



# City of Grants Pass, Oregon Adopted Operating & Capital Budget Fiscal Year 2011-12



**City of Grants Pass  
Operating/Capital Budget  
FY 2012**

PRESENTED TO MAYOR MIKE MURPHY, COUNCIL MEMBERS  
AND LAY MEMBERS OF THE BUDGET COMMITTEE

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JERRY LEAGJELD

PRESENTED BY

LAUREL SAMSON

CITY MANAGER/BUDGET OFFICER

DEPARTMENT DIRECTORS

DAVID REEVES

ASSISTANT CITY MANAGER

JAY MEREDITH

FINANCE

MICHAEL BLACK

COMMUNITY DEVELOPMENT

MARTIN SEYBOLD

PARKS AND COMMUNITY SERVICES

MARK BARTHOLOMEW

CITY ATTORNEY

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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PRESENTED TO

**City of Grants Pass  
Oregon**

For the Fiscal Year Beginning

**July 1, 2010**

Two handwritten signatures in black ink. The signature on the left is more stylized, and the one on the right is more legible, appearing to read '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, 2010**.

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 28, 2011

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



## **Budget Message for Fiscal Year 2011-12**

### **BUDGET OVERVIEW**

I am pleased to present to you the balanced budget for the Fiscal Year 2011-12 (FY'12). 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 the adopted FY'12 budget. We owe this responsible budget and proactive financial planning in part to previous Councils and staff who have 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) no cost of living increases for three straight years for all managers, supervisors, and Grants Pass Employee Association employees; 5) no cost of living increases in January 2010 for the local Fire union and the local Teamster employees. Many cost saving measures taken in recent years were detailed throughout this message and in budget meetings this year.

### **Voter approved levy**

This budget document includes the resources that the voters authorized through passage of the new Three-Year Public Safety Levy in November of 2010. The approved levy provides an estimated \$4,253,996 in FY'12 for City Public Safety operations. While all property taxes are dedicated to Public Safety, the temporary local option levy in place last year expired June 30, 2011. The overwhelming support for the Public Safety Levy in 2010 demonstrates the community's desire for quality services. The adopted budget for FY'12 continues the high level of Public Safety services and other government services our citizens expect and have received 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 this next 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 the annual survey continue to demonstrate the community's desire to have City services maintained at the current service level. 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 significantly more pressure in the future. The continuation of longer-term financial planning will be key to maintaining the services our Citizens expect today.

### **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 2011-2012 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 generally 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 every city in the nation, is 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 service, 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 last year's population (estimated by Portland State University) of 33,225. Grants Pass continues to rank as the 15<sup>th</sup> 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'12 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 that cannot be avoided, staff has been instructed to continue to look for any operating efficiencies available. With the exception of the highest priority needs in Public Safety, staffing levels were not to be increased in operational budgets this year. Also, outside of Public Safety Divisions, the number of unfunded positions has also increased slightly from last year meaning funding has been withdrawn from positions that were existing in previous years.

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, decision packages were presented to the Council and the Budget Committee to show the service effect if funding is cut or 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 assisted the financial planning process now and in the future.

### **Budget changes overview**

The FY'12 Adopted Operating Budget, excluding contingencies, debt service, and transfers out to capital projects, totals \$30,419,773. This is up approximately \$1.5 million from last year's Operating Budget total of \$28,884,851 due mostly to the recommendation of three additional Police Officer positions, increases in health insurance rates, increases to mandated PERS retirement payment rates, new pass-through revenues to the 911 Agency, and increases in energy rates and chemical costs. Public Safety accounts for a little more than half of the total operating costs for the City, and its budget increased approximately 5.5% due largely to the need for new positions to fill existing service gaps, contractual or mandated increases to insurance and retirement rates, and supplies necessary to

equip the new officers. Absent the new officer recommendation, the Public Safety budget increase would have been closer to 4% for the FY'12 budget year.

There is also a new revenue and expenditure line in the General Fund, General Program Operations (Policy & Legislation) that is merely recording a pass-through revenue and expenditure of approximately \$166,000 that has no net effect on the budget. The other operational departments of the City increased operating expenses by approximately \$480,000 in total compared to last year due mostly to contractual or mandated increases to insurance, PERS retirement rates, and higher energy or chemicals rates. A significant electric rate increase by Pacific Power of nearly 20% in 2011 is also adding to inflationary pressures, the biggest of which are felt by the City's Water and Wastewater utilities. The City's total annual budget for electricity across utilities and all other operations is in excess of \$1 million and recent changes to electricity rates is having a significant impact on the FY'12 adopted budget. As with any major expenditure, the City will continue to look for energy and other cost efficiencies.

### **Capital allocation recommendation**

Annual transfers from the General Fund to capital projects of nearly \$1 million per year to transportation and other high priority projects were eliminated two years ago. This elimination helped to ensure the City could continue to provide services at levels similar to prior years. While this certainly didn't reduce the City's need to maintain or upgrade equipment and infrastructure, there is a new recommendation this year for determining dollars allocated to capital projects from the General Fund. What follows is a brief description of this recommendation.

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 the 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 high priority capital purposes. The Council, Budget Committee, and Citizens can continue to help prioritize these capital expenditures and after the fiscal year is closed the actual savings amounts (if any) are known. Fiscal 2010 was an exceptional year for the net of both expenditure and revenue savings. The General Fund ended the FY'10 year with a fund balance approximately \$630,000 higher than budgeted due to a variety of one time savings amounts. Therefore, the bulk of the amount approved to be transferred to high priority capital projects in the FY'12 budget relates to this identified savings from the last fiscal year.

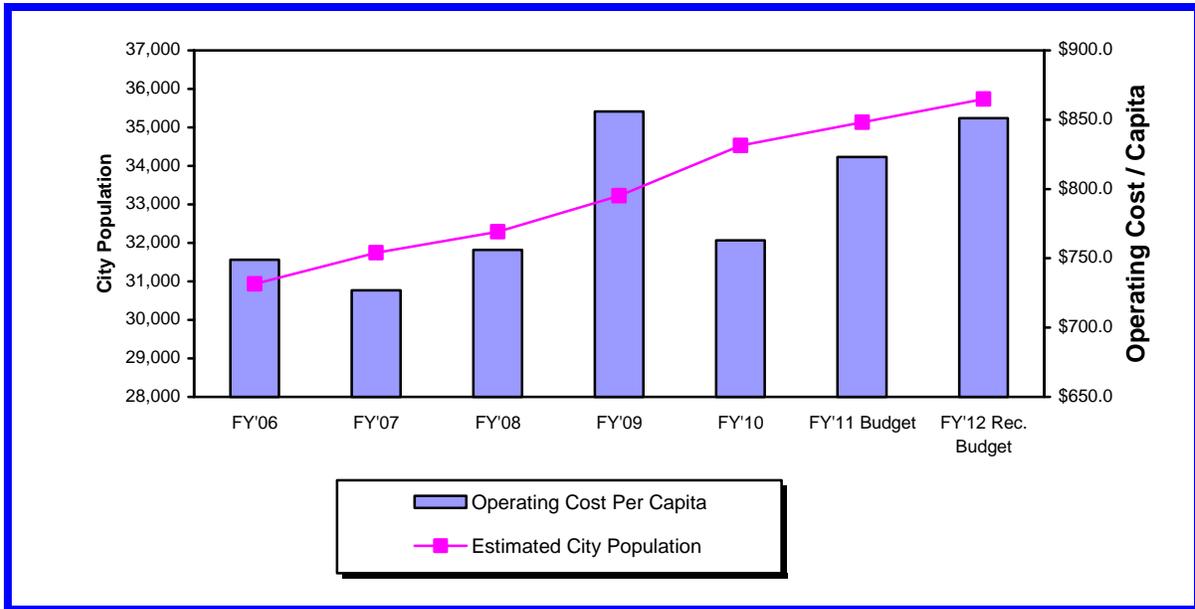
The decision to eliminate regularly scheduled capital transfers from the General Fund may have long-term implications as the City defers capital investments. The executive team and I will strongly advise the City Council to restore funding for Capital Investments once the recession subsides to avoid the inefficiencies and exponential costs of deferred maintenance. Delaying needed purchases and improvements will not save money, but will only postpone those expenses to a later date and perhaps increase those future costs. This short-term response will have to be revisited in coming years to make sure that additional real costs are not incurred.

However, there are certain capital requirements, particularly in Public Safety and information technology, that cannot be deferred much longer. 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 and City wide information technology related projects. For example, the remainder of the necessary funding for projects such as the City's share of the Computer Aided Dispatch (CAD) system upgrade in the 9-1-1 call center and Mobile Data Terminals for Public Safety vehicles is being provided through the FY'12 budget.

Real efficiencies and effectiveness measures will be impacted by replacing the City's very old phone system and by replacing or integrating various software systems. One-time savings have been recommended to be used for overdue projects such as the phone system, connectivity among City operating locations, the financial software system, and other overdue software upgrades. 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. It has been estimated that telephone line expenses will be reduced by at least \$40,000 per year once the City replaces the 20-year old phone system with a modern VoIP phone system. The use of technology across various operations to increase efficiencies was a big theme in last year's budget and continues to be a prominent consideration in the FY'12 budget.

### **Operating costs per capita less than inflation**

Despite modest growth in the total adopted operational budget this year, 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 keeps the current level of services. The recession being experienced in the region has not slowed the City's estimated population growth as measured by Portland State University's Population Research Center and the recent census.



Over a longer time period, it is important to manage expenses and 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. Using Fiscal 2006 as the base year, the total cost per citizen of providing all the critical 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'12 adopted budget. Using the average inflation rate of 2.35% in the last decade and using FY'06 as the base year, the adopted FY'12 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, 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 Budget</u> | <u>FY'12 Budget</u> |
|---|--------------|--------------|--------------|--------------|--------------|---------------------|---------------------|
| Estimated City Population                     | 30,930       | 31,740       | 32,290       | 33,225       | 34,533       | 35,133              | 35,733              |
| Operating Cost                                | \$23,172,859 | \$23,070,007 | \$24,401,413 | \$28,446,551 | \$26,344,157 | \$28,884,851        | \$30,419,773        |
| <b>Actual Op. Cost / Capita</b>               | <b>\$749</b> | <b>\$727</b> | <b>\$756</b> | <b>\$856</b> | <b>\$763</b> | <b>\$822</b>        | <b>\$851</b>        |
| Cost / Capita If Matched Avg. Inflation (CPI) |              | \$767        | \$785        | \$803        | \$822        | \$841               | \$861               |

However, there is a growing strain on the City's operational budgets as actual inflation for operations is starting to significantly outpace nationally reported inflation figures. Growth in revenues and expenditures per capita will never exactly match the national or regional consumer price index, however there is a significantly growing gap between actual operating inflation and the CPI. Increased

mandated and contractual obligations for personnel costs and items such as energy costs are having an extreme 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 five years. Other types of energy costs are also rising significantly, the state mandated costs of the PERS system are increasing, and health insurance rates are rising significantly each year. Each year the budget pressures are growing more acute and while the City of Grants Pass is not unique in this regard the further 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 main transportation funding sources are not even tied to a CPI index and until the last year have 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. Staff will continue to work with the Council and community on ways to diversify revenue sources and prepare for increased budgetary limitations in the near future. 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. Cost increases, many of which are largely out of our control without service level changes, are becoming more detached from changes to revenues and resources required to maintain those operations.

All property taxes recorded as revenue for the General Fund are dedicated to Public Safety each year. In the FY'11 budget nearly 90% 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 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. A conservative three year revenue and expenditure forecast for Public Safety has been provided to the Council and Budget Committee in this annual budget season so we can all be aware of the General Fund's financial limitations during the fixed three year Public Safety local option property tax levy from FY'12 to FY'14.

The total adopted budget, including Capital and unappropriated (or carryover) amounts, is \$91,525,481. This is slightly higher than last year's total budget of \$89,408,798 due to a number of capital projects that have not yet begun the expenditure phase and modest operational budgetary increases. 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 finally 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'11 property tax rate for City residents was relatively unchanged and will remain flat for the next three years with the renewal of the existing levy for the same rate of \$1.79 per \$1,000 of assessed value for the next three fiscal years. Included in the Council approved work plan this year is a study of funding alternatives for the Public Safety levy to see if there is any way to avoid the disadvantages of the current supplementary funding structure for Public Safety. The permanent property tax rate of \$4.1335 cannot be changed by law and will still be the largest single funding source for Public Safety services even if a suitable supplemental funding alternative is found.

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'11, Other General Fund resources are being directed to Public Safety programs. Without redirecting approximately \$800,000 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'12 adopted staffing levels. These positions would

not use the whole \$800,000 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 this budget 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.

### **Community Development responds to development downturn**

Grants Pass, like other regions throughout Oregon, has experienced a severe decline in building activity. 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 at the lowest level in the last 10 years. On the plus side for new construction, Home Depot is set to break ground on a new store in Grants Pass and has recently turned in building permit paperwork.

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 we see 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 will 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 return closer to historical levels.

However, at current run rates without supplementary funding the Building department would deplete its restricted reserves held in the General Fund in nearly 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 nearly 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 will be important for many efficiency reasons throughout the other Community Development departments to keep this activity operated by the City if possible.

System Development Charge (SDC) revenues generated through growth have declined along with residential building activity. Transportation SDCs appear likely

to fall well short of projections this year due to fee reductions and low levels of building activity. Revenue projections for FY'12 have been estimated at even lower levels to reflect the reduction in development activity and the Council's desire to study other transportation project funding allocations. These conservative estimates will help ensure that spending does not exceed revenues for transportation 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'12 budget has General Fund contingency of \$1,000,000 excluding Building's restricted resources / requirements, which is slightly less than 5% of the City's General Fund operational budget (Policy and Legislation, Public Safety, Parks, and Development). This contingency is nearly 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.

While in FY'10 Council adopted a new financial policy target for the proper range of beginning fund balances for the General Fund, addressing financial policies regarding ending fund balances in other funds and the use of contingencies will be one of the topics the City Council should consider prior to the next budget cycle. It will be my recommendation that the City consider a more formal policy for carryover balances and contingencies in the City's utility funds. A higher or different level of contingencies does not mean a higher level of spending, it merely means a higher level of financial 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. 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.

### **STAFFING CHANGES**

There were 3 additional funded positions by Full Time Equivalent (FTE) approved for the FY'12 budget, all of which are officers in Public Safety's Police division. There is also one additional grant funded position for a Firewise Coordinator that will be a temporary employee until that grant funded project is completed. This is partially offset by the elimination of funding for 2.3 FTE positions in other City departments. 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 increased from 19.75 in FY'11 to 22.05 in FY'12. This approved change in staffing addresses the perceived highest operational risks and matches the service needs with the staffing needs.



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'12 Unfunded Personnel Positions |  |   |                |
|---|--|---|----------------|
| Activity                                      | Program  | Title   | # of Positions |
| Finance                                       | Administrative Services  | Accounting Tech<br>Assistant Finance Director<br>Financial Analyst  | 2.50           |
| Management                                    | Administrative Services  | Office Assistant I  | 0.25           |
| Community Development                         | Support  | Office Assistant  | 1.00           |
| Planning                                      | Development  | Planner III<br>Department Support Tech<br>Associate Planner (3)<br>Assistant Planner (3)  | 8.00           |
| Building                                      | Development  | Residential Building Insp<br>Plans Examiner II (2)<br>Office Assistant I<br>Building Inspector I  | 5.00           |
| Engineering                                   | Support  | Utility Engineer<br>Project Specialist (2)  | 3.00           |
| Parks & Community Services                    | Fleet, Parks & Recreation,<br>Property Management,<br>Information Technology | Parks Mun. Svc. Work. (1.0)<br>Urban Forester (0.5)<br>Office Assistant II (0.1)<br>Admin Support Spec (0.1)<br>Dept Support Tech (0.1) | 1.80           |
| Streets                                       | Transportation   | Urban Forester  | 0.50           |
|   |  | Total   | 22.05          |

New positions that are unfunded starting in FY'12 include 1.0 FTE in Finance, 1.0 FTE in Planning, and 0.3 FTE in Parks & Community 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.

These challenges have been presented in much more detail in Council workshops or budget meetings in previous years and in the next year the Council will have to decide whether to begin to take public input on funding alternatives. Even if a suitable alternative to the Public Safety Levy is found, Council will always maintain the right to make changes to fees, taxes, or service levels in the future. While using the voter-approved temporary Public Safety local option levy, Council's flexibility to change service levels and fees or taxes is limited.

The City is falling further behind in addressing the staffing need of the Police and Fire Divisions. We are unable to fund positions recommended by a staffing study completed in 2000, as well as the Strategic Plan adopted by Council in 2008. 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. This issue cannot wait much longer to be addressed and that is why the adopted budget takes a small step towards this higher risk staffing need.

A new multi-agency report on crime rates in Oregon cities is also available for our citizen's consideration. The 2009 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 year. 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 loss of Federal funding to Josephine County and the failure of their last levy request resulted in decisions to use the full diminishing three year federal allocation over two years and make an effort to replace those funds sooner rather than later. Future resources for County Public Safety remain in doubt. For the very short-term, it appears that the County intends to keep jail space available and the District Attorney has recommended to continue operating at similar service levels in the next year. The County's federal funding continues to decline and will be completely used up by the County within the next year unless lobbying efforts renew the funding are successful. Versions of the next Federal budget show significantly less funding to Oregon counties in future periods. The County's contingency plans for funding after FY'12 have not been revealed to date and this could have another significant impact on City Public Safety services as the City relies on the County for services such as the Adult Jail and the District Attorney.

### **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 staffing levels in the last 10 years. The 2011 budget slightly increased funding for additional contractual labor to maintain the expanded park system but employees have not been added in recent years or in the adopted FY'12 budget.

### **Addressing PERS funding**

As anticipated, employee benefit costs continue to be a factor in operating expenses. Like other Oregon governmental entities, the City of Grants Pass faces an increase in rates paid to the Public Employees Retirement System (PERS) effective July 1, 2011. 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 all classes of employees. Government agencies have found these impacts more manageable by allocating a portion of the liabilities across all groups of employees, however 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 a small amount of reserves aside in the Benefits Administration program (Insurance Fund) in preparation for rates that will be higher in the next two-year cycle and probably a number of biennial cycles after 2011.

Due to the historic losses in financial markets in 2008, 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.

### **Managing health care costs**

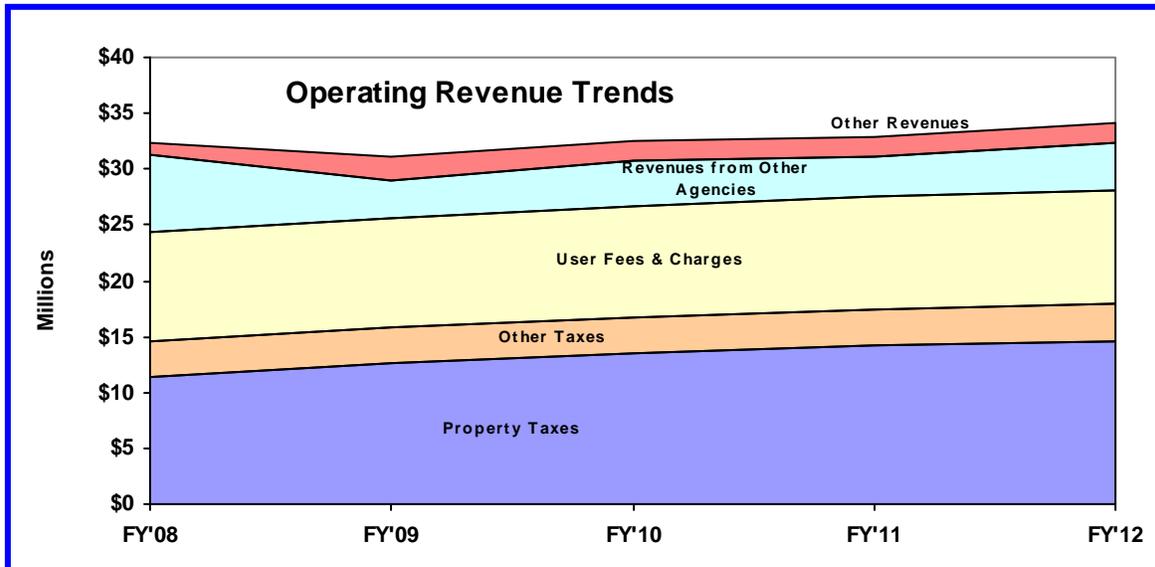
The City has a choice of two health care packages effective January 2007. Employees can select either a standard existing plan or a lower premium plan in association with an HRA/VEBA account funded by the City. There was a significant increase in the number of participants in the HRA/VEBA plan in the last few 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 2011 was lower than budgeted due to lower actual claims costs as compared to recent years.

### **Negotiating with labor organizations**

The City is currently negotiating with two of the four unions/bargaining groups, and 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 is in the process of writing their first proposed contract. All four unions/bargaining units are set for negotiations in the next year for at least wages. The Police contract term is up at the end of calendar 2011, Fire and Teamsters can open for wages only for the 2012 calendar year, and GPEA is expected to begin negotiations within FY'11 for the initial contract. Supervisors, Directors, Classified, and GPEA employees have not received or requested a COLA salary schedule adjustment for three straight years beginning in 2009.

## OPERATING REVENUE TRENDS

### Financial Overview for FY'11



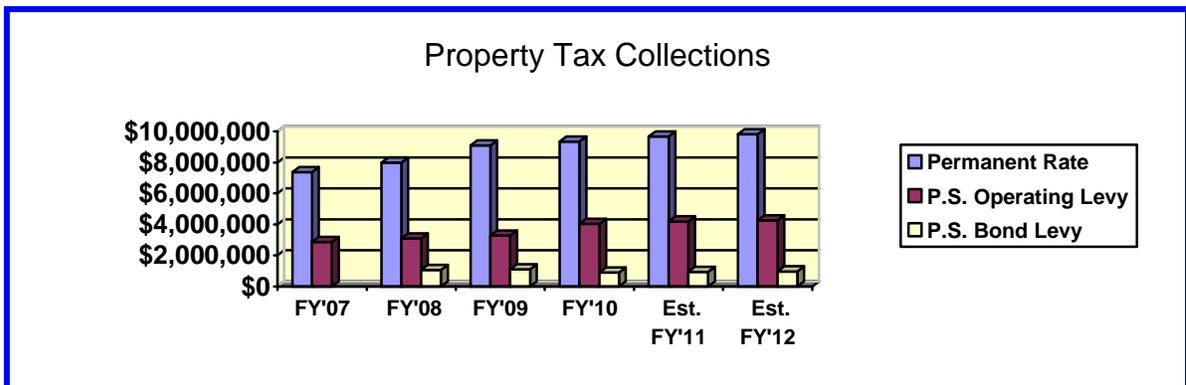
The compilation of this one-year operating budget reflects key revenue sources and adopted fee changes outlined below:

### **Property Taxes – Permanent Rate and Public Safety Local Option Levy**

FY'12 will be 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 \$4.5 million for FY'12. The levy renewal for FY'12 is anticipated to provide approximately \$85,000 in additional resources in FY'12 as compared to FY'11 due to growth in assessed values and 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'12 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 our permanent property tax rate, is anticipated to fund the majority of the City's Public Safety program with an additional reliance on the General Fund estimated at \$800,000 this year.

This budget reflects what we perceive to be the Council's direction in finding resources other than property taxes to support Public Safety for the short-term. 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'11 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. Assessed values will also increase in FY'12 as a result of both a small amount of new construction in 2010 and a small amount of increases of assessed value on existing properties. Increases in assessed valuation on existing properties is generally capped at 3% per year. This restriction has resulted in assessed valuations being significantly lower than true market value. With market values currently declining 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 2.86% in FY'11 and are estimated to increase 2.0% in FY'12. In FY'11 about 1% of the 2.86% increase was due to new construction and in FY'12 about 0.90% of the 2.0% projected increase is due to new construction in calendar 2010. Historical trends together with updated data furnished by the Josephine County Assessor's office are used to project assessed values. The number of building permits and respective valuations along with local housing market conditions are 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'12 and perhaps 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.

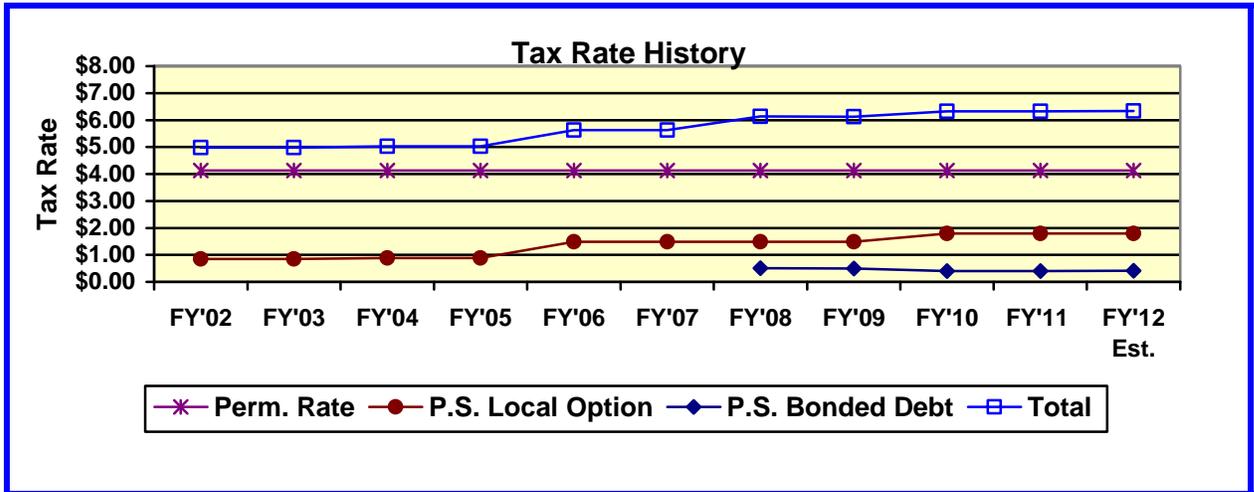
## **Property Taxes – Future Public Safety Local Option Levy**

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 must increase 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.

The Budget Committee met once in January of 2011 to hear an overview of the budget process and met two other times during early 2011 in smaller "two by two" sessions to hear updated operating information from each program. 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

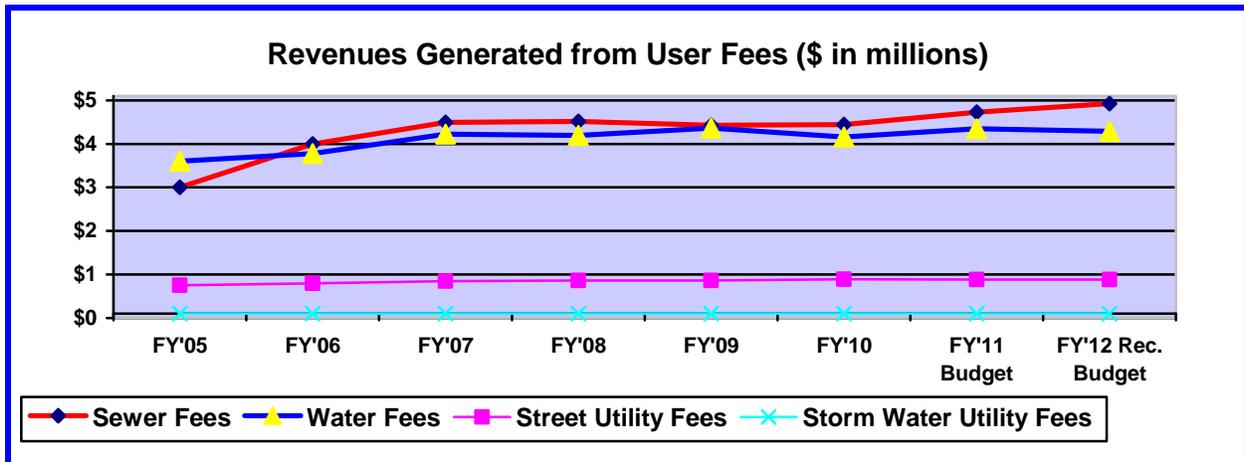
making significant cuts to proposed non-personnel expenditures within the Public Safety Department and throughout the General Fund. A variety of external reports suggest that Grants Pass needs at least 7 more officers if not more, and we are only able to fill 3 of those in the near-term. Understaffing 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 received from each of the private utilities providing service to municipal residents are estimated to total \$2.573 million in FY'12 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. 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 large rate increase recently implemented by Pacific Power is the primary reason franchise revenues are projected to be nearly 9% higher than in the FY'11 budget estimate.

## User Fees and Charges



Revenue estimates for Utility user fees:

|                 | Wastewater  | Water       | Street    | Storm Water |
|-----------------|-------------|-------------|-----------|-------------|
| Actual FY'10    | \$4,342,921 | \$4,059,740 | \$790,921 | \$0         |
| Budget FY'11    | \$4,629,530 | \$4,244,708 | \$781,800 | \$0         |
| Projected FY'12 | \$4,820,600 | \$4,189,400 | \$781,500 | \$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). However, the Wastewater COLA was reinstated in February 2010 after the financial performance of the Wastewater Utility was reviewed by Council in more detail. The Street Utility fee has remained unchanged at \$3 per month since its adoption and its value continues to diminish due to inflation. Current residential growth is largely 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. The City's utility billing department already processes and collects RSSSD utility bills and the District is also managed by the City.

Significant decreases in growth and development have resulted in either flat or slightly lower projected revenues in Water, Wastewater, and Transportation funds. Water usage is highly vulnerable to weather patterns, especially during the warmer irrigation months. Water estimates in the budget are generally conservative to make sure the City does not plan on unpredictable weather patterns. Wastewater on the other hand should see a slight increase in revenue in the next year due to a slightly higher winter average usage rate that increased last winter and is used to calculate wastewater volume charges for residential properties for the remainder of the year. The average winter usage rate had dropped to nearly the lowest average rate in history one year ago but bounced back to historical norms this winter.

Extremely low levels of housing and commercial development were considered in developing the Street Utility revenue estimates. No revenues are anticipated in the yet to be adopted Storm Water Utility.

**Revenues from Other Agencies**

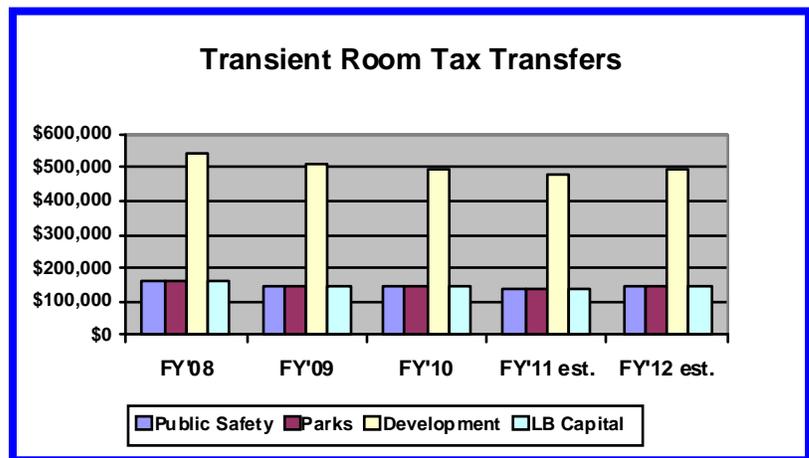
Revenues from other agencies are on track with estimates for FY'11 and an increase is projected for FY'12 due almost entirely to a large increase for State Gas Tax revenue. Revenues from the State of Oregon for Liquor Tax, Cigarette Tax, and Revenue Sharing, which make up the largest share of revenue from other agencies in the General Fund, are projected to be nearly flat from FY'11 to FY'12.

State Gas Tax is projected to provide intergovernmental revenue of \$1.948 million in FY'12 as compared to approximately \$1.663 million in FY'11 due to a state gas tax increase of \$.06 per gallon that was implemented halfway through FY'11 on January 1, 2011. This increase is projected to provide slightly less than \$600,000 per year once fully implemented (assuming statewide gasoline sales do not decrease due to improving fuel consumption in new vehicle and reduced driving). 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 is recommended to be dedicated to transportation capital projects.

Revenues from the 911 Agency for dispatching services are set for a very small increase by contract and will be similar to last year. Wastewater treatment services provided to the Redwood Sanitary Sewer Service District will generate \$255,000, 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 program. 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 \$145,000 will be directed to Capital. The combined total is nearly 3% higher than last year's forecast but still below the total actual revenues transferred in FY'09 two years ago. 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 50s,” “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.

### **Other Resources**

In the General Fund, license and permit revenues generated from building activity are anticipated to produce \$196,000, nearly flat from this year’s conservative estimate of \$191,000. Percentages of court fines from traffic violations are estimated to produce revenues of approximately \$218,000 which is up just slightly from the current year budget and 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**

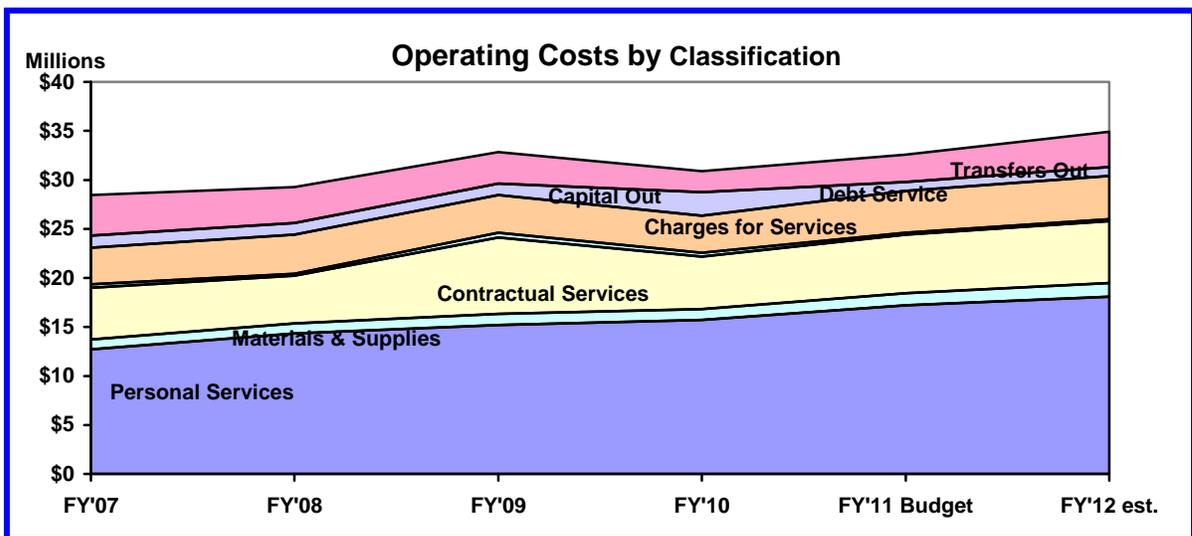
### **By Classification Category**

The following graph illustrates increased operating costs over time to meet service delivery expectations of our community. Personal services is showing an increase of approximately \$901,000. This increase is due to 3 additional funded positions in Public Safety, one temporary grant funded position in Public Safety, contractual cost of living adjustments, step increases, and increases in the cost of benefits such as PERS billings by the State and health insurance premium increases. 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 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 small City PERS reserve has been created in recent 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’12. 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

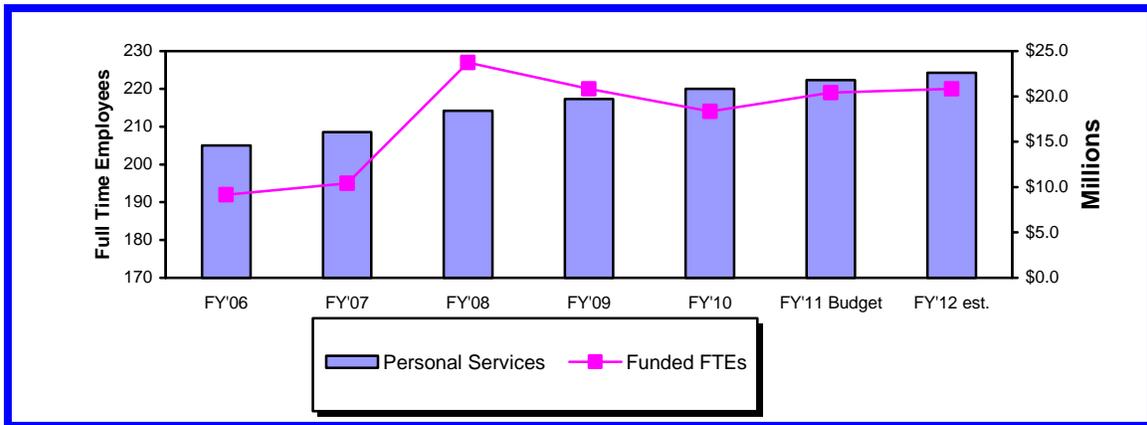
bargaining process and Council will continue to direct the negotiation process as they have always done over the years.

Materials & supplies are budgeted to increase by \$132,000 due mostly to increases in chemical budgets. Contractual services are budgeted to increase \$401,000 due mostly to increased rates for electricity and natural gas. The capital outlay classification within operating budgets is slightly less than last year at \$185,000. One minor change that affected these amounts this year is that any capital item less than the City's capitalization threshold of \$5,000 is considered a supplies expenditure starting in FY'12. Therefore, smaller items such as computers have been moved from capital to supplies. There are minor budget changes 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 many (if not all) operational programs.

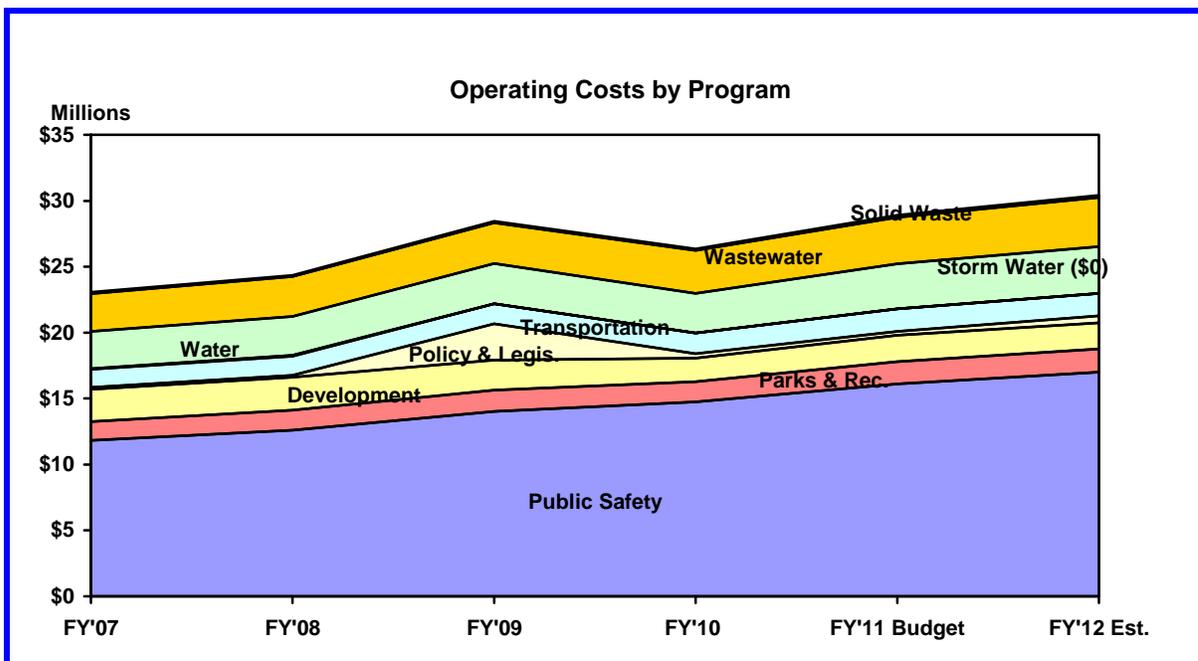
Transfers out of the General Fund to Capital funds are increasing slightly for FY'12 only due to the allocation of one-time General Fund resources to one-time Capital projects. As discussed previously, it is recommended that savings in the previously closed fiscal year be allocated to one time high priority capital project needs in the next budget year. Wastewater transfers to Capital projects have increased due to higher expected revenues and finally reaching a safe fund balance (contingency) in the Wastewater operations fund. Water transfers to Capital are significantly lower than previous years 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, which means that these funds are not setting aside enough money to maintain infrastructure over time. Transportation capital transfers are increasing due to expected increases in gas tax distributions to the City. 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 cost of “Personal Services”, a state classification designated for employee and employee benefit related costs, and the number of approved and funded full time equivalent positions in Grants Pass by year.



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 has been the focus of this year’s 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 studied. 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 approved officer positions in this year's budget will be dedicated to starting a traffic team as recommended by the strategic plan.

### **Parks**

The "River Vista" addition at Reinhart Volunteer Park is finally complete and will provide new opportunities for parks users. Further development of Redwood Park has resulted in incremental increases for operating supplies, grounds repair and maintenance items, and utilities. 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. Preliminary and potential development options for the River Road Reserve property are in process and will continue to be discussed in the next year.

### **Development**

While issued permits still remain near 10 year lows, there remains a significant work load in the Planning and Building Divisions. 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.

Revenues from construction permits are below expenses for the fourth year in a row for the Building division, the result of reduced construction activity in single family homes and related development. Therefore, the Building and Safety Division will draw upon reserves to support operating costs for another year. The draw will be slightly less than originally projected for FY'12 but the new General Fund contribution of \$50,000 to Building that started last year will have to remain in place this year.

This budget also allows the City to continue updating and maintaining the Geographic Information System. This system is used extensively throughout almost all departments in the City. The City is currently using a version of the software that is no longer supported by the manufacturer. However, the City does not have the expertise on staff to make the transition to the current version of software. This budget provides for a contractor to continue working with the City staff to make the upgrade and provide the support needed for the upgraded software. The funding for this new contract has been shared by departments throughout the organization, reflecting the integral part it plays in the operations.

### **Tourism / Downtown / Economic Development**

Tourism and Downtown activities have been managed by the Parks and Community Services Director since a minor reorganization four years ago. This has resulted in improved communication and relationships with the downtown business community. Transient Room Tax revenues, the primary source of resources for these programs, are expected to be relatively flat in FY'11 before slightly increasing in FY'12. In addition to room tax revenues, downtown derives a small amount of income from parking programs. 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). SOREDI has been a successful partnership for Grants Pass and 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 now that the new \$.06 per gallon increase has recently taken effect. The decision to forgo planned 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, the Street Utility fee has not been adjusted since implementation in 2001. Review of this fee is included in the current work plan and at a minimum Council wants to have a discussion of 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 in conjunction with an extensive report about SDC and other Transportation funding.

## **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 are ready for deliberation if Council desires to consider this issue in the next year. Internal loans of approximately \$146,000 in total will need to be addressed 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 soon, 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 \$368,000 for FY'12 is anticipated to be available to be transferred for investment in capital projects. Water revenues were affected by the Council's decision to roll-back the annual COLA (cost of living adjustment) step increase in water rates effective in March, 2009. After a significant electric power rate increase in January 2010 and an even larger power rate increase in 2011, 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 and will be in need of a rate increase in the future. Current annual depreciation costs are nearly \$1 million per year and this year the Water fund can only set aside \$368,000 for infrastructure upgrades and capital projects. On the plus side, the Water fund will be debt free at the end of FY'12 after making the final annual bond payment and this will provide some financial flexibility for high priority capital projects.

## **Wastewater**

Wastewater collection, wastewater treatment, and the JO-GRO™ activities are designed to protect the public's health and the environment. In FY'12, while nearly \$850,000 is budgeted to be transferred to capital projects, this amount is still well short of the nearly \$1.1 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.

An additional rate increase will need to be considered to keep up with the increasing cost of power, new and expensive monitoring, infrastructure

depreciation over time, and infrastructure expansion needs. The Wastewater system also has the largest dollar amount of high priority capital projects over the next five years, as compared to Transportation and Water utility needs. Wastewater has yet to identify funding for most of these 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 utility 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 time consumed; 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 without accumulating significant fund balances.

