696,656	725,525	725,525	725,525	738,252
Wastewater Treatment	1,512,290	1,630,827	1,704,989	1,795,092	1,795,092	1,795,092	1,868,486
Customer Services	262,508	268,214	270,283	273,512	273,512	273,512	275,984
JO-GRO™	501,849	537,690	626,897	663,807	663,807	663,807	691,075
General Program Operations	85,093	9,835	19,850	12,225	12,225	12,225	12,225
Capital Construction	3,264,814	2,939,722	2,852,814	2,986,180	2,986,180	2,986,180	1,062,760
Contingency	0	0	1,150,825	1,121,194	1,121,194	1,121,194	1,124,428
Indirect Charges	305,192	319,368	348,031	361,300	361,300	361,300	368,500
Debt Service	501,329	485,573	491,712	492,813	492,813	492,813	492,913
Transfers Out	1,017,834	378,206	900,046	996,750	996,750	996,750	831,863
Ending Balance	574,332	1,147,866	0	0	0	0	0
Debt Service Reserve	<u>500,899</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>9,116,058</u>	<u>8,349,414</u>	<u>9,062,103</u>	<u>9,428,398</u>	<u>9,428,398</u>	<u>9,428,398</u>	<u>7,466,486</u>

Program: Utilities/Wastewater – Wastewater Collection

Services Delivered:

This activity is responsible for ensuring the safe, uninterrupted operation of sanitary sewer lines within the community and meeting state and federal standards. The services delivered are administered through distinct programs: customer service, inspection services, system maintenance, and general operations. The duties encompassed in these programs include sewer main repair and cleaning, manhole repair, clean-out repair, TV inspection of new and existing sewer lines, easement maintenance, and emergency service calls. The collection division provides support to both contractors involved in new construction and water distribution during their normal course of business. In addition, this activity provides contract services to the Redwood Sanitary Sewer Service District (RSSSD) in the areas of sewer line cleaning, forced main maintenance, utility location, and collection record management.

FY'13 Anticipated Accomplishments:

The safe uninterrupted operation of sanitary sewer lines within the community remains the primary goal of this activity. Cleaning of areas containing root and grease problems shall continue every 6 months. Routine cleaning of other segments of the sewer system shall continue on a rotating four-year basis. All new sewer lines, manholes, and clean-outs will continue to be inspected prior to system inclusion. Sewer line failures shall be promptly repaired with minimum impact to the public. Increased attention shall continue to be devoted to the re-inspection of existing public sewer lines, utilizing “tilt and pan” camera technology to improve departmental records and monitor system defects. Focused dye testing, manhole replacement, and mainline repairs shall also continue. Contract services to the RSSSD system shall continue in the areas of TV inspection and routine cleaning.

FY'13 Performance Measurements:

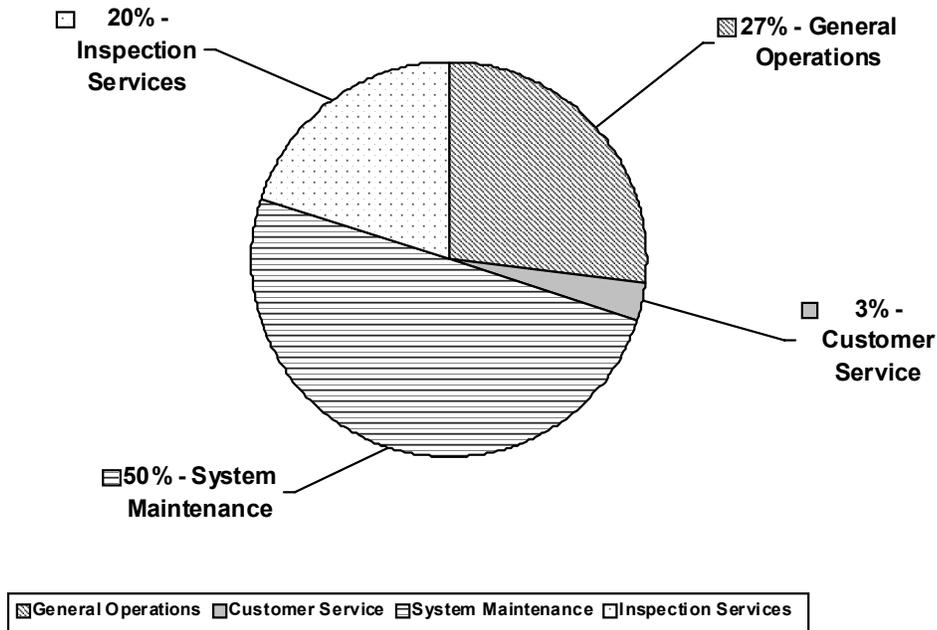
- Non-storm related public sewer overflows shall be zero.
- Routine cleaning of the public sewer system shall equal 157,400 feet each year.
- 1 hour average response time for sewer blockages.

Budget Highlights:

Growth of the collection system's service area is anticipated to remain slow during FY'13. However, the slowing of new development continues to provide the department with the opportunities to focus on existing system maintenance. The FY'13 budget contains continued funding for emergency contract sewer line repairs and root foaming. The capital budget contains funding for computer system upgrades for the existing TV inspection truck. The capital budget collection system maintenance includes continued funding for the purchase of stainless steel repair sleeves to complete trenchless pipe repairs.

Program: Utilities/Wastewater – Wastewater Collection

Program Allocations



FY'12 Activity Review:

Crews provided TV inspection services during the replacement of aging clay and concrete sewer mains located on SW Laurel Street and SW 5th Street. While cleaning and TV inspection services of new sewer lines and manholes remained slow during FY'12, routine cleaning and TV inspection of the existing collection system continued at an increased pace. Re-inspection of existing sewer lines to document changes in pipeline conditions continued utilizing "tilt-and-pan" camera technology. Contract routine cleaning services for the RSSSD system continued during FY'12. Other services for the district, such as utility locates and forced sewer line maintenance, also continued during the period.

FY'12 Performance Indicators:

- Non-storm related public sewer overflows shall be zero. **Target met.**
- Routine cleaning of the public sewer system shall equal 157,400 feet each year. **Target met.**
- 1 hour average response time for sewer blockages. **Target met.**

Program: Utilities/Wastewater – Wastewater Collection

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	406,010	446,382	455,616	461,448	461,448	461,448	484,328
Materials & Supplies	26,298	11,088	29,480	31,680	31,680	31,680	29,180
Contractual/Prof Services	104,880	113,179	133,328	140,963	140,963	140,963	145,358
Direct Charges	52,630	59,837	60,732	61,434	61,434	61,434	61,886
Capital Outlay	100	1,627	17,500	30,000	30,000	30,000	17,500
Transfers Out	<u>30,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>619,918</u>	<u>632,113</u>	<u>696,656</u>	<u>725,525</u>	<u>725,525</u>	<u>725,525</u>	<u>738,252</u>

Program: Utilities/Wastewater – Wastewater Collection

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
				#	#	#	#
Utility Worker	<u>4.00</u>						
Subtotal	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Public Works Director							
From: Water Treatment	0.08	0.08	0.08	0.08	0.08	0.08	0.08
Utility Field Superintendent							
From: Water Distribution	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Utility Worker							
From: Water Distribution	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Office Assistant I							
From: Water Distribution	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Department Support Technician *							
From: Water Treatment	<u>0.08</u>						
Subtotal	1.66	1.66	1.66	1.66	1.66	1.66	1.66
Total Positions	<u>5.66</u>						

*FY13- Office Assistant Position was reclassified to Department Support Technician

Capital Outlay/By Item

Trenchless Repair Sleeves	10,000	10,000	10,000	10,000	10,000	10,000
Manholes	7,500	0	0	0	0	7,500
Sewer TV Van Computer Upgrade	0	20,000	20,000	20,000	20,000	0
Total Capital Outlay	<u>17,500</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>17,500</u>

Program: Utilities/Wastewater – Wastewater Treatment

Services Delivered:

This activity provides for the processing and safe disposal of collected wastewater as required to meet State and Federal standards, ensuring no harmful effects on the community or the environment. These services are delivered through six programs: support services, operations, maintenance, solids disposal, lift stations, and pretreatment. In addition, this activity provides contract services to the Redwood Sanitary Sewer Service District and the Merlin Landfill for operation and maintenance services.

FY'13 Anticipated Accomplishments:

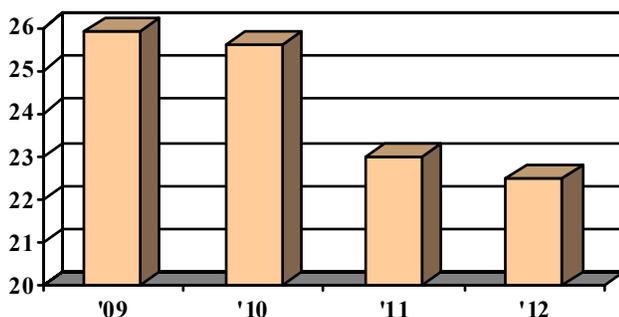
- Treating the community's wastewater to meet State and Federal standards will remain the main objective of this activity.
- Replace 25 percent of the fine bubble air diffusers in the Activated Sludge process.

FY'13 Performance Measurements:

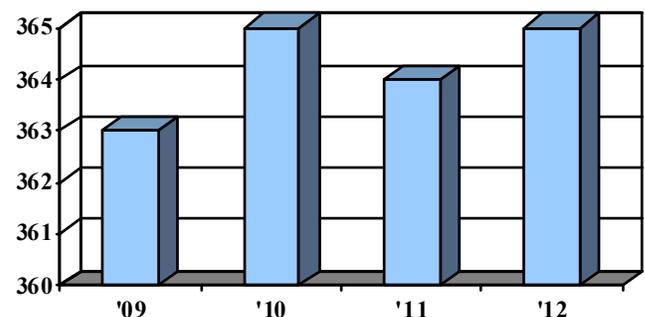
- Treated wastewater will meet or exceed State and Federal standards.
- Target polymer usage for dewatering Biosolids will be less than 25 pounds active polymer per dry ton of feed solids.
- Average power used per million gallons of wastewater treated will be less than 2,550 Kwh.

Budget Highlights:

- This Budget includes funds to rebuild one of the Influent Pumps and one of the Return Activated Sludge Pumps.
- Each of the two Mechanic's allocations was changed to 75% at Wastewater Treatment Plant and 25% at the JO-GRO™ facility. This change reflects the actual amount of time being used to maintain the equipment at the JO-GRO™ facility.



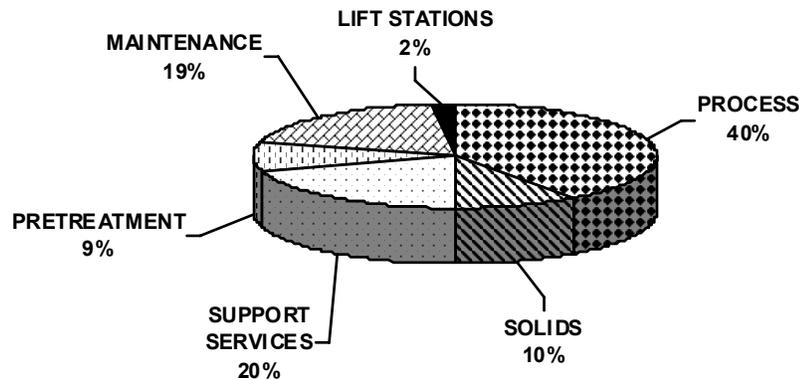
■ Pounds active polymer per dry ton feed solids



■ Days treated wastewater met State and Federal standards

Program: Utilities/Wastewater – Wastewater Treatment

PERCENT OF TOTAL BUDGET



FY'12 Activity Review:

During the 2012 budget year, this activity will treat an estimated 2.075 billion gallons of wastewater and transport an estimated 1.4 million pounds of Biosolids to the JO-GRO™ Co-Composting facility.

FY'12 Performance Indicators:

- Treated wastewater will meet or exceed State and Federal effluent standards 100 percent of the time. **Target met.**
- Target polymer usage for dewatering Biosolids will be less than 25 pounds active polymer per dry ton of feed solids. **Target met.**
- Average power used per million gallons of wastewater treated will be less than 2,550 Kwh. **Target met.**

Program: Utilities/Wastewater – Wastewater Treatment

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	649,147	696,413	744,196	744,788	744,788	744,788	783,929
Materials & Supplies	211,872	206,775	224,200	236,200	236,200	236,200	238,200
Contractual/Prof Services	634,491	709,837	722,333	799,206	799,206	799,206	831,095
Direct Charges	11,834	13,920	14,260	14,898	14,898	14,898	15,262
Capital Outlay	<u>4,946</u>	<u>3,882</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,512,290</u>	<u>1,630,827</u>	<u>1,704,989</u>	<u>1,795,092</u>	<u>1,795,092</u>	<u>1,795,092</u>	<u>1,868,486</u>

Program: Utilities/Wastewater – Wastewater Treatment

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	#	#	#	#	#	#	#
Utility Plant Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Treatment Plant Specialist	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Utility Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	3.00	3.00	3.00*	3.00*	3.00*	3.00*	3.00*
Subtotal	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Public Works Director							
From: Water Treatment	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Utility Plant Superintendent							
To: JO-GRO™	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)
Trmt. Plant Spec – Operations							
To: JO-GRO™	(0.30)	(0.30)	(0.30)	(0.50)	(0.50)	(0.50)	(0.50)
Trmt. Plant Spec – Maintenance							
To: Water Treatment	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Utility Worker							
To: JO-GRO™	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Department Support Technician **							
From: Water Treatment	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Subtotal	(0.59)	(0.59)	(0.59)	(0.79)	(0.79)	(0.79)	(0.79)
Total Positions	<u>9.41</u>	<u>9.41</u>	<u>9.41</u>	<u>9.21</u>	<u>9.21</u>	<u>9.21</u>	<u>9.21</u>
Total Un-Funded Positions	0.00	0.00	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Total Funded Positions	<u>9.41</u>	<u>9.41</u>	<u>8.91</u>	<u>8.71</u>	<u>8.71</u>	<u>8.71</u>	<u>8.71</u>

*Recap of Unfunded Positions by Fiscal Year:

Utility Worker	0.00	0.00	0.50	0.50	0.50	0.50	0.50
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**FY13- Office Assistant Position was reclassified to Department Support Technician

Program: Utilities/Wastewater – JO-GRO™

Services Delivered:

This activity accepts greenwaste from the community and grinds the greenwaste to create a product that can be composted with wastewater Biosolids from the City's Water Restoration Plant. The Co-Compost material is screened after 8-10 weeks of curing to produce an "Exceptional quality class A" Co-Compost for resale to the public. This activity also collects construction wood waste material from the community that is recycled by BioMass One for energy production.

FY'13 Anticipated Accomplishments:

Processing the City's wastewater Biosolids with greenwaste to produce an "Exceptional quality" Co-Compost will continue to be the primary goal of this activity.

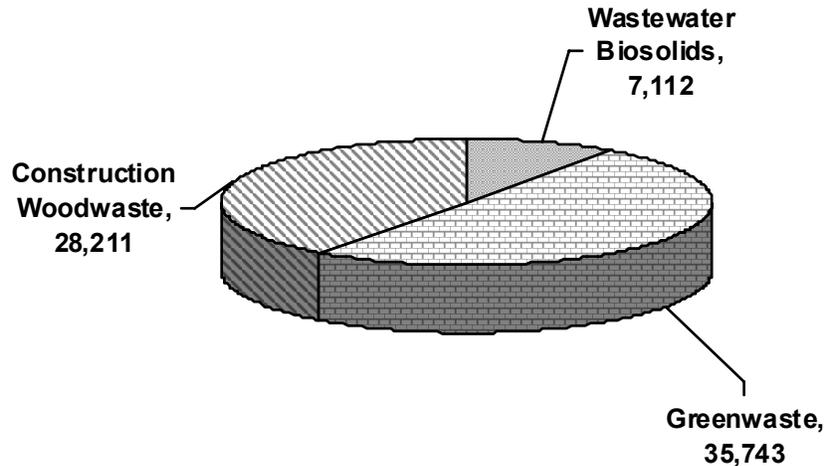
FY'13 Performance Measurements:

- The JO-GRO™ facility will process the City's wastewater Biosolids 100 percent of the time.
- The finished Co-Compost will meet or exceed State and Federal standards for an "Exceptional quality class A" product 100 percent of the time.
- Sell 100 percent of the finished Co-Compost material produced.

Budget Highlights:

Increase in Personnel costs reflects a change in Wastewater Treatment Plant maintenance staff allocations. Each of the two Mechanic's allocations was changed to 25% at the JO-GRO facility and 75% at the Wastewater Treatment Plant. This change reflects the actual amount of time being used to maintain the equipment at the JO-GRO™ facility.

**CUBIC YARDS OF MATERIALS
RECEIVED FY'11**



FY'12 Activity Review:

This activity will process an estimated 38,000 cubic yards of loose greenwaste material, 6,900 cubic yards of wastewater biosolids and sell an estimated 5,500 cubic yards of finished compost during the FY'12 budget year. In addition, an estimated 24,000 cubic yards of construction wood waste will be recycled by BioMass One.

FY'12 Performance Indicators:

- The JO-GRO™ facility will process the City's wastewater Biosolids 100 percent of the time. **Target met.**
- The finished Co-Compost will meet or exceed State and Federal standards for an "Exceptional quality class A" product 100 percent of the time. **Target met.**
- Sell 100 percent of the finished Co-Compost material produced. **Target not met.**

Program: Utilities/Wastewater – JO-GRO™

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	275,053	285,393	289,676	313,859	313,859	313,859	331,467
Materials & Supplies	65,147	75,923	90,950	94,250	94,250	94,250	96,250
Contractual/Prof Services	155,700	170,230	246,271	255,698	255,698	255,698	263,358
Direct Charges	339	0	0	0	0	0	0
Capital Outlay	5,610	6,144	0	0	0	0	0
Transfers Out	<u>0</u>	<u>0</u>	<u>45,000</u>	<u>45,000</u>	<u>45,000</u>	<u>45,000</u>	<u>0</u>
Total Requirements	<u>501,849</u>	<u>537,690</u>	<u>671,897</u>	<u>708,807</u>	<u>708,807</u>	<u>708,807</u>	<u>691,075</u>

Program: Utilities/Wastewater – JO-GRO™

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	#	#	#	#	#	#	#
Utility Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Municipal Service Aide	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Public Works Director							
From: Water Treatment	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Utility Plant Superintendent							
From: Wastewater Treatment	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Utility Worker							
From: Wastewater Treatment	0.50	0.50	0.50*	0.50*	0.50*	0.50*	0.50*
Trmt. Plant Spec. – Maintenance							
From: Wastewater Treatment	0.30	0.30	0.30	0.50	0.50	0.50	0.50
Department Support Technician**							
From: Water Treatment	<u>0.03</u>						
Subtotal	1.11	1.11	1.11	1.31	1.31	1.31	1.31
Total Positions	<u>4.11</u>	<u>4.11</u>	<u>4.11</u>	<u>4.31</u>	<u>4.31</u>	<u>4.31</u>	<u>4.31</u>
Total Un-Funded Positions	0.00	0.00	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Total Funded Positions	<u>4.11</u>	<u>4.11</u>	<u>3.61</u>	<u>3.81</u>	<u>3.81</u>	<u>3.81</u>	<u>3.81</u>

**FY13- Office Assistant Position was reclassified to Department Support Technician

*Recap of Unfunded Positions by Fiscal Year:							
Utility Worker	0.00	0.00	0.50	0.50	0.50	0.50	0.50

Program: Utilities/Wastewater – Customer Services

Services Delivered:

Customer Service provides for the billing and collection of customer charges, legal services, and engineering required for wastewater activities.

FY'13 Anticipated Accomplishments:

The activity provides for direct customer services and engineering support for developers. This activity focuses on the City Council goal of “**Quality Livability**”, with extensive work with individual customers paying bills, establishing accounts, and assisting with or planning for service modifications to their property. The engineering costs are those associated with customer service for developers, real estate agents, and property owners in Community Development.

The Customer Service activity will bill about 10,656 City sewer customers monthly and maintain timely records on all accounts. Information regarding sewer line locations, new service requests, local improvement district financing, and other data regarding the overall system will be provided to customers through this activity.

FY'13 Performance Measurements:

Measure: Operating costs for sewer customer service per customer.

Desired Outcome: Efficient Utility Billing Services.

Calculation:

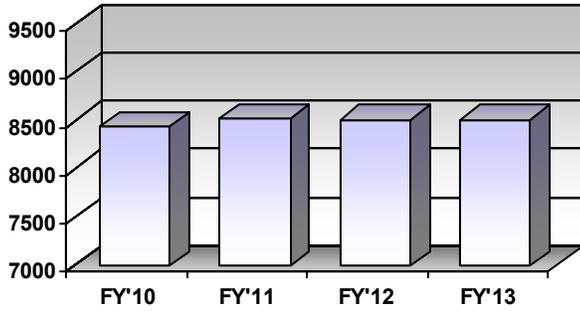
$$\frac{\text{Direct Monthly Charge to the utility for Customer Service Services}}{\text{Sewer Customers (City only)}} = \frac{\$17,251}{10,656} = \$1.62 \text{ per customer}$$

Definition:

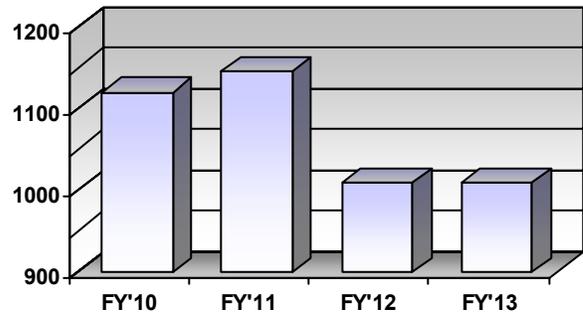
Operating costs for wastewater utility customer services include expenditures for: salaries, wages and employment benefits; materials; contracted services; property management and financial expenses. Operating costs per wastewater customer are projected to be \$1.62 in FY'13. The Customer Service Department strives to keep costs at a minimum. We recognize that costs will increase over time, but it is expected that any increased costs per customer will be less than or equal to annual inflation costs.

Program: Utilities/Wastewater – Customer Services

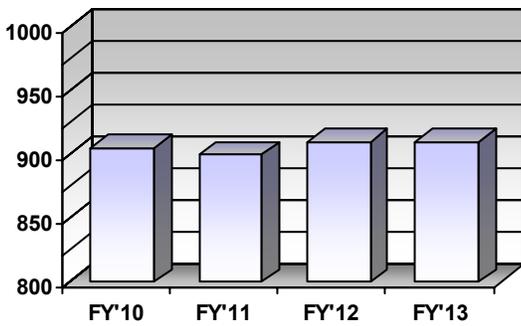
Number of RESIDENTIAL Customers



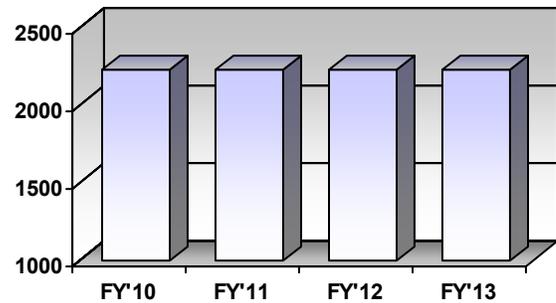
Number of COMMERCIAL Customers



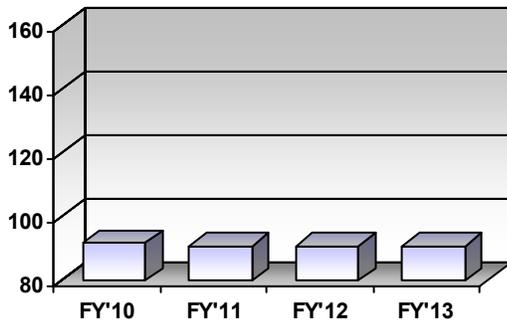
Number of MULTIFAMILY Customers



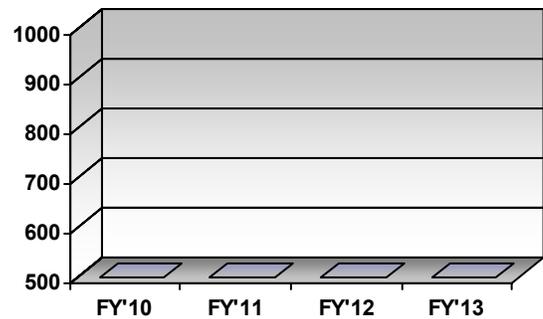
Number of Redwood Sanitary Sewer Services Customers



Number of PUBLIC AGENCY Customers



Number of HARBECK-FRUITDALE Customers



Note: Harbeck-Fruitdale numbers decline as properties are annexed and moved into appropriate class groups. Harbeck-Fruitdale customers have been included with the City Sewer customer numbers. The Harbeck-Fruitdale district was officially dissolved November 17, 2010.

Program: Utilities/Wastewater – Customer Services

Budget Highlights:

FY'13 includes maintenance of costs below the FY'11 per customer operating costs for sewer customers. We do however recognize that the per customer cost is more than annual inflation for this budget year. Contributing factors include increased costs for postage and supplies which are beyond the control of the activity. However, projected costs for FY'14 represent a 2% increase which should be within inflationary expectations.

FY'12 Performance Indicators:

The Customer Service Department strives to keep costs at a minimum. We recognize that costs will increase over time, but it is expected that any increased costs per customer will be less than or equal to annual inflation costs.

Program: Utilities/Wastewater – Customer Services

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	22,575	22,441	26,287	28,141	28,141	28,141	28,610
Direct Charges	<u>239,933</u>	<u>245,773</u>	<u>243,996</u>	<u>245,371</u>	<u>245,371</u>	<u>245,371</u>	<u>247,374</u>
Total Requirements	<u>262,508</u>	<u>268,214</u>	<u>270,283</u>	<u>273,512</u>	<u>273,512</u>	<u>273,512</u>	<u>275,984</u>

Program: Utilities/Wastewater – Debt Service

Services Delivered:

This activity accounts for the repayment of debt incurred by the Wastewater Utility. A total of \$7,000,000 of State Revolving Loan Fund (SRF) monies were made available to the City for expansion of the Wastewater Treatment Plant and related projects. The SRF loan agreement R38671 was refinanced in December of 2009 for a net present value savings of \$370,530 over the life of the bond.

Budget Highlights:

The 2009 Refunding Bond debt will be payable over thirteen years at an interest rate of 3.05%. Annual principal and interest payments will be made according to the debt service schedule.

The following loan and bond debt payment schedule reflects the refinancing of loan agreement R38671 in December 2009 through a bond sale:

	FY'09	FY'10 *	FY'11	FY'12	FY'13
Principal	284,989	296,171	320,000	320,000	330,000
Interest	<u>210,261</u>	<u>194,380</u>	<u>181,313</u>	<u>171,712</u>	<u>162,813</u>
Total	<u>495,250</u>	<u>490,551</u>	<u>501,313</u>	<u>491,712</u>	<u>492,813</u>

* Does not include debt reserve that was used to pay down principal of loan in the bond offering of FY'10.

The full Debt Service schedule is in Appendix P.

Program: Utilities/Wastewater – Debt Service

Financial Summary

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Debt Service	<u>501,329</u>	<u>485,573</u>	<u>491,712</u>	<u>492,813</u>	<u>492,813</u>	<u>492,813</u>	<u>492,913</u>
Total Requirements	<u>501,329</u>	<u>485,573</u>	<u>491,712</u>	<u>492,813</u>	<u>492,813</u>	<u>492,813</u>	<u>492,913</u>

Program: Utilities/Wastewater – General Program Operations

Services Delivered:

This activity accounts for expense that is not directly allocated to any single wastewater activity. The contingency is appropriated in this activity, along with transfers to capital projects, payment of administrative overhead, ending fund balances, and debt issuance costs.

FY'13 Anticipated Accomplishments:

The contingency funds available in General Program Operations are utilized only with direct City Council authorization. The ending fund balance appropriation may not be altered during the fiscal year. The appropriated funds for capital projects are transferred as soon as they are available.

Program: Utilities/Wastewater – General Program Operations

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Direct Charges	0	9,504	9,500	11,875	11,875	11,875	11,875
Contractual/Prof Services	85,093	331	10,350	350	350	350	350
Contingencies	0	0	1,150,825	1,121,194	1,121,194	1,121,194	1,124,428
Indirect Charges	305,192	319,368	348,031	361,300	361,300	361,300	368,500
Transfers Out	987,834	378,206	855,046	951,750	951,750	951,750	831,863
Ending Balance	<u>574,332</u>	<u>1,147,866</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,952,451</u>	<u>1,855,275</u>	<u>2,373,752</u>	<u>2,446,469</u>	<u>2,446,469</u>	<u>2,446,469</u>	<u>2,337,016</u>

Program: Utilities/Wastewater – Debt Service Reserve Fund

Services Delivered/ Budget Highlights:

This activity accounted for the reserve requirement mandated by the covenants of the SRF loan accepted in 2001 for the expansion of the Wastewater Treatment Plant. As of December 2009, this requirement was released when the City issued a refunding bond to consolidate debt at a lower rate.

Program: Utilities/Wastewater – Debt Service Reserve Fund

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>500,899</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Resources	<u>500,899</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Debt Service	<u>500,899</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>500,899</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Program: Utilities/Wastewater – Capital Construction

Basic Functions:

This activity provides for the planning, engineering and construction of sewer lines, pumping stations, and treatment facilities for the Wastewater Program. The Public Works Engineering Technician is shown here, but actual expenditures are spread across Wastewater, Water, and Transportation projects.

Personnel:

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
Engineering Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Activity Highlights:

This portion of the Wastewater system receives financing from System Development Charge revenues and transfers from wastewater operations. The Wastewater system includes the treatment plant, three pump stations, and the collection system. Major repairs and improvements are financed through this capital budget.

This budget sets aside funds to provide for the major rehabilitation of the treatment plant, pump stations and replacement of deteriorated sewer piping within the collection system.

Budget Highlights:

The Active Capital Project list includes projects coming to a close in FY'12, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the “Actual resources through FY'11”; the re-assessed resource needs of projects using current data for the “Revised FY'12” column, guiding our “Adopted FY'13” and resources estimated “Through FY'13”. We have “Future Years” and “Total Project” columns for each project. Refer to the Capital Budget Book for more information on individual projects.

The individual project pages describe the project, the need, future and ongoing costs, and the total project cost. The tables show when and where the money is budgeted to come from and the expenses incurred and budgeted to incur through completion.

Program: Utilities/Wastewater – Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'11	Revised FY'12	Adopted FY'13	Total Through FY'13	Future Years	Total Project
SE0000	Miscellaneous Projects - SDC Fund 722	152,588	(72,280)	(50,000)	30,308	(11,923,000)	(11,892,692)
SE0000	Miscellaneous Projects - AFD Fund 725	88,222	0	(7,282)	80,940	0	80,940
SE0000	Miscellaneous Projects - General Fund 728	1,691,425	(619,954)	(63,968)	1,007,503	(4,175,137)	(3,167,634)
SE4161	Accelerated Maintenance	301,641	50,000	75,000	426,641	200,000	626,641
SE4745	WRP & JOGRO™ Equipment Improve.	300,000	50,000	50,000	400,000	200,000	600,000
SE4960	JO-GRO™ Miscellaneous Upgrades	329,020	300,000	250,000	879,020	100,000	979,020
SE4963	Update WRP Facility Plan	250,000	0	25,000	275,000	0	275,000
SE4964	WRP Phase 2 Expansion	762,000	100,000	200,000	1,062,000	8,908,000	9,970,000
SE4998	Industrial Pretreatment Program Update	195,000	17,000	0	212,000	0	212,000
SE5060	General Engineering	71,000	25,000	25,000	121,000	100,000	221,000
SE5080	WRP Structural Repairs	58,000	25,000	75,000	158,000	300,000	458,000
SE5081	Collection System Master Plan Update	100,000	75,000	50,000	225,000	0	225,000
SE6012	Western Avenue Sewer Replacement	10,000	0	0	10,000	1,790,000	1,800,000
SE6064	Sewer Main Structural Repairs	0	690,000	275,000	965,000	2,735,000	3,700,000
SE6067	Sewer Siphon Line Inspection	30,000	40,000	0	70,000	0	70,000
SE6111	Mill Street Sewer Reconstruction	0	125,000	0	125,000	4,025,000	4,150,000
SE6112	Sewer Rate Study SE & RS	0	10,000	25,000	35,000	0	35,000
SE6133	Influent Control Structure Repair	0	50,000	130,000	180,000	0	180,000
NEW PROJECTS							
SE6156	Sewer Mains Related to Overlays	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>50,000</u>	<u>1,850,000</u>	<u>1,900,000</u>
Total Projects		<u>4,338,896</u>	<u>864,766</u>	<u>1,108,750</u>	<u>6,312,412</u>	<u>4,109,863</u>	<u>10,422,275</u>

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

SE6050	L Street Sewer & Water Main Repl.	15,000	200,000	0	215,000	0	215,000
Total Closed Projects		<u>15,000</u>	<u>200,000</u>	<u>0</u>	<u>215,000</u>	<u>0</u>	<u>215,000</u>
Grand Total - All Projects		<u>4,353,896</u>	<u>1,064,766</u>	<u>1,108,750</u>	<u>6,527,412</u>	<u>4,109,863</u>	<u>10,637,275</u>

This is a summary sheet of all the Capital Projects that are discussed in detail in the Capital Budget Book.

Program: Utilities/Wastewater – Capital Construction

ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'13

		Adopted FY'13 Beginning Fund Balance	Adopted FY'13 Revenue	Adopted FY'13 Capital Outlay	Adopted FY'13 Transfers	Adopted FY'13 Appropriated Fund Balance
SE4161	Accelerated Maintenance	0	75,000	75,000	0	0
SE4745	WRP & JOGRO™ Equipment Improve.	25,000	50,000	75,000	0	0
SE4960	JO-GRO™ Miscellaneous Upgrades	260,193	250,000	510,193	0	0
SE4963	Update WRP Facility Plan	225,000	25,000	250,000	0	0
SE4964	WRP Phase 2 Expansion	799,345	200,000	999,345	0	0
SE4998	Industrial Pretreatment Program Update	3,529	0	3,529	0	0
SE5060	General Engineering	0	25,000	25,000	0	0
SE5080	WRP Structural Repairs	0	75,000	75,000	0	0
SE5081	Collection System Master Plan Update	64,337	50,000	114,337	0	0
SE6012	Western Avenue Sewer Replacement	9,879	0	9,879	0	0
SE6064	Sewer Main Structural Repairs	190,000	275,000	465,000	0	0
SE6111	Mill Street Sewer Reconstruction	100,000	0	100,000	0	0
SE6112	Sewer Rate Study SE & RS	5,000	25,000	30,000	0	0
SE6133	Influent Control Structure Repair	0	130,000	130,000	0	0
SE0000	Miscellaneous Projects - SDC Fund 722	80,308	(50,000)	0	0	30,308
SE0000	Miscellaneous Projects - AFD Fund 725	7,282	(7,282)	0	0	0
SE0000	Miscellaneous Projects – Gen. Fund 728	107,557	(63,968)	0	0	43,589
NEW PROJECTS						
SE6156	Sewer Mains Related to Overlays	<u>0</u>	<u>50,000</u>	<u>50,000</u>	<u>0</u>	<u>0</u>
	Total Projects	<u>1,877,430</u>	<u>1,108,750</u>	<u>2,912,283</u>	<u>0</u>	<u>73,897</u>

Program: Utilities/Wastewater – Capital Construction

Financial Summary

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Fund Balance	<u>2,035,933</u>	<u>2,352,707</u>	<u>1,748,048</u>	<u>1,877,430</u>	<u>1,877,430</u>	<u>1,877,430</u>	<u>73,897</u>
Resources							
Development Charges	206,863	179,287	152,720	150,000	150,000	150,000	150,000
Sale of Publications	40	0	0	0	0	0	0
Investment Interest	20,894	17,359	1,000	1,000	1,000	1,000	1,000
Advance Finance Interest	966	454	0	0	0	0	0
SDC Loans	10,189	7,701	0	0	0	0	0
Street Utility Fund	0	0	40,000	0	0	0	0
Sewer Fund	987,834	376,206	855,046	951,750	951,750	951,750	831,863
Water Fund	0	0	50,000	0	0	0	0
RSSSD	0	0	5,000	5,000	5,000	5,000	5,000
Miscellaneous Revenues	78	48	0	0	0	0	0
Advance Financing	<u>2,017</u>	<u>5,960</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Total Current Resources	<u>1,228,881</u>	<u>587,015</u>	<u>1,104,766</u>	<u>1,108,750</u>	<u>1,108,750</u>	<u>1,108,750</u>	<u>988,863</u>
Total Resources	<u>3,264,814</u>	<u>2,939,722</u>	<u>2,852,814</u>	<u>2,986,180</u>	<u>2,986,180</u>	<u>2,986,180</u>	<u>1,062,760</u>
Requirements							
Capital Outlay	912,107	709,864	2,749,853	2,912,283	2,912,283	2,912,283	1,020,000
Appropriated Fund Balance	<u>2,352,707</u>	<u>2,229,858</u>	<u>102,961</u>	<u>73,897</u>	<u>73,897</u>	<u>73,897</u>	<u>42,760</u>
Total Requirements	<u>3,264,814</u>	<u>2,939,722</u>	<u>2,852,814</u>	<u>2,986,180</u>	<u>2,986,180</u>	<u>2,986,180</u>	<u>1,062,760</u>

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

SOLID WASTE

ACTIVITIES

- *Field Operations
- *Post-Closure Operations
- *General Program Operations
- *Capital Construction

DESCRIPTION

The Solid Waste Program provides for limited support for the municipal portions of franchise management for the two solid waste franchises in Grants Pass. The City now works through the Josephine County Solid Waste Agency for direct franchise administration, the development of recycling opportunities, and solid waste regulation. Historically, the City operated the Merlin Landfill which stopped accepting waste as of December 31, 2000. Under the Merlin Consent Order, entered into by the City with the DEQ, the City now directs the remediation of environmental and groundwater issues. The construction of the landfill's final cover was completed at end of 2001. The landfill has entered into its post-closure maintenance and monitoring period, which is required for at least the next 20 years.

The post-closure monitoring and maintenance of the Merlin Landfill is covered by an insurance policy from Chartis Insurance (formerly known as American International Group (AIG)). This policy was purchased in FY'02 to cover the cost of the landfill's final cover and its post-closure monitoring and maintenance for a total coverage limit of \$13,000,000. In addition, the City purchased property damage (including natural resource damage) and bodily harm insurance policies with a total coverage limit of \$10,000,000 for the landfill.

Previously, revenues for the Solid Waste Program were generated largely from the disposal rates at the Merlin Landfill. With the closure of the landfill, that revenue source has ceased.

The primary issues in the solid waste fund involve three primary areas:

- Completion of the required remediation actions at the Merlin Landfill as contained in the final Record of Decision.
- Fuels reduction, reforestation and land management at the Merlin Landfill site.
- Payment of debt for the Marlsan Landfill Cover on behalf of the Solid Waste Agency, which has now been fulfilled.

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	1,960,466	1,594,872	1,514,126	1,767,371	1,767,371	1,767,371	1,577,498
Total Resources	<u>1,960,466</u>	<u>1,594,872</u>	<u>1,514,126</u>	<u>1,767,371</u>	<u>1,767,371</u>	<u>1,767,371</u>	<u>1,577,498</u>
Requirements							
Solid Waste Field Operations	19,718	18,213	25,137	25,063	25,063	25,063	25,572
Post-Closure Operations	36,157	44,629	136,685	207,200	207,200	207,200	125,300
Solid Waste General Operations	498,442	139,121	119,288	155,603	155,603	155,603	163,121
Capital Construction	<u>1,406,149</u>	<u>1,392,909</u>	<u>1,233,016</u>	<u>1,379,505</u>	<u>1,379,505</u>	<u>1,379,505</u>	<u>1,263,505</u>
Total Requirements	<u>1,960,466</u>	<u>1,594,872</u>	<u>1,514,126</u>	<u>1,767,371</u>	<u>1,767,371</u>	<u>1,767,371</u>	<u>1,577,498</u>

Program: Utilities/Solid Waste – Solid Waste Program

Services Delivered:

This activity meets the goals of the City of Grants Pass by providing safe and efficient management of solid waste. Operational programs within this activity include management of franchise collection services for solid waste, environmental remediation at the Merlin Landfill, development of companion programs for recycling and hazardous waste collection, yard and leaf debris collection, administration of the open burning ordinance, and planning & development for future disposal opportunities. The program also previously accounted for a debt authorized to assist the Grants Pass/Josephine County Solid Waste Agency.

FY'13 Anticipated Accomplishments:

The Merlin Landfill is a “closed” landfill. The final Record of Decision (ROD) required the construction of a municipal water line to supply residents adjacent to the landfill site and the acquisition of limited properties. Each of these activities continues to be managed through the capital appropriation for remediation.