### **Engineering Rates**

Historically, billable rates for engineering services have not been reflective of actual costs; hence an average rate increase was approved effective July 1, 2007 and was intended to be annually indexed with inflation. City Council rolled back the rate increase for 2009 in reaction to the recession. Engineering is funded through

an Internal Service fund generating revenues necessary to cover operating expenses. The anticipated resources may fall below the requirements in 2-3 years if it is not supported from other sources. A \$30,000 General Fund retainer has been charged in order to maintain the Engineering fund operations. 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. A recent performance audit of the Engineering division resulted in a firm recommendation to change from a time and materials billing to a fixed rate fee structure. This will be studied and brought to Council early in FY'12 for consideration.

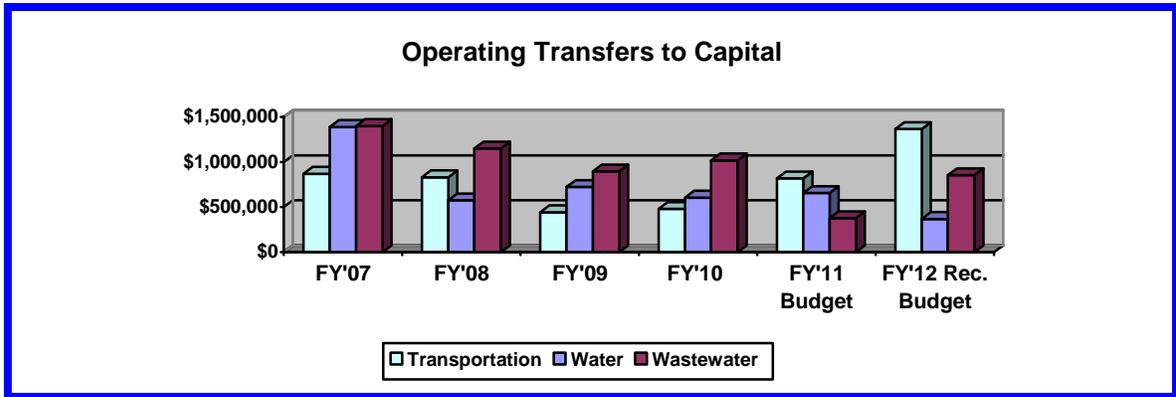
### **Other Rates**

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 no longer sustainable 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 couple years due to sufficient reserves in the fund and low loss rates. In fact, beginning this year Workers Comp Fund may provide a credit back to departments in return for having low loss rates.

Property Management's billable rate has been changed from \$1.43 per square foot to \$1.44 per square foot in FY'12 to keep up with 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 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'07     | FY'08     | FY'09   | FY'10     | FY'11 Budget | FY'12 Rec. Budget |
|----------------|-----------|-----------|---------|-----------|--------------|-------------------|
| Transportation | 869,606   | 831,096   | 443,387 | 478,808   | 818,584      | <b>1,366,158</b>  |
| Water          | 1,390,000 | 576,000   | 723,725 | 605,166   | 655,531      | <b>367,801</b>    |
| Wastewater     | 1,400,000 | 1,150,000 | 896,664 | 1,017,834 | 378,206      | <b>855,046</b>    |

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, is not included in this adopted budget after it was eliminated in FY'10. Each of these three utility systems 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 rate increase has been recommended in Wastewater to begin preparing for a larger increase necessary in the future, and user rates on both Water and Wastewater will be studied in depth after the UGB and new master plans are completed or revised in the coming two years.

### 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. The two new Public Safety facilities have operational impacts that are addressed through the budget process.

Beginning in FY'07 additional personnel were planned and budgeted to staff two new public safety stations which recently came on line. 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 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.

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 | 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. | <ul style="list-style-type: none"> <li>• City's share of multi-agency cost is estimated to be \$800,000 to \$1,000,000</li> <li>• Equipment Depreciation</li> <li>• Newer system will create significant staffing efficiencies through avoiding duplicated work on entering call or case information</li> </ul> | <ul style="list-style-type: none"> <li>• Response times may be improved</li> <li>• Improved Public Safety staff efficiencies</li> <li>• Potentially less maintenance costs</li> </ul>                                  |
| HTE (Financial Software) replacement  | Upgrade or replace financial software used throughout City departments (current system is 15 years old)   | <ul style="list-style-type: none"> <li>• Installation &amp; initial licensing cost estimate \$140,000</li> <li>• Future annual maintenance cost similar to annual cost today on old system of approximately \$50,000 per year</li> </ul>  | <ul style="list-style-type: none"> <li>• More staff efficiencies through a better integrated financial system</li> <li>• Less training time required from a more modern web based financial software system</li> </ul> |
| 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"> <li>• Limited additional future costs beyond maintenance of the new generator</li> </ul>   | <ul style="list-style-type: none"> <li>• The building will last longer and upgrades could result in less maintenance costs over time</li> </ul>  |
| Phone System and Data Connectivity    | Upgrading data capacity throughout operating locations and installing VoIP phone system (two separate capital projects that will be implemented at nearly the same time)                                      | <ul style="list-style-type: none"> <li>• Minimal annual licensing fee for phone system of \$12,000 or less</li> </ul>   | <ul style="list-style-type: none"> <li>• Increased productivity with various technology and software uses</li> <li>• Will decrease hard costs for traditional phone lines by nearly \$40,000 per year</li> </ul>       |

|   |   |   |  |
|---|---|---|--|
| 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"> <li>• This road serves most of the Redwood area residents</li> <li>• No significant anticipated change from current maintenance costs.</li> <li>• Any added sweeping, patrol, or other related costs will be minimal.</li> </ul> | <ul style="list-style-type: none"> <li>• Issues of a narrow and old road will be eliminated.</li> <li>• Long-term maintenance costs will be reduced.</li> </ul>  |
| Other Road Improvements                         | There are a number of other road improvements in the Capital Budget   | <ul style="list-style-type: none"> <li>• No significant anticipated change from current maintenance costs.</li> <li>• Any sweeping, utility, patrol, or other related costs will be minimal.</li> </ul>   | <ul style="list-style-type: none"> <li>• Most are on the Transportation Master Plan and are designed to provide for current and future demands.</li> <li>• Long-term maintenance costs will be reduced.</li> </ul>                   |
| Water Reservoir #3 upgrades                     | After structural assessment, it was determined reservoir #3 would require in-place replacement. Next steps will be design and construction of a new reservoir.                                    | <ul style="list-style-type: none"> <li>• Limited additional maintenance costs beyond today's requirements.</li> </ul>   | <ul style="list-style-type: none"> <li>• Avoids potential costly repairs and maintenance to existing infrastructure and avoids having a failure for critical water capacity and infrastructure needs.</li> </ul>                     |
| Sewer Main Structural Repairs (Multiple Phases) | Replaces very old structurally deficient sewer pipe in 5th Street, the alleys fronting 5th Street between 'M' and 'A' Streets and the alleys fronting Pine Street between Bridge and 'G' Streets. | <ul style="list-style-type: none"> <li>• No known increases in cost.</li> </ul>   | <ul style="list-style-type: none"> <li>• Safety is increased</li> <li>• Potential environmental problem decreased</li> <li>• Long-term maintenance cost will be reduced for this area</li> <li>• Structural defects fixed</li> </ul> |
| Wastewater Phase 2 Expansion                    | Expands capacity and meets new regulatory requirements  | <ul style="list-style-type: none"> <li>• Additional utility/energy consumption expected.</li> </ul>   | <ul style="list-style-type: none"> <li>• Prepares to meet future regulatory costs.</li> </ul>  |

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**

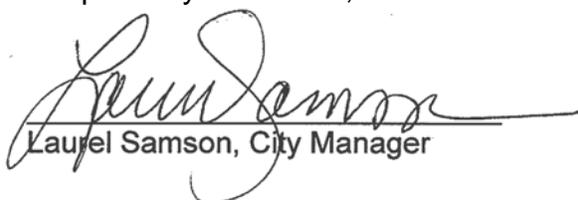
The City of Grants Pass is an innovative organization that is focused on value. Our elected officials and employees demonstrate a willingness to seek and create alternative solutions to problems. The knowledge and years of experience of our employees will help Grants Pass succeed. Through this budget 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 have been 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.

I also feel compelled to provide a cautionary note. The level of service that can be provided through the adopted budget is not sustainable for more than a couple years without starting to draw on necessary financial reserves. Throughout the organization the pressure is growing as demand for services is outstripping our ability to safely respond. The next three years of relatively flat funding will provide the time to explore alternatives to stabilize funding and evaluate whether to reduce service levels or increase funding. 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 certain 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 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,



Laurel Samson, City Manager

# 2011/2012 GOALS

With special emphasis on the central role of the Rogue River and our natural environment on all our goals, the City Council adopts these goal statements to guide our community and our organization.

- Provide sound leadership through Council, staff and public involvement
- Promote quality livability
- Encourage economic prosperity
- Expand tourism and cultural opportunities
- Keep citizens safe
- Facilitate quality growth
- 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 16, 2011**

### **PROVIDE SOUND LEADERSHIP THROUGH COUNCIL, STAFF AND PUBLIC INVOLVEMENT**

#### **1A. Provide sound leadership through responsible vision, goals, and communication**

1. Develop vision and goals, communicate vision and goals with public, and review annually.
2. Complete community survey and communicate results to community.
3. Hold neighborhood and community wide workshops on city issues.
4. Provide access to public documents through internet connection without jeopardizing security.
5. Update Municipal Code.
6. Initiate research for a Charter review.

#### **1B. Provide leadership training opportunities for future leaders**

1. Support Ford Foundation leadership training.
2. Provide annual Ethics training for Council and Staff with a special focus on changes to the public records and open meetings law.
3. Provide regular training for Council regarding issues.
4. Create leadership training program for committees.
5. Initiate an annual Public Works Institute for Council, committee and public.

#### **1C. Recruit and retain quality staff**

1. Negotiate agreements that will allow City to recruit and retain quality staff.
2. Provide training opportunities to ensure employees become / remain excellent performers.
3. Provide bi-annual recognition celebration.
4. Recognize longevity of employees at public meetings.
5. Develop a plan to address issues of compression, organizational equity, and succession.

#### **1D. Ensure efficiency and effectiveness in city operations**

1. Maintain/improve financial policies to enhance City's fiscal health.
2. Evaluate a replacement financial system that will integrate other software needs.
3. Complete a performance audit on at least one division per year.
4. Participate in at least two "lean" projects annually.
5. Upgrade GIS software and data (replacing the current unsupported version with the current version.)

### **PROMOTE QUALITY LIVABILITY**

#### **2A. Encourage public involvement through state of the art communication media**

1. Replace phone system.
2. Renew Charter franchise agreement and maintain free television access to Council meetings.
3. Evaluate use of PEG (Public, Education and Government) funding resulting from the Charter franchise agreement.
4. Evaluate City use of social networking.

**2B. Facilitate volunteers to participate in community projects**

1. Recognize volunteer efforts and community contributions.
2. Facilitate the use of volunteers for city operations and city projects.

**2C. Support development of a community center**

1. Evaluate the acquisition of property and work with community to develop plans for its development.

**2D. Continue involvement with school programs and explore common ground with the School Board**

1. Meet regularly with School administration and annually with School Board.
2. Evaluate partnership for Safe Routes to School program.
3. Continue support of student and facility through specialized education programs provided by City.
4. Continue to support infrastructure improvements that have community wide benefits, such as the soccer field improvement at Lincoln School.

**2E. Support healthy community efforts**

1. Initiate Health Impact Assessments for public and private development.
2. Support locally grown food.
3. Recycle cans at City Parks and downtown.
4. Participate in Healthy Community program through YMCA.

**ENCOURAGE ECONOMIC PROSPERITY**

**3A. Stimulate business retention and expansion**

1. Assist in expansion or retention of at least three businesses.
2. Create an Economic Gardening Program.
3. Implement micro enterprise loan program.
4. Evaluate the potential rebate program for Transportation System Development Charges for small non-industrial business development.

**3B. Attract traded sector business**

1. Complete area wide traffic study for industrial property in Spalding Industrial Park.
2. Continue program to rebate system development charges for traded sector businesses which create jobs.

**3C. Expand marketing of information and assistance**

1. Develop marketing plan that includes increased use of technology.

**3D. Evaluate development process to reduce time and /or costs**

1. Coordinate with other cities in the region to create a standard application form for development.
2. Review Development Code elements for opportunities to improve process without compromising quality.

**3E. Partner with education resources to provide a ready workforce.**

1. Work with Rogue Community College to support local businesses though training opportunities.

## **ATTRACT DIVERSE TOURISM AND CULTURAL OPPORTUNITIES**

### **4A. Support existing events such as Art along the Rogue and other community celebrations**

1. Implement Special Events Ordinance including providing special event packet, forms on web site and annual training.

### **4B. Identify and stimulate new tourism opportunities**

1. Target new tourism events.
2. Facilitate the creation of public art in Grants Pass.
3. Pursue development of a bronze foundry in Grants Pass.
4. Encourage development of eco-tourism and /or recreational events.

## **KEEP CITIZENS SAFE**

### **5A. Reduce crime rates to lower than State average**

1. Increase proactive time through the use of technology (including upgrades to the Computer Aided Dispatch system, Mobile Data Terminals and Geographic Information System).
2. Increase proactive police time through the addition of police staff (including by funding additional police positions and re-evaluating parking enforcement system).
3. Evaluate the feasibility of installing of cameras in public locations to deter vandalism and other crimes.
4. Evaluate the feasibility of installing cameras for red light enforcement.

### **5B. Grants Pass citizens feel safe**

1. Prepare an emergency preparedness plan.
2. Continue to provide special targeted enforcement for safety issues (i.e. crosswalk compliance).

### **5C. Study all stable (and permanent) public safety funding**

1. Investigate alternative funding for Public Safety with the community.

### **5D. Reduce traffic crashes**

1. Evaluate electronic ticketing.
2. Develop “crash” GIS layer for analysis.

### **5E. Improve fire safety**

1. Prepare fuels reduction plan for the urban interface.
2. Evaluate purchase an Aerial Platform Ladder truck.
3. Implement fire hydrant rehabilitation program.
4. Consider residential sprinkler ordinance to require sprinkler system in residences in the urban interface.

### **5F. Provide safe drinking water**

1. Complete plans for water reservoirs.
2. Upgrade water system security.
3. Improve water service through the small main replacement and water main looping program.

## **PLAN QUALITY GROWTH**

### **6A. Work with Stakeholders to encourage and promote mixed use opportunities in Downtown**

### **6B. Work with Stakeholders to enhance unique shopping and entertainment experience in Downtown**

1. Continue to communication, coordination and marketing through the downtown liaison.
2. Encourage events downtown from the annual “Art Along the Rogue” to potential weekly events to expanded night life.
3. Explore possibility of downtown plaza.

### **6C. Create livable neighborhoods with basic services available within close proximity**

1. Implement grant to plan for neighborhood centered development.

### **6D. Expand urban growth boundary and plan for orderly provision of services and facilities**

1. Adopt new Urban Growth Boundary.
2. Initiate Master Plan updates following UGB expansion.
3. Create neighborhood transportation plans.
4. Review annexation policy and implement resulting policy.
5. Resolve transportation system development charge issue and reduce need for appeals.

### **6E. Implement highest priority projects in Parks Master Plan**

1. Evaluate acquisition of parcels to complete the Allen Creek Community Park.
2. Initiate a neighborhood park master plan.

## **INTERCONNECT ALL TRANSPORTATION MODES**

### **7A. Connect points of interest**

1. Install sidewalks to serve the most vulnerable residents.
2. Install at least half mile of sidewalks in city neighborhoods.
3. Connect paths to sidewalk system.
4. Maintain sidewalks and bike lanes through vegetation management and debris removal.
5. Eliminate safety issues for pedestrians and bicycles.

### **7B. Enhance Grants Pass image as a bike and pedestrian friendly community**

1. Update bicycle master plan and prioritize projects.
2. Install “green” on existing priority bike lanes.
3. Evaluate bicycle boulevards and install where appropriate.
4. Develop program to “rent” bike racks to local businesses.
5. Promote Grants Pass as a bike and pedestrian friendly community with maps, kiosks and increased bicycle signage.

### **7C. Increase bus hours and routes and funding**

1. Provide support for State funding for public transportation.
2. Encourage Josephine County Transit to provide service to new Greyhound Station.
3. Complete installation of bus shelters.

**7D. Improve safety & expand capacity of streets / intersections in the City for vehicles, bicycles and pedestrians**

1. Prepare Hubbard Lane for construction in 2012.
2. Design Redwood Avenue and other high priority streets and pursue funding opportunities.
3. Encourage Oregon Department of Transportation to begin evaluation of South Y interchange.
4. Re-evaluate phase 3 of the Highway 199 improvements.
5. Evaluate the potential of additional funding to implement projects within the Transportation Master Plan.

**PRESERVE AND ENJOY OUR NATURAL RESOURCES**

**8A. Work with community to create a plan for River Road Reserve that meets current / future recreational needs**

1. Facilitate volunteers' work to implement elements of the River Road Reserve concept plan.
2. Work with the Food Bank on implementation of farm uses.
3. Initiate trail development on site.
4. Develop historic uses such as hops and gladiola production at the River Road Reserve

**8B. Encourage recreational events that highlight and utilize our natural beauty.**

1. Participate in the production of the Rogue River Water Trail Guide..
2. Initiate healthy event (i.e. trail runs, marathon) within the beauty of our nature resources .
3. Support Ride the Rogue, an annual bike ride through Grants Pass.

**8C. Interconnect recreation points of interest with non-motorized trail and bike path system.**

1. Install paths along Allen Creek where there is support from property owners.
2. Complete Fruitdale Creek Path from Rogue River Highway to Cloverlawn Drive.
3. Connect Fruitdale Creek Path with trails in Cathedral Hills.
4. Improve trail facilities in northwest Grants Pass.
5. Install a bicycle / pedestrian trail through City park lands (including Woodson Park and Baker Park).
6. Post paths and bikeways with mile posts and directional markers.

**8D. Enhance environment through the storm system**

1. Complete Storm Water Master Plan update.
2. Implement the Total Maximum Daily Load (TMDL) Plan (including the installation of trees along waterways).

**8E. Ensure Rogue River is protected as the final depository for wastewater system**

1. Maintain the structural integrity of the wastewater distribution system.
2. Plan for the upgrades to the Wastewater Plant to meet the new DEQ guidelines.

# 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**

City Manager conducts 2x2 Reviews with Council & Budget Committee

**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

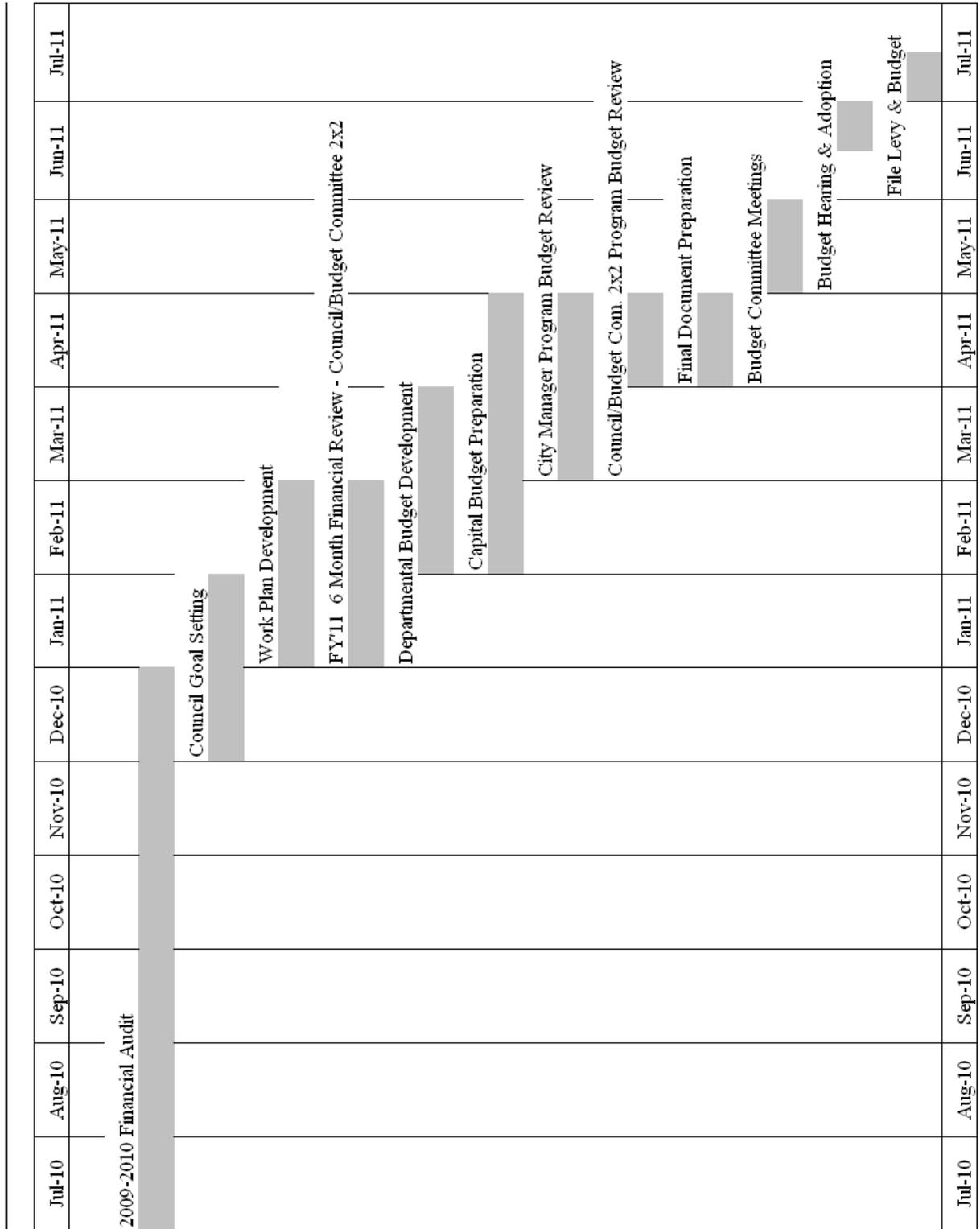
Adopt Levy & Budget & Make Appropriations

By June 30

Submit Levy to Assessor & File Appropriations

By July 15

The Grants Pass Budget Process



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## Grants Pass Budget Process

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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 2011-2012 budget. 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 2011-2012 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.

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## **Grants Pass Budget Process**

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### **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.

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## How to Read the Budget

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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 a 2011 – 2012 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.

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## How to Read the Budget

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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.

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# Oregon Budget Law

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## 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.

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# Oregon Budget Law

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## 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.**

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# Oregon Budget Law

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## 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*.

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## Resolutions Adopting the Budget

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### RESOLUTION NO. 5805

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS  
ADOPTING THE BUDGET AND MAKING APPROPRIATIONS FOR FISCAL  
YEAR 2011-2012.**

#### RESOLUTION ADOPTING THE FY'12 BUDGET

**WHEREAS** the City of Grants Pass hereby adopts a budget for Fiscal Year 2011-2012 in the sum of \$91,525,481 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, 2011 and for the purposes shown below are hereby appropriated as follows:

General Fund

|                                |                  |
|--------------------------------|------------------|
| Mayor and Council              | 226,473          |
| Public Safety Field Services   | 12,985,980       |
| Public Safety Support Services | 3,706,699        |
| Crisis Support Services        | 42,071           |
| Street Lighting                | 311,000          |
| Park Maintenance Services      | 1,498,530        |
| Aquatic Services               | 120,192          |
| Recreation Services            | 137,439          |
| Planning Services              | 687,004          |
| Building and Safety Services   | 509,943          |
| Economic Development Services  | 170,049          |
| Downtown Development Services  | 342,364          |
| Tourism Promotion Services     | 297,522          |
| General Program Operations     | 324,640          |
| Inter-fund Transfers           | 897,000          |
| Contingency                    | <u>1,050,000</u> |

Total General Fund Appropriation \$23,306,906

Administrative Services Fund

|                            |                |
|----------------------------|----------------|
| Management Services        | 760,133        |
| Finance Services           | 1,377,964      |
| Legal Services             | 351,585        |
| Human Resources            | 437,554        |
| General Program Operations | 277,832        |
| Contingency                | <u>356,610</u> |

Total Administrative Fund Appropriation \$3,561,678

## Resolutions Adopting the Budget

### Transportation Fund

|  |                |
|--|----------------|
| Street & Drainage Maintenance Services | 1,218,104      |
| Customer Services                      | 53,311         |
| General Program Operations             | 442,071        |
| Inter-fund Transfers                   | 1,366,158      |
| Contingency                            | <u>437,558</u> |

Total Street Utility Fund Appropriation \$3,517,202

### 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 | 16,515         |
| Contingency          | 35,000         |
| Inter-fund Transfers | <u>935,300</u> |

Total Transient Room Tax Fund Appropriation \$ 986,815

### Debt Service/Bancroft Fund

|                      |          |
|----------------------|----------|
| Materials & Services | 56,200   |
| Debt Service         | 103,800  |
| Inter-fund Transfers | 500,000  |
| Contingency          | <u>0</u> |

Total Debt Service/Bancroft Bond Appropriation \$ 660,000

### Debt Service/General Obligation Bond

|                      |                |
|----------------------|----------------|
| Materials & Services | 0              |
| Debt Service         | <u>980,200</u> |

Total Debt Service/General Obligation Bond Appropriation \$980,200

### Community Development Block Grant Fund

|                      |                |
|----------------------|----------------|
| Materials & Services | 25,400         |
| Capital Outlay       | 900,000        |
| Inter-fund Transfers | 75,000         |
| Contingency          | <u>863,151</u> |

Total Community Development Block Grant Appropriation \$1,863,551

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## Resolutions Adopting the Budget

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### Downtown & Industrial Loan Fund

|   |              |                   |
|---|--------------|-------------------|
| Materials & Services                                | 250,000      |                   |
| Contingency   | 740,293      |                   |
| Inter-fund Transfers                                | <u>5,000</u> |                   |
| Total Downtown & Industrial Loan Fund Appropriation |              | <u>\$ 995,293</u> |

### Transportation Projects Fund

|  |                  |                    |
|--|------------------|--------------------|
| Inter-fund Transfers                             | 189,000          |                    |
| Capital Outlay                                   | <u>8,208,356</u> |                    |
| Total Transportation Projects Fund Appropriation |                  | <u>\$8,397,356</u> |

### Stormwater & Open Space Projects Fund

|  |                |                   |
|--|----------------|-------------------|
| Capital Outlay   | <u>771,354</u> |                   |
| Total Storm Water & Open Space Projects Fund Appropriation |                | <u>\$ 771,354</u> |

### Water Projects Fund

|   |                |                     |
|---|----------------|---------------------|
| Capital Outlay                          | 1,834,915      |                     |
| Inter-fund Transfers                    | <u>200,000</u> |                     |
| Total Water Projects Fund Appropriation |                | <u>\$ 2,034,915</u> |

### Wastewater Projects Fund

|  |                  |                    |
|--|------------------|--------------------|
| Capital Outlay                               | <u>2,852,814</u> |                    |
| Total Wastewater Projects Fund Appropriation |                  | <u>\$2,852,814</u> |

### Lands and Building Projects Fund

|   |            |                    |
|---|------------|--------------------|
| Capital Outlay                                      | 8,292,970  |                    |
| Inter-fund Transfers                                | <u>500</u> |                    |
| Total Lands & Buildings Projects Fund Appropriation |            | <u>\$8,293,470</u> |

### Solid Waste Projects Fund

|   |               |                    |
|---|---------------|--------------------|
| Capital Outlay                                | 1,204,016     |                    |
| Inter-fund Transfers                          | <u>29,000</u> |                    |
| Total Solid Waste Projects Fund Appropriation |               | <u>\$1,233,016</u> |

## Resolutions Adopting the Budget

### Water Fund

|                                |                |                    |
|--------------------------------|----------------|--------------------|
| Water Treatment                | 1,589,962      |                    |
| Water Distribution             | 1,232,734      |                    |
| Customer Services              | 380,547        |                    |
| Debt Services                  | 397,800        |                    |
| General Program Operations     | 350,195        |                    |
| Contingency                    | 1,006,110      |                    |
| Inter-fund Transfers           | <u>367,801</u> |                    |
| Total Water Fund Appropriation |                | <u>\$5,325,149</u> |

### Wastewater Fund

|                                     |                |                    |
|-------------------------------------|----------------|--------------------|
| Wastewater Collection               | 696,656        |                    |
| Wastewater Treatment                | 1,704,989      |                    |
| JO-GRO™                             | 626,897        |                    |
| Customer Services                   | 270,283        |                    |
| Debt Service                        | 491,712        |                    |
| General Program Operations          | 367,881        |                    |
| Contingency                         | 1,150,825      |                    |
| Inter-fund Transfers                | <u>900,046</u> |                    |
| Total Wastewater Fund Appropriation |                | <u>\$6,209,289</u> |

### Solid Waste Fund

|                                      |          |                  |
|--------------------------------------|----------|------------------|
| Field Operations                     | 25,137   |                  |
| Post Closure Operations              | 124,260  |                  |
| General Program Operations           | 14,939   |                  |
| Debt Service                         | 0        |                  |
| Contingency                          | 116,774  |                  |
| Inter-fund Transfers                 | <u>0</u> |                  |
| Total Solid Waste Fund Appropriation |          | <u>\$281,110</u> |

### Environmental Waste Fees Fund

|   |                |                   |
|---|----------------|-------------------|
| Materials & Services                              | <u>218,300</u> |                   |
| Total Environmental Waste Fees Fund Appropriation |                | <u>\$ 218,300</u> |

### Fleet Operations Fund

|   |                |                    |
|---|----------------|--------------------|
| Garage Operations                         | 864,638        |                    |
| Equipment Replacement                     | 1,629,835      |                    |
| Inter-fund Transfers                      | 0              |                    |
| Contingency                               | <u>457,492</u> |                    |
| Total Fleet Operations Fund Appropriation |                | <u>\$2,951,965</u> |

## Resolutions Adopting the Budget

### Support Services Fund

|   |           |                        |
|---|-----------|------------------------|
| Community Development Management Services     | 1,004,083 |                        |
| Engineering Services                          | 847,575   |                        |
| Property Management Services                  | 637,042   |                        |
| Information Technology                        | 625,690   |                        |
| Debt Service                                  | 0         |                        |
| Contingency                                   | 327,020   |                        |
| Inter-fund Transfers                          | <u>0</u>  |                        |
| <br>Total Support Services Fund Appropriation |           | <br><u>\$3,441,410</u> |

### Insurance Fund

|  |                |                        |
|--|----------------|------------------------|
| Workers' Compensation Insurance Services | 403,511        |                        |
| General Insurance Service                | 506,169        |                        |
| Benefits Administration                  | 43,750         |                        |
| Contingency                              | <u>962,489</u> |                        |
| <br>Total Insurance Fund Appropriation   |                | <br><u>\$1,915,919</u> |

### Agency Fund

|                                     |               |                      |
|-------------------------------------|---------------|----------------------|
| Materials & Services                | <u>31,100</u> |                      |
| <br>Total Agency Fund Appropriation |               | <br><u>\$ 31,100</u> |

**Total Appropriations, All Funds** 79,828,812

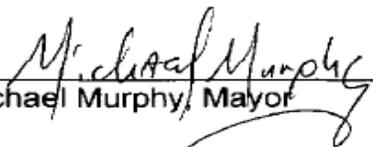
|   |                   |
|---|-------------------|
| <i>Total Un-appropriated Amounts, All Funds</i> | <u>11,696,669</u> |
| <i>Total Budget</i>                             | <u>91,525,481</u> |

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Grants Pass that the budget for fiscal year 2011-2012 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 15<sup>th</sup> day June 2011.

**SUBMITTED** to and Approved by the Mayor of the City of Grants Pass, Oregon, this 16<sup>th</sup> day of June 2011 to be effective on the date indicated as adopted by the City Council.

  
Michael Murphy, Mayor

**ATTEST:**

  
Finance Director

Date submitted to Mayor: 6/16/2011

Approved as to form Mark Bartholomew, City Attorney MB

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## Resolutions Adopting the Budget

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### RESOLUTION NO. 5804

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS  
LEVYING TAXES AND CATEGORIZING TAXES FOR FISCAL YEAR 2011-2012.**

**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. \$1,016,850 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 2011-2012 upon the assessed value of all taxable property within the City as follows:

#### CATEGORIZING TAXES

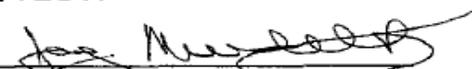
|   | Subject to the<br>General<br>Government<br>Limitation | Excluded from<br>the Limitation |
|---|---|---------------------------------|
| General Fund Permanent Tax Rate Levy                                      | \$4.1335/\$1,000                                      | -0-                             |
| General Fund/Public Safety Local Option Levy                              | \$1.7900/\$1,000                                      | -0-                             |
| Debt Service Fund/Public Safety General Obligation Bond (total bond levy) | \$ -0-  | \$ 1,016,850                    |

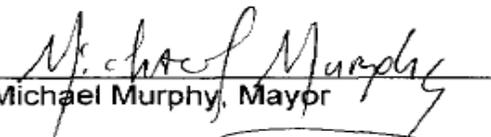
**EFFECTIVE DATE** of this Resolution shall be immediate upon the passage and signature by the Mayor in accord with the Grants Pass City Charter.

**ADOPTED** by the Council of the City of Grants Pass, Oregon, in regular session this 15<sup>th</sup> day of June 2011.

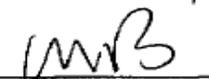
**SUBMITTED** to and Approved by the Mayor of the City of Grants Pass, Oregon, this 16<sup>th</sup> day of June 2011 to be effective on the date indicated as adopted by the City Council.

**ATTEST:**

  
Finance Director

  
Michael Murphy, Mayor

Date submitted to Mayor: 6/16/2011

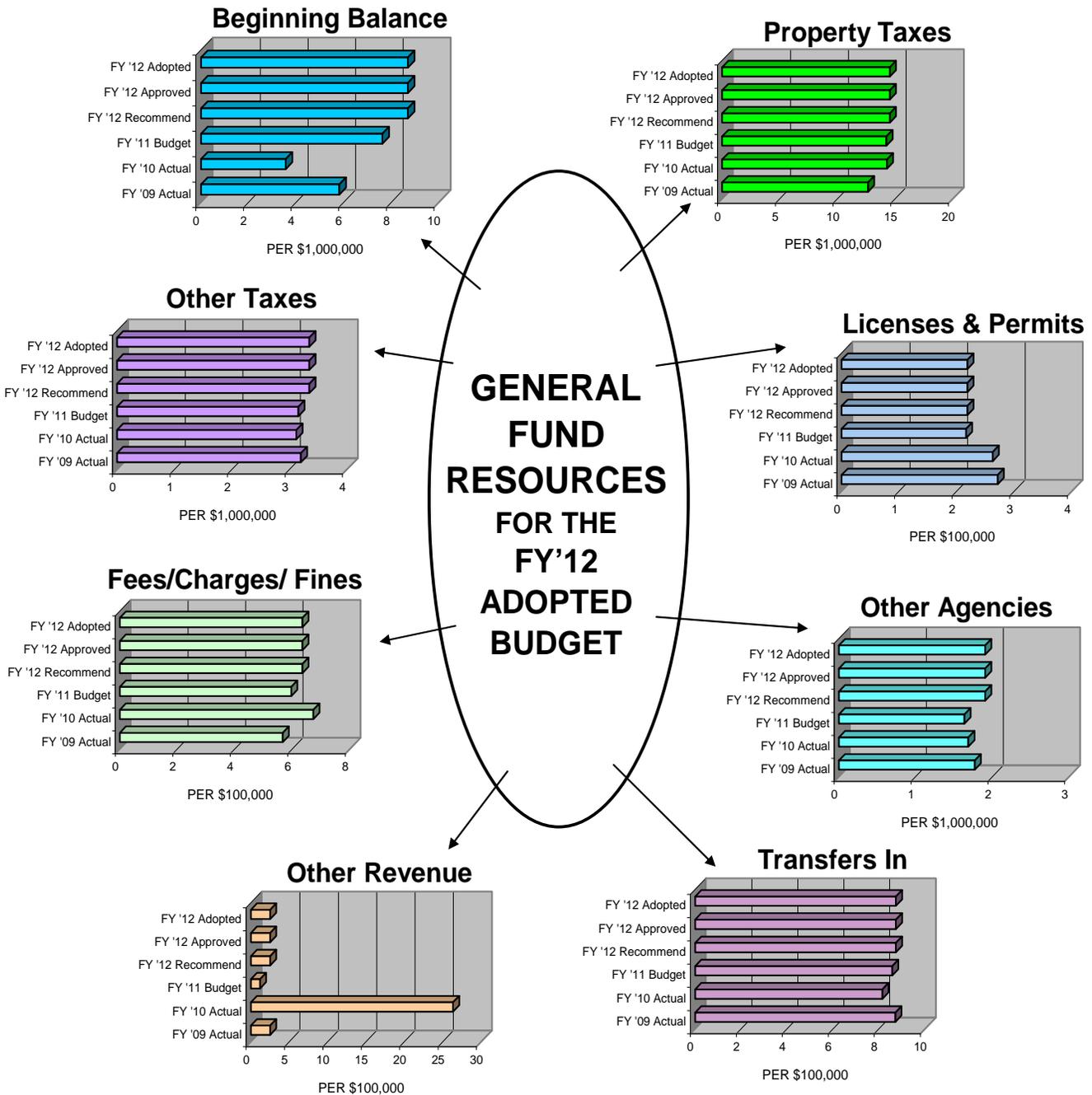
Approved as to form Mark Bartholomew, City Attorney 

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

# **FINANCIAL TABLES**



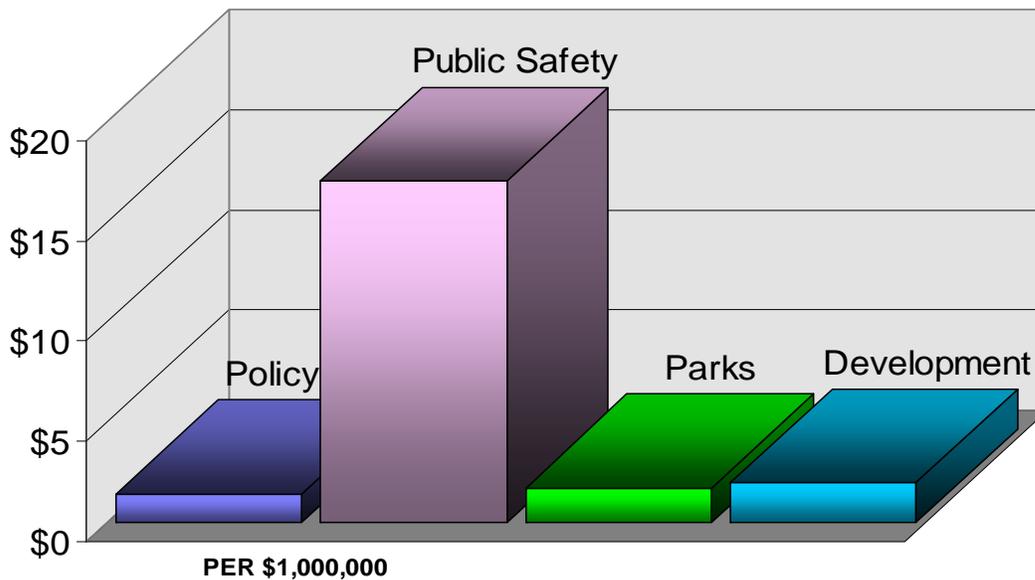
This chart shows the distribution of resources for the general operating budget for the FY'09 and FY'10 Actual Budgets, FY'11 Budget, FY'12 Recommended, Approved and Adopted Budgets.

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

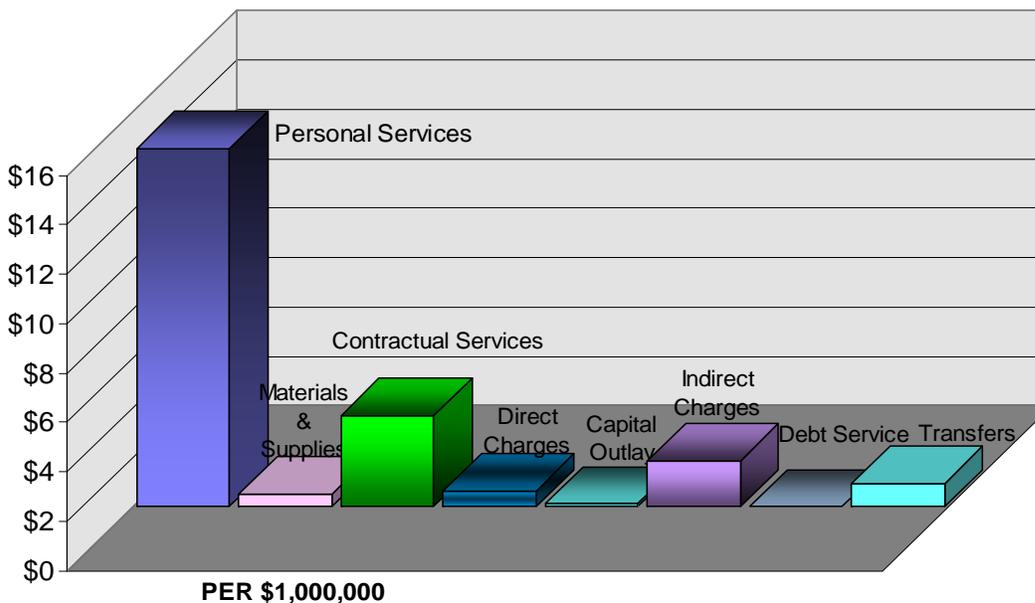
# General Program Expenditures

For the Adopted FY'12 Budget

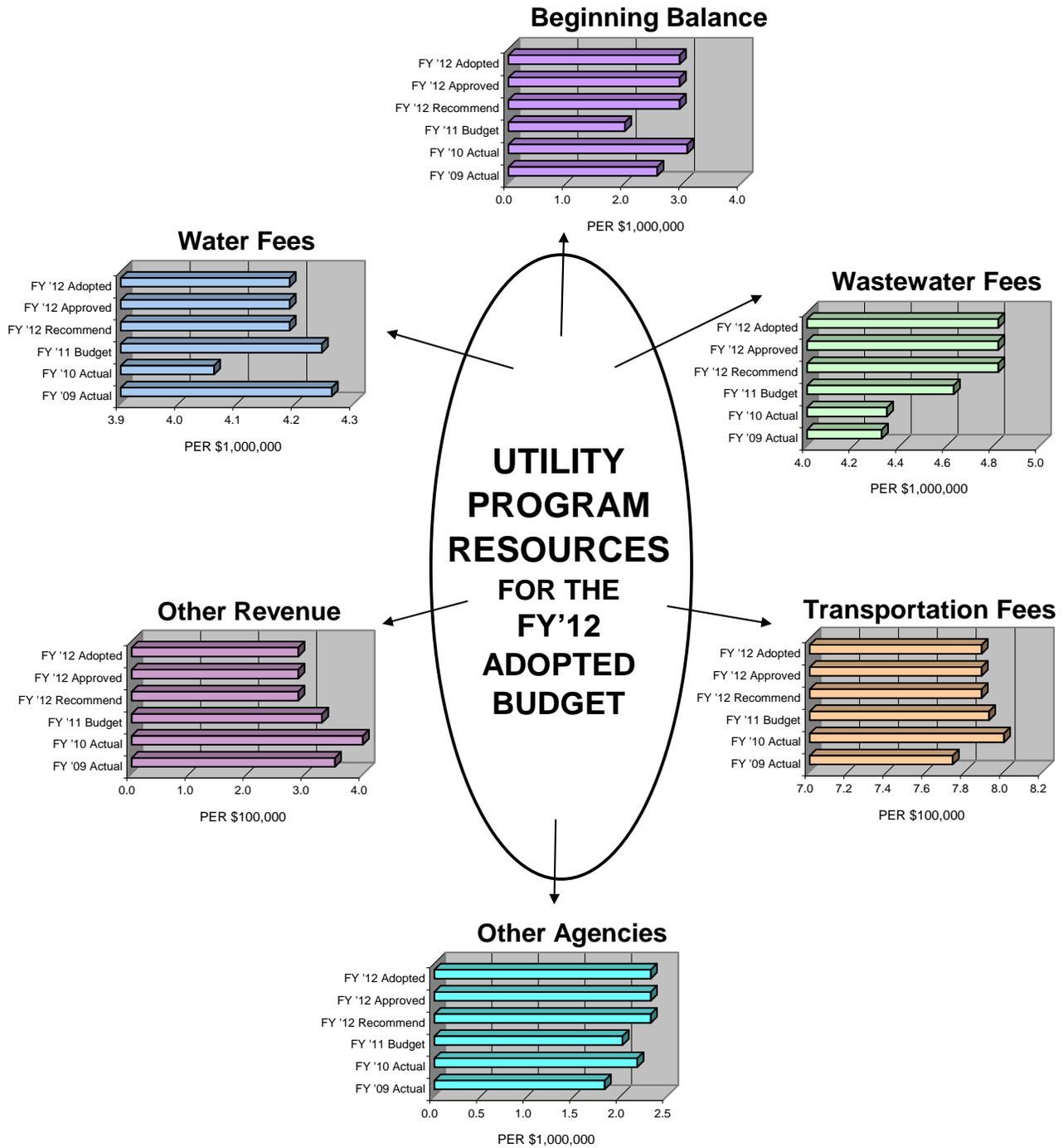
## Program Expenditures



## Expenditure Categories



These charts show the distribution of expenditures for each program and category of expenditures in the general operating budget for the FY'12 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.