The solid waste program will remain responsible for assuring the ongoing monitoring of the closed Merlin Landfill. The ongoing monitoring requirements are all reimbursed by the insurance policy; however, the program must assure all required actions are completed, including ongoing groundwater monitoring, maintenance of the final cover and the completion of all required remediation activities.

This program will also invest in the continued creation of a reforested site. The existing forested property is under a program for fuels reduction for fire management.

Program: Utilities/Solid Waste – Solid Waste Program

Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>52,624</u>	<u>80,458</u>	<u>109,625</u>	<u>145,506</u>	<u>145,506</u>	<u>145,506</u>	<u>153,283</u>
Current Resources							
Activity Generated							
Burn Permits	2,690	2,660	2,500	2,500	2,500	2,500	2,500
Landfill Fees	46,089	81,789	136,685	207,200	207,200	207,200	125,300
Solid Waste Agency	397,635	10,500	11,000	11,500	11,500	11,500	11,750
Interest	379	956	700	560	560	560	560
Transfers	38,000	10,000	5,000	5,000	5,000	5,000	5,000
Other Revenue	16,900	15,600	15,600	15,600	15,600	15,600	15,600
Capital Construction	<u>1,406,149</u>	<u>1,392,909</u>	<u>1,233,016</u>	<u>1,379,505</u>	<u>1,379,505</u>	<u>1,379,505</u>	<u>1,263,505</u>
Total Current Resources	<u>1,907,842</u>	<u>1,514,414</u>	<u>1,404,501</u>	<u>1,621,865</u>	<u>1,621,865</u>	<u>1,621,865</u>	<u>1,424,215</u>
Total Resources	<u>1,960,466</u>	<u>1,594,872</u>	<u>1,514,126</u>	<u>1,767,371</u>	<u>1,767,371</u>	<u>1,767,371</u>	<u>1,577,498</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Field Operations	19,718	18,213	25,137	25,063	25,063	25,063	25,572
Post Closure Operations	66,652	70,439	124,260	188,300	188,300	188,300	113,800
Capital Construction	1,344,149	1,358,909	1,204,016	1,350,505	1,350,505	1,350,505	1,234,505
Contingency	0	0	116,774	153,283	153,283	153,283	160,751
Indirect Charges	16,066	8,869	14,939	21,220	21,220	21,220	13,870
Debt Service	371,423	0	0	0	0	0	0
Transfers Out	62,000	34,000	29,000	29,000	29,000	29,000	29,000
Ending Balance	<u>80,458</u>	<u>104,442</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,960,466</u>	<u>1,594,872</u>	<u>1,514,126</u>	<u>1,767,371</u>	<u>1,767,371</u>	<u>1,767,371</u>	<u>1,577,498</u>

Program: Utilities/Solid Waste – Field Operations

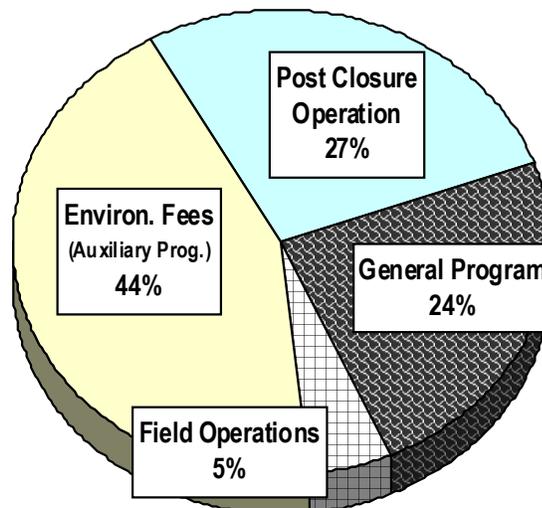
Services Delivered:

The activity provides for safe and efficient management of the City of Grants Pass's portion of solid waste disposal, collection, and alternatives to disposal. The primary activities are those associated with management of the solid waste collection franchises, management of the landfill post-closure maintenance and monitoring, the oversight of work necessary on the remediation, and the administration of the limited open burning ordinance. The solid waste franchise agreements, now administered by the Josephine County-City of Grants Pass Solid Waste Agency, have placed the following responsibilities on the solid waste haulers: operation of the transfer station and reload station, specialty waste streams (such as household hazardous waste, etc.), recycling, yard and leaf debris collection, and the spring cleanup day.

FY'13 Anticipated Accomplishments:

The activity provides for the use of contracted technical and engineering consulting services to support activities for the solid waste program, and activities at and around the landfill not considered part of post-closure maintenance and monitoring. It also provides for maintenance of properties adjacent to the landfill, secured by the City, in order to create the necessary buffer zone and to maintain access to our monitoring wells located on the properties.

FY'13 Budget Allocations



Program: Utilities/Solid Waste – Field Operations

Budget Highlights:

The FY'13 budget reflects revenues from the beginning balance, management fees to the City of Grants Pass for Public Works administrative personnel from the Josephine County / Grants Pass Solid Waste Agency, the transfer station lease, interest on those funds, and burn permits. This activity provides for solid waste activities not associated with the landfill property itself, contracted professional services, and a contingency.

FY'12 Activity Review:

The Merlin Landfill is in the post-closure period. The City and County created the Josephine County-City of Grants Pass Solid Waste Agency to oversee the solid waste program throughout the County and City, and the City issued debt to support the solid waste post-closure activities at the Marlsan Landfill. The City issued debt for the Merlin Landfill was paid in full in FY'10.

Program: Utilities/Solid Waste – Field Operations

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	9,727	10,056	10,233	10,585	10,585	10,585	10,974
Materials & Supplies	34	0	320	320	320	320	320
Contractual/Prof Services	7,596	6,584	11,220	11,294	11,294	11,294	11,294
Direct Charges	2,361	1,524	3,364	2,864	2,864	2,864	2,864
Capital Outlay	<u>0</u>	<u>49</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>120</u>
Total Requirements	<u>19,718</u>	<u>18,213</u>	<u>25,137</u>	<u>25,063</u>	<u>25,063</u>	<u>25,063</u>	<u>25,572</u>

Program: Utilities/Solid Waste – Field Operations

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
	#	#	#	#	#	#	#
Public Works Director							
From: Water Treatment	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Department Support Technician*							
From: Water Treatment	<u>0.05</u>						
Total Positions	<u>0.10</u>						

*FY13- Office Assistant Position was reclassified to Department Support Technician

Program: Utilities/Solid Waste – Post Closure Operations

Services Delivered:

This activity provides for the post-closure maintenance and monitoring of the Merlin Landfill and the costs reimbursed by Chartis Insurance. Activities include maintenance and monitoring of the final cover, gas collection system, leachate collection and hauling, storm water system, groundwater monitoring, and permit compliance.

FY'13 Anticipated Accomplishments:

Public Works staff from the JO-GRO™ facility, Water Restoration Plant, and Water Distribution Division will complete the majority of the activities, with major contracts in place for groundwater analysis and reporting.

Budget Highlights:

The costs reflect the monitoring and maintenance of the landfill to be reimbursed by Chartis, plus a contingency for any unexpected costs.

FY'12 Activity Review:

The Merlin Landfill's final cover, groundwater, storm water and gas collection system operation were monitored through this period. All of the monitoring and sample collection responsibilities have been transferred to staff personnel to insure the quality of continued operations.

Program: Utilities/Solid Waste – Post Closure Operations

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Materials & Supplies	2,665	89	19,000	7,000	7,000	7,000	7,200
Contractual/Prof Services	46,023	50,957	83,360	84,400	84,400	84,400	84,700
Direct Charges	17,964	19,393	21,900	21,900	21,900	21,900	21,900
Capital Outlay	0	0	0	75,000	75,000	75,000	0
Indirect Charges	6,665	7,044	12,425	18,900	18,900	18,900	11,500
Ending Balance	<u>(37,160)</u>	<u>(32,854)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>36,157</u>	<u>44,629</u>	<u>136,685</u>	<u>207,200</u>	<u>207,200</u>	<u>207,200</u>	<u>125,300</u>

Program: Utilities/Solid Waste – General Program Operations

Services Delivered:

This activity provides for expense which is not directly allocated to the field operations for solid waste or for the post closure activities. The contingency is appropriated in this activity.

Program: Utilities/Solid Waste – General Program Operations

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contingencies	0	0	116,774	153,283	153,283	153,283	160,751
Indirect Charges	9,401	1,825	2,514	2,320	2,320	2,320	2,370
Debt Service	371,423	0	0	0	0	0	0
Ending Balance	<u>117,618</u>	<u>137,296</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>498,442</u>	<u>139,121</u>	<u>119,288</u>	<u>155,603</u>	<u>155,603</u>	<u>155,603</u>	<u>163,121</u>

Program: Utilities/Solid Waste – Capital Construction

Basic Functions:

This activity provides for the planning, engineering and construction of solid waste facilities.

Activity Highlights:

This fiscal year will continue to implement the Record of Decision (ROD) and continue to monitor the remediation programs.

Budget Highlights:

The Active Capital Project list includes projects coming to a close in FY'12, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the “Actual resources through FY'11”; the re-assessed resource needs of projects using current data for the “Revised FY'12” column, guiding our “Adopted FY'13” and resources estimated “Through FY'13”. We have “Future Years” and “Total Project” columns for each project. Refer to the Capital Budget Book for more information on individual projects.

The individual project pages describe the project, the need, future and ongoing costs, and the total project cost. The tables show when and where the money is budgeted to come from and the expenses incurred and budgeted to incur through completion.

Program: Utilities/Solid Waste – Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'11	Revised FY'12	Adopted FY'13	Total Through FY'13	Future Years	Total Project
LA0000	Miscellaneous Projects	2,269,911	0	200,000	2,469,911	340,000	2,809,911
LA2640	Remediation	3,033,646	0	0	3,033,646	0	3,033,646
LA4691	Clean Up Program	<u>883,743</u>	<u>(57,200)</u>	<u>20,000</u>	<u>846,543</u>	<u>980,200</u>	<u>1,826,743</u>
	Total Projects	<u>6,187,300</u>	<u>(57,200)</u>	<u>220,000</u>	<u>6,350,100</u>	<u>1,320,200</u>	<u>7,670,300</u>

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

LA6130	Pollution Liability Insurance	0	183,000	0	183,000	0	183,000
	Total Closed Projects	<u>0</u>	<u>183,000</u>	<u>0</u>	<u>183,000</u>	<u>0</u>	<u>183,000</u>
	Grand Total - All Projects	<u>6,187,300</u>	<u>125,800</u>	<u>220,000</u>	<u>6,533,100</u>	<u>1,320,200</u>	<u>7,853,300</u>

ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'13

		Adopted FY'13 Beginning Fund Balance	Adopted FY'13 Revenue	Adopted FY'13 Capital Outlay	Adopted FY'13 Transfers Out	Adopted FY'13 Appropriated Fund Balance
LA2640	Remediation	297,875	0	75,000	5,000	217,875
LA4691	Clean Up Program	645,934	20,000	0	24,000	641,934
LA0000	Miscellaneous Projects	<u>215,696</u>	<u>200,000</u>	<u>180,000</u>	<u>0</u>	<u>235,696</u>
	Total Projects	<u>1,159,505</u>	<u>220,000</u>	<u>255,000</u>	<u>29,000</u>	<u>1,095,505</u>

This is a summary sheet of all the Capital Projects that are discussed in detail in the Capital Budget book.

Program: Utilities/Solid Waste – Capital Construction

Financial Summary

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Fund Balance	<u>1,382,709</u>	<u>1,285,016</u>	<u>1,211,016</u>	<u>1,159,505</u>	<u>1,159,505</u>	<u>1,159,505</u>	<u>1,095,505</u>
Resources							
Investment Interest	12,959	9,869	22,000	10,000	10,000	10,000	10,000
Inter-fund Interest Repayment	10,481	98,024	0	0	0	0	0
Loan Repayments	<u>0</u>	<u>0</u>	<u>0</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>	<u>158,000</u>
Total Current Resources	<u>23,440</u>	<u>107,893</u>	<u>22,000</u>	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>	<u>168,000</u>
Total Resources	<u>1,406,149</u>	<u>1,392,909</u>	<u>1,233,016</u>	<u>1,379,505</u>	<u>1,379,505</u>	<u>1,379,505</u>	<u>1,263,505</u>
Requirements							
Capital Outlay	59,133	51,205	62,000	255,000	255,000	255,000	275,000
Transfers Out	62,000	34,000	29,000	29,000	29,000	29,000	29,000
Appropriated Fund Balance	<u>1,285,016</u>	<u>1,307,704</u>	<u>1,142,016</u>	<u>1,095,505</u>	<u>1,095,505</u>	<u>1,095,505</u>	<u>959,505</u>
Total Requirements	<u>1,406,149</u>	<u>1,392,909</u>	<u>1,233,016</u>	<u>1,379,505</u>	<u>1,379,505</u>	<u>1,379,505</u>	<u>1,263,505</u>

ADMINISTRATIVE SERVICES

ACTIVITIES

- *Management Services
- *Finance Services
- *Legal Services
- *Human Resources
- *General Program Operations

DESCRIPTION

This program provides direct and indirect administrative services to the various programs and activities.

Revenues for the activities are based upon the application of an administrative charge. A fixed rate of 8% is applied to all operating activities and 2% is applied to capital project construction. These rates have remained unchanged since FY'88.

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	<u>3,468,557</u>	<u>3,384,057</u>	<u>3,561,678</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,648,281</u>
Total Resources	<u>3,468,557</u>	<u>3,384,057</u>	<u>3,561,678</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,648,281</u>
Requirements							
Management Services	633,531	716,528	760,133	758,920	758,920	758,920	788,680
Finance Services	1,349,059	1,271,957	1,377,964	1,437,121	1,437,121	1,437,121	1,502,003
Legal Services	348,829	334,843	351,585	333,651	333,651	333,651	333,405
Human Resources	398,466	361,726	437,554	452,971	462,971	462,971	470,171
General Program Operations	<u>738,672</u>	<u>699,003</u>	<u>634,442</u>	<u>619,726</u>	<u>609,726</u>	<u>609,726</u>	<u>554,022</u>
Total Requirements	<u>3,468,557</u>	<u>3,384,057</u>	<u>3,561,678</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,648,281</u>

Program: Administrative Services – Program Summary

Mission Statement:

“The mission of the Administrative Services Department is to provide efficient and effective administration and management services for the City Council, City Departments and Programs, City Staff and the Citizens of Grants Pass.”

Services Delivered:

This program is responsible for administrative and fiscal management of the City. This includes management, financial, legal and human resource services. Administrative Services also provides for expenditures that support the entire City, such as postage, copying and general staff training.

This program supports all of the Council’s goals throughout the entire City organization with particular emphasis on the Council’s goal of **“Provide cooperative, shared leadership involving Council, Staff and Community”**. A major focus will be coordination of increased and improved communication and enhanced utilization of technology.

Program: Administrative Services– Program Summary

Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	
	\$	\$	\$	FY'13	FY'13	FY'13	
Beginning Balance	<u>613,269</u>	<u>531,080</u>	<u>382,098</u>	<u>397,594</u>	<u>397,594</u>	<u>397,594</u>	<u>345,455</u>
Current Resources							
Activity Generated							
Redwood Sewer District	47,006	54,528	55,678	57,700	57,700	57,700	59,100
GP Redevelopment Agency	9,446	5,424	2,000	2,000	2,000	2,000	0
Revenue from Other Agencies	3,500	8,511	16,797	16,000	16,000	16,000	16,000
Interest	9,280	7,422	6,000	2,600	2,600	2,600	2,600
Other Revenue	5,750	8,652	24,500	34,500	34,500	34,500	34,500
Administrative Charges	2,132,582	2,160,041	2,442,377	2,478,523	2,478,523	2,478,523	2,570,341
Direct Charges	<u>647,724</u>	<u>608,399</u>	<u>632,228</u>	<u>613,472</u>	<u>613,472</u>	<u>613,472</u>	<u>620,285</u>
Total Current Resources	<u>2,855,288</u>	<u>2,852,977</u>	<u>3,179,580</u>	<u>3,204,795</u>	<u>3,204,795</u>	<u>3,204,795</u>	<u>3,302,826</u>
Total Resources	<u>3,468,557</u>	<u>3,384,057</u>	<u>3,561,678</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,648,281</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	
	\$	\$	\$	FY'13	FY'13	FY'13	
Management Services	610,657	692,298	734,213	733,000	733,000	733,000	762,760
Finance Services	1,278,782	1,209,338	1,323,565	1,380,597	1,380,597	1,380,597	1,445,479
Legal Services	341,284	329,030	342,697	325,943	325,943	325,943	325,697
Human Resources	391,176	354,004	425,942	441,359	451,359	451,359	458,559
General Program Operations	149,168	139,521	190,090	184,400	184,400	184,400	184,500
Direct Charges	128,423	152,755	173,561	171,635	171,635	171,635	171,635
Capital Outlay	37,987	21,712	15,000	10,000	10,000	10,000	10,000
Contingencies	0	0	356,610	355,455	345,455	345,455	289,651
Ending Balance	<u>531,080</u>	<u>485,399</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>3,468,557</u>	<u>3,384,057</u>	<u>3,561,678</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,602,389</u>	<u>3,648,281</u>

Program: Administrative Services – Management Services

Services Delivered:

This activity provides professional leadership in the administration of the goals and policies formulated by the Council. The Manager also coordinates and directs all City operations. The City Manager is the official purchasing agent, personnel officer, superintendent of the utility system and budget officer for the City. The City Manager is responsible for the coordination of all operations of the City, including capital investments and support for all operating divisions. In addition to direct City administration, the management staff will provide community service by coordinating the painting of ten homes in the 24th year of the Paint Your Heart Out Program.

FY'13 Anticipated Accomplishments:

This activity will continue to promote Council goals within the City organization and throughout the community. The implementation of all Council goals and the adopted work plan is the responsibility of the manager. The goal of “**Provide cooperative, shared leadership involving Council, Staff and Community**” will receive particular emphasis by the City Manager.

FY'13 Performance Measurements:

- Provide quarterly reports for the Council on the finances and work plan.
- Provide weekly update on activities within the City.
- Conduct community workshops on the major issues that impact the City.
- Prepare the Council packet material by noon the Friday prior to the Council meeting 95% of the time.
- Submit at least six grant requests to fund operations and capital needs.
- Meet regularly with County Commissioners and School District #7 representatives.
- Provide leadership training opportunities for City Council and Committee members.
- Post Council meeting results within 24-hours after the meeting.

Program: Administrative Services – Management Services

Budget Highlights:

The most significant impact to this budget was created by the appointment of a new City Manager. There have been minor adjustments to salary allocations and there is some budget impact associated with the City-wide allocation of telephone and internet charges. The budget is impacted by minor benefit cost increases; however, overall the budget has not changed in any significant manner.

FY'12 Activity Review:

Management Staff assisted the Mayor and Council as they developed their Vision and Goals for the community. Staff worked with the Council to develop the 2012 Work Plan which has been accepted and adopted by the City Council. Staff has placed special emphasis on the identified top priorities. By the end of the fiscal year, which is halfway through the work plan year, the Staff has completed significant work and made progress on many of the work plan items.

FY'12 Performance Indicators:

- Conduct community workshops on issues that impact the City. **Target met.** *Community wide workshops were held on the Urban Growth Boundary and Neighborhood Centers.*
- Prepare the Council packet material by noon the Friday prior to the Council meeting 95% of the time. **Target met.**
- Submit at least six grant requests to fund operations and capital needs. **Target met.** *Grants were submitted for Hillcrest seismic rehab, Computer Aided Dispatch System, Firewise Community Coordinator, Pedestrian access to transit, Fruitdale Creek trail, Food Bank, Spray Park, Rural Business Enterprise, Street overlays and Transit system funding.*
- Meet regularly with County Commissioners and School District 7 representatives. **Target met.**
- Post Council meeting results within 24-hours after the meeting. **Target met.**

Program: Administrative Services – Management Services

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	575,564	660,463	699,729	698,031	698,031	698,031	728,959
Materials & Supplies	5,962	10,212	9,900	9,900	9,900	9,900	9,900
Contractual/Prof Services	29,131	21,623	24,584	25,069	25,069	25,069	23,901
Direct Charges	<u>22,874</u>	<u>24,230</u>	<u>25,920</u>	<u>25,920</u>	<u>25,920</u>	<u>25,920</u>	<u>25,920</u>
Total Requirements	<u>633,531</u>	<u>716,528</u>	<u>760,133</u>	<u>758,920</u>	<u>758,920</u>	<u>758,920</u>	<u>788,680</u>

Program: Administrative Services – Management Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
	#	#	#	#	#	#	#
City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assistant City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Administrative Coordinator	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Department Support Technician	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Assistant I	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Assistant II	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Grant Specialist	<u>0.800</u>	<u>0.800</u>	<u>0.850</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Subtotal	6.800	6.800	6.850	7.000	7.000	7.000	7.000
Assistant City Manager							
To: Workers Comp	0.000	0.000	(0.020)	(0.000)	(0.000)	(0.000)	(0.000)
Administrative Coordinator							
To: General Insurance	(0.000)	(0.000)	(0.000)	(0.200)	(0.200)	(0.200)	(0.200)
To: Workers Comp	(0.000)	(0.000)	(0.000)	(0.150)	(0.150)	(0.150)	(0.150)
Office Assistant I/II							
To: General Insurance	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Legal	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
Department Support Tech							
From: Legal	<u>0.000</u>	<u>0.000</u>	<u>0.106</u>	<u>0.425</u>	<u>0.425</u>	<u>0.425</u>	<u>0.425</u>
Subtotal	(0.100)	(0.100)	(0.014)	(0.025)	(0.025)	(0.025)	(0.025)
Total Positions	<u>6.700</u>	<u>6.700</u>	<u>6.836</u>	<u>6.975</u>	<u>6.975</u>	<u>6.975</u>	<u>6.975</u>
Total Un-Funded Positions	0.000	(0.250)	(0.250)	(0.500)	(0.500)	(0.500)	(0.500)
Total Funded Positions	<u>6.700</u>	<u>6.450</u>	<u>6.586</u>	<u>6.475</u>	<u>6.475</u>	<u>6.475</u>	<u>6.475</u>
Temporary/Seasonal Hours	<u>600</u>	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>	<u>375</u>

***Recap of Unfunded Positions by Fiscal Year:**

Office Assistant I	0.00	0.25	0.25	0.50	0.50	0.50	0.50
Seasonal Hours	0	225	225	225	225	225	225

Program: Administrative Services – Finance Services

Mission Statement:

“The Finance Department will provide fiscal integrity and efficient service through communication, technology and teamwork.”

Services Delivered:

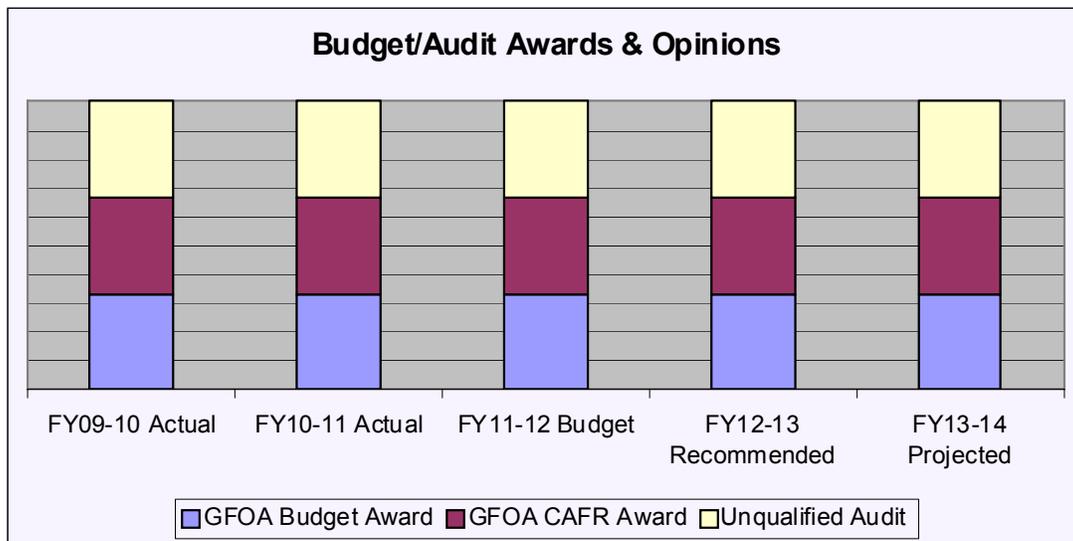
This activity is responsible for fiscal management of the City. This includes utility billing, accounting and record keeping; payroll, accounts payable and receivable; licensing, business and occupancy tax administration; cash and debt management as well as planning, controlling and reporting City finances. Other fiscal responsibilities include coordination and compilation of the budget document and preparation of the annual financial report. This activity also provides oversight and management of the financial record retention systems.

FY’13 Anticipated Accomplishments:

In support of the Council Goals **Economic Prosperity** and **Leadership**, the Finance office seeks to enhance utilization of technology that will increase efficiencies and reduce costs. This year the Finance Department anticipates taking part in the selection of new financial software that will help to accomplish this.

FY’13 Performance Measurements:

- The Budget document and Comprehensive Annual Financial Report (CAFR) will be submitted to the Government Finance Officers Association (GFOA) awards program.
- Maintain an unqualified opinion of the Comprehensive Annual Financial Report.



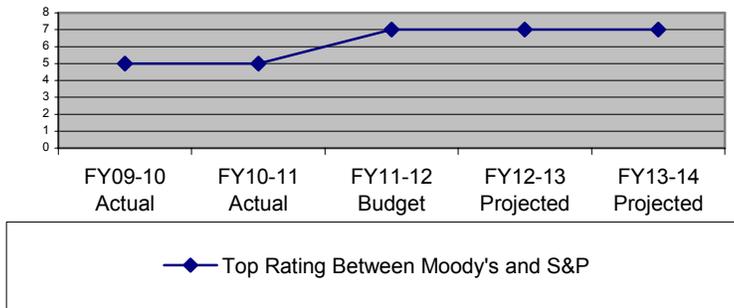
- Continue to study potential enhancements and/or additions to the formal financial policies for City Council consideration.
- Participate in selection and implementation of new financial software package.

Program: Administrative Services – Finance Services

FY'13 Performance Measurements continued:

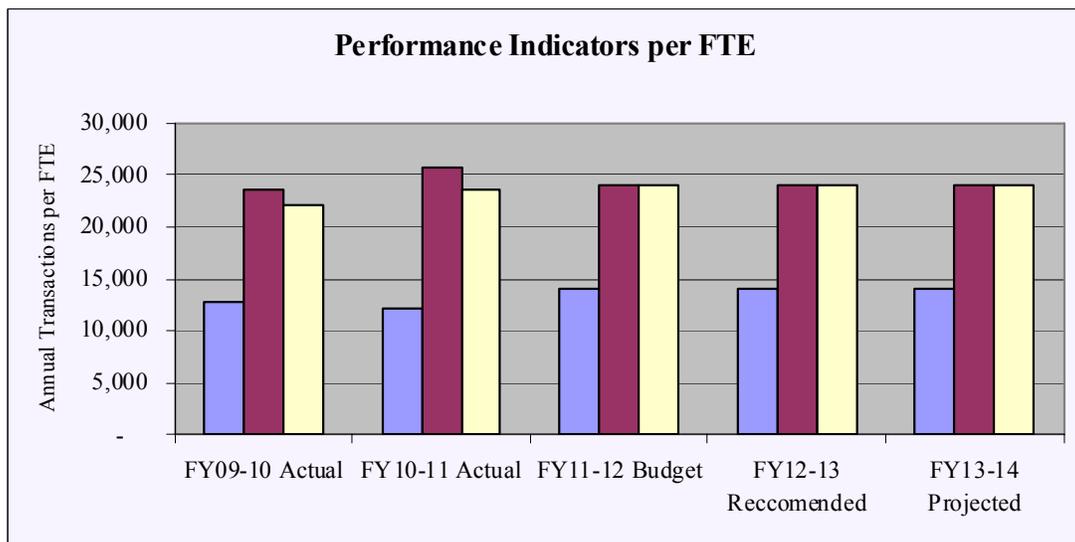
- Maintain or exceed current credit rating. The Finance Department plays an essential role in creating strong, fiscally responsible and sustainable budget/finances which is reflected in the City's credit rating. The City has been rated by two of the three largest nationally recognized statistical rating organizations; Moody's and Standard & Poor's (S&P). The City strives through its financial policies and actions to achieve the highest bond rating possible to ensure favorable rates and access to credit for major capital construction.

Credit Rating*



*Reference to Credit Rating Chart			
Numerical Rating on Chart	Moody	S&P	Grade
10	Aaa	AAA	Prime
9	Aa1	AA+	High grade
8	Aa2	AA	
7	Aa3	AA-	
6	A1	A+	Upper medium grade
5	A2	A	
4	A3	A-	
3	Baa1	BBB+	Lower medium grade
2	Baa2	BBB	
1	Baa3	BBB-	

- Financial reports and information will be provided to Council and staff within agreed upon timelines.
- Maintain or increase performance indicators per dedicated full time equivalency (fte.).

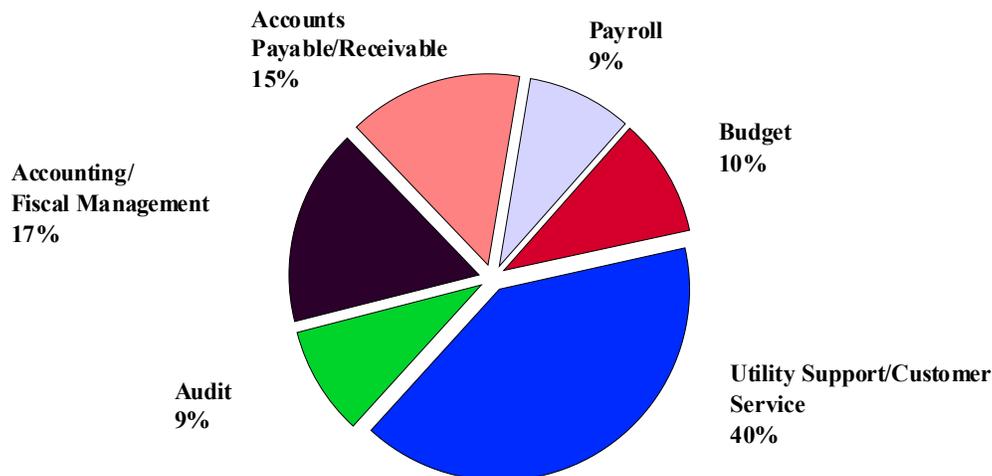


Program: Administrative Services – Finance Services

Budget Highlights:

FY'13 changes are very small in comparison to FY'12. Due to some shifting in responsibilities, several line items were moved between departments. For instance, audit services and election costs were moved out of the Finance budget, but the financial software licensing fee was moved into the department, an overall net change of \$2,000. The Finance staff has continued working hard to find new efficiencies in staffing and processes to hold expenditures down, given the current economy. Thus, in light of continued modest revenue expectations for the Administrative Services Fund, the Finance Department will continue to leave 2.5 FTE unfunded this budget year.

Services Provided



FY'12 Activity Review:

The Finance Department implemented multiple automated efficiencies. These included moving tax and driver licensing to a computerized tracking process. This enhanced tracking efficiency and the renewal process. The Department is also currently in the testing phase of implementing an electronic payment solution for accounts payable.

Program: Administrative Services – Finance Services

FY'12 Performance Indicators:

- The Budget document and Comprehensive Annual Financial Report (CAFR) will be submitted to the Government Finance Officers Association (GFOA) awards program. **Target met.**
- Maintain an unqualified opinion of the Comprehensive Annual Financial Report. **Target met.**
- Continue to study potential enhancements and/or additions to the formal financial policies for City Council consideration. **Target met.**
- Maintain or exceed current credit rating. **Target met.**
- Financial reports and information will be provided to Council and staff within agreed to timelines. **Target met.**
- Maintain or increase performance indicators per dedicated full time equivalency (fte.). **Partially met.**
- Implement electronic payment solutions for accounts payable processing. **In process.**

Program: Administrative Services – Finance Services

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	998,014	972,274	1,042,338	1,092,635	1,092,635	1,092,635	1,156,238
Materials & Supplies	7,543	9,733	18,600	20,500	20,500	20,500	20,500
Contractual/Prof Services	273,225	227,331	262,627	267,462	267,462	267,462	268,741
Direct Charges	46,781	51,678	54,399	56,524	56,524	56,524	56,524
Capital Outlay	<u>23,496</u>	<u>10,941</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,349,059</u>	<u>1,271,957</u>	<u>1,377,964</u>	<u>1,437,121</u>	<u>1,437,121</u>	<u>1,437,121</u>	<u>1,502,003</u>

Program: Administrative Services – Finance Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
	#	#	#	#	#	#	#
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00*	1.00*	1.00*	1.00*	1.00*
Cust. Svc.- Utility Billing Supvr.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Support Specialist	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Accounting Technician	8.00	8.00*	9.00*	9.00*	9.00*	9.00*	9.00*
Office Assistant I	<u>1.00</u>	<u>1.00*</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal	16.00	16.00	16.00	16.00	16.00	16.00	16.00
Total Positions	<u>16.00</u>						
Total Un-Funded Positions	(1.00)	(1.50)	(2.50)	(2.50)	(2.50)	(2.50)	(2.50)
Total Funded Positions	<u>15.00</u>	<u>14.50</u>	<u>13.50</u>	<u>13.50</u>	<u>13.50</u>	<u>13.50</u>	<u>13.50</u>
Temporary/Seasonal Hours	<u>1,200</u>	<u>1,200</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>

*Recap of Unfunded Positions by Fiscal Year:							
Accounting Technician	1.00	1.00	1.50	1.50	1.50	1.50	1.50
Office Assistant I	0.00	0.50	0.00	0.00	0.00	0.00	0.00
Assistant Finance Director	0.00	0.00	1.00	1.00	1.00	1.00	1.00

Program: Administrative Services – Legal Services

Services Delivered:

The legal staff provides services to the municipal corporation including the Council, City Manager, Urban Area Planning Commission (UAPC), City committees, department directors and staff. The legal staff also provides advice to the executive management team, drafts ordinances and resolutions, reviews and prepares contracts, researches legal questions which arise on a wide variety of topics, and interprets the Municipal Code and State statutes.

The legal staff provides legal advice on a wide variety of legal areas including land use, condemnation, liability, constitutional law, contract law, telecommunications, tort law, civil rights and litigation. In addition, the legal department handles land issues and acquisition.

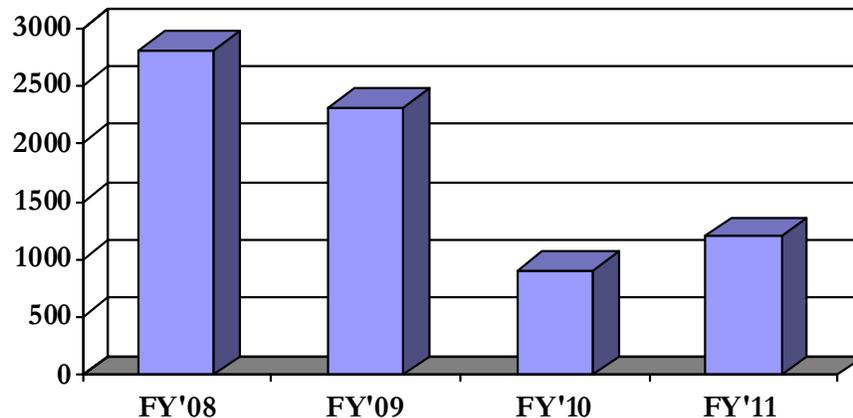
FY'13 Anticipated Accomplishments:

The legal staff will continue to support operations on a daily basis, facilitating activities of each department through assistance to line staff as well as management.

FY'13 Performance Measurements:

- Review contracts for City departments.
- Support City departments in drafting ordinances and resolutions.
- Provide quarterly reports on land acquisition services.

Hours of Legal Service Provided



Program: Administrative Services – Legal Services

Budget Highlights:

The City continues to contract with Hornecker, Cowling, Hassen & Heysell LLP, for our City Attorney services. The City contracts for Land Acquisition services, which include creating a file system to be used for organizing the City's property files, in addition to providing assistance to departments on various land issues involving: acquisition and sale of land, rights of way and easements. The Land Acquisition contractor acquires rights of way or easements for such items as sewers, water lines, pedestrian/bike paths, sidewalks and roads.

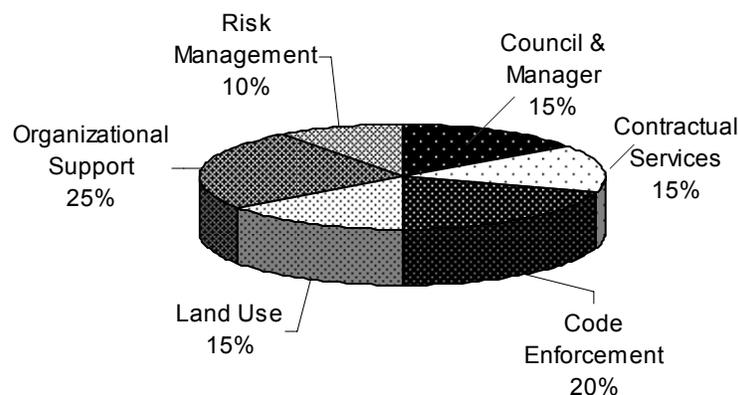
FY'12 Activity Review:

Expenses reflect lower personnel costs, but higher contract costs due to the City contracting for City Attorney and Land Acquisition services.

FY'12 Performance Indicators:

- One training session will be conducted for new Councilors. **Target met.**
- Review contracts for City departments. **Target met.**
- Support City departments in drafting ordinances and resolutions. **Target met.**

Anticipated Distribution of Legal Services



Program: Administrative Services – Legal Services

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	129,667	118,851	114,670	31,084	31,084	31,084	33,338
Materials & Supplies	5,007	3,033	7,350	5,850	5,850	5,850	3,350
Contractual/Prof Services	206,610	207,146	220,677	289,009	289,009	289,009	289,009
Direct Charges	<u>7,545</u>	<u>5,813</u>	<u>8,888</u>	<u>7,708</u>	<u>7,708</u>	<u>7,708</u>	<u>7,708</u>
Total Requirements	<u>348,829</u>	<u>334,843</u>	<u>351,585</u>	<u>333,651</u>	<u>333,651</u>	<u>333,651</u>	<u>333,405</u>

Program: Administrative Services – Legal Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	#	#	#	#	#	#	#
City Attorney	1.000	1.000	1.000*	1.000*	1.000*	1.000*	1.000*
Assistant City Attorney	0.500	0.500	0.500*	0.500*	0.500*	0.500*	0.500*
Land Acquisition Specialist	0.800	0.800	0.800	0.800	0.800	0.800	0.800
Department Support Technician	0.000	0.000	0.850	0.850	0.850	0.850	0.850
Office Assistant II	<u>0.850</u>	<u>0.850</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
Subtotal	<u>3.150</u>						
City Attorney							
To: Workers Comp	(0.100)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: General Ins.	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Code Enforcement	(0.150)	0.000	0.000	0.000	0.000	0.000	0.000
Assistant City Attorney							
To: Workers Comp	(0.020)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
To: General Ins.	(0.020)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Code Enforcement	(0.040)	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II							
To: Workers Comp	(0.125)	(0.255)	0.000	0.000	0.000	0.000	0.000
To: General Ins.	(0.125)	(0.340)	0.000	0.000	0.000	0.000	0.000
Department Support Technician							
To: Workers Comp	0.000	0.000	(0.106)	(0.000)	(0.000)	(0.000)	(0.000)
To: General Ins.	0.000	0.000	(0.289)	(0.000)	(0.000)	(0.000)	(0.000)
To: Management	0.000	0.000	(0.106)	(0.425)	(0.425)	(0.425)	(0.425)
Office Assistant II							
From: Management	<u>0.050</u>						
Subtotal	<u>(0.630)</u>	<u>(0.770)</u>	<u>(0.676)</u>	<u>(0.600)</u>	<u>(0.600)</u>	<u>(0.600)</u>	<u>(0.600)</u>
Total Positions	<u>2.520</u>	<u>2.380</u>	<u>2.474</u>	<u>2.550</u>	<u>2.550</u>	<u>2.550</u>	<u>2.550</u>

***Note the following are funded under Contractual Services instead of Personnel Services:**

City Attorney	0.00	0.00	0.850	0.850	0.850	0.850	0.850
Assistant City Attorney	0.00	0.00	0.425	0.425	0.425	0.425	0.425

Program: Administrative Services – Human Resources

Mission Statement:

“The Human Resources Department is committed to working strategically with all City Departments to provide equitable administration of policies and procedures. The department will strive to attract and hire qualified personnel and foster a positive work environment.”

Services Delivered:

This activity is responsible for the administration of personnel policies, classification and compensation plans, maintaining records; directing negotiations and providing for employee development. It also oversees recruitment of qualified employees; provides guidance and direction regarding employee performance; administers benefits; and ensures adherence to State and Federal labor laws.

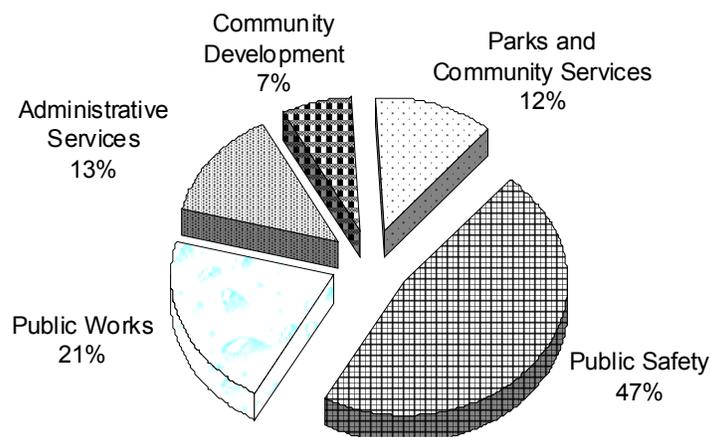
FY’13 Anticipated Accomplishments:

The City currently has contracts with four unions. Three of these unions have contracts expiring December 31, 2012 and negotiations will begin in the fall of 2012. It is anticipated that the Grants Pass Employees Association (GPEA) will be requesting to open negotiations for wages only, this fall. Recruitments, which began in FY’12 for the creation of hiring lists for Police and Fire, will be completed. The updating and revision of the Administrative Directives will continue.

FY’13 Performance Measurements:

- Negotiate agreements that will allow the City to recruit and retain quality staff. **Goal: Leadership.**
- Implement City-wide training plan. **Goal: Leadership.**
- Update Personnel Rules, Regulations, and Policies. **Goal: Leadership.**
- Update and revise Personnel Administrative Directives. **Goal: Leadership.**
- Evaluate use of the new City-wide evaluation system. **Goal: Leadership.**

PERCENTAGE OF TIME UTILIZED BY DEPARTMENT



Program: Administrative Services – Human Resources

Budget Highlights:

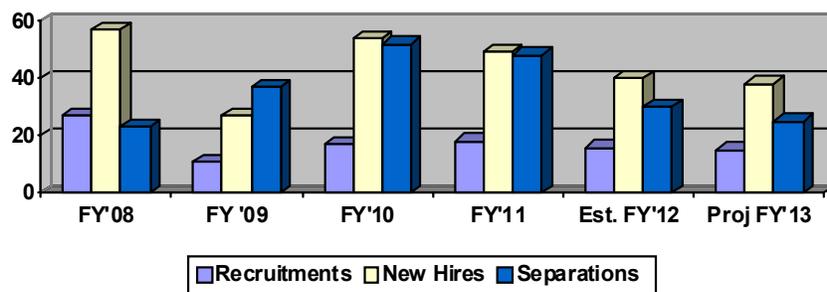
The line items for legal, negotiations, and recruitments for FY'13 remain almost static because of anticipated openings in Public Safety, retirements, and contract negotiations for all four bargaining units. Line items that are related to expenditures for pre-employment, which include background checks, and medical services, have been increased to better reflect spending levels in these crucial recruitment areas. With contract negotiations in all four unions anticipated, the budget for mediations, arbitrations, and grievances has been increased.

FY'12 Activity Review:

Contract negotiations were opened with the Grants Pass Employees Association (GPEA) and an agreement was reached for a three year contract. Contracts for two of the City's unions, Teamsters and the International Association of Firefighters (IAFF) were re-opened in the fall of 2011, for wages only. The Grants Pass Police Association's (GPPA) contract expired December 31, 2011. The City and GPPA agreed to extend their contract for one year with no wage increase. The updating and revision of the Administrative Directives will continue.

Expenses were lower in negotiations compared to previous years which were unexpected knowing that three unions, two for wages only, would be negotiating with the City. This was in part due to GPPA extending their contract for one year and prudent use of attorneys. Higher expenses for recruitments in FY'12, due to anticipated retirements and police and fire recruitments, did not occur. The expenses related to the recruitment process were high in FY'12, due to the City's policy of conducting thorough background checks, predominantly in Public Safety. New Administrative Directives were created including policies for employment, recruitment, assessment, and city wide training for supervisors and staff. Revisions were made in several Administrative Directives including the Driving/Vehicle policy and the Computer Purchase Reimbursement policy. This fiscal year the department held another very successful Benefits Fair which included wellness testing and flu shots.

The following chart is provided to show both the historic perspective and expected future activities in the department.



FY'12 Performance Indicators:

- Negotiate agreements that will allow the City to recruit and retain quality staff. **Goal: Leadership. Target met.**
- Continue development of a supervisory training plan. **Goal: Leadership. Target met.**
- Update and revise Personnel Administrative Directives. **Goal: Leadership. Target met.** (This is an ongoing process).
- Continue the process of updating the City-wide evaluation system. **Goal: Leadership. Target met.** (Evaluation tracking system was put into place and new evaluation forms created).

Program: Administrative Services – Human Resources

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	254,983	279,148	299,329	303,612	303,612	303,612	316,810
Materials & Supplies	2,678	4,890	2,700	2,700	3,700	3,700	2,700
Contractual/Prof Services	133,515	69,966	123,913	135,047	144,047	144,047	139,049
Direct Charges	<u>7,290</u>	<u>7,722</u>	<u>11,612</u>	<u>11,612</u>	<u>11,612</u>	<u>11,612</u>	<u>11,612</u>
Total Requirements	<u>398,466</u>	<u>361,726</u>	<u>437,554</u>	<u>452,971</u>	<u>462,971</u>	<u>462,971</u>	<u>470,171</u>

Program: Administrative Services – Human Resources

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
	#	#	#	#	#	#	#
Human Resources Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Personnel Analyst	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Personnel Technician	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Office Assistant I	<u>0.000</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
Subtotal	<u>2.500</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>
Human Resources Director To: Workers Comp	0.000	0.000	0.000	(0.020)	(0.020)	(0.020)	(0.020)
Personnel Analyst To: Workers Comp	<u>0.000</u>	<u>0.000</u>	<u>(0.125)</u>	<u>(0.125)</u>	<u>(0.125)</u>	<u>(0.125)</u>	<u>(0.125)</u>
Subtotal	<u>0.000</u>	<u>0.000</u>	<u>(0.125)</u>	<u>(0.145)</u>	<u>(0.145)</u>	<u>(0.145)</u>	<u>(0.145)</u>
Total Positions	<u>2.500</u>	<u>3.000</u>	<u>2.875</u>	<u>2.855</u>	<u>2.855</u>	<u>2.855</u>	<u>2.855</u>
Temporary/Seasonal Hours*	<u>1,040</u>	<u> 0</u>	<u> 0</u>	<u> 480</u>	<u> 480</u>	<u> 480</u>	<u> 480</u>

Program: Administrative Services – General Program Operations

Services Delivered:

This activity provides for those expenditures that do not fall within a single activity, yet provide service to the entire organization and its staff.

FY'13 Anticipated Accomplishments:

The activity provides the budget for internal support services, organization wide. This support includes the purchase of office supplies, postage, and service and maintenance for major copy machines. This budget provides the city-wide training, education reimbursement program, employee recognition and other professional services that serve the City as a whole.

FY'13 Performance Measurements: Not Applicable

Budget Highlights:

The budget for this program has two significant changes. First is the reduction in membership fees, as the budget for League of Oregon Cities has been moved to the general operations (02-01) of the General fund. The second is the increase in allocation for computer software maintenance (\$35,000/year) related to the GIS service, used City-wide. There have been small increases for copier maintenance charges, an increase of approximately \$3,000 for City-wide training, and an increase of \$5,000 for licensing fees related to information technologies software.

Program: Administrative Services – General Program Operations

Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	12,000	12,267	16,000	16,000	16,000	16,000	16,000
Materials & Supplies	19,207	22,498	29,740	29,300	29,300	29,300	29,400
Contractual/Prof Services	117,961	104,756	144,350	139,100	139,100	139,100	139,100
Direct Charges	43,933	63,312	72,742	69,871	69,871	69,871	69,871
Capital Outlay	14,491	10,771	15,000	10,000	10,000	10,000	10,000
Contingencies	0	0	356,610	355,455	345,455	345,455	289,651
Ending Balance	<u>531,080</u>	<u>485,399</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>738,672</u>	<u>699,003</u>	<u>634,442</u>	<u>619,726</u>	<u>609,726</u>	<u>609,726</u>	<u>554,022</u>

Capital Outlay/By Item

Telecommunications	5,000	0	0	0	0
Other Capital Outlay	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Capital Outlay	<u>15,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

SUPPORT SERVICES

ACTIVITIES

***Community Development Management Services**

***Engineering Services**

***Property Management Services**

***Information Technology Services**

***Garage Operations**

***Equipment Replacement**

***Insurance Funds**

DESCRIPTION

This program provides the services that directly support other activities. It provides vehicles for rent or lease, office or shop space, as well as various insurance, engineering and information technology services.

The Support Services are primarily provided as a direct, billable service which is charged a fixed fee structure (engineering), by the square foot (property management), by the mile (garage), by the employee (insurance), or a percentage of expenditures (information technology).

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	<u>10,817,286</u>	<u>12,173,426</u>	<u>12,644,242</u>	<u>12,598,033</u>	<u>12,532,760</u>	<u>12,532,760</u>	<u>12,142,600</u>
Total Resources	<u>10,817,286</u>	<u>12,173,426</u>	<u>12,644,242</u>	<u>12,598,033</u>	<u>12,532,760</u>	<u>12,532,760</u>	<u>12,142,600</u>
Requirements							
Community Development Mgmt.	509,490	802,040	1,071,940	1,032,832	1,032,832	1,032,832	1,053,083
Engineering Services	1,236,675	1,239,380	1,053,985	1,034,025	1,034,025	1,034,025	981,647
Property Management Svc's	634,828	718,880	701,039	732,417	732,417	732,417	698,983
Information Technology Svc's	574,267	628,747	657,066	640,144	640,144	640,144	668,446
Garage Services	1,021,361	1,089,078	1,022,130	987,409	987,409	987,409	986,609
Equipment Replacement Svc's	3,667,891	4,053,583	4,349,379	3,993,185	3,927,912	3,927,912	3,911,314
Insurance	<u>3,172,774</u>	<u>3,641,718</u>	<u>3,788,703</u>	<u>4,178,021</u>	<u>4,178,021</u>	<u>4,178,021</u>	<u>3,842,518</u>
Total Requirements	<u>10,817,286</u>	<u>12,173,426</u>	<u>12,644,242</u>	<u>12,598,033</u>	<u>12,532,760</u>	<u>12,532,760</u>	<u>12,142,600</u>

Program: Support Services – Community Development Management Services

Mission Statement:

“The mission of the Community Development Department Management Services Team is to provide a solid and respectful foundation of management, information processing, technical support and customer service to the community and our colleagues.”

Services Delivered:

This activity provides the overall management, coordination and fiscal accountability of the Building, Engineering, Geographic Information Systems (GIS) and Planning functions, from long range planning and infrastructure development through current plan review and construction. It assists with private development such as homes and businesses, as well as public development, such as new streets and water lines. It assists customers at the public information counter and on the telephone, with development processes and permit procedures. It provides information to the public via the Community Development portion of the City website. Additionally, it provides support services for activities of the Public Works Department.

FY’13 Anticipated Accomplishments:

Over the next year this activity will continue to provide the support necessary for the operating divisions to function. This includes management services provided by the Community Development Director and Business Operations Supervisor, policy development, customer service, permit issuance, technical assistance, inspection program scheduling and resulting file and data base maintenance, training and development of the new GIS program, research and statistical reporting, purchasing, website maintenance and information services, lien searches and releases, accounting and internal audits, archiving and record-keeping, clerical support, and preparation and facilitation for public meetings and workshops.

Some items identified in the 2012 Work Plan and assigned to Community Development include:

- Incorporate the new potential of the GIS system and work with Public Safety to produce a collision GIS layer for analysis.
- Provide support for the potential downtown gathering place, Development Code Review, new Urban Growth Boundary, and efforts to enhance Grants Pass as a bike and pedestrian friendly community.

FY’13 Performance Measures:

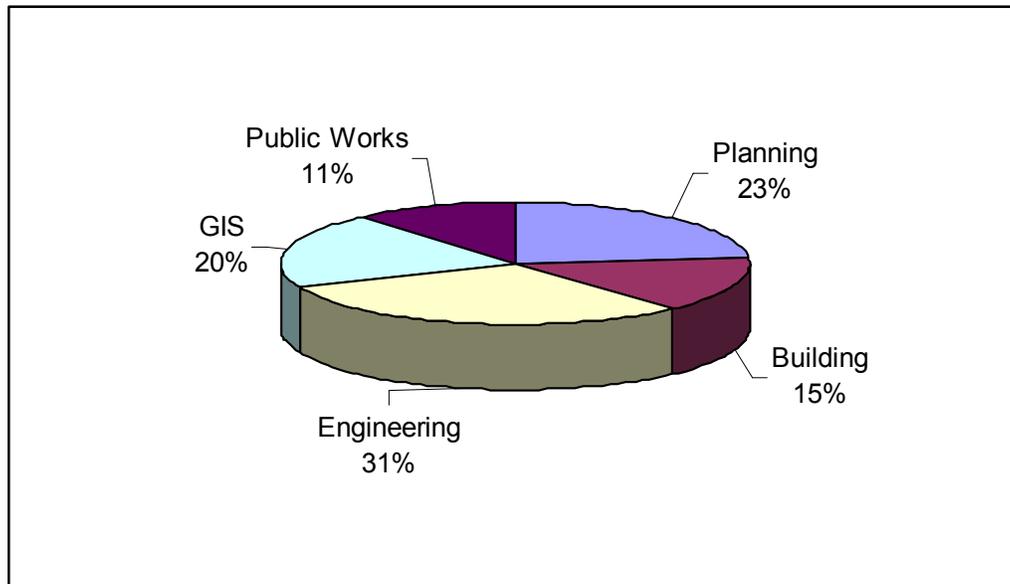
- Purchase and install a new GIS server and proceed with developing a public web application. This application will improve staff efficiency and customer service as information will be available to the public without having to travel to our office. This will be accomplished with the assistance of an outside consultant; GIS support staff and the City IT team.
- Improve our customer service by revising existing checklists and creating new informational handouts that describe the steps that need to take place for typical projects.

Program: Support Services – Community Development Management Services

Budget Highlights:

FY'13 changes to the budget consist of additional dedicated funding for the GIS ELA contract.

Allocation of Staff Time for FY'13



FY'12 Activity Review:

In Calendar Year 2011 this activity processed 1,609 building and utility permits, scheduled 4,104 inspections, and provided telephone and front counter reception service for nine continuous hours every working day.

FY'12 Performance Indicators:

- Complete the upgrade of ArcGIS 3.3 software to ArcGIS 10. This will be accomplished with the assistance of an outside consultant, dedicated support staff and the City surveyor. **Target met.**
- To ensure continuity of service, cross train all support staff so that at least two support staff can perform all functions of each divisional position. Develop a comprehensive procedures manual to further ensure continuity of services provided within the division. **In progress.**
- Improve our permitting process by identifying areas in our software and forms that need new or updated items/choices and make changes as necessary. Also, update our website with new/updated forms and instructions. **Software to be replaced in FY'14. Forms updated and uploaded to website.**
- Provide excellent customer service to the public by providing friendly and helpful counter and phone service during all working days between 8:00 AM and 5:00 PM. **Target met.**

Program: Support Services – Community Development Management Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	(1)	50,244	90,950	24,647	24,647	24,647	33,340
Current Resources							
Activity Generated							
Redwood Sewer District	18,370	33,512	24,906	37,878	37,878	37,878	38,648
Direct Charges from:							
General Fund	270,952	375,693	421,800	422,408	422,408	422,408	432,602
Transportation	12,108	24,498	34,150	27,983	27,983	27,983	28,435
Wastewater	22,128	36,508	37,231	40,946	40,946	40,946	41,762
Water	22,128	36,508	37,231	40,946	40,946	40,946	41,762
Property Management	0	12,000	12,000	15,000	15,000	15,000	15,000
Engineering	161,168	205,220	326,672	327,649	327,649	327,649	336,159
Administrative Services	0	20,004	20,000	25,000	25,000	25,000	25,000
Transfers In	0	0	0	10,000	10,000	10,000	0
GIS Fees	0	0	67,000	60,375	60,375	60,375	60,375
Other Revenue	2,637	7,853	0	0	0	0	0
Total Current Resources	509,491	751,796	980,990	1,008,185	1,008,185	1,008,185	1,019,743
Total Resources	509,490	802,040	1,071,940	1,032,832	1,032,832	1,032,832	1,053,083

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	368,298	527,563	769,770	801,365	801,365	801,365	835,332
Materials & Supplies	2,363	10,238	30,675	27,600	27,600	27,600	20,400
Contractual/Prof Services	16,292	32,593	117,041	73,411	73,411	73,411	71,358
Direct Charges	69,044	85,422	71,487	75,012	75,012	75,012	75,012
Capital Outlay	3,249	54,033	58,320	10,000	10,000	10,000	0
Contingencies	0	0	7,977	12,104	12,104	12,104	981
Ending Balance	50,244	92,191	16,670	33,340	33,340	33,340	50,000
Total Requirements	509,490	802,040	1,071,940	1,032,832	1,032,832	1,032,832	1,053,083

Program: Support Services – Community Development Management Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
	#	#	#	#	#	#	#
Community Development Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Operations Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Surveyor	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician**	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant I	2.00*	2.00*	2.00*	2.00*	2.00*	2.00*	2.00*
Department Support Technician	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Database Technician	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Positions	<u>8.00</u>	<u>8.00</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>
Total Un-Funded Positions*	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Total Funded Positions	<u>7.00</u>	<u>7.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
Temporary/Seasonal Hours	<u>0*</u>	<u>0*</u>	<u>0*</u>	<u>0*</u>	<u>0*</u>	<u>0*</u>	<u>0*</u>

* Recap of Unfunded Positions by Fiscal Year:							
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Seasonal Hours	680	680	600	600	600	600	600

**FY13 Engineering Technician has replaced to job title of Project Specialist to reflect more descriptive job responsibilities and be in line with comparator agencies.

Capital Outlay/By Item

Computers/Printers		<u>58,320</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>
Total Capital Outlay		<u>58,320</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>0</u>

Program: Support Services – Engineering Services

Services Delivered:

“Quality Engineering Today for a Reliable Tomorrow.” Activity in the Engineering Services Division ensures the development of our community occurs in an orderly manner and reaches the highest standards for quality. The Engineering Division uses adopted facility plans and development standards to ensure compliance and quality in all infrastructures. Working with other activities, the Division participates in site plan review, design, plan checking and inspection of new public facilities.

Services are provided to other City divisions and to customers of the Community Development Department with information from over 6,800 plans and “as-built” drawings. Engineering has developed and provides essential information for the mapping portion of our Geographic Information System (GIS).

The Engineering Division creates and keeps current engineering standards to be used in the design and construction of public facilities. These standards include, but are not limited to, water, sewer, street and other items related to work within the City’s right-of-way.

The Engineering Division manages and oversees the construction of capital projects. The role of the division is to facilitate projects with preliminary estimates for capital projects which are used in the budgeting process, producing engineered drawings in-house or administering design contracts, creating design and construction specifications and bidding documents, providing inspection services, processing pay requests, and closing out projects.

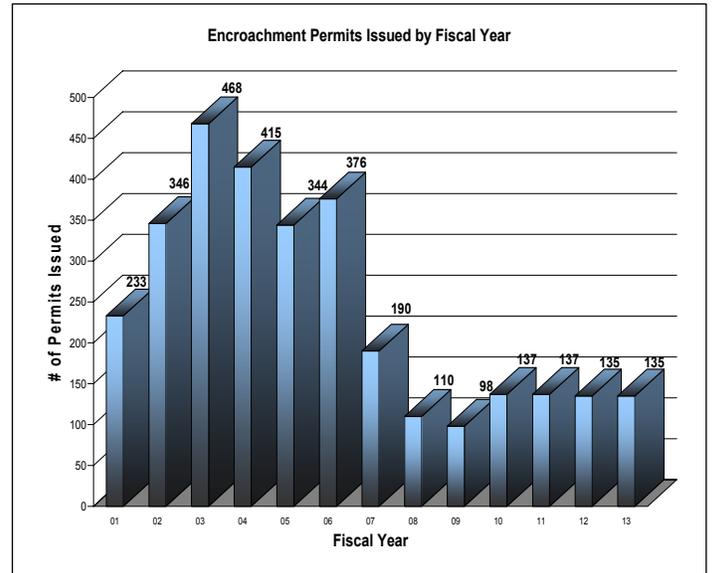
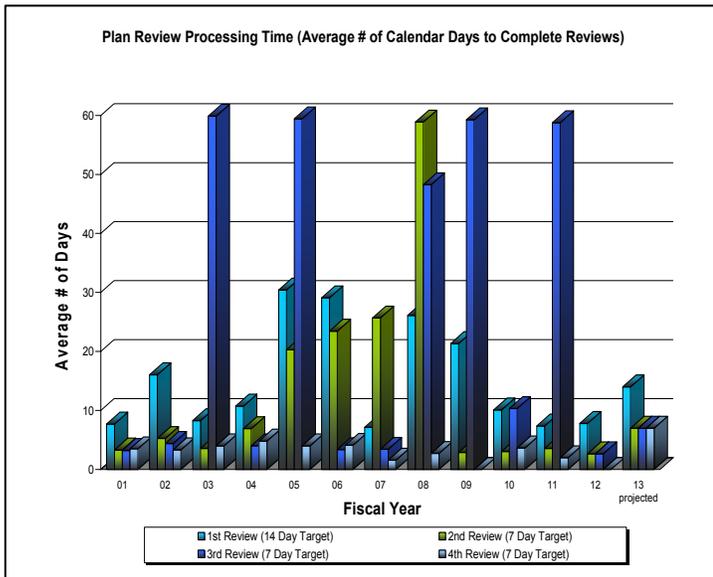
FY’13 Anticipated Accomplishments:

Engineering will be involved in a number of capital improvements in FY’12 including the design, construction and inspection of the FY’13/14 Overlays, CMAQ Sidewalk, Small Water Main Replacement, Wastewater Structural Repairs, Hubbard Lane Widening, and water line and sewer line projects as determined by Public Works. Engineering will also provide quality review of private development projects through the site plan review process.

FY’13 Performance Measurements:

- Within 14 calendar days of the divisions actual receipt of completed private development construction plans and pertinent information, the Engineering Division will have coordinated with other City divisions and outside agencies and thoroughly completed their first review. This target is anticipated to occur 80% of the time. Engineering will provide thorough subsequent reviews within a 7 calendar day period.
- Engineering will issue encroachment permits within 7 calendar days of the completed application. The target for this goal is to be met 90% of the time.

Program: Support Services – Engineering Services



Budget Highlights:

The projected revenues for FY'13 are lower than previous years due to the recent downturn in both private and internal investments. Subsequent to the downturned economy, three Engineering Division positions will remain vacant and unfunded. As a result of the loss of revenues for the Engineering Division, the following will occur:

- The estimated unspent contingency (Engineering Division fund balance account) will reduce from \$205,550 in FY'12 to \$180,892 in FY'13.

FY'12 Activity Review:

The Engineering Division assisted in a number of new developments in our community this year, including Parker Drive 2" Main Replacement, 5th Street Sewer Replacement, "G" Street Sidewalks, Sewer Structural Main Repairs, Hubbard Lane Widening design, "L" and Alder Sewer and Water, and Overlays/Maintenance FY'11/12 projects.

At least 10 private developments were (or still are) in the plan checking, construction, or final platting process during this same time period. A few examples are: Home Depot, Bi-Mart Expansion, Mychorizal, Hellgate Boat Shop, Mountain Alloys and Asante Women's Center.

FY'12 Performance Indicators:

- Within 14 calendar days of the divisions actual receipt of completed private development construction plans and pertinent information, the Engineering Division will have coordinated with other City divisions and outside agencies and thoroughly completed their first review. This target is anticipated to occur 80% of the time. Engineering will provide thorough subsequent reviews within a 7 calendar day period. **Target met.**
- Engineering will issue encroachment permits within 7 calendar days of the completed application. The target for this goal is to be met 90% of the time. **Target met.**

Program: Support Services – Engineering Services

Financial Summary

Resources	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Balance	<u>221,686</u>	<u>378,189</u>	<u>313,952</u>	<u>235,826</u>	<u>235,826</u>	<u>235,826</u>	<u>180,892</u>
Current Resources							
Activity Generated							
Redwood Sewer Service Dist.	0	0	0	10,500	10,500	10,500	10,500
Engineering Fees	112,221	93,469	113,800	48,600	48,600	48,600	48,600
Sale of publications	476	258	300	50	50	50	50
Interest	2,981	3,313	500	1,625	1,625	1,625	1,000
Other Revenue	2,297	24,322	2,500	2,500	2,500	2,500	2,500
Direct Charges To:							
General Fund	30,000	30,000	42,525	35,000	35,000	35,000	35,000
Transportation	131,348	154,095	146,300	146,300	146,300	146,300	146,300
Wastewater Operations	53,355	64,370	70,000	59,500	59,500	59,500	59,500
Solid Waste Operations	1,796	619	2,500	0	0	0	0
Water Operations	58,590	61,121	87,000	87,000	87,000	87,000	87,000
Administrative Services	11,850	9,484	14,000	10,000	10,000	10,000	10,000
Transportation Projects	320,878	240,100	205,608	337,114	337,114	337,114	311,325
Lands & Buildings Projects	46,935	34,529	20,000	16,540	16,540	16,540	17,530
Wastewater Projects	100,458	43,187	5,000	25,200	25,200	25,200	44,990
Water Projects	37,043	25,339	30,000	18,270	18,270	18,270	26,460
GIS Fees	<u>104,761</u>	<u>76,985</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	<u>1,014,989</u>	<u>861,191</u>	<u>740,033</u>	<u>798,199</u>	<u>798,199</u>	<u>798,199</u>	<u>800,755</u>
Total Resources	<u>1,236,675</u>	<u>1,239,380</u>	<u>1,053,985</u>	<u>1,034,025</u>	<u>1,034,025</u>	<u>1,034,025</u>	<u>981,647</u>

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Personnel Services	645,815	614,088	473,889	477,060	477,060	477,060	485,219
Materials & Supplies	9,710	9,155	11,775	10,400	10,400	10,400	11,350
Contractual/Prof Services	41,793	36,039	35,239	36,010	36,010	36,010	37,420
Direct Charges	161,168	205,220	326,672	329,663	329,663	329,663	338,173
Capital Outlay	0	844	0	0	0	0	0
Contingencies	0	0	206,410	180,892	180,892	180,892	109,485
Ending Balance	<u>378,189</u>	<u>374,034</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,236,675</u>	<u>1,239,380</u>	<u>1,053,985</u>	<u>1,034,025</u>	<u>1,034,025</u>	<u>1,034,025</u>	<u>981,647</u>

Program: Support Services – Engineering Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
City Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Engineer	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
City Surveyor	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Engineering Projects Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Engineering Technician**	<u>4.50*</u>						
Subtotal	9.50	9.50	7.50	7.50	7.50	7.50	7.50
Total Positions	<u>9.50</u>	<u>9.50</u>	<u>7.50</u>	<u>7.50</u>	<u>7.50</u>	<u>7.50</u>	<u>7.50</u>
Total Un-Funded Positions*	(2.00)	(3.00)	(3.00)	(3.00)	(3.00)	(3.00)	(3.00)
Total Funded Positions	<u>7.50</u>	<u>6.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>
Temporary/Seasonal Hours	<u>0</u>	<u>0</u>	<u>0</u>	<u>260</u>	<u>260</u>	<u>260</u>	<u>260</u>

***Recap of Unfunded Positions by Fiscal Year:**

Utility Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician**	1.00	2.00	2.00	2.00	2.00	2.00	2.00

**FY13 Engineering Technician has replaced to job title of Project Specialist to reflect more descriptive job responsibilities and be in line with comparator agencies.

Program: Support Services – Property Management Services

Services Delivered:

This activity provides management and maintenance of buildings and properties. Services include building improvements and renovations, office improvements, meeting set-ups, rentals, storage, work space, janitorial services, grounds maintenance and utilities. This fund also provides management of vacant lands for parks and the general fund, and management of Downtown hardscape assets.

FY'13 Anticipated Accomplishments:

- Trip hazard sidewalks and stair treads will be replaced around the Municipal Building.
- A minimum of eight building entry points will be served with computerized access control.
- The City Service Center wash rack area will be renovated.

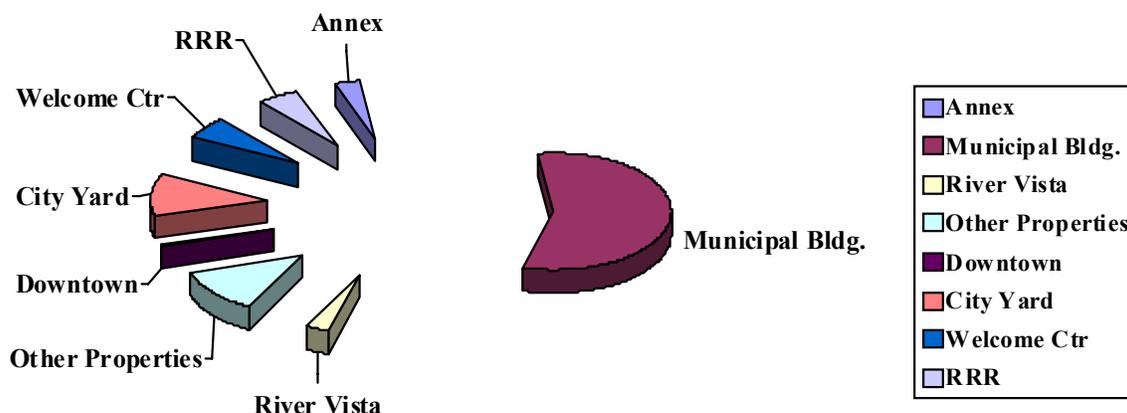
FY'13 Performance Measurements:

- Property Management will lower energy use at the Municipal Building by an additional 5%.
- Fire hazards will be reduced at vacant City properties with maintenance four times per year.
- Property Management will reduce landfill garbage from the Municipal Building by 5%.
- River Vista will be rented a minimum of 18 days.

Budget Highlights:

The remainder of floor vents at the Municipal Building will be cleaned; several more access control points will have additional Safety and Security features installed; HVAC measures as recommended by the analysis done last fiscal year will be implemented as the current budget allows; and at least one vacant building shall be removed or renovated.

Program: Support Services – Property Management Services



Actual Expenditures FY'11

FY'12 Activity Review:

- The perimeter of the Council Chambers and the Municipal offices were painted.
- The cooling system at the Municipal Building was analyzed for increasing efficiency and sustainability practices.
- A computerized access system was installed at both the Municipal Building and the City Service Center.
- Cracked gutters were repaired at the Municipal Building.
- We have cleaned and sanitized **70%** of the floor vents in the Municipal Building.
- A shelter was constructed at the City Service Center for storage.

FY'12 Performance Indicators:

- Property Management will reduce landfill garbage from the Municipal Building by 10%. **Target met.**
- Fire hazards will be reduced at vacant City properties with maintenance four times per year. Effectiveness target: 100%. **Target met.**
- Property Management will lower energy use at the Municipal Building by 5%. **Target met.**

Program: Support Services – Property Management Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>122,530</u>	<u>139,619</u>	<u>91,465</u>	<u>118,517</u>	<u>118,517</u>	<u>118,517</u>	<u>85,083</u>
Current Resources							
Activity Generated							
Direct Charges to:							
General Fund	114,402	123,658	148,921	146,156	146,156	146,156	146,156
Transportation	62,909	69,899	71,354	71,354	71,354	71,354	71,354
Wastewater Operations	42,675	46,753	47,261	47,261	47,261	47,261	47,261
Solid Waste Operations	471	858	864	864	864	864	864
Water Operations	37,440	42,610	42,599	42,599	42,599	42,599	42,599
Fleet Operations	31,404	36,175	37,822	37,822	37,822	37,822	37,822
Community Develop. Mgmt.	69,044	85,422	71,487	75,012	75,012	75,012	75,012
Administrative Services	138,342	150,727	169,520	166,045	166,045	166,045	166,045
Interest	1,699	1,729	1,000	1,000	1,000	1,000	1,000
Rent of Assets	6,054	15,558	18,746	25,787	25,787	25,787	25,787
Other Revenue	<u>7,858</u>	<u>5,872</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	<u>512,298</u>	<u>579,261</u>	<u>609,574</u>	<u>613,900</u>	<u>613,900</u>	<u>613,900</u>	<u>613,900</u>
Total Resources	<u>634,828</u>	<u>718,880</u>	<u>701,039</u>	<u>732,417</u>	<u>732,417</u>	<u>732,417</u>	<u>698,983</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	117,856	152,828	203,812	193,112	193,112	193,112	205,141
Materials & Supplies	20,162	21,674	26,150	25,400	25,400	25,400	25,400
Contractual/Prof Services	269,823	258,742	283,679	297,489	297,489	297,489	302,522
Direct Charges	0	12,000	12,000	15,000	15,000	15,000	15,000
Capital Outlay	33,258	75,458	53,500	58,700	58,700	58,700	61,000
Contingencies	0	0	63,997	85,083	85,083	85,083	29,014
Indirect Charges	44,110	52,193	57,901	57,633	57,633	57,633	60,906
Transfers Out	10,000	0	0	0	0	0	0
Ending Balance	<u>139,619</u>	<u>145,985</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>634,828</u>	<u>718,880</u>	<u>701,039</u>	<u>732,417</u>	<u>732,417</u>	<u>732,417</u>	<u>698,983</u>

Program: Support Services – Property Management Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	#	#	#	FY'13	FY'13	FY'13	FY'14
Parks & Community Svc. Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property Management Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Service Worker	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant II	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Subtotal	3.00	4.00	4.00	4.00	4.00	4.00	4.00
Parks & Community Svc. Director							
To: Downtown	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Park Maintenance	(0.35)	(0.35)	(0.40)	(0.40)	(0.40)	(0.40)	(0.40)
To: Garage Operations	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Tourism	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Information Technology	(0.20)	(0.20)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
To: Equipment Replacement	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Admin. Support Specialist							
From: Garage Operations	0.15	0.15	0.20	0.20	0.20	0.20	0.20
Property Management Coordinator							
To: Park Maintenance	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Aquatics	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Downtown	(0.15)	(0.15)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Land and Building Cap Proj.	0.00	(0.15)	0.00	0.00	0.00	0.00	0.00
To: Street Maintenance	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
Municipal Service Worker							
To: Park Maintenance	0.00	0.00	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Aquatics	0.00	0.00	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Downtown	0.00	0.00	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
Office Assistant II							
To: Park Maintenance	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
To: Tourism	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Information Technology	<u>(0.15)</u>	<u>(0.15)</u>	<u>(0.20)</u>	<u>(0.20)</u>	<u>(0.20)</u>	<u>(0.20)</u>	<u>(0.20)</u>
Subtotal	(1.70)	(1.85)	(1.90)	(1.90)	(1.90)	(1.90)	(1.90)
Total Positions	<u>1.30</u>	<u>2.15</u>	<u>2.100</u>	<u>2.100</u>	<u>2.100</u>	<u>2.100</u>	<u>2.100</u>
Total Un-Funded Positions	0.00	0.00	(0.045)	(0.045)	(0.045)	(0.045)	(0.045)
Total Funded Positions	<u>1.30</u>	<u>2.15</u>	<u>2.055</u>	<u>2.055</u>	<u>2.055</u>	<u>2.055</u>	<u>2.055</u>

*Recap of Unfunded Positions by Fiscal Year:

Admin Support Specialist	0.00	0.00	0.020	0.020	0.020	0.020	0.020
Office Assistant I	0.00	0.00	0.025	0.025	0.025	0.025	0.025

Capital Outlay/By Item

Remodeling/Renovation	<u>53,500</u>	<u>58,700</u>	<u>58,700</u>	<u>58,700</u>	<u>61,000</u>
Total Capital Outlay	<u>53,500</u>	<u>58,700</u>	<u>58,700</u>	<u>58,700</u>	<u>61,000</u>

Program: Support Services – Information Technology Services

Mission Statement:

“The Information Technology (IT) division offers value to the City of Grants Pass by providing technical support for the organization’s computer network and telephone users, administering access to the City’s electronic data, and facilitating overall City IT strategy.”

Services Delivered:

The IT division maintains internal City technology resources including physical data network infrastructure, network data backups, data storage and network security, connectivity, and server equipment. IT staff also provides desktop support, administers the City phone systems, provides basic computer/telephone training, and oversees the City’s website.

FY’13 Anticipated Accomplishments:

- Complete another Five Year Planning document to cover FY’ 14 through FY’19.
- Virtualize all remaining hardware servers.
- Complete planned wireless access connectivity for conference rooms.
- Select and automate critical network problem-alerting processes.
- Improve IT procedure documentation and knowledgebase systems.
- Explore options to upgrade City Website.

FY’13 Performance Measurements:

- **Goal: Efficiency**
 - IT staff will assist organization productivity by keeping open service tickets under 50 requests.
 - IT staff will provide four training sessions to increase staff productivity.
- **Goal: Effectiveness**
 - Normal service requests will be acknowledged within eight business hours of ticket submission and high priority requests within two.
 - IT staff will maintain a level 98% uptime for network resources.

Program: Support Services – Information Technology Services

Budget Highlights:

- Improve business continuity for City Hall server room with innovative power options.
- Facilitate and participate in the evaluation process and selection of an HTE system replacement options.
- Continue the process of hardware and software life-cycle management.

FY'12 Activity Review:

- Averages of 145 user service requests were completed each month.
- Annual IT goals and objectives were established.
- Changes were made to the outside connectivity by migrating to a new Internet Service Provider (ISP), which also improved the internal connections to the remote offices and Fire Stations.
- Migration was completed to a new hosted Voice-Over-IP (VoIP) telephone system.
- An Enterprise Agreement with Microsoft was completed to permit upgrades to our Office and Email software.
- Department Projects, such as CAD/Records, in-car Video, and GIS application upgrade, were supported.

FY 12 Performance Indicators:

- **Goal: Efficiency**
 - IT staff will maintain an average open-service-request count of less than 50, to assist organizational productivity. **Target not met.**
 - IT staff will provide three training sessions to increase staff productivity. **Target not met.**
- **Goal: Effectiveness**
 - Normal service requests will be acknowledged within eight business hours of ticket submission and high priority requests within two. **Target not met.**
 - IT will conduct a service satisfaction survey for City end-users. **Target met.**
 - IT staff will maintain a level 98% uptime for network resources. **Target met.**

Program: Support Services – Information Technology Services

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>66,648</u>	<u>84,027</u>	<u>71,009</u>	<u>44,289</u>	<u>44,289</u>	<u>44,289</u>	<u>50,561</u>
Current Resources							
Activity Generated							
Interest	1,418	1,199	1,000	700	700	700	700
Other Revenue	37	4,764	0	0	0	0	0
Redwood Sewer District	9,494	11,304	11,677	12,100	12,100	12,100	12,500
Solid Waste Agency	0	1,828	2,399	2,000	2,000	2,000	2,000
Information Tech Charges	<u>496,670</u>	<u>525,625</u>	<u>570,981</u>	<u>581,055</u>	<u>581,055</u>	<u>581,055</u>	<u>602,685</u>
Total Current Resources	<u>507,619</u>	<u>544,720</u>	<u>586,057</u>	<u>595,855</u>	<u>595,855</u>	<u>595,855</u>	<u>617,885</u>
Total Resources	<u>574,267</u>	<u>628,747</u>	<u>657,066</u>	<u>640,144</u>	<u>640,144</u>	<u>640,144</u>	<u>668,446</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	344,744	375,890	444,742	506,346	506,346	506,346	532,373
Materials & Supplies	4,296	4,027	4,500	5,000	5,000	5,000	5,000
Contractual/Prof Services	110,762	116,310	150,665	52,455	52,455	52,455	52,855
Direct Charges	19,310	20,455	25,783	25,782	25,782	25,782	25,782
Capital Outlay	11,128	0	0	0	0	0	0
Contingencies	0	0	31,376	50,561	50,561	50,561	52,436
Ending Balance	<u>84,027</u>	<u>112,065</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>574,267</u>	<u>628,747</u>	<u>657,066</u>	<u>640,144</u>	<u>640,144</u>	<u>640,144</u>	<u>668,446</u>

Program: Support Services – Information Technology Services

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
Information Technology Manager	0.000	0.000	1.000	1.000	1.000	1.000	1.000
Information System Supervisor	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Computer Services Technician	3.000*	3.000	3.000	4.000	4.000	4.000	4.000
Webmaster	<u>0.500</u>						
Subtotal	4.500	4.500	4.500	5.500	5.500	5.500	5.500
Parks and Comm. Service Director							
From: Property Management	0.200	0.200	0.150	0.150	0.150	0.150	0.150
Office Assistant II							
From: Property Management	0.150	0.150	0.200*	0.200*	0.200*	0.200*	0.200*
Admin Support Specialist							
From: Garage	<u>0.100</u>	<u>0.100</u>	<u>0.050*</u>	<u>0.050*</u>	<u>0.050*</u>	<u>0.050*</u>	<u>0.050*</u>
Subtotal	0.450	0.450	0.400	0.400	0.400	0.400	0.400
Total Positions	<u>4.950</u>	<u>4.950</u>	<u>4.900</u>	<u>5.900</u>	<u>5.900</u>	<u>5.900</u>	<u>5.900</u>
Total Un-Funded Positions	(1.000)	0.000	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
Total Funded Positions	<u>3.950</u>	<u>4.950</u>	<u>4.875</u>	<u>5.875</u>	<u>5.875</u>	<u>5.875</u>	<u>5.875</u>

*Recap of Unfunded Positions by Fiscal Year:

Computer Services Technician	1.00	0.00	0.000	0.000	0.000	0.000	0.000
Admin Support Specialist	0.00	0.00	0.005	0.005	0.005	0.005	0.005
Office Assistant II	0.00	0.00	0.020	0.020	0.020	0.020	0.020

Program: Support Services – Garage Operations

Services Delivered:

This activity maintains vehicles and equipment for all departments. The budget includes costs for fuel, insurance, replacement parts, tires, preventative maintenance and repairs. Garage Operations has implemented new software to better track and report trends and expenses. City mechanics work out of the City service center, performing repair and maintenance on over 160 City-owned vehicles and miscellaneous equipment.