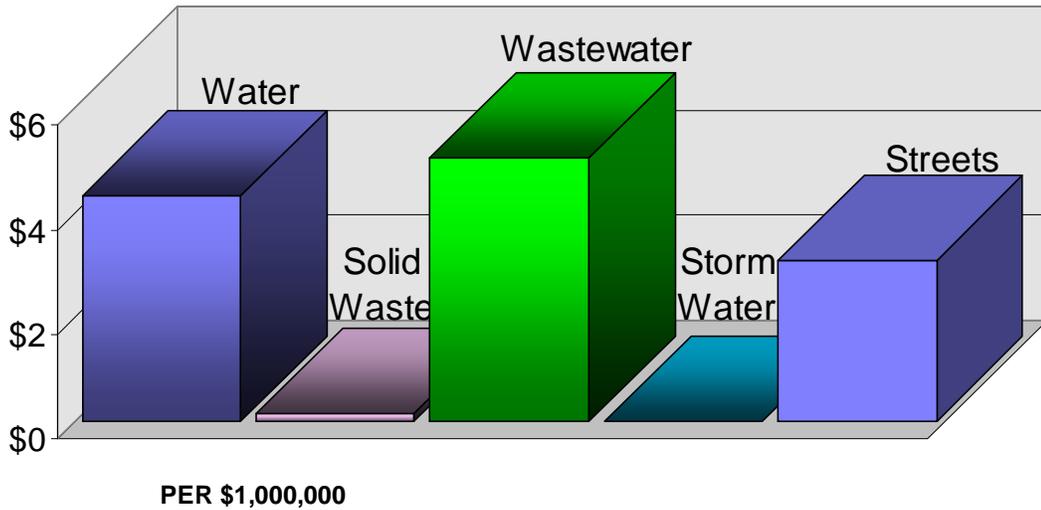
This chart shows the distribution of resources for the utility operating budget for the FY'09 and FY'10 Actual Budgets, FY'11 Budget, FY'12 Recommended, Approved and Adopted Budgets.

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

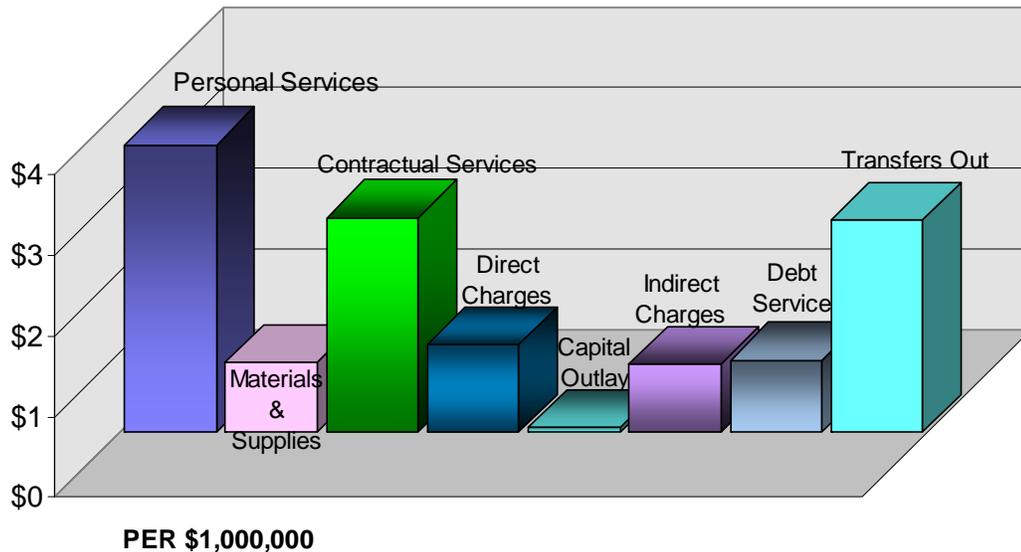
# Utility Program Expenditures

## For the Adopted FY'12 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'12 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

|  | ACTUAL<br>FY'09   | ACTUAL<br>FY'10   | BUDGET<br>FY'11   | MANAGER<br>RECOMMEND<br>FY'12 | COMMITTEE<br>APPROVED<br>FY'12 | COUNCIL<br>ADOPTED<br>FY'12 |
|--|-------------------|-------------------|-------------------|-------------------------------|--------------------------------|-----------------------------|
| <b>Designated Resources</b>              |                   |                   |                   |                               |                                |                             |
| <i>Beginning Balance</i>                 | 4,578,249         | 2,701,988         | 7,002,000         | 8,147,470                     | 8,147,470                      | 8,147,470                   |
| <b>General Operations</b>                |                   |                   |                   |                               |                                |                             |
| Business Taxes                           | 313,194           | 299,697           | 304,200           | 293,900                       | 293,900                        | 293,900                     |
| Franchise Taxes                          | 2,422,368         | 2,364,957         | 2,359,230         | 2,572,550                     | 2,572,550                      | 2,572,550                   |
| Fees in Lieu of Franchise                | 461,965           | 452,152           | 488,420           | 476,200                       | 476,200                        | 476,200                     |
| Licenses                                 | 6,740             | 6,335             | 6,480             | 6,900                         | 6,900                          | 6,900                       |
| State Rev. Sharing                       | 270,458           | 264,004           | 297,050           | 299,400                       | 299,400                        | 299,400                     |
| State Cigarette Tax                      | 50,328            | 48,482            | 43,680            | 50,300                        | 50,300                         | 50,300                      |
| State Liquor Tax                         | 410,343           | 374,145           | 434,200           | 421,600                       | 421,600                        | 421,600                     |
| Other Misc.                              | 23,181            | 2,602,130         | 43,510            | 241,200                       | 241,200                        | 241,200                     |
| Investment Interest                      | 147,754           | 165,100           | 26,150            | 67,050                        | 67,050                         | 67,050                      |
| <b>Total General Operations</b>          | <b>4,106,331</b>  | <b>6,577,002</b>  | <b>4,002,920</b>  | <b>4,429,100</b>              | <b>4,429,100</b>               | <b>4,429,100</b>            |
| <b>Public Safety</b>                     |                   |                   |                   |                               |                                |                             |
| Property Taxes                           | 12,639,887        | 14,270,645        | 14,231,258        | 14,530,700                    | 14,530,700                     | 14,530,700                  |
| Grants & Intergovernmental               | 1,013,014         | 794,108           | 854,800           | 957,751                       | 957,751                        | 957,751                     |
| Fees & Charges for Services              | 158,959           | 216,490           | 214,630           | 229,500                       | 229,500                        | 229,500                     |
| Other Misc.                              | 448,733           | 485,921           | 426,260           | 528,200                       | 528,200                        | 528,200                     |
| <b>Total Public Safety</b>               | <b>14,260,593</b> | <b>15,767,164</b> | <b>15,726,948</b> | <b>16,246,151</b>             | <b>16,246,151</b>              | <b>16,246,151</b>           |
| <b>Development</b>                       |                   |                   |                   |                               |                                |                             |
| <i>Build. &amp; Safety Beg. Balance*</i> | 1,232,537         | 854,983           | 621,898           | 526,275                       | 526,275                        | 526,275                     |
| Building and Safety *                    | 362,548           | 322,054           | 316,000           | 313,800                       | 313,800                        | 313,800                     |
| Planning                                 | 95,093            | 84,499            | 73,050            | 64,600                        | 64,600                         | 64,600                      |
| Economic Development                     | 116,392           | 112,905           | 110,250           | 114,100                       | 114,100                        | 114,100                     |
| <i>Tourism Beg. Balance*</i>             | 0                 | 0                 | 0                 | 13,822                        | 13,822                         | 13,822                      |
| Tourism Promotion*                       | 297,585           | 281,650           | 274,170           | 283,700                       | 283,700                        | 283,700                     |
| Downtown Development                     | 136,345           | 132,501           | 127,000           | 130,250                       | 130,250                        | 130,250                     |
| <b>Total Development</b>                 | <b>2,240,500</b>  | <b>1,788,592</b>  | <b>1,522,368</b>  | <b>1,446,547</b>              | <b>1,446,547</b>               | <b>1,446,547</b>            |
| <b>Parks</b>                             |                   |                   |                   |                               |                                |                             |
| Parks Maintenance                        | 188,539           | 178,452           | 174,503           | 173,800                       | 173,800                        | 173,800                     |
| Aquatics                                 | 3,011             | 2,290             | 2,000             | 1,800                         | 1,800                          | 1,800                       |
| Recreation                               | 720               | 761               | 800               | 800                           | 800                            | 800                         |
| <b>Total Parks</b>                       | <b>192,270</b>    | <b>181,503</b>    | <b>177,303</b>    | <b>176,400</b>                | <b>176,400</b>                 | <b>176,400</b>              |
| <b>Total General Fund</b>                | <b>25,377,943</b> | <b>27,016,249</b> | <b>28,431,539</b> | <b>30,445,668</b>             | <b>30,445,668</b>              | <b>30,445,668</b>           |

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

# HISTORY OF GENERAL FUND REQUIREMENTS

|  | ACTUAL            | ACTUAL            | BUDGET            | MANAGER           | COMMITTEE         | COUNCIL           |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | FY'09             | FY'10             | FY'11             | RECOMMEND         | APPROVED          | ADOPTED           |
|  | FY'09             | FY'10             | FY'11             | FY'12             | FY'12             | FY'12             |
| <b>Requirements</b>                      |                   |                   |                   |                   |                   |                   |
| Mayor and Council                        | 191,250           | 158,563           | 200,398           | 226,473           | 226,473           | 226,473           |
| General Operations                       |                   |                   |                   |                   |                   |                   |
| Personal Services                        | 0                 | 144,977           | 0                 | 0                 | 0                 | 0                 |
| Contractual/Prof Services                | 2,551,240         | 22,830            | 51,000            | 217,500           | 257,500           | 257,500           |
| Direct Charges                           | 0                 | 30,000            | 45,480            | 67,140            | 67,140            | 67,140            |
| Contingencies                            | 0                 | 0                 | 1,000,000         | 1,000,000         | 1,000,000         | 1,000,000         |
| Debt Service                             | 15,280            | 200,075           | 0                 | 0                 | 0                 | 0                 |
| Transfers Out                            | 1,000,000         | 30,000            | 935,000           | 942,000           | 897,000           | 897,000           |
| <i>Ending Fund Balance</i>               | 2,701,988         | 7,649,469         | 6,013,629         | 6,858,630         | 6,858,630         | 6,858,630         |
| Total General Operations                 | 6,268,508         | 8,077,351         | 8,045,109         | 9,085,270         | 9,080,270         | 9,080,270         |
| Public Safety                            |                   |                   |                   |                   |                   |                   |
| Field Operations                         | 10,378,221        | 11,094,061        | 12,300,222        | 12,985,980        | 12,985,980        | 12,985,980        |
| Support Services                         | 3,219,026         | 3,120,548         | 3,489,759         | 3,706,699         | 3,706,699         | 3,706,699         |
| Crisis Support Services                  | 39,578            | 39,618            | 40,648            | 42,071            | 42,071            | 42,071            |
| Street Lighting                          | 266,684           | 275,517           | 295,000           | 311,000           | 311,000           | 311,000           |
| Code Enforcement                         | 198,238           | 207,972           | 0                 | 0                 | 0                 | 0                 |
| Total Public Safety                      | 14,101,747        | 14,737,716        | 16,125,629        | 17,045,750        | 17,045,750        | 17,045,750        |
| Development                              |                   |                   |                   |                   |                   |                   |
| Building and Safety*                     | 740,102           | 472,525           | 603,311           | 559,943           | 559,943           | 559,943           |
| <i>Build. &amp; Safety End. Balance*</i> | 854,983           | 704,512           | 334,587           | 280,132           | 280,132           | 280,132           |
| Planning                                 | 834,060           | 614,383           | 676,168           | 687,004           | 687,004           | 687,004           |
| Economic Development                     | 159,500           | 135,749           | 165,307           | 165,049           | 170,049           | 170,049           |
| Tourism Promotion*                       | 309,193           | 267,828           | 275,687           | 297,522           | 297,522           | 297,522           |
| <i>Tourism End. Balance*</i>             | 0                 | 13,822            | 0                 | 0                 | 0                 | 0                 |
| Downtown Development                     | 297,867           | 286,429           | 326,880           | 342,364           | 342,364           | 342,364           |
| Total Development                        | 3,195,705         | 2,495,248         | 2,381,940         | 2,332,014         | 2,337,014         | 2,337,014         |
| Parks                                    |                   |                   |                   |                   |                   |                   |
| Parks Maintenance                        | 1,397,615         | 1,318,828         | 1,427,295         | 1,498,530         | 1,498,530         | 1,498,530         |
| Aquatics                                 | 92,312            | 97,722            | 113,831           | 120,192           | 120,192           | 120,192           |
| Recreation                               | 130,806           | 130,821           | 137,337           | 137,439           | 137,439           | 137,439           |
| Total Parks                              | 1,620,733         | 1,547,371         | 1,678,463         | 1,756,161         | 1,756,161         | 1,756,161         |
| <b>Total General Fund</b>                | <b>25,377,943</b> | <b>27,016,249</b> | <b>28,431,539</b> | <b>30,445,668</b> | <b>30,445,668</b> | <b>30,445,668</b> |

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

## Quick Facts

| <b><u>Adopted FY'12</u></b>                         | <b><u>Operating &amp; Other</u></b> |
|---|-------------------------------------|
| <b><u>Where The Money Comes From:</u></b>           |                                     |
| Property taxes                                      | \$ 15,510,900                       |
| Business taxes                                      | 293,900                             |
| Transient room taxes                                | 986,815                             |
| Franchise fees                                      | 2,572,550                           |
| Other governments                                   | 8,430,509                           |
| Licenses and permits                                | 227,900                             |
| User fees and charges                               | 18,787,585                          |
| Fee in lieu of franchise                            | 476,900                             |
| System development charges                          | 554,104                             |
| All other revenues                                  | 2,727,219                           |
| Carryover/beginning balance                         | 35,236,394                          |
| <b>Total Resources</b>                              | <b><u>\$ 85,804,776</u></b>         |
| Transfer In   | 5,720,705                           |
| <b><u>Where The Money Goes:</u></b>                 |                                     |
| Personal services                                   | \$ 22,703,359                       |
| Materials and supplies                              | 1,941,308                           |
| Contractual services                                | 9,223,783                           |
| Direct charges for services                         | 2,384,913                           |
| Capital outlay                                      | 25,574,246                          |
| Indirect charges                                    | 2,864,758                           |
| Debt service  | 1,975,711                           |
| Contingencies/reserves                              | 7,440,029                           |
| Un-appropriated ending balance                      | 11,696,669                          |
| <b>Total Requirements</b>                           | <b><u>\$ 85,804,776</u></b>         |
| Transfers Out                                       | 5,720,705                           |
| <b><u>Other Facts:</u></b>                          |                                     |
| Permanent Staffing (funded full time equivalencies) | 219.30                              |
| Temporary Staffing (funded full time equivalencies) | 9.91                                |
| Bonded Debt outstanding (June 30, 2011 est.)        | \$ 13,395,000                       |
| Property tax rate (per \$1,000 assessed value)      |                                     |
| Permanent rate levy                                 | \$ 4.1335                           |
| Public safety operating levy                        | \$ 1.7900                           |
| Bonded debt (2012 estimate)                         | \$ 0.4022                           |

## Un-appropriated Ending Fund Balances

### Adopted FY'12

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 does not have a formal policy for determining un-appropriated ending fund balances for funds other than the General Fund; however the State of Oregon suggests 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. 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 budgeting 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<br>FY'09   | Actual<br>FY'10   | Budget<br>FY'11   | Manager<br>Recommend<br>FY'12 | Committee<br>Approved<br>FY'12 | Council<br>Adopted<br>FY'12 |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------------------|--------------------------------|-----------------------------|
| General Fund                          | 3,556,971         | 8,367,802         | 6,348,216         | 7,138,762                     | 7,138,762                      | 7,138,762                   |
| Street Utility Fund                   | 321,197           | 572,393           | 0                 | 0                             | 0                              | 0                           |
| Community Develop. Block Grant Fund   | 904,192           | 925,169           | 0                 | 0                             | 0                              | 0                           |
| Housing & Economic Development Fund   | 995,795           | 973,924           | 0                 | 0                             | 0                              | 0                           |
| Transient Room Tax Fund               | 0                 | 0                 | 0                 | 0                             | 0                              | 0                           |
| General Obligation Bond Fund          | 60,113            | 68,936            | 66,570            | 66,670                        | 66,670                         | 66,670                      |
| Bancroft Bond Fund                    | (242,901)         | 179,171           | 0                 | 0                             | 0                              | 0                           |
| Storm Water Utility Fund              | 10,563            | 10,563            | 10,563            | 10,563                        | 10,563                         | 10,563                      |
| Wastewater Fund                       | 501,221           | 574,332           | 0                 | 0                             | 0                              | 0                           |
| Wastewater Debt Reserve               | 500,899           | 0                 | 0                 | 0                             | 0                              | 0                           |
| Solid Waste Fund                      | 52,745            | 92,738            | 0                 | 0                             | 0                              | 0                           |
| Water Fund                            | 1,272,203         | 1,379,420         | 0                 | 0                             | 0                              | 0                           |
| Water Debt Reserve Fund               | 408,000           | 0                 | 0                 | 0                             | 0                              | 0                           |
| Fleet Operations Fund                 | 3,208,428         | 3,714,066         | 2,445,596         | 2,419,544                     | 2,419,544                      | 2,419,544                   |
| Support Services Fund                 | 410,863           | 652,079           | 0                 | 16,670                        | 16,670                         | 16,670                      |
| Insurance Services Fund               | 2,202,782         | 2,613,657         | 2,080,230         | 1,872,784                     | 1,872,784                      | 1,872,784                   |
| Administrative Services Fund          | 613,269           | 531,080           | 0                 | 0                             | 0                              | 0                           |
| Trust Funds                           | 319,401           | 274,025           | 132,023           | 171,676                       | 171,676                        | 171,676                     |
| <b>Total Un-appropriated Balances</b> | <b>15,095,741</b> | <b>20,929,355</b> | <b>11,083,198</b> | <b>11,696,669</b>             | <b>11,696,669</b>              | <b>11,696,669</b>           |

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

|                                | Policy & Legis.  | Public Safety     | Parks            | Development      | Transportation   | Storm Water   | Water            | Wastewater       | Solid Waste    | Total             |
|--------------------------------|------------------|-------------------|------------------|------------------|------------------|---------------|------------------|------------------|----------------|-------------------|
| Program Generated Resources    |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Beginning Balance              | 0                | 0                 | 0                | 540,097          | 693,612          | 10,563        | 1,083,729        | 1,036,689        | 109,625        | 3,474,315         |
| 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           |
| <b>Total Current Resources</b> | <b>0</b>         | <b>16,246,151</b> | <b>176,400</b>   | <b>906,450</b>   | <b>2,823,590</b> | <b>0</b>      | <b>4,241,420</b> | <b>5,172,600</b> | <b>171,485</b> | <b>29,738,096</b> |
| Total Prog. Gen. Res.          | 0                | 16,246,151        | 176,400          | 1,446,547        | 3,517,202        | 10,563        | 5,325,149        | 6,209,289        | 281,110        | 33,212,411        |
| General Support Resources      | 9,306,743        | 799,599           | 1,579,761        | 890,467          | 0                | 0             | 0                | 0                | 0              | 12,576,570        |
| <b>Total Resources</b>         | <b>9,306,743</b> | <b>17,045,750</b> | <b>1,756,161</b> | <b>2,337,014</b> | <b>3,517,202</b> | <b>10,563</b> | <b>5,325,149</b> | <b>6,209,289</b> | <b>281,110</b> | <b>45,788,981</b> |

|  |                   |
|--|-------------------|
| 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         |
| <b>Total General Support Resources</b> | <b>12,576,570</b> |

\* Detail for these resources can be found in Appendix K

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

|                                 | Policy & Legis.  | Public Safety     | Parks            | Development      | Transportation   | Storm Water   | Water            | Wastewater       | Solid Waste    | Total             |
|---------------------------------|------------------|-------------------|------------------|------------------|------------------|---------------|------------------|------------------|----------------|-------------------|
| Personal Services               | 0                | 12,939,713        | 636,521          | 933,914          | 639,341          | 0             | 1,426,514        | 1,489,488        | 10,233         | 18,075,724        |
| 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         |
| <b>Operating Expenses</b>       | <b>551,113</b>   | <b>17,014,850</b> | <b>1,756,161</b> | <b>2,001,882</b> | <b>1,711,287</b> | <b>0</b>      | <b>3,553,438</b> | <b>3,666,706</b> | <b>164,336</b> | <b>30,419,773</b> |
| Other Requirements              |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Contingencies                   | 1,000,000        | 0                 | 0                | 50,000           | 437,558          | 0             | 1,006,110        | 1,150,825        | 116,774        | 3,761,267         |
| 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             | 367,801          | 900,046          | 0              | 3,566,905         |
| <b>Total Other Requirements</b> | <b>1,897,000</b> | <b>30,900</b>     | <b>0</b>         | <b>55,000</b>    | <b>1,805,915</b> | <b>0</b>      | <b>1,771,711</b> | <b>2,542,583</b> | <b>116,774</b> | <b>8,219,883</b>  |
| Ending Balance                  | 6,858,630        | 0                 | 0                | 280,132          | 0                | 10,563        | 0                | 0                | 0              | 7,149,325         |
| <b>Total Requirements</b>       | <b>9,306,743</b> | <b>17,045,750</b> | <b>1,756,161</b> | <b>2,337,014</b> | <b>3,517,202</b> | <b>10,563</b> | <b>5,325,149</b> | <b>6,209,289</b> | <b>281,110</b> | <b>45,788,981</b> |

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

|                                    | <b>Policy &amp; Legis.</b> | <b>Public Safety</b> | <b>Parks</b>     | <b>Development</b> | <b>Transportation</b> | <b>Storm Water</b> | <b>Water</b>     | <b>Wastewater</b> | <b>Solid Waste</b> | <b>Total</b>      |
|------------------------------------|----------------------------|----------------------|------------------|--------------------|-----------------------|--------------------|------------------|-------------------|--------------------|-------------------|
| <b>Program Generated Resources</b> |                            |                      |                  |                    |                       |                    |                  |                   |                    |                   |
| Beginning Balance                  | 0                          | 0                    | 0                | 540,097            | 693,612               | 10,563             | 1,083,729        | 1,036,689         | 109,625            | 3,474,315         |
| <b>Current Resources</b>           |                            |                      |                  |                    |                       |                    |                  |                   |                    |                   |
| 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           |
| <b>Total Current Resources</b>     | <b>0</b>                   | <b>16,246,151</b>    | <b>176,400</b>   | <b>906,450</b>     | <b>2,823,590</b>      | <b>0</b>           | <b>4,241,420</b> | <b>5,172,600</b>  | <b>171,485</b>     | <b>29,738,096</b> |
| Total Prog. Gen. Res.              | 0                          | 16,246,151           | 176,400          | 1,446,547          | 3,517,202             | 10,563             | 5,325,149        | 6,209,289         | 281,110            | 33,212,411        |
| General Support Resources          | 9,306,743                  | 799,599              | 1,579,761        | 890,467            | 0                     | 0                  | 0                | 0                 | 0                  | 12,576,570        |
| <b>Total Resources</b>             | <b>9,306,743</b>           | <b>17,045,750</b>    | <b>1,756,161</b> | <b>2,337,014</b>   | <b>3,517,202</b>      | <b>10,563</b>      | <b>5,325,149</b> | <b>6,209,289</b>  | <b>281,110</b>     | <b>45,788,981</b> |

|  |                   |
|--|-------------------|
| <b>General Support Resources</b>       |                   |
| Beginning Balance                      | 8,147,470         |
| <b>Current Resources</b>               |                   |
| 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         |
| <b>Total General Support Resources</b> | <b>12,576,570</b> |

\* Detail for these resources can be found in Appendix K

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

|                                 | <b>Policy &amp; Legis.</b> | <b>Public Safety</b> | <b>Parks</b>     | <b>Development</b> | <b>Transportation</b> | <b>Storm Water</b> | <b>Water</b>     | <b>Wastewater</b> | <b>Solid Waste</b> | <b>Total</b>      |
|---------------------------------|----------------------------|----------------------|------------------|--------------------|-----------------------|--------------------|------------------|-------------------|--------------------|-------------------|
| Personal Services               | 0                          | 12,939,713           | 636,521          | 933,914            | 639,341               | 0                  | 1,426,514        | 1,489,488         | 10,233             | 18,075,724        |
| 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         |
| <b>Operating Expenses</b>       | <b>551,113</b>             | <b>17,014,850</b>    | <b>1,756,161</b> | <b>2,001,882</b>   | <b>1,711,287</b>      | <b>0</b>           | <b>3,553,438</b> | <b>3,666,706</b>  | <b>164,336</b>     | <b>30,419,773</b> |
| <b>Other Requirements</b>       |                            |                      |                  |                    |                       |                    |                  |                   |                    |                   |
| Contingencies                   | 1,000,000                  | 0                    | 0                | 50,000             | 437,558               | 0                  | 1,006,110        | 1,150,825         | 116,774            | 3,761,267         |
| 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                  | 367,801          | 900,046           | 0                  | 3,566,905         |
| <b>Total Other Requirements</b> | <b>1,897,000</b>           | <b>30,900</b>        | <b>0</b>         | <b>55,000</b>      | <b>1,805,915</b>      | <b>0</b>           | <b>1,771,711</b> | <b>2,542,583</b>  | <b>116,774</b>     | <b>8,219,883</b>  |
| Ending Balance                  | 6,858,630                  | 0                    | 0                | 280,132            | 0                     | 10,563             | 0                | 0                 | 0                  | 7,149,325         |
| <b>Total Requirements</b>       | <b>9,306,743</b>           | <b>17,045,750</b>    | <b>1,756,161</b> | <b>2,337,014</b>   | <b>3,517,202</b>      | <b>10,563</b>      | <b>5,325,149</b> | <b>6,209,289</b>  | <b>281,110</b>     | <b>45,788,981</b> |

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

|                                | Policy & Legis.  | Public Safety     | Parks            | Development      | Transportation   | Storm Water   | Water            | Wastewater       | Solid Waste    | Total             |
|--------------------------------|------------------|-------------------|------------------|------------------|------------------|---------------|------------------|------------------|----------------|-------------------|
| Program Generated Resources    |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Beginning Balance              | 0                | 0                 | 0                | 540,097          | 693,612          | 10,563        | 1,083,729        | 1,036,689        | 109,625        | 3,474,315         |
| 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           |
| <b>Total Current Resources</b> | <b>0</b>         | <b>16,246,151</b> | <b>176,400</b>   | <b>906,450</b>   | <b>2,823,590</b> | <b>0</b>      | <b>4,241,420</b> | <b>5,172,600</b> | <b>171,485</b> | <b>29,738,096</b> |
| Total Prog. Gen. Res.          | 0                | 16,246,151        | 176,400          | 1,446,547        | 3,517,202        | 10,563        | 5,325,149        | 6,209,289        | 281,110        | 33,212,411        |
| General Support Resources      | 9,311,743        | 799,599           | 1,579,761        | 885,467          | 0                | 0             | 0                | 0                | 0              | 12,576,570        |
| <b>Total Resources</b>         | <b>9,311,743</b> | <b>17,045,750</b> | <b>1,756,161</b> | <b>2,332,014</b> | <b>3,517,202</b> | <b>10,563</b> | <b>5,325,149</b> | <b>6,209,289</b> | <b>281,110</b> | <b>45,788,981</b> |

|  |                   |   |  |  |  |  |  |  |  |  |
|--|-------------------|---|--|--|--|--|--|--|--|--|
| 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         | * |  |  |  |  |  |  |  |  |
| <b>Total General Support Resources</b> | <b>12,576,570</b> |   |  |  |  |  |  |  |  |  |

\* Detail for these resources can be found in Appendix K

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

|                                 | Policy & Legis.  | Public Safety     | Parks            | Development      | Transportation   | Storm Water   | Water            | Wastewater       | Solid Waste    | Total             |
|---------------------------------|------------------|-------------------|------------------|------------------|------------------|---------------|------------------|------------------|----------------|-------------------|
| Personal Services               | 0                | 12,939,713        | 636,521          | 933,914          | 639,341          | 0             | 1,426,514        | 1,536,781        | 10,233         | 18,123,017        |
| 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            | 357,835          | 2,047,354         | 784,863          | 442,553          | 549,896          | 0             | 882,516          | 1,154,569        | 94,580         | 6,314,166         |
| 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         |
| <b>Operating Expenses</b>       | <b>511,113</b>   | <b>17,014,850</b> | <b>1,756,161</b> | <b>1,996,882</b> | <b>1,711,287</b> | <b>0</b>      | <b>3,553,438</b> | <b>3,729,999</b> | <b>164,336</b> | <b>30,438,066</b> |
| Other Requirements              |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Contingencies                   | 1,000,000        | 0                 | 0                | 50,000           | 437,558          | 0             | 1,006,110        | 1,087,532        | 116,774        | 3,697,974         |
| Debt Service                    | 0                | 0                 | 0                | 0                | 2,199            | 0             | 397,800          | 491,712          | 0              | 891,711           |
| Transfers Out                   | 942,000          | 30,900            | 0                | 5,000            | 1,366,158        | 0             | 367,801          | 900,046          | 0              | 3,611,905         |
| <b>Total Other Requirements</b> | <b>1,942,000</b> | <b>30,900</b>     | <b>0</b>         | <b>55,000</b>    | <b>1,805,915</b> | <b>0</b>      | <b>1,771,711</b> | <b>2,479,290</b> | <b>116,774</b> | <b>8,201,590</b>  |
| Ending Balance                  | 6,858,630        | 0                 | 0                | 280,132          | 0                | 10,563        | 0                | 0                | 0              | 7,149,325         |
| <b>Total Requirements</b>       | <b>9,311,743</b> | <b>17,045,750</b> | <b>1,756,161</b> | <b>2,332,014</b> | <b>3,517,202</b> | <b>10,563</b> | <b>5,325,149</b> | <b>6,209,289</b> | <b>281,110</b> | <b>45,788,981</b> |

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

|                                | Policy & Legis.  | Public Safety     | Parks            | Development      | Transportation   | Storm Water   | Water            | Wastewater       | Solid Waste    | Total             |
|--------------------------------|------------------|-------------------|------------------|------------------|------------------|---------------|------------------|------------------|----------------|-------------------|
| Program Generated Resources    |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Beginning Balance              | 0                | 0                 | 0                | 621,898          | 187,508          | 10,563        | 1,172,203        | 535,202          | 90,446         | 2,617,820         |
| Current Resources              |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Property Taxes                 | 0                | 14,231,258        | 0                | 0                | 0                | 0             | 0                | 0                | 0              | 14,231,258        |
| Taxes Other than Property      | 0                | 0                 | 0                | 0                | 0                | 0             | 0                | 0                | 0              | 0                 |
| Licenses & Permits             | 0                | 0                 | 0                | 209,630          | 10,500           | 0             | 0                | 0                | 2,500          | 222,630           |
| Fines & Forfeitures            | 0                | 244,630           | 0                | 7,830            | 0                | 0             | 0                | 0                | 0              | 252,460           |
| Revenue From Other Agencies    | 0                | 854,800           | 4,000            | 750              | 1,747,231        | 0             | 0                | 261,000          | 10,500         | 2,878,281         |
| Use of Assets                  | 0                | 0                 | 0                | 10,000           | 1,900            | 0             | 15,000           | 5,500            | 300            | 32,700            |
| Fees & Charges                 | 0                | 214,630           | 0                | 129,100          | 781,800          | 0             | 4,244,708        | 4,629,530        | 151,690        | 10,151,458        |
| Other Revenue                  | 0                | 6,300             | 26,975           | 7,030            | 2,100            | 0             | 31,350           | 50,100           | 15,600         | 139,455           |
| Direct Charges for Service     | 0                | 0                 | 0                | 0                | 0                | 0             | 7,600            | 9,500            | 0              | 17,100            |
| Unspent Contingency            | 0                | 0                 | 0                | 0                | 0                | 0             | 0                | 0                | 0              | 0                 |
| Transfers In                   | 0                | 175,330           | 146,328          | 536,130          | 0                | 0             | 7,500            | 7,500            | 20,000         | 892,788           |
| <b>Total Current Resources</b> | <b>0</b>         | <b>15,726,948</b> | <b>177,303</b>   | <b>900,470</b>   | <b>2,543,531</b> | <b>0</b>      | <b>4,306,158</b> | <b>4,963,130</b> | <b>200,590</b> | <b>28,818,130</b> |
| Total Prog. Gen. Res.          | 0                | 15,726,948        | 177,303          | 1,522,368        | 2,731,039        | 10,563        | 5,478,361        | 5,498,332        | 291,036        | 31,435,950        |
| General Support Resources      | 8,245,507        | 398,681           | 1,501,160        | 859,572          | 0                | 0             | 0                | 0                | 0              | 11,004,920        |
| <b>Total Resources</b>         | <b>8,245,507</b> | <b>16,125,629</b> | <b>1,678,463</b> | <b>2,381,940</b> | <b>2,731,039</b> | <b>10,563</b> | <b>5,478,361</b> | <b>5,498,332</b> | <b>291,036</b> | <b>42,440,870</b> |

|  |                   |   |  |  |  |  |  |  |  |  |
|--|-------------------|---|--|--|--|--|--|--|--|--|
| General Support Resources              |                   |   |  |  |  |  |  |  |  |  |
| Beginning Balance                      | 7,002,000         |   |  |  |  |  |  |  |  |  |
| Current Resources                      |                   |   |  |  |  |  |  |  |  |  |
| Property Taxes                         | 0                 |   |  |  |  |  |  |  |  |  |
| Taxes Other than Property              | 2,664,360         |   |  |  |  |  |  |  |  |  |
| Fees in Lieu of Franchise              | 487,490           |   |  |  |  |  |  |  |  |  |
| Licenses & Permits                     | 6,480             |   |  |  |  |  |  |  |  |  |
| Fines & Forfeitures                    | 0                 |   |  |  |  |  |  |  |  |  |
| Revenue From Other Agencies            | 774,930           |   |  |  |  |  |  |  |  |  |
| Use of Assets                          | 26,150            |   |  |  |  |  |  |  |  |  |
| Fees & Charges                         | 0                 |   |  |  |  |  |  |  |  |  |
| Other Revenue                          | 43,510            |   |  |  |  |  |  |  |  |  |
| Loan Repayment                         | 0                 |   |  |  |  |  |  |  |  |  |
| Unspent Contingency                    | 0                 |   |  |  |  |  |  |  |  |  |
| Transfers In                           | 0                 |   |  |  |  |  |  |  |  |  |
| Total Current Resources                | 4,002,920         | * |  |  |  |  |  |  |  |  |
| <b>Total General Support Resources</b> | <b>11,004,920</b> |   |  |  |  |  |  |  |  |  |

\* Detail for these resources can be found in Appendix K

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

|                                 | Policy & Legis.  | Public Safety     | Parks            | Development      | Transportation   | Storm Water   | Water            | Wastewater       | Solid Waste    | Total             |
|---------------------------------|------------------|-------------------|------------------|------------------|------------------|---------------|------------------|------------------|----------------|-------------------|
| Personal Services               | 0                | 12,181,360        | 581,777          | 956,684          | 622,527          | 0             | 1,372,388        | 1,477,056        | 10,033         | 17,201,825        |
| Materials and Supplies          | 13,000           | 301,220           | 105,500          | 18,210           | 59,882           | 0             | 396,717          | 332,370          | 30,200         | 1,257,099         |
| Contractual Services            | 170,185          | 2,096,038         | 779,422          | 426,709          | 536,829          | 0             | 825,487          | 1,010,729        | 96,710         | 5,942,109         |
| Direct Charges for Services     | 93,202           | 34,940            | 46,176           | 408,819          | 308,078          | 0             | 425,589          | 334,562          | 25,258         | 1,676,624         |
| Capital Outlay                  | 3,000            | 76,200            | 13,000           | 500              | 2,558            | 0             | 68,125           | 29,760           | 7,620          | 200,763           |
| Indirect Charges                | 17,491           | 1,435,871         | 152,588          | 181,431          | 153,300          | 0             | 318,000          | 330,000          | 17,750         | 2,606,431         |
| <b>Operating Expenses</b>       | <b>296,878</b>   | <b>16,125,629</b> | <b>1,678,463</b> | <b>1,992,353</b> | <b>1,683,174</b> | <b>0</b>      | <b>3,406,306</b> | <b>3,514,477</b> | <b>187,571</b> | <b>28,884,851</b> |
| Other Requirements              |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Contingencies                   | 1,000,000        | 0                 | 0                | 50,000           | 227,818          | 0             | 1,017,324        | 1,104,336        | 93,465         | 3,492,943         |
| Debt Service                    | 0                | 0                 | 0                | 0                | 1,463            | 0             | 399,200          | 501,313          | 0              | 901,976           |
| Transfers Out                   | 935,000          | 0                 | 0                | 5,000            | 818,584          | 0             | 655,531          | 378,206          | 10,000         | 2,802,321         |
| <b>Total Other Requirements</b> | <b>1,935,000</b> | <b>0</b>          | <b>0</b>         | <b>55,000</b>    | <b>1,047,865</b> | <b>0</b>      | <b>2,072,055</b> | <b>1,983,855</b> | <b>103,465</b> | <b>7,197,240</b>  |
| Ending Balance                  | 6,013,629        | 0                 | 0                | 334,587          | 0                | 10,563        | 0                | 0                | 0              | 6,358,779         |
| <b>Total Requirements</b>       | <b>8,245,507</b> | <b>16,125,629</b> | <b>1,678,463</b> | <b>2,381,940</b> | <b>2,731,039</b> | <b>10,563</b> | <b>5,478,361</b> | <b>5,498,332</b> | <b>291,036</b> | <b>42,440,870</b> |

**Operating Budget  
Summary of Resources by Program & Source for Fiscal Year 2010 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                | 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                | 214,178           | 0                | 158,347          | 790,921          | 0             | 4,059,740        | 4,342,921        | 46,089         | 9,612,196         |
| Other Revenue                  | 0                | 23,506            | 33,630           | 6,611            | 4,724            | 0             | 65,110           | 180,315          | 16,900         | 330,796           |
| Direct Charges for Service     | 0                | 0                 | 0                | 0                | 0                | 0             | 10,923           | 7,040            | 0              | 17,963            |
| 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           |
| <b>Total Current Resources</b> | <b>0</b>         | <b>15,767,164</b> | <b>181,503</b>   | <b>933,609</b>   | <b>2,275,771</b> | <b>0</b>      | <b>4,152,265</b> | <b>4,849,124</b> | <b>501,693</b> | <b>28,661,129</b> |
| 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         |
| <b>Total Resources</b>         | <b>8,235,914</b> | <b>14,737,716</b> | <b>1,547,371</b> | <b>2,495,248</b> | <b>2,596,968</b> | <b>10,563</b> | <b>5,832,468</b> | <b>5,851,244</b> | <b>554,317</b> | <b>41,861,809</b> |

|  |                  |
|--|------------------|
| 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 *      |
| <b>Total General Support Resources</b> | <b>9,278,990</b> |

\* 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            | Develop-ment     | Trans- portation | Storm Water   | Water            | Wastewater       | Solid Waste    | Total             |
|---------------------------------|------------------|-------------------|------------------|------------------|------------------|---------------|------------------|------------------|----------------|-------------------|
| Personal 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         |
| <b>Operating Expenses</b>       | <b>356,370</b>   | <b>14,737,716</b> | <b>1,547,371</b> | <b>1,771,914</b> | <b>1,544,772</b> | <b>0</b>      | <b>3,026,728</b> | <b>3,256,850</b> | <b>102,436</b> | <b>26,344,157</b> |
| 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         |
| <b>Total Other Requirements</b> | <b>230,075</b>   | <b>0</b>          | <b>0</b>         | <b>5,000</b>     | <b>479,803</b>   | <b>0</b>      | <b>1,426,320</b> | <b>2,020,062</b> | <b>371,423</b> | <b>4,532,683</b>  |
| Ending Balance                  | 7,649,469        | 0                 | 0                | 718,334          | 572,393          | 10,563        | 1,379,420        | 574,332          | 80,458         | 10,984,969        |
| <b>Total Requirements</b>       | <b>8,235,914</b> | <b>14,737,716</b> | <b>1,547,371</b> | <b>2,495,248</b> | <b>2,596,968</b> | <b>10,563</b> | <b>5,832,468</b> | <b>5,851,244</b> | <b>554,317</b> | <b>41,861,809</b> |

**Operating Budget  
Summary of Resources by Program & Source for Fiscal Year 2009 Actual**

|                                    | Policy & Legis.  | Public Safety     | Parks            | Development      | Transportation   | Storm Water   | Water            | Wastewater       | Solid Waste    | Total             |
|------------------------------------|------------------|-------------------|------------------|------------------|------------------|---------------|------------------|------------------|----------------|-------------------|
| <b>Program Generated Resources</b> |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Beginning Balance                  | 0                | 0                 | 0                | 1,232,537        | 198,647          | (80,642)      | 1,513,142        | 883,545          | 35,443         | 3,782,672         |
| <b>Current Resources</b>           |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Property Taxes                     | 0                | 12,639,887        | 0                | 0                | 0                | 0             | 2                | 0                | 0              | 12,639,889        |
| Taxes Other than Property          | 0                | 0                 | 0                | 0                | 0                | 0             | 0                | 0                | 0              | 0                 |
| Licenses & Permits                 | 0                | 0                 | 0                | 264,322          | 12,588           | 0             | 0                | 0                | 2,790          | 279,700           |
| Fines & Forfeitures                | 0                | 227,917           | 0                | 9,859            | 0                | 0             | 0                | 0                | 0              | 237,776           |
| Revenue From Other Agencies        | 0                | 1,010,636         | 4,000            | 8,466            | 1,313,269        | 0             | 0                | 235,069          | 279,277        | 2,850,717         |
| Use of Assets                      | 0                | 0                 | 0                | 21,471           | 3,075            | 0             | 32,314           | 7,388            | (279)          | 63,969            |
| Fees & Charges                     | 0                | 160,483           | 0                | 168,050          | 760,949          | 0             | 4,261,587        | 4,319,909        | 89,597         | 9,760,575         |
| Other Revenue                      | 0                | 13,148            | 39,748           | 21,576           | 2,867            | 91,205        | 48,355           | 38,982           | 15,600         | 271,481           |
| Direct Charges for Service         | 0                | 0                 | 0                | 0                | 0                | 0             | 11,442           | 7,269            | 0              | 18,711            |
| Unspent Contingency                | 0                | 0                 | 0                | 0                | 0                | 0             | 0                | 0                | 0              | 0                 |
| Transfers In                       | 0                | 208,522           | 148,522          | 514,219          | 0                | 0             | 0                | 0                | 0              | 871,263           |
| <b>Total Current Resources</b>     | <b>0</b>         | <b>14,260,593</b> | <b>192,270</b>   | <b>1,007,963</b> | <b>2,092,748</b> | <b>91,205</b> | <b>4,353,700</b> | <b>4,608,617</b> | <b>386,985</b> | <b>26,994,081</b> |
| Total Prog. Gen. Res.              | 0                | 14,260,593        | 192,270          | 2,240,500        | 2,291,395        | 10,563        | 5,866,842        | 5,492,162        | 422,428        | 30,776,753        |
| General Support Resources          | 6,459,758        | (158,846)         | 1,428,463        | 955,205          | 0                | 0             | 0                | 0                | 0              | 8,684,580         |
| <b>Total Resources</b>             | <b>6,459,758</b> | <b>14,101,747</b> | <b>1,620,733</b> | <b>3,195,705</b> | <b>2,291,395</b> | <b>10,563</b> | <b>5,866,842</b> | <b>5,492,162</b> | <b>422,428</b> | <b>39,461,333</b> |

|  |                  |
|--|------------------|
| <b>General Support Resources</b>       |                  |
| Beginning Balance                      | 4,578,249        |
| <b>Current Resources</b>               |                  |
| Property Taxes                         | 0                |
| Taxes Other than Property              | 2,736,493        |
| Fees in Lieu of Franchise              | 461,034          |
| Licenses & Permits                     | 6,740            |
| Fines & Forfeitures                    | 0                |
| Revenue From Other Agencies            | 746,409          |
| Use of Assets                          | 147,754          |
| Fees & Charges                         | 0                |
| Other Revenue                          | 7,901            |
| Loan Repayment                         | 0                |
| Unspent Contingency                    | 0                |
| Transfers In                           | 0                |
| Total Current Resources                | 4,106,331 *      |
| <b>Total General Support Resources</b> | <b>8,684,580</b> |

\* Detail for these resources can be found in Appendix K

**Operating Budget  
Summary of Requirements by Program & Major Object for Fiscal Year 2009 Actual**

|                                 | Policy & Legis.  | Public Safety     | Parks            | Development      | Transportation   | Storm Water   | Water            | Wastewater       | Solid Waste    | Total             |
|---------------------------------|------------------|-------------------|------------------|------------------|------------------|---------------|------------------|------------------|----------------|-------------------|
| Personal Services               | 0                | 10,444,364        | 561,607          | 1,211,701        | 530,252          | 0             | 1,188,582        | 1,244,501        | 9,617          | 15,190,624        |
| Materials and Supplies          | 14,305           | 270,691           | 106,124          | 19,153           | 53,219           | 0             | 374,284          | 298,484          | 180            | 1,136,440         |
| Contractual Services            | 2,677,442        | 1,715,610         | 743,817          | 485,628          | 476,154          | 0             | 724,024          | 918,871          | 63,096         | 7,804,642         |
| Direct Charges for Services     | 50,537           | 16,587            | 40,615           | 379,240          | 315,894          | 0             | 391,641          | 300,274          | 20,606         | 1,515,394         |
| Capital Outlay                  | 206              | 315,815           | 16,964           | 1,663            | 11,023           | 0             | 81,329           | 52,433           | 0              | 479,433           |
| Indirect Charges                | 0                | 1,245,680         | 146,606          | 207,337          | 138,770          | 0             | 280,218          | 286,823          | 14,584         | 2,320,018         |
| <b>Operating Expenses</b>       | <b>2,742,490</b> | <b>14,008,747</b> | <b>1,615,733</b> | <b>2,304,722</b> | <b>1,525,312</b> | <b>0</b>      | <b>3,040,078</b> | <b>3,101,386</b> | <b>108,083</b> | <b>28,446,551</b> |
| <b>Other Requirements</b>       |                  |                   |                  |                  |                  |               |                  |                  |                |                   |
| Contingencies                   | 0                | 0                 | 0                | 0                | 0                | 0             | 0                | 0                | 0              | 0                 |
| Debt Service                    | 15,280           | 0                 | 0                | 0                | 1,499            | 0             | 422,836          | 491,992          | 261,721        | 1,193,328         |
| Transfers Out                   | 1,000,000        | 93,000            | 5,000            | 36,000           | 443,387          | 0             | 723,725          | 896,664          | 0              | 3,197,776         |
| <b>Total Other Requirements</b> | <b>1,015,280</b> | <b>93,000</b>     | <b>5,000</b>     | <b>36,000</b>    | <b>444,886</b>   | <b>0</b>      | <b>1,146,561</b> | <b>1,388,656</b> | <b>261,721</b> | <b>4,391,104</b>  |
| Ending Balance                  | 2,701,988        | 0                 | 0                | 854,983          | 321,197          | 10,563        | 1,680,203        | 1,002,120        | 52,624         | 6,623,678         |
| <b>Total Requirements</b>       | <b>6,459,758</b> | <b>14,101,747</b> | <b>1,620,733</b> | <b>3,195,705</b> | <b>2,291,395</b> | <b>10,563</b> | <b>5,866,842</b> | <b>5,492,162</b> | <b>422,428</b> | <b>39,461,333</b> |

## Property Tax Analysis

|   |     | <i>Actual<br/>FY'09</i> | <i>Actual<br/>FY'10</i> | <i>Actual<br/>FY'11</i> | <i>Estimated<br/>FY'12</i> |
|---|-----|-------------------------|-------------------------|-------------------------|----------------------------|
| Assessed Value  | (a) | \$2,318,499,838         | \$2,409,615,099         | \$2,478,664,959         | \$2,528,220,000            |
| Taxable Base  | (b) | 2,318,499,838           | 2,409,615,099           | 2,478,664,959           | 2,528,220,000              |
| Permanent Tax Rate *  | (c) | 4.1335                  | 4.1335                  | 4.1335                  | 4.1335                     |
| Anticipated Levy from Permanent Tax Rate (b) x (c) + Tax Roll Corrections | (d) | 9,590,107               | 9,972,766               | 10,253,966              | 10,450,397                 |
| Public Safety Local Option Tax*   | (e) | 1.49                    | 1.79                    | 1.79                    | 1.79                       |
| Anticipated Levy on Taxable Base from Local Option Tax (b) x (e)          | (f) | 3,454,566               | 4,313,211               | 4,436,778               | 4,525,514                  |
| Public Safety Estimated Debt Rate*  | (g) | 0.5003                  | 0.399                   | 0.4066                  | 0.4022                     |
| Anticipated Levy for Bonded Debt  | (h) | 1,159,947               | 961,436                 | 1,007,818               | 1,016,850                  |
| Total Anticipated Taxes Lines (d) + (f) + (h)                             |     | \$14,204,620            | \$15,247,413            | \$15,698,562            | \$15,992,761               |

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

|                              | <i>Tax Certification</i> | <i>Collections</i> | <i>Rate</i> |
|------------------------------|--------------------------|--------------------|-------------|
| <b><u>FY'09 Actual</u></b>   |                          |                    |             |
| Permanent Rate Revenues      | \$ 9,590,107             | \$ 9,100,960       | 4.1335      |
| Public Safety Operating Levy | 3,454,566                | 3,280,617          | 1.4900      |
| Public Safety Bonded Debt    | 1,159,947                | 1,103,999          | 0.5003      |
| Total Actual                 | \$14,204,620             | \$13,485,576       | 6.1238      |

|                              |              |              |        |
|------------------------------|--------------|--------------|--------|
| <b><u>FY'10 Actual</u></b>   |              |              |        |
| 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 |

|                               |              |              |        |
|-------------------------------|--------------|--------------|--------|
| <b><u>FY'11 Estimated</u></b> |              |              |        |
| Permanent Rate Revenues       | \$10,253,966 | \$ 9,679,406 | 4.1335 |
| Public Safety Operating Levy  | 4,436,778    | 4,191,638    | 1.7900 |
| Public Safety Bonded Debt     | 1,007,818    | 942,348      | 0.4066 |
| Total Estimated               | \$15,698,562 | \$14,813,392 | 6.3301 |

|                               |              |              |        |
|-------------------------------|--------------|--------------|--------|
| <b><u>FY'12 Estimated</u></b> |              |              |        |
| Permanent Rate Revenues       | \$10,450,397 | \$ 9,823,404 | 4.1335 |
| Public Safety Operating Levy  | 4,525,514    | 4,253,996    | 1.7900 |
| Public Safety Bonded Debt     | 1,016,850    | 955,948      | 0.4022 |
| Total Estimated               | \$15,992,761 | \$15,033,348 | 6.3257 |

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# POLICY AND LEGISLATION

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## 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<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources |                         |                         |                         |                                     |                                      |                                   |
| General Support             | <u>6,459,758</u>        | <u>8,235,914</u>        | <u>8,245,507</u>        | <u>9,311,743</u>                    | <u>9,306,743</u>                     | <u>9,306,743</u>                  |
| <b>Total Resources</b>      | <b><u>6,459,758</u></b> | <b><u>8,235,914</u></b> | <b><u>8,245,507</u></b> | <b><u>9,311,743</u></b>             | <b><u>9,306,743</u></b>              | <b><u>9,306,743</u></b>           |
| Requirements                |                         |                         |                         |                                     |                                      |                                   |
| Mayor and Council           | 191,250                 | 158,563                 | 200,398                 | 226,473                             | 226,473                              | 226,473                           |
| General Program Operations  | <u>6,268,508</u>        | <u>8,077,351</u>        | <u>8,045,109</u>        | <u>9,085,270</u>                    | <u>9,080,270</u>                     | <u>9,080,270</u>                  |
| <b>Total Requirements</b>   | <b><u>6,459,758</u></b> | <b><u>8,235,914</u></b> | <b><u>8,245,507</u></b> | <b><u>9,311,743</u></b>             | <b><u>9,306,743</u></b>              | <b><u>9,306,743</u></b>           |

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## **Program: Policy and Legislation – Mayor & Council**

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### **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'12 Anticipated Accomplishments:**

The Council provides leadership through its vision process and annual Goals Statement. The adopted Goals Statement for 2011-2012 is included and immediately follows the budget message, and the goals are reflected throughout the various activities within 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 expanded television coverage to include Council meetings and Council workshops, should the Council desire to include them in cable broadcasting.

### **FY'11 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.

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## Program: Policy and Legislation – Mayor & Council

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### Financial Summary

| Resources              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                        | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                        | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| General Support        | <u>191,250</u>        | <u>158,563</u>        | <u>200,398</u>        | <u>226,473</u>        | <u>226,473</u>        | <u>226,473</u>        |
| <b>Total Resources</b> | <b><u>191,250</u></b> | <b><u>158,563</u></b> | <b><u>200,398</u></b> | <b><u>226,473</u></b> | <b><u>226,473</u></b> | <b><u>226,473</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Materials & Supplies      | 14,305                | 15,620                | 13,000                | 17,200                | 17,200                | 17,200                |
| Contractual/Prof Services | 126,202               | 70,715                | 119,185               | 140,335               | 140,335               | 140,335               |
| Direct Charges            | 50,537                | 57,813                | 47,722                | 48,349                | 48,349                | 48,349                |
| Capital Outlay            | 206                   | 0                     | 3,000                 | 0                     | 0                     | 0                     |
| Indirect Charges          | <u>0</u>              | <u>14,415</u>         | <u>17,491</u>         | <u>20,589</u>         | <u>20,589</u>         | <u>20,589</u>         |
| <b>Total Requirements</b> | <b><u>191,250</u></b> | <b><u>158,563</u></b> | <b><u>200,398</u></b> | <b><u>226,473</u></b> | <b><u>226,473</u></b> | <b><u>226,473</u></b> |

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## **Program: Policy and Legislation – General Program Operations**

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### **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' 11 close to the middle of that target policy range, therefore, minimal changes are recommended to the beginning and ending General Fund balance for the periods in this budget.

In previous years as much as \$1,000,000 was made available for investment in Transportation and other capital projects. Due to overall budget constraints, FY' 12 is the third year that a large investment in Transportation capital projects is being suspended. In conjunction with this change, management has taken the 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' 10 resulted in approximately \$630,000 for high-priority projects. This year the bulk of those savings are being dedicated to much needed technology projects including a Microsoft Upgrade, replacement of the City's integrated Financial and Community Management software (HTE), and resolving Connectivity issues. Additionally, transfers are being made to provide for Public Safety capital, including support of the fire platform truck purchase and computer aided dispatch upgrade/replacement.

The Recommended FY' 12 budget has a general fund contingency of \$1,000,000 which totals approximately 4.6% of the expenditures for the City's General Fund operations (Policy & Legislation, Public Safety, Parks and Development). This contingency nearly meets the recommended and standard minimum of a 5% contingency and should be sufficient to meet un-anticipated events in FY' 12. The Contingency cannot be transferred to other expenditure categories or used in any dollar amount without Council's specific approval, and also provides a buffer to help protect City operations from potential revenue shortfalls.

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## Program: Policy and Legislation – General Program Operations

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### Financial Summary

| Resources              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                        | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                        | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| General Support        | <u>6,268,508</u>        | <u>8,077,351</u>        | <u>8,045,109</u>        | <u>9,085,270</u>        | <u>9,080,270</u>        | <u>9,080,270</u>        |
| <b>Total Resources</b> | <b><u>6,268,508</u></b> | <b><u>8,077,351</u></b> | <b><u>8,045,109</u></b> | <b><u>9,085,270</u></b> | <b><u>9,080,270</u></b> | <b><u>9,080,270</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 0                       | 144,977                 | 0                       | 0                       | 0                       | 0                       |
| Contractual/Prof Services | 2,551,240               | 22,830                  | 51,000                  | 217,500                 | 257,500                 | 257,500                 |
| Direct Charges            | 0                       | 30,000                  | 45,480                  | 67,140                  | 67,140                  | 67,140                  |
| Contingencies             | 0                       | 0                       | 1,000,000               | 1,000,000               | 1,000,000               | 1,000,000               |
| Debt Service              | 15,280                  | 200,075                 | 0                       | 0                       | 0                       | 0                       |
| Transfers Out             | 1,000,000               | 30,000                  | 935,000                 | 942,000                 | 897,000                 | 897,000                 |
| Ending Balance            | <u>2,701,988</u>        | <u>7,649,469</u>        | <u>6,013,629</u>        | <u>6,858,630</u>        | <u>6,858,630</u>        | <u>6,858,630</u>        |
| <b>Total Requirements</b> | <b><u>6,268,508</u></b> | <b><u>8,077,351</u></b> | <b><u>8,045,109</u></b> | <b><u>9,085,270</u></b> | <b><u>9,080,270</u></b> | <b><u>9,080,270</u></b> |

**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<br>FY’09<br>\$    | ACTUAL<br>FY’10<br>\$    | BUDGET<br>FY’11<br>\$    | MANAGER<br>RECOMMEND<br>FY’12<br>\$ | COMMITTEE<br>APPROVED<br>FY’12<br>\$ | COUNCIL<br>ADOPTED<br>FY’12<br>\$ |
|-----------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources | 14,260,593               | 15,767,164               | 15,726,948               | 16,246,151                          | 16,246,151                           | 16,246,151                        |
| General Support             | <u>(158,846)</u>         | <u>(1,029,448)</u>       | <u>398,681</u>           | <u>799,599</u>                      | <u>799,599</u>                       | <u>799,599</u>                    |
| <b>Total Resources</b>      | <b><u>14,101,747</u></b> | <b><u>14,737,716</u></b> | <b><u>16,125,629</u></b> | <b><u>17,045,750</u></b>            | <b><u>17,045,750</u></b>             | <b><u>17,045,750</u></b>          |
| Requirements                |                          |                          |                          |                                     |                                      |                                   |
| Field Operations            | 10,378,221               | 11,094,061               | 12,300,222               | 12,985,980                          | 12,985,980                           | 12,985,980                        |
| Support Services            | 3,219,026                | 3,120,548                | 3,489,759                | 3,706,699                           | 3,706,699                            | 3,706,699                         |
| Code Enforcement            | 198,238                  | 207,972                  | 0                        | 0                                   | 0                                    | 0                                 |
| Crisis Support Services     | 39,578                   | 39,618                   | 40,648                   | 42,071                              | 42,071                               | 42,071                            |
| Street Lighting             | <u>266,684</u>           | <u>275,517</u>           | <u>295,000</u>           | <u>311,000</u>                      | <u>311,000</u>                       | <u>311,000</u>                    |
| <b>Total Requirements</b>   | <b><u>14,101,747</u></b> | <b><u>14,737,716</u></b> | <b><u>16,125,629</u></b> | <b><u>17,045,750</u></b>            | <b><u>17,045,750</u></b>             | <b><u>17,045,750</u></b>          |

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## Program: Public Safety – Field Operations

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### 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’12 Anticipated Accomplishments:

- Child Safety Seats – Annually, children are killed and injured as a result of not being properly restrained. Providing education offers us the ability to directly impact life safety.
- Improve Traffic Safety – As a result of a funding shortfall, the traffic team recommended by the 2007 GPDPS Strategic Plan has yet to be funded. However, we will continue to strive to improve traffic safety in our community.
- Police Reserves Program – The police reserve program is critical as we strive to reduce overtime costs and offer citizens an additional opportunity to volunteer in their community.
- CALEA Accreditation – Being a nationally accredited agency since 1993 has provided notable liability protection and a professional distinction that benefits the agency, city and community.
- V-8 to V-6 Conversion – We constantly struggle with policing a growing and busy community. Any effort we can make to decrease fuel consumption and reduce our carbon footprint is vital.
- Hybrid Vehicles – Several years ago, the City was successful in acquiring ‘no cost’ hybrid vehicles under the Federal CMAQ grant. We will continue to pursue funding in order to place additional public safety hybrid vehicles in-service.
- 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 – Complete ISO service update to extend ISO Class 3 rating to entire jurisdiction and/or improve ISO rating to Class 2.
- Hillcrest Seismic Rehabilitation – Pending award of state grant, complete seismic upgrades to Hillcrest Public Safety Station.
- Detective Volunteer – Continue to improve customer service with victims by utilizing volunteers to follow-up on cases not assigned for investigation.

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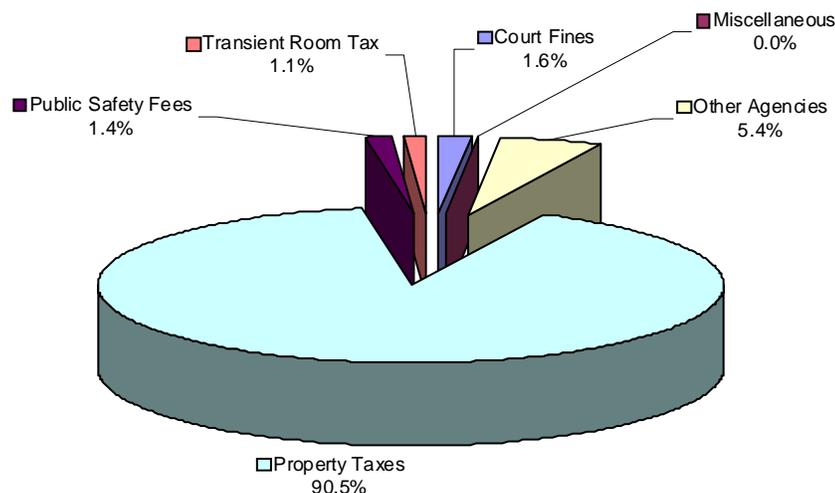
## Program: Public Safety – Field Operations

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### FY'12 Performance Measurements:

- Child Safety Seats – Conduct six Child Safety Seat clinics.
- Improve Traffic Safety – Despite the lack of a traffic team, strive to improve traffic safety.
- Police Reserves Program – Expand the police reserve program to a full compliment of six.
- CALEA Accreditation – Continue to maintain mandates for the CALEA process.
- V-8 to V-6 Conversion – Replace V-8 patrol cars with V-6 cars as they cycle out.
- Hybrid Vehicles – Pursue CMAQ grant funding for additional hybrid vehicles.
- Historic Downtown – In 2011, dedicate an average of 40 hours of Law Enforcement/CSO presence in the downtown area per week
- Town Center Contacts – Increase contacts 10% over 2010 levels.
- Detective Volunteer – In addition to our current retired LAPD detective, add one additional volunteer.

### FY'11 Sources of Public Safety Revenue



### Budget Highlights:

GPDPS continues to struggle with high call volume and high crime. We will continue to operate as efficiently as possible and look forward to the benefits realized from having the ability to provide police and fire/rescue response from three strategic locations in the community.

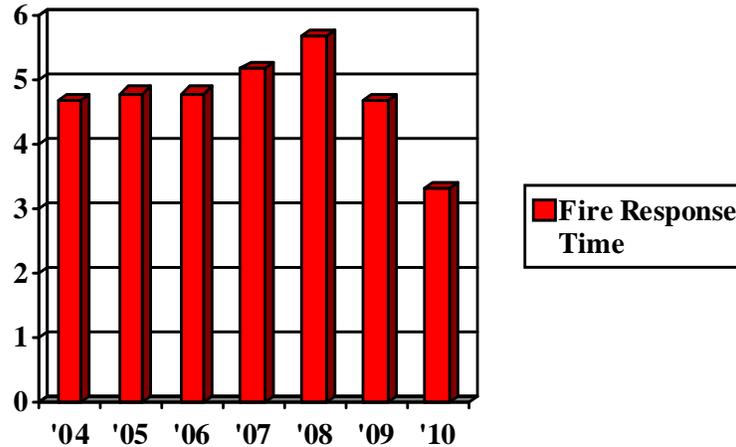
### FY'11 Activity Review:

- Our partnership with School District #7 continues with Student Public Safety Academy #6 in FY' 12, and on-going financial support from School District #7, which allows us to continue our very important School Resource Officer program.
- We continue to rely on the many partnerships we have with surrounding agencies to serve our community.
- Our 5 hybrid vehicles along with the continued conversion of our marked police fleet to V-6 engines has helped control fuel costs, 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.
- The opening of the Parkway Public Safety Center has improved our ability to respond more quickly to police emergencies south of the Rogue River.

# Program: Public Safety – Field Operations

## FY'11 Activity Review continued:

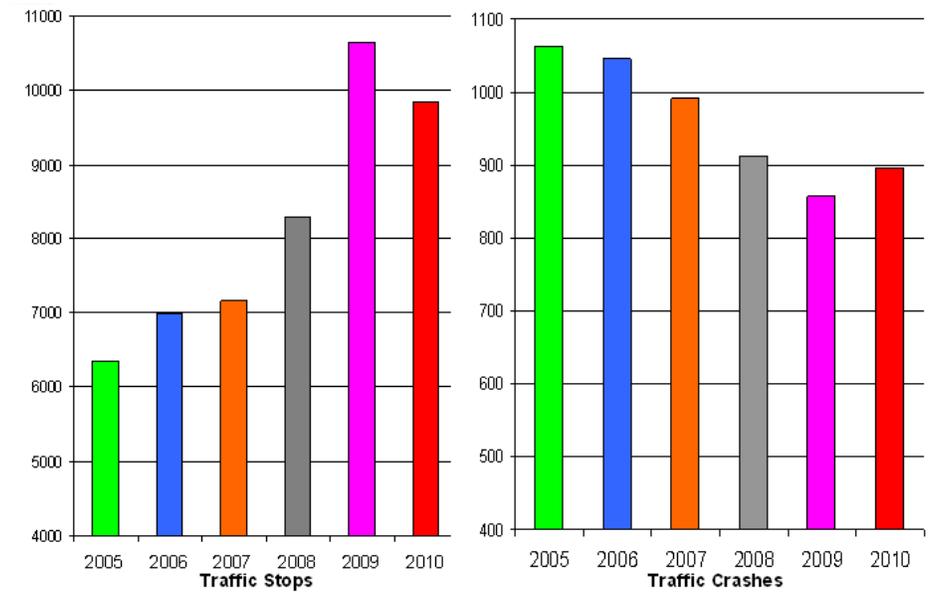
- The opening of both additional stations has improved fire response in the Redwood area, as well as enhanced our ability to handle multiple emergencies that occur at the same time.



## FY'11 Performance Indicators:

- Citizen/Student Public Safety Academy – This program remains a high priority by giving us an opportunity to interact with and educate members of the community, both students and adults. We will complete two Citizen Academies and one Student Academy. **Target met.** *Graduated CPSA #19 and #20, as well as GPHS Student Academy #5.*
- Improve Traffic Safety – As a result of a funding shortfall, the traffic team recommended by the GPDPS Strategic Plan was not funded. However, we will continue to strive to improve traffic safety in our community. **Target NOT met.** *Traffic crashes increased in 2010.*

## Traffic Stops vs. Traffic Crashes 2005 - 2010



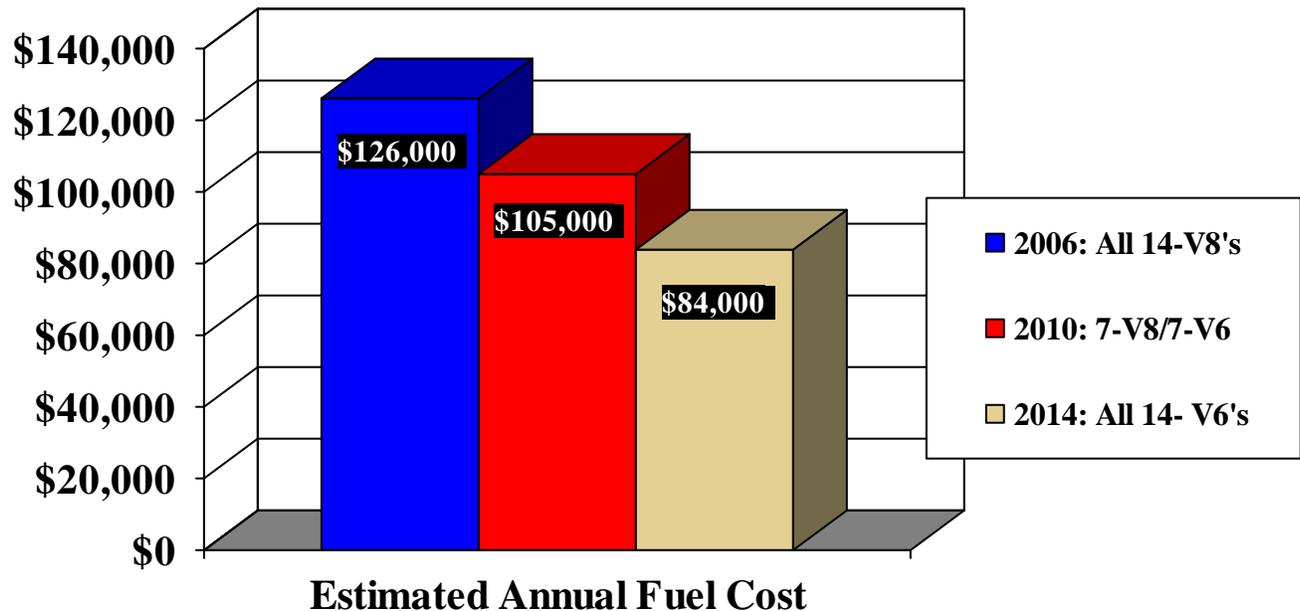
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## Program: Public Safety – Field Operations

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### FY'11 Performance Indicators continued:

- Code Enforcement – In July 2009, GPDPS assumed responsibility of the city Code Enforcement Department. The program now falls under the authority of GPDPS and the Community Service Officers (CSO). The team of CSO's will continue to assist with a variety of public safety tasks. In addition to traditional police and fire related tasks they will also assume all code related responsibilities. **Target met.**
- Police Reserves Program – As recommended by the GPDPS Strategic Plan, a police reserve program was initiated and three reserves were recruited, screened and sworn in. This year they will complete training and will be fully functional, armed police reserves. **Target NOT met.** *One reserve resigned to accept full-time employment.*
- CALEA Accreditation (Strategic Plan) – The plan recommends continued CALEA participation. This remains a high priority for GPDPS patrol. The CALEA on-site is scheduled for August 2010. **Target met.** *GPDPS was named a Flagship and Meritorious agency.*
- V-8 to V-6 Conversion – Continue efforts to rotate V-8 patrol cars and replace with V-6. **Target met.** *GPDPS added two additional V-6 cars to replace V-8 cars.*



## Program: Public Safety – Field Operations

### Financial Summary

| Resources                | ACTUAL                   | ACTUAL                   | BUDGET                   | MANAGER                  | COMMITTEE                | COUNCIL                  |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                          | FY'09                    | FY'10                    | FY'11                    | RECOMMEND                | APPROVED                 | ADOPTED                  |
|                          | \$                       | \$                       | \$                       | \$                       | \$                       | \$                       |
| <b>Current Resources</b> |                          |                          |                          |                          |                          |                          |
| Activity Generated       |                          |                          |                          |                          |                          |                          |
| Property Taxes           | 9,145,979                | 10,799,329               | 10,963,830               | 11,183,129               | 11,183,129               | 11,183,129               |
| Federal Grants           | 324,831                  | 238,247                  | 308,773                  | 307,645                  | 307,645                  | 307,645                  |
| State Grants             | 23,643                   | 19,956                   | 0                        | 13,500                   | 13,500                   | 13,500                   |
| Local Funding            | 49,194                   | 47,808                   | 73,680                   | 144,098                  | 144,098                  | 144,098                  |
| Public Safety Fees       | 158,105                  | 214,178                  | 214,630                  | 229,500                  | 229,500                  | 229,500                  |
| District Court Fines     | 192,767                  | 257,465                  | 200,270                  | 217,800                  | 217,800                  | 217,800                  |
| Towing Fines             | 35,150                   | 34,388                   | 44,360                   | 61,000                   | 61,000                   | 61,000                   |
| Other Revenue            | 12,071                   | 20,887                   | 6,250                    | 74,700                   | 74,700                   | 74,700                   |
| Transfers                | <u>148,522</u>           | <u>143,874</u>           | <u>175,330</u>           | <u>174,500</u>           | <u>174,500</u>           | <u>174,500</u>           |
| Total Current Resources  | 10,090,262               | 11,776,132               | 11,987,123               | 12,405,872               | 12,405,872               | 12,405,872               |
| General Support          | <u>287,959</u>           | <u>(682,071)</u>         | <u>313,099</u>           | <u>580,108</u>           | <u>580,108</u>           | <u>580,108</u>           |
| <b>Total Resources</b>   | <b><u>10,378,221</u></b> | <b><u>11,094,061</u></b> | <b><u>12,300,222</u></b> | <b><u>12,985,980</u></b> | <b><u>12,985,980</u></b> | <b><u>12,985,980</u></b> |

| Requirements              | ACTUAL                   | ACTUAL                   | BUDGET                   | MANAGER                  | COMMITTEE                | COUNCIL                  |
|---------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                           | FY'09                    | FY'10                    | FY'11                    | RECOMMEND                | APPROVED                 | ADOPTED                  |
|                           | \$                       | \$                       | \$                       | \$                       | \$                       | \$                       |
| Personal Services         | 7,682,916                | 8,149,362                | 9,235,569                | 9,816,200                | 9,816,200                | 9,816,200                |
| Materials & Supplies      | 245,274                  | 218,576                  | 266,805                  | 319,675                  | 319,675                  | 319,675                  |
| Contractual/Prof Services | 1,246,054                | 1,406,504                | 1,572,708                | 1,496,910                | 1,496,910                | 1,496,910                |
| Direct Charges            | 3,431                    | 118                      | 34,940                   | 35,675                   | 35,675                   | 35,675                   |
| Capital Outlay            | 172,526                  | 310,950                  | 71,500                   | 109,464                  | 109,464                  | 109,464                  |
| Indirect Charges          | 935,020                  | 1,008,551                | 1,118,700                | 1,177,156                | 1,177,156                | 1,177,156                |
| Transfers Out             | <u>93,000</u>            | <u>0</u>                 | <u>0</u>                 | <u>30,900</u>            | <u>30,900</u>            | <u>30,900</u>            |
| <b>Total Requirements</b> | <b><u>10,378,221</u></b> | <b><u>11,094,061</u></b> | <b><u>12,300,222</u></b> | <b><u>12,985,980</u></b> | <b><u>12,985,980</u></b> | <b><u>12,985,980</u></b> |

## Program: Public Safety – Field Operations

### Personnel

|  | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|--|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Deputy Chief                               | 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                             |
| Public Safety Sergeants                    | 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                             |
| Fire Corporals                             | 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                             |
| Police Officers                            | 30.00                | 30.00                | 32.00                | 35.00                              | 35.00                               | 35.00                            |
| Firefighters                               | 19.00                | 19.00                | 19.00                | 19.00                              | 19.00                               | 19.00                            |
| Firewise Coordinator <sup>#</sup>          | 0.00                 | 0.00                 | 0.00                 | 1.00 <sup>#</sup>                  | 1.00 <sup>#</sup>                   | 1.00 <sup>#</sup>                |
| Community Service Officer                  | 3.50                 | 3.50                 | 5.50                 | 5.00                               | 5.00                                | 5.00                             |
| Investigative Specialist                   | 1.00                 | 1.00                 | 1.00                 | 1.00                               | 1.00                                | 1.00                             |
| Property Specialist                        | <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                                   | 73.50                | 73.50                | 77.50                | 81.00                              | 81.00                               | 81.00                            |
| Community Service Officer                  |                      |                      |                      |                                    |                                     |                                  |
| To: Downtown Dev.                          | (.50)                | (.50)                | (.50)                | (.50)                              | (.50)                               | (.50)                            |
| To: Downtown Dev.                          | <u>(.50)</u>         | <u>(.50)</u>         | <u>(.50)</u>         | <u>(.50)</u>                       | <u>(.50)</u>                        | <u>(.50)</u>                     |
| Subtotal                                   | (1.00)               | (1.00)               | (1.00)               | (1.00)                             | (1.00)                              | (1.00)                           |
| <b>Total Positions</b>                     | <b><u>72.50</u></b>  | <b><u>72.50</u></b>  | <b><u>76.50</u></b>  | <b><u>80.00</u></b>                | <b><u>80.00</u></b>                 | <b><u>80.00</u></b>              |
| <sup>#</sup> Temporary (While Grant Lasts) | 0.00                 | 0.00                 | 0.00                 | (1.00)                             | (1.00)                              | (1.00)                           |
| <b>Total Permanent Positions</b>           | <b><u>72.50</u></b>  | <b><u>72.50</u></b>  | <b><u>76.50</u></b>  | <b><u>79.00</u></b>                | <b><u>79.00</u></b>                 | <b><u>79.00</u></b>              |
| Temporary/Seasonal Hours*                  | <u>0</u>             | <u>1,050</u>         | <u>2,450</u>         | <u>1,400</u>                       | <u>1,400</u>                        | <u>1,400</u>                     |

\*As of Recommended FY'11 the full time equivalent (fte) for all regular/permanent employees is recorded under total positions. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

### Capital Outlay/By Item

|                                      |        |                      |                       |                       |
|--------------------------------------|--------|----------------------|-----------------------|-----------------------|
| Construction other than Buildings    | 20,000 | 0                    | 0                     | 0                     |
| Computer Equipment                   | 9,200  | 0                    | 0                     | 0                     |
| Weapons/Vehicles/Vests/Motor Helmets | 10,500 | 0                    | 0                     | 0                     |
| Mobile Data Terminal                 | 17,200 | 81,701               | 81,701                | 81,701                |
| In-Car ICOP video Systems/Radios     | 11,000 | 18,000               | 18,000                | 18,000                |
| Cardiac Science AEDs                 | 3,600  | 0                    | 0                     | 0                     |
| Pole Can Camera                      | 0      | <u>9,763</u>         | <u>9,763</u>          | <u>9,763</u>          |
| <b>Total Capital Outlay</b>          |        | <b><u>71,500</u></b> | <b><u>109,464</u></b> | <b><u>109,464</u></b> |

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## **Program: Public Safety – Support Services**

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### **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'12 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 – GPDPS applied for Title 3 grant funds to implement a 2-yr FireWise Community Program.
- Fire Inspections – Continue inspections of A, B, E, H and I occupancies for Fire/Life Safety Hazards.

### **FY'12 Performance Measurements:**

- Citizen Public Safety Academy – Complete one (Session #21) citizen academy.
- Student Public Safety Academy – Complete one (Session #6) student academy.
- Bike Rodeos – Complete two child bike rodeos to enhance juvenile safety and education.
- FireWise – If awarded the grant, begin development of a fuels reduction plan using the risk assessment.
- Fire Inspections – Inspect 50% of all Group B occupancies and 100% of all Group A, E, H and I occupancies.

### **Budget Highlights:**

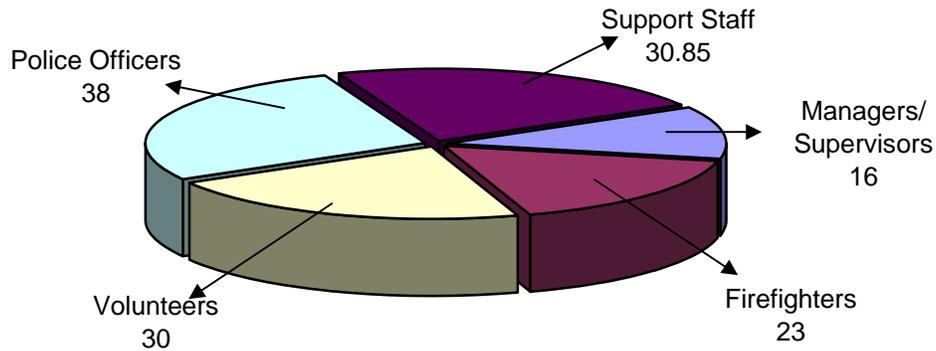
- The Dispatch Center will once again prepare for what always promises to be a very active fire season. Work with outside agencies and Josephine County Emergency Services will be critical.
- The consolidation of the evidence systems proved invaluable and has dramatically improved the efficiency, integrity and security of our evidence.

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## Program: Public Safety – Support Services

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### FY'11 Public Safety Department Employee Distribution



#### FY'11 Performance Indicators:

- Inspect all mandatory high-risk facilities. **Target met.**
- Meet the national standard of answering 911 Calls in 10 seconds 95% of the time. **Target met.**
- Meet the national standard of answering non-emergency calls in 15 seconds 90% of the time. **Target met.**

## Program: Public Safety – Support Services

### Financial Summary

| Resources                  | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                            | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                            | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| <b>Current Resources</b>   |                         |                         |                         |                         |                         |                         |
| Activity Generated         |                         |                         |                         |                         |                         |                         |
| Property Taxes             | 3,037,719               | 2,995,214               | 2,931,780               | 2,994,500               | 2,994,500               | 2,994,500               |
| 9-1-1 Dispatch Fees        | 338,647                 | 349,478                 | 348,519                 | 363,597                 | 363,597                 | 363,597                 |
| 9-1-1 Admin Fees           | 114,943                 | 118,619                 | 118,290                 | 123,411                 | 123,411                 | 123,411                 |
| Intergovernmental Revenues | 0                       | 0                       | 5,538                   | 5,500                   | 5,500                   | 5,500                   |
| Federal Grants             | 135,378                 | 0                       | 0                       | 0                       | 0                       | 0                       |
| State Grants               | 2,378                   | 0                       | 0                       | 0                       | 0                       | 0                       |
| Other Revenue              | <u>1,077</u>            | <u>359</u>              | <u>50</u>               | <u>200</u>              | <u>200</u>              | <u>200</u>              |
| Total Current Resources    | 3,630,142               | 3,463,670               | 3,404,177               | 3,487,208               | 3,487,208               | 3,487,208               |
| General Support            | <u>(411,116)</u>        | <u>(343,122)</u>        | <u>85,582</u>           | <u>219,491</u>          | <u>219,491</u>          | <u>219,491</u>          |
| <b>Total Resources</b>     | <b><u>3,219,026</u></b> | <b><u>3,120,548</u></b> | <b><u>3,489,759</u></b> | <b><u>3,706,699</u></b> | <b><u>3,706,699</u></b> | <b><u>3,706,699</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 2,604,171               | 2,649,298               | 2,945,791               | 3,123,513               | 3,123,513               | 3,123,513               |
| Materials & Supplies      | 24,324                  | 23,562                  | 34,415                  | 48,840                  | 48,840                  | 48,840                  |
| Contractual/Prof Services | 145,932                 | 157,452                 | 187,682                 | 197,373                 | 197,373                 | 197,373                 |
| Direct Charges            | 8,703                   | 0                       | 0                       | 0                       | 0                       | 0                       |
| Capital Outlay            | 143,257                 | 6,550                   | 4,700                   | 0                       | 0                       | 0                       |
| Indirect Charges          | <u>292,639</u>          | <u>283,686</u>          | <u>317,171</u>          | <u>336,973</u>          | <u>336,973</u>          | <u>336,973</u>          |
| <b>Total Requirements</b> | <b><u>3,219,026</u></b> | <b><u>3,120,548</u></b> | <b><u>3,489,759</u></b> | <b><u>3,706,699</u></b> | <b><u>3,706,699</u></b> | <b><u>3,706,699</u></b> |

## Program: Public Safety – Support Services

### Personnel

|                                   | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|-----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Public Safety Director            | 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                            |
| Fire Marshall                     | 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                            |
| Police Officer                    | 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                            |
| Support Specialist-Administrative | 1.000                | 1.000                | 1.000                | 1.000                              | 1.000                               | 1.000                            |
| Dispatcher                        | 13.000               | 9.000                | 10.000               | 10.000                             | 10.000                              | 10.000                           |
| Lead Dispatcher                   | 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                            |
| Prevention Program Office Asst    | 1.000                | 1.000                | 1.000                | 1.000                              | 1.000                               | 1.000                            |
| Public Safety Clerk Aide          | 0.600                | 0.600                | 0.600                | 0.875                              | 0.875                               | 0.875                            |
| Public Safety Clerk               | <u>5.500</u>         | <u>5.750</u>         | <u>5.750</u>         | <u>6.000</u>                       | <u>6.000</u>                        | <u>6.000</u>                     |
| <b>Total Positions</b>            | <b><u>33.100</u></b> | <b><u>29.350</u></b> | <b><u>30.350</u></b> | <b><u>30.875</u></b>               | <b><u>30.875</u></b>                | <b><u>30.875</u></b>             |
| Total Un-Funded Positions         | (4.000)              | 0.000                | 0.000                | 0.000                              | 0.000                               | 0.000                            |
| <b>Total Funded Positions</b>     | <b><u>29.100</u></b> | <b><u>29.350</u></b> | <b><u>30.350</u></b> | <b><u>30.875</u></b>               | <b><u>30.875</u></b>                | <b><u>30.875</u></b>             |
| Temporary/Seasonal Hours*         | <u>3,439</u>         | <u>3,480</u>         | <u>3,480</u>         | <u>2,600</u>                       | <u>2,600</u>                        | <u>2,600</u>                     |

\*As of Recommended FY'11 the full time equivalent (fte) for all regular/permanent employees is recorded under total positions. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

### Capital Outlay/By Item

|                                    |                     |                 |                 |                 |
|------------------------------------|---------------------|-----------------|-----------------|-----------------|
| Computer Equipment/Software        | 4,200               | 0               | 0               | 0               |
| Office Furniture/Equipment/Remodel | <u>500</u>          | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Capital Outlay</b>        | <b><u>4,700</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

## Program: Public Safety – Code Enforcement

### Services Delivered:

The overall livability of our community is improved by this program which receives and investigates citizen complaints of trash, inoperable vehicles and other health and safety issues. Assistance from Fire Prevention, Building, Planning and Engineering divisions assures efficient investigation and follow-through on these violations. Code Enforcement also works in partnership with the Finance Department to recover revenues for delinquent business taxes.