FY'13 Performance Measurements:

Efficiencies:

- Continuing 10% reduction in two support staff positions.
- Garage Operations will be audited by an outside agency to evaluate effectiveness and efficiency.

Effectiveness:

- Customer satisfaction surveys will continue with a target of 95% satisfaction.
- Mechanic to complete ASE Masters in Medium and Heavy truck.
- Mechanic to become EVT Emergency Fire Equipment certified.

Program: Support Services – Garage Operations

Budget Highlights:

Departments are charged for actual expenses incurred in the prior calendar year. Unpredictable fuel and related petroleum costs and increased vehicle usage due to serving expanding areas may continue to impact vehicle operational costs.

FY'12 Activity Review:

During FY'12 all maintenance operation rates were reviewed. Training for one mechanic to obtain EVT certificates was completed. Customer satisfaction surveys indicate high levels of confidence in vehicle maintenance service. Fuel costs rose by over 10 percent.

Program: Support Services – Garage Operations

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>127,129</u>	<u>334,984</u>	<u>343,804</u>	<u>177,650</u>	<u>177,650</u>	<u>177,650</u>	<u>137,196</u>
Current Resources							
Activity Generated							
Internal Billings	871,128	748,886	664,826	792,759	792,759	792,759	832,413
Interest	2,981	3,192	1,000	2,000	2,000	2,000	2,000
Other Revenue	<u>20,123</u>	<u>2,016</u>	<u>12,500</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Current Resources	<u>894,232</u>	<u>754,094</u>	<u>678,326</u>	<u>809,759</u>	<u>809,759</u>	<u>809,759</u>	<u>849,413</u>
Total Resources	<u>1,021,361</u>	<u>1,089,078</u>	<u>1,022,130</u>	<u>987,409</u>	<u>987,409</u>	<u>987,409</u>	<u>986,609</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	248,745	240,879	289,725	269,535	269,535	269,535	281,129
Materials & Supplies	266,191	341,076	401,756	403,740	403,740	403,740	414,890
Contractual/Prof Services	93,969	67,313	66,057	76,794	76,794	76,794	76,794
Direct Charges	15,000	13,500	13,500	13,500	13,500	13,500	13,500
Capital Outlay	74	2,829	15,000	10,000	10,000	10,000	10,000
Contingencies	0	0	157,492	137,196	137,196	137,196	110,709
Indirect Charges	62,398	66,714	78,600	76,644	76,644	76,644	79,587
Ending Balance	<u>334,984</u>	<u>356,767</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,021,361</u>	<u>1,089,078</u>	<u>1,022,130</u>	<u>987,409</u>	<u>987,409</u>	<u>987,409</u>	<u>986,609</u>

Program: Support Services – Garage Operations

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	#	#	#	FY'13	FY'13	FY'13	#
Admin. Support Specialist	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Lead Fleet Mechanic	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Mechanic	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Department Support Technician	<u>1.000</u>						
Subtotal	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Parks and Comm. Service Director							
From: Property Mgmt	0.100	0.100	0.100	0.100	0.100	0.100	0.100
Admin. Support Specialist							
To: Park Maintenance	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
To: Property Mgmt	(0.150)	(0.150)	(0.150)	(0.200)	(0.200)	(0.200)	(0.200)
To: Information Technology	(0.100)	(0.100)	(0.100)	(0.050)	(0.050)	(0.050)	(0.050)
To: Equipment Replacement	(0.200)	(0.200)	(0.200)*	(0.300)*	(0.300)*	(0.300)*	(0.300)*
Dept. Support Technician							
To: Equipment Replacement	(0.150)	(0.150)	(0.150)*	(0.150)*	(0.150)*	(0.150)*	(0.150)*
Lead Fleet Mechanic							
To: Equipment Replacement	(0.150)	(0.200)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Mechanic							
To: Equipment Replacement	<u>(0.150)</u>	<u>(0.200)</u>	<u>(0.100)</u>	<u>(0.100)</u>	<u>(0.100)</u>	<u>(0.100)</u>	<u>(0.100)</u>
Subtotal	(0.950)	(1.050)	(0.850)	(0.950)	(0.950)	(0.950)	(0.950)
Total Positions	<u>3.050</u>	<u>2.950</u>	<u>3.150</u>	<u>3.050</u>	<u>3.050</u>	<u>3.050</u>	<u>3.050</u>
Total Un-Funded Positions	0.000	0.000	(0.125)	(0.115)	(0.115)	(0.115)	(0.115)
Total Funded Positions	<u>3.050</u>	<u>2.950</u>	<u>3.025</u>	<u>2.935</u>	<u>2.935</u>	<u>2.935</u>	<u>2.935</u>

*Recap of Unfunded Positions by Fiscal Year:

Admin Support Specialist	0.000	0.000	0.040	0.030	0.030	0.030	0.030
Department Support Technician	0.000	0.000	0.085	0.085	0.085	0.085	0.085

Capital Outlay/By Item

Tools/Equipment	<u>15,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Capital Outlay	<u>15,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>

Program: Support Services – Equipment Replacement

Services Delivered:

This activity operates as a reserve fund which obtains replacement vehicles and equipment as they wear out. A monthly depreciation fee is collected on each department vehicle. Over the projected life of a vehicle, funds are collected and then used to replace the vehicle. Payment and account balances are kept on each vehicle. Actual replacement decisions are made after reviewing age, maintenance costs and reliability of each vehicle.

FY'13 Performance Measurements:

Efficiencies:

- Evaluate costs and performance between different makes of patrol vehicles.
- Evaluate maintenance cost and reliability of equipment prior to replacement.
- Equipment Replacement will be audited by an outside agency to evaluate efficiencies.

Effectiveness:

- Use State Bid contracts, when available, to reduce contract management costs.

Program: Support Services – Equipment Replacement

Budget Highlights:

The FY'13 Budget includes replacement funds for two patrol cars and two detective vehicles for Public Safety. We will evaluate replacing a front-end loader, two compressors, two park maintenance ATV's, a ten-yard dump truck, wood chipper, vibratory roller, and a crack sealer machine. When possible, new equipment will be purchased through the Oregon State Purchasing System. Late model used vehicles may be purchased when deemed good values.

Monthly amortization payments for most vehicles are calculated on a straight line cost reimbursement basis.

If "Congestion Mitigation and Air Quality" (CMAQ) grant money is available; we will continue to purchase hybrids and electrical carts for City use as need arises. Three sedans, two pickups one all electric cart are being considered for replacement with CMAQ funds.

FY'12 Activity Review:

During FY'12 a total of nine vehicles and eight pieces of equipment were evaluated for replacement. Two leased patrol cars were replaced for Public Safety. Two pickups were ordered through state bids for Utilities. Three hybrid pickups were purchased with CMAQ funds. One lawn tractor was replaced for Parks. The replacement Fire Platform Ladder Truck was received and put into service.

Program: Support Services – Equipment Replacement

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>3,081,299</u>	<u>3,379,082</u>	<u>3,017,541</u>	<u>2,909,365</u>	<u>2,909,365</u>	<u>2,909,365</u>	<u>3,099,733</u>
Current Resources							
Activity Generated							
Revenue from Other Agencies	0	100,094	410,000	250,000	250,000	250,000	0
Internal Billings	511,782	540,955	656,838	760,820	695,547	695,547	783,581
Interest	31,798	25,675	20,000	18,000	18,000	18,000	18,000
Transfer from General Fund	0	0	190,000	0	0	0	0
Transfer from Wastewater Fund	30,000	0	45,000	45,000	45,000	45,000	0
Transfer from TR Projects	0	0	10,000	0	0	0	0
Other Revenue	<u>13,012</u>	<u>7,777</u>	<u>0</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Current Resources	<u>586,592</u>	<u>674,501</u>	<u>1,331,838</u>	<u>1,083,820</u>	<u>1,018,547</u>	<u>1,018,547</u>	<u>811,581</u>
Total Resources	<u>3,667,891</u>	<u>4,053,583</u>	<u>4,349,379</u>	<u>3,993,185</u>	<u>3,927,912</u>	<u>3,927,912</u>	<u>3,911,314</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	58,980	67,543	56,785	59,826	59,826	59,826	62,462
Materials & Supplies	614	227	0	1,500	1,500	1,500	0
Contractual/Prof Services	44,968	47,814	51,316	51,089	51,089	51,089	51,129
Direct Charges	16,404	22,675	24,322	24,322	24,322	24,322	24,322
Capital Outlay	149,756	719,419	1,492,100	686,000	686,000	686,000	905,000
Contingencies	0	0	300,000	300,000	300,000	300,000	300,000
Indirect Charges	18,087	42,643	5,312	5,442	5,442	5,442	5,516
Ending Balance	<u>3,379,082</u>	<u>3,153,262</u>	<u>2,419,544</u>	<u>2,865,006</u>	<u>2,799,733</u>	<u>2,799,733</u>	<u>2,562,885</u>
Total Requirements	<u>3,667,891</u>	<u>4,053,583</u>	<u>4,349,379</u>	<u>3,993,185</u>	<u>3,927,912</u>	<u>3,927,912</u>	<u>3,911,314</u>

Program: Support Services – Equipment Replacement

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	#	#	#	FY'13	FY'13	FY'13	#
Parks/Community Svcs. Director							
From: Property Mgmt	0.050	0.050	0.050	0.050	0.050	0.050	0.050
Dept. Support Technician							
From: Garage	0.150	0.150	0.150	0.150	0.150	0.150	0.150
Admin. Support Specialist							
From: Garage	0.200	0.200	0.200	0.300	0.300	0.300	0.300
Lead Fleet Mechanic							
From: Garage	0.150	0.200	0.100	0.100	0.100	0.100	0.100
Mechanic							
From: Garage	<u>0.150</u>	<u>0.200</u>	<u>0.100</u>	<u>0.100</u>	<u>0.100</u>	<u>0.100</u>	<u>0.100</u>
Total Positions	<u>0.700</u>	<u>0.800</u>	<u>0.600</u>	<u>0.700</u>	<u>0.700</u>	<u>0.700</u>	<u>0.700</u>
Total Un-Funded Positions	0.000	0.000	(0.035)	(0.045)	(0.045)	(0.045)	(0.045)
Total Funded Positions	<u>0.700</u>	<u>0.800</u>	<u>0.565</u>	<u>0.655</u>	<u>0.655</u>	<u>0.655</u>	<u>0.655</u>

*Recap of Unfunded Positions by Fiscal Year:							
Admin Support Specialist	0.00	0.00	0.020	0.030	0.030	0.030	0.030
Department Support Technician	0.00	0.00	0.015	0.015	0.015	0.015	0.015

Capital Outlay/By Item

Wood chipper, Melter applicator	0	44,000	44,000	44,000	0
HVAC Truck	0	0	0	0	230,000
Automobiles	35,000	15,000	15,000	15,000	24,000
Cat Loader/Dump Truck	167,000	167,000	167,000	167,000	40,000
Police Vehicles	90,000	108,000	108,000	108,000	152,000
Pick-Up Trucks	38,000	92,000	92,000	92,000	133,000
Fire Apparatus	637,000	0	0	0	0
Heavy Equipment	39,000	0	0	0	326,000
Air Compressors	26,000	30,000	30,000	30,000	0
Crackpot/Vibratory Roller – Streets	27,000	28,000	28,000	28,000	0
Other/ CMAQ Grant	<u>433,100</u>	<u>202,000</u>	<u>202,000</u>	<u>202,000</u>	<u>0</u>
Total Capital Outlay		<u>1,492,100</u>	<u>686,000</u>	<u>686,000</u>	<u>905,000</u>

Program: Support Services – Workers’ Compensation Insurance

Mission Statement:

“The City of Grants Pass is committed to providing a safe and healthful work environment. The success of this program is dependent on the commitment made by all City employees, at all levels. Leading by example will build a work environment allowing employees the opportunity to communicate their concerns and/or ideas as it relates to their safety, and the safety of others.”

Services Delivered:

This activity administers the City’s self-insurance program for workers’ compensation. The operating divisions are charged based on 100% of State rates. Losses are paid directly to the claimants from this reserve. Insurance for excess coverage (individual claims in excess of \$500,000 and aggregate claims of \$1,000,000), accounts payable and administration are also paid by this activity.

FY’13 Anticipated Accomplishments:

To assist Departments in the prevention of accidents and injuries, while maintaining compliance with federal, state and local governing agencies.

FY’13 Performance Measurements:

- Improve training compliance within each City Department by 20%.
- Reduce injuries by identifying the most frequent types of injuries, and then provide training to bring awareness to employees.
- Ensure mandatory safety training is completed and documented. This training includes annual hearing testing/training, blood borne pathogen and bi-annual CPR/AED.

Budget Highlights:

Risk Management, with the assistance of the City’s Safety Committee, has been able to contain losses during this budget cycle and recent budget years. The self insured Workers Compensation Fund has not had a year of significant claims expenses since 2003. In October 2010, an actuarial study was completed by Select Actuarial Services. Their report affirms the Workers’ Compensation Fund is actuarially sound and has an adequately funded loss reserve account. This will enable this fund to consider a distribution credit at the end of each fiscal year; resulting in lower effective rates for departments, as long as loss history remains low.

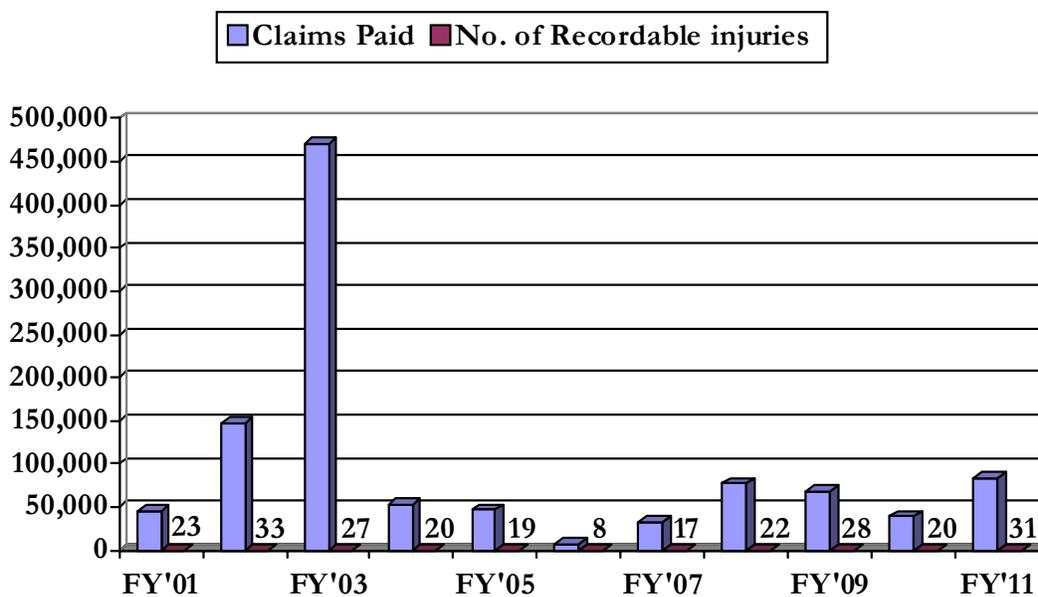
Program: Support Services – Workers’ Compensation Insurance

FY’12 Activity Review:

In November, the City of Grants Pass won the Gold Safety Award presented by the LOC and CIS. This award is based on a low injury frequency rate which represents the number of full-time employees (out of every 100) suffering a recordable injury or illness during the calendar year. This year our rate was .91, which was well below that of other Oregon cities and counties.

The Safety Committee conducted a Safety Survey. The types of questions asked were designed to identify our safety culture throughout the organization. 113 employees responded to the survey. While overall we were satisfied with the results of the survey, we identified a few areas that raised concerns on how safety is viewed within the organization.

For the calendar year of 2011, there were 31 incidents, of which 23 resulted in a claim being filed. These claims resulted in a total of 37 days of time loss and 240 days of light or modified duty.



FY’12 Performance Indicators:

- Review the City’s safety training structure to address accountability and evaluate training priorities. **Target met.**
- Reduce loss time injuries by 10% through education and training. **Target met.**
- Ensure mandatory safety training is completed and documented. This training includes annual hearing testing/training, blood borne pathogen and bi-annual CPR/AED. **Target met.**

Program: Support Services – Workers’ Compensation Insurance

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>848,040</u>	<u>987,599</u>	<u>942,212</u>	<u>925,127</u>	<u>925,127</u>	<u>925,127</u>	<u>829,568</u>
Current Resources							
Activity Generated							
Internal Billings	258,342	132,442	294,793	295,000	295,000	295,000	305,000
Interest	9,395	8,397	7,800	7,800	7,800	7,800	7,800
Other Revenue	<u>7,054</u>	<u>34,670</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	<u>274,791</u>	<u>175,509</u>	<u>302,593</u>	<u>302,800</u>	<u>302,800</u>	<u>302,800</u>	<u>312,800</u>
Total Resources	<u>1,122,831</u>	<u>1,163,108</u>	<u>1,244,805</u>	<u>1,227,927</u>	<u>1,227,927</u>	<u>1,227,927</u>	<u>1,142,368</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	12,742	15,925	23,080	28,174	28,174	28,174	29,460
Materials & Supplies	3,171	4,453	6,050	6,050	6,050	6,050	6,050
Contractual/Prof Services	118,575	165,848	372,293	362,321	362,321	362,321	367,321
Direct Charges	744	3,752	2,088	1,814	1,814	1,814	1,814
Contingencies	0	0	500,000	500,000	500,000	500,000	500,000
Ending Balance	<u>987,599</u>	<u>973,130</u>	<u>341,294</u>	<u>329,568</u>	<u>329,568</u>	<u>329,568</u>	<u>237,723</u>
Total Requirements	<u>1,122,831</u>	<u>1,163,108</u>	<u>1,244,805</u>	<u>1,227,927</u>	<u>1,227,927</u>	<u>1,227,927</u>	<u>1,142,368</u>

Program: Support Services – Workers’ Compensation Insurance

Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'13	FY'13	FY'13	FY'14
City Attorney							
From: Legal Services	0.100	0.050	0.050*	0.050*	0.050*	0.050*	0.050*
Assistant City Attorney							
From: Legal Services	0.020	0.025	0.025*	0.025*	0.025*	0.025*	0.025*
Assistant City Manager							
From: Management	0.000	0.000	0.020	0.000	0.000	0.000	0.000
Administration Coordinator							
From: Management	0.000	0.000	0.000	0.150	0.150	0.150	0.150
HR Director							
From: Human Resources	0.000	0.000	0.000	0.020	0.020	0.020	0.020
HR Analyst							
From: Human Resources	0.000	0.000	0.125	0.125	0.125	0.125	0.125
Office Assistant II							
From: Legal Services	0.125	0.255	0.000	0.000	0.000	0.000	0.000
Department Support Technician							
From: Legal Services	<u>0.000</u>	<u>0.000</u>	<u>0.106</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
Total Positions	<u>0.245</u>	<u>0.330</u>	<u>0.326</u>	<u>0.370</u>	<u>0.370</u>	<u>0.370</u>	<u>0.370</u>

* Note the following are funded under Contractual Services instead of Personnel Services:							
City Attorney	0.00	0.000	0.050	0.050	0.050	0.050	0.050
Assistant City Attorney	0.00	0.000	0.025	0.025	0.025	0.025	0.025

Program: Support Services – General Insurance

Mission Statement:

“The role of Risk Management is to effectively manage the City’s various liability exposures through the purchasing of cost effective insurance, coupled with the development and implementation of effective and proven loss control programs.”

Services Delivered:

This activity accounts for general insurance, excluding workers’ compensation. Charges to departments have been specifically adjusted to represent costs on a pro-rate basis using premium costs from City County Insurance Services as the primary emphasis. Costs to manage this activity have been paid from the fund balance.

FY’13 Anticipated Accomplishments:

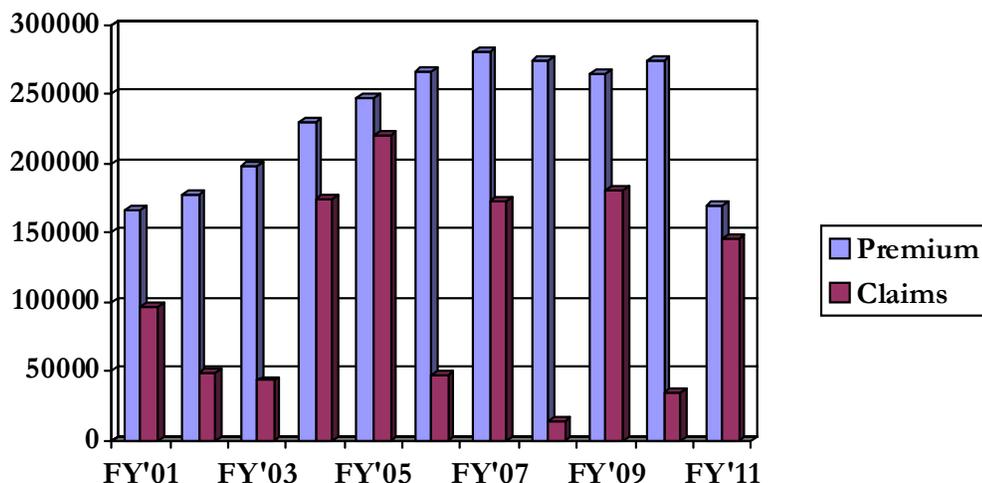
To partner with individual departments in identifying exposures, including tort liability, damage and destruction of assets, errors and omissions, natural disasters and employee safety.

FY’13 Performance Measurements:

- Work with Wilson-Heirgood Risk Management Consulting services to improve risk management by reviewing and monitoring City activities and exposures to be covered.
- Continue to provide bi-annual training to employees, which are conducted by City County Insurance at no cost.
- Provide one Risk Management training to all levels of management.

Budget Highlights:

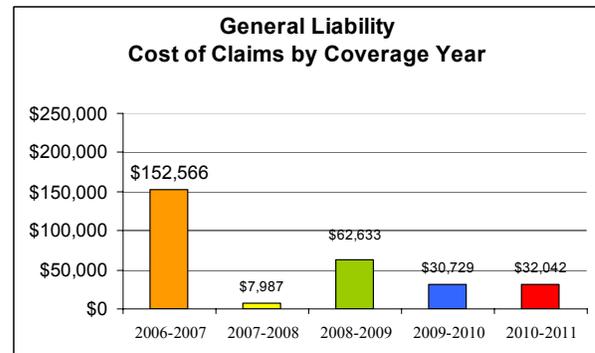
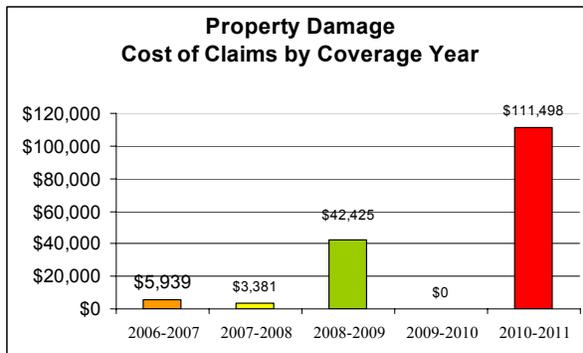
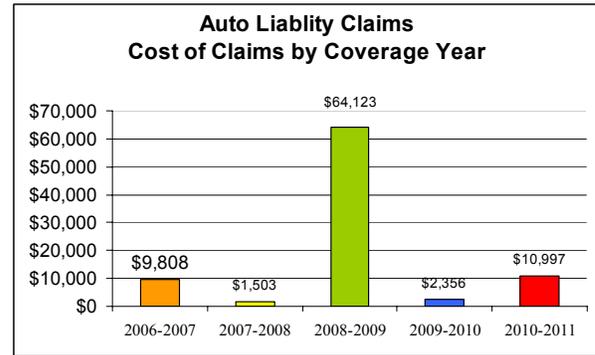
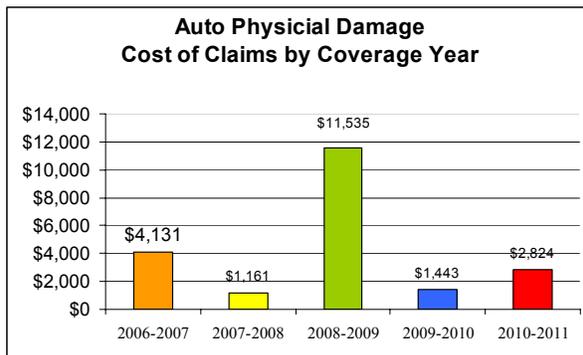
The City continues to use City County Insurance Services (CIS) to ensure long-term insurance viability. CIS introduced the Risk Management Bonus Program to provide incentives for developing policies in key areas. The City will receive a bonus of \$1,000 for adopting a Fleet Policy, Police Best Practices and appointing and training a Risk Management Coordinator. CIS will not be able to provide final premium costs prior to budget preparation. However, preliminary figures from CIS are estimated to result in an overall rate increase of 2% for all lines of coverage.



Program: Support Services – General Insurance

FY'12 Activity Review:

During FY'12, this activity identified aggressive risk management as key in keeping the cost of coverage as low as possible. We continue to contract with a Wilson-Heirgood Risk Management Consultant to assist our entity in identifying and reducing our liability exposures. Through their advice, our entity is improving our loss experience and risk management programs through the following actions: 1) Providing risk management training for the management staff; 2) Assisting in purchasing flood insurance; 3) Providing research related to ongoing risk management and regulatory issues; 4) Establishing best practice policies.



FY'12 Performance Indicator:

- Work with Wilson-Heirgood Risk Management Consulting services to improve risk management by reviewing and monitoring City activities and exposures to be covered. **Target met.**
- Continue the downward premium trend on Auto Physical Damage and Auto Liability claims. We will continue to provide bi-annual training to employees, which are conducted by CIS at no cost. **Target met.**
- Provide one Risk Management training to all levels of management. **Target met.**

Program: Support Services – General Insurance

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	FY'13	FY'13	FY'13	\$
Beginning Balance	<u>417,260</u>	<u>510,668</u>	<u>450,000</u>	<u>709,139</u>	<u>709,139</u>	<u>709,139</u>	<u>441,945</u>
Current Resources							
Activity Generated							
Internal Billings	476,752	434,363	394,291	277,097	277,097	277,097	277,097
Interest	4,428	4,571	2,500	2,500	2,500	2,500	2,500
Redwood Sewer District	2,164	1,970	1,784	1,558	1,558	1,558	1,558
Loan Repayments	995	765	0	0	0	0	0
Other Revenue	<u>3,523</u>	<u>32</u>	<u>95,083</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	<u>487,862</u>	<u>441,701</u>	<u>493,658</u>	<u>281,155</u>	<u>281,155</u>	<u>281,155</u>	<u>281,155</u>
Total Resources	<u>905,122</u>	<u>952,369</u>	<u>943,658</u>	<u>990,294</u>	<u>990,294</u>	<u>990,294</u>	<u>723,100</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	FY'13	FY'13	FY'13	\$
Personnel Services	17,885	20,970	25,796	19,627	19,627	19,627	20,732
Materials & Supplies	0	949	1,050	1,050	1,050	1,050	1,050
Contractual/Prof Services	374,231	261,816	477,235	525,858	525,858	525,858	532,858
Direct Charges	2,338	3,752	2,088	1,814	1,814	1,814	1,814
Contingencies	0	0	437,489	441,945	441,945	441,945	166,646
Ending Balance	<u>510,668</u>	<u>664,882</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>905,122</u>	<u>952,369</u>	<u>943,658</u>	<u>990,294</u>	<u>990,294</u>	<u>990,294</u>	<u>723,100</u>

Program: Support Services – General Insurance

Personnel

	BUDGET FY'10 #	BUDGET FY'11 #	BUDGET FY'12 #	MANAGER RECOMMEND FY'13 #	COMMITTEE APPROVED FY'13 #	COUNCIL ADOPTED FY'13 #	PROJECTED FY'14 #
City Attorney							
From: Legal Services	0.100	0.100	0.100*	0.100*	0.100*	0.100*	0.100*
Assistant City Attorney							
From: Legal	0.020	0.050	0.050*	0.050*	0.050*	0.050*	0.050*
Administration Coordinator							
From: Management	0.000	0.000	0.000	0.150	0.150	0.150	0.200
Office Assistant II							
From: Legal Services	0.125	0.340	0.000	0.000	0.000	0.000	0.000
Department Support Tech							
From: Legal Services	0.000	0.000	0.289	0.000	0.000	0.000	0.000
Office Assistant II							
From: Mgmt. Services	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>
Total Positions	<u>0.295</u>	<u>0.540</u>	<u>0.489</u>	<u>0.350</u>	<u>0.350</u>	<u>0.350</u>	<u>0.400</u>

* Note the following are funded under Contractual Services instead of Personnel Services:							
City Attorney	0.000	0.000	0.100	0.100	0.100	0.100	0.100
Assistant City Attorney	0.000	0.000	0.050	0.050	0.050	0.050	0.050

Program: Support Services – Benefits Administration

Services Delivered:

This activity accounts for health insurance and PERS collections and payments.

FY'13 Anticipated Accomplishments:

A Health Insurance Committee comprised of two employees from each of the bargaining groups, formed in 2002, will reconvene in the fall of 2012 to assist in the evaluation of and availability of a health package with tolerable cost increases. In conjunction with this endeavor, a health care package will be renegotiated for calendar year 2013, as the existing contract expires December 31, 2012. Programs to encourage the wellness of our employees will continue to be introduced.

FY'13 Performance Measurements:

- Employee Health Committee will review and evaluate alternative health insurance policies and plan design concepts. **Goal: Leadership.**
- Continue to develop a Wellness Program. **Goal: Leadership.**

Budget Highlights:

The monthly billing to departments for a Self Health fund was reduced in FY'12 to \$15 per employee. The Health Insurance fund budgets for the Fitness Reimbursement, Employee Assistance, and Wellness Programs. This fund has built up a balance to be used for future, much needed, Wellness Programs.

FY'12 Activity Review:

The City has had two Agents of Record for many years. It is customary to go to the market place at least every three years for this position. A Request for Proposals (RFP) was published and after a thorough process, a new Agent of Record was chosen for a three year period. This RFP also included a Risk Management consultant. The Health Insurance Committee reconvened and worked with our Agent of Record reviewing proposals and options from several providers. The committee recommended to management the renewal of the health care contract for calendar year 2012 with PacificSource, after PacificSource came in with a 0% increase. Once again the City offered a dual choice option for medical. The committee also recommended the renewal of the dental plans through PacificSource Dental and Willamette Dental Service. Willamette Dental's premium did not increase for 2012, while PacificSource Dental had a 6% increase.

The Health Reimbursement Account (HRA), introduced as an option in 2007, continues to be offered. Approximately 80% of the employees covered by PacificSource have chosen this option. Including the employees in the Teamsters union, a high percentage of the City's employees are now participating in an HRA/VEBA account. The 0% medical premium increase in 2012, due to competitive negotiations and based on the low experience rating the City had in 2011, is evidence that City employees are taking control of their health expenses, which a high deductible/HRA option encourages.

Another very successful Benefit Fair was held in the fall of 2011. It included wellness testing and flu shots. Benefit representatives were onsite to answer employee questions. A walking competition was held, based on a program through PacificSource. Once again, through a new program with PacificSource, a weight loss group was formed.

FY'12 Performance Indicators:

- Employee Health Committee will review and evaluate alternative health insurance policies and plan design concepts. **Goal: Leadership - Target met.**
- Develop a Wellness Program. **Goal: Leadership - Target met.** (*The development of a Wellness program is an on-going goal.*)

Program: Support Services – Benefits Administration

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>937,482</u>	<u>1,115,390</u>	<u>1,443,960</u>	<u>1,622,000</u>	<u>1,622,000</u>	<u>1,622,000</u>	<u>1,915,250</u>
Current Resources							
Activity Generated							
Internal Billings	195,529	398,083	142,680	316,800	316,800	316,800	40,800
Interest	10,402	11,009	8,600	21,000	21,000	21,000	21,000
Revenue Other Agencies	0	1,357	5,000	0	0	0	0
Other Revenue	<u>1,408</u>	<u>402</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	<u>207,339</u>	<u>410,851</u>	<u>156,280</u>	<u>337,800</u>	<u>337,800</u>	<u>337,800</u>	<u>61,800</u>
Total Resources	<u>1,144,821</u>	<u>1,526,241</u>	<u>1,600,240</u>	<u>1,959,800</u>	<u>1,959,800</u>	<u>1,959,800</u>	<u>1,977,050</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	24,005	19,472	31,600	31,600	31,600	31,600	121,600
Materials & Supplies	97	1,023	1,900	1,900	1,900	1,900	1,900
Contractual/Prof Services	5,329	7,342	10,250	11,050	11,050	11,050	11,050
Contingencies	0	0	25,000	25,000	25,000	25,000	25,000
Ending Balance	<u>1,115,390</u>	<u>1,498,404</u>	<u>1,531,490</u>	<u>1,890,250</u>	<u>1,890,250</u>	<u>1,890,250</u>	<u>1,817,500</u>
Total Requirements	<u>1,144,821</u>	<u>1,526,241</u>	<u>1,600,240</u>	<u>1,959,800</u>	<u>1,959,800</u>	<u>1,959,800</u>	<u>1,977,050</u>

WHERE THE ROGUE RIVER RUNS



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AUXILIARY SERVICES

ACTIVITIES

- *Transient Room Tax Fund
- *Debt Service Fund/Bancroft Bonds
- *Debt Service Fund/General Obligation Bonds
- *Industrial & Downtown Loan Fund
- *Community Development Block Grant Fund
- *Environmental Waste Fees Fund
- *Agency Fund

DESCRIPTION

This program accounts for funds that are generated through non-traditional sources (grants) or special sources which require segregated accounting treatment. Funds are in many cases transferred from the activities in this program to activities where they will be expensed.

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Program Generated Resources	<u>4,631,042</u>	<u>5,426,882</u>	<u>5,973,605</u>	<u>5,343,159</u>	<u>5,343,159</u>	<u>5,343,159</u>	<u>7,098,479</u>
Total Resources	<u>4,631,042</u>	<u>5,426,882</u>	<u>5,973,605</u>	<u>5,343,159</u>	<u>5,343,159</u>	<u>5,343,159</u>	<u>7,098,479</u>
Requirements							
Transient Room Tax Fund	941,157	940,207	986,815	981,800	981,800	981,800	981,800
Bancroft Bond Fund	199,652	457,315	660,000	869,059	869,059	869,059	2,109,059
General Obligation Bond Fund	987,936	1,495,217	1,046,870	1,100,300	1,100,300	1,100,300	1,130,800
Industrial Loan Fund	1,008,924	985,710	995,293	991,726	991,726	991,726	745,586
C D Block Grant Fund	927,405	992,244	1,863,551	910,413	910,413	910,413	1,656,873
Environmental Fees	237,098	254,111	218,300	225,000	225,000	225,000	225,000
Trust Fund	<u>328,870</u>	<u>302,078</u>	<u>202,776</u>	<u>264,861</u>	<u>264,861</u>	<u>264,861</u>	<u>249,361</u>
Total Requirements	<u>4,631,042</u>	<u>5,426,882</u>	<u>5,973,605</u>	<u>5,343,159</u>	<u>5,343,159</u>	<u>5,343,159</u>	<u>7,098,479</u>

Program: Auxiliary Services – Transient Room Tax Fund

Services Delivered:

This activity accounts for revenues collected from the Transient Room Tax. Of the 7% base tax, sixty percent of the funds support the Economic Development, Tourism, and Downtown activities. The remaining forty percent is used to fund Park Maintenance and Public Safety programs that support tourism.

In December 2000 the Council revised the room tax ordinance, declaring a 1% increase effective January 1, 2001 and 2002 respectively, bringing the total tax to 9%. Revenues generated by the incremental increase are dedicated specifically, with 30% going to the Tourism program and 70% targeted to the development of parks.

Budget Highlights:

With the dramatically fluctuating nationwide economic activity, it is difficult to predict the impact on travel and tourism in our area. The revenue locally appears to have stabilized but, while industry analysts believe there will start to be slow growth, Grants Pass does not have convention centers that are a driving factor of those predictions. Given this, FY'13 revenues are budgeted at the same rate as FY'12. The FY'13 Budget also reflects a contingency to allow flexibility in transferring to programs should the revenues come in higher than anticipated. Actual transfers to programs will be driven by actual receipts.

Program: Auxiliary Services – Transient Room Tax Fund

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>0</u>						
Current Resources							
Activity Generated							
Transient Occupancy Tax	940,765	939,125	986,815	981,800	981,800	981,800	981,800
Interest	<u>392</u>	<u>1,082</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	<u>941,157</u>	<u>940,207</u>	<u>986,815</u>	<u>981,800</u>	<u>981,800</u>	<u>981,800</u>	<u>981,800</u>
Total Resources	<u>941,157</u>	<u>940,207</u>	<u>986,815</u>	<u>981,800</u>	<u>981,800</u>	<u>981,800</u>	<u>981,800</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	3,060	2,985	3,015	4,000	4,000	4,000	4,000
Direct Charges	13,198	13,500	13,500	7,500	7,500	7,500	7,500
Contingencies	0	0	35,000	35,000	35,000	35,000	35,000
Transfers Out	924,899	902,116	935,300	935,300	935,300	935,300	935,300
Ending Balance	<u>0</u>	<u>21,606</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>941,157</u>	<u>940,207</u>	<u>986,815</u>	<u>981,800</u>	<u>981,800</u>	<u>981,800</u>	<u>981,800</u>

Program: Auxiliary Services – Debt Service/Bancroft Bonds

Services Delivered:

This activity accounts for funds received from property owners to satisfy assessments against their property for improvement projects such as street construction and water line installation. The activity also accounts for the payment of Bancroft Bonds sold to finance those improvements.

The projects are often completed through Local Improvement Districts. These districts are formed, generally, at the request of the property owners who will benefit from the project. The City manages the construction of the improvement, usually funding the costs of construction with internal borrowings.

Once a project is complete, the property owners are assessed for the costs. Property assessments may be paid in full when the improvements are completed and billed; or the property owner may choose to have a lien placed on his/her property and pay the assessment in semi-annual installments. This process is known as Bancrofting.

The user signed Bancroft liens are used as collateral to issue bonds and retire the short term debt. The long-term, bonded debt is paid through the payments made by the property owners in the various local improvement districts.

FY'13 Anticipated Accomplishments:

Dependent upon LID activity, largely the result of street and water infrastructure improvements, funding through the sale of bonds or a bank loan may be financially sought during FY'13.

Budget Highlights:

Recent LID activities have not been large enough in dollar volume to warrant the issuing of bonded debt. Financing costs coupled with the relatively small size of the potential bond issue has made it more practical to self-finance or potentially seek a bank loan. Since LID projects are consumer initiated and cannot be fully anticipated, an appropriation for bond sales is budgeted so as not to preclude citizen initiated action.

FY'12 Activity Review:

All bond debt was extinguished in FY'03 and the remaining debt has been self-financed via internal borrowings.