### 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<br>FY'09<br>\$ | ACTUAL<br>FY'10<br>\$ | BUDGET<br>FY'11<br>\$ | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-------------------------|-----------------------|-----------------------|-----------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Current Resources       |                       |                       |                       |                                     |                                      |                                   |
| Activity Generated      |                       |                       |                       |                                     |                                      |                                   |
| Property Taxes          | 157,380               | 165,321               | 0                     | 0                                   | 0                                    | 0                                 |
| Solid Waste Agency      | 24,000                | 20,000                | 0                     | 0                                   | 0                                    | 0                                 |
| Other Revenue           | 0                     | 2,260                 | 0                     | 0                                   | 0                                    | 0                                 |
| Transfer from:          |                       |                       |                       |                                     |                                      |                                   |
| Building & Safety       | 36,000                | 5,000                 | 0                     | 0                                   | 0                                    | 0                                 |
| Solid Waste Projects    | <u>24,000</u>         | <u>24,000</u>         | <u>0</u>              | <u>0</u>                            | <u>0</u>                             | <u>0</u>                          |
| Total Current Resources | 241,380               | 216,581               | 0                     | 0                                   | 0                                    | 0                                 |
| General Support         | <u>(43,142)</u>       | <u>(8,609)</u>        | <u>0</u>              | <u>0</u>                            | <u>0</u>                             | <u>0</u>                          |
| <b>Total Resources</b>  | <b><u>198,238</u></b> | <b><u>207,972</u></b> | <b><u>0</u></b>       | <b><u>0</u></b>                     | <b><u>0</u></b>                      | <b><u>0</u></b>                   |

| Requirements              | ACTUAL<br>FY'09<br>\$ | ACTUAL<br>FY'10<br>\$ | BUDGET<br>FY'11<br>\$ | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|---------------------------|-----------------------|-----------------------|-----------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Personal Services         | 157,277               | 166,995               | 0                     | 0                                   | 0                                    | 0                                 |
| Materials & Supplies      | 1,093                 | 0                     | 0                     | 0                                   | 0                                    | 0                                 |
| Contractual/Prof Services | 17,362                | 22,071                | 0                     | 0                                   | 0                                    | 0                                 |
| Direct Charges            | 4,453                 | 0                     | 0                     | 0                                   | 0                                    | 0                                 |
| Capital Outlay            | 32                    | 0                     | 0                     | 0                                   | 0                                    | 0                                 |
| Indirect Charges          | <u>18,021</u>         | <u>18,906</u>         | <u>0</u>              | <u>0</u>                            | <u>0</u>                             | <u>0</u>                          |
| <b>Total Requirements</b> | <b><u>198,238</u></b> | <b><u>207,972</u></b> | <b><u>0</u></b>       | <b><u>0</u></b>                     | <b><u>0</u></b>                      | <b><u>0</u></b>                   |

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## Program: Public Safety – Code Enforcement

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### Personnel

|                           | BUDGET             | BUDGET             | BUDGET             | MANAGER            | COMMITTEE          | COUNCIL            |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                           | FY'09              | FY'10              | FY'11              | RECOMMEND          | APPROVED           | ADOPTED            |
|                           | #                  | #                  | #                  | FY'12              | FY'12              | FY'12              |
|                           | #                  | #                  | #                  | #                  | #                  | #                  |
| Code Enforcement Officer  | 1.00               | 1.00               | 0.00               | 0.00               | 0.00               | 0.00               |
| Community Service Officer | 1.00               | 1.00               | 0.00               | 0.00               | 0.00               | 0.00               |
| Office Assistant II       | <u>1.00</u>        | <u>1.00</u>        | <u>0.00</u>        | <u>0.00</u>        | <u>0.00</u>        | <u>0.00</u>        |
| Subtotal                  | 3.00               | 3.00               | 0.00               | 0.00               | 0.00               | 0.00               |
| City Attorney             |                    |                    |                    |                    |                    |                    |
| From: Legal               | 0.15               | 0.15               | 0.00               | 0.00               | 0.00               | 0.00               |
| Assistant City Attorney   |                    |                    |                    |                    |                    |                    |
| From: Legal               | <u>0.05</u>        | <u>0.05</u>        | <u>0.00</u>        | <u>0.00</u>        | <u>0.00</u>        | <u>0.00</u>        |
| Subtotal                  | 0.20               | 0.20               | 0.00               | 0.00               | 0.00               | 0.00               |
| <b>Total Positions</b>    | <b><u>3.20</u></b> | <b><u>3.20</u></b> | <b><u>0.00</u></b> | <b><u>0.00</u></b> | <b><u>0.00</u></b> | <b><u>0.00</u></b> |
| Part Time/Seasonal Hours  | <u>0</u>           | <u>0</u>           | <u>0</u>           | <u>0</u>           | <u>0</u>           | <u>0</u>           |

\*As of Recommended FY'11 the full time equivalent (fte) for all regular/permanent employees is recorded under total positions. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

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## Program: Public Safety – Crisis Support Services

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### 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'12 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 purposes 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'12 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'11 Activity Review:

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

### FY'11 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.**

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## Program: Public Safety – Crisis Support Services

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### Financial Summary

| Resources               | ACTUAL               | ACTUAL               | BUDGET               | MANAGER              | COMMITTEE            | COUNCIL              |
|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                         | FY'09                | FY'10                | FY'11                | RECOMMEND            | APPROVED             | ADOPTED              |
|                         | \$                   | \$                   | \$                   | \$                   | \$                   | \$                   |
| Current Resources       |                      |                      |                      |                      |                      |                      |
| Activity Generated      |                      |                      |                      |                      |                      |                      |
| Property Taxes          | <u>44,555</u>        | <u>43,522</u>        | <u>40,648</u>        | <u>42,071</u>        | <u>42,071</u>        | <u>42,071</u>        |
| Total Current Resources | 44,555               | 43,522               | 40,648               | 42,071               | 42,071               | 42,071               |
| General Support         | <u>(4,977)</u>       | <u>(3,904)</u>       | <u>0</u>             | <u>0</u>             | <u>0</u>             | <u>0</u>             |
| <b>Total Resources</b>  | <b><u>39,578</u></b> | <b><u>39,618</u></b> | <b><u>40,648</u></b> | <b><u>42,071</u></b> | <b><u>42,071</u></b> | <b><u>42,071</u></b> |

| Requirements              | ACTUAL               | ACTUAL               | BUDGET               | MANAGER              | COMMITTEE            | COUNCIL              |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                           | FY'09                | FY'10                | FY'11                | RECOMMEND            | APPROVED             | ADOPTED              |
|                           | \$                   | \$                   | \$                   | \$                   | \$                   | \$                   |
| Contractual/Prof Services | <u>39,578</u>        | <u>39,618</u>        | <u>40,648</u>        | <u>42,071</u>        | <u>42,071</u>        | <u>42,071</u>        |
| <b>Total Requirements</b> | <b><u>39,578</u></b> | <b><u>39,618</u></b> | <b><u>40,648</u></b> | <b><u>42,071</u></b> | <b><u>42,071</u></b> | <b><u>42,071</u></b> |

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## **Program: Public Safety – Street Lighting**

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### **Services Delivered:**

The Street Light 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.

### **FY'12 Anticipated Accomplishments:**

The City contracts with Pacific Power and Light Company for the provision of luminaries on roadways and in public areas. Our contracts have shown growth in our community with the installation of numerous new residential lights in the last year. We anticipate the growth to continue with the installation of new lights throughout the community.

### **FY'12 Performance Measurements:**

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

### **Budget Highlights:**

The FY'12 budget reflects the increased costs as a result of additional streetlights and increased energy costs.

### **FY'11 Performance Indicators:**

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

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## Program: Public Safety – Street Lighting

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### Financial Summary

| Resources               | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Current Resources       |                       |                       |                       |                       |                       |                       |
| Activity Generated      |                       |                       |                       |                       |                       |                       |
| Property Taxes          | <u>254,254</u>        | <u>267,259</u>        | <u>295,000</u>        | <u>311,000</u>        | <u>311,000</u>        | <u>311,000</u>        |
| Total Current Resources | 254,254               | 267,259               | 295,000               | 311,000               | 311,000               | 311,000               |
| General Support         | <u>12,430</u>         | <u>8,258</u>          | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Resources</b>  | <b><u>266,684</u></b> | <b><u>275,517</u></b> | <b><u>295,000</u></b> | <b><u>311,000</u></b> | <b><u>311,000</u></b> | <b><u>311,000</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Contractual/Prof Services | <u>266,684</u>        | <u>275,517</u>        | <u>295,000</u>        | <u>311,000</u>        | <u>311,000</u>        | <u>311,000</u>        |
| <b>Total Requirements</b> | <b><u>266,684</u></b> | <b><u>275,517</u></b> | <b><u>295,000</u></b> | <b><u>311,000</u></b> | <b><u>311,000</u></b> | <b><u>311,000</u></b> |

**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 the construction of new Riverside Park Restrooms, Tussing Park Restrooms and a pathway linking Baker Park to the Parkway Property. 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<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources | 192,270                 | 181,503                 | 177,303                 | 176,400                             | 176,400                              | 176,400                           |
| General Support             | <u>1,428,463</u>        | <u>1,365,868</u>        | <u>1,501,160</u>        | <u>1,579,761</u>                    | <u>1,579,761</u>                     | <u>1,579,761</u>                  |
| <b>Total Resources</b>      | <b><u>1,620,733</u></b> | <b><u>1,547,371</u></b> | <b><u>1,678,463</u></b> | <b><u>1,756,161</u></b>             | <b><u>1,756,161</u></b>              | <b><u>1,756,161</u></b>           |
| Requirements                |                         |                         |                         |                                     |                                      |                                   |
| Park Maintenance Services   | 1,397,615               | 1,318,828               | 1,427,295               | 1,498,530                           | 1,498,530                            | 1,498,530                         |
| Aquatic Services            | 92,312                  | 97,722                  | 113,831                 | 120,192                             | 120,192                              | 120,192                           |
| Recreation Services         | <u>130,806</u>          | <u>130,821</u>          | <u>137,337</u>          | <u>137,439</u>                      | <u>137,439</u>                       | <u>137,439</u>                    |
| <b>Total Requirements</b>   | <b><u>1,620,733</u></b> | <b><u>1,547,371</u></b> | <b><u>1,678,463</u></b> | <b><u>1,756,161</u></b>             | <b><u>1,756,161</u></b>              | <b><u>1,756,161</u></b>           |

## Program: Parks – Park Maintenance Services

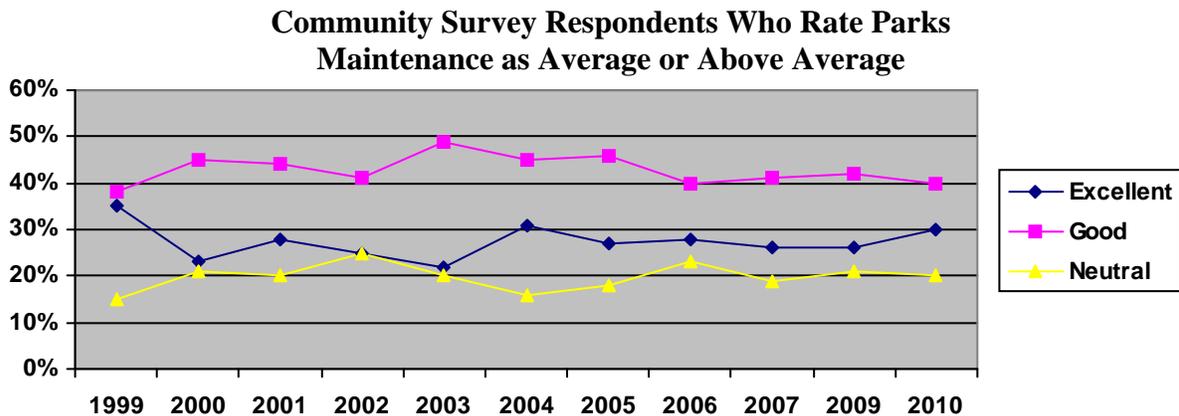
### Services Delivered:

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'12 Anticipated Accomplishments:

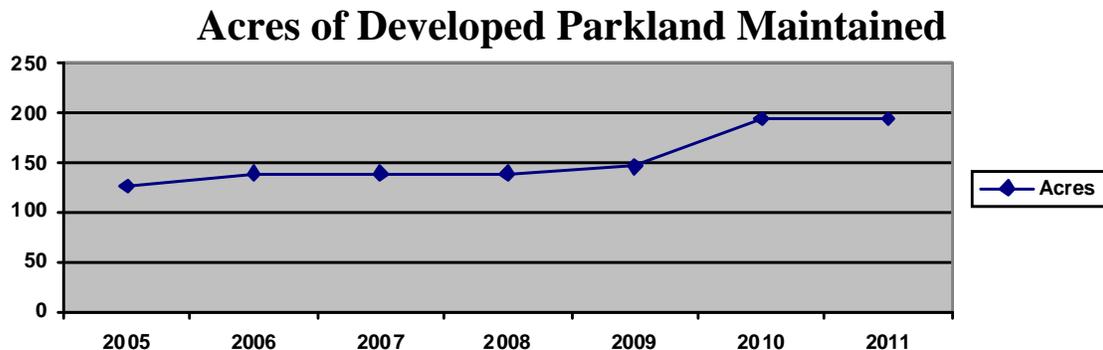
Park's staff will provide maintenance and customer services at all park sites. Riverside Park restroom construction will be completed. New restrooms at Tussing Park will be completed. The path linking Baker Park to the Parkway Property will be completed. An agreement with the Food Bank for use of a portion of the River Road Reserve will be expanded. The staff will continue to provide support for volunteer park projects.

### FY'12 Performance Measurements:



### Effectiveness:

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



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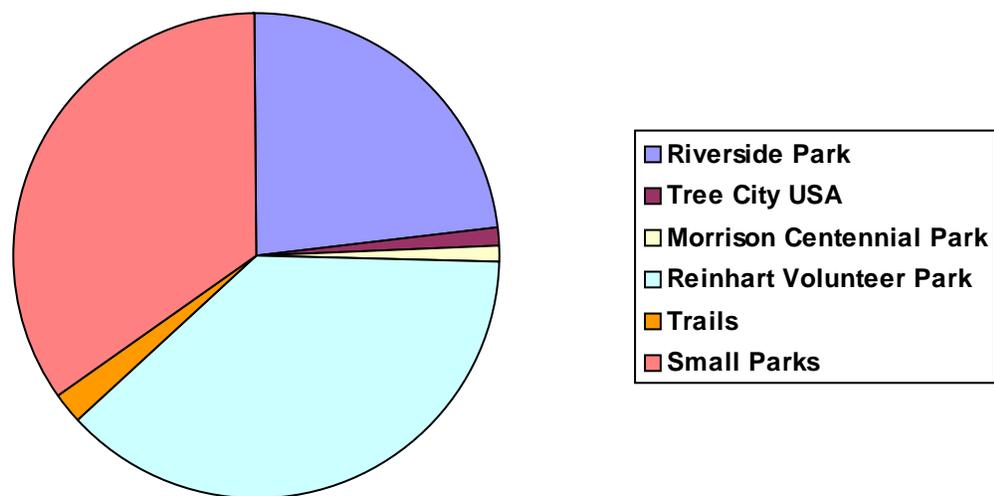
## Program: Parks – Park Maintenance Services

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### Efficiency:

- Irrigation controllers will be installed at Riverside and Gilbert Creek Parks to calculate water requirements and automatically make watering adjustments to irrigation controller.
- Low water use toilets will be installed at Gilbert Creek Park Restrooms to reduce water costs.
- Electric utility vehicles will continue to replace larger gas powered vehicles.
- Office support staff hours reduced by 10%.

### Allocation of Funds for FY'11



### FY'11 Activity Review:

Phase II at Tussing Park was completed. A new trail was completed from Fruitdale Drive to Rogue River Highway. Maintenance of all trails and overlooks continued. The Urban Forest Canopy in Grants Pass was increased by 75 trees.

### FY'11 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 three 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                 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                         | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                         | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Current Resources       |                         |                         |                         |                         |                         |                         |
| Activity Generated      |                         |                         |                         |                         |                         |                         |
| State Grants            | 4,000                   | 4,000                   | 4,000                   | 4,000                   | 4,000                   | 4,000                   |
| Facility Rents          | 26,487                  | 22,719                  | 15,650                  | 14,400                  | 14,400                  | 14,400                  |
| Other Revenue           | 9,530                   | 7,860                   | 8,525                   | 9,900                   | 9,900                   | 9,900                   |
| Transfers               | <u>148,522</u>          | <u>143,873</u>          | <u>146,328</u>          | <u>145,500</u>          | <u>145,500</u>          | <u>145,500</u>          |
| Total Current Resources | 188,539                 | 178,452                 | 174,503                 | 173,800                 | 173,800                 | 173,800                 |
| General Support         | <u>1,209,076</u>        | <u>1,140,376</u>        | <u>1,252,792</u>        | <u>1,324,730</u>        | <u>1,324,730</u>        | <u>1,324,730</u>        |
| <b>Total Resources</b>  | <b><u>1,397,615</u></b> | <b><u>1,318,828</u></b> | <b><u>1,427,295</u></b> | <b><u>1,498,530</u></b> | <b><u>1,498,530</u></b> | <b><u>1,498,530</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 535,219                 | 524,724                 | 537,024                 | 587,325                 | 587,325                 | 587,325                 |
| Materials & Supplies      | 90,619                  | 88,065                  | 83,700                  | 94,100                  | 94,100                  | 94,100                  |
| Contractual/Prof Services | 593,454                 | 537,040                 | 630,391                 | 635,508                 | 635,508                 | 635,508                 |
| Direct Charges            | 35,535                  | 43,979                  | 42,426                  | 45,432                  | 45,432                  | 45,432                  |
| Capital Outlay            | 11,404                  | 5,126                   | 4,000                   | 0                       | 0                       | 0                       |
| Indirect Charges          | 126,384                 | 119,894                 | 129,754                 | 136,165                 | 136,165                 | 136,165                 |
| Transfers Out             | <u>5,000</u>            | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>1,397,615</u></b> | <b><u>1,318,828</u></b> | <b><u>1,427,295</u></b> | <b><u>1,498,530</u></b> | <b><u>1,498,530</u></b> | <b><u>1,498,530</u></b> |

## Program: Parks – Park Maintenance Services

### Personnel

|                                   | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|-----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Parks & Recreation Superintendent | 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                             |
| Urban Forester                    | 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>                     |
| Subtotal                          | 8.00                 | 8.00                 | 8.00                 | 8.00                               | 8.00                                | 8.00                             |
| Parks and Comm. Service Director  |                      |                      |                      |                                    |                                     |                                  |
| From: Property Mgmt               | 0.35                 | 0.35                 | 0.35                 | 0.40                               | 0.40                                | 0.40                             |
| Parks & Recreation Superintendent |                      |                      |                      |                                    |                                     |                                  |
| To: Aquatics                      | (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)                           |
| Support Specialist-Administrative |                      |                      |                      |                                    |                                     |                                  |
| From: Garage                      | 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                             |
| Municipal Service Worker**        |                      |                      |                      |                                    |                                     |                                  |
| To: Aquatics                      | (0.25)               | (0.25)               | (0.25)               | (0.25)                             | (0.25)                              | (0.25)                           |
| From: Property Mgmt               | 0.00                 | 0.00                 | 0.00                 | 0.05                               | 0.05                                | 0.05                             |
| Office Assistant II               |                      |                      |                      |                                    |                                     |                                  |
| From: Property Management         | 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>                   |
| Subtotal                          | 0.10                 | 0.10                 | 0.10                 | 0.20                               | 0.20                                | 0.20                             |
| <b>Total Positions</b>            | <b><u>8.10</u></b>   | <b><u>8.10</u></b>   | <b><u>8.10</u></b>   | <b><u>8.200</u></b>                | <b><u>8.200</u></b>                 | <b><u>8.200</u></b>              |
| Total Un-Funded Positions         | 0.00                 | (1.50)               | (1.50)               | (1.565)                            | (1.565)                             | (1.565)                          |
| <b>Total Funded Positions</b>     | <b><u>8.10</u></b>   | <b><u>6.60</u></b>   | <b><u>6.60</u></b>   | <b><u>6.635</u></b>                | <b><u>6.635</u></b>                 | <b><u>6.635</u></b>              |
| 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>                     |

| <b>*Recap of Unfunded Positions by Fiscal Year:</b> |      |      |      |       |       |       |
|---|------|------|------|-------|-------|-------|
| Urban Forester                                      | 0.00 | 0.50 | 0.50 | 0.500 | 0.500 | 0.500 |
| Municipal Service Worker                            | 0.00 | 1.00 | 1.00 | 1.000 | 1.000 | 1.000 |
| Office Assistant II                                 | 0.00 | 0.00 | 0.00 | 0.050 | 0.050 | 0.050 |
| Admin Support Specialist                            | 0.00 | 0.00 | 0.00 | 0.015 | 0.015 | 0.015 |

\*\*Municipal Service Worker has replaced the job title Parks Maintenance Worker with the ratification of the Teamsters contract during FY' 10.

### Capital Outlay/By Item

|                                   |                     |                 |                 |                 |
|-----------------------------------|---------------------|-----------------|-----------------|-----------------|
| Computers and software            | 500                 | 0               | 0               | 0               |
| Heart at RVP/Gilbert Ck Restrooms | 1,000               | 0               | 0               | 0               |
| Hand dryers                       | <u>2,500</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Capital Outlay</b>       | <b><u>4,000</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## Program: Parks – Aquatic Services

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### Services Delivered:

This program manages Caveman Pool, physical plant and associated grounds. The City provides pool use to School District 7 in the spring. 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.

### FY'12 Anticipated Accomplishments:

- The Pool will continue to be painted on a rotating basis, weather permitting.
- The diving board will be inspected for safety.

### FY'12 Performance Measurements:

#### Effectiveness:

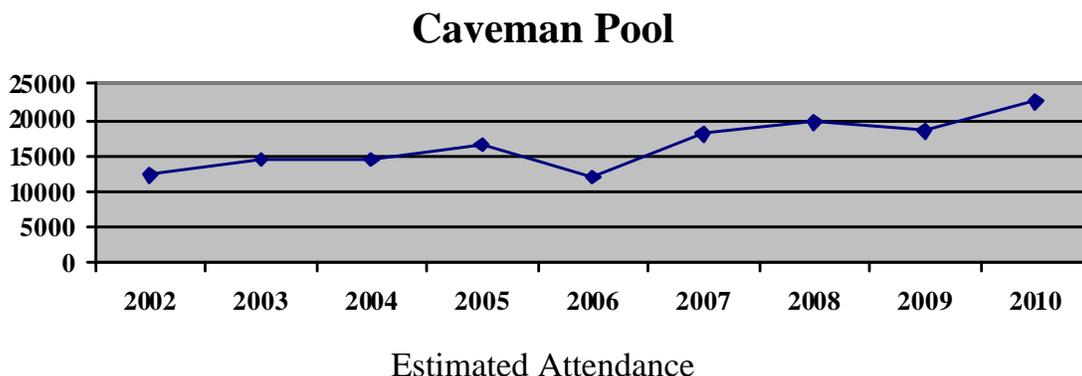
- Staff will work with YMCA management to survey pool users for satisfaction and suggestions for the pool and its operation. At least 80% of respondents shall rate the pool operation as good or excellent.

#### Efficiency:

- Motion sensors will be installed to rooms to reduce electricity costs.
- Staff will continue to contract with the YMCA staff to manage the pool program.

### Budget Highlights:

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



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## Program: Parks – Aquatic Services

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### *FY'11 Activity Review:*

The deep end of the pool was painted.

### *FY'11 Performance Indicators:*

- The pool shall be covered nightly.
  - Effectiveness Target: 95%. **Target met.**
- The YMCA-provided pool program will break even financially.
  - 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<br>FY'09<br>\$ | ACTUAL<br>FY'10<br>\$ | BUDGET<br>FY'11<br>\$ | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-------------------------|-----------------------|-----------------------|-----------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Current Resources       |                       |                       |                       |                                     |                                      |                                   |
| Activity Generated      |                       |                       |                       |                                     |                                      |                                   |
| Facility Rents          | <u>3,011</u>          | <u>2,290</u>          | <u>2,000</u>          | <u>1,800</u>                        | <u>1,800</u>                         | <u>1,800</u>                      |
| Total Current Resources | 3,011                 | 2,290                 | 2,000                 | 1,800                               | 1,800                                | 1,800                             |
| General Support         | <u>89,301</u>         | <u>95,432</u>         | <u>111,831</u>        | <u>118,392</u>                      | <u>118,392</u>                       | <u>118,392</u>                    |
| <b>Total Resources</b>  | <b><u>92,312</u></b>  | <b><u>97,722</u></b>  | <b><u>113,831</u></b> | <b><u>120,192</u></b>               | <b><u>120,192</u></b>                | <b><u>120,192</u></b>             |

| Requirements              | ACTUAL<br>FY'09<br>\$ | ACTUAL<br>FY'10<br>\$ | BUDGET<br>FY'11<br>\$ | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|---------------------------|-----------------------|-----------------------|-----------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Personal Services         | 17,599                | 21,821                | 29,639                | 33,974                              | 33,974                               | 33,974                            |
| Materials & Supplies      | 15,505                | 24,285                | 21,800                | 22,800                              | 22,800                               | 22,800                            |
| Contractual/Prof Services | 45,278                | 33,064                | 43,043                | 43,395                              | 43,395                               | 43,395                            |
| Capital Outlay            | 5,560                 | 9,668                 | 9,000                 | 9,000                               | 9,000                                | 9,000                             |
| Indirect Charges          | <u>8,370</u>          | <u>8,884</u>          | <u>10,349</u>         | <u>11,023</u>                       | <u>11,023</u>                        | <u>11,023</u>                     |
| <b>Total Requirements</b> | <b><u>92,312</u></b>  | <b><u>97,722</u></b>  | <b><u>113,831</u></b> | <b><u>120,192</u></b>               | <b><u>120,192</u></b>                | <b><u>120,192</u></b>             |

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## Program: Parks – Aquatic Services

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### Personnel

|                                   | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|-----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Parks & Recreation Superintendent |                      |                      |                      |                                    |                                     |                                  |
| From: Park Maintenance            | 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                             |
| Municipal Service Worker**        |                      |                      |                      |                                    |                                     |                                  |
| From: Property Mgmt               | 0.00                 | 0.00                 | 0.00                 | 0.05                               | 0.05                                | 0.05                             |
| From: Park Maintenance            | <u>0.25</u>          | <u>0.25</u>          | <u>0.25</u>          | <u>0.25</u>                        | <u>0.25</u>                         | <u>0.25</u>                      |
| <b>Total Positions</b>            | <b><u>0.35</u></b>   | <b><u>0.35</u></b>   | <b><u>0.35</u></b>   | <b><u>0.40</u></b>                 | <b><u>0.40</u></b>                  | <b><u>0.40</u></b>               |
| Part Time/Seasonal Hours          | <u>248</u>           | <u>38*</u>           | <u>38*</u>           | <u>300</u>                         | <u>300</u>                          | <u>300</u>                       |

\*210 hours of part time help have not been funded for FY'11.

\*\* Municipal Service Worker replaced the job title Parks Maintenance Worker during FY'10.

### Capital Outlay/By Item

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

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## Program: Parks – Recreation Services

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### 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 all park activities, reserves shelters, River Vista and River House rentals, coordinates the use of public facilities by leagues and community groups, issues tree permits, reserves banner space for 6th and 7th Streets and Riverside Park. The Grants Pass Recreation Program sponsors an adult basketball league, youth tennis program and drop-in volleyball games at local gyms. The Program conducts several free outings each season to encourage participants to develop a more active lifestyle. The Grants Pass Recreation Program is also 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 increase office hours for the center. This Program also provides support for downtown activities such as Christmas Lighting and Parade, and the downtown Clean-Up Day.

### FY’12 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’12 Performance Measurements:

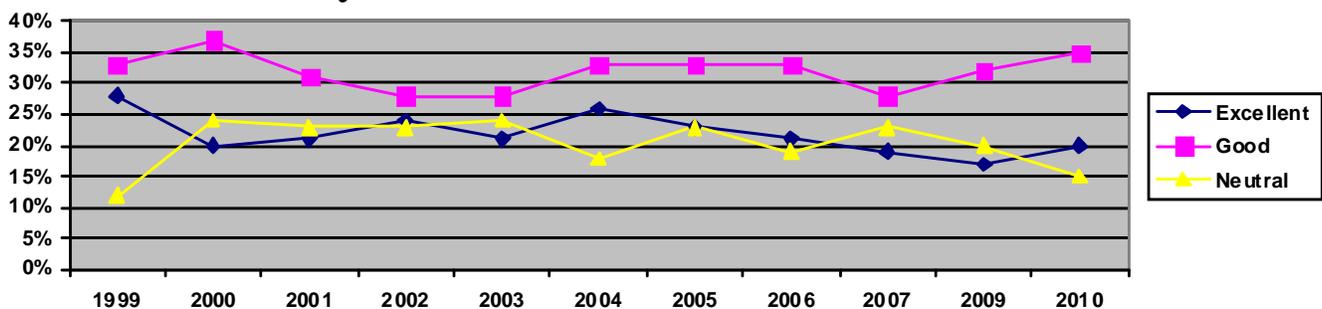
#### **Effectiveness:**

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

### **Annual Survey of Citizen Satisfaction with Recreation Services**

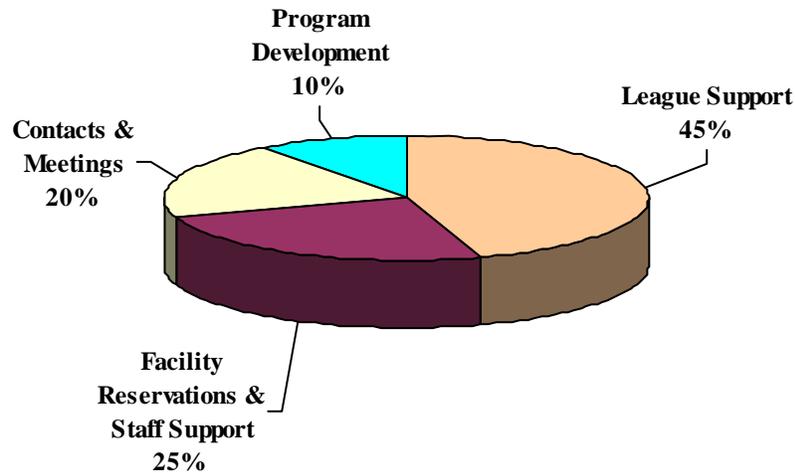


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## Program: Parks – Recreation Services

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### Recreation Components



#### **FY'11 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'11 Performance Measurements:**

- 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               |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Current Resources       |                       |                       |                       |                       |                       |                       |
| Activity Generated      |                       |                       |                       |                       |                       |                       |
| Other Revenue           | <u>720</u>            | <u>761</u>            | <u>800</u>            | <u>800</u>            | <u>800</u>            | <u>800</u>            |
| Total Current Resources | 720                   | 761                   | 800                   | 800                   | 800                   | 800                   |
| General Support         | <u>130,086</u>        | <u>130,060</u>        | <u>136,537</u>        | <u>136,639</u>        | <u>136,639</u>        | <u>136,639</u>        |
| <b>Total Resources</b>  | <b><u>130,806</u></b> | <b><u>130,821</u></b> | <b><u>137,337</u></b> | <b><u>137,439</u></b> | <b><u>137,439</u></b> | <b><u>137,439</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 8,789                 | 9,924                 | 15,114                | 15,222                | 15,222                | 15,222                |
| Contractual/Prof Services | 105,085               | 105,254               | 105,988               | 105,960               | 105,960               | 105,960               |
| Direct Charges            | 5,080                 | 3,750                 | 3,750                 | 3,750                 | 3,750                 | 3,750                 |
| Indirect Charges          | <u>11,852</u>         | <u>11,893</u>         | <u>12,485</u>         | <u>12,507</u>         | <u>12,507</u>         | <u>12,507</u>         |
| <b>Total Requirements</b> | <b><u>130,806</u></b> | <b><u>130,821</u></b> | <b><u>137,337</u></b> | <b><u>137,439</u></b> | <b><u>137,439</u></b> | <b><u>137,439</u></b> |

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## Program: Parks – Recreation Services

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### Personnel

|   | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|---|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Parks & Recreation Superintendent<br>From: Park Maintenance | <u>0.15</u>          | <u>0.15</u>          | <u>0.15</u>          | <u>0.15</u>                        | <u>0.15</u>                         | <u>0.15</u>                      |
| <b>Total Positions</b>                                      | <b><u>0.15</u></b>   | <b><u>0.15</u></b>   | <b><u>0.15</u></b>   | <b><u>0.15</u></b>                 | <b><u>0.15</u></b>                  | <b><u>0.15</u></b>               |

**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 Quality Growth. It will continue to support the development of our downtown and tourism industry.

|                               | ACTUAL<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-------------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources   | 2,240,500               | 1,788,592               | 1,522,368               | 1,446,547                           | 1,446,547                            | 1,446,547                         |
| General Support               | <u>955,205</u>          | <u>706,656</u>          | <u>859,572</u>          | <u>885,467</u>                      | <u>890,467</u>                       | <u>890,467</u>                    |
| <b>Total Resources</b>        | <b><u>3,195,705</u></b> | <b><u>2,495,248</u></b> | <b><u>2,381,940</u></b> | <b><u>2,332,014</u></b>             | <b><u>2,337,014</u></b>              | <b><u>2,337,014</u></b>           |
| Requirements                  |                         |                         |                         |                                     |                                      |                                   |
| Planning Services             | 834,060                 | 614,383                 | 676,168                 | 687,004                             | 687,004                              | 687,004                           |
| Building Services             | 1,595,085               | 1,177,037               | 937,898                 | 840,075                             | 840,075                              | 840,075                           |
| Economic Development Services | 159,500                 | 135,749                 | 165,307                 | 165,049                             | 170,049                              | 170,049                           |
| Downtown Development Services | 297,867                 | 286,429                 | 326,880                 | 342,364                             | 342,364                              | 342,364                           |
| Tourism Promotion Services    | <u>309,193</u>          | <u>281,650</u>          | <u>275,687</u>          | <u>297,522</u>                      | <u>297,522</u>                       | <u>297,522</u>                    |
| <b>Total Requirements</b>     | <b><u>3,195,705</u></b> | <b><u>2,495,248</u></b> | <b><u>2,381,940</u></b> | <b><u>2,332,014</u></b>             | <b><u>2,337,014</u></b>              | <b><u>2,337,014</u></b>           |

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## **Program: Development – Planning Services**

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**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 Urban Forestry Framework Plan. 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’12 Performance Measures:**

- Present findings to the City Council and Board of County Commissioners to complete the local hearing process for the Urban Growth Boundary expansion evaluation. Update Development Code sections in conjunction with UGB amendment and continue Master Plan updates.
- Complete two (2) Neighborhood Center plans.
- Analyze the existing annexation policy and include an annexation proposal on the May 2012 ballot.
- Process a minimum of three (3) amendments to the Comprehensive Plan, Development Code or Municipal Code.
- Partner with School District 7 to implement at least three (3) Safe Routes to School projects.

**Budget Highlights:**

Projected revenues continue to be lower than previous years due to a decrease in the 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.

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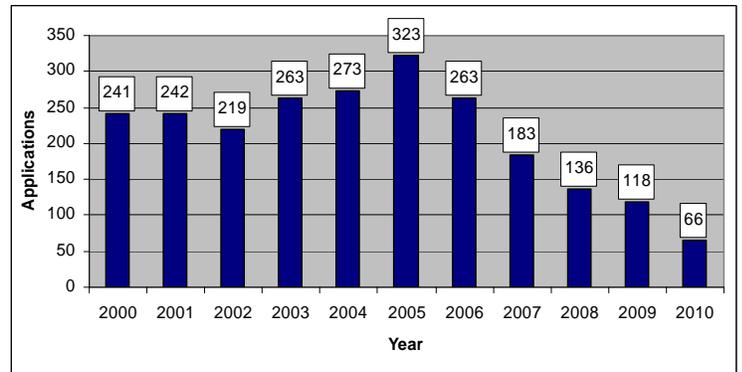
## Program: Development – Planning Services

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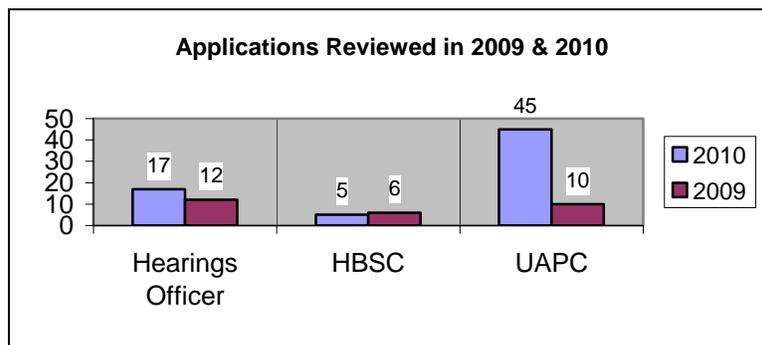
### FY'11 Activity Review:

During calendar year 2010, the division received 67 land use applications within the City and the urbanizing area, including: 2 partitions, 14 site plan reviews, 10 site plan modifications, 3 subdivisions/PUD's, 2 final subdivision and PUD plats, 4 variances, 7 lot line adjustments, 1 appeal, 2 major home occupations and 6 historic reviews.

Staff also worked with applicants on 16 pre-applications, a service designed to assist the developer in the preparation of project proposals that reflect code requirements.



Of the 67 applications processed, twenty-eight (28) 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 onto the City Council for decision or other applications noted below, such as SDC or sign code appeals. Forty-two (42) percent of the applications received in 2010 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 58 single-family dwellings, 3 manufactured homes, 2 duplexes/multi-family units and 63 commercial/industrial projects, additions and remodels. 48 sign permits were reviewed and issued. Other administrative applications included; review of 4 System Development Charge (SDC) appeals, 1 Sign Code Appeal and 10 Minor Home Occupation permits.

### FY'11 Performance Indicators:

- Work proceeded with the evaluation of the Urban Growth Boundary expansion. Five (5) draft concepts for expansion were presented at two (2) separate Open Houses, to gain public feedback and answer questions of the work completed thus far. **Target met.**
- Planning Staff worked on and presented the following projects adopted by City Council, in calendar year 2010: **Target met.**
  - *Comprehensive Park and Recreation Master Plan.*
  - *Development Code Amendment for Retaining Walls.*
  - *Municipal Code Amendments: Heritage Trees, Sign Code, Land Use Extensions and System Development Charges revisions.*

## Program: Development – Planning Services

### Financial Summary

| Resources               | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Current Resources       |                       |                       |                       |                       |                       |                       |
| Activity Generated      |                       |                       |                       |                       |                       |                       |
| Sign Permits            | 10,137                | 8,205                 | 7,700                 | 6,500                 | 6,500                 | 6,500                 |
| State Grants            | 0                     | 0                     | 0                     | 5,000                 | 5,000                 | 5,000                 |
| Solid Waste Agency      | 2,466                 | 755                   | 750                   | 500                   | 500                   | 500                   |
| Planning Fees           | 79,365                | 74,939                | 64,100                | 52,600                | 52,600                | 52,600                |
| Other Revenues          | <u>3,125</u>          | <u>600</u>            | <u>500</u>            | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| Total Current Resources | 95,093                | 84,499                | 73,050                | 64,600                | 64,600                | 64,600                |
| General Support         | <u>738,967</u>        | <u>529,884</u>        | <u>603,118</u>        | <u>622,404</u>        | <u>622,404</u>        | <u>622,404</u>        |
| <b>Total Resources</b>  | <b><u>834,060</u></b> | <b><u>614,383</u></b> | <b><u>676,168</u></b> | <b><u>687,004</u></b> | <b><u>687,004</u></b> | <b><u>687,004</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 565,573               | 398,970               | 392,571               | 343,204               | 343,204               | 343,204               |
| Materials & Supplies      | 343                   | 50                    | 260                   | 330                   | 330                   | 330                   |
| Contractual/Prof Services | 40,379                | 22,442                | 35,350                | 43,533                | 43,533                | 43,533                |
| Direct Charges            | 141,155               | 132,522               | 181,517               | 234,755               | 234,755               | 234,755               |
| Indirect Charges          | 74,610                | 55,399                | 61,470                | 60,182                | 60,182                | 60,182                |
| Transfers Out             | <u>12,000</u>         | <u>5,000</u>          | <u>5,000</u>          | <u>5,000</u>          | <u>5,000</u>          | <u>5,000</u>          |
| <b>Total Requirements</b> | <b><u>834,060</u></b> | <b><u>614,383</u></b> | <b><u>676,168</u></b> | <b><u>687,004</u></b> | <b><u>687,004</u></b> | <b><u>687,004</u></b> |

## Program: Development – Planning Services

### Personnel

|                               | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|-------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Principal Planner             | 1.00                 | 1.00                 | 1.00                 | 1.00                               | 1.00                                | 1.00                             |
| Senior Planner                | 2.00*                | 2.00*                | 1.00                 | 1.00                               | 1.00                                | 1.00                             |
| Planner III                   | 0.00                 | 0.00                 | 1.00*                | 1.00*                              | 1.00*                               | 1.00*                            |
| Associate Planner             | 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*                            |
| Department Support Technician | 1.00                 | 1.00                 | 1.00                 | 1.00*                              | 1.00*                               | 1.00*                            |
| Permit Tech                   | <u>0.00</u>          | <u>0.00</u>          | <u>0.00</u>          | <u>0.00</u>                        | <u>0.00</u>                         | <u>0.00</u>                      |
| <b>Total Positions</b>        | <b><u>11.00</u></b>  | <b><u>11.00</u></b>  | <b><u>11.00</u></b>  | <b><u>11.00</u></b>                | <b><u>11.00</u></b>                 | <b><u>11.00</u></b>              |
| Total Un-Funded Positions     | (4.00)               | (6.00)               | (7.00)               | (8.00)                             | (8.00)                              | (8.00)                           |
| <b>Total Funded Positions</b> | <b><u>7.00</u></b>   | <b><u>5.00</u></b>   | <b><u>4.00</u></b>   | <b><u>3.00</u></b>                 | <b><u>3.00</u></b>                  | <b><u>3.00</u></b>               |
| Temporary/Seasonal Hours      | <u>0</u>             | <u>0</u>             | <u>0</u>             | <u>280</u>                         | <u>280</u>                          | <u>280</u>                       |

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

|                               |      |      |      |      |      |      |
|-------------------------------|------|------|------|------|------|------|
| Planner III                   | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Associate Planner             | 1.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Assistant Planner             | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Senior Planner                | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Department Support Technician | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |

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## **Program: Development – Building Services**

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### **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’12 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’12 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 permit requirements at least 2 times annually to contracting community.

### **Budget Highlights:**

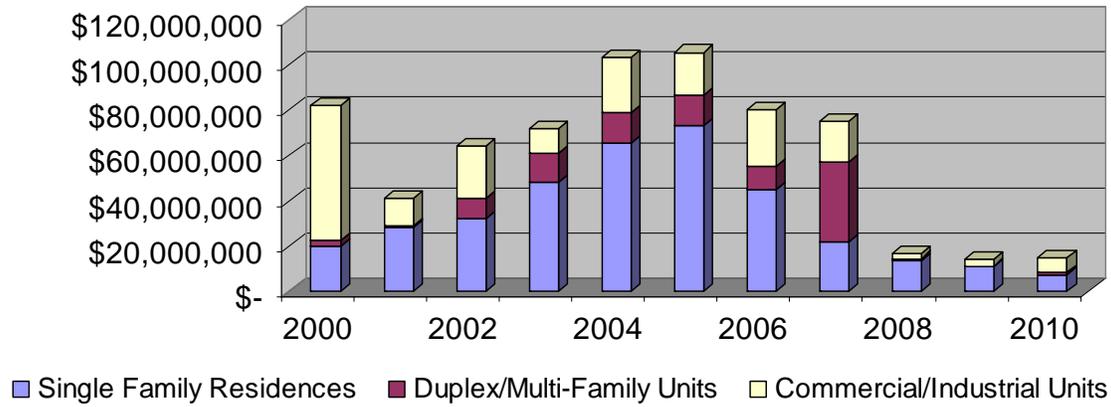
Budgeted expenses have been cut approximately 7% from projected FY’11 in response to decreased revenue projections. FY’11 projected revenues have resulted in a dependency on reserve funds of approximately \$199,000. The FY’12 budget maintains 2 existing funded positions with 5 positions to remain vacant and unfunded.

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## Program: Development – Building Services

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### New Building Construction Valuation 2000-2010



#### **FY'11 Activity Review:**

The division experienced a downturn in the number of permits issued and work performed compared to the previous year. In calendar year 2010 we permitted and provided inspection services for 38 new homes and a total of 57 “dwelling units”, compared to 58 homes and a total of 63 “dwelling units” in 2009.

#### **FY'11 Performance Measures:**

- Provide staffing to ensure full service to the community. **Target met.**
- Meet permit processing timelines identified in the 3 track system. **Target met.**
- Maintain staff certifications as required by the State Building Codes Division. **Target met.**

## Program: Development – Building Services

### Financial Summary

| Resources                  | ACTUAL                  | ACTUAL                  | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|----------------------------|-------------------------|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                            | FY'09                   | FY'10                   | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                            | \$                      | \$                      | \$                    | \$                    | \$                    | \$                    |
| Beginning Balance          | <u>1,232,537</u>        | <u>854,983</u>          | <u>621,898</u>        | <u>526,275</u>        | <u>526,275</u>        | <u>526,275</u>        |
| Current Resources          |                         |                         |                       |                       |                       |                       |
| Activity Generated         |                         |                         |                       |                       |                       |                       |
| Building Permits           | 119,809                 | 115,682                 | 98,000                | 98,000                | 98,000                | 98,000                |
| Plumbing Permits           | 42,824                  | 43,424                  | 32,000                | 37,000                | 37,000                | 37,000                |
| Mechanical Permits         | 25,770                  | 27,840                  | 22,000                | 22,000                | 22,000                | 22,000                |
| Sewer Permits              | 6,246                   | 3,230                   | 2,000                 | 2,000                 | 2,000                 | 2,000                 |
| Electrical Permits         | 52,216                  | 43,482                  | 37,000                | 37,000                | 37,000                | 37,000                |
| Development Charges        | 88,685                  | 83,408                  | 65,000                | 65,000                | 65,000                | 65,000                |
| Interest on Investments    | 21,471                  | 4,988                   | 10,000                | 2,800                 | 2,800                 | 2,800                 |
| Miscellaneous Revenue      | 5,527                   | 0                       | 0                     | 0                     | 0                     | 0                     |
| Transfer from General Ops. | <u>0</u>                | <u>0</u>                | <u>50,000</u>         | <u>50,000</u>         | <u>50,000</u>         | <u>50,000</u>         |
| Total Current Resources    | <u>362,548</u>          | <u>322,054</u>          | <u>316,000</u>        | <u>313,800</u>        | <u>313,800</u>        | <u>313,800</u>        |
| <b>Total Resources</b>     | <b><u>1,595,085</u></b> | <b><u>1,177,037</u></b> | <b><u>937,898</u></b> | <b><u>840,075</u></b> | <b><u>840,075</u></b> | <b><u>840,075</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-------------------------|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                   | FY'10                   | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                      | \$                      | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 339,190                 | 213,924                 | 215,770               | 223,334               | 223,334               | 223,334               |
| Materials & Supplies      | 1,692                   | 2,138                   | 3,650                 | 3,650                 | 3,650                 | 3,650                 |
| Contractual/Prof Services | 82,150                  | 73,491                  | 76,568                | 74,179                | 74,179                | 74,179                |
| Direct Charges            | 228,174                 | 140,016                 | 206,522               | 162,345               | 162,345               | 162,345               |
| Capital Outlay            | 0                       | 0                       | 500                   | 0                     | 0                     | 0                     |
| Contingencies             | 0                       | 0                       | 50,000                | 50,000                | 50,000                | 50,000                |
| Indirect Charges          | 64,896                  | 42,956                  | 50,301                | 46,435                | 46,435                | 46,435                |
| Transfers Out             | 24,000                  | 0                       | 0                     | 0                     | 0                     | 0                     |
| Ending Balance            | <u>854,983</u>          | <u>704,512</u>          | <u>334,587</u>        | <u>280,132</u>        | <u>280,132</u>        | <u>280,132</u>        |
| <b>Total Requirements</b> | <b><u>1,595,085</u></b> | <b><u>1,177,037</u></b> | <b><u>937,898</u></b> | <b><u>840,075</u></b> | <b><u>840,075</u></b> | <b><u>840,075</u></b> |

## Program: Development – Building Services

### Personnel

|                                | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|--------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Building Official              | 1.00                 | 1.00                 | 1.00                 | 1.00                               | 1.00                                | 1.00                             |
| Building Inspector II          | 1.00                 | 1.00                 | 1.00                 | 1.00                               | 1.00                                | 1.00                             |
| Building Inspector I           | 1.00                 | 1.00*                | 1.00*                | 1.00*                              | 1.00*                               | 1.00*                            |
| Residential Building Inspector | 1.00                 | 1.00*                | 1.00*                | 1.00*                              | 1.00*                               | 1.00*                            |
| Plans Examiner II              | 2.00                 | 2.00*                | 2.00*                | 2.00*                              | 2.00*                               | 2.00*                            |
| 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>                     |
| <b>Total Positions</b>         | <b><u>7.00</u></b>   | <b><u>7.00</u></b>   | <b><u>7.00</u></b>   | <b><u>7.00</u></b>                 | <b><u>7.00</u></b>                  | <b><u>7.00</u></b>               |
| Total Un-Funded Positions      | (3.00)               | (5.00)               | (5.00)               | (5.00)                             | (5.00)                              | (5.00)                           |
| <b>Total Funded Positions</b>  | <b><u>4.00</u></b>   | <b><u>2.00</u></b>   | <b><u>2.00</u></b>   | <b><u>2.00</u></b>                 | <b><u>2.00</u></b>                  | <b><u>2.00</u></b>               |

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

|                                |      |      |      |      |      |      |
|--------------------------------|------|------|------|------|------|------|
| Building Inspector I           | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Residential Building Inspector | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Plans Examiner II              | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Office Assistant I             | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |

### Capital Outlay/By Item

|                                 |                   |                   |                   |                   |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Misc Office Equipment/Computers | <u>500</u>        | <u>500</u>        | <u>500</u>        | <u>500</u>        |
| <b>Total Capital Outlay</b>     | <b><u>500</u></b> | <b><u>500</u></b> | <b><u>500</u></b> | <b><u>500</u></b> |

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## Program: Development – Economic Development Services

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### 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'12 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'12 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 Josephine County, Thrive and SOREDI, set up a supply chain website for Josephine and Jackson County.
- In partnership with the Small Business Development Center, create a Josephine/Jackson County Economic Gardening program.

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## Program: Development – Economic Development Services

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### **Budget Highlights:**

The FY'12 budget reflects revenues generated from the City's Transient Room Tax and General Fund revenue support. In terms of expenditures, the FY'12 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'11 Activity Review:**

The one position in the Economic Development Services Activity was an active partner within our region. It works closely with the Chamber of Commerce, SOREDI, Job Council and the Small Business Development Center. In addition, the job partnered with the Downtown management team and the Town Center Association to promote economic activity in our Downtown, (Holiday Plaza and Buy Local Program).

In FY'11, the City was a full partner in the Business Retention and Expansion survey.

### **FY'11 Performance Measurements:**

- 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; however, an application from Jefferson State Forest Products is expected shortly.*
- Plan one state-wide Economic Development Conference to be held in Grants Pass. **Target met.**
- In partnership with Josephine County, Thrive and SOREDI, set up a supply chain website for Josephine and Jackson County. *Progress has been made and implementation is expected in calendar year 2011.*

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## Program: Development – Economic Development Services

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### Financial Summary

| Resources                      | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                                | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                                | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Current Resources              |                       |                       |                       |                       |                       |                       |
| Activity Generated             |                       |                       |                       |                       |                       |                       |
| Transfer from Room Tax         | 111,392               | 107,905               | 105,250               | 109,100               | 109,100               | 109,100               |
| Transfer from Industrial Loans | <u>5,000</u>          | <u>5,000</u>          | <u>5,000</u>          | <u>5,000</u>          | <u>5,000</u>          | <u>5,000</u>          |
| <br>                           |                       |                       |                       |                       |                       |                       |
| Total Current Resources        | 116,392               | 112,905               | 110,250               | 114,100               | 114,100               | 114,100               |
| General Support                | <u>43,108</u>         | <u>22,844</u>         | <u>55,057</u>         | <u>50,949</u>         | <u>55,949</u>         | <u>55,949</u>         |
| <br>                           |                       |                       |                       |                       |                       |                       |
| <b>Total Resources</b>         | <b><u>159,500</u></b> | <b><u>135,749</u></b> | <b><u>165,307</u></b> | <b><u>165,049</u></b> | <b><u>170,049</u></b> | <b><u>170,049</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 88,446                | 91,844                | 97,035                | 96,273                | 96,273                | 96,273                |
| Materials & Supplies      | 33                    | 20                    | 0                     | 0                     | 0                     | 0                     |
| Contractual/Prof Services | 52,457                | 27,318                | 50,684                | 51,197                | 56,197                | 56,197                |
| Direct Charges            | 4,064                 | 4,226                 | 2,560                 | 2,574                 | 2,574                 | 2,574                 |
| Indirect Charges          | <u>14,500</u>         | <u>12,341</u>         | <u>15,028</u>         | <u>15,005</u>         | <u>15,005</u>         | <u>15,005</u>         |
| <br>                      |                       |                       |                       |                       |                       |                       |
| <b>Total Requirements</b> | <b><u>159,500</u></b> | <b><u>135,749</u></b> | <b><u>165,307</u></b> | <b><u>165,049</u></b> | <b><u>170,049</u></b> | <b><u>170,049</u></b> |

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**Program: Development – Economic Development Services**

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***Personnel***

|   | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|---|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Economic Development<br>Economic Development Specialist | <u>1.00</u>          | <u>1.00</u>          | <u>1.00</u>          | <u>1.00</u>                        | <u>1.00</u>                         | <u>1.00</u>                      |
| <b>Total Positions</b>                                  | <b><u>1.00</u></b>   | <b><u>1.00</u></b>   | <b><u>1.00</u></b>   | <b><u>1.00</u></b>                 | <b><u>1.00</u></b>                  | <b><u>1.00</u></b>               |

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## Program: Development – Downtown Development Services

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### Services Delivered:

Grants Pass has a viable and healthy downtown. The downtown services consist 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, special events, visitor information services and public restrooms.

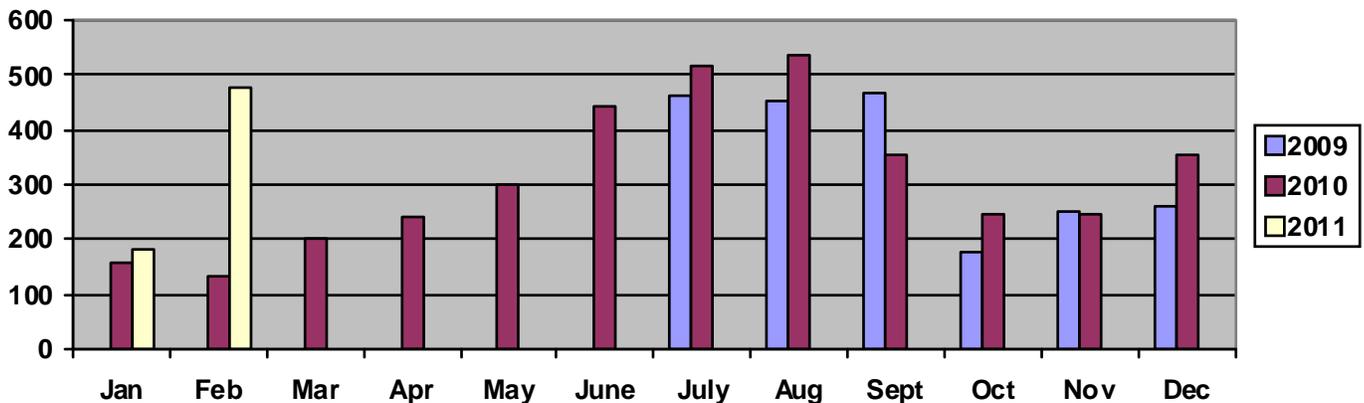
Maintaining the public infrastructure ensures a clean, safe and aesthetically pleasing downtown environment. This program directs capital improvements, contracts, downtown public improvements, light fixtures, landscape and parking lot maintenance, and trash collection. Downtown contracts include refuse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

### FY'12 Performance Measurements:

- Effectiveness: Merchants will be surveyed following ‘Shop Local’ and “Art Along the Rogue” events, report findings.
- Effectiveness: 2 forums will be planned to allow proactive discussions with merchants and other affected organizations.
- Efficiency: Evaluate janitorial services, comparing those previously provided though a contract to the current staffing level.

### Monthly Visitor Center Contacts

July 2009 – February 2011



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## Program: Development – Downtown Development Services

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### Budget Highlights:

Enhancement and maintenance of the downtown physical environment is an ongoing project and priority. To further this effort, this program will assist with plans to plant 8-10 trees on 7<sup>th</sup> street, from the river to H Street. 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 area. The flower basket program and the winter holiday events will be maintained at the current level of funding.

### FY'11 Performance Indicators:

- Landscaping, street lighting, street furniture and other downtown public amenities will be maintained and repaired within 5 days of reported damage. **Target met.**
- Parking enforcement methods will be monitored with the goal being a viable balance between merchant and customer satisfaction. **Target met.**
- Communication methods with business owners will be evaluated for effectiveness. **Target met.**
- Cleanup improvements such as power washing sidewalks, gum busting, etc will be coordinated to enhance downtown. **Target partially met** (budget limitations).

## Program: Development – Downtown Development Services

### Financial Summary

| Resources                   | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                             | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                             | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| <b>Current Resources</b>    |                       |                       |                       |                       |                       |                       |
| Activity Generated          |                       |                       |                       |                       |                       |                       |
| Parking Lot Permits         | 7,020                 | 13,490                | 10,000                | 8,400                 | 8,400                 | 8,400                 |
| Reserved Parking Permits    | 300                   | 600                   | 930                   | 600                   | 600                   | 600                   |
| Parking Violations          | 9,859                 | 8,675                 | 7,830                 | 8,700                 | 8,700                 | 8,700                 |
| Other Revenue               | 7,774                 | 1,831                 | 2,990                 | 3,450                 | 3,450                 | 3,450                 |
| Transfer from Room Tax Fund | <u>111,392</u>        | <u>107,905</u>        | <u>105,250</u>        | <u>109,100</u>        | <u>109,100</u>        | <u>109,100</u>        |
| Total Current Resources     | 136,345               | 132,501               | 127,000               | 130,250               | 130,250               | 130,250               |
| General Support             | <u>161,522</u>        | <u>153,928</u>        | <u>199,880</u>        | <u>212,114</u>        | <u>212,114</u>        | <u>212,114</u>        |
| <b>Total Resources</b>      | <b><u>297,867</u></b> | <b><u>286,429</u></b> | <b><u>326,880</u></b> | <b><u>342,364</u></b> | <b><u>342,364</u></b> | <b><u>342,364</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 92,312                | 99,577                | 116,262               | 129,886               | 129,886               | 129,886               |
| Materials & Supplies      | 14,739                | 10,109                | 10,100                | 13,360                | 13,360                | 13,360                |
| Contractual/Prof Services | 158,990               | 140,982               | 153,097               | 151,261               | 151,261               | 151,261               |
| Direct Charges            | 5,423                 | 9,722                 | 17,705                | 16,733                | 16,733                | 16,733                |
| Capital Outlay            | 85                    | 0                     | 0                     | 0                     | 0                     | 0                     |
| Indirect Charges          | <u>26,318</u>         | <u>26,039</u>         | <u>29,716</u>         | <u>31,124</u>         | <u>31,124</u>         | <u>31,124</u>         |
| <b>Total Requirements</b> | <b><u>297,867</u></b> | <b><u>286,429</u></b> | <b><u>326,880</u></b> | <b><u>342,364</u></b> | <b><u>342,364</u></b> | <b><u>342,364</u></b> |

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## Program: Development – Downtown Development Services

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### Personnel

|                                  | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Community Service Officer        |                      |                      |                      |                                    |                                     |                                  |
| From: Public Safety Field        | 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                             |
| Tourism/Downtown Coordinator     |                      |                      |                      |                                    |                                     |                                  |
| From Tourism                     | 0.25                 | 0.25                 | 0.25                 | 0.25                               | 0.25                                | 0.25                             |
| Property Management Coordinator  |                      |                      |                      |                                    |                                     |                                  |
| From: Property Management        | 0.15                 | 0.15                 | 0.15                 | 0.10                               | 0.10                                | 0.10                             |
| Municipal Service Worker         |                      |                      |                      |                                    |                                     |                                  |
| From: Property Management        | 0.00                 | 0.00                 | 0.00                 | 0.15                               | 0.15                                | 0.15                             |
| Parks and Comm. Service Director |                      |                      |                      |                                    |                                     |                                  |
| From: Property Management        | <u>0.05</u>          | <u>0.05</u>          | <u>0.05</u>          | <u>0.05</u>                        | <u>0.05</u>                         | <u>0.05</u>                      |
| <b>Total Positions</b>           | <b><u>1.45</u></b>   | <b><u>1.45</u></b>   | <b><u>1.45</u></b>   | <b><u>1.55</u></b>                 | <b><u>1.55</u></b>                  | <b><u>1.55</u></b>               |
| Temporary/Seasonal Hours         | <u>210</u>           | <u>210</u>           | <u>0*</u>            | <u>350</u>                         | <u>350</u>                          | <u>350</u>                       |

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

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## Program: Development – Tourism Promotion Services

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### Services Delivered:

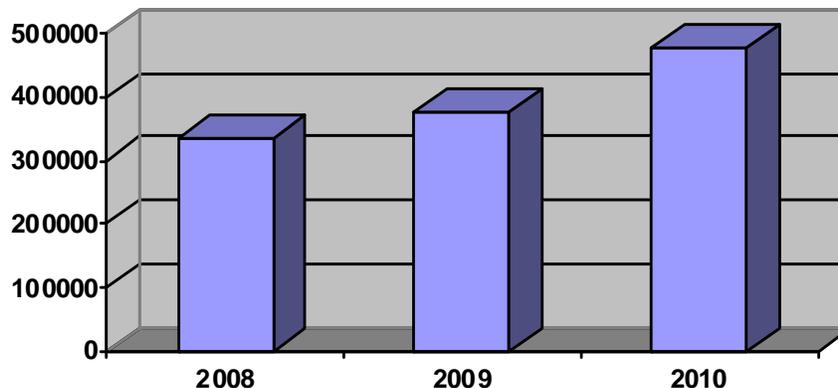
This program is responsible for marketing the Grants Pass area and providing tourism and visitor services to increase the economic impact in the community. Activities include outreach advertising, maintaining a dynamic website, visitor contact, event promotion, industry training, development of informational 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’12 Anticipated Accomplishments:

Staff will work with the Tourism Advisory Committee on ideas and plans for the creation of a new or expanded event for 2012. The City received notice of a NEA (National Endowment of the Arts) grant for the key “Shoulder Season” event, “Art Along the Rogue”. In its 9<sup>th</sup> year, this additional funding will help to enhance artist opportunities, by providing expanded workshops and specialized techniques taught by a professional street painting artist. The promotion of local events such as Amazing May, Back to the 50’s and Holiday events, through an abundance of websites, 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 website will continue to be updated as a primary marketing tool.

### FY’12 Performance Measurements:

#### Annual Hits on [www.visitgrantspass.org](http://www.visitgrantspass.org)



- 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: An intercept survey requesting zip code information will be conducted at “Art Along the Rogue”, to gain information on the event attendees and the response of marketing efforts.
- Efficiency: The Tourism program will research and engage in additional social media efforts to maximize this form of marketing.

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## Program: Development – Tourism Promotion Services

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### Budget Highlights:

Projected revenues are forecasted to remain flat throughout FY'12. 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. The primary function of this program is to provide outreach marketing through various print and web based advertising.

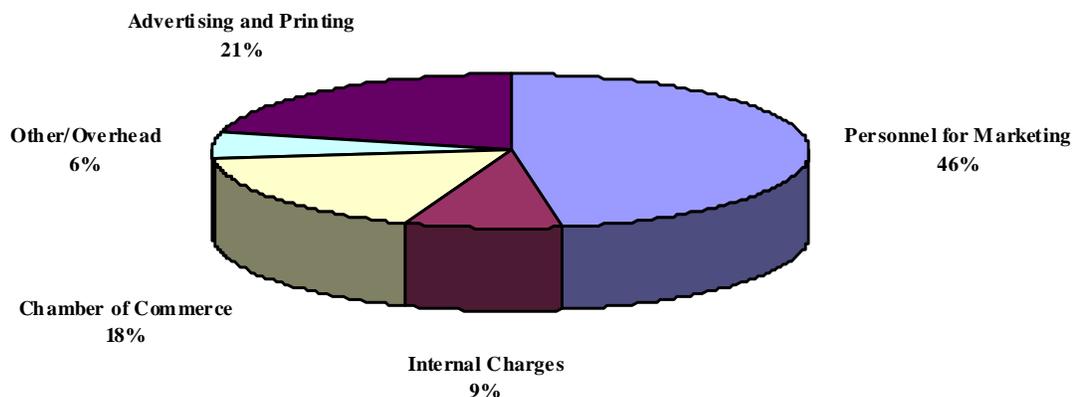
### FY'11 Activity Review:

An updated marketing plan was approved by the City Council in 2010 and will continue to help direct marketing efforts. Extensive time and attention is spent on the tourism website ([www.visitgrantspass.org](http://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 is sent to over 13,000 subscribers and social media activities such as Facebook and YouTube, which have become an important part of marketing. Several brochure and rack cards continue to be produced and distributed to encourage additional activities for all seasons and promote extended visitor stays. All brochures are available in PDF format on the website to provide another communication avenue. Art Along the Rogue, our fall "shoulder" season event, moved back to H Street and was expanded to include the blocks between 6<sup>th</sup> Street and (just shy of) 4<sup>th</sup> Street. Additionally, 5<sup>th</sup> Street was closed between G Street and J Street to allow for an expanded layout. The enhanced layout and amazing weather resulted in the event attendees staying longer and left a positive economic impact.

### FY'11 Performance Indicators:

- Receive positive satisfaction ratings from at least 80% of local lodging providers - will survey in May 2010 - **Target met.**
- Increase website visits by 3% per year - **Target met.**

### Budget Allocations



### Actual Expenditures FY'11 (as of 3/21/11)

## Program: Development – Tourism Promotion Services

### Financial Summary

| Resources               | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Beginning Balance       | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>13,822</u>         | <u>13,822</u>         | <u>13,822</u>         |
| Current Resources       |                       |                       |                       |                       |                       |                       |
| Activity Generated      |                       |                       |                       |                       |                       |                       |
| State Grants            | 6,000                 | 0                     | 0                     | 0                     | 0                     | 0                     |
| Sales                   | 5,057                 | 3,757                 | 2,500                 | 2,500                 | 2,500                 | 2,500                 |
| Transfer from Room Tax  | 286,435               | 277,470               | 270,630               | 280,600               | 280,600               | 280,600               |
| Other Revenue           | <u>93</u>             | <u>423</u>            | <u>1,040</u>          | <u>600</u>            | <u>600</u>            | <u>600</u>            |
| Total Current Resources | 297,585               | 281,650               | 274,170               | 283,700               | 283,700               | 283,700               |
| General Support         | <u>11,608</u>         | <u>0</u>              | <u>1,517</u>          | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Resources</b>  | <b><u>309,193</u></b> | <b><u>281,650</u></b> | <b><u>275,687</u></b> | <b><u>297,522</u></b> | <b><u>297,522</u></b> | <b><u>297,522</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 126,180               | 129,148               | 135,046               | 141,217               | 141,217               | 141,217               |
| Materials & Supplies      | 2,346                 | 1,612                 | 4,200                 | 4,600                 | 4,600                 | 4,600                 |
| Contractual/Prof Services | 151,652               | 112,394               | 111,010               | 122,383               | 122,383               | 122,383               |
| Direct Charges            | 424                   | 486                   | 515                   | 2,393                 | 2,393                 | 2,393                 |
| Capital Outlay            | 1,578                 | 0                     | 0                     | 0                     | 0                     | 0                     |
| Indirect Charges          | 27,013                | 24,188                | 24,916                | 26,929                | 26,929                | 26,929                |
| Ending Balance            | <u>0</u>              | <u>13,822</u>         | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>309,193</u></b> | <b><u>281,650</u></b> | <b><u>275,687</u></b> | <b><u>297,522</u></b> | <b><u>297,522</u></b> | <b><u>297,522</u></b> |

## Program: Development – Tourism Promotion Services

### Personnel

|                                  | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Tourism/Downtown Coordinator     | 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>                      |
| Subtotal                         | 2.00                 | 2.00                 | 2.00                 | 2.00                               | 2.00                                | 2.00                             |
| Parks and Comm. Service Director |                      |                      |                      |                                    |                                     |                                  |
| From: Property Management        | 0.05                 | 0.05                 | 0.05                 | 0.05                               | 0.05                                | 0.05                             |
| Office Assistant II              |                      |                      |                      |                                    |                                     |                                  |
| From: Property Management        | 0.05                 | 0.05                 | 0.05                 | 0.05*                              | 0.05*                               | 0.05*                            |
| Tourism/Downtown Coordinator     |                      |                      |                      |                                    |                                     |                                  |
| To: Downtown                     | <u>(0.25)</u>        | <u>(0.25)</u>        | <u>(0.25)</u>        | <u>(0.25)</u>                      | <u>(0.25)</u>                       | <u>(0.25)</u>                    |
| Subtotal                         | (0.15)               | (0.15)               | (0.15)               | (0.15)                             | (0.15)                              | (0.15)                           |
| <b>Total Positions</b>           | <b><u>1.85</u></b>   | <b><u>1.85</u></b>   | <b><u>1.85</u></b>   | <b><u>1.850</u></b>                | <b><u>1.850</u></b>                 | <b><u>1.850</u></b>              |
| Total Un-Funded Positions        | 0.00                 | 0.00                 | 0.00                 | (0.005)                            | (0.005)                             | (0.005)                          |
| <b>Total Funded Positions</b>    | <b><u>1.85</u></b>   | <b><u>1.85</u></b>   | <b><u>1.85</u></b>   | <b><u>1.845</u></b>                | <b><u>1.845</u></b>                 | <b><u>1.845</u></b>              |

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

|                     |      |      |      |       |       |       |
|---------------------|------|------|------|-------|-------|-------|
| Office Assistant II | 0.00 | 0.00 | 0.00 | 0.005 | 0.005 | 0.005 |
|---------------------|------|------|------|-------|-------|-------|

**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<br>FY'09<br>\$    | ACTUAL<br>FY'10<br>\$    | BUDGET<br>FY'11<br>\$    | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-------------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources   | 12,167,326               | 13,678,386               | 12,091,600               | 11,914,558                          | 11,914,558                           | 11,914,558                        |
| <b>Total Resources</b>        | <b><u>12,167,326</u></b> | <b><u>13,678,386</u></b> | <b><u>12,091,600</u></b> | <b><u>11,914,558</u></b>            | <b><u>11,914,558</u></b>             | <b><u>11,914,558</u></b>          |
| Requirements                  |                          |                          |                          |                                     |                                      |                                   |
| Street & Drainage Maintenance | 1,038,940                | 1,083,201                | 1,185,069                | 1,218,104                           | 1,218,104                            | 1,218,104                         |
| Customer Services             | 104,945                  | 110,435                  | 67,007                   | 53,311                              | 53,311                               | 53,311                            |
| General Program Operations    | 1,147,510                | 1,403,332                | 1,478,963                | 2,245,787                           | 2,245,787                            | 2,245,787                         |
| Capital Construction          | <u>9,875,931</u>         | <u>11,081,418</u>        | <u>9,360,561</u>         | <u>8,397,356</u>                    | <u>8,397,356</u>                     | <u>8,397,356</u>                  |
| <b>Total Requirements</b>     | <b><u>12,167,326</u></b> | <b><u>13,678,386</u></b> | <b><u>12,091,600</u></b> | <b><u>11,914,558</u></b>            | <b><u>11,914,558</u></b>             | <b><u>11,914,558</u></b>          |

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## **Program: Transportation/Street Utility**

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### **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                  | COMMITTEE                | COUNCIL                  |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                             | FY'09                    | FY'10                    | FY'11                    | RECOMMEND                | APPROVED                 | ADOPTED                  |
|                             | \$                       | \$                       | \$                       | \$                       | \$                       | \$                       |
| Beginning Balance           | <u>198,647</u>           | <u>321,197</u>           | <u>187,508</u>           | <u>693,612</u>           | <u>693,612</u>           | <u>693,612</u>           |
| Current Resources           |                          |                          |                          |                          |                          |                          |
| Activity Generated          |                          |                          |                          |                          |                          |                          |
| Gas Tax Allocation          | 1,232,899                | 1,374,850                | 1,662,580                | 1,947,660                | 1,947,660                | 1,947,660                |
| Interest                    | 3,075                    | 2,991                    | 1,900                    | 1,680                    | 1,680                    | 1,680                    |
| Permit Fees                 | 12,588                   | 9,070                    | 10,500                   | 7,000                    | 7,000                    | 7,000                    |
| Revenue from Other Agencies | 80,370                   | 93,215                   | 84,651                   | 84,650                   | 84,650                   | 84,650                   |
| Transportation Fees         | 760,949                  | 790,921                  | 781,800                  | 781,500                  | 781,500                  | 781,500                  |
| Other Revenue               | 2,867                    | 4,724                    | 2,100                    | 1,100                    | 1,100                    | 1,100                    |
| Capital Construction        | <u>9,875,931</u>         | <u>11,081,418</u>        | <u>9,360,561</u>         | <u>8,397,356</u>         | <u>8,397,356</u>         | <u>8,397,356</u>         |
| Total Current Resources     | <u>11,968,679</u>        | <u>13,357,189</u>        | <u>11,904,092</u>        | <u>11,220,946</u>        | <u>11,220,946</u>        | <u>11,220,946</u>        |
| <b>Total Resources</b>      | <b><u>12,167,326</u></b> | <b><u>13,678,386</u></b> | <b><u>12,091,600</u></b> | <b><u>11,914,558</u></b> | <b><u>11,914,558</u></b> | <b><u>11,914,558</u></b> |

| Requirements                     | ACTUAL                   | ACTUAL                   | BUDGET                   | MANAGER                  | COMMITTEE                | COUNCIL                  |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                  | FY'09                    | FY'10                    | FY'11                    | RECOMMEND                | APPROVED                 | ADOPTED                  |
|                                  | \$                       | \$                       | \$                       | \$                       | \$                       | \$                       |
| Streets and Drainage Maintenance | 1,033,940                | 1,083,201                | 1,185,069                | 1,218,104                | 1,218,104                | 1,218,104                |
| Customer Services                | 104,945                  | 110,435                  | 67,007                   | 53,311                   | 53,311                   | 53,311                   |
| General Operations               | 247,657                  | 210,611                  | 277,798                  | 284,260                  | 284,260                  | 284,260                  |
| Capital Construction             | 9,875,931                | 11,081,418               | 9,360,561                | 8,397,356                | 8,397,356                | 8,397,356                |
| Contingencies                    | 0                        | 0                        | 227,818                  | 437,558                  | 437,558                  | 437,558                  |
| Indirect Charges                 | 138,770                  | 140,525                  | 153,300                  | 155,612                  | 155,612                  | 155,612                  |
| Transfers Out                    | 443,387                  | 478,808                  | 818,584                  | 1,366,158                | 1,366,158                | 1,366,158                |
| Debt Services                    | 1,499                    | 995                      | 1,463                    | 2,199                    | 2,199                    | 2,199                    |
| Ending Balance                   | <u>321,197</u>           | <u>572,393</u>           | <u>0</u>                 | <u>0</u>                 | <u>0</u>                 | <u>0</u>                 |
| <b>Total Requirements</b>        | <b><u>12,167,326</u></b> | <b><u>13,678,386</u></b> | <b><u>12,091,600</u></b> | <b><u>11,914,558</u></b> | <b><u>11,914,558</u></b> | <b><u>11,914,558</u></b> |

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## **Program: Transportation/Street Utility – Street and Drainage Maintenance**

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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'12 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 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'12 Performance Measurements:**

- **Digouts and Skin Patching**
  - Repairs of failed street sub-grade and surface will be completed on 20 segments.  
Effectiveness target ■ 90%.
  - Twenty square feet of asphalt repairs will be completed per man-hour.  
Efficiency target ■ 70%.
  - Repairs of asphalt will meet City standards one year after completion.  
Effectiveness target ■ 95%.
- **Crack Sealing**
  - Twenty-five segments of crack sealing will be completed.  
Effectiveness target ■ 80%.
  - Forty 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:**

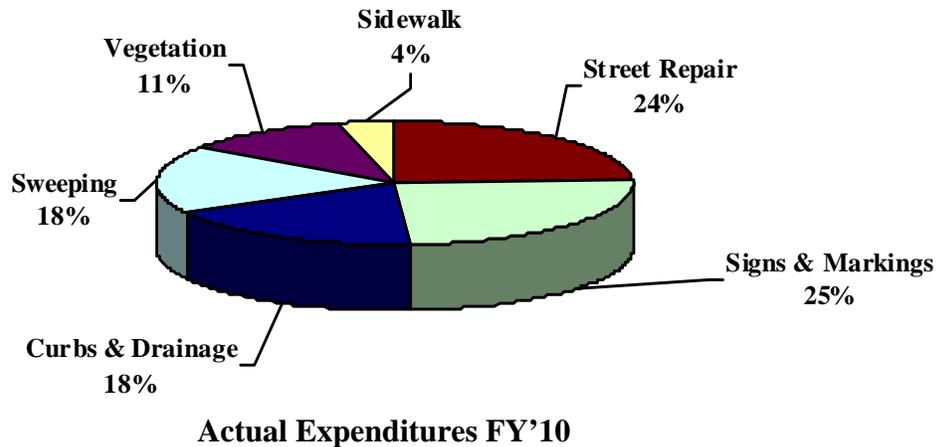
The FY' 12 budget includes \$22,100 for contracted street repairs and \$38,500 for curb, gutter and other drainage repairs and improvements. The budget includes \$16,750 for sign fabrication, \$8,000 for ramp installation, \$26,700 for traffic painting and markings, \$15,000 for alley maintenance and \$138,130 for street sweeping.

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## Program: Transportation/Street Utility – Street and Drainage Maintenance

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### Street and Drainage Activities



#### FY'11 Activity Review:

Digouts and skin patches were completed on 13 street segments to date. Crack sealing was completed on 28 segments, chip sealing was completed on four alleys, two new pedestrian access ramps were installed and 215' of hazardous sidewalk was repaired. Several drainage issues were addressed, including two new curb inlets on J St., installation of 185' of new drain line and three inlets on Prospect Av., installation 90' of drain line on Haviland and replacement of approx. 27 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 40 new street signs and 72 signs were repaired and replaced. Continued enforcement of street cuts standards within the right-of way continues to improve the quality of repairs.

#### FY'11 Performance Indicators:

- Digouts and Skin Patching.
  - Repair of failed street sub grade and surface completed on 20 segments. **Target not met to date.** Repairs were completed on 13 segments.
  - Twenty-two square feet of asphalt repairs were completed per man-hour. Efficiency target ■ 75%. **Target not met.** Average square feet repaired per man-hour was 21.5. Efficiency target of 22 square feet per hour was met 60% of the time.
  - Repairs of asphalt will meet City standards one year after completion. Effectiveness target ■ 95%. **Target met.** Effectiveness ■ 100%.
- Crack sealing.
  - Twenty-five segments of crack sealing will be completed. **Target met.** Crack sealing was completed on 28 segments.
  - Forty 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 42.87. Effectiveness ■ 81%.
- 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.**

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**Program: Transportation/Street Utility – Street and Drainage Maintenance**

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***Financial Summary***

| Requirements              | ACTUAL<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Personal Services         | 530,252                 | 575,763                 | 622,527                 | 639,341                             | 639,341                              | 639,341                           |
| Materials & Supplies      | 53,219                  | 53,613                  | 59,882                  | 63,440                              | 63,440                               | 63,440                            |
| Contractual/Prof Services | 439,446                 | 453,825                 | 498,102                 | 513,323                             | 513,323                              | 513,323                           |
| Direct Charges            | 0                       | 0                       | 2,000                   | 2,000                               | 2,000                                | 2,000                             |
| Capital Outlay            | 11,023                  | 0                       | 2,558                   | 0                                   | 0                                    | 0                                 |
| Transfers Out             | <u>5,000</u>            | <u>0</u>                | <u>0</u>                | <u>0</u>                            | <u>0</u>                             | <u>0</u>                          |
| <b>Total Requirements</b> | <b><u>1,038,940</u></b> | <b><u>1,083,201</u></b> | <b><u>1,185,069</u></b> | <b><u>1,218,104</u></b>             | <b><u>1,218,104</u></b>              | <b><u>1,218,104</u></b>           |

## Program: Transportation/Street Utility – Street and Drainage Maintenance

### Personnel

|                                   | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|-----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Street Maintenance Superintendent | 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                             |
| Municipal Services 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>                      |
| Subtotal                          | <u>7.00</u>          | <u>7.00</u>          | <u>7.00</u>          | <u>7.00</u>                        | <u>7.00</u>                         | <u>7.00</u>                      |
| Public Works Director             |                      |                      |                      |                                    |                                     |                                  |
| From: Water Treatment Services    | 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                             |
| Office Assistant I                |                      |                      |                      |                                    |                                     |                                  |
| From: Water Treatment Services    | 0.23                 | 0.23                 | 0.23                 | 0.23                               | 0.23                                | 0.23                             |
| Urban Forester                    |                      |                      |                      |                                    |                                     |                                  |
| From: Parks                       | <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                          | 1.06                 | 1.06                 | 1.06                 | 1.06                               | 1.06                                | 1.06                             |
| <b>Total Positions</b>            | <b><u>8.06</u></b>   | <b><u>8.06</u></b>   | <b><u>8.06</u></b>   | <b><u>8.06</u></b>                 | <b><u>8.06</u></b>                  | <b><u>8.06</u></b>               |
| Total Un-Funded Positions         | 0.00                 | (0.50)               | (0.50)               | (0.50)*                            | (0.50)*                             | (0.50)*                          |
| <b>Total Funded Positions</b>     | <b><u>8.06</u></b>   | <b><u>7.56</u></b>   | <b><u>7.56</u></b>   | <b><u>7.56</u></b>                 | <b><u>7.56</u></b>                  | <b><u>7.56</u></b>               |
| Temporary/Seasonal Hours          | <u>3,168</u>         | <u>3,168</u>         | <u>3,168</u>         | <u>3,168</u>                       | <u>3,168</u>                        | <u>3,168</u>                     |

\* These position(s) have not been funded for FY'11: Urban Forester (0.5)

| <b>*Recap of Unfunded Positions by Fiscal Year:</b> |      |      |      |      |      |      |
|---|------|------|------|------|------|------|
| Urban Forester                                      | 0.00 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |

### Capital Outlay/By Item

|                             |                     |                 |                 |                 |
|-----------------------------|---------------------|-----------------|-----------------|-----------------|
| Computers/Office Equipment  | 558                 | 0               | 0               | 0               |
| Arrow Board for Vehicle     | 2,000               | 0               | 0               | 0               |
| Paint Sprayer               | <u>0</u>            | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Capital Outlay</b> | <b><u>2,558</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## Program: Transportation/Street Utility – Customer Services

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### Services Delivered:

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

### FY'12 Anticipated Accomplishments:

The Street Utility Fee will be billed to an estimated 11,837 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'12 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<br>Customer Service Services | = | \$ 2,678.28 | = | \$0.23 per customer |
| Transportation Customers  |   | 11,837      |   |                     |

### **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 \$0.23 in FY'12. Total costs per transportation utility customer in FY'11 were \$0.29. The change is a result of cost efficiencies gained by reducing personnel costs directly attributed to the daily processing of payments. An automated payment processing system was implemented in July of 2011. 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:

The FY'12 budget includes a reduction in costs associated with personnel directly related to payment processing through the automation of accounts receivable payment processing procedures.

### FY'11 Activity Review:

Annual audit on street utility customers was conducted.

### FY'11 Performance Indicators:

In an effort to decrease costs and increase efficiencies, the Customer Service Department seeks to collect all costs associated with the utility from the individual responsible for the account. Turning accounts over to collections often results in a revenue loss for the utility. The Customer Service Department strives to turn over less than 1% of overall accounts to collections. – This goal is met annually. The Customer Service Department turns very little over to collections. The implementation of an electronic lien reporting system will contribute to the ongoing goal of turning over less than 1% of overall accounts to collections.

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**Program: Transportation/Street Utility – Customer Services**

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***Financial Summary***

| Requirements              | ACTUAL                | ACTUAL                | BUDGET               | MANAGER              | COMMITTEE            | COUNCIL              |
|---------------------------|-----------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|
|                           | FY'09                 | FY'10                 | FY'11                | RECOMMEND            | APPROVED             | ADOPTED              |
|                           | \$                    | \$                    | \$                   | \$                   | \$                   | \$                   |
| Contractual/Prof Services | 34,671                | 36,647                | 37,027               | 34,873               | 34,873               | 34,873               |
| Direct Charges            | <u>70,274</u>         | <u>73,788</u>         | <u>29,980</u>        | <u>18,438</u>        | <u>18,438</u>        | <u>18,438</u>        |
| <b>Total Requirements</b> | <b><u>104,945</u></b> | <b><u>110,435</u></b> | <b><u>67,007</u></b> | <b><u>53,311</u></b> | <b><u>53,311</u></b> | <b><u>53,311</u></b> |

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## **Program: Transportation – General Program Operations**

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### **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'12 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.