Program: Auxiliary Services – Debt Service/Bancroft Bonds

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>(242,901)</u>	<u>179,171</u>	<u>0</u>	<u>209,059</u>	<u>209,059</u>	<u>209,059</u>	<u>149,059</u>
Current Resources							
Activity Generated							
Interest	(265)	1,497	0	0	0	0	0
Assessment Principal	374,550	218,468	130,000	130,000	130,000	130,000	130,000
Assessment Interest	68,268	58,179	30,000	30,000	30,000	30,000	30,000
Bond & Loan Proceeds	<u>0</u>	<u>0</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>1,800,000</u>
Total Current Resources	<u>442,553</u>	<u>278,144</u>	<u>660,000</u>	<u>660,000</u>	<u>660,000</u>	<u>660,000</u>	<u>1,960,000</u>
Total Resources	<u>199,652</u>	<u>457,315</u>	<u>660,000</u>	<u>869,059</u>	<u>869,059</u>	<u>869,059</u>	<u>2,109,059</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	10,481	8,024	46,200	10,000	10,000	10,000	8,000
Direct Charges	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Contingencies	0	0	0	149,059	149,059	149,059	141,059
Debt Service	0	90,000	103,800	200,000	200,000	200,000	150,000
Transfers Out	0	119,805	500,000	500,000	500,000	500,000	1,800,000
Ending Balance	<u>179,171</u>	<u>229,486</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>199,652</u>	<u>457,315</u>	<u>660,000</u>	<u>869,059</u>	<u>869,059</u>	<u>869,059</u>	<u>2,109,059</u>

Program: Auxiliary Services – Debt Service/General Obligation Bonds

Services Delivered:

This activity accounts for property tax collections levied and used to retire debt for bonds sold to construct two new fire and police facilities. These funds have been used to pay capital construction and improvement costs for a new fire/police station located on land owned by the City on East Park Street, a new fire/police station on land the City acquired on Leonard Road, a replacement for the condemned multi-story tower used for fire/police training at the Hillcrest Fire Station, three fire trucks, road, water, and site improvements for the fire/police stations, and bond issuing costs. The voter approved bond was issued in a principal amount of \$9,875,000 and the annual levy is not expected to exceed .51/\$1000 assessed value.

FY'13 Anticipated Accomplishments:

The payments are to be made in June and December of each year with the expiration of payments in 2019. The levy rate for FY'12 was 0.4053/\$1000 assessed value and a similar rate is expected for FY'13.

Budget Highlights:

Debt repayments have been budgeted based upon an estimated debt schedule of twelve years. See the Appendix debt tables for a detailed schedule.

FY'12 Activity Review:

Tax collections and debt service payments followed the long-term schedule during the year.

Program: Auxiliary Services – Debt Service/General Obligation Bonds

Financial Summary

Resources	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Balance	<u>60,113</u>	<u>68,936</u>	<u>66,570</u>	<u>92,400</u>	<u>92,400</u>	<u>92,400</u>	<u>92,500</u>
Current Resources							
Activity Generated							
Property Taxes	927,772	985,042	980,200	1,007,800	1,007,800	1,007,800	1,038,200
Interest	51	3	100	100	100	100	100
Transfers In	<u>0</u>	<u>441,236</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Current Resources	<u>927,823</u>	<u>1,426,281</u>	<u>980,300</u>	<u>1,007,900</u>	<u>1,007,900</u>	<u>1,007,900</u>	<u>1,038,300</u>
Total Resources	<u>987,936</u>	<u>1,495,217</u>	<u>1,046,870</u>	<u>1,100,300</u>	<u>1,100,300</u>	<u>1,100,300</u>	<u>1,130,800</u>

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Debt Service	919,000	1,402,952	980,200	1,007,800	1,007,800	1,007,800	1,038,200
Ending Balance	<u>68,936</u>	<u>92,265</u>	<u>66,670</u>	<u>92,500</u>	<u>92,500</u>	<u>92,500</u>	<u>92,600</u>
Total Requirements	<u>987,936</u>	<u>1,495,217</u>	<u>1,046,870</u>	<u>1,100,300</u>	<u>1,100,300</u>	<u>1,100,300</u>	<u>1,130,800</u>

Program: Auxiliary Services – Industrial and Downtown Loan Fund

Services Delivered:

This activity accounts for the industrial development and downtown building renovation loans made by the City and the repayment of those loans. The City utilizes a three-member loan review committee to provide professional loan review expertise and advisory services. This activity responds to the needs expressed through the application process and utilizes the loan funds to assist small businesses.

FY'13 Anticipated Accomplishments:

It is anticipated that all original loans and the subsequent recycling of the repayments into new loans will help the development of the economy and the Council's Economic Development goal of **“Encourage economic prosperity.”**

FY'13 Performance Measurements:

- All existing loan payments will remain current.
- Two loan applications will be processed.

Budget Highlights:

The anticipated loan repayments are budgeted to be available for new loans in FY'12. This year \$50,000 has been budgeted for Facade Loan, \$150,000 for Industrial Loan and \$50,000 for System Development Loan.

FY'12 Activity Review:

No new loans were processed in FY'12. The Council moved \$50,000 to the Micro-loan program. That program will target small loans to small businesses.

FY'12 Performance Indicators:

- All existing loan payments will remain current. **Target met.**
- Two loan applications will be processed. **Target not met, no applications were submitted.**

Program: Auxiliary Services – Industrial and Downtown Loan Fund

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>995,795</u>	<u>973,924</u>	<u>979,738</u>	<u>981,641</u>	<u>981,641</u>	<u>981,641</u>	<u>736,726</u>
Current Resources							
Activity Generated							
Interest	10,092	8,885	6,445	5,935	5,935	5,935	4,710
Loan Repayments	3,037	2,901	8,960	4,000	4,000	4,000	4,000
Other Revenue	<u>0</u>	<u>0</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>
Total Current Resources	<u>13,129</u>	<u>11,786</u>	<u>15,555</u>	<u>10,085</u>	<u>10,085</u>	<u>10,085</u>	<u>8,860</u>
Total Resources	<u>1,008,924</u>	<u>985,710</u>	<u>995,293</u>	<u>991,726</u>	<u>991,726</u>	<u>991,726</u>	<u>745,586</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	30,000	0	250,000	250,000	250,000	250,000	250,000
Direct Charges	0	2,015	0	0	0	0	0
Contingencies	0	0	740,293	736,726	736,726	736,726	490,586
Transfers Out	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Ending Balance	<u>973,924</u>	<u>978,695</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>1,008,924</u>	<u>985,710</u>	<u>995,293</u>	<u>991,726</u>	<u>991,726</u>	<u>991,726</u>	<u>745,586</u>

Program: Auxiliary Services – Community Development Block Grant Fund

Services Delivered:

This activity accounts for the receipt and disbursement of funds received through the Community Development Block Grant Program. Several of the City's prior grants were for the purpose of making low or no interest housing rehabilitation loans. The repayments from these loans are also accounted for in this fund.

FY'13 Anticipated Accomplishments:

An application will be prepared for Community Block Grant funds. One of the targeted projects may be the Food Bank project located on the River Road Reserve property.

Another potential use of resources being proposed is the funding of a Capital program that would help small businesses pay for their Transportation System Development Charges, as part of an economic incentive program.

Budget Highlights:

The FY'13 budget reflects the loan activity on the low or no interest housing rehabilitation loans. The City budgets for the maximum potential resources from traditional CDBG resources and the potential to use those resources.

FY'12 Activity Review:

The City has successfully applied for two grants for the Microenterprise program. These were partnership grants with the Small Business Development Center. The City is preparing to apply for new grants.

Program: Auxiliary Services – Community Development Block Grant Fund

Financial Summary

Resources	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Balance	<u>904,192</u>	<u>925,169</u>	<u>941,481</u>	<u>892,008</u>	<u>892,008</u>	<u>892,008</u>	<u>739,513</u>
Current Resources							
Activity Generated							
Community Dev. Block Grant	0	25,355	900,000	0	0	0	900,000
Loan Fees	0	150	0	0	0	0	0
Interest	13,088	10,852	8,670	7,905	7,905	7,905	6,710
Loan Repayments	<u>10,125</u>	<u>30,718</u>	<u>13,400</u>	<u>10,500</u>	<u>10,500</u>	<u>10,500</u>	<u>10,650</u>
Total Current Resources	<u>23,213</u>	<u>67,075</u>	<u>922,070</u>	<u>18,405</u>	<u>18,405</u>	<u>18,405</u>	<u>917,360</u>
Total Resources	<u>927,405</u>	<u>992,244</u>	<u>1,863,551</u>	<u>910,413</u>	<u>910,413</u>	<u>910,413</u>	<u>1,656,873</u>

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Contractual/Prof Services	2,236	58,057	25,400	20,900	20,900	20,900	21,256
Capital Outlay	0	0	900,000	0	0	0	900,000
Contingencies	0	0	863,151	739,513	739,513	739,513	635,617
Transfers Out	0	0	75,000	150,000	150,000	150,000	100,000
Ending Balance	<u>925,169</u>	<u>934,187</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>927,405</u>	<u>992,244</u>	<u>1,863,551</u>	<u>910,413</u>	<u>910,413</u>	<u>910,413</u>	<u>1,656,873</u>

Program: Auxiliary Services – Environmental Waste Fees Fund

Services Delivered:

The Solid Waste Franchise Agreements with Allied Waste and Southern Oregon Sanitation provide for an Environmental Program Fee (EPF) to be charged for each ton of refuse collected by the haulers and at the Transfer Station and paid to the City. This EPF is held in a separate account and must be used for environmental cleanups at solid waste sites and other solid waste program activities. Josephine County has implemented a similar EPF paid by the haulers, to the County.

The City and County formed an intergovernmental Solid Waste Agency in order to coordinate the expenditures of the EPF funds for cleanup sites and other solid waste programs throughout the City and County. The monies recorded by the City are passed through to the Josephine County/City of Grants Pass Solid Waste Agency.

Program: Auxiliary Services – Environmental Waste Fees Fund

Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>121</u>	<u>12,280</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Current Resources							
Activity Generated							
Landfill Fees	<u>236,977</u>	<u>241,831</u>	<u>218,300</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>
Total Current Resources	<u>236,977</u>	<u>241,831</u>	<u>218,300</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>
Total Resources	<u>237,098</u>	<u>254,111</u>	<u>218,300</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'10	FY'11	FY'12	RECOMMEND	APPROVED	ADOPTED	FY'14
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	224,818	241,831	218,300	225,000	225,000	225,000	225,000
Ending Balance	<u>12,280</u>	<u>12,280</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Requirements	<u>237,098</u>	<u>254,111</u>	<u>218,300</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>

Program: Auxiliary Services – Agency Fund

Services Delivered:

This activity accounts for funds on deposit with the City for future application, and includes prepayments and general deposits. Receipts for this activity are dependent entirely on the amount of funds placed into trust from various City operations. All funds on deposit are held in liability accounts in the Agency Fund. Investment interest, investment expenditures on deferred development agreement deposits, and direct charges remain as budgeted items in the Agency Fund.

Program: Auxiliary Services – Agency Fund

Financial Summary

Resources	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Balance	<u>319,401</u>	<u>259,203</u>	<u>178,776</u>	<u>242,861</u>	<u>242,861</u>	<u>242,861</u>	<u>227,361</u>
Current Resources							
Activity Generated							
Interest	<u>9,469</u>	<u>42,875</u>	<u>24,000</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>
Total Current Resources	<u>9,469</u>	<u>42,875</u>	<u>24,000</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>
Total Resources	<u>328,870</u>	<u>302,078</u>	<u>202,776</u>	<u>264,861</u>	<u>264,861</u>	<u>264,861</u>	<u>249,361</u>

Requirements	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Contractual/Prof Services	48,745	46,017	25,000	25,000	25,000	25,000	25,000
Direct Charges	6,100	6,100	6,100	12,500	12,500	12,500	12,500
Ending Balance	<u>274,025</u>	<u>249,961</u>	<u>171,676</u>	<u>227,361</u>	<u>227,361</u>	<u>227,361</u>	<u>211,861</u>
Total Requirements	<u>328,870</u>	<u>302,078</u>	<u>202,776</u>	<u>264,861</u>	<u>264,861</u>	<u>264,861</u>	<u>249,361</u>

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

CAPITAL IMPROVEMENT PROJECTS

ACTIVITIES

* Lands & Buildings Projects

DESCRIPTION

The Lands & Buildings Capital Improvement Projects program accounts for:

- Purchase of property.
- Construction of buildings.
- Major repair and replacement projects for: parks, parking lots, trails, and facilities.
- Major capital equipment replacement (such as the public safety CAD system or phone systems).
- Major capital plans (e.g. Spalding traffic study, UGB planning, etc.).

Projects may take multiple years to complete, so resources are contributed and tracked individually by project, as are all expenditures. The Capital Budget document provides additional detail on every project.

	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'10	FY'11	FY'12	FY'13	FY'13	FY'13	FY'14
	\$	\$	\$	\$	\$	\$	\$
Program Generated Resources							
Capital Construction	<u>6,228,919</u>	<u>5,667,829</u>	<u>8,293,470</u>	<u>9,118,851</u>	<u>9,325,565</u>	<u>9,325,565</u>	<u>1,949,529</u>
Total Resources	<u>6,228,919</u>	<u>5,667,829</u>	<u>8,293,470</u>	<u>9,118,851</u>	<u>9,325,565</u>	<u>9,325,565</u>	<u>1,949,529</u>
Requirements							
Capital Construction	<u>6,228,919</u>	<u>5,667,829</u>	<u>8,293,470</u>	<u>9,118,851</u>	<u>9,325,565</u>	<u>9,325,565</u>	<u>1,949,529</u>
Total Requirements	<u>6,228,919</u>	<u>5,667,829</u>	<u>8,293,470</u>	<u>9,118,851</u>	<u>9,325,565</u>	<u>9,325,565</u>	<u>1,949,529</u>

Program: Capital Construction - Lands & Buildings Projects

Basic Functions:

This activity accounts for the purchase of property, construction or major repair of buildings, major repair and replacement projects for the City's park land and facilities, and special projects that support Council Goals.

Personnel:

Any personnel costs are charged directly to the project receiving service. Special tracking may be required on capital projects that have grants resources.

Activity Highlights:

The Lands and Buildings Capital program is driven by the Council goals. The primary focus is on delivering the desired results with increased efficiency and effectiveness. The new FY'13 projects address; Public Safety improvements, building and safety improvements, downtown and emergency preparedness needs, which were specifically identified in the Council's goals and work plan. Some projects have specific dedicated funding sources and others are proposed to be funded from a variety of sources, including transfers from the General fund. The proposed projects include:

- Urban Renewal Agency analysis.
- Public Safety concerns such as: Fuels reduction plan, defibrillators, remote emergency equipment, seismic evaluations, E-ticketing, and an emergency generator.
- Down town hardscape (bike racks, planters, sidewalk design, curb, etc.).
- School-Park trail improvements.
- Playground upgrade.
- Park ADA access.
- Spray Park.
- E-permitting (Planning/Building)

Program: Capital Construction - Lands & Buildings Projects

Budget Highlights:

Projects anticipated to be complete in FY'12 include: Public Safety computer aided dispatch (CAD), Mobil data terminals, most of Tussing park improvements; Riverside Park gazebo replacement, connectivity and phone systems, Spalding traffic study, and Lincoln School play equipment. The Forestry property project will be closed even though negotiations to secure the property were not successful.

The City continues to look for grants where possible to fund capital projects (Neighborhood Planning Traffic Plan (LB6082), Hillcrest Fire Station Seismic Rehabilitation (LB6100)), and use dedicated funding sources such as Parks System Development Charges and PEG funding sources for dedicated source projects. There are 18 projects, labeled LB6135 through LB6152.

Sources of revenue include proceeds from sale of real property, a percentage of Transient Room Tax receipts, transfers from General Fund operations, General Support, grants and donations, Parks System Development Charges and use of a small remaining balance from the Grants Pass Redevelopment Agency.

The Active Capital Project list includes projects that may come to a close in FY'12, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'11"; the re-assessed resource needs of projects using current data for the "Revised FY'12" column, guiding our "Adopted FY'13" and total resources estimated "Through FY'13". We have Projected FY'14 and "Future Years" and "Total Project" columns for each project. Refer to the Capital Budget Book for more information on individual projects.

The individual project pages describe the project, the need, future and ongoing costs, and the total project cost. The tables show when and where the money is budgeted to come from and the expenses incurred and budgeted to incur through completion.

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual			Total		
		Through	Revised	Adopted	Through	Future	Total
		FY'11	FY'12	FY'13	FY'13	Years	Project
LB0000	691 Miscellaneous Projects - General	4,020,029	(46,559)	835,000	4,808,470	716,624	5,525,094
LB0000	692 Miscellaneous Projects - SDC's	159,141	7,500	(15,000)	151,641	(600,071)	(448,430)
LB0000	693 Miscellaneous Projects - Room Tax	372,512	(1,200)	(84,500)	286,812	516,400	803,212
LB0000	694 Miscellaneous Projects - Dev. SDC's	16,302	29,010	25,000	70,312	61,000	131,312
LB4245	Property Acquisition for Muni Parking	115,754	600	700	117,054	700	117,754
LB4261	Tussing Park Development	494,709	179,000	0	673,709	(409)	673,300
LB4377	Municipal Building Land Fund	597,218	0	3,550	600,768	3,550	604,318
LB4380	Street Lighting Expansion	86,186	200	(561)	85,825	0	85,825
LB4382	Industrial Financial Incentive Program	537,505	0	1,000	538,505	500	539,005
LB4383	Non-Profit Infrastructure Incentive Prog.	128,620	0	25,000	153,620	25,000	178,620
LB4455	Stormwater Detention Site I	234,911	1,000	0	235,911	15,000	250,911
LB4458	Rogue Path Construction	174,841	113,992	167	289,000	0	289,000
LB4539	Allen Creek Park Property Purchase	779,353	0	0	779,353	346,781	1,126,134
LB4564	City Service Center Shop Renovations	80,412	0	0	80,412	0	80,412
LB4710	Overland Park Reserve	487,408	40,500	45,000	572,908	225,969	798,877
LB4713	Allenwood Park Reserve	778,801	3,000	3,000	784,801	334,321	1,119,122
LB4718	River Storm Quality Improvement	57,125	22,000	0	79,125	0	79,125
LB4729	Baker Park Expansion	366,819	1,500	989	369,308	0	369,308
LB4832	River Road Reserve Property	3,373,327	206,927	39,900	3,620,154	25,700	3,645,854
LB4833	Urban Growth Boundary Planning	270,176	4,000	25,000	299,176	0	299,176
LB4911	Ramsey/Nebraska Property Sale	(172)	0	25,000	24,828	0	24,828
LB4923	Downtown Park/Place	196,215	0	250,000	446,215	3,785	450,000
LB4940	Phone System	92,937	40,000	(40,000)	92,937	0	92,937
LB4953	Fairgrounds Traffic Plan	36,426	0	0	36,426	0	36,426
LB4954	Allen Creek Trail:Newhope to Wms Hwy	198,495	0	0	198,495	0	198,495
LB4955	Allen Creek Trail:Ramsey to Hwy 199	117,170	0	0	117,170	0	117,170
LB5067	Tree Refund Program	30,248	500	5,500	36,248	7,000	43,248
LB5076	Allenwood Park Development	85,729	0	0	85,729	77,000	162,729
LB5077	Re-Vegetation Program	101,717	12,000	12,000	125,717	48,000	173,717
LB6035	Charter Review	20,287	0	0	20,287	0	20,287
LB6037	Inventory for Business	12,079	22	(5,920)	6,181	0	6,181
LB6039	River Road Reserve Plan	37,553	0	0	37,553	0	37,553
LB6040	Economic Stimulus	30,159	0	5,920	36,079	24,000	60,079
LB6041	Food Bank Remediation & Dev.	0	0	2,050,000	2,050,000	0	2,050,000
LB6078	Computer Aided Dispatch	804,500	917,122	0	1,721,622	0	1,721,622
LB6080	Lincoln School Play Equipment	50,179	0	(30,383)	19,796	0	19,796
LB6082	Neighborhood Ctr. Planning TGM Grant	0	0	150,000	150,000	0	150,000
LB6084	Vacant Property Safety & Renovation	15,080	10,000	10,000	35,080	60,000	95,080
LB6085	Wetland Resource Inventory/Update	10,050	15,000	50,000	75,050	25,000	100,050
LB6099	Property Acquisition and lot line legal	0	10,000	10,000	20,000	20,000	40,000
LB6100	Hillcrest Fire Station Seismic Rehab	0	507,924	41,200	549,124	0	549,124
LB6101	H T E Replacement	0	140,000	0	140,000	0	140,000
LB6103	Microsoft Upgrade	0	120,000	77,000	197,000	0	197,000
LB6104	Woodson Park Improvements	0	20,000	10,000	30,000	0	30,000
LB6105	PEG Fund Projects for FY'12 & FY'13	0	117,000	35,000	152,000	0	152,000

Continued on next page

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT RESOURCES CONTINUED

	Actual Through FY'11	Revised FY'12	Adopted FY'13	Total Through FY'13	Future Years	Total Project	
LB6107	Technology Requirements & Lifecycle	0	50,000	65,000	115,000	50,000	165,000
LB6108	Small Business Transportation SDC	0	75,000	75,000	150,000	225,000	375,000
LB6109	Reinhart Volunteer Park	0	47,000	0	47,000	0	47,000
LB6134	Police In-car Camera System	0	114,500	0	114,500	0	114,500
LB8580	Izaak Walton Building Replacement	369,465	2,000	2,000	373,465	0	373,465
LB8870	Reinhart Volunteer Park	3,143,933	0	50,000	3,193,933	0	3,193,933
NEW PROJECTS							
LB6135	Urban Renewal Agency - Analysis	0	0	50,000	50,000	0	50,000
LB6136	Fuels Reduction Plan	0	0	15,000	15,000	15,000	30,000
LB6137	Evaluate Parking	0	0	10,000	10,000	0	10,000
LB6138	Downtown Hardscape	0	0	20,000	20,000	0	20,000
LB6139	City Entryway	0	0	10,000	10,000	40,000	50,000
LB6140	Seismic Evaluations	0	0	15,000	15,000	7,500	22,500
LB6141	Emergency Generator in Municipal Bldg.	0	0	60,000	60,000	0	60,000
LB6142	Remote Emergency	0	0	26,000	26,000	0	26,000
LB6143	School-Park Construction Project (FY13-14)	0	0	55,383	55,383	25,000	80,383
LB6144	Healthy Community Schools Project	0	0	35,000	35,000	0	35,000
LB6145	Park ADA Access	0	0	25,000	25,000	25,000	50,000
LB6146	Riverside Playground	0	0	50,000	50,000	50,000	100,000
LB6147	Greenwood Dog Park	0	0	17,040	17,040	0	17,040
LB6148	Public Safety Defibrillators	0	0	100,000	100,000	0	100,000
LB6149	Spray Park	0	0	325,500	325,500	0	325,500
LB6150	E-Ticket for Public Safety	0	0	75,000	75,000	0	75,000
LB6151	E-Permitting & Digital Archiving	0	0	150,000	150,000	0	150,000
LB6152	Website Upgrade	0	0	32,000	32,000	0	32,000
Total Projects	18,483,199	2,759,538	4,822,485	26,065,222	2,373,350	28,438,572	
<u>ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES</u>							
LB4716	Riverside Park Major Elements	147,391	1,312	0	148,703	0	148,703
LB4947	Forestry Property Purchase	15,051	(4,499)	0	10,552	0	10,552
LB4952	River Road Reserve Interim Mgmt	122,685	18,031	0	140,716	0	140,716
LB6081	Mobile Data Terminals	165,928	(165,928)	0	0	0	0
LB6097	Spalding Traffic Study	20,021	0	0	20,021	0	20,021
LB6102	Connectivity	0	40,000	0	40,000	0	40,000
LB6106	Riverside Park Gazebo Replacement	0	160,000	0	160,000	0	160,000
Total Closed Projects	471,076	48,916	0	519,992	0	519,992	
Grand Total - All Projects	18,954,275	2,808,454	4,822,485	26,585,214	2,373,350	28,958,564	

This is a summary sheet of all the Capital Projects that are discussed in detail in the Capital Budget book.

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'13

		Adopted FY'13 Beginning Fund Balance	Adopted FY'13 Revenue	Adopted FY'13 Capital Outlay	Adopted FY'13 Transfers	Adopted FY'13 Appropriated Fund Balance
LB0000	691 Miscellaneous Projects - General	260,202	835,000	890,000	0	205,202
LB0000	692 Miscellaneous Projects - SDC's	91,641	(15,000)	0	0	76,641
LB0000	693 Miscellaneous Projects - Room Tax	246,312	(84,500)	0	0	161,812
LB0000	694 Miscellaneous Projects - Dev. SDC's	35,312	25,000	0	0	60,312
LB4245	Property Acquisition for Muni Parking	116,354	700	0	0	117,054
LB4261	Tussing Park Development	150,130	0	149,721	0	409
LB4377	Municipal Building Land Fund	591,056	3,550	50,000	0	544,606
LB4380	Street Lighting Expansion	53,561	(561)	0	53,000	0
LB4382	Industrial Financial Incentive Program	160,985	1,000	100,000	0	61,985
LB4383	Non-Profit Infrastructure Incentive Prog.	43,835	25,000	25,000	0	43,835
LB4455	Stormwater Detention Site I	235,911	0	120,911	0	115,000
LB4458	Rogue Path Construction	77,830	167	77,997	0	0
LB4539	Allen Creek Park Property Purchase	171,326	0	171,326	0	0
LB4564	City Service Center Shop Renovations	67,438	0	0	0	67,438
LB4710	Overland Park Reserve	(270,969)	45,000	0	0	(225,969)
LB4713	Allenwood Park Reserve	(337,321)	3,000	0	0	(334,321)
LB4718	River Storm Quality Improvement	44,305	0	44,305	0	0
LB4729	Baker Park Expansion	199,011	989	200,000	0	0
LB4832	River Road Reserve Property	(19,600)	39,900	8,000	0	12,300
LB4833	Urban Growth Boundary Planning	39,075	25,000	39,075	0	25,000
LB4911	Ramsey/Nebraska Property Sale	(4,296)	25,000	20,704	0	0
LB4923	Downtown Park/Place	194,964	250,000	350,000	0	94,964
LB4940	Phone System	93,446	(40,000)	53,446	0	0
LB4953	Fairgrounds Traffic Plan	36,426	0	36,426	0	0
LB4954	Allen Creek Trail:Newhope to Wms Hwy	196,435	0	196,435	0	0
LB4955	Allen Creek Trail:Ramsey to Hwy 199	102,315	0	102,315	0	0
LB5067	Tree Refund Program	0	5,500	5,000	500	0
LB5076	Allenwood Park Development	75,729	0	75,729	0	0
LB5077	Re-Vegetation Program	78,140	12,000	20,000	0	70,140
LB6035	Charter Review	10,287	0	10,287	0	0
LB6037	Inventory for Business	5,920	(5,920)	0	0	0
LB6039	River Road Reserve Plan	26,676	0	26,676	0	0
LB6040	Economic Stimulus	829	5,920	6,749	0	0
LB6041	Food Bank Remediation & Dev.	0	2,050,000	2,050,000	0	0
LB6078	Computer Aided Dispatch	526,908	0	100,000	426,908	0
LB6080	Lincoln School Play Equipment	30,383	(30,383)	0	0	0
LB6082	Neighborhood Ctr Planning TGM Grant	0	150,000	150,000	0	0
LB6084	Vacant Property Safety & Renovation	11,314	10,000	21,314	0	0
LB6085	Wetland Resource Inventory/Update	25,050	50,000	75,000	0	50
LB6099	Property Acquisition and lot line legal	0	10,000	10,000	0	0
LB6100	Hillcrest Fire Station Seismic Rehab	457,924	41,200	499,124	0	0
LB6101	H T E Replacement	140,000	0	140,000	0	0
LB6103	Microsoft Upgrade	120,000	77,000	197,000	0	0
LB6104	Woodson Park Improvements	20,000	10,000	30,000	0	0

Continued on next page

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'13 CONTINUED

	Adopted FY'13 Beginning Fund Balance	Adopted FY'13 Revenue	Adopted FY'13 Capital Outlay	Adopted FY'13 Transfers Out	Adopted FY'13 Appropriated Fund Balance	
LB6105	PEG Fund Projects for FY'12 & FY'13	0	35,000	35,000	0	0
LB6107	Technology Requirements & Lifecycle	0	65,000	65,000	0	0
LB6108	Small Business Transportation SDC	0	75,000	75,000	0	0
LB6109	Reinhart Volunteer Park Lighting/Signage	46,000	0	46,000	0	0
LB6134	Police In-car Camera System	0	0	0	0	0
LB8580	Izaak Walton Building Replacement	327,921	2,000	0	0	329,921
LB8870	Reinhart Volunteer Park	24,315	50,000	74,315	0	0
NEW PROJECTS						
LB6135	Urban Renewal Agency - Analysis	0	50,000	50,000	0	0
LB6136	Fuels Reduction Plan	0	15,000	15,000	0	0
LB6137	Evaluate Parking	0	10,000	10,000	0	0
LB6138	Downtown Hardscape	0	20,000	20,000	0	0
LB6139	City Entryway	0	10,000	10,000	0	0
LB6140	Seismic Evaluations	0	15,000	15,000	0	0
LB6141	Emergency Generator in Municipal Bldg.	0	60,000	60,000	0	0
LB6142	Remote Emergency	0	26,000	26,000	0	0
LB6143	School-Park Construction Proj.(FY13-FY14)	0	55,383	55,383	0	0
LB6144	Healthy Community Schools Project	0	35,000	35,000	0	0
LB6145	Park ADA Access	0	25,000	25,000	0	0
LB6146	Riverside Playground	0	50,000	50,000	0	0
LB6147	Greenwood Dog Park	0	17,040	17,040	0	0
LB6148	Public Safety Defibrillators	0	100,000	100,000	0	0
LB6149	Spray Park	0	325,500	325,500	0	0
LB6150	E-Ticket for Public Safety	0	75,000	75,000	0	0
LB6151	E-Permitting & Digital Archiving	0	150,000	150,000	0	0
LB6152	Website Upgrade	0	32,000	32,000	0	0
	Total Projects	<u>4,503,080</u>	<u>4,822,485</u>	<u>7,418,778</u>	<u>480,408</u>	<u>1,426,379</u>

Program: Capital Construction - Lands & Buildings Projects

Financial Summary

	ACTUAL FY'10 \$	ACTUAL FY'11 \$	BUDGET FY'12 \$	MANAGER RECOMMEND FY'13 \$	COMMITTEE APPROVED FY'13 \$	COUNCIL ADOPTED FY'13 \$	PROJECTED FY'14 \$
Beginning Fund Balance	<u>5,736,953</u>	<u>4,294,260</u>	<u>3,781,331</u>	<u>4,478,406</u>	<u>4,503,080</u>	<u>4,503,080</u>	<u>1,426,379</u>
Resources							
Federal Grants	0	6,000	1,500,000	1,500,000	1,500,000	1,500,000	0
State Grants	106,037	114,884	552,024	312,500	322,500	322,500	0
SORED I Grants	0	0	162,000	0	0	0	0
Parkway Redevelop. Agency	0	100,000	25,000	0	0	0	0
Development Charges	141,457	155,488	91,510	72,500	72,500	72,500	72,500
Billing Outside Agency	0	7,175	50,000	50,000	50,000	50,000	0
Sale of Publications	60	0	0	0	0	0	0
Investment Interest	49,289	35,984	17,205	5,745	5,745	5,745	2,650
SDC Loans	6,259	4,642	0	0	0	0	0
General Fund	30,000	809,067	672,900	826,200	998,240	998,240	202,500
Transient Room Tax	143,873	140,329	145,500	145,500	145,500	145,500	145,500
CDB Grant - State	0	0	75,000	150,000	150,000	150,000	100,000
Transportation Projects	0	0	179,000	0	0	0	0
Water Fund	0	0	0	10,000	10,000	10,000	0
Property Services Fund	10,000	0	0	0	0	0	0
Land Sale	0	0	925,000	925,000	925,000	925,000	0
Contributions/Donations	0	0	0	608,000	608,000	608,000	0
Miscellaneous Revenue	<u>4,991</u>	<u>0</u>	<u>117,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>0</u>
Total Current Resources	<u>491,966</u>	<u>1,373,569</u>	<u>4,512,139</u>	<u>4,640,445</u>	<u>4,822,485</u>	<u>4,822,485</u>	<u>523,150</u>
Total Resources	<u>6,228,919</u>	<u>5,667,829</u>	<u>8,293,470</u>	<u>9,118,851</u>	<u>9,325,565</u>	<u>9,325,565</u>	<u>1,949,529</u>
Requirements							
Capital Outlay	1,884,659	917,272	6,806,429	7,212,064	7,418,778	7,418,778	656,784
Transfers Out	50,000	483,484	500	480,408	480,408	480,408	500
Appropriated Fund Balance	<u>4,294,260</u>	<u>4,267,073</u>	<u>1,486,541</u>	<u>1,426,379</u>	<u>1,426,379</u>	<u>1,426,379</u>	<u>1,292,245</u>
Total Requirements	<u>6,228,919</u>	<u>5,667,829</u>	<u>8,293,470</u>	<u>9,118,851</u>	<u>9,325,565</u>	<u>9,325,565</u>	<u>1,949,529</u>

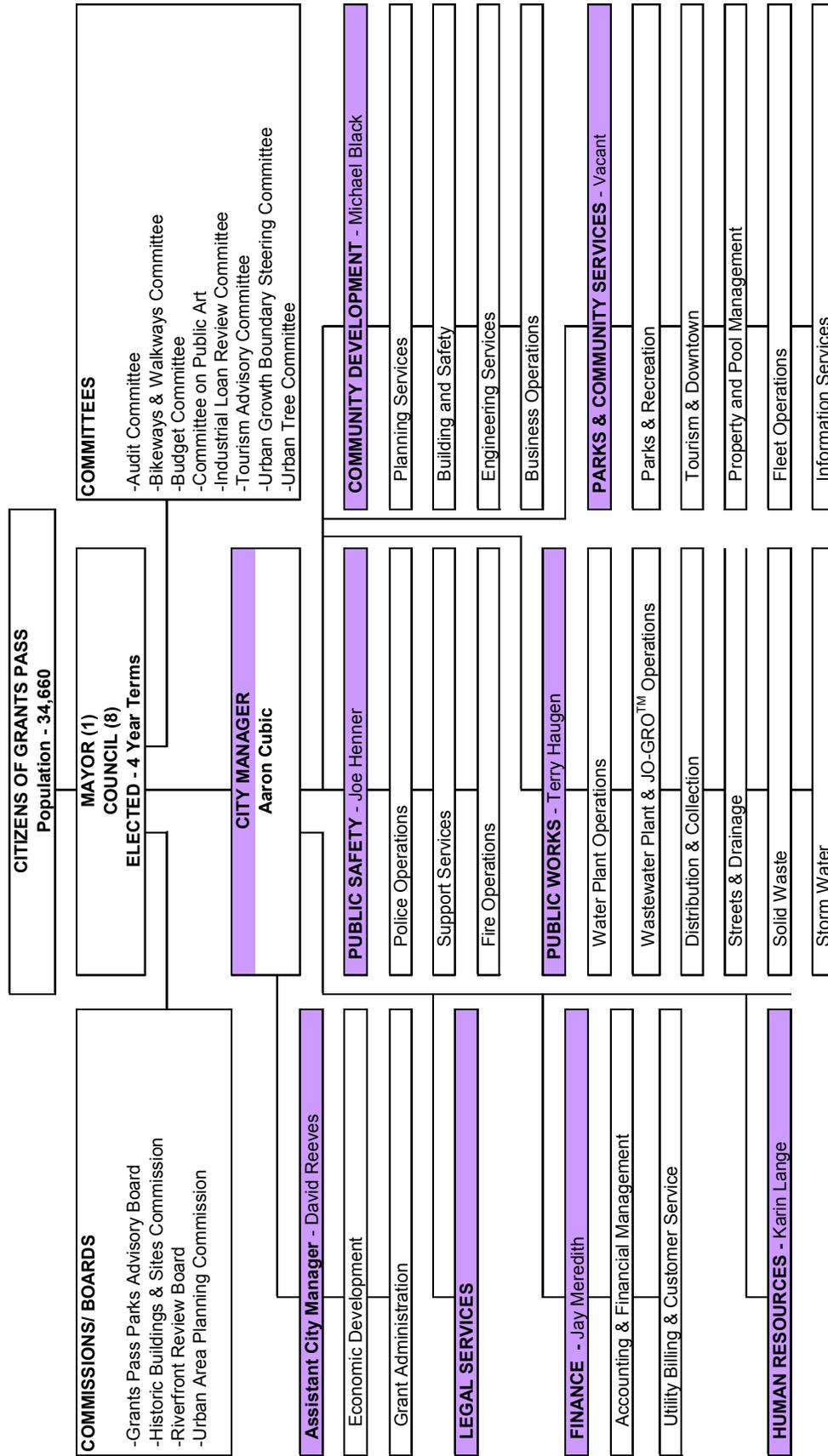
ORGANIZATION CHART

The Organization Chart for the City of Grants Pass displays the full time equivalencies and the methods of reporting for the City organization. Your local government is a broad mix of services. We operate three independent utilities: Solid Waste, Water, and Wastewater. The governmental side of our organization is dominated by Public Safety, delivering a range of law enforcement, fire, and preventive services. The management of growth and development is vested in our Community Development Department. Street maintenance and drainage systems are provided by Public Works. Park maintenance, together with the downtown and tourism programs, is administered by Parks and Community Services. The third part of our community promotional system, Economic Development, is located in the City Manager's office.

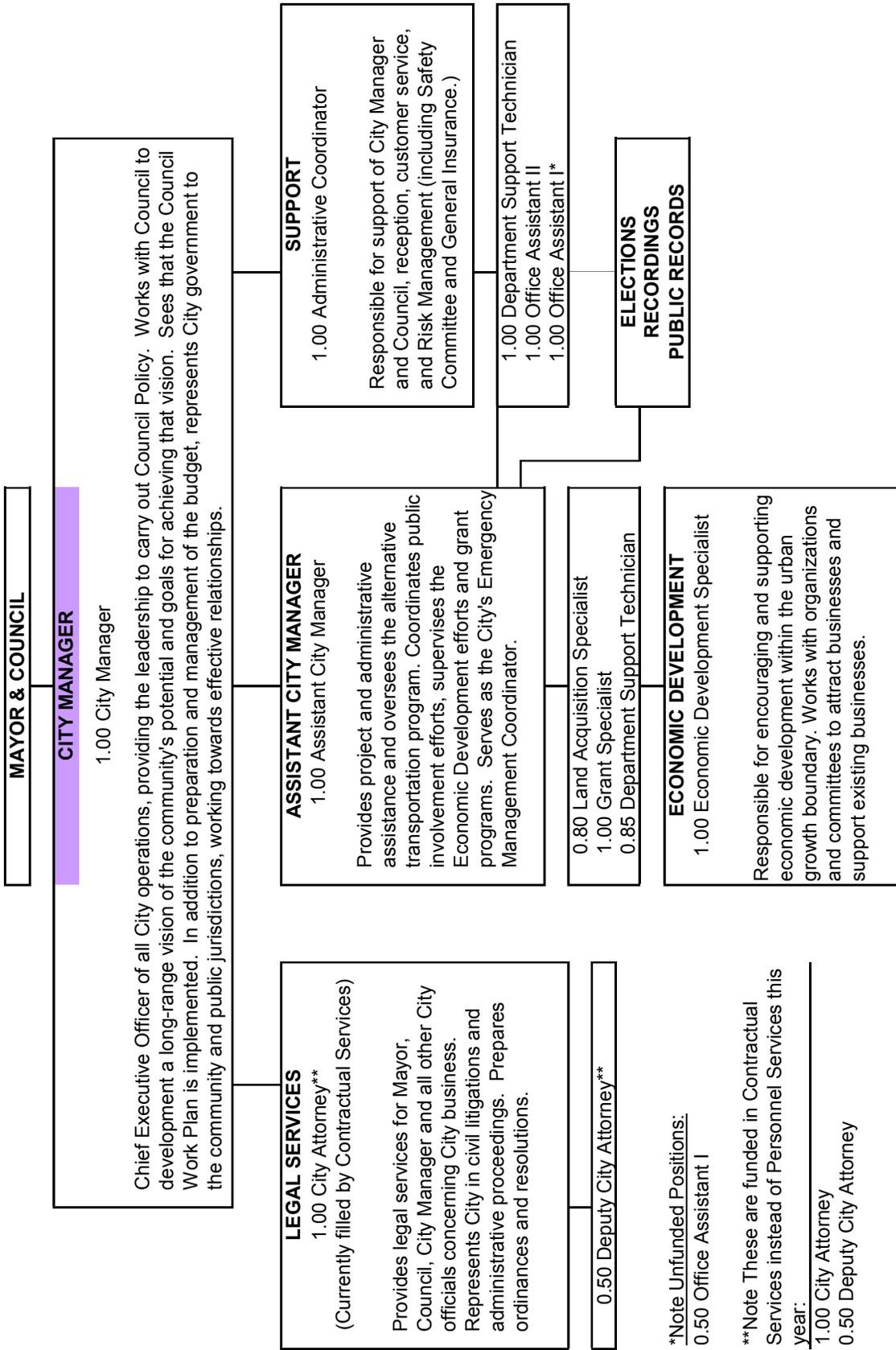
The organization is divided into five major divisions; Public Safety, Administrative Services, Community Development, Parks and Community Services, and Public Works. The directors for these major responsibilities, along with the City Attorney, Assistant City Manager and the City Manager, constitute the Executive Management team for the City. The City Manager and this team meet routinely to coordinate the delivery of services and analyze issues for the City Council's decision making.

The following organization charts show each department and its permanent personnel. We extensively use volunteers, contractors, and on-call/seasonal personnel that are not shown in the organization chart. A great example is Public Safety where dozens of full-time job equivalents are created in the many services provided by the department through firefighting interns, on-call personnel for office and dispatching services, and countless hours of volunteer support for the Public Safety Academy and Auxiliary Services.

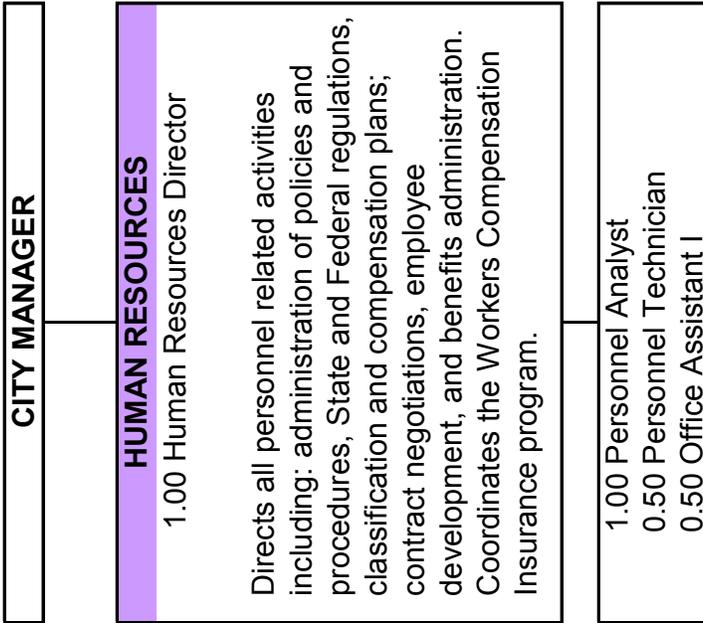
The City of Grants Pass is a dynamic organization. We are constantly working to develop better ways to coordinate services and assure our residents the best possible services delivered in a way that makes sense and meets the needs of most of our citizens.

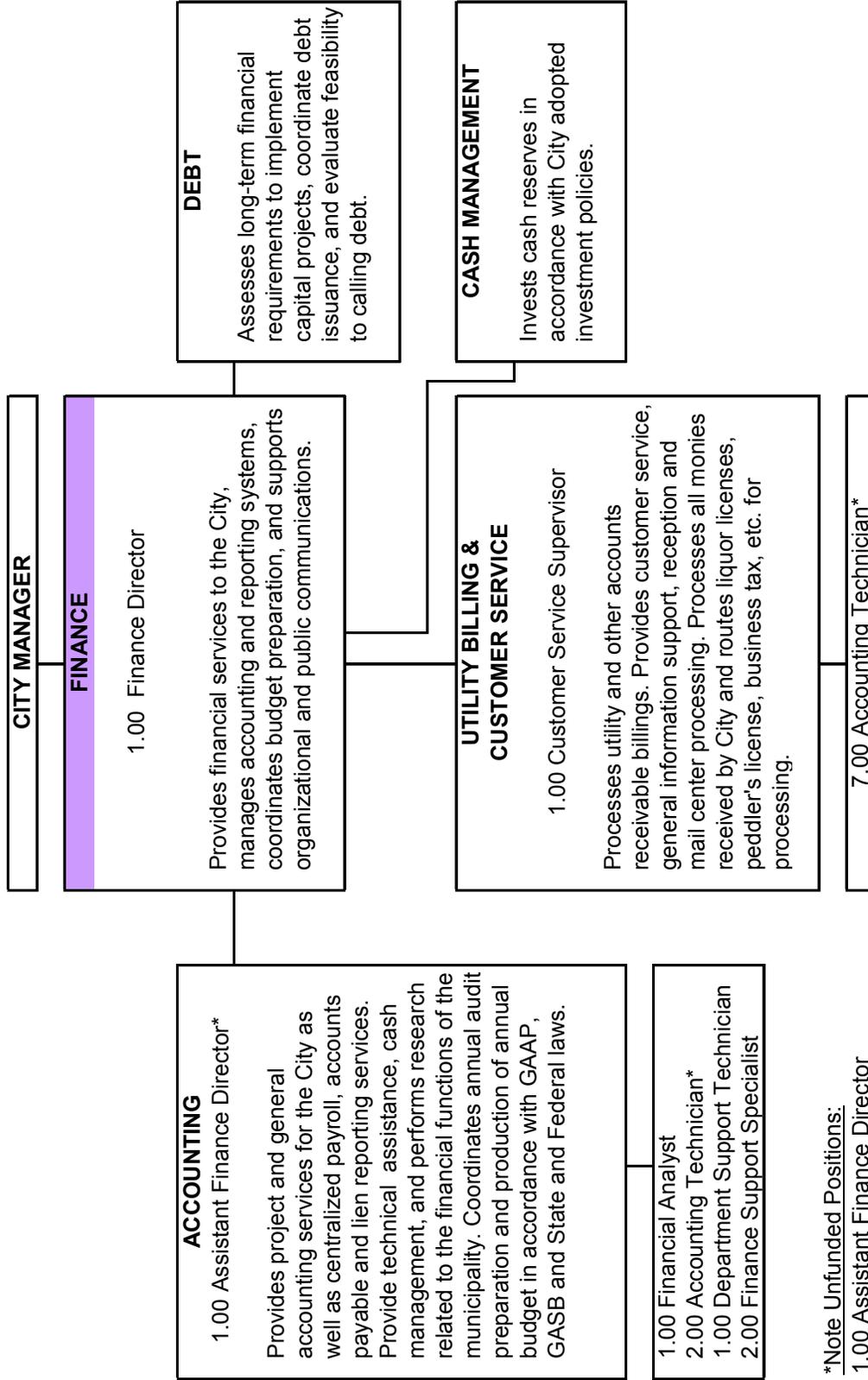


ORGANIZATIONAL CHART FY'13



ORGANIZATIONAL CHART FY'13

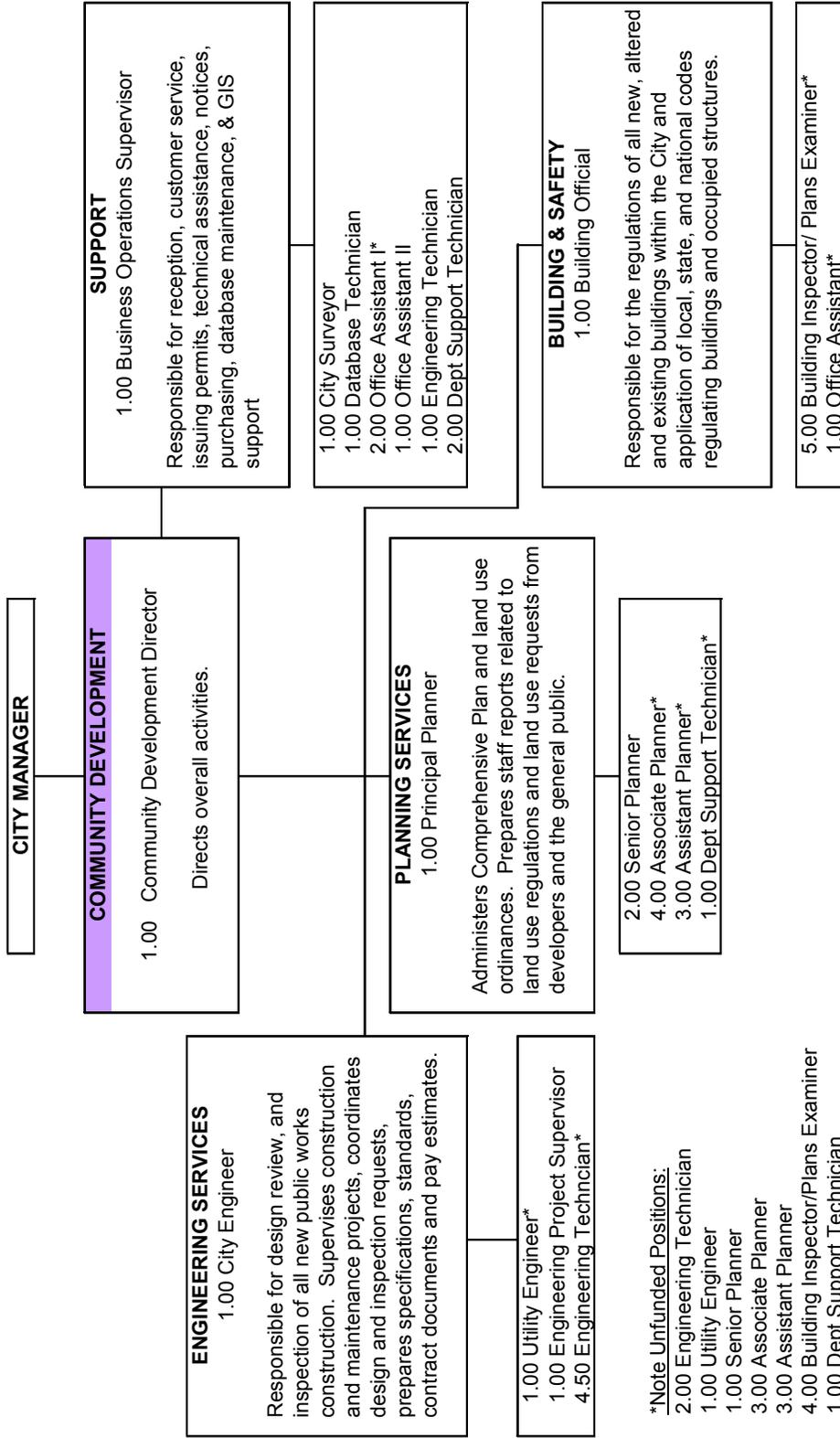




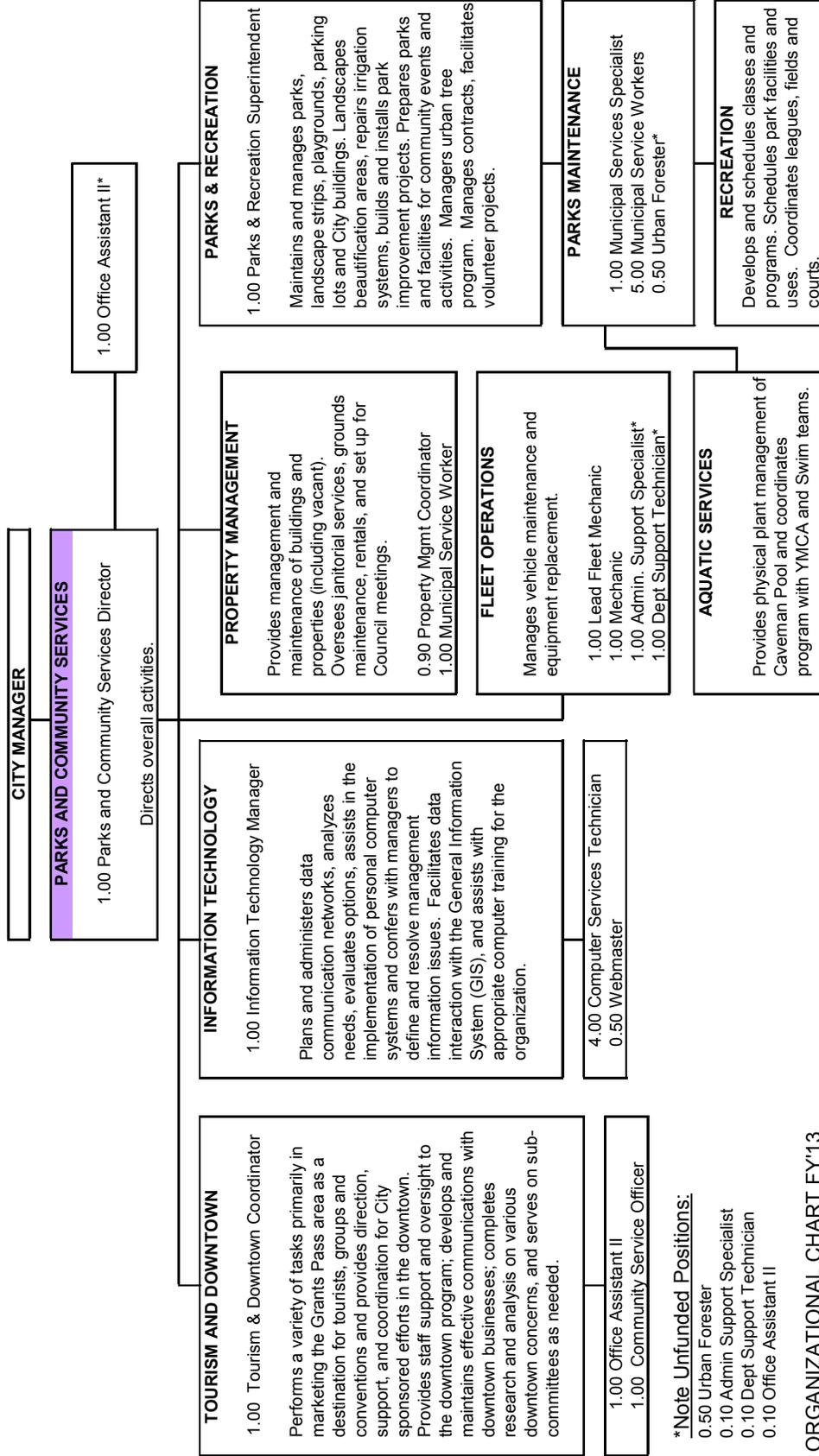
*Note Unfunded Positions:

- 1.00 Assistant Finance Director
- 1.50 Accounting Technician

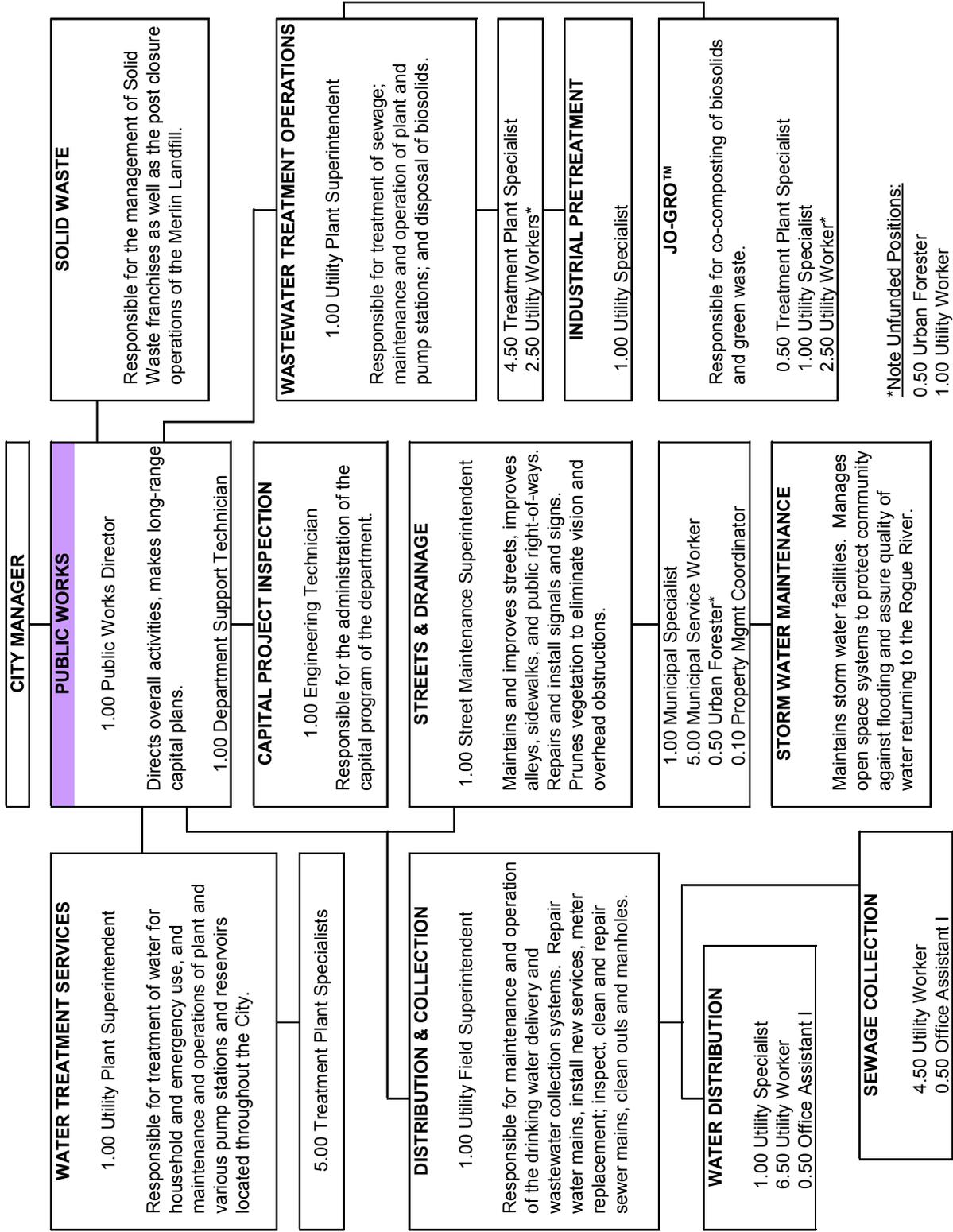
ORGANIZATIONAL CHART FY'13



ORGANIZATIONAL CHART FY'13



ORGANIZATIONAL CHART FY'13



*Note Unfunded Positions:
0.50 Urban Forester
1.00 Utility Worker

ORGANIZATIONAL CHART FY'13

CITY MANAGER

PUBLIC SAFETY
 1.00 Public Safety Director
 Directs police, fire and 911/dispatch services. Establishes long-range planning and research. Develops and revises policies, procedures and methods. Responsible for liaison with other agencies and jurisdictions. Prepares and administers budgets.

1.00 Admin. Support Specialist

SUPPORT DIVISION
 1.00 Deputy Chief

DETECTIVES
 1 Public Safety Sgt.
 Investigates crimes after commission ranging from fraud to homicide.

6.00 Police Detective
 1.00 Property Specialist
 1.00 Investigative Spec.
 0.375 Clerk Aide

COMMUNICATIONS/RECORDS
 2.00 Civilian PS Supervisor
 Manages communications and records section. Training coordination of records and communications personnel.

11.00 Dispatcher
 4.00 Lead Dispatcher
 6.00 Public Safety Clerk
 0.50 Clerk Aide

POLICE DIVISION
 1.00 Deputy Chief
 1.00 Lieutenant
 1.00 Corporal
 General operation of police patrol through shift sergeants.

Team 1 Days
 1.00 Public Safety Sgt.
 1.00 Corporal
 *Police Officer
 **C.S.O.

Team 2 Nights
 1.00 Public Safety Sgt.
 1.00 Corporal
 *Police Officer

CODE ENFORCEMENT
 Oversees enforcement of development laws, building codes and nuisance codes.
 4.00 Community Service Officer**

Team 3 Days
 1.00 Public Safety Sgt.
 1.00 Corporal
 *Police Officer
 **C.S.O.

Team 4 Nights
 1.00 Public Safety Sgt.
 1.00 Corporal
 *Police Officer

CRIME PREVENTION
 Provides community education, crime prevention and support as needed during emergencies.
 1.00 Crime Prev. Officer
 Auxiliary Volunteers

FIRE DIVISION
 1.00 Deputy Chief
 Management of 24-hour Fire/Rescue Operations. Fire suppression, rescue and emergency medical response

3.00 Battalion Chief
 3.00 Corporal
 19.00 Firefighter
 Student Firefighter

FIRE PREVENTION
 1.00 Fire Marshal
 Provides fire cause determination, Code interpretation, and enforcement, community education, and support as needed during emergencies.

1.00 Firefighter
 1.00 Fire Inspector
 1.00 Office Asst.
 1.00 Firewise Coordinator***

*29.00 Police Officers assigned to various shifts or assignments
 **C.S.O.s also provide general support to the Police and Fire Divisions.
 ***Note this is a temporary, grant funded position.

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

PROFILE OF THE CITY OF GRANTS PASS



Grants Pass is located in the “Sun Belt” of Southern Oregon astride the banks of the Rogue River, one of America’s premier white water rivers. Nestled among a series of mountains giving the valley a scenic backdrop, Grants Pass is situated in Southwestern Oregon on the Interstate 5. With a current population of 34,660, it is the county seat of Josephine County and serves as the major commercial center for the county population of more than 82,713.

Grants Pass and its surrounding valleys have a colorful past forged by Native Americans, trappers, loggers, gold panners, celebrities, and writers who were attracted to the river and who contributed to its legends. The first inhabitants of the region were the Takilma and Shasta tribes, frequently referred to by Hudson Bay trappers as "The Rogues" because of their willingness to fight for their rights. Josephine County was named for Josephine Rollins Ort, who came to the Illinois Valley with her father in 1851 and was credited with the first discovery of gold in Southern Oregon. The promise of gold caused Grants Pass, named to honor

General Ulysses S. Grant's success at Vicksburg, to grow quickly. Farming began in order to meet the miner’s needs. Besides gold, timber was a major product of the county. From cigars and bricks, to pine needles, industry in Grants Pass started to boom. Well established by the 1900’s, the commercial salmon fleets added one more reason to draw people to the area. Recreational salmon fishing still draws people to the community.

The community is very volunteer oriented. Public and private enterprise working in unison with citizens completed a ten-year project of building a 50-acre community park “for all ages.” Reinhart Volunteer Park boasts baseball diamonds, soccer fields, horseshoes pits, basketball and tennis courts, passive trails, viewing ponds, playgrounds, and picnic and shelter areas created through thousands of volunteer hours and donated services. This volunteer spirit continued with the 8.37 acre Morrison Centennial Park. This park, dedicated in February 2005, was created by volunteers on donated land. Volunteers continue to work on both new and older projects such as Redwood Park and on adding adjacent property to Reinhart Volunteer Park. These projects, along with many others too numerous to list, exemplify the pride of the local citizens.



Once a timber based community, manufacturing, tourism, recreation, and service industries now provide the major sources of employment. Josephine County’s reliance on logging and timber products manufacturing has decreased over the past two decades. And, while the county’s industrial base has diversified to include high technology, medical care, tourism, retirement services, retail trade and other service and manufacturing sectors, the wood products industry is still a major force in the county. A state economist has determined Josephine County to rank highest among non-metro Oregon counties in terms of economic diversification.

Grants Pass is still recovering from the economic crisis affecting the country and in particular the housing industry. Most major industries gained workers over the last year, with the exception of Government and financial activities, which lost over 160 and 80 employees respectively. Most of the Government loss was from the education sector. Gaining employees last year were trade, transportation and utilities, professional and business services, and retail trade. Since February of 2011, Josephine County, in the smallest regional

PROFILE OF THE CITY OF GRANTS PASS

study area that includes Grants Pass, has seen a gain of 150 jobs and a decrease in the adjusted unemployment percentage from 13.1% in March 2011 to 11.6% in February of 2012. Josephine County also saw a decrease in the Civilian Labor Force from 34,691 in February of 2011 to 34,438 in February of 2012. This decrease, along with a rise in employment from 29,751 in February of 2011 to 29,890 in February of 2012, led to a total unemployment number of 4,940 in February of 2011 compared to 4,548 in February of 2012. This is still below the total employment number in 2008, 2009 and 2010. The drop in the Civilian Labor Force could be caused by the ending of unemployment benefits rather than people moving away or finding a job.

Mild climate, low cost of living and proximity to California attract many retirees, making the community's percentage of population over age 65 among the highest in Oregon. The Grants Pass/Josephine County Chamber of Commerce Business Retention and Expansion Survey, completed in March of 2011, revealed that 48 of the 72 businesses surveyed planned to expand or remodel in the near future. For a majority of these companies, expansion plans have been postponed until the economy stabilizes. Despite hard economic times, some companies did expand. Jefferson State Forest Products relocated from California in 2011 and moved in with its sister company Bentwood Furniture. The move increased employment for Upstream 21, Bentwood and Jefferson State Forest Products holding company by 8 employees. Two other local companies, Cascade Recycling and Partin Forest Products, are adding new buildings or equipment and increasing employment by 15 people to increase their work flow this year.

Rogue Community College is a two year accredited public community college and provides excellent educational opportunities to all in the community. It boasts a population of more than 10,000 full and part-time students. The college caters not only to transfer programs but also offers technical and vocational programs, adult basic education, and recreational learning. Southern Oregon University, one of nine state university campuses, is located just 40 miles south of Grants Pass in Ashland. School District #7, serving students within the city limits, provides education to 5,800 students at ten school sites made up of six elementary schools, two middle schools, one high school, and one alternative school. There are also over 10 private and parochial schools in Josephine County.

The Rogue River provides many recreational opportunities such as: jet-boat trips, rafting, kayaking, fishing, water skiing, swimming, hiking, and gold panning. Nearby mountains provide high-mountain recreation, including snow skiing at Mt. Ashland. Other scenic attractions include Crater Lake National Park, Oregon Caves National Monument, and the Redwoods that stretch from San Francisco to Southern Oregon. Cultural activities include the Oregon Shakespeare Festival in Ashland and the historic town of Jacksonville.



COMMUNITY PROFILE DETAIL

Location:

Southern Oregon off of I-5, Exit No. 55 & No. 58, 68 miles south of Roseburg and 6 miles north of Rogue River, 240 miles south of Portland and 407 miles north of San Francisco.

Date of Incorporation: 1887

Climate (2011):

Average Temperature:	High	Low
July	83°	54°
January	46°	35°

Annual Precipitation 31.7"

Elevation: 960'

Population:

Year	Amount	% Increase
2011	34,660	.4
2010	34,533	3.9
2009	33,225	2.9
2008	32,290	1.7
2007	31,740	2.6
2006	30,930	18.6
2005	26,085	2.6
2004	25,423	3.9
2003	24,470	2.5
2002	23,870	.9
2001	23,670	2.2
2000	23,170	32.4
1990	17,503	16.5
1980	15,032	20.7
1970	12,455	23.1
1960	10,118	

Taxes (2011):

Sales tax	None
Consolidated property tax rate per \$1,000 assessed value	\$13.96

Education (April 2011):

Grants Pass School District #7	
Attendance centers	10
Student/teacher ratio	21:1
Total enrollment	5,815

Elections (November 2010):

Registered voters	18,113
Ballots cast	11,453
Percentage voted	63.23%

Fire Protection:

Stations	3
Employees	30
Interns	9

Police Protection:

Employees (sworn)	50
Volunteers (auxiliary)	16
Volunteer hours	2,470

Recreation and Culture:

Parks	16
Green spaces/trails	8
Museums	2
Swimming pool	1

Assessed Property Value:

In thousands of dollars	
2011	\$2,508,736
2010	\$2,409,615
2009	\$2,318,500
2008	\$2,207,029
2007	\$2,065,308
2006	\$1,728,992
2005	\$1,446,214
2004	\$1,350,701
2003	\$1,253,169

COMMUNITY PROFILE DETAIL

2010 Census Information Zip Code 97526

Age Composition*:

Under 5 years	1,786	(5.2%)
5 to 19 years	6,393	(18.7%)
20 to 44 years	8,665	(25.3%)
45 to 64 years	10,061	(29.4%)
65+ years	7,300	(21.3%)

*Based on population of 34,205 -
Census 2010 Demographic
Profiles

Median Age:

2010	45.6
2000	38
1990	37
1980	32
1970	36
1960	34

2010 Housing Occupancy:

Total housing units:	15,422
Occupied units	14,178
Rental vacancy rate	6.6%

Housing Units:

Year	Amount	% Increase
2010	15,561	57
2000	9,885	32
1990	7,480	22
1980	6,117	36
1970	4,491	

2010 Housing Tenure:

Occupied housing units:	14,178
Owner occupied	8,931
Renter occupied	5,247

Income in 2010:

Median Household Income	\$34,652
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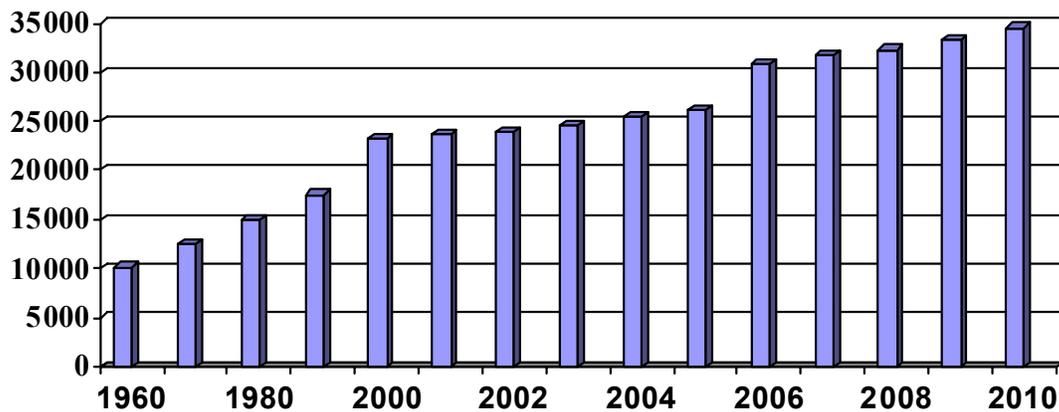
Mortgage:

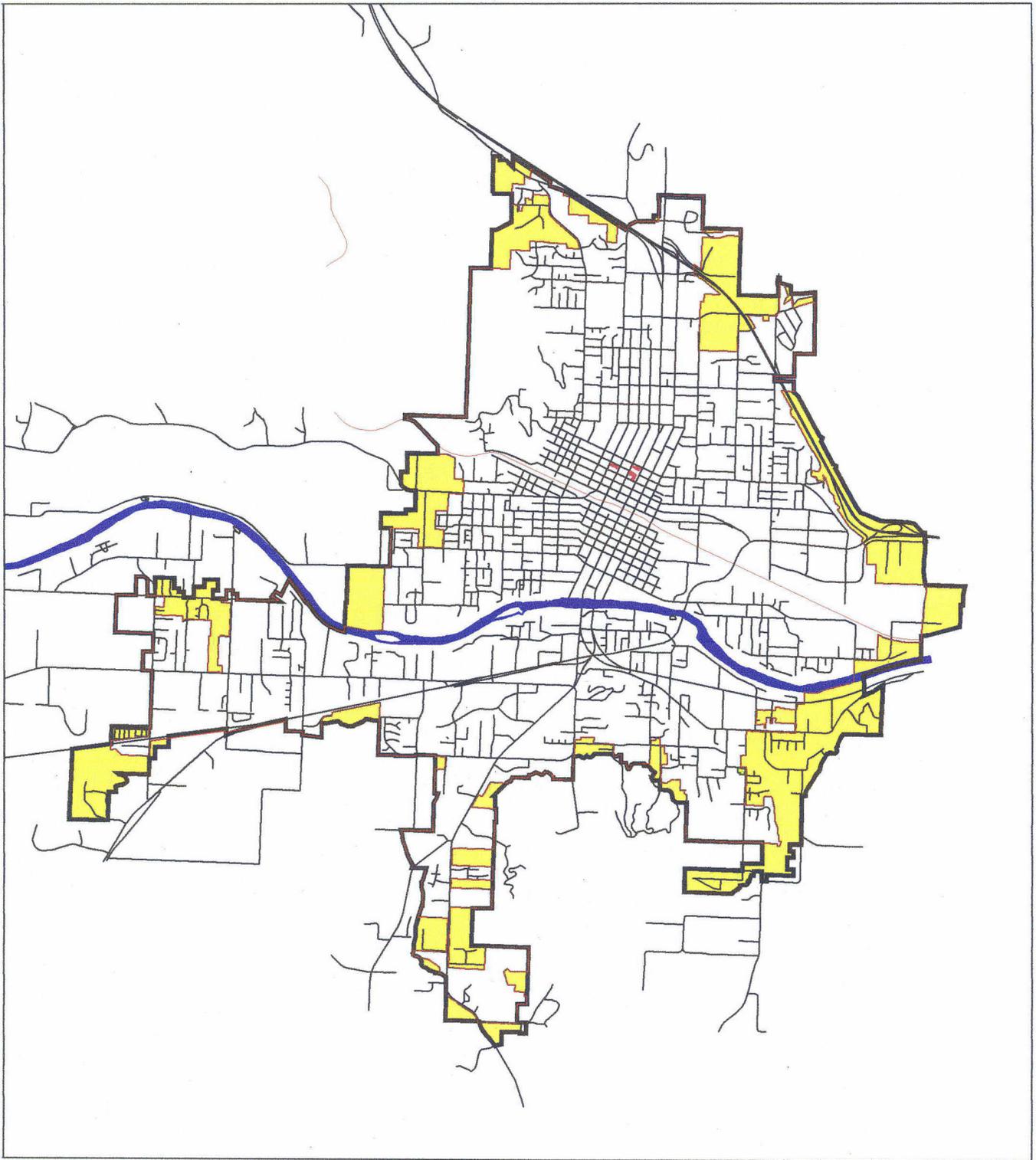
Median Monthly Owner Costs	\$1,478
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Gross Rent:

Median Gross Rent	\$775
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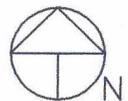
Population Growth





LEGEND

-  CITY LIMITS
-  URBAN GROWTH BOUNDARY
-  AREA BETWEEN UGB & CITYLIMITS



1" = 5000'

WHERE THE ROGUE RIVER RUNS



© City of Grants Pass

APPENDIX

Appendix A

Summary of Resources by Fund & Source for Fiscal Year 2014 Projected

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Funds	Total
Property Taxes	14,468,300	0	1,038,200	0	0	0	0	15,506,500
Taxes Other than Property	3,499,700	981,800	0	0	0	0	0	4,481,500
Licenses & Permits	236,900	10,500	0	0	0	0	0	247,400
Fines & Forfeitures	304,200	0	0	0	0	0	0	304,200
Revenue From Other Agencies	1,666,933	2,963,350	0	50,000	281,000	140,306	0	5,101,589
Use of Assets	77,100	23,480	100	47,650	31,500	56,600	22,000	258,430
Fees & Charges	408,900	999,540	0	246,000	9,523,878	48,600	0	11,226,918
Other Revenue	184,250	189,000	1,960,000	0	89,660	87,837	225,000	2,735,747
Direct Charges for Service	0	0	0	0	21,900	5,165,489	0	5,187,389
Administrative Charges	0	0	0	0	0	3,173,026	0	3,173,026
Transfers In	873,800	5,000	0	3,589,402	982,864	0	0	5,451,066
Total Current Resources	21,720,083	5,172,670	2,998,300	3,933,052	10,930,802	8,671,858	247,000	53,673,765
Beginning Resources	8,819,067	3,156,000	241,559	2,232,079	4,053,587	7,119,023	227,361	25,848,676
Total Resources	30,539,150	8,328,670	3,239,859	6,165,131	14,984,389	15,790,881	474,361	79,522,441

Summary of Requirements by Fund & Major Object for Fiscal Year 2014 Projected

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	15,695,163	694,311	0	0	3,085,248	4,824,793	0	24,299,515
Materials and Supplies	565,155	74,960	0	0	806,457	551,890	0	1,998,462
Contractual Services	3,928,361	952,045	8,000	0	2,204,988	2,363,107	250,000	9,706,501
Direct Charges for Services	612,158	305,217	10,000	0	785,999	667,052	12,500	2,392,926
Capital Outlay	42,000	2,134,625	0	6,164,631	3,340,074	986,000	0	12,667,330
Indirect Charges	1,991,953	173,770	0	0	712,800	146,009	0	3,024,532
Operating Expenses	22,834,790	4,334,928	18,000	6,164,631	10,935,566	9,538,851	262,500	54,089,266
Other Requirements								
Contingencies	1,150,000	1,746,877	141,059	0	2,203,046	1,583,922	0	6,824,904
Debt Service	0	1,100	1,188,200	0	902,913	0	0	2,092,213
Transfers Out	472,500	2,235,202	1,800,000	500	942,864	0	0	5,451,066
Total Other Requirements	1,622,500	3,983,179	3,129,259	500	4,048,823	1,583,922	0	14,368,183
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	6,081,860	10,563	92,600	0	0	4,668,108	211,861	11,064,992
Total Requirements	30,539,150	8,328,670	3,239,859	6,165,131	14,984,389	15,790,881	474,361	79,522,441

Summary of Resources by Fund & Source for Fiscal Year 2013 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,884,600	0	1,007,800	0	0	0	0	15,892,400
Taxes Other than Property	3,496,000	981,800	0	0	0	0	0	4,477,800
Licenses & Permits	236,900	10,500	0	0	0	0	0	247,400
Fines & Forfeitures	304,200	0	0	0	0	0	0	304,200
Revenue From Other Agencies	1,699,299	2,041,270	0	3,014,711	268,000	389,736	0	7,413,016
Use of Assets	77,100	25,900	100	976,688	31,500	57,225	22,000	1,190,513
Fees & Charges	408,900	1,064,330	0	238,500	9,349,462	48,600	0	11,109,792
Other Revenue	434,250	240,850	660,000	693,000	5,644,470	87,837	225,000	7,985,407
Direct Charges for Service	0	0	0	0	21,900	5,273,019	0	5,294,919
Administrative Charges	0	0	0	0	0	3,059,578	0	3,059,578
Transfers In	1,300,708	5,000	0	3,608,186	1,496,077	55,000	0	6,464,971
Total Current Resources	22,841,957	4,369,650	1,667,900	8,531,085	16,811,409	8,970,995	247,000	63,439,996
Beginning Resources	9,455,726	3,626,781	301,459	11,121,902	5,518,981	7,164,154	242,861	37,431,864
Total Resources	32,297,683	7,996,431	1,969,359	19,652,987	22,330,390	16,135,149	489,861	100,871,860

Summary of Requirements by Fund & Major Object for Fiscal Year 2013 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	14,966,555	662,908	0	0	2,934,383	4,528,007	0	23,091,853
Materials and Supplies	632,980	74,760	0	0	811,757	551,890	0	2,071,387
Contractual Services	3,898,905	939,994	10,000	0	2,147,255	2,351,164	250,000	9,597,318
Direct Charges for Services	601,964	304,603	10,000	0	778,799	658,542	12,500	2,366,408
Capital Outlay	51,000	1,425,505	0	18,952,579	10,717,929	774,700	0	31,921,713
Indirect Charges	1,898,972	176,820	0	0	695,500	139,719	0	2,911,011
Operating Expenses	22,050,376	3,584,590	20,000	18,952,579	18,085,623	9,004,022	262,500	71,959,690
Other Requirements								
Contingencies	1,150,000	2,084,932	149,059	0	2,084,877	2,078,236	0	7,547,104
Debt Service	0	1,100	1,207,800	0	638,813	0	0	1,847,713
Transfers Out	1,428,240	2,315,246	500,000	700,408	1,521,077	0	0	6,464,971
Total Other Requirements	2,578,240	4,401,278	1,856,859	700,408	4,244,767	2,078,236	0	15,859,788
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	7,669,067	10,563	92,500	0	0	5,052,891	227,361	13,052,382
Total Requirements	32,297,683	7,996,431	1,969,359	19,652,987	22,330,390	16,135,149	489,861	100,871,860