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## Program: Transportation – General Program Operations

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### *Financial Summary*

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Contractual/Prof Services | 2,037                   | 1,800                   | 1,700                   | 1,700                   | 1,700                   | 1,700                   |
| Direct Charges            | 245,620                 | 208,811                 | 276,098                 | 282,560                 | 282,560                 | 282,560                 |
| Contingencies             | 0                       | 0                       | 227,818                 | 437,558                 | 437,558                 | 437,558                 |
| Indirect Charges          | 138,770                 | 140,525                 | 153,300                 | 155,612                 | 155,612                 | 155,612                 |
| Transfers Out             | 438,387                 | 478,808                 | 818,584                 | 1,366,158               | 1,366,158               | 1,366,158               |
| Debt Service              | 1,499                   | 995                     | 1,463                   | 2,199                   | 2,199                   | 2,199                   |
| Ending Balance            | <u>321,197</u>          | <u>572,393</u>          | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>1,147,510</u></b> | <b><u>1,403,332</u></b> | <b><u>1,478,963</u></b> | <b><u>2,245,787</u></b> | <b><u>2,245,787</u></b> | <b><u>2,245,787</u></b> |

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## **Program: Transportation – Transportation Capital Construction**

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### **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'11, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'10"; the re-assessed resource needs of projects using current data for the "Revised FY'11" column, guiding our "Recommended FY'12" and resources estimated "Through FY'12". 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 – Transportation Capital Construction

### ALL ACTIVE CAPITAL PROJECT RESOURCES

|                       |   | Actual<br>Through<br>FY'10 | Revised<br>FY'11        | Adopted<br>FY'12        | Total<br>Through<br>FY'12 | Future<br>Years         | Total<br>Project         |
|-----------------------|---|----------------------------|-------------------------|-------------------------|---------------------------|-------------------------|--------------------------|
| TR1050                | Emergency Storm Drain Projects          | 147,194                    | 20,000                  | 20,000                  | 187,194                   | 60,000                  | 247,194                  |
| TR1111                | Street Utility Holding Project          | 38,645                     | 76,055                  | (34,700)                | 80,000                    | 0                       | 80,000                   |
| TR4546                | GPID Trail Easements                    | 30,085                     | 0                       | 0                       | 30,085                    | 0                       | 30,085                   |
| TR4676                | West Park Widening LID (612)            | 1,968,000                  | 0                       | 0                       | 1,968,000                 | 0                       | 1,968,000                |
| TR4719                | Fruitdale Trail                         | 259,714                    | 0                       | 0                       | 259,714                   | 0                       | 259,714                  |
| TR4785                | Florer Drive LID (619)                  | 84,237                     | 33,000                  | 20,000                  | 137,237                   | 0                       | 137,237                  |
| TR4918                | Cloverlawn Multipurpose Path (613)      | 26,341                     | 35,000                  | 0                       | 61,341                    | 0                       | 61,341                   |
| TR4919                | Bicycle Route Signage (613)             | 16,729                     | 0                       | 0                       | 16,729                    | 0                       | 16,729                   |
| TR4921                | Highway 199 Expressway Upgrade          | 366,751                    | (100,000)               | 0                       | 266,751                   | 0                       | 266,751                  |
| TR4922                | Underground Utility Lines               | 34,067                     | 0                       | 0                       | 34,067                    | 0                       | 34,067                   |
| TR4924                | Hubbard Lane Widening                   | 890,783                    | 841,000                 | 720,000                 | 2,451,783                 | 0                       | 2,451,783                |
| TR4925                | Hubbard Lane Signal                     | 1,523                      | 23,500                  | 0                       | 25,023                    | 0                       | 25,023                   |
| TR4932                | Sidewalks in Parks                      | 1,596                      | 142,284                 | 51,000                  | 194,880                   | 0                       | 194,880                  |
| TR4934                | Redwood Ave:Dowell to Hubbard (619)     | 922,240                    | 200,000                 | 1,180,000               | 2,302,240                 | 2,297,760               | 4,600,000                |
| TR5022                | Master Transportation Plan Update       | 303,916                    | 0                       | 0                       | 303,916                   | 0                       | 303,916                  |
| TR5025                | Right of Way Purchases                  | 80,191                     | 0                       | 0                       | 80,191                    | 0                       | 80,191                   |
| TR5051                | Transit Shelter                         | 50,355                     | 0                       | 0                       | 50,355                    | 0                       | 50,355                   |
| TR5083                | Traffic Calming                         | 73,470                     | 0                       | 0                       | 73,470                    | 0                       | 73,470                   |
| TR5091                | 4th Street Rail Crossing (613)          | 50,700                     | 0                       | 5,000                   | 55,700                    | 0                       | 55,700                   |
| TR6028                | Bike Lane Striping (613)                | 50,365                     | 25,000                  | 30,000                  | 105,365                   | 0                       | 105,365                  |
| TR6031                | Overlays Maintenance FY'11/FY'12        | 80,000                     | 754,627                 | 587,713                 | 1,422,340                 | 0                       | 1,422,340                |
| TR6069                | Sidewalk Projects                       | 0                          | 175,000                 | 10,000                  | 185,000                   | 0                       | 185,000                  |
| TR6074                | Midland Ave Sidewalk                    | 0                          | 110,000                 | 0                       | 110,000                   | 0                       | 110,000                  |
| TR6075                | Lincoln Rd.Sdwlk:Lower River Rd to G    | 0                          | 90,000                  | 0                       | 90,000                    | 0                       | 90,000                   |
| TR6076                | E Street Sidewalk from Mill St to F St. | 0                          | 0                       | 90,000                  | 90,000                    | 0                       | 90,000                   |
| TR6077                | Savage St. Sdwlk:Conklin to Hawthorne   | 0                          | 200,000                 | 0                       | 200,000                   | 0                       | 200,000                  |
| TR6087                | Josephine Cnty Transit - ODOT Op Grant  | 0                          | 305,576                 | 185,211                 | 490,787                   | 185,211                 | 675,998                  |
| TR8413                | Sidewalk Infill & Repair Fund           | 202,413                    | 75,665                  | 0                       | 278,078                   | 0                       | 278,078                  |
| TR9700                | Miscellaneous Proj. - Bikeway (613)     | 727,303                    | 11,000                  | (4,000)                 | 734,303                   | 75,000                  | 809,303                  |
| TR0000                | Miscellaneous Proj.- General (612)      | 765,997                    | 304,180                 | (757,376)               | 312,801                   | 1,500                   | 314,301                  |
| TR0000                | Miscellaneous Proj.- SDC's (614)        | 29,201                     | 414,960                 | 436,034                 | 880,195                   | 0                       | 880,195                  |
| TR0000                | Miscellaneous Proj.- LID's (619)        | 2,691,166                  | (854,000)               | (1,150,000)             | 687,166                   | 900,000                 | 1,587,166                |
| <b>NEW PROJECTS</b>   |   |                            |                         |                         |                           |                         |                          |
| TR6114                | Storm Drain Deficiency Evaluation       | 0                          | 0                       | 100,000                 | 100,000                   | 0                       | 100,000                  |
| TR6115                | Drury Lane Reconstruction (619)         | 0                          | 0                       | 1,100,000               | 1,100,000                 | 1,125,000               | 2,225,000                |
| TR6116                | Allen Creek Rd Improvement-             | 0                          | 0                       | 300,000                 | 300,000                   | 2,000,000               | 2,300,000                |
| TR6117                | Bike/Ped Path to Sidewalk Connectivity  | 0                          | 0                       | 20,000                  | 20,000                    | 0                       | 20,000                   |
| TR6118                | CMAQ Sidewalk Project                   | 0                          | 0                       | 50,000                  | 50,000                    | 0                       | 50,000                   |
| TR6119                | Redwood Ave / Allen Creek Rd.           | 0                          | 0                       | 50,000                  | 50,000                    | 0                       | 50,000                   |
| TR6120                | Lawnridge Ave Bike Boulevard (613)      | 0                          | 0                       | 10,000                  | 10,000                    | 0                       | 10,000                   |
| <b>Total Projects</b> |   | <b><u>9,892,982</u></b>    | <b><u>2,882,847</u></b> | <b><u>3,018,882</u></b> | <b><u>15,794,711</u></b>  | <b><u>6,644,471</u></b> | <b><u>22,439,182</u></b> |

## Program: Transportation – Transportation Capital Construction

### ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

|        |   | Actual<br>Through<br>FY'10 | Revised<br>FY'11        | Adopted<br>FY'12        | Total<br>Through<br>FY'12 | Future<br>Years         | Total<br>Project         |
|--------|---|----------------------------|-------------------------|-------------------------|---------------------------|-------------------------|--------------------------|
| TR4358 | Allen Creek Road Improvements           | 505,592                    | (135,000)               | 0                       | 370,592                   | 0                       | 370,592                  |
| TR4554 | Decorative Lts & Climate Sign LID (619) | 331,642                    | (34,765)                | 0                       | 296,877                   | 0                       | 296,877                  |
| TR4707 | Harbeck East LID (619)                  | 49,437                     | (21,000)                | 0                       | 28,437                    | 0                       | 28,437                   |
| TR4820 | Darneille Lane LID (619)                | 1,151,056                  | (60,000)                | 0                       | 1,091,056                 | 0                       | 1,091,056                |
| TR4837 | Signal at Willow Ln. & Redwood Ave      | 531,893                    | 31,296                  | 0                       | 563,189                   | 0                       | 563,189                  |
| TR4931 | Hybrid Vehicles                         | 10,082                     | (82)                    | 0                       | 10,000                    | 0                       | 10,000                   |
| TR5089 | Overlays 2009-10                        | 662,849                    | 17,114                  | 0                       | 679,963                   | 0                       | 679,963                  |
| TR5090 | Sign Machine                            | 25,233                     | (8,000)                 | 0                       | 17,233                    | 0                       | 17,233                   |
| TR6009 | Stimulus Overlays                       | 25,091                     | 1,500                   | 0                       | 26,591                    | 0                       | 26,591                   |
| TR6029 | Oak Street Sidewalks                    | 201,345                    | (50,000)                | 0                       | 151,345                   | 0                       | 151,345                  |
| TR6068 | Lighting Upgrades Misc. Locations       | 0                          | 32,075                  | 0                       | 32,075                    | 0                       | 32,075                   |
| TR6070 | Estates Lane Pedestrian/Bike Path       | 15,000                     | (5,000)                 | 0                       | 10,000                    | 0                       | 10,000                   |
| TR6073 | Leonard Road Widening:Willow>Dowell     | 0                          | 5,000                   | 0                       | 5,000                     | 0                       | 5,000                    |
|        | <b>Total Projects</b>                   | <b><u>3,509,220</u></b>    | <b><u>(226,862)</u></b> | <b><u>0</u></b>         | <b><u>3,282,358</u></b>   | <b><u>0</u></b>         | <b><u>3,282,358</u></b>  |
|        | <b>Grand Total - All Projects</b>       | <b><u>13,402,202</u></b>   | <b><u>2,655,985</u></b> | <b><u>3,018,882</u></b> | <b><u>19,077,069</u></b>  | <b><u>6,644,471</u></b> | <b><u>25,721,540</u></b> |

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

## Program: Transportation – Transportation Capital Construction

### ALL ACTIVE CAPITAL PROJECT SUMMARY FOR FY'12

|                     |  | Adopted<br>FY'12<br>Beginning<br>Fund<br>Balance | Adopted<br>FY'12<br>Revenue | Adopted<br>FY'12<br>Capital<br>Outlay | Adopted<br>FY'12<br>Transfers<br>Out | Adopted<br>FY'12<br>Appropriated<br>Fund<br>Balance |
|---------------------|--|--|-----------------------------|---------------------------------------|--------------------------------------|---|
| TR1050              | Emergency Storm Drain Projects           | 45,919   | 20,000                      | 65,919                                | 0                                    | 0   |
| TR1111              | Street Utility Holding Project           | 114,700  | (34,700)                    | 0                                     | 0                                    | 80,000  |
| TR4546              | GPID Trail Easements                     | 8,030  | 0                           | 8,030                                 | 0                                    | 0   |
| TR4676              | West Park Widening LID (612)             | 646,421  | 0                           | 467,421                               | 179,000                              | 0   |
| TR4719              | Fruitdale Trail                          | 57,122   | 0                           | 57,122                                | 0                                    | 0   |
| TR4785              | Florer Drive LID (619)                   | 43,434   | 20,000                      | 63,434                                | 0                                    | 0   |
| TR4918              | Cloverlawn Multipurpose Path (613)       | 10,487   | 0                           | 10,487                                | 0                                    | 0   |
| TR4919              | Bicycle Route Signage (613)              | 10,729   | 0                           | 10,729                                | 0                                    | 0   |
| TR4921              | Highway 199 Expressway Upgrade           | 0  | 0                           | 0                                     | 0                                    | 0   |
| TR4922              | Underground Utility Lines                | 34,067   | 0                           | 0                                     | 0                                    | 34,067  |
| TR4924              | Hubbard Lane Widening                    | 86,931   | 720,000                     | 806,931                               | 0                                    | 0   |
| TR4925              | Hubbard Lane Signal                      | 0  | 0                           | 0                                     | 0                                    | 0   |
| TR4932              | Sidewalks in Parks                       | 1,775  | 51,000                      | 52,775                                | 0                                    | 0   |
| TR4934              | Redwood Ave:Dowell to Hubbard (619)      | 672,240  | 1,180,000                   | 1,852,240                             | 0                                    | 0   |
| TR5022              | Master Transportation Plan Targeted      | 253,916  | 0                           | 253,916                               | 0                                    | 0   |
| TR5025              | Right of Way Purchases                   | 35,000   | 0                           | 35,000                                | 0                                    | 0   |
| TR5051              | Transit Shelter                          | 35,143   | 0                           | 35,143                                | 0                                    | 0   |
| TR5083              | Traffic Calming                          | 43,880   | 0                           | 43,880                                | 0                                    | 0   |
| TR5091              | 4th Street Rail Crossing (613)           | 25,368   | 5,000                       | 30,368                                | 0                                    | 0   |
| TR6028              | Bike Lane Striping (613)                 | 29,994   | 30,000                      | 60,000                                | 0                                    | (6)   |
| TR6031              | Overlays Maintenance FY'11/FY'12         | 302,695  | 587,713                     | 890,408                               | 0                                    | 0   |
| TR6069              | Sidewalk Projects                        | 100,000  | 10,000                      | 110,000                               | 0                                    | 0   |
| TR6074              | Midland Ave Sidewalk                     | 10,000   | 0                           | 10,000                                | 0                                    | 0   |
| TR6075              | Lincoln Rd.Sidewalk                      | 45,000   | 0                           | 45,000                                | 0                                    | 0   |
| TR6076              | E Street Sidewalk from Mill St to F St.  | 0  | 90,000                      | 90,000                                | 0                                    | 0   |
| TR6077              | Savage St. Sdwlk:Conklin to Hawthorne    | 10,000   | 0                           | 10,000                                | 0                                    | 0   |
| TR6087              | Josephine Co. Transit - ODOT Op Grant    | 0  | 185,211                     | 185,211                               | 0                                    | 0   |
| TR8413              | Sidewalk Infill & Repair Fund            | 190,614  | 0                           | 64,949                                | 0                                    | 125,665   |
| TR9700              | Miscellaneous Projects – Bikeway (613)   | 107,947  | (4,000)                     | 78,000                                | 0                                    | 25,947  |
| TR0000              | Miscellaneous Projects - General (612)   | 930,745  | (757,376)                   | 0                                     | 0                                    | 173,369   |
| TR0000              | Miscellaneous Projects - SDC's (614)     | 1,461,160  | (1,150,000)                 | 0                                     | 0                                    | 311,160   |
| TR0000              | Miscellaneous Projects - LID's (619)     | 63,966   | 436,034                     | 500,000                               | 0                                    | 0   |
| <b>NEW PROJECTS</b> |  |  |                             |                                       |                                      |   |
| TR6114              | Storm Drain Deficiency Evaluation        | 0  | 100,000                     | 100,000                               | 0                                    | 0   |
| TR6115              | Drury Lane Reconstruction (619)          | 0  | 1,100,000                   | 1,100,000                             | 0                                    | 0   |
| TR6116              | Allen Creek Rd Imprv-                    | 0  | 300,000                     | 300,000                               | 0                                    | 0   |
| TR6117              | Bike/Ped Path to Sidewalk Connect (613)  | 0  | 20,000                      | 20,000                                | 0                                    | 0   |
| TR6118              | CMAQ Sidewalk Project                    | 0  | 50,000                      | 50,000                                | 0                                    | 0   |
| TR6119              | Redwood Ave / Allen Crk Rd. Intersection | 0  | 50,000                      | 50,000                                | 0                                    | 0   |
| TR6120              | Lawnridge Avenue Bike Boulevard (613)    | 0  | 10,000                      | 10,000                                | 0                                    | 0   |

### ALL CLOSED CAPITAL PROJECT SUMMARY FOR FY'12

|                       |                                   |                         |                         |                         |                       |                       |
|-----------------------|-----------------------------------|-------------------------|-------------------------|-------------------------|-----------------------|-----------------------|
| TR4931                | Hybrid Vehicles                   | 10,000                  | 0                       | 0                       | 10,000                | 0                     |
| TR6070                | Estates Lane Pedestrian/Bike Path | (8,809)                 | 0                       | 0                       | 0                     | (8,809)               |
| <b>Total Projects</b> |                                   | <b><u>5,378,474</u></b> | <b><u>3,018,882</u></b> | <b><u>7,466,963</u></b> | <b><u>189,000</u></b> | <b><u>741,393</u></b> |

## Program: Transportation – Transportation Capital Construction

### Financial Summary

|                               | ACTUAL<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$    | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-------------------------------|-------------------------|--------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Beginning Fund Balance        | <u>5,940,097</u>        | <u>8,033,586</u>         | <u>6,653,042</u>        | <u>5,378,474</u>                    | <u>5,378,474</u>                     | <u>5,378,474</u>                  |
| <b>Resources</b>              |                         |                          |                         |                                     |                                      |                                   |
| State Grants                  | 0                       | 1,722,748                | 443,703                 | 633,924                             | 633,924                              | 633,924                           |
| IGR-State of Oregon           | 7,863                   | 0                        | 0                       | 0                                   | 0                                    | 0                                 |
| Parkway Redevelopment Agency  | 465,000                 | 0                        | 150,000                 | 0                                   | 0                                    | 0                                 |
| Development Charges           | 682,117                 | 479,142                  | 429,082                 | 91,000                              | 91,000                               | 91,000                            |
| Investment Interest           | 128,298                 | 78,526                   | 51,101                  | 45,300                              | 45,300                               | 45,300                            |
| Other Loan Interest           | 2,852                   | 3,232                    | 0                       | 0                                   | 0                                    | 0                                 |
| Advance Finance Interest      | (40,861)                | 4,103                    | 0                       | 0                                   | 0                                    | 0                                 |
| SDC Loans                     | 42,875                  | 43,292                   | 0                       | 0                                   | 0                                    | 0                                 |
| General Fund                  | 432,500                 | 0                        | 2,000                   | 0                                   | 0                                    | 0                                 |
| Street Utility Fund           | 438,388                 | 478,807                  | 818,584                 | 1,326,158                           | 1,326,158                            | 1,326,158                         |
| Debt Service                  | 1,247,851               | 0                        | 500,000                 | 500,000                             | 500,000                              | 500,000                           |
| Transportation Projects       | (1)                     | 0                        | 0                       | 0                                   | 0                                    | 0                                 |
| Storm Drain & Open Space Cap. | 15,000                  | 0                        | 0                       | 220,000                             | 220,000                              | 220,000                           |
| Lands & Bldgs. Parks SDC      | 0                       | 10,000                   | 0                       | 0                                   | 0                                    | 0                                 |
| Lands & Bldgs.                | 25,000                  | 40,000                   | 16,049                  | 500                                 | 500                                  | 500                               |
| Sewer Fund                    | 0                       | 0                        | 2,000                   | 0                                   | 0                                    | 0                                 |
| Water Fund                    | 409,168                 | 0                        | 133,000                 | 0                                   | 0                                    | 0                                 |
| Water Projects                | 0                       | 45,000                   | 160,000                 | 200,000                             | 200,000                              | 200,000                           |
| Land Sale                     | (2,900)                 | 0                        | 0                       | 0                                   | 0                                    | 0                                 |
| Contributions/Donations       | (250)                   | 1,659                    | 0                       | 0                                   | 0                                    | 0                                 |
| Loan Repayment                | 59,000                  | 91,000                   | 0                       | 0                                   | 0                                    | 0                                 |
| Advance Financing             | 23,749                  | 16,219                   | 2,000                   | 2,000                               | 2,000                                | 2,000                             |
| Miscellaneous Revenue         | <u>185</u>              | <u>34,104</u>            | <u>0</u>                | <u>0</u>                            | <u>0</u>                             | <u>0</u>                          |
| Total Current Resources       | <u>3,935,834</u>        | <u>3,047,832</u>         | <u>2,707,519</u>        | <u>3,018,882</u>                    | <u>3,018,882</u>                     | <u>3,018,882</u>                  |
| <b>Total Resources</b>        | <b><u>9,875,931</u></b> | <b><u>11,081,418</u></b> | <b><u>9,360,561</u></b> | <b><u>8,397,356</u></b>             | <b><u>8,397,356</u></b>              | <b><u>8,397,356</u></b>           |
| <b>Requirements</b>           |                         |                          |                         |                                     |                                      |                                   |
| Capital Outlay                | 1,842,345               | 3,096,021                | 6,116,721               | 7,466,963                           | 7,466,963                            | 7,466,963                         |
| Transfers Out                 | 0                       | 0                        | 263,000                 | 189,000                             | 189,000                              | 189,000                           |
| Appropriated Fund Balance     | <u>8,033,586</u>        | <u>7,985,397</u>         | <u>2,980,840</u>        | <u>741,393</u>                      | <u>741,393</u>                       | <u>741,393</u>                    |
| <b>Total Requirements</b>     | <b><u>9,875,931</u></b> | <b><u>11,081,418</u></b> | <b><u>9,360,561</u></b> | <b><u>8,397,356</u></b>             | <b><u>8,397,356</u></b>              | <b><u>8,397,356</u></b>           |

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# STORM WATER AND OPEN SPACE

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## 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<br>FY'09<br>\$ | ACTUAL<br>FY'10<br>\$ | BUDGET<br>FY'11<br>\$ | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-----------------------------|-----------------------|-----------------------|-----------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources | <u>829,109</u>        | <u>783,544</u>        | <u>883,848</u>        | <u>781,917</u>                      | <u>781,917</u>                       | <u>781,917</u>                    |
| <b>Total Resources</b>      | <b><u>829,109</u></b> | <b><u>783,544</u></b> | <b><u>883,848</u></b> | <b><u>781,917</u></b>               | <b><u>781,917</u></b>                | <b><u>781,917</u></b>             |
| Requirements                |                       |                       |                       |                                     |                                      |                                   |
| General Program Operations  | 10,563                | 10,563                | 10,563                | 10,563                              | 10,563                               | 10,563                            |
| Capital Construction        | <u>818,546</u>        | <u>772,981</u>        | <u>873,285</u>        | <u>771,354</u>                      | <u>771,354</u>                       | <u>771,354</u>                    |
| <b>Total Requirements</b>   | <b><u>829,109</u></b> | <b><u>783,544</u></b> | <b><u>883,848</u></b> | <b><u>781,917</u></b>               | <b><u>781,917</u></b>                | <b><u>781,917</u></b>             |

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## **Program: Utilities/Storm Water Program**

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### **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.

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## Program: Utilities/Storm Water Program

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### *Program Financial Summary*

| Resources               | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| 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>         |
| Current Resources       |                       |                       |                       |                       |                       |                       |
| Activity Generated      |                       |                       |                       |                       |                       |                       |
| Other Revenue           | 91,205                | 0                     | 0                     | 0                     | 0                     | 0                     |
| Capital Construction    | <u>818,546</u>        | <u>772,981</u>        | <u>873,285</u>        | <u>771,354</u>        | <u>771,354</u>        | <u>771,354</u>        |
| Total Current Resources | <u>909,751</u>        | <u>772,981</u>        | <u>873,285</u>        | <u>771,354</u>        | <u>771,354</u>        | <u>771,354</u>        |
| <b>Total Resources</b>  | <b><u>829,109</u></b> | <b><u>783,544</u></b> | <b><u>883,848</u></b> | <b><u>781,917</u></b> | <b><u>781,917</u></b> | <b><u>781,917</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Capital Construction      | 818,546               | 772,981               | 873,285               | 771,354               | 771,354               | 771,354               |
| 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>         |
| <b>Total Requirements</b> | <b><u>829,109</u></b> | <b><u>783,544</u></b> | <b><u>883,848</u></b> | <b><u>781,917</u></b> | <b><u>781,917</u></b> | <b><u>781,917</u></b> |

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## **Program: Utilities/Storm Water – Maintenance Services**

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### **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'12 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'12. Staff and program expansions will occur following the adoption of the formal storm water utility.

### **FY'12 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.

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## **Program: Utilities/Storm Water – Maintenance Services**

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### **FY'11 Activity Review:**

This will be a new program budget following adoption of the storm water utility. FY'11 storm drainage activities have been provided in the Transportation/Street Operating budget.

### **FY'11 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.**

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**Program: Utilities/Storm Water – Maintenance Services**

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***Financial Summary***

| Requirements              | ACTUAL          | ACTUAL          | BUDGET          | MANAGER         | COMMITTEE       | COUNCIL         |
|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                           | FY'09           | FY'10           | FY'11           | RECOMMEND       | APPROVED        | ADOPTED         |
|                           | \$              | \$              | \$              | \$              | \$              | \$              |
| Personal Services         | 0               | 0               | 0               | 0               | 0               | 0               |
| Materials & Supplies      | 0               | 0               | 0               | 0               | 0               | 0               |
| Contractual/Prof Services | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Requirements</b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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**Program: Utilities/Storm Water – Maintenance Services**

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**Personnel**

|                                  | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Parks & Community Svc's Director |                      |                      |                      |                                    |                                     |                                  |
| From: Property Management        | <u>0.15</u>          | <u>0.00</u>          | <u>0.00</u>          | <u>0.00</u>                        | <u>0.00</u>                         | <u>0.00</u>                      |
| <b>Total Positions</b>           | <b><u>0.15</u></b>   | <b><u>0.00</u></b>   | <b><u>0.00</u></b>   | <b><u>0.00</u></b>                 | <b><u>0.00</u></b>                  | <b><u>0.00</u></b>               |
| Part Time/Seasonal Hours         | <u>1,768</u>         | <u>0</u>             | <u>0</u>             | <u>0</u>                           | <u>0</u>                            | <u>0</u>                         |

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## **Program: Utilities/Storm Water – Customer Services**

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### **Services Delivered:**

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

### **FY'12 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.

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**Program: Utilities/Storm Water – Customer Services**

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***Financial Summary***

| Requirements              | ACTUAL          | ACTUAL          | BUDGET          | MANAGER         | COMMITTEE       | COUNCIL         |
|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                           | FY'09           | FY'10           | FY'11           | RECOMMEND       | APPROVED        | ADOPTED         |
|                           | \$              | \$              | \$              | \$              | \$              | \$              |
| Direct Charges            | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Requirements</b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## **Program: Utilities/Storm Water – General Program Operations**

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### **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'12 Anticipated Accomplishments:**

No activity is expected this year.

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**Program: Utilities/Storm Water – General Program Operations**

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***Financial Summary***

| Requirements              | ACTUAL               | ACTUAL               | BUDGET               | MANAGER              | COMMITTEE            | COUNCIL              |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                           | FY'09                | FY'10                | FY'11                | RECOMMEND            | APPROVED             | ADOPTED              |
|                           | \$                   | \$                   | \$                   | FY'12                | FY'12                | FY'12                |
| 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>        |
| <b>Total Requirements</b> | <b><u>10,563</u></b> | <b><u>10,563</u></b> | <b><u>10,563</u></b> | <b><u>10,563</u></b> | <b><u>10,563</u></b> | <b><u>10,563</u></b> |

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## Program: Utilities/Storm Water – Capital Construction

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### 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’11, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the “Actual resources through FY’10”; the re-assessed resource needs of projects using current data for the “Revised FY’11” column, guiding our “Recommended FY’12” and resources estimated “Through FY’12”. 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<br>Through<br>FY'10 | Revised<br>FY'11      | Adopted<br>FY'12     | Total<br>Through<br>FY'12 | Future<br>Years       | Total<br>Project        |
|--------|--|----------------------------|-----------------------|----------------------|---------------------------|-----------------------|-------------------------|
| DO4711 | Sand Creek Wetland                                   | 225,000                    | 0                     | 0                    | 225,000                   | 200,000               | 425,000                 |
| DO4715 | Storm Water Master Plan                              | 424,486                    | 0                     | 50,000               | 474,486                   | 0                     | 474,486                 |
| DO4957 | Storm Water Implementation                           | 185,000                    | 0                     | 0                    | 185,000                   | 0                     | 185,000                 |
| DO5074 | Major Redwood Storm Project                          | 300,000                    | 0                     | (200,000)            | 100,000                   | 0                     | 100,000                 |
| DO6071 | TMDL Implement. Plan Startup                         | 15,000                     | 15,000                | 15,000               | 45,000                    | 45,000                | 90,000                  |
| DO6113 | Storm Water Quality Feature<br>North of Estates Lane | 0                          | 0                     | 150,000              | 150,000                   | 0                     | 150,000                 |
| DO0000 | Misc. Projects - 648                                 | 218,807                    | 2,280                 | 3,500                | 224,587                   | 0                     | 224,587                 |
| DO0000 | Misc. Projects - SDC's 642                           | <u>563,785</u>             | <u>140,450</u>        | <u>44,850</u>        | <u>749,085</u>            | <u>(54,085)</u>       | <u>695,000</u>          |
|        | <b>Total Projects</b>                                | <b><u>1,932,078</u></b>    | <b><u>157,730</u></b> | <b><u>63,350</u></b> | <b><u>2,153,158</u></b>   | <b><u>190,915</u></b> | <b><u>2,344,073</u></b> |

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

### ALL ACTIVE CAPITAL PROJECT SUMMARY FOR FY'12

|        |  | Adopted<br>FY'12<br>Beginning<br>Fund<br>Balance | Adopted<br>FY'12<br>Revenue | Adopted<br>FY'12<br>Capital<br>Outlay | Adopted<br>FY'12<br>Transfers | Adopted<br>FY'12<br>Appropriated<br>Fund<br>Balance |
|--------|--|--|-----------------------------|---------------------------------------|-------------------------------|---|
| DO4711 | Sand Creek Wetland                                   | 105,989  | 0                           | 105,989                               | 0                             | 0   |
| DO4715 | Storm Water Master Plan                              | 54,998   | 50,000                      | 104,998                               | 0                             | 0   |
| DO4957 | Storm Water Implementation                           | 30,913   | 0                           | 30,913                                | 0                             | 0   |
| DO5074 | Major Redwood Storm Project                          | 200,000  | (200,000)                   | 0                                     | 0                             | 0   |
| DO6071 | TMDL Implement. Plan Startup                         | 15,000   | 15,000                      | 30,000                                | 0                             | 0   |
| DO6113 | Storm Water Quality Feature<br>North of Estates Lane | 0  | 150,000                     | 150,000                               | 0                             | 0   |
| DO0000 | Misc. Projects - 648                                 | 71,869   | 3,500                       | 0                                     | 60,000                        | 15,369  |
| DO0000 | Misc. Projects - SDC's 642                           | <u>229,235</u>                                   | <u>44,850</u>               | <u>0</u>                              | <u>160,000</u>                | <u>114,085</u>                                      |
|        | <b>Total Projects</b>                                | <b><u>708,004</u></b>                            | <b><u>63,350</u></b>        | <b><u>421,900</u></b>                 | <b><u>220,000</u></b>         | <b><u>129,454</u></b>                               |

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## Program: Utilities/Storm Water – Capital Construction

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### Financial Summary

|                           | ACTUAL<br>FY'09<br>\$ | ACTUAL<br>FY'10<br>\$ | BUDGET<br>FY'11<br>\$ | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|---------------------------|-----------------------|-----------------------|-----------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Beginning Fund Balance    | <u>430,155</u>        | <u>607,346</u>        | <u>715,555</u>        | <u>708,004</u>                      | <u>708,004</u>                       | <u>708,004</u>                    |
| <b>Resources</b>          |                       |                       |                       |                                     |                                      |                                   |
| State Grants              | 0                     | 101,358               | 0                     | 0                                   | 0                                    | 0                                 |
| Development Charges       | 62,040                | 54,710                | 39,900                | 43,890                              | 43,890                               | 43,890                            |
| Sale of Publications      | 20                    | 0                     | 0                     | 0                                   | 0                                    | 0                                 |
| Investment Interest       | 10,064                | 6,905                 | 2,830                 | 4,460                               | 4,460                                | 4,460                             |
| SDC Loans                 | 3,267                 | 2,662                 | 0                     | 0                                   | 0                                    | 0                                 |
| General Fund              | 313,000               | 0                     | 15,000                | 15,000                              | 15,000                               | 15,000                            |
| Transportation Projects   | <u>0</u>              | <u>0</u>              | <u>100,000</u>        | <u>0</u>                            | <u>0</u>                             | <u>0</u>                          |
| Total Current Resources   | <u>388,391</u>        | <u>165,635</u>        | <u>157,730</u>        | <u>63,350</u>                       | <u>63,350</u>                        | <u>63,350</u>                     |
| <b>Total Resources</b>    | <b><u>818,546</u></b> | <b><u>772,981</u></b> | <b><u>873,285</u></b> | <b><u>771,354</u></b>               | <b><u>771,354</u></b>                | <b><u>771,354</u></b>             |
| <b>Requirements</b>       |                       |                       |                       |                                     |                                      |                                   |
| Capital Outlay            | 196,200               | 109                   | 773,585               | 421,900                             | 421,900                              | 421,900                           |
| Transfers Out             | 15,000                | 0                     | 0                     | 220,000                             | 220,000                              | 220,000                           |
| Appropriated Fund Balance | <u>607,346</u>        | <u>772,872</u>        | <u>99,700</u>         | <u>129,454</u>                      | <u>129,454</u>                       | <u>129,454</u>                    |
| <b>Total Requirements</b> | <b><u>818,546</u></b> | <b><u>772,981</u></b> | <b><u>873,285</u></b> | <b><u>771,354</u></b>               | <b><u>771,354</u></b>                | <b><u>771,354</u></b>             |

# 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<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources | <u>9,579,652</u>        | <u>8,985,398</u>        | <u>7,942,058</u>        | <u>7,360,064</u>                    | <u>7,360,064</u>                     | <u>7,360,064</u>                  |
| <b>Total Resources</b>      | <b><u>9,579,652</u></b> | <b><u>8,985,398</u></b> | <b><u>7,942,058</u></b> | <b><u>7,360,064</u></b>             | <b><u>7,360,064</u></b>              | <b><u>7,360,064</u></b>           |
| Requirements                |                         |                         |                         |                                     |                                      |                                   |
| Water Treatment             | 1,326,618               | 1,367,364               | 1,478,081               | 1,589,962                           | 1,589,962                            | 1,589,962                         |
| Water Distribution          | 1,068,227               | 993,873                 | 1,213,635               | 1,232,734                           | 1,232,734                            | 1,232,734                         |
| Customer Services           | 362,969                 | 370,020                 | 376,750                 | 380,547                             | 380,547                              | 380,547                           |
| Debt Services               | 422,836                 | 413,154                 | 399,200                 | 397,800                             | 397,800                              | 397,800                           |
| General Program Operations  | 2,278,192               | 2,280,057               | 2,010,695               | 1,724,106                           | 1,724,106                            | 1,724,106                         |
| Water Debt Reserve Fund     | 408,000                 | 408,000                 | 0                       | 0                                   | 0                                    | 0                                 |
| Capital Construction        | <u>3,712,810</u>        | <u>3,152,930</u>        | <u>2,463,697</u>        | <u>2,034,915</u>                    | <u>2,034,915</u>                     | <u>2,034,915</u>                  |
| <b>Total Requirements</b>   | <b><u>9,579,652</u></b> | <b><u>8,985,398</u></b> | <b><u>7,942,058</u></b> | <b><u>7,360,064</u></b>             | <b><u>7,360,064</u></b>              | <b><u>7,360,064</u></b>           |

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## **Program: Utilities/Water Program**

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### **Mission:**

*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'12 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.
- 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.
- Installation of a redundant backwash pump at the Water Filtration Plant.
- Backup power generation will be pursued for the Water Filtration Plant.
- Reduction of disinfection byproducts within the water system will continue per EPA directives.

### **FY'11 Activity Review:**

- Small undersized water distribution mains were replaced with appropriate sized pipes to improve water delivery and increase fire flows in Dudley, Adele and Duane Drives.
- The roof on the Water Filtration Plant was replaced to correct defects and eliminate leaks.
- Completed lighting efficiency upgrades at the Water Filtration Plant with funding from the American Reinvestment and Recovery Act, the Oregon Energy Trust and the Oregon Department of Energy.
- Responded to community concerns regarding hexavalent chromium in the water supply by initiating sampling and analysis for same as per EPA recommendations.
- Initiated design for a redundant backwash pump at the Water Filtration Plant.

## Program: Utilities/Water Program

### Program Financial Summary

| Resources                 | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | FY'12                   | FY'12                   | FY'12                   |
| Beginning Balance         | <u>1,105,142</u>        | <u>1,272,203</u>        | <u>1,172,203</u>        | <u>1,083,729</u>        | <u>1,083,729</u>        | <u>1,083,729</u>        |
| Current Resources         |                         |                         |                         |                         |                         |                         |
| Activity Generated        |                         |                         |                         |                         |                         |                         |
| Property Taxes            | 2                       | 1                       | 0                       | 0                       | 0                       | 0                       |
| Sale of Water             | 4,261,587               | 4,059,740               | 4,244,708               | 4,189,400               | 4,189,400               | 4,189,400               |
| Direct Charges to:        |                         |                         |                         |                         |                         |                         |
| Solid Waste Operations    | 11,442                  | 10,923                  | 7,600                   | 8,000                   | 8,000                   | 8,000                   |
| Interest                  | 32,314                  | 16,491                  | 15,000                  | 7,500                   | 7,500                   | 7,500                   |
| Other Revenue             | 48,355                  | 65,110                  | 31,350                  | 36,520                  | 36,520                  | 36,520                  |
| Transfers In              | 0                       | 0                       | 7,500                   | 0                       | 0                       | 0                       |
| Debt Service Reserve Fund | 408,000                 | 408,000                 | 0                       | 0                       | 0                       | 0                       |
| Capital Construction      | <u>3,712,810</u>        | <u>3,152,930</u>        | <u>2,463,697</u>        | <u>2,034,915</u>        | <u>2,034,915</u>        | <u>2,034,915</u>        |
| Total Current Resources   | <u>8,474,510</u>        | <u>7,713,195</u>        | <u>6,769,855</u>        | <u>6,276,335</u>        | <u>6,276,335</u>        | <u>6,276,335</u>        |
| <b>Total Resources</b>    | <b><u>9,579,652</u></b> | <b><u>8,985,398</u></b> | <b><u>7,942,058</u></b> | <b><u>7,360,064</u></b> | <b><u>7,360,064</u></b> | <b><u>7,360,064</u></b> |

| Requirements               | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                            | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                            | \$                      | \$                      | \$                      | FY'12                   | FY'12                   | FY'12                   |
| Water Treatment            | 1,326,618               | 1,367,364               | 1,478,081               | 1,589,962               | 1,589,962               | 1,589,962               |
| Water Distribution         | 1,068,227               | 993,873                 | 1,213,635               | 1,232,734               | 1,232,734               | 1,232,734               |
| Customer Services          | 362,969                 | 370,020                 | 376,750                 | 380,547                 | 380,547                 | 380,547                 |
| General Program Operations | 2,046                   | 12,802                  | 19,840                  | 19,920                  | 19,920                  | 19,920                  |
| Capital Construction       | 3,712,810               | 3,152,930               | 2,463,697               | 2,034,915               | 2,034,915               | 2,034,915               |
| Contingency                | 0                       | 0                       | 1,017,324               | 1,006,110               | 1,006,110               | 1,006,110               |
| Indirect Charges           | 280,218                 | 282,669                 | 318,000                 | 330,275                 | 330,275                 | 330,275                 |
| Debt Service               | 422,836                 | 413,154                 | 399,200                 | 397,800                 | 397,800                 | 397,800                 |
| Transfers Out              | 723,725                 | 605,166                 | 655,531                 | 367,801                 | 367,801                 | 367,801                 |
| Ending Balance             | 1,272,203               | 1,379,420               | 0                       | 0                       | 0                       | 0                       |
| Water Debt Reserve Fund    | <u>408,000</u>          | <u>408,000</u>          | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b>  | <b><u>9,579,652</u></b> | <b><u>8,985,398</u></b> | <b><u>7,942,058</u></b> | <b><u>7,360,064</u></b> | <b><u>7,360,064</u></b> | <b><u>7,360,064</u></b> |

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## Program: Utilities/Water – Water Treatment Services

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### 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’12 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.
- Additional security measures will be implemented to comply with the Treatment Plants Vulnerability Assessment.
- Minor upgrades will be made to the treatment plant SCADA system that will improve system redundancy and disaster recovery capabilities.

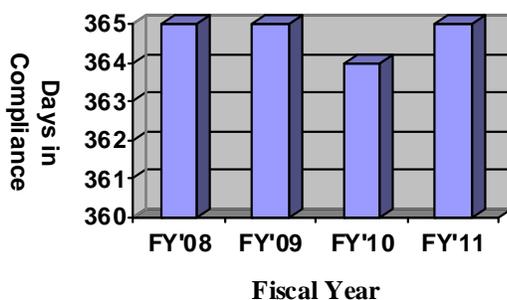
### FY’12 Performance Measurements:

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

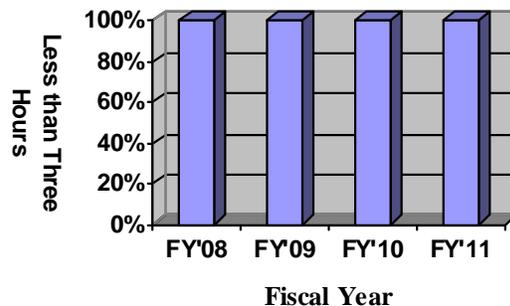
### Budget Highlights:

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 undertake a study to evaluate the effectiveness of reservoir mixing, to determine if compliance with the Stage 2 Disinfection and Disinfectants By-Products Rule (Stage 2 DDBP) can be achieved with minimal capital improvement dollars.

**Water Treatment Plant Compliance Rate**



**Pump Stations Returned to Service**

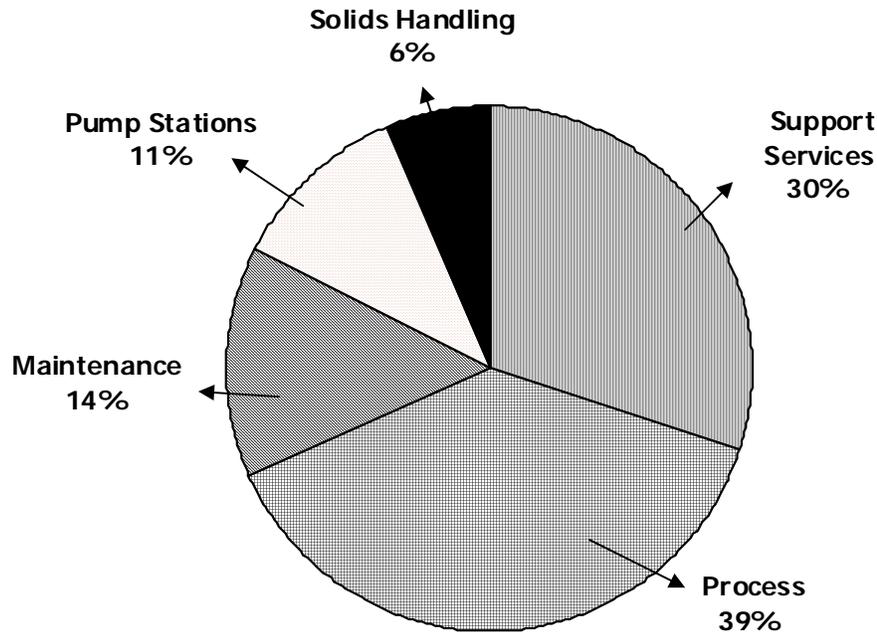


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## Program: Utilities/Water – Water Treatment Services

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### Water Treatment Programs



#### **FY'11 Activity Review:**

During FY'11, 1.91 billion gallons of water were pumped into the distribution system by this activity. It is projected that 2.00 billion will be pumped in FY'12. Plant staff implemented improvements at the log pond that will allow for more effective utilization of their time while operating this labor intensive process. Plant staff modified the plants coagulation feed system, adding chemical containment, updating pump controls and piping. This has improved operator safety, reduced the risk of a chemical spill and made the system easier for plant staff to operate and maintain.