Appendix C

Summary of Resources by Fund & Source for Fiscal Year 2013 Recommended

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,884,600	0	1,007,800	0	0	0	0	15,892,400
Taxes Other than Property	3,496,000	981,800	0	0	0	0	0	4,477,800
Licenses & Permits	236,900	10,500	0	0	0	0	0	247,400
Fines & Forfeitures	304,200	0	0	0	0	0	0	304,200
Revenue From Other Agencies	1,699,299	2,041,270	0	3,004,711	268,000	389,736	0	7,403,016
Use of Assets	77,100	25,900	100	976,688	31,500	57,225	22,000	1,190,513
Fees & Charges	408,900	1,064,330	0	238,500	9,349,462	48,600	0	11,109,792
Other Revenue	184,250	240,850	660,000	693,000	5,644,470	87,837	225,000	7,735,407
Direct Charges for Service	0	0	0	0	21,900	5,338,292	0	5,360,192
Administrative Charges	0	0	0	0	0	3,059,578	0	3,059,578
Transfers In	1,300,708	5,000	0	3,436,146	1,496,077	55,000	0	6,292,931
Total Current Resources	22,591,957	4,369,650	1,667,900	8,349,045	16,811,409	9,036,268	247,000	63,073,229
Beginning Resources	9,455,726	3,626,781	301,459	11,097,228	5,518,981	7,164,154	242,861	37,407,190
Total Resources	32,047,683	7,996,431	1,969,359	19,446,273	22,330,390	16,200,422	489,861	100,480,419

Summary of Requirements by Fund & Major Object for Fiscal Year 2013 Recommended

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	14,836,055	662,908	0	0	2,934,383	4,528,007	0	22,961,353
Materials and Supplies	592,980	74,760	0	0	811,757	550,890	0	2,030,387
Contractual Services	3,933,905	939,994	10,000	0	2,147,255	2,342,164	250,000	9,623,318
Direct Charges for Services	601,964	304,603	10,000	0	778,799	658,542	12,500	2,366,408
Capital Outlay	51,000	1,425,505	0	18,745,865	10,717,929	774,700	0	31,714,999
Indirect Charges	1,898,972	176,820	0	0	695,500	139,719	0	2,911,011
Operating Expenses	21,914,876	3,584,590	20,000	18,745,865	18,085,623	8,994,022	262,500	71,607,476
Other Requirements								
Contingencies	1,150,000	2,084,932	149,059	0	2,084,877	2,088,236	0	7,557,104
Debt Service	0	1,100	1,207,800	0	638,813	0	0	1,847,713
Transfers Out	1,256,200	2,315,246	500,000	700,408	1,521,077	0	0	6,292,931
Total Other Requirements	2,406,200	4,401,278	1,856,859	700,408	4,244,767	2,088,236	0	15,697,748
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	7,726,607	10,563	92,500	0	0	5,118,164	227,361	13,175,195
Total Requirements	32,047,683	7,996,431	1,969,359	19,446,273	22,330,390	16,200,422	489,861	100,480,419

Summary of Resources by Fund & Source for Fiscal Year 2012 Budget

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,530,700	0	980,200	0	0	0	0	15,510,900
Taxes Other than Property	3,343,350	986,815	0	0	0	0	0	4,330,165
Licenses & Permits	218,400	9,500	0	0	0	0	0	227,900
Fines & Forfeitures	287,500	0	0	0	0	0	0	287,500
Revenue From Other Agencies	1,905,051	2,943,310	0	2,872,948	285,000	530,241	0	8,536,550
Use of Assets	69,850	39,495	100	991,965	38,500	48,400	24,000	1,212,310
Fees & Charges	347,100	918,185	0	226,400	9,350,204	113,800	0	10,955,689
Other Revenue	182,350	39,210	660,000	169,000	99,520	153,629	218,300	1,522,009
Direct Charges for Service	0	0	0	0	17,500	4,954,501	0	4,972,001
Administrative Charges	0	0	0	0	0	3,013,358	0	3,013,358
Transfers In	873,800	5,000	0	3,334,058	1,447,847	245,000	0	5,905,705
Total Current Resources	21,758,101	4,941,515	1,640,300	7,594,371	11,238,571	9,058,929	242,300	56,474,087
Beginning Resources	8,687,567	3,946,035	66,570	9,867,809	5,565,423	7,146,991	178,776	35,459,171
Total Resources	30,445,668	8,887,550	1,706,870	17,462,180	16,803,994	16,205,920	421,076	91,933,258

Summary of Requirements by Fund & Major Object for Fiscal Year 2012 Budget

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	14,549,698	649,574	0	0	2,916,002	4,491,265	0	22,606,539
Materials and Supplies	524,555	82,760	0	0	781,847	552,146	0	1,941,308
Contractual Services	3,677,605	922,891	46,200	0	2,021,085	2,339,926	243,300	9,251,007
Direct Charges for Services	619,146	341,762	10,000	0	756,404	651,501	6,100	2,384,913
Capital Outlay	118,464	2,104,016	0	17,052,680	4,939,229	1,633,920	0	25,848,309
Indirect Charges	1,874,088	170,551	0	0	678,306	141,813	0	2,864,758
Operating Expenses	21,363,556	4,271,554	56,200	17,052,680	12,092,873	9,810,571	249,400	64,896,834
Other Requirements								
Contingencies	1,010,450	2,192,776	0	0	2,168,762	2,086,351	0	7,458,339
Debt Service	0	2,199	1,084,000	0	889,512	0	0	1,975,711
Transfers Out	932,900	2,410,458	500,000	409,500	1,652,847	0	0	5,905,705
Total Other Requirements	1,943,350	4,605,433	1,584,000	409,500	4,711,121	2,086,351	0	15,339,755
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	7,138,762	10,563	66,670	0	0	4,308,998	171,676	11,696,669
Total Requirements	30,445,668	8,887,550	1,706,870	17,462,180	16,803,994	16,205,920	421,076	91,933,258

Appendix E

Summary of Resources by Fund & Source for Fiscal Year 2011 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,299,222	0	985,042	0	0	0	0	15,284,264
Taxes Other than Property	3,246,386	939,125	0	0	0	0	0	4,185,511
Licenses & Permits	268,571	8,043	0	0	0	0	0	276,614
Fines & Forfeitures	306,097	0	0	0	0	0	0	306,097
Revenue From Other Agencies	1,438,133	1,763,265	0	1,121,443	312,553	218,528	0	4,853,922
Use of Assets	83,710	133,475	1,500	109,302	69,931	66,507	28,053	492,478
Fees & Charges	394,093	840,729	0	336,301	8,779,561	93,469	0	10,444,153
Other Revenue	97,203	53,683	276,647	62,102	167,187	112,941	241,831	1,011,594
Direct Charges for Service	0	0	0	0	25,517	4,869,490	0	4,895,007
Administrative Charges	0	0	0	0	0	2,685,666	0	2,685,666
Transfers In	857,787	10,000	441,236	2,215,033	1,040,737	0	0	4,564,793
Total Current Resources	20,991,202	3,748,320	1,704,425	3,844,181	10,395,486	8,046,601	269,884	49,000,099
Beginning Resources	8,367,803	3,847,523	248,107	13,052,529	6,241,874	7,510,882	286,305	39,555,023
Total Resources	29,359,005	7,595,843	1,952,532	16,896,710	16,637,360	15,557,483	556,189	88,555,122

Summary of Requirements by Fund & Major Object for Fiscal Year 2011 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	13,066,045	592,923	0	0	2,662,319	4,078,161	0	20,399,448
Materials and Supplies	417,273	60,906	0	0	652,079	443,188	0	1,573,446
Contractual Services	3,008,321	587,064	8,024	0	1,790,563	1,624,639	287,848	7,306,459
Direct Charges for Services	544,841	310,626	10,000	0	720,910	519,531	6,100	2,112,008
Capital Outlay	65,276	51,479	0	3,299,317	1,174,764	874,295	0	5,465,131
Indirect Charges	1,682,858	148,658	0	0	609,909	161,550	0	2,602,975
Operating Expenses	18,784,614	1,751,656	18,024	3,299,317	7,610,544	7,701,364	293,948	39,459,467
Other Requirements								
Contingencies	0	0	0	0	0	0	0	0
Debt Service	0	765	1,492,952	0	883,226	0	0	2,376,943
Transfers Out	881,067	1,759,700	119,805	610,484	1,193,737	0	0	4,564,793
Total Other Requirements	881,067	1,760,465	1,612,757	610,484	2,076,963	0	0	6,941,736
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	9,693,324	4,083,722	321,751	12,986,909	6,949,853	7,856,119	262,241	42,153,919
Total Requirements	29,359,005	7,595,843	1,952,532	16,896,710	16,637,360	15,557,483	556,189	88,555,122

Summary of Resources by Fund & Source for Fiscal Year 2010 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,270,645	0	927,772	0	1	0	0	15,198,418
Taxes Other than Property	3,117,606	940,765	0	0	0	0	0	4,058,371
Licenses & Permits	262,288	11,760	0	0	0	0	0	274,048
Fines & Forfeitures	300,528	0	0	0	0	0	0	300,528
Revenue From Other Agencies	1,685,570	1,865,700	0	1,930,143	312,085	89,980	0	5,883,478
Use of Assets	170,088	50,382	(214)	144,717	87,799	74,382	9,469	536,623
Fees & Charges	374,785	837,010	0	724,860	8,844,195	112,221	0	10,893,071
Other Revenue	2,462,689	34,786	442,818	148,033	270,898	71,224	236,977	3,667,425
Direct Charges for Service	52	0	0	0	17,963	4,843,442	0	4,861,457
Administrative Charges	0	0	0	0	0	2,629,252	0	2,629,252
Transfers In	815,027	38,000	0	757,680	1,593,000	30,000	0	3,233,707
Total Current Resources	23,459,278	3,778,403	1,370,376	3,705,433	11,125,941	7,850,501	246,446	51,536,378
Beginning Resources	3,556,971	3,667,080	(182,788)	14,377,885	6,975,515	6,435,342	319,522	35,149,527
Total Resources	27,016,249	7,445,483	1,187,588	18,083,318	18,101,456	14,285,843	565,968	86,685,905

Summary of Requirements by Fund & Major Object for Fiscal Year 2010 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	12,600,564	585,490	0	0	2,531,378	3,809,298	0	19,526,730
Materials and Supplies	384,037	56,312	0	0	655,023	347,001	0	1,442,373
Contractual Services	3,046,692	581,187	10,481	0	1,747,428	1,836,184	273,563	7,495,535
Direct Charges for Services	422,632	316,122	10,000	0	703,723	412,431	6,100	1,871,008
Capital Outlay	332,294	59,133	0	4,980,789	2,142,787	235,452	0	7,750,455
Indirect Charges	1,627,152	156,591	0	0	587,861	124,595	0	2,496,199
Operating Expenses	18,413,371	1,754,835	20,481	4,980,789	8,368,200	6,764,961	279,663	40,582,300
Other Requirements								
Contingencies	0	0	0	0	0	0	0	0
Debt Service	200,075	372,418	919,000	0	1,823,382	0	0	3,314,875
Transfers Out	35,000	1,470,707	0	50,000	1,668,000	10,000	0	3,233,707
Total Other Requirements	235,075	1,843,125	919,000	50,000	3,491,382	10,000	0	6,548,582
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	8,367,803	3,847,523	248,107	13,052,529	6,241,874	7,510,882	286,305	39,555,023
Total Requirements	27,016,249	7,445,483	1,187,588	18,083,318	18,101,456	14,285,843	565,968	86,685,905

Summary of Requirements by Fund and Activity

	ACTUAL FY'10	ACTUAL FY'11	BUDGET FY'12	RECOMMEND BUDGET FY'13	COMMITTEE APPROVED FY'13	COUNCIL ADOPTED FY'13	PROJECTED FY'14
General Fund							
Mayor and Council	158,563	156,312	226,473	274,524	289,524	289,524	280,346
Development							
Planning	614,383	601,458	687,004	726,765	726,765	726,765	732,339
Building and Safety	1,177,037	1,106,091	840,075	856,309	856,309	856,309	731,979
Economic Development	135,749	164,813	170,049	174,340	174,340	174,340	179,006
Tourism Promotion	281,650	289,172	297,522	297,862	307,862	307,862	316,120
Downtown Development	286,429	313,552	342,364	355,823	355,823	355,823	364,465
Total Development	2,495,248	2,475,086	2,337,014	2,411,099	2,421,099	2,421,099	2,323,909
Parks							
Parks Maintenance	1,318,828	1,389,844	1,498,530	1,518,600	1,535,600	1,535,600	1,575,477
Aquatics	97,722	84,092	120,192	122,688	122,688	122,688	124,137
Recreation	130,821	132,750	137,439	138,104	138,104	138,104	138,794
Total Parks	1,547,371	1,606,686	1,756,161	1,779,392	1,796,392	1,796,392	1,838,408
Public Safety							
Crisis Support Services	39,618	39,618	42,071	41,480	41,480	41,480	42,730
Field Operations	11,094,061	11,542,743	12,985,980	13,197,144	13,237,144	13,237,144	13,732,702
Support Services	3,120,548	3,198,789	3,706,699	3,734,764	3,803,264	3,803,264	4,154,659
Street Lighting	275,517	293,549	311,000	319,000	319,000	319,000	335,000
Code Enforcement	207,972	0	0	0	0	0	0
Total Public Safety	14,737,716	15,074,699	17,045,750	17,292,388	17,400,888	17,400,888	18,265,091
General Program Operations	8,077,351	10,046,222	9,080,270	10,290,280	10,389,780	10,389,780	7,831,396
Total General Fund	27,016,249	29,359,005	30,445,668	32,047,683	32,297,683	32,297,683	30,539,150
Management Services	633,531	716,528	760,133	758,920	758,920	758,920	788,680
Administrative Services	1,349,059	1,271,957	1,377,964	1,437,121	1,437,121	1,437,121	1,502,003
Legal Services	348,829	334,843	351,585	333,651	333,651	333,651	333,405
Human Resources	398,466	361,726	437,554	452,971	462,971	462,971	470,171
General Program Operations	738,672	699,003	634,442	619,726	609,726	609,726	554,022
Total Administrative Fund	3,468,557	3,384,057	3,561,678	3,602,389	3,602,389	3,602,389	3,648,281
Transient Room Tax	941,157	940,207	986,815	981,800	981,800	981,800	981,800
Community Dev Block Grant	927,405	992,244	1,863,551	910,413	910,413	910,413	1,656,873
Housing & Economic Dev.	1,008,924	985,710	995,293	991,726	991,726	991,726	745,586
Total Special Revenue Funds	2,877,486	2,918,161	3,845,659	2,883,939	2,883,939	2,883,939	3,384,259
Debt Service - General Obligation	987,936	1,495,217	1,046,870	1,100,300	1,100,300	1,100,300	1,130,800
Debt Service - Bancroft	199,652	457,315	660,000	869,059	869,059	869,059	2,109,059
Total Debt Service Funds	1,187,588	1,952,532	1,706,870	1,969,359	1,969,359	1,969,359	3,239,859
Lands & Buildings Projects	6,228,919	5,667,829	8,293,470	9,118,851	9,325,565	9,325,565	1,949,529
Total Construction Funds	6,228,919	5,667,829	8,293,470	9,118,851	9,325,565	9,325,565	1,949,529
Environmental Waste Fees Fund	237,098	254,111	218,300	225,000	225,000	225,000	225,000
Agency Fund	328,870	302,078	202,776	264,861	264,861	264,861	249,361
Total Agency Funds	565,968	556,189	421,076	489,861	489,861	489,861	474,361

Summary of Requirements by Fund and Activity

	ACTUAL FY'10	ACTUAL FY'11	BUDGET FY'12	RECOMMEND BUDGET FY'13	COMMITTEE APPROVED FY'13	COUNCIL ADOPTED FY'13	PROJECTED FY'14
Water Treatment	1,367,364	1,405,166	1,589,962	1,649,406	1,649,406	1,649,406	1,642,093
Water Distribution	993,873	1,054,760	1,232,734	1,247,157	1,247,157	1,247,157	1,297,968
Customer Service	370,020	341,344	380,547	396,015	396,015	396,015	400,154
Debt Service	413,154	397,653	397,800	146,000	146,000	146,000	410,000
General Program Operations	2,280,057	2,240,057	1,920,933	1,844,165	1,844,165	1,844,165	1,555,874
Water Debt Reserve Fund	408,000	0	0	0	0	0	0
Water Construction Projects	3,152,930	2,848,966	2,219,915	7,619,249	7,619,249	7,619,249	2,211,814
Total Water Fund	8,985,398	8,287,946	7,741,891	12,901,992	12,901,992	12,901,992	7,517,903
Wastewater Collection	619,918	632,113	696,656	725,525	725,525	725,525	738,252
Wastewater Treatment	1,512,290	1,630,827	1,704,989	1,795,092	1,795,092	1,795,092	1,868,486
Jo-Gro	501,849	537,690	671,897	708,807	708,807	708,807	691,075
Customer Service	262,508	268,214	270,283	273,512	273,512	273,512	275,984
Debt Service	501,329	485,573	491,712	492,813	492,813	492,813	492,913
General Program Operations	1,952,451	1,855,275	2,373,752	2,446,469	2,446,469	2,446,469	2,337,016
Wastewater Debt Reserve Fund	500,899	0	0	0	0	0	0
Wastewater Construction	3,264,814	2,939,722	2,852,814	2,986,180	2,986,180	2,986,180	1,062,760
Total Wastewater Fund	9,116,058	8,349,414	9,062,103	9,428,398	9,428,398	9,428,398	7,466,486
Solid Waste Field Operations	19,718	18,213	25,137	25,063	25,063	25,063	25,572
Post Closure Operations	36,157	44,629	136,685	207,200	207,200	207,200	125,300
General Program Operations	498,442	139,121	119,288	155,603	155,603	155,603	163,121
Solid Waste Construction	1,406,149	1,392,909	1,233,016	1,379,505	1,379,505	1,379,505	1,263,505
Total Solid Waste Fund	1,960,466	1,594,872	1,514,126	1,767,371	1,767,371	1,767,371	1,577,498
Street & Drainage Maintenance	1,083,201	1,075,410	1,218,104	1,253,127	1,253,127	1,253,127	1,294,962
Customer Service	110,435	66,837	53,311	53,723	53,723	53,723	54,459
General Program Operations	1,403,332	1,930,000	2,245,787	2,027,708	2,027,708	2,027,708	2,006,929
Transportation Projects	11,081,418	10,420,040	8,397,356	9,578,125	9,578,125	9,578,125	4,105,805
Total Streets Utility Fund	13,678,386	13,492,287	11,914,558	12,912,683	12,912,683	12,912,683	7,462,155
Storm Water Maintenance	0	0	0	0	0	0	0
Customer Service	0	0	0	0	0	0	0
General Program Operations	10,563	10,563	10,563	10,563	10,563	10,563	10,563
Stormwater & Open Space Projects	772,981	808,841	771,354	749,297	749,297	749,297	109,797
Total Storm Water Utility Fund	783,544	819,404	781,917	759,860	759,860	759,860	120,360
Garage	574,267	628,747	657,066	640,144	640,144	640,144	668,446
Equipment Replacement	1,021,361	1,089,078	1,022,130	987,409	987,409	987,409	986,609
Information Technology	3,667,891	4,053,583	4,349,379	3,993,185	3,927,912	3,927,912	3,911,314
Property Management	634,828	718,880	701,039	732,417	732,417	732,417	698,983
Engineering	1,236,675	1,239,380	1,053,985	1,034,025	1,034,025	1,034,025	981,647
Community Development Mgmt.	509,490	802,040	1,071,940	1,032,832	1,032,832	1,032,832	1,053,083
Insurance	3,172,774	3,641,718	3,788,703	4,178,021	4,178,021	4,178,021	3,842,518
Total Support Services Funds	10,817,286	12,173,426	12,644,242	12,598,033	12,532,760	12,532,760	12,142,600
Total All Funds	86,685,905	88,555,122	91,933,258	100,480,419	100,871,860	100,871,860	79,522,441

OVERVIEW OF FUND BALANCES

Governmental Type Funds				
<i>Fund Name</i>	<i>FY'12 Actual Beginning Fund Balance</i>	<i>FY'13 Estimated Beginning Fund Balance *</i>	<i>FY'13 Estimated Ending Fund Balance *</i>	<i>Brief Explanation for Change Within Fiscal Year '13 If greater than 10%</i>
General Fund				
General - unrestricted	\$ 9,101,140	\$ 8,953,955	\$ 7,355,288	Estimated Ending Fund Balance does not include the contingency of \$1,100,000 which is appropriated as an expenditure.
General - restricted	578,522	488,109	313,779	Building Fee and Permit revenues are restricted to administering and enforcing state codes. Operating costs will draw on reserves due to the dramatic decline in construction activity.
Special Revenue Funds				
Community Development Block Grant	934,187	892,008	0	**See contingency footnote
Industrial and Downtown Loans	978,695	981,641	0	**See contingency footnote
Solid Waste	104,442	145,506	0	**See contingency footnote
Transportation Operations	726,525	437,558	0	**See contingency footnote

* For the Governmental Type funds, the budgeted Fund Balance represents the difference between assets and liabilities. Inventory values and long-term obligations are not included. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent those resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.

OVERVIEW OF FUND BALANCES

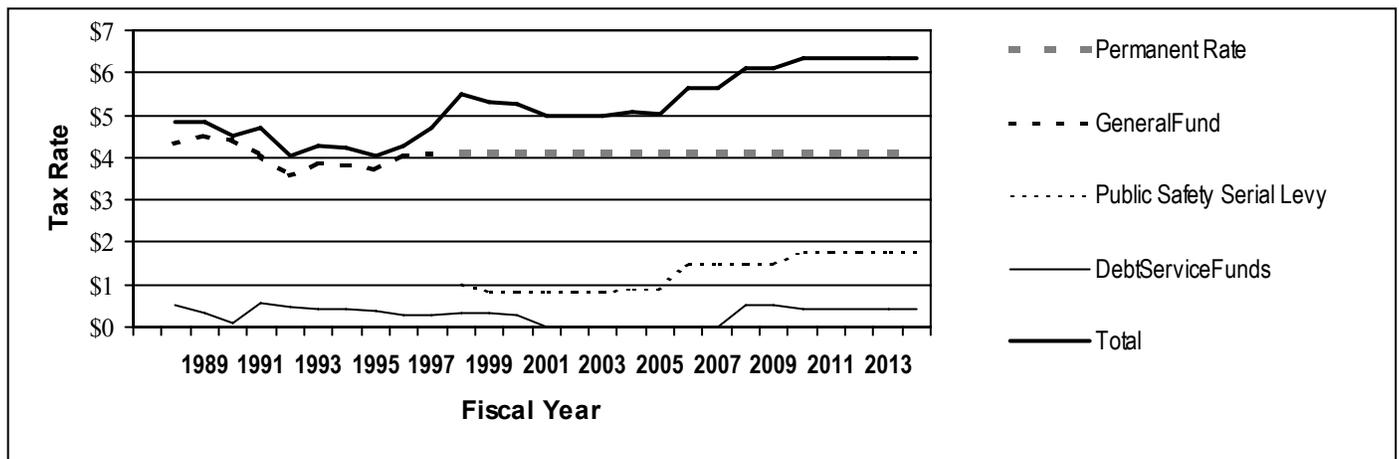
Proprietary Type Funds				
<i>Fund Name</i>	<i>FY'12 Beginning Fund Balance</i>	<i>FY'13 Estimated Beginning Fund Balance **</i>	<i>FY'13 Estimated Ending Fund Balance **</i>	<i>Brief Explanation for Change Within Fiscal Year '13 If greater than 10%</i>
Enterprise Funds				
Water Operations	\$ 1,284,423	\$ 1,021,804	0	**See contingency footnote
Wastewater Operations	1,147,866	1,265,825	0	**See contingency footnote
Internal Service Funds				
Administrative Services	485,399	397,594	0	**See contingency footnote
CD Management	0	24,647	33,340	Establishing moderate fund balance for future GIS infrastructure needs.
Equipment Replacement	3,153,262	2,909,365	2,799,733	Planned vehicle & equipment replacements reduced balance
Garage Operations	356,767	177,650	0	**See contingency footnote
General Insurance	664,882	709,139	0	**See contingency footnote
Information Technology	112,065	44,289	0	**See contingency footnote
Insurance/Benefits Administration	1,498,404	1,622,000	1,890,250	PERS employer rate to increase significantly in next biennium. Increased fund balance to offset higher premiums in the future
Workers' Compensation Insurance	973,130	925,127	329,568	Anticipated claim settlements reduced balance along with \$500,000 contingency **

** The budgeted fund balance for proprietary type funds represents the difference between assets and liabilities less the net value of fixed assets, long-term debt and any required debt reserves. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent those resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance. Most enterprise and internal service funds have the entire estimated ending fund balance in the contingency to provide the highest amount of financial flexibility for the Council to deal with emergencies and unexpected requirements. Only the City Council can authorize the budgetary use of appropriation transfers using the contingencies.

HISTORY OF PROPERTY TAX RATES

Property Taxes (Per \$1,000 of Assessed Value):

<u>Fiscal Year Ended June 30.</u>	<u>Permanent Rate</u>	<u>General Fund</u>	<u>Public Safety Serial Levy</u>	<u>Debt Service Funds</u>	<u>Total</u>
1988		4.32		0.54	4.86
1989		4.52		0.33	4.85
1990		4.42		0.09	4.51
1991		4.11		0.57	4.68
1992		3.57		0.46	4.03
1993		3.87		0.42	4.29
1994		3.82		0.40	4.22
1995		3.69		0.36	4.05
1996		4.06		0.30	4.26
1997		4.09		0.29	4.38
1998	4.14		1.03	0.32	5.49
1999	4.13		0.85	0.31	5.29
2000	4.13		0.85	0.30	5.28
2001	4.13		0.85	0.00	4.98
2002	4.13		0.85	0.00	4.98
2003	4.13		0.85	0.00	4.98
2004	4.13		0.89	0.00	5.02
2005	4.13		0.89	0.00	5.02
2006	4.13		1.49	0.00	5.62
2007	4.13		1.49	0.00	5.62
2008	4.13		1.49	0.51	6.13
2009	4.13		1.49	0.50	6.12
2010	4.13		1.79	0.40	6.32
2011	4.13		1.79	0.41	6.33
2012	4.13		1.79	0.41	6.33
2013	4.13		1.79 est.	0.41 est.	6.33 est.
2014	4.13		1.79 est.	0.41 est.	6.33 est.



HISTORY OF LEVIES AND ASSESSED VALUES

<i>Fiscal Year Ended June 30</i>	<i>Real Property Assessed Value</i>	<i>Permanent Tax Rate Certification</i>	<i>Public Safety Levy</i>	<i>Water Bond Debt</i>	<i>Public Safety Bonded Debt</i>
2001	1,180,905,168	4,538,254	933,232	0	0
2002	1,253,169,191	4,823,901	991,992	0	0
2003	1,350,701,461	5,185,692	1,066,369	0	0
2004	1,446,214,463	5,514,561	1,287,132	0	0
2005	1,579,311,858	6,014,968	1,405,588	0	0
2006	1,728,922,043	6,592,207	2,576,094	0	0
2007	2,065,307,699	7,931,607	3,077,307	0	0
2008	2,207,029,376	8,478,617	3,288,475	0	1,124,923
2009	2,318,499,838	9,583,520	3,454,566	0	1,159,947
2010	2,409,615,099	9,960,144	4,313,211	0	961,436
2011	2,478,664,959	10,245,487	4,436,778	0	1,007,818
2012	2,508,735,657	10,369,859	4,490,637	0	1,016,791
2013 ^{est.}	2,536,844,000	10,486,044	4,540,951	0	1,028,183
2014 ^{est.}	2,547,965,000	10,532,013	4,560,858	0	1,032,690

HISTORY OF GENERAL SUPPORT RESOURCES

<i>Description</i>	<i>ACTUAL FY'10</i>	<i>ACTUAL FY'11</i>	<i>REVISED FY'12</i>	<i>ADOPTED FY'13</i>	<i>PROJECTED FY'14</i>
Beg. Fund Balance	\$2,701,988	\$7,649,469	\$8,147,470	\$8,953,955	\$8,455,288
Business Taxes	293,822	287,417	292,300	285,500	285,500
Franchise Taxes:					
PP&L	1,308,517	1,436,469	1,521,000	1,547,400	1,558,400
Qwest	157,444	138,778	132,900	111,900	99,100
Charter	209,920	213,596	242,700	352,800	344,400
Avista	426,287	429,124	416,000	437,500	441,900
Allied Waste	176,391	181,198	182,200	186,200	186,200
So. Or. Sanitation	41,732	54,109	54,300	60,100	60,100
Solid Waste Transfer	20,912	20,795	20,200	18,200	18,200
Other Telecom.	23,754	27,231	3,250	18,500	18,500
Other Taxes	5,875	3,415	1,600	1,600	1,600
Fees in Lieu of Franchise	452,152	453,559	476,200	475,600	485,100
Licenses	6,335	7,465	6,900	6,900	6,900
State Rev. Sharing	264,004	273,267	299,400	303,900	309,900
State Cigarette Tax	48,482	51,640	50,300	47,200	45,400
State Liquor Tax	374,145	390,524	421,600	428,500	437,000
Other Misc.	2,602,130	32,546	74,700	697,608	20,700
Investment Interest	165,100	80,618	67,050	73,500	73,500
TOTAL	<u>\$9,278,990</u>	<u>\$11,731,220</u>	<u>\$12,410,070</u>	<u>\$14,006,863</u>	<u>\$12,847,688</u>

MAJOR REVENUE SOURCES

Fund	Program	Description	Dollar Amount	% of Program Revenues	Basis of Revenue Estimates
General	Public Safety	Property Taxes	\$14,884,600	90.3%	5 year historical trends, assessed values for newly annexed properties together with information from Josephine County Assessor's office
General	Development	Permits & Licenses	\$230,000	24.0%	Estimated # of residential, industrial and commercial building permits issued
General	Policy & Legislation	Taxes other than Property (franchise & business)	\$3,193,700	61.1%	Historical trends together with growth projections and rate increases approval by state. Also refer to Appendix K.
Transportation	Transportation	State Gas Tax	\$1,945,120	67.1%	Historical growth trends together with per capita revenue projections received from state
Transportation	Transportation	Street Utility Fees	\$857,130	29.6%	Historical growth in utility accounts
Water	Water	User Fees	\$4,201,969	95.2%	Historical growth in # of accounts and utilization, together with projected housing starts
Wastewater	Wastewater	User Fees	\$4,847,493	91.0%	Historical growth in # of accounts together with projected housing starts

STAFF ALLOCATION BY ACTIVITY

<i>Department/Activity</i>	Budget FY'10	Budget FY'11	Budget FY'12	Recommend FY'13	Adopted FY'13	Projected FY'14
Administration						
Management	6.70	6.70	6.83	6.975	6.975	6.975
Human Resources	2.50	3.00	2.87	2.855	2.855	2.855
Finance	16.00	16.00	16.00	16.00	16.00	16.00
Legal	2.52	2.38	2.48	2.55	2.55	2.55
Risk Insurance	0.54	0.87	0.82	0.77	0.77	0.77
Economic Development	1.00	1.00	1.00	1.00	1.00	1.00
	<u>29.26</u>	<u>29.95</u>	<u>30.00</u>	<u>30.15</u>	<u>30.15</u>	<u>30.15</u>
Community Development						
Management	8.00	8.00	10.00	10.00	10.00	10.00
Engineering	9.50	9.50	7.50	7.50	7.50	7.50
Planning	11.00	11.00	11.00	11.00	11.00	11.00
Building & Safety	7.00	7.00	7.00	7.00	7.00	7.00
	<u>35.50</u>	<u>35.50</u>	<u>35.50</u>	<u>35.50</u>	<u>35.50</u>	<u>35.50</u>
Parks & Community Svc's						
Information Services	4.95	4.95	4.90	5.90	5.90	5.90
Park Maintenance	8.10	8.10	8.20	8.20	9.20	9.20
Property Management	1.30	2.15	2.10	2.10	2.10	2.10
Capital Projects	0.00	0.15	0.00	0.00	0.00	0.00
Aquatics	0.35	0.35	0.40	0.40	0.40	0.40
Recreation	0.15	0.15	0.15	0.15	0.15	0.15
Garage Operations	3.05	2.95	3.15	3.05	3.05	3.05
Equipment Repair	0.70	0.80	0.60	0.70	0.70	0.70
Tourism Promotion	1.85	1.85	1.85	1.85	1.85	1.85
Downtown	1.45	1.45	1.55	1.55	1.55	1.55
	<u>21.90</u>	<u>22.90</u>	<u>22.90</u>	<u>23.90</u>	<u>24.90</u>	<u>24.90</u>
Public Works						
Water Treatment	6.46	6.46	6.46	6.46	6.46	6.46
Water Distribution	8.80	8.80	8.80	8.80	8.80	8.80
Wastewater Collection	5.66	5.66	5.66	5.66	5.66	5.66
Wastewater Treatment	9.41	9.41	9.41	9.21	9.21	9.21
JO-GRO™	4.11	4.11	4.11	4.31	4.31	4.31
Capital Projects	1.00	1.00	1.00	1.00	1.00	1.00
Solid Waste	0.10	0.10	0.10	0.10	0.10	0.10
Storm Water	0.00	0.00	0.00	0.00	0.00	0.00
Street Maintenance	8.06	8.06	8.06	8.06	8.06	8.06
	<u>43.60</u>	<u>43.60</u>	<u>43.60</u>	<u>43.60</u>	<u>43.60</u>	<u>43.60</u>
Public Safety						
Field Operations	72.50	76.50	80.00	80.00	80.00	80.00
Support Operations	29.35	30.35	30.87	30.87	31.87	31.87
Code Enforcement	3.20	0.00	0.00	0.00	0.00	0.00
	<u>105.05</u>	<u>106.85</u>	<u>110.87</u>	<u>110.87</u>	<u>111.87</u>	<u>111.87</u>
Total	235.31	238.80	242.87	244.02	246.02	246.02
<i>Memo: Total Unfunded Positions</i>	<i>(18.00)</i>	<i>(19.75)</i>	<i>(23.05)</i>	<i>(22.30)</i>	<i>(22.30)</i>	<i>(22.30)</i>
Net Funded Positions	217.31	219.05	219.82	221.72	223.72	223.72

MONTHLY SALARY SCHEDULE

<u>Positions</u>	<u>Entry*</u>	<u>Top*</u>
Clerk Aid	1,893	2,416
Office Assistant I/II	2,158	3,154
Accounting Technician /Lead Accounting Technician	2,336	3,562
Department Support Technician/Database Technician/Webmaster	2,596	3,635
Municipal Services Worker/Utility Worker	2,714	3,300
Lead Mechanic	2,741	4,385
Prevention Program Office Assistant	2,746	3,505
Administrative Support Spec./Finance Support Spec./Mechanic/Personnel Tech.	2,768	3,875
Engineering Technician	2,768	3,875
Municipal Specialist/Utility Specialist	2,849	3,463
Public Safety Clerk	2,865	3,656
Tourism and Downtown Coordinator/Computer Services Technician	2,940	4,116
Community Service Officer	2,960	3,778
Investigative Specialist	2,989	3,815
Treatment Plant Specialist	3,022	3,674
Administrative Coordinator	3,155	4,417
Property Specialist	3,171	4,048
Public Safety Dispatcher	3,302	4,525
Assistant Planner/Building Inspector-Plans Examiner	3,412	4,778
Lead Public Safety Dispatcher	3,467	4,746
Grants Specialist	3,502	5,079
Civilian Public Safety Supervisor	3,632	5,266
Associate Planner./Analyst/Urban Forester/Engineering Proj Sup/Prop Mgmt	3,668	5,319
Customer Service Sup/Economic Dev. Spec./Land Acquisition Spec.	3,668	5,319
City Surveyor/Superintendents/Utility Engineer	3,834	5,559
Firefighter	4,093	5,586
Senior Planner	4,041	5,860
Police Officer	4,206	5,737
Battalion Chief/Fire Marshal/Public Safety Sergeant	4,248	6,160
Assistant Finance Director/Building Official/Principal Planner	4,290	6,221
Police Corporal	4,431	6,038
Fire Inspector	4,616	5,891
Fire Corporal	4,644	6,324
Public Safety Lieutenant	4,622	6,934
Deputy Chief	4,665	7,232
City Engineer/Deputy City Attorney /IT Manager	4,668	7,003
Human Resources Director	5,108	7,917
Finance Director	5,294	8,206
Public Safety Director	5,334	8,268
Parks & Community Services Director	5,387	8,351
Community Development Director/Public Works Director	5,387	8,351
Assistant City Manager/City Attorney	5,480	8,495

* As of January 1, 2012

REPRESENTATIVE ANNUAL SALARY AND FRINGE BENEFITS

As of January 1, 2012

	<i>Office Assistant I</i>	<i>Municipal Services Worker</i>	<i>Utility Specialist</i>	<i>Treatment Plant Specialist</i>	<i>Fire Fighter</i>	<i>Police Officer</i>
Salary (top step)	34,965	39,600	41,558	44,088	67,042	68,847
<u>Certification +</u>	-	499	3,994	3,931	3,640	4,035
Sub-Total Salary	34,965	40,099	45,552	48,019	70,682	72,882
<u>Legislated Benefits:</u>						
Workers Comp	49	1,287	1,398	1,474	2,170	1,880
City Portion PERS/OPSRP	4,766	5,474	6,218	6,555	16,052	16,552
City Portion FICA Tax 7.65%	<u>2,675</u>	<u>3,068</u>	<u>3,485</u>	<u>3,673</u>	<u>5,407</u>	<u>5,575</u>
<i>Subtotal Legislated Benefits</i>	<i>7,490</i>	<i>9,829</i>	<i>11,101</i>	<i>11,702</i>	<i>23,629</i>	<i>24,007</i>
<u>Negotiated Benefits:</u>						
Employee 6% PERS/OPSRP	2,098	2,406	2,733	2,881	4,241	4,373
Health/Dental Insurance	15,480	14,671	14,671	14,671	15,480	15,464
Wellness Program	180	180	180	180	180	180
Life Ins.	78	90	100	107	152	156
<u>Long Term Dis. Ins.</u>	<u>90</u>	<u>102</u>	<u>115</u>	<u>121</u>	<u>175</u>	<u>180</u>
<i>Subtotal Negotiated Benefits</i>	<i>17,926</i>	<i>17,449</i>	<i>17,799</i>	<i>17,960</i>	<i>20,228</i>	<i>20,353</i>
Sub-Total Benefits	25,416	27,278	28,900	29,662	43,857	44,360
<u>Total Salary & Benefits</u>	<u>60,381</u>	<u>67,377</u>	<u>74,452</u>	<u>77,681</u>	<u>114,539</u>	<u>117,242</u>
% Ratio of Benefits/Salary	73%	68%	63%	62%	62%	61%

+ Varies with the individual.

COMPUTATION OF LEGAL DEBT MARGIN

As of June 30, 2012

The issuance of bonds by local governmental units in Oregon is limited by the provisions of the City's charter, local law and provisions of the Oregon Revised Statutes (ORS). No City can issue bonds exceeding the lesser of 3% of its' real market value or the limitations as defined by local charter or law. The City of Grants Pass Charter does not identify any such bonding limitation; thus, the 3% real market value limitations apply to the local municipality.

Exclusions, as defined by ORS, from the limitation include bonds issued for water, sanitary or storm sewers and special assessment improvements. The calculations presented below substantiates that all the current bonded debt of the City meets the defined exclusions, showing compliance with the legal debt limitation.

Total Real Market Value* as of June 30, 2012 <i>est.</i>	\$ 3,231,255,114
Less Non-Profit Housing	<u>- 2,195,200</u>
**Total	<u>\$ 3,229,059,914</u>
Debt limit, 3% of total real market value - ORS 287.004 (2)	\$ 96,871,797

Amount of debt applicable to debt limit

Total bonded debt, including special assessments bond and public safety general obligation bonds	\$ 12,155,000
Less:	
Assets in debt service funds available for payment of principal	\$ 0
Other deduction allowed by law	0
Special assessment and revenue bonds	<u>0</u>
Total Deductions	<u>\$ 0</u>
Total amount of debt applicable to debt limit	<u>\$ 12,155,000</u>

Legal debt margin	<u>\$ 84,716,797</u>
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* Total Real Market Value as defined in ORS 308.207

** Source: Josephine County Assessor's office

SCHEDULE OF FUTURE DEBT SERVICE

As of June 30, 2012

Bonded Debt

<i>Fiscal Year</i>	General Obligation Bonds Public Safety Facilities		Full Faith and Credit Obligation Bonds Public Works Facilities	
	<i>Principal</i>	<i>Interest</i>	<i>Principal</i>	<i>Interest</i>
2012-2013	740,000	267,800	725,000	218,513
2013-2014	800,000	238,200	745,000	196,763
2014-2015	865,000	206,200	775,000	166,963
2015-2016	930,000	171,600	790,000	143,713
2016-2017	1,010,000	125,100	375,000	116,063
2017-2018	1,095,000	74,600	385,000	101,063
2018-2019	770,000	30,800	400,000	85,663
2019-2020	0	0	415,000	69,663
2020-2021	0	0	430,000	53,400
2021-2022	0	0	445,000	36,200
2022-2023	<u>0</u>	<u>0</u>	<u>460,000</u>	<u>18,400</u>
Totals	<u>\$6,210,000</u>	<u>\$1,114,300</u>	<u>\$5,945,000</u>	<u>\$1,206,404</u>

Non-Bonded Debt – Property

**Henner Property
2190 Hamilton Ln.**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>
2012-2013	22,500	2,121
2013-2014	<u>22,500</u>	<u>1,109</u>
Totals	<u>\$45,000</u>	<u>\$3,230</u>

TEN LARGEST TAXPAYERS WITHIN CITY LIMITS

<i>Name</i>	<i>Type of Business</i>	<i>City Taxable Base Value</i>	<i>Percentage of Total Assessed Value</i>
Masterbrand Cabinets Inc.	Industrial	\$17,265,420	0.69%
Auerbach Grants Pass LLC & Freeman Grants Pass LLC	Commercial	16,649,130	0.66%
Charter	Utility	15,547,400	0.62%
Grants Pass FMS LLC	Commercial	13,745,910	0.55%
PacifiCorp (PP&L)	Utility	13,777,690	0.55%
Lynn-Ann Development LLC	Developer	13,392,412	0.53%
Qwest Corporation	Utility	12,990,600	0.52%
Johnson Trust, Carl D	Commercial	9,568,270	0.38%
Congress Street Exchange Fund	Commercial	9,520,180	0.38%
Spring Village Retirement LLC	Commercial	9,220,020	0.37%
Sub-total of top taxpayers:		<u>\$ 131,677,032</u>	<u>5.25%</u>
Other taxpayers:		<u>\$2,377,058,625</u>	<u>94.75%</u>
Total all taxpayers:		<u>\$2,508,735,657</u>	<u>100.00%</u>

Source: Josephine County Assessor - October 2011

SYSTEM DEVELOPMENT CHARGE REVENUES

FY'12 System Development Charge Revenues

<i>Capital Improvement Type</i>	<i>SDC Fund Number</i>	<i>Est. Balance July 1, 2012</i>	<i>FY'13 SDC Revenue Budget</i>	<i>FY'13 Allocations</i>	<i>Est. Balance June 30, 2013</i>
Parks Land Acquisition	692	91,641	35,000	50,000	76,641
Parks Development	694	35,312	25,000	0	60,312
Storm Water & Open Space	642/648	368,535	15,000	345,000	38,535
Transportation	614	666,405	175,000	350,000	491,405
Transportation: Signal SDC	614	(1,215)	1,215	0	0
Water	752	156,893	154,000	150,000	160,896
Wastewater	722	80,308	150,000	200,000	30,308

FY'12 Budgeted Allocation of System Development Charge Revenues To Capital Projects

<i>Project #</i>	<i>Project Name</i>	<i>Description</i>	<i>\$ Allocated</i>
<u>Parks Land Acquisition SDC to Lands & Building Capital Projects</u>			
LB 4710	Overland Park Reserve	Park land acquisition	45,000
LB 4713	Allenwood Park Reserve	Park land acquisition	5,000
		Total	<u>\$50,000</u>
<u>Storm Water and Open Space SDC to Capital Projects</u>			
DO 4711	Sand Creek Wetland	Purchase land for basins	(100,000)
DO 6169	Storm Water Master Plan Update	Update capital improvement plan & resources	225,000
TR 4934	Redwood Ave LID- Dowell to Hubbard	Widen highway, add sidewalks and bike lanes	220,000
		Total	<u>\$345,000</u>
<u>Transportation SDC to Capital Projects</u>			
TR 4934	Redwood Avenue LID (2)	Widen highway, add sidewalks and bike lanes	50,000
TR 6116	Allen Creek Rd Improvement	Supplement ODOT road improvements	300,000
		Total	<u>\$350,000</u>
<u>Water SDC to Capital Projects</u>			
WA 6052	Reservoir No. 3 Upgrades	Roof structural assessment/repair	150,000
		Total	<u>\$150,000</u>
<u>Wastewater SDC to Capital Projects</u>			
SE 4964	WRP Phase 2 Expansion	Expand aeration basin capacity, etc.	200,000
		Total	<u>\$200,000</u>

THE BUDGET FORMAT

The Budget is divided into programs and activities. The Budget format displays each program with the revenues dedicated to that program and the appropriations for planned expenditures in the activities that constitute each program area. We further group the programs by the nature of their purpose – General Government and Business activities, respectively. Oregon Local Budget Law establishes standard procedures, citizen involvement and public disclosure. Adopted no later than June 30 for the ensuing fiscal year, the budget must disclose each fund and show requirements and resources balanced.

The City Council groups the programs generally as follows:

General Government Activities

The General Fund Group

This group includes Policy and Legislation, Public Safety, Parks, Development and the Solid Waste programs. The general fund group is funded through dedicated and non-dedicated revenue sources. All property taxes in the City are dedicated to Public Safety. The non-dedicated revenue sources, including franchise fees, general licenses/permits, state-shared revenues and miscellaneous general revenues, provide funding for the other activities of the General Fund Group.

The Capital Projects supporting the General Fund Group are all contained in the Capital Budget. The reader is alerted to the interaction of fund groups in the Capital Projects fund. Transfers and allocations from Support, Auxiliary, General Fund and outside sources combine to undertake identified capital projects.

Business Activities

The Enterprise Group

The Enterprise Group includes Water Utility, Wastewater Utility, Storm Water/Open Space and the Transportation programs. Our historic utilities rely on revenues generated from user fees to pay costs of programs. Although the Street Utility and Storm Water/Open Space Funds are technically special revenue funds and are audited as special revenue, they are included in the Enterprise Group as they are funded through user rates. All capital outlay projects are included within each enterprise program in a separate capital projects fund specific to the utility.

The Street Utility was created in FY'02. The utility combines funds from the State gasoline tax with anticipated user fees on residential, commercial and industrial properties in the City. The Street Utility utilizes a fund transfer from general resources to augment capital investments in transportation systems.

THE BUDGET FORMAT

Non-Operating and Support Activities

The Internal Service Group

Administrative Services is a group of activities funded from an 8% overhead on all operating activities and a 2% fee on capital project construction and includes management, administrative services, legal services and general program operations. The internal service group costs are all contained in the base operating costs of the City and are not independently analyzed in this message.

Support Services is a group of activities that directly bill operating activities for support. These include community development management, property management, garage operations, equipment replacement, insurance and information systems. Information systems are funded by a 2% overhead on all operating activities. These costs are restatements of costs in the operating budget and are not restated in this analysis.

Auxiliary Services include transient room tax, debt service, community development block grants, environment fees and trust funds.

Capital outlay for each of these groups is contained directly in the fund or transferred to the General Capital Projects Fund.

FINANCIAL POLICIES

REVIEWED AND ADOPTED BY THE COUNCIL NOVEMBER 2, 2011

These policies have been developed to:

1. Provide financial stability for the city;
2. Ensure that the financial system is administered fairly; and
3. Provide for the interests of both present and future Citizens of our community.

REVENUE

Flexibility

1. The City will maintain a diversified income base in order to minimize the short run impact of fluctuations in any one income source.

Discussion: A diversified revenue base will protect the City from over dependence on any single revenue source. Any one revenue source can be subject to economic fluctuations, voter attitudes, or user preference. A diversified revenue base, therefore, provides stability in both the short and long-term.

2. The City will seek to utilize income sources that are available for general expenditures and will not normally designate income sources for specific purposes. The Council may, however, choose to earmark certain income for specific purposes after determining that such action would serve a public policy purpose that is more important than the loss of fiscal flexibility.

Discussion: Designating (earmarking) revenues limits flexibility. Although, occasionally, public policy will dictate that this be done, it is more appropriate to keep as many revenue sources as possible available for all types of legitimate general expenditures rather than for special purposes.

FINANCIAL BURDEN

1. The City will consider the overlapping tax burden created by multiple taxing jurisdictions on City property owners when it establishes property tax levels.

Discussion: The City wishes to continue to be responsible in its requests for property tax funding, cognizant that City property owners pay taxes to other local jurisdictions and that City services are only a part of the total tax supported service package.

2. The City will provide for an equitable sharing of the costs of services by charging the direct beneficiaries fees, which will recover all or a portion of the costs to provide those services. These fees will be reviewed periodically to ensure that they remain equitable, as appropriate.

Discussion: Many City services directly benefit selected individuals. When these services are subsidized by tax dollars, those resources are not available for general City services. With discretionary services, the customer has the opportunity to determine the level of services desired, and part of his/her decision could be made through the market pricing system.

3. The City will use non-recurring income for capital projects and other one-time expenses so that no long-term financial burden is placed on the organization.

Discussion: Revenue from outside sources should not be used to build programs that the City will not be able to support if that revenue should cease to exist. Rather, such funds should be used for projects that can be rapidly halted without severe disruption if the source should disappear.

FINANCIAL POLICIES

BUDGET POLICIES

Goals and Services

1. The City organization will carry out the Council’s goals and policies through a service delivery system financed through the Operating and Capital Budgets.

Discussion: The Council has the authority and responsibility to adopt City goals. The City organization is committed to implementing the Council goals through the budgeting process.

2. The City will routinely evaluate its service delivery system in terms of established efficiency and effectiveness criteria to determine whether a service or project should be provided by City staff or by contract.

Discussion: A number of the services performed by the City can also be provided by the private sector. The decision regarding whether to perform a service with City staff or by contract involves evaluating cost, quality of service, continuity of service, response time, conformance with regulatory requirements and a variety of other considerations. The City routinely tests the market to determine if a service can and should be provided through a contractor rather than through the use of City staff.

Fund Balances

1. The City will maintain adequate fund balances to meet seasonal cash flow, support a good credit rating, to have resources to meet emergency or unanticipated expenses, and to have sufficient resources to begin the next fiscal year. The budget shall provide for an appropriate beginning/ending fund balance.

Discussion: An adequate fund balance should be sufficient to provide for any anticipated cyclical variations in revenues and expenditures, and to provide working capital for ongoing operations for a period of at least 120 days. In the General fund, because of the cyclical nature of property taxes, the majority of which is not received until November, the targeted beginning balance should be between 30% to 40% of the budget’s annual expenditures. The fund balance shall be exclusive of all reserves not anticipated to be readily available for use in emergencies and contingencies. The following fund balance guidelines shall be used for specific City operational funds:

<u>Fund Name</u>	<u>Ending Fund Balance Target Range</u>
General Fund	30% to 40% of expenditures
Utility Funds (operating funds only)	25% to 35% of expenditures
Administrative Services Fund	15% to 25% of expenditures
Information Technology Fund	15% to 25% of expenditures
Garage Operations Fund	25% to 35% of expenditures
Engineering Services Fund	25% to 35% of expenditures
Property Management Fund	10% to 20% of expenditures

FINANCIAL POLICIES

Generally, the fund balance levels are dictated by:

1. Cash flow requirements to support operating expenses;
2. Relative rate stability from year to year for enterprise funds;
3. Susceptibility to emergency or unanticipated expenditure;
4. Credit worthiness and capacity to support debt service requirements;
5. Legal or regulatory requirements affecting revenues, disbursements and fund balances; and
6. Reliability of outside revenues.

Should the fund balance fall below an appropriate level (i.e. 30% of requirement in the General fund) a plan for expenditure reductions and/or revenue increases shall be submitted to the City Council via the City Manager. In the event the fund balance is above an appropriate target (i.e. 40% in the General fund) the difference may be used to fund the following activities: Following the budget process the balance can be used for one-time capital expenditures that do not increase ongoing City costs; one-time debt defeasance, and/or other one-time costs. For Utility operating funds, generally the entire fund balance will be considered a contingency balance and a fund balance in excess of 35% of annual expenditures would lead to future budget provisions of additional transfers to the Utility's capital project fund. If, at the end of a fiscal year, the fund balance falls below the targeted level, then the City shall attempt to rebuild the balance within a period of three fiscal years.

The City's projected ending fund balance should include any known un-utilized contingency along with any un-appropriated ending fund balance and the balance available in excess of operational costs for the year.

FINANCIAL PLANNING

1. The City will estimate operating income and expenses over a three-year horizon and update those projections annually.

Discussion: Long-term financial planning is a tool which can aid the City organization in making more informed decisions which can affect the community's future and the City's ability to provide services on a long-term basis.

2. Each fund will maintain a contingency account to meet unanticipated requirements during the fiscal year, as appropriate.

Discussion: The Budget is prepared 6 to 18 months prior to implementation. The range of City services and the environment in which they are delivered make it difficult to anticipate every expenditure requirement. The contingency can also be used as a planning tool to buffer the impact of receiving revenue at a level that is lower than the budget projected. Therefore, contingency funds are established to meet emergency requirements necessary to maintain the service delivery system. Amounts provided in contingency will depend upon the size and expenditure characteristics of each fund.

FINANCIAL POLICIES

DEBT MANAGEMENT POLICIES

1. Debt incurred to finance capital improvements will be repaid within the useful life of the project.

Discussion: Debt is most appropriately used when large capital facilities with long lives are financed to spread the costs over the period in which future residents will use those facilities. Today's taxpayers (or rate payer) need not pay for benefits enjoyed by others in the future, nor should current residents burden their successors with costs for facilities that have outlived their usefulness.

2. General obligation debt issued by the City will not exceed 3% of the total market value of property in the City.

Discussion: This is consistent with State law. Compliance ensures that the City will not be overburdened with long-term debt.

3. Debt will not be used to pay current operating expenses, unless borrowed funds can be obtained at an interest rate that is lower than the City could earn on its own invested funds (arbitrage).

Discussion: Debt should not be used to finance ongoing operations, a sign that the City is financially over committed. However, borrowing when financial market conditions are favorable can be considered financially prudent.

4. The City will maintain good communication with bond rating agencies about its financial condition in order to maintain and improve its ability to borrow money at favorable interest rates.

Discussion: To maintain and improve its bond rating, the City will follow a policy of full disclosure to Bond Rating Agencies. All significant financial reports affecting the City will be forwarded to the Rating Agencies.

CAPITAL IMPROVEMENT POLICIES

1. The City will prepare a five-year Capital Improvements Plan and a one-year Capital Improvements Budget.

Discussion: Multi-year capital improvement plans ensure that financing programs for capital construction are in place.

2. The Operating Budget will provide for adequate maintenance and the regular replacement of capital plant and equipment.

Discussion: Deferring maintenance on the City's assets causes accelerated deterioration. This is more expensive in the long-term and adversely affects the City's productivity.

3. The City will recognize the cost of equipment and infrastructure depreciation through the maintenance of the Equipment Replacement Fund for vehicle and other major equipment needs. Regular contributions will also be transferred to Capital Project Funds for future equipment and infrastructure needs.

Discussion: Regular contributions to Capital Project Funds and the Equipment Replacement Fund can help prepare the City for future capital expenditures and can help limit the amount of debt required for future capital expenditures. All City vehicles will be tracked through the Equipment Replacement Fund to prepare for their eventual replacement.

FINANCIAL POLICIES

For City Governmental Funds, when a future capital need is identified, resource contributions will be made to the Capital Project Fund or Equipment Replacement Fund to provide for the majority of the estimated purchase cost by the planned year of purchase. Generally Governmental Funds will plan for all future capital purchase needs for projects or equipment with costs in excess of \$100,000.

For Utility Funds, depreciation costs as measured in the City's Comprehensive Annual Financial Report shall be used to judge the adequacy of annual contributions to equipment replacement and capital project funds. Transfers from Utility operating funds to Utility capital project funds each year should be equal to or greater than the Utility's annual depreciation costs as measured in the City's annual audited financial report.

FINANCIAL MANAGEMENT POLICIES

1. The City will maintain an accounting system that is consistent with generally accepted accounting practices for local governments in order to (1) promote an atmosphere of trust in its financial management system and to (2) provide full disclosure of its financial condition.

Discussion: The City maintains a financial information system to monitor and report on income and expenditures for all municipal programs. Regular financial reports are given to the Council and management staff.

2. Each year, an independent public accounting firm will perform an audit and issue an opinion and recommendations regarding the financial practices of the City. Staff will prepare a response to nay recommendations made by the auditor and provide progress reports on any actions regarding those recommendations.

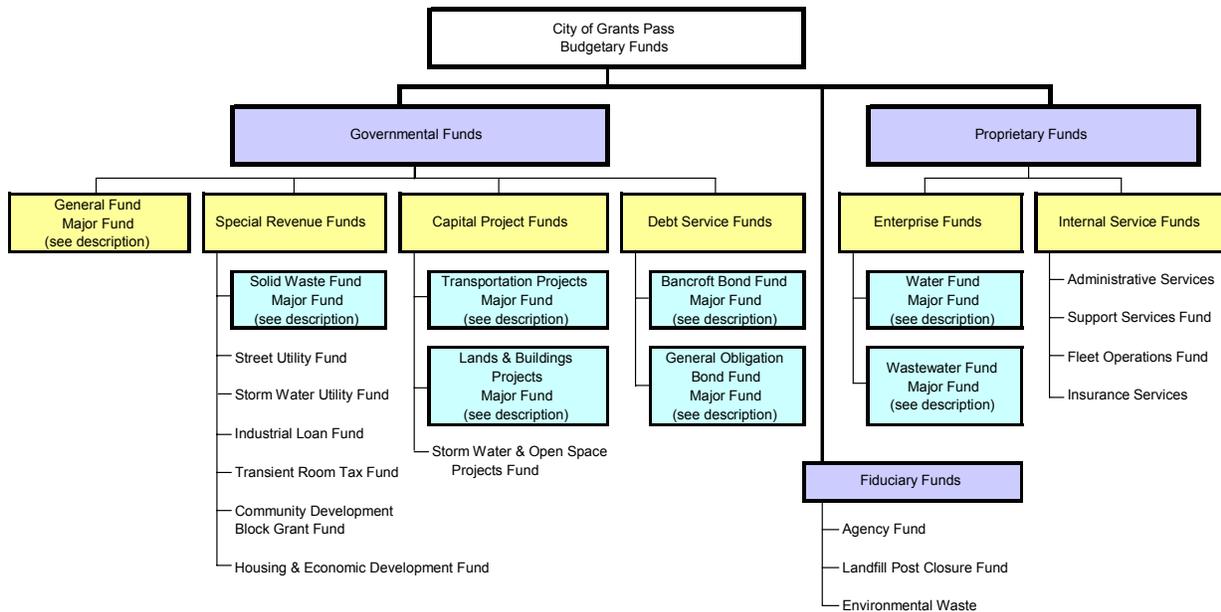
Discussion: An independent audit of City financial records is a State requirement. In addition, the City will use the expertise of the independent audit firm to improve financial operations.

INVESTMENTS

1. The City's investments will be authorized and controlled by written investment policies that address diversification, liquidity, maturity, return and staff capabilities.

Discussion: The City has and will maintain an investment policy approved by the State Treasurer's Office to guide investment decisions. Quarterly reports will be prepared for the Council to measure the portfolio performance against the investment policy.

FUND STRUCTURE AND ACCOUNTING METHODS



A key function of fund accounting is to segregate resources. With governments having too many funds to include information on each individual fund, GAAP has required that governmental fund data be presented separately for each individual *major* governmental fund (definition of major fund is found in the glossary). By definition, the general fund is always considered a major fund. The City’s audited financial statement also considers the Solid Waste Fund, the Bancroft Fund, the Transportation Projects Fund (found in the Street Utility Fund) and the Lands and Buildings Projects Fund, major governmental funds.

Individual funds are described below by fund type. The definition of each major governmental fund has been included in the appropriate fund type.

FUND STRUCTURE AND ACCOUNTING METHODS

General Fund

This fund accounts for all financial resources except those to be accounted for in another fund. Resources include beginning fund balance, taxes, licenses and permits, intergovernmental revenue, fines and forfeitures, charges for services, interest on investments, miscellaneous revenues and inter-fund transfers. Expenditures are for the programs of Policy & Legislation, Public Safety, Parks and Development. Activities include: Mayor & Council, Public Safety Field Operations, Public Safety Support Services, Crisis Support, Street Lighting, Code Enforcement, Park Maintenance, Aquatics, Recreation, Planning, Building and Safety, Economic Development, Tourism and Downtown. This fund uses the modified accrual method of accounting.

Special Revenue Funds

Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Special revenue funds account for transactions using the modified accrual method of accounting.

Community Development Block Grant Fund. This fund was created in the nineteen-seventies to account for Block Grants, both HUD and State funded and related expenditures.

Housing and Economic Development Fund. This fund accounts for the activity of the Industrial Loan and Downtown Loan programs.

Solid Waste Fund. This fund accounts for the administration of franchise collection service for solid waste, planning, development and oversight responsibilities for closure and post-closure activities at the landfill and recycling programs.

Storm Water Utility Fund. This new fund accounts for revenues anticipated from a yet to be adopted storm water utility fee. Expenditures initially are for implementation and administration costs associated with the billing and collection of fees. By FY'09 revenues are anticipated to be sufficient to provide for maintenance and repair of storm drain facilities.

Street Utility Fund. Formerly called State Gas Tax, this fund accounts for revenues from the state road tax, street utility fees, charges for services and miscellaneous sources. Expenditures are for the maintenance, repair and surfacing of streets and administrative costs associated with the billing and collecting of fees.

Transient Room Tax Fund. This fund was created in 1982 to account for the receipt and disbursement of room tax revenues.

FUND STRUCTURE AND ACCOUNTING METHODS

Capital Projects Funds

Capital improvement funds are established to account for financial resources that are used for the acquisition or construction of major capital facilities (other than those financed by enterprise funds, internal service funds, special assessment funds and trust funds). Capital projects funds use the modified accrual method of accounting.

Lands and Building Projects Fund. This fund accounts for the purchase of property, construction of buildings and major repair and replacement projects for the City's parkland and facilities. Revenues are derived from grants, donations, sale of assets and transfers from various funds.

Transportation Projects Fund. This fund accounts for new construction, major repair and maintenance of road surfaces, sidewalks, traffic control devices and bike paths. Revenues are dependent upon the street utility fees and state gas tax, as well as system development charges, grants and transfers from various funds.

Storm Water and Open Space Projects Fund. This fund accounts for the planning, acquisition and capital development of facilities to accommodate and control storm water runoff. Revenues will be derived from anticipated system development charges and storm water utility fees.

Debt Service Funds

The Debt Service Fund accounts for the accumulation of receipts from property owners to satisfy assessments against their property for improvement projects such as street construction and water line installation. Expenditures and revenues are accounted for on the modified accrual method of accounting.

Bancroft Bonds. These revenues come from Bancroft (Local Improvement District) bonded assessments. They are expended for the retirement of local improvement district bonded debt principal and interest until such debts have been fulfilled.

General Obligation Bonds. These revenues come from levied property taxes. They are expended for the retirement of general obligation bonded debt principal and interest until such debts have been fulfilled.

FUND STRUCTURE AND ACCOUNTING METHODS

Enterprise Funds

Enterprise Funds account for operations: (a) that are financed and operated in a manner similar to private business enterprise, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriated for capital maintenance, public policy, management control, accountability, or other purposes. Enterprise funds use full accrual basis of accounting for financial statement presentations. However, the enterprise activities use a modified accrual basis of accounting for budgetary purposes. This assures budgetary compliance with such expenditures as capital construction and acquisition, as well as debt principal transactions.

Water Fund. This fund accounts for water operations. Revenues are from sales of water, system development charges, other charges for services and miscellaneous sources. Expenditures are for water treatment, water distribution, customer service, debt service and general operations. In addition, the Water Capital Projects Fund is included in this presentation.

Wastewater Fund. This fund accounts for wastewater treatment and collection, JO-GRO™, customer service, debt retirement and general program operations. Revenues are from charges for services, interest on investments, fees and miscellaneous sources. System development fees are shown separately in the Wastewater Capital Projects Fund.

Internal Service Funds

Internal service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. Internal service funds use full accrual accounting methods for financial statement presentations as well as for budgetary purposes.

Administrative Services Fund. This fund is divided into Management, Legal, Finance, Human Resources and General Program operations. Expenditures are for personnel, materials, services and capital outlay for these activities. These functions are supported by a fixed administrative charge of 8% on all operating activities and 2% on all capital projects construction.

Insurance Services Funds. These funds account for the payment of workers' compensation, general insurance and health insurance premiums to insurers and for the fees charged for those services to other City activities.

FUND STRUCTURE AND ACCOUNTING METHODS

Fleet Operation Funds. These funds account for the maintenance and operation of City equipment and the collection of user charges for services received. A portion of the user fees is used to build a reserve for equipment replacement.

Support Services Funds. These funds account for direct management services provided to planning, developing, operating and maintaining City facilities and for the collection of charges for services for those activities. Activities include the maintenance of eleven buildings, eleven parking lots and of the downtown core area. In addition, engineering and project administration are accounted for in this fund. Information Technology is supported in this fund by a 2% charge on all operating activities.

Fiduciary Funds

Fiduciary funds account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or governmental units and/or other funds. These include (a) expendable trust funds, (b) non-expendable trust funds, (c) pension trust funds and (d) agency funds. Fiduciary funds use the modified accrual basis of accounting.

Agency Fund. This fund accounts for funds received which are held in trust pending final disposition. Revenue sources include: retainage on capital construction projects, grants and deposits.

Landfill - Post-Closure Fund. This fund accounts for monies being accumulated and held in reserve for anticipated costs for the monitoring and maintenance requirements of the landfill for at least thirty years following closure.

Environmental Waste Fees Fund. This fund accounts for fees received from the Environmental Program Fee (EPF) and must be used for environmental cleanups at solid waste sites and other solid waste program activities.

Component Units

The audited financial statements of the City include all of the above mentioned funds in addition to several component units, entities for which the City is considered to be financially accountable. Component units are legally separate entities. Each conducts a budget process similar to the City, identifying resources and needs, adopting its own budget. The blended component units are:

Redwood Sanitary Sewer Service District. This fund accounts for the revenues, operational costs and capital expenditures necessary to support this special sewer district. It uses a modified accrual basis of accounting for budgetary purposes.

FUND STRUCTURE AND ACCOUNTING METHODS

Parkway Redevelopment Agency. This fund accounts for revenues and capital expenditures related to construction of various infrastructure projects specifically funded by the Redevelopment Agency in addition to the reserve requirements for bonded debt issued.

Property tax provides the major source of revenue. Shown as a capital project fund in the financial statements, this fund uses the modified accrual basis of accounting for budgetary purposes.

The discretely presented component units are:

Josephine County-City of Grants Pass Solid Waste Agency. This fund accounts for revenues and capital expenditures related to clean-up of former waste sites. Franchise fees and debt issuance are the primary source of revenue. It uses modified accrual basis of accounting for budgetary purposes.

Josephine County 9-1-1 Agency. This fund accounts for revenues and operating expenditures related to call taking. State excise taxes and user fees from agencies receiving dispatch services are the primary sources of revenue. It uses modified accrual basis of accounting for budgetary purposes.

REVENUE SOURCES

GENERAL SUPPORT RESOURCES: *are those revenues that can be allocated to any program according to need.*

Property Tax

Property Tax: is a tax levied against all taxable land and structures in the City. The tax requirement is based on the assessed value of the property. Approximately 93 percent of the tax levy is collected in the current fiscal year and the balance is collected over the next several years as delinquent taxes.

Delinquent Taxes: are those taxes that are not paid in the year in which they were levied.

Taxes Other Than Property

Franchise: is a tax collected from public service agencies for the use of the City owned right-of-way. The major franchise agreements are for electric, gas, cable television, garbage collection and telephone.

Business License: a tax levied against all businesses operating within the City based on the number of employees.

Amusement: is a tax levied against those establishments with amusement devices including pool tables and pinball machines.

Licenses and Permits

Liquor License: a license required of all establishments serving alcoholic beverages.

Peddlers License: a license required of all retailers temporarily marketing goods and services in the city.

Revenue from Other Agencies

State Revenue sharing: a dedicated portion of state liquor tax, which is distributed to local governments to be used at their discretion. It is distributed on the bases of population and the local taxing effort.

Cigarette Tax: a state shared revenue collected through a state tax on the sale of cigarettes. It is distributed to cities on the basis of population.

Liquor Tax: a state shared revenue collected through a state tax on the sale of alcoholic beverages. It is distributed to cities on the basis of population.

Use of Assets

Interest: is earned on temporarily idle funds in accordance with the investment policy adopted by Council. These funds are made available when the income is received, before it needs to be dispersed.

Fees and Charges

Business License Transfer Fee: is charged to businesses that are transferring their business license to another location or business name.

Environmental Program Fee: is paid by the Solid Waste franchise haulers on each ton of refuse collected to be used for environmental clean-up.

Other Revenue

These revenues are ones not appropriately charged elsewhere.

REVENUE SOURCES

PROGRAM GENERATED RESOURCES: *are those revenues that are directly attributable to programs, efforts or activities. They are allocated to that program.*

Taxes: are those property taxes which are collected and allocated for a specific program. This includes special levies, bonded debt and other program taxes.

Licenses and Permits: are those fees required by programs. A majority are for the various building permits.

Fines and forfeitures: are those fines collected by programs, primarily parking and court fines.

Revenue from other Agencies: are those revenues collected for services to other agencies, primarily "9-1-1" and the Josephine County Sheriff.

Use of Assets: are the revenues from rent or sale of city property and interest on funds.

Fees and charges: are the charges for services provided by programs. A majority of these revenues are in the Water, Wastewater, Solid Waste, Streets and Storm Water Utility programs.

Other Revenues: are those revenues which can not be appropriately charged elsewhere.

Direct Charges for Services: are the charges from one operating program to another program for services.

Transfers: are interfund accounting transactions made only on Council approval. Generally, they are transfers of resources from a special revenue fund to an operating fund.

GLOSSARY

Accrual basis of accounting: Method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows. Differs from GAAP Accrual Basis in that while capital outlays are recognized as expenditures, depreciation and amortization are not.

Activity: A subdivision of the city organization responsible for one or more specific functions. A combination of people, technology, supplies, methods and environment that produces a given product or service.

Activity generated revenues: Monies directly generated by activity efforts, for example: fees, licenses/permits, fines and rents, or revenues required to be allocated to specific activities such as special tax levies.

Adopted budget: The financial plan adopted by the Council.

Agency fund: Funds used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations or other governments.

Annexation: The incorporation of land into an existing city with a resulting change in the boundaries of this city.

Appropriation: The legal authorization granted by the governing body to make expenditures for specific purposes.

Assessed Value: The value set by the County Assessor on real and personal taxable property as a basis for levying taxes. The value can only be raised three percent per year on existing property, or by new construction.

Assessment: Value set on real and personal taxable property as a basis for levying taxes. The County Assessor sets this value.

Basis of Accounting: The criteria governing the timing of the recognition of transactions and events. The City's budget for governmental type funds – General Fund, Special Revenue Funds, Debt Service and Capital Projects Funds are prepared using the modified accrual basis of accounting. For the proprietary funds – Water, Wastewater and all the Internal Service Funds, the budget is prepared on a full accrual basis.

Beginning Balance: The amount of unexpended funds carried forward from one fiscal year to another.

Bonds: A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date in the future (called the maturity date) together with periodic interest at a specified rate.

Budget: A written report of the local government's comprehensive financial plan for one budget period. It must include a balanced statement of actual revenues and expenditure during each of the last two budget periods and estimated revenues and expenditures for the current and upcoming budget periods.

GLOSSARY

Budget Committee: The budget planning board of the City, consisting of eight Councilors and eight community members appointed by the Council to serve three-year terms.

Budget Phases: Local budget law and City procedures require that the adopted budget for each fiscal year be the result of a process that requires input by the City Council, management and citizens before final appropriations are authorized. These steps include:

- *Proposed Budget* – The document developed by City management based on requests for programs and appropriations from staff, and reviewed by the Budget Committee in a public hearing.
- *Approved Budget* – The Proposed Budget is reviewed, modified and developed into the Approved Budget that is then submitted to the City for adoption following additional public hearing(s).
- *Adopted Budget* – The acceptance of the Approved Budget which includes authorized actual appropriations. In addition to the Budget Resolution, the Council adopts (in separate Resolutions) rates, charges and other actions relating to City operations.

C.D.B.G.: Community Development Block Grant providing low interest or no interest loans for housing.

Capacity depletion reserve: A special reserve account that includes funds collected through new service charges and surcharges to customers that will be used to expand the sewer system to accommodate additional customers.

Capital Improvement Projects: The plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.) with estimated costs, sources of funding and timing of work, over a fixed period of several future years.

Capital Outlay: Expenditures which result in the acquisition of, or addition to, fixed assets.

Charges for services: A charge from a city activity for services directly delivered to another activity.

Community Development Block Grant (CDBG): Funds originating with the federal government and distributed by the state, used to improve urban areas.

Contingency: An appropriation amount in a given fund to cover unforeseen events that occur during the budget year. Expenditure of the contingency fund does not require a supplemental budget or public hearing. However, it does require City Council action by resolution to transfer the contingency to an appropriation level.

Contractual services: Services that the City hires from outside the City organization.

GLOSSARY

Customer: The recipient of a product or service provided by the City. Internal customers are usually City departments, employees, or officials who receive products or services provided by another City Department. External customers are usually citizens, neighborhoods, community organizations, businesses, or other public entities that receive products or services provided by a City Department.

D.A.R.E.: Drug Awareness Resistance Education.

Debt service: Expenses for interest and principal payment on borrowed funds.

Debt Service Reserve: Funds mandated to be set aside for the term of the obligation as stipulated by loan agreements or bond covenants at the onset of incurred debt. These monies serve as a reserve for principal payments, should other revenues be insufficient.

Direct charges: Charges for supervision, space rental, utility charges and finance services that are used by the activity.

DEQ: Department of Environmental Quality.

Employee Benefits: The non-salary part of an employee's total compensation. A typical benefit package includes such things as Social Security taxes, health insurance, retirement and worker's compensation insurance.

Ending balance: The excess of the fund's assets and estimated revenues for the period over its liabilities and appropriations for the period, available for appropriation in the following year.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise funds are self-supporting.

Enterprise Zone: State-designated area within the City in which businesses can qualify for three to five years of property tax abatement on significant new plant and equipment investments.

Expenditures: The spending of money by the City for the programs and projects included within the adopted budget.

Fiduciary funds: Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

Fiscal year: The twelve-month period from July 1 to June 30 for which the annual budget of the City is prepared and adopted.

Fixed assets: Assets with a long-term character such as land, buildings, furniture and other equipment.

GLOSSARY

Franchise tax: A fee paid for a special privilege granted by a government permitting the use of public property, i.e., city streets, which usually includes regulation and monopoly.

FTE: Full Time Equivalent.

Fund: A division in the budget, with independent fiscal and accounting requirements, with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and changes in these assets and liabilities.

Fund Balance:

- **Governmental Type Funds:** The budgeted Fund Balance represents the difference between assets and liabilities. Inventory values and long-term obligations are not included. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent those resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.
- **Proprietary Type Funds:** The budgeted fund balance represents the difference between assets and liabilities less the net value of fixed assets, long-term debt and any required debt reserves. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent these resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.

G.A.S.B. 34: (Government Accounting Standards Board Pronouncement #34) A new reporting model for financial statements presented in the Comprehensive Annual Financial Report (CAFR) in order to reflect government activity in a manner similar to the private sector.

G.F.O.A.: (Government Finance Officers Association) An organization dedicated to enhancing and promoting the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

G.I.S.: Geographic Information System is an electronic tool, which integrates maps with tabular databases to produce information about properties or areas with specific characteristics. Data fields include land use, size, value, ownership, utilities, tax assessments and development.

G.R.I.P.: The Grants Pass Rural/Metro Interagency Program whereby the City contracts with Rural/Metro, a private fire protection firm, to provide personnel and resources for extra-ordinary emergency events.

General Fund: The major operating fund that includes policy and legislation, public safety, development and parks programs. It accounts for all revenues and expenditures not otherwise required to be accounted for in a specially design.

General Obligation Debt: Long-term debt that is backed by the full faith and credit of the City's ratepayers based on the assessed value of real property.

GLOSSARY

Goal: A long-range desirable development attained by time phased objectives as outlined in the Work plan, designed to carry out a strategy.

Grant: A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function (for example wastewater plant expansion), but it is sometimes also for general purposes.

Harbeck-Fruitdale Sewer Service District: This district, an independent entity, is responsible for the collection of deferred assessment liens for the initial hook-up to sewer services. All infrastructures serving the area is owned and maintained by the City.

ISTEA: Intermodal Surface Transportation Efficiency Act is a grant to encourage various types of transportation.

Indirect Charges: General administrative charges that cover overall management, personnel and legal services.

K-9: Police Officer assisted by a canine (Police Service dog).

Local Improvement District (LID): A funding district, initiated by property owners within an area, used to distribute costs for capital projects, which are deemed to primarily benefit those properties, evenly for all owners in the district.

Local Option Levy: A short-term levy (up to five years for operating purposes and up to ten years for capital improvements) outside of the permanent tax rate limit, which must be approved by the voters in a manner consistent with Measure 50 requirements.

Measure 5: A ballot measure approved by Oregon voters on November 6, 1990. The measure placed a declining rate limit on taxes for schools and a rate limit of \$10.00 per \$1,000 assessed valuation on the consolidated taxes of all other governments.

Measure 50: A ballot measure approved by Oregon voters at the special election held on May 20, 1997 and contained in Article XI, Section 11 of the Oregon Constitution. Measure 50 repeals a previously approved property tax reduction measure known as Measure 47 and replaces it with a new ad valorem property tax limitation. In short, Measure 50 cuts district levies, rolls back assessed values, limits future taxable value increases, establishes permanent tax rate limits, allows for local option levies and retains Measure 5 limits.

Modified accrual basis of accounting: Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for the unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

GLOSSARY

O.E.D.D. Grant: A grant from the Oregon Economic Development Department.

OMEP: Oregon Manufacturing Extension Partnership.

Operating budget: That part of the budget that includes the main services of the City; public safety, policy, parks, development, transportation, water, wastewater and solid waste. The means by which the financing of acquisitions, spending and service delivery activities of a government are controlled.

Oregon Revised Statute (ORS): Oregon laws established by the legislature.

Parkway Redevelopment Agency: This independent entity, totally funded by tax increment receipts, achieves its mission through the construction of capital projects, implementation of the job incentive program and recruitment to and expansion of business within the agency's boundaries.

Performance Indicators: Statistical measures which are collected to show impact of dollars on City services.

Performance Measurements: A management tool used to measure workload, efficiency, effectiveness and productivity measures for purposes of evaluating service delivery, recognizing achievements and identifying improvement areas.

Permanent Tax rate Limit: The rate per thousand dollars of Assessed Value that is the maximum that can be levied for government operations, as established by Measure 50.

Personnel Services: Costs for employees including salary, overtime, health and accident insurance premiums, social security and retirement premiums, unemployment insurance and other miscellaneous charges for employees.

Program: A group of related activities to accomplish a major service or function.

R.C.C.: Rogue Community College.

R.S.S.S.D.: The Redwood Sanitary Sewer Service District, an independent entity that provides sewer service to its district patrons. The district contracts with the City of Grants Pass for maintenance and operation of its collection and pumping system, and treatment of its solids.

Reserve funds: Established to accumulate money from one fiscal year to another for a specific purpose.

Resources: Total funds available, which include the estimated balances on hand at the beginning of the fiscal year, plus all revenues, anticipated being collected during the year.

Revenue: Monies received or anticipated during the year through such sources as taxes, fines, fees, grants or service charges, which can be used to finance City services.

Revenue bonds: A type of bond for which the payments (principal and interest) are made from the earnings of the enterprise for which the bonds were issued.

GLOSSARY

Solid Waste Fund: A special revenue fund used to account for the proceeds and expenditures of the landfill general operation in addition to the reserves for closure and post-closure costs.

SORED: Southern Oregon Regional Economic Development Inc.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are restricted to expenditures for a specific purpose.

State Revolving Fund (SRF): A source of borrowing from the Oregon Department of Environmental Quality at interest rates lower than the open market, specifically for water and wastewater facility enhancements and improvements.

Storm Water Utility Fund: A special revenue fund used to account for the proceeds and expenditures of the storm water and open space related operations.

Streets Utility Fund: A special revenue fund used to account for the proceeds and expenditures of the transportation related operations.

Supplemental budget: Prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted. The supplemental budget cannot be used to increase a tax levy.

System Development Charge (SDC): A fee imposed at the time development occurs, which is designed to finance the construction, extension or enlargement of a street, community water supply, storm water or sewage disposal system, or public park. The objective is to charge new users an equitable share of the cost of services and to pay for improvements necessary as a result of increased development and demand on the City's infrastructure.

Tax Levy: Total amount of dollars raised in property taxes imposed by the City, permanent tax rate, local option levies and bonded debt levies.

Three Track System: System used to determine the processing time required for various types of building permits.

Transfer: Amounts distributed from one fund to finance activities in another fund. Shown as an expenditure requirement in the originating fund and a revenue in the receiving fund.

Trust fund: A fund to hold money aside for future use for a specific purpose.

UAPC: Urban Area Planning Commission.

UGB: Urban Growth Boundary.

Work Plan: A plan developed and adopted by the Council, affirming the major goals for the organization and defining operational objectives, for a specified period of time.