#### **FY'11 Performance Indicators:**

- Drinking Water 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.**

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**Program: Utilities/Water – Water Treatment Services**

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**Financial Summary**

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 575,833                 | 582,555                 | 656,453                 | 693,291                 | 693,291                 | 693,291                 |
| Materials & Supplies      | 256,116                 | 258,894                 | 269,300                 | 295,800                 | 295,800                 | 295,800                 |
| Contractual/Prof Services | 468,636                 | 492,520                 | 518,026                 | 580,716                 | 580,716                 | 580,716                 |
| Direct Charges            | 15,347                  | 17,564                  | 21,177                  | 20,155                  | 20,155                  | 20,155                  |
| Capital Outlay            | <u>10,686</u>           | <u>15,831</u>           | <u>13,125</u>           | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>1,326,618</u></b> | <b><u>1,367,364</u></b> | <b><u>1,478,081</u></b> | <b><u>1,589,962</u></b> | <b><u>1,589,962</u></b> | <b><u>1,589,962</u></b> |

## Program: Utilities/Water – Water Treatment Services

### Personnel

|                                   | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|-----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Public Works Director             | 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                             |
| Treatment Plant Specialist        | 5.00                 | 5.00                 | 5.00                 | 5.00                               | 5.00                                | 5.00                             |
| Office Assistant I                | <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                          | 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)                           |
| TO: Wastewater Collection         | (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)                           |
| TO: Streets                       | (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)                           |
| TO: Solid Waste Field Operations  | (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                             |
| Office Assistant I                |                      |                      |                      |                                    |                                     |                                  |
| TO: Water Distribution            | (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)                           |
| TO: Wastewater Treatment          | (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)                           |
| TO: Solid Waste Field Operations  | (0.05)               | (0.05)               | (0.05)               | (0.05)                             | (0.05)                              | (0.05)                           |
| TO: Jo-Gro™                       | <u>(0.03)</u>        | <u>(0.03)</u>        | <u>(0.03)</u>        | <u>(0.03)</u>                      | <u>(0.03)</u>                       | <u>(0.03)</u>                    |
| Subtotal                          | (1.54)               | (1.54)               | (1.54)               | (1.54)                             | (1.54)                              | (1.54)                           |
| <b>Total Positions</b>            | <b><u>6.46</u></b>   | <b><u>6.46</u></b>   | <b><u>6.46</u></b>   | <b><u>6.46</u></b>                 | <b><u>6.46</u></b>                  | <b><u>6.46</u></b>               |
| Temporary/Seasonal Hours          | <u>5,415</u>         | <u>5,415</u>         | <u>5,450</u>         | <u>5,415</u>                       | <u>5,415</u>                        | <u>5,415</u>                     |

### Capital Outlay/By Item

|                                      |                      |                 |                 |                 |
|--------------------------------------|----------------------|-----------------|-----------------|-----------------|
| Computers/Software/Office/Lab Equip. | 5,625                | 0               | 0               | 0               |
| Electric Crane Hoist                 | 0                    | 0               | 0               | 0               |
| Improvements to Plant Drain Sump     | 0                    | 0               | 0               | 0               |
| Equipment Replace/Upgrades           | <u>7,500</u>         | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Capital Outlay</b>          | <b><u>13,125</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## **Program: Utilities/Water – Water Distribution Services**

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### **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'12 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'12 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'12. 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'12.

### **FY'12 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:**

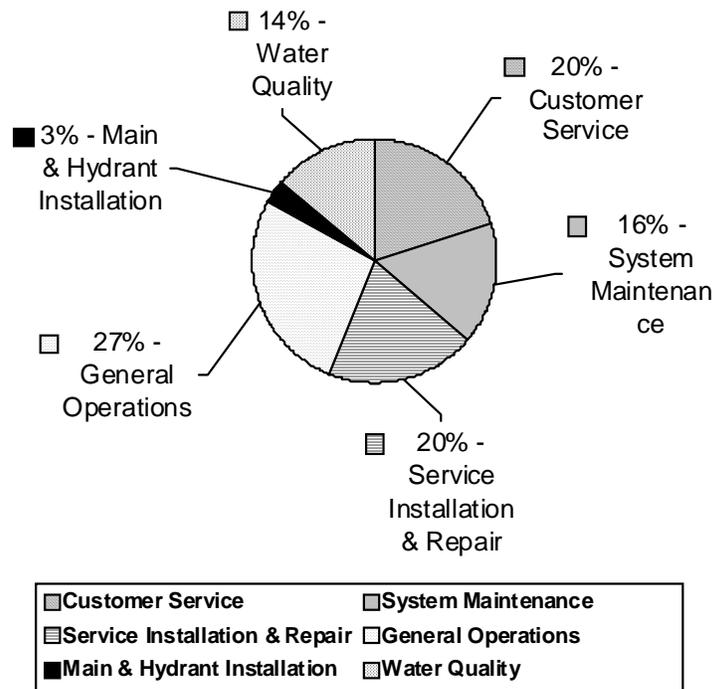
Funding continues for a utility administered contract for single-family residential backflow testing and minor repair. Funds for the replacement of residential and commercial water meters, continue in the Customer Service Program. The Water Quality Program contains continued funding for contract reservoir cleaning and water sample testing. The System Maintenance Program contains funding for water main and fire hydrant repairs. The FY'12 capital budget contains continued funding for new water services.

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## Program: Utilities/Water – Water Distribution Services

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### Program Allocations



#### FY'11 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 NE Duane, NE Adele and NE Dudley. The relocation and adjustment of water services were also completed within City sponsored sidewalk and street projects on Allen Creek Road, SE H Street, NW Midland Avenue and NW Savage Street. Goals related to the replacement of residential water meters were met for the period. The residential backflow testing program successfully continued. New water services as of March 29, 2011 totaled 18, with 7 being installed by City crews. Water service replacements for the same period totaled 7. Water main repairs totaled 7 for the same period.

#### FY'11 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.**

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**Program: Utilities/Water – Water Distribution Services**

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**Financial Summary**

| Requirements              | ACTUAL                  | ACTUAL                | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                 | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                    | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 612,749                 | 618,613               | 715,935                 | 733,223                 | 733,223                 | 733,223                 |
| Materials & Supplies      | 118,168                 | 92,812                | 127,177                 | 141,177                 | 141,177                 | 141,177                 |
| Contractual/Prof Services | 225,714                 | 208,766               | 264,031                 | 259,159                 | 259,159                 | 259,159                 |
| Direct Charges            | 40,953                  | 42,004                | 51,492                  | 50,175                  | 50,175                  | 50,175                  |
| Capital Outlay            | <u>70,643</u>           | <u>31,678</u>         | <u>55,000</u>           | <u>49,000</u>           | <u>49,000</u>           | <u>49,000</u>           |
| <b>Total Requirements</b> | <b><u>1,068,227</u></b> | <b><u>993,873</u></b> | <b><u>1,213,635</u></b> | <b><u>1,232,734</u></b> | <b><u>1,232,734</u></b> | <b><u>1,232,734</u></b> |

## Program: Utilities/Water – Water Distribution Services

### Personnel

|                              | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Utility Field Superintendent | 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                             |
| Utility Worker*              | 7.00                 | 7.00                 | 7.00                 | 7.00                               | 7.00                                | 7.00                             |
| Office Assistant I           | <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                     | 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                             |
| Utility Field Superintendent |                      |                      |                      |                                    |                                     |                                  |
| TO: Wastewater Collection    | (0.50)               | (0.50)               | (0.50)               | (0.50)                             | (0.50)                              | (0.50)                           |
| Municipal Service Worker     |                      |                      |                      |                                    |                                     |                                  |
| TO: Wastewater Collection    | (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)                           |
| Office Assistant I           |                      |                      |                      |                                    |                                     |                                  |
| FROM: Water Treatment        | <u>0.15</u>          | <u>0.15</u>          | <u>0.15</u>          | <u>0.15</u>                        | <u>0.15</u>                         | <u>0.15</u>                      |
| Subtotal                     | (1.20)               | (1.20)               | (1.20)               | (1.20)                             | (1.20)                              | (1.20)                           |
| <b>Total Positions</b>       | <b><u>8.80</u></b>   | <b><u>8.80</u></b>   | <b><u>8.80</u></b>   | <b><u>8.80</u></b>                 | <b><u>8.80</u></b>                  | <b><u>8.80</u></b>               |
| Temporary/Seasonal Hours     | <u>2,400</u>         | <u>2,400</u>         | <u>2,400</u>         | <u>2,400</u>                       | <u>2,400</u>                        | <u>2,400</u>                     |

\* Utility Specialist replaced the title Municipal Specialist and Utility Worker replaced the title Municipal Service Worker upon ratification of the Teamsters contract during FY'10.

### Capital Outlay/By Item

|                             |                      |                      |                      |                      |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|
| Steel Trench Cover Plates   | 5,000                | 0                    | 0                    | 0                    |
| Reservoir #7 Land Payment   | 1,000                | 1,000                | 1,000                | 1,000                |
| New Water Services          | 45,000               | 48,000               | 48,000               | 48,000               |
| Computers                   | <u>4,000</u>         | <u>0</u>             | <u>0</u>             | <u>0</u>             |
| <b>Total Capital Outlay</b> | <b><u>55,000</u></b> | <b><u>49,000</u></b> | <b><u>49,000</u></b> | <b><u>49,000</u></b> |

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## Program: Utilities/Water – Customer Services

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### Services Delivered:

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

### FY'12 Anticipated Accomplishments:

The Customer Services activity will bill about 10,519 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'12 Performance Measurements:

**Measure:** Operating costs for water customer service per customer.

**Desired Outcome:** Efficient Utility Billing Services.

#### **Calculation:**

$$\frac{\text{Direct Monthly Charge to the utility for Customer Service Services}}{\text{Water Customers}} = \frac{\$23,670.61}{10,519} = \$2.25 \text{ per customer}$$

#### **Definition:**

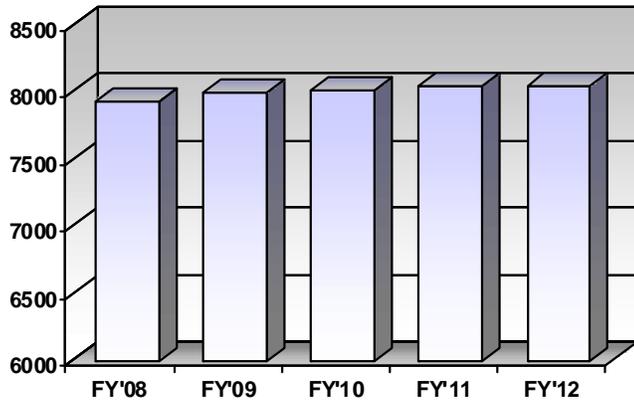
Operating costs for water utility customer services include expenditures for: salaries, wages and employment benefits; materials; contracted services; property management and financial expenses. Operating costs per water customer are projected to be \$2.25 in FY'12. Total costs per water customer in FY'11 were \$2.19. 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.

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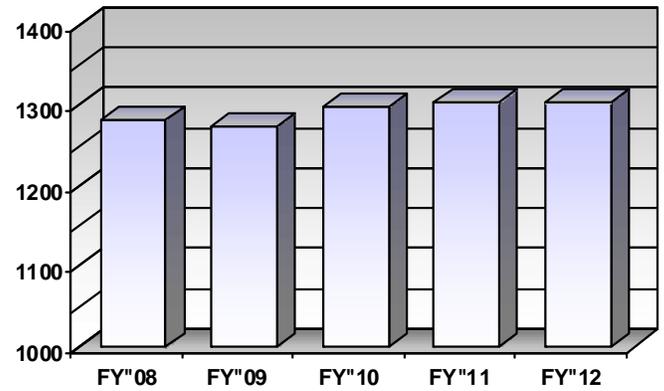
## Program: Utilities/Water – Customer Services

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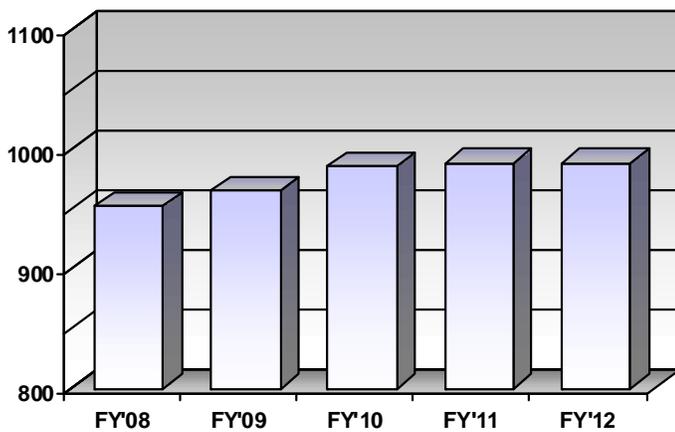
Number of RESIDENTIAL Customers



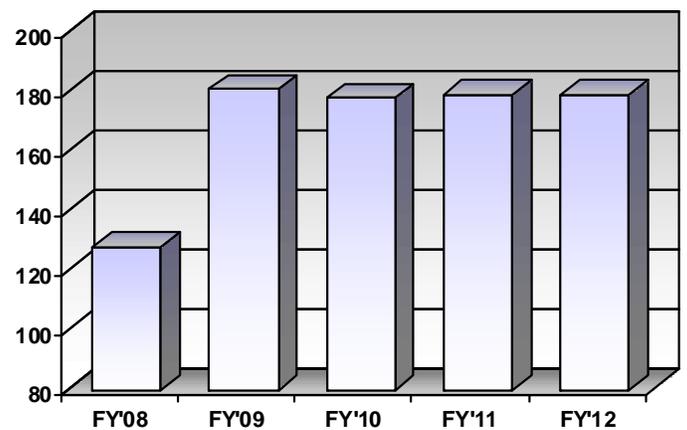
Number of COMMERCIAL Customers



Number of MULTIFAMILY Customers



Number of PUBLIC AGENCY Customers



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## **Program: Utilities/Water – Customer Services**

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### **Budget Highlights:**

The FY'12 budget includes a reduction in cost associated with personnel and an increase in the efficiencies through the automation of payment processing.

### **FY'11 Performance Indicators:**

In an effort to decrease costs and increase efficiencies, the Customer Service Department seeks to collect all costs associated with the utility from the individual responsible for the account. Turning accounts over to collections often results in a revenue loss for the utility. The Customer Service Department strives to turn over less than 2% of overall accounts to collections. – This goal is met annually. The Customer Service Department turns very little over to collections. The implementation of an electronic lien reporting system will contribute to the ongoing goal of turning over less than 2% of overall accounts to collections.

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**Program: Utilities/Water – Customer Services**

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***Financial Summary***

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | FY'12                 | FY'12                 | FY'12                 |
| Contractual/Prof Services | 27,628                | 30,601                | 33,330                | 32,461                | 32,461                | 32,461                |
| Direct Charges            | <u>335,341</u>        | <u>339,419</u>        | <u>343,420</u>        | <u>348,086</u>        | <u>348,086</u>        | <u>348,086</u>        |
| <b>Total Requirements</b> | <b><u>362,969</u></b> | <b><u>370,020</u></b> | <b><u>376,750</u></b> | <b><u>380,547</u></b> | <b><u>380,547</u></b> | <b><u>380,547</u></b> |

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## Program: Utilities/Water – Debt Service

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### 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.

### Budget Highlights:

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

The Water Bond and new Refunding Bond payment schedule is:

|              | <b>FY'08*</b>           | <b>FY'09*</b>           | <b>FY'10*</b>           | <b>FY'11</b>            | <b>FY'12</b>            |
|--------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Principal    | 320,000                 | 340,000                 | 360,000                 | 380,000                 | 390,000                 |
| Interest     | <u>98,163</u>           | <u>83,083</u>           | <u>71,304</u>           | <u>19,200</u>           | <u>7,800</u>            |
| <b>Total</b> | <b><u>\$418,163</u></b> | <b><u>\$423,083</u></b> | <b><u>\$431,304</u></b> | <b><u>\$399,200</u></b> | <b><u>\$397,800</u></b> |

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

\* Payments in FY'08 & FY'09 include 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.

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**Program: Utilities/Water – Debt Service**

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***Financial Summary***

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | FY'12                 | FY'12                 | FY'12                 |
| Debt Service              | <u>422,836</u>        | <u>413,154</u>        | <u>399,200</u>        | <u>397,800</u>        | <u>397,800</u>        | <u>397,800</u>        |
| <b>Total Requirements</b> | <b><u>422,836</u></b> | <b><u>413,154</u></b> | <b><u>399,200</u></b> | <b><u>397,800</u></b> | <b><u>397,800</u></b> | <b><u>397,800</u></b> |

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**Program: Utilities/Water – General Program Operations**

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**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.

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**Program: Utilities/Water – General Program Operations**

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***Financial Summary***

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Materials & Supplies      | 0                       | 0                       | 240                     | 240                     | 240                     | 240                     |
| Contractual/Prof Services | 2,046                   | 12,802                  | 10,100                  | 10,180                  | 10,180                  | 10,180                  |
| Direct Charges            | 0                       | 0                       | 9,500                   | 9,500                   | 9,500                   | 9,500                   |
| Contingencies             | 0                       | 0                       | 1,017,324               | 1,006,110               | 1,006,110               | 1,006,110               |
| Indirect Charges          | 280,218                 | 282,669                 | 318,000                 | 330,275                 | 330,275                 | 330,275                 |
| Transfers Out             | 723,725                 | 605,166                 | 655,531                 | 367,801                 | 367,801                 | 367,801                 |
| Ending Balance            | <u>1,272,203</u>        | <u>1,379,420</u>        | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>2,278,192</u></b> | <b><u>2,280,057</u></b> | <b><u>2,010,695</u></b> | <b><u>1,724,106</u></b> | <b><u>1,724,106</u></b> | <b><u>1,724,106</u></b> |

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## **Program: Utilities/Water – Debt Service Reserve Fund**

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### **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.

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**Program: Utilities/Water – Debt Service Reserve Fund**

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***Financial Summary***

| Resources              | ACTUAL                | ACTUAL                | BUDGET          | MANAGER         | COMMITTEE       | COUNCIL         |
|------------------------|-----------------------|-----------------------|-----------------|-----------------|-----------------|-----------------|
|                        | FY'09                 | FY'10                 | FY'11           | RECOMMEND       | APPROVED        | ADOPTED         |
|                        | \$                    | \$                    | \$              | \$              | \$              | \$              |
| Beginning Balance      | <u>408,000</u>        | <u>408,000</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Resources</b> | <b><u>408,000</u></b> | <b><u>408,000</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET          | MANAGER         | COMMITTEE       | COUNCIL         |
|---------------------------|-----------------------|-----------------------|-----------------|-----------------|-----------------|-----------------|
|                           | FY'09                 | FY'10                 | FY'11           | RECOMMEND       | APPROVED        | ADOPTED         |
|                           | \$                    | \$                    | \$              | \$              | \$              | \$              |
| Debt Service              | 0                     | 408,000               | 0               | 0               | 0               | 0               |
| Ending Balance            | <u>408,000</u>        | <u>0</u>              | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Requirements</b> | <b><u>408,000</u></b> | <b><u>408,000</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## **Program: Utilities/Water – Capital Construction**

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### **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 105 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 City funding for extension and over-sizing of lines required by the water system in excess of individual development project needs, as well as 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'11, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'10"; the re-assessed resource needs of projects using current data for the "Revised FY'11" column, guiding our "Recommended FY'12" and resources estimated "Through FY'12". 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<br>Through<br>FY'10 | Revised<br>FY'11      | Adopted<br>FY'12      | Total<br>Through<br>FY'12 | Future<br>Years           | Total<br>Project        |
|---|----------------------------|-----------------------|-----------------------|---------------------------|---------------------------|-------------------------|
| WA4258 Fire Hydrant New Install                 | 75,000                     | 0                     | 0                     | 75,000                    | 0                         | 75,000                  |
| WA4526 Starlite Pump Station Upgrade            | 210,000                    | 0                     | 35,000                | 245,000                   | 0                         | 245,000                 |
| WA4693 Booster Station Pump and Motor Rebuilds  | 90,000                     | 15,000                | 0                     | 105,000                   | 45,000                    | 150,000                 |
| WA4742 Meadow Wood Reservoir No.16 - Site       | 50,000                     | 63,000                | 147,000               | 260,000                   | 90,000                    | 350,000                 |
| WA4841 Small Main Replacement                   | 160,000                    | 100,000               | 0                     | 260,000                   | 150,000                   | 410,000                 |
| WA4965 WTP Solids Handling                      | 1,200,000                  | 0                     | (522,000)             | 678,000                   | 2,822,000                 | 3,500,000               |
| WA4966 Water Conservation & Mgmt Plan Update    | 50,000                     | 0                     | 0                     | 50,000                    | 0                         | 50,000                  |
| WA4971 Meadow Wood Reservoir No. 16             | 50,000                     | 0                     | 250,000               | 300,000                   | 1,240,000                 | 1,540,000               |
| WA5028 Water Main on Private Property           | 20,000                     | 30,000                | 0                     | 50,000                    | 0                         | 50,000                  |
| WA5094 Water Distribution System Master Plan    | 100,000                    | 20,000                | 0                     | 120,000                   | 0                         | 120,000                 |
| WA5096 WTP Structural Repairs                   | 160,000                    | 50,000                | 90,000                | 300,000                   | 270,000                   | 570,000                 |
| WA6000 MSA Task Order #1                        | 60,000                     | 0                     | 0                     | 60,000                    | 60,000                    | 120,000                 |
| WA6001 Water Main Looping                       | 15,000                     | 20,000                | 20,000                | 55,000                    | 60,000                    | 115,000                 |
| WA6002 WTP Facility Plan Update                 | 10,000                     | 90,000                | 100,000               | 200,000                   | 0                         | 200,000                 |
| WA6052 Reservoir No. 3 Upgrades                 | 50,000                     | 73,000                | 100,000               | 223,000                   | 4,777,000                 | 5,000,000               |
| WA6057 Backwash Pump Redundancy                 | 0                          | 150,000               | 174,000               | 324,000                   | 0                         | 324,000                 |
| WA6058 Water System Security Projects           | 0                          | 20,000                | 20,000                | 40,000                    | 60,000                    | 100,000                 |
| WA6059 Pump Station Repairs                     | 0                          | 25,000                | 0                     | 25,000                    | 75,000                    | 100,000                 |
| WA6060 Solids Handling Pads                     | 0                          | 0                     | 0                     | 0                         | 200,000                   | 200,000                 |
| WA0000 Miscellaneous Water Proj.- General (758) | 472,443                    | 189,886               | (292,199)             | 370,130                   | (10,142,000)              | (9,771,870)             |
| WA0000 Miscellaneous Water Proj.- LID's (759)   | 13,539                     | 0                     | 0                     | 13,539                    | 0                         | 13,539                  |
| WA0000 Miscellaneous Water Proj.- SDC's (752)   | 332,002                    | 52,440                | 61,484                | 445,926                   | (781,548)                 | (335,622)               |
| WA0000 Miscellaneous Water Proj.- AFD's (755)   | 242                        | 1,500                 | 1,500                 | 3,242                     | 0                         | 3,242                   |
| <b>NEW PROJECTS</b>                             |                            |                       |                       |                           |                           |                         |
| WA6121 Disinfection Byproducts                  | 0                          | 0                     | 100,000               | 100,000                   | 0                         | 100,000                 |
| WA6122 WTP Emergency Generator                  | 0                          | 0                     | 250,000               | 250,000                   | 0                         | 250,000                 |
| <b>Total Projects</b>                           | <b><u>3,118,226</u></b>    | <b><u>899,826</u></b> | <b><u>534,785</u></b> | <b><u>4,552,837</u></b>   | <b><u>(1,074,548)</u></b> | <b><u>3,478,289</u></b> |

### ALL CLOSED OR CANCELLED CAPITAL PROJECT: RESOURCES

|   |                         |                        |                       |                         |                           |                         |
|---|-------------------------|------------------------|-----------------------|-------------------------|---------------------------|-------------------------|
| WA4863 Hilltop Fire Pump Station Upgrade      | 706,000                 | (45,000)               | 0                     | 661,000                 | 0                         | 661,000                 |
| WA4967 Plant Landscaping                      | 110,000                 | 2,000                  | 0                     | 112,000                 | 0                         | 112,000                 |
| WA4968 Influent Pump VFD's                    | 220,000                 | (22,542)               | 0                     | 197,458                 | 0                         | 197,458                 |
| WA5027 Leonard Road Water Line Loop 2         | 77,000                  | (3,813)                | 0                     | 73,187                  | 0                         | 73,187                  |
| WA5097 Feasibility of On-Site CHL2 Generation | 10,000                  | (10,000)               | 0                     | 0                       | 0                         | 0                       |
| WA5098 Air Scour in Filters                   | 0                       | 0                      | 0                     | 0                       | 0                         | 0                       |
| WA6044 Meadow Wood Ph10 Elderberry to         | 25,000                  | 5,000                  | 0                     | 30,000                  | 0                         | 30,000                  |
| WA6061 WTP Roof Replacement                   | 20,000                  | 60,000                 | 0                     | 80,000                  | 0                         | 80,000                  |
| <b>Total Projects</b>                         | <b><u>1,168,000</u></b> | <b><u>(14,355)</u></b> | <b><u>0</u></b>       | <b><u>1,153,645</u></b> | <b><u>0</u></b>           | <b><u>1,153,645</u></b> |
| <b>Grand Total - All Projects</b>             | <b><u>4,286,226</u></b> | <b><u>885,471</u></b>  | <b><u>534,785</u></b> | <b><u>5,706,482</u></b> | <b><u>(1,074,548)</u></b> | <b><u>4,631,934</u></b> |

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 SUMMARY FOR FY'12

|   | Adopted<br>FY'12<br>Beginning<br>Fund<br>Balance | Adopted<br>FY'12<br>Revenue | Adopted<br>FY'12<br>Capital<br>Outlay | Adopted<br>FY'12<br>Transfers | Adopted<br>FY'12<br>Appropriated<br>Fund<br>Balance |
|---|--|-----------------------------|---------------------------------------|-------------------------------|---|
| WA4258 Fire Hydrant New Install                   | 12,000   | 0                           | 12,000                                | 0                             | 0   |
| WA4526 Starlite Pump Station Upgrade              | 15,454   | 35,000                      | 50,454                                | 0                             | 0   |
| WA4693 Booster Station Pump and Motor Rebuilds    | 31,172   | 0                           | 31,172                                | 0                             | 0   |
| WA4742 Meadow Wood Reservoir No. 16 - Site        | 10,000   | 147,000                     | 157,000                               | 0                             | 0   |
| WA4841 Small Main Replacement                     | 51,302   | 0                           | 51,302                                | 0                             | 0   |
| WA4965 WTP Solids Handling                        | 576,985  | (522,000)                   | 54,985                                | 0                             | 0   |
| WA4966 Water Conservation & Mgmt Plan Updt        | 40,000   | 0                           | 40,000                                | 0                             | 0   |
| WA4971 Meadow Wood Reservoir No. 16               | 50,000   | 250,000                     | 300,000                               | 0                             | 0   |
| WA5028 Water Main on Private Property             | 0  | 0                           | 0                                     | 0                             | 0   |
| WA5094 Water Distribution Sys.Master Plan Update  | 78,613   | 0                           | 78,613                                | 0                             | 0   |
| WA5096 WTP Structural Repairs                     | 17,669   | 90,000                      | 107,669                               | 0                             | 0   |
| WA6000 MSA Task Order #1                          | 20,000   | 0                           | 20,000                                | 0                             | 0   |
| WA6001 Water Main Looping                         | 10,000   | 20,000                      | 30,000                                | 0                             | 0   |
| WA6002 WTP Facility Plan Update                   | 20,000   | 100,000                     | 120,000                               | 0                             | 0   |
| WA6052 Reservoir No. 3 Upgrades                   | 42,493   | 100,000                     | 142,493                               | 0                             | 0   |
| WA6057 Backwash Pump Redundancy                   | 0  | 174,000                     | 174,000                               | 0                             | 0   |
| WA6058 Water System Security Projects             | 0  | 20,000                      | 20,000                                | 0                             | 0   |
| WA6059 Pump Station Repairs                       | 15,000   | 0                           | 15,000                                | 0                             | 0   |
| WA6060 Solids Handling Pads WTP, Pond, & JO-GRO™  | 0  | 0                           | 0                                     | 0                             | 0   |
| WA6061 WTP Roof Replacement                       |  |                             |                                       |                               |   |
| WA0000 Miscellaneous Water Projects – Gen. (758)  | 327,300  | (292,199)                   | 0                                     | 0                             | 35,101  |
| WA0000 Miscellaneous Water Projects - LID's (759) | 958  | 0                           | 0                                     | 0                             | 958   |
| WA0000 Miscellaneous Water Projects - SDC's (752) | 179,442  | 61,484                      | 0                                     | 200,000                       | 40,926  |
| WA0000 Miscellaneous Water Projects - AFD's (755) | 1,742  | 1,500                       | 0                                     | 0                             | 3,242   |
| <b>NEW PROJECTS</b>                               |  |                             |                                       |                               |   |
| WA6121 Disinfection Byproducts                    | 0  | 100,000                     | 100,000                               | 0                             | 0   |
| WA6122 WTP Emergency Generator                    | 0  | 250,000                     | 250,000                               | 0                             | 0   |
| <b>Total Projects</b>                             | <b><u>1,500,130</u></b>                          | <b><u>534,785</u></b>       | <b><u>1,754,688</u></b>               | <b><u>200,000</u></b>         | <b><u>80,227</u></b>                                |

## Program: Utilities/Water – Capital Construction

### Financial Summary

|                           | ACTUAL<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Beginning Fund Balance    | <u>3,025,643</u>        | <u>2,257,259</u>        | <u>1,578,226</u>        | <u>1,500,130</u>                    | <u>1,500,130</u>                     | <u>1,500,130</u>                  |
| <b>Resources</b>          |                         |                         |                         |                                     |                                      |                                   |
| Development Charges       | 289,923                 | 234,671                 | 170,440                 | 187,484                             | 187,484                              | 187,484                           |
| Sale of Publications      | 20                      | 0                       | 0                       | 0                                   | 0                                    | 0                                 |
| Investment Interest       | 54,538                  | 19,723                  | 19,500                  | 19,500                              | 19,500                               | 19,500                            |
| Advance Finance Interest  | 1,143                   | 3,014                   | 0                       | 0                                   | 0                                    | 0                                 |
| SDC Loans                 | 10,852                  | 9,759                   | 0                       | 0                                   | 0                                    | 0                                 |
| Transportation Projects   | 0                       | 0                       | 163,000                 | 0                                   | 0                                    | 0                                 |
| Water Fund                | 314,557                 | 605,166                 | 522,531                 | 317,801                             | 317,801                              | 317,801                           |
| Advance Financing         | 16,077                  | 24,338                  | 10,000                  | 10,000                              | 10,000                               | 10,000                            |
| Miscellaneous Revenue     | <u>57</u>               | <u>(1,000)</u>          | <u>0</u>                | <u>0</u>                            | <u>0</u>                             | <u>0</u>                          |
| Total Current Resources   | <u>687,167</u>          | <u>895,671</u>          | <u>885,471</u>          | <u>534,785</u>                      | <u>534,785</u>                       | <u>534,785</u>                    |
| <b>Total Resources</b>    | <b><u>3,712,810</u></b> | <b><u>3,152,930</u></b> | <b><u>2,463,697</u></b> | <b><u>2,034,915</u></b>             | <b><u>2,034,915</u></b>              | <b><u>2,034,915</u></b>           |
| <b>Requirements</b>       |                         |                         |                         |                                     |                                      |                                   |
| Capital Outlay            | 1,455,551               | 1,172,515               | 1,680,337               | 1,754,688                           | 1,754,688                            | 1,754,688                         |
| Transfer Out              | 0                       | 45,000                  | 160,000                 | 200,000                             | 200,000                              | 200,000                           |
| Appropriated Fund Balance | <u>2,257,259</u>        | <u>1,935,415</u>        | <u>623,360</u>          | <u>80,227</u>                       | <u>80,227</u>                        | <u>80,227</u>                     |
| <b>Total Requirements</b> | <b><u>3,712,810</u></b> | <b><u>3,152,930</u></b> | <b><u>2,463,697</u></b> | <b><u>2,034,915</u></b>             | <b><u>2,034,915</u></b>              | <b><u>2,034,915</u></b>           |

**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

\*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<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources | <u>8,295,279</u>        | <u>9,116,058</u>        | <u>8,154,376</u>        | <u>9,062,103</u>                    | <u>9,062,103</u>                     | <u>9,062,103</u>                  |
| <b>Total Resources</b>      | <b><u>8,295,279</u></b> | <b><u>9,116,058</u></b> | <b><u>8,154,376</u></b> | <b><u>9,062,103</u></b>             | <b><u>9,062,103</u></b>              | <b><u>9,062,103</u></b>           |
| Requirements                |                         |                         |                         |                                     |                                      |                                   |
| Wastewater Collection       | 590,290                 | 619,918                 | 670,297                 | 696,656                             | 696,656                              | 696,656                           |
| Wastewater Treatment        | 1,414,713               | 1,512,290               | 1,657,043               | 1,752,938                           | 1,704,989                            | 1,704,989                         |
| JO-GRO™                     | 539,576                 | 501,849                 | 562,037                 | 687,241                             | 671,897                              | 671,897                           |
| Customer Services           | 259,713                 | 262,508                 | 275,250                 | 270,283                             | 270,283                              | 270,283                           |
| Debt Services               | 491,992                 | 501,329                 | 501,313                 | 491,712                             | 491,712                              | 491,712                           |
| General Program Operations  | 1,694,979               | 1,952,451               | 1,832,392               | 2,310,459                           | 2,373,752                            | 2,373,752                         |
| SRF Debt Reserve            | 500,899                 | 500,899                 | 0                       | 0                                   | 0                                    | 0                                 |
| Capital Construction        | <u>2,803,117</u>        | <u>3,264,814</u>        | <u>2,656,044</u>        | <u>2,852,814</u>                    | <u>2,852,814</u>                     | <u>2,852,814</u>                  |
| <b>Total Requirements</b>   | <b><u>8,295,279</u></b> | <b><u>9,116,058</u></b> | <b><u>8,154,376</u></b> | <b><u>9,062,103</u></b>             | <b><u>9,062,103</u></b>              | <b><u>9,062,103</u></b>           |

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## **Program: Utilities/Wastewater Program**

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### **Mission:**

*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'12 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 L Street in the vicinity of Alder Street.

### **FY'11 Activity Review:**

- Water Restoration Plant roof was replaced.
- JO-GRO™ Storm Water improvements were constructed.
- 5<sup>th</sup> Street sanitary sewer collection line from the railroad tracks north to B Street was replaced.
- Completed lighting efficiency upgrades at the Water Restoration Plant with funding from the American Reinvestment and Recovery Act, the Oregon Energy Trust and the Oregon Department of Energy.

## Program: Utilities/Wastewater Program

### Program Financial Summary

| Resources                   | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                             | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                             | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Beginning Balance           | <u>382,646</u>          | <u>501,221</u>          | <u>535,202</u>          | <u>1,036,689</u>        | <u>1,036,689</u>        | <u>1,036,689</u>        |
| Current Resources           |                         |                         |                         |                         |                         |                         |
| Activity Generated          |                         |                         |                         |                         |                         |                         |
| Sewage Fees                 | 4,319,909               | 4,342,921               | 4,629,530               | 4,820,600               | 4,820,600               | 4,820,600               |
| Redwood Sewer District      | 211,282                 | 274,245                 | 236,000                 | 255,000                 | 255,000                 | 255,000                 |
| Solid Waste Agency          | 2,856                   | 3,808                   | 0                       | 0                       | 0                       | 0                       |
| Direct Charges              | 7,269                   | 7,040                   | 9,500                   | 9,500                   | 9,500                   | 9,500                   |
| Revenue from Other Agencies | 20,931                  | 34,032                  | 25,000                  | 25,000                  | 25,000                  | 25,000                  |
| Interest                    | 7,388                   | 6,763                   | 5,500                   | 10,500                  | 10,500                  | 10,500                  |
| Other Revenue               | 38,982                  | 180,315                 | 50,100                  | 52,000                  | 52,000                  | 52,000                  |
| Transfer from Land & Bldgs. | 0                       | 0                       | 7,500                   | 0                       | 0                       | 0                       |
| Debt Service Reserve        | 500,899                 | 500,899                 | 0                       | 0                       | 0                       | 0                       |
| Capital Construction        | <u>2,803,117</u>        | <u>3,264,814</u>        | <u>2,656,044</u>        | <u>2,852,814</u>        | <u>2,852,814</u>        | <u>2,852,814</u>        |
| Total Current Resources     | <u>7,912,633</u>        | <u>8,614,837</u>        | <u>7,619,174</u>        | <u>8,025,414</u>        | <u>8,025,414</u>        | <u>8,025,414</u>        |
| <b>Total Resources</b>      | <b><u>8,295,279</u></b> | <b><u>9,116,058</u></b> | <b><u>8,154,376</u></b> | <b><u>9,062,103</u></b> | <b><u>9,062,103</u></b> | <b><u>9,062,103</u></b> |

| Requirements               | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                            | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                            | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Wastewater Collection      | 560,290                 | 589,918                 | 670,297                 | 696,656                 | 696,656                 | 696,656                 |
| Wastewater Treatment       | 1,414,713               | 1,512,290               | 1,657,043               | 1,752,938               | 1,704,989               | 1,704,989               |
| Customer Services          | 259,713                 | 262,508                 | 275,250                 | 270,283                 | 270,283                 | 270,283                 |
| JO-GRO™                    | 539,576                 | 501,849                 | 562,037                 | 642,241                 | 626,897                 | 626,897                 |
| General Program Operations | 40,271                  | 85,093                  | 19,850                  | 19,850                  | 19,850                  | 19,850                  |
| Capital Construction       | 2,803,117               | 3,264,814               | 2,656,044               | 2,852,814               | 2,852,814               | 2,852,814               |
| Contingency                | 0                       | 0                       | 1,104,336               | 1,087,532               | 1,150,825               | 1,150,825               |
| Indirect Charges           | 286,823                 | 305,192                 | 330,000                 | 348,031                 | 348,031                 | 348,031                 |
| Debt Service               | 491,992                 | 501,329                 | 501,313                 | 491,712                 | 491,712                 | 491,712                 |
| Transfers Out              | 896,664                 | 1,017,834               | 378,206                 | 900,046                 | 900,046                 | 900,046                 |
| Ending Balance             | 501,221                 | 574,332                 | 0                       | 0                       | 0                       | 0                       |
| Debt Service Reserve       | <u>500,899</u>          | <u>500,899</u>          | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b>  | <b><u>8,295,279</u></b> | <b><u>9,116,058</u></b> | <b><u>8,154,376</u></b> | <b><u>9,062,103</u></b> | <b><u>9,062,103</u></b> | <b><u>9,062,103</u></b> |

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## **Program: Utilities/Wastewater – Wastewater Collection**

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### **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'12 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'12 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:**

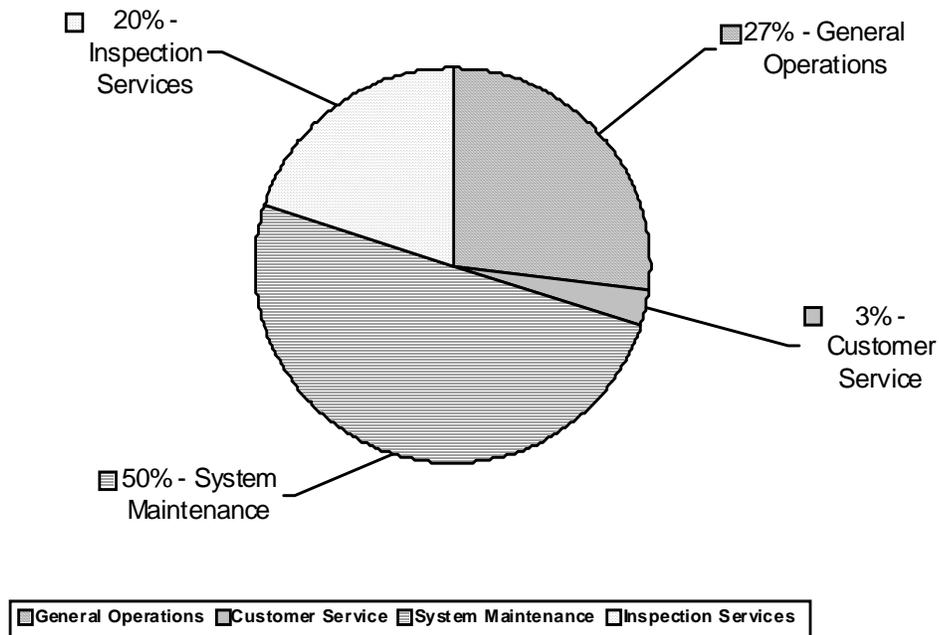
Growth of the collection system's service area is anticipated to remain slow during FY'12. However, the slowing of new development continues to provide the department with the opportunities to focus on existing system maintenance. The FY'12 budget contains continued funding for emergency contract sewer line repairs and root foaming. The capital budget contains continued funding for new sewer manholes to improve access. The capital budget collection system maintenance includes continued funding for the purchase of stainless steel repair sleeves to complete trenchless pipe repairs.

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## Program: Utilities/Wastewater – Wastewater Collection

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### Program Allocations



### FY'11 Activity Review:

Crews provided TV inspection services during the replacement of aging clay sewer mains located on NW 5<sup>TH</sup> Street, between NW B and SW G Streets. While cleaning and TV inspection services of new sewer lines and manholes remained slow during FY'11, 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 and continued utilizing "tilt-and-pan camera technology". Foaming of approximately 1 mile of public sewer lines with heavy intrusions of roots was successfully completed during the period. Contract routine cleaning services for the RSSSD system continued during FY'11. Other services for the district, such as utility locates and forced sewer line maintenance, also continued during the period.

### FY'11 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. 198,269 feet cleaned. **Target exceeded.**
- 1 hour average response time for sewer blockages. **Target met.**

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**Program: Utilities/Wastewater – Wastewater Collection**

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**Financial Summary**

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 375,620               | 406,010               | 441,511               | 455,616               | 455,616               | 455,616               |
| Materials & Supplies      | 13,140                | 26,298                | 25,220                | 29,480                | 29,480                | 29,480                |
| Contractual/Prof Services | 91,973                | 104,880               | 120,276               | 133,328               | 133,328               | 133,328               |
| Direct Charges            | 50,122                | 52,630                | 61,530                | 60,732                | 60,732                | 60,732                |
| Capital Outlay            | 29,435                | 100                   | 21,760                | 17,500                | 17,500                | 17,500                |
| Transfers Out             | <u>30,000</u>         | <u>30,000</u>         | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>590,290</u></b> | <b><u>619,918</u></b> | <b><u>670,297</u></b> | <b><u>696,656</u></b> | <b><u>696,656</u></b> | <b><u>696,656</u></b> |

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## Program: Utilities/Wastewater – Wastewater Collection

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### Personnel

|                              | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Utility Worker*              | <u>4.00</u>          | <u>4.00</u>          | <u>4.00</u>          | <u>4.00</u>                        | <u>4.00</u>                         | <u>4.00</u>                      |
| Subtotal                     | 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                             |
| Utility Field Superintendent |                      |                      |                      |                                    |                                     |                                  |
| From: Water Distribution     | 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                             |
| Office Assistant I           |                      |                      |                      |                                    |                                     |                                  |
| From: Water Distribution     | 0.50                 | 0.50                 | 0.50                 | 0.50                               | 0.50                                | 0.50                             |
| Office Assistant I           |                      |                      |                      |                                    |                                     |                                  |
| From: Water Treatment        | <u>0.08</u>          | <u>0.08</u>          | <u>0.08</u>          | <u>0.08</u>                        | <u>0.08</u>                         | <u>0.08</u>                      |
| Subtotal                     | 1.66                 | 1.66                 | 1.66                 | 1.66                               | 1.66                                | 1.66                             |
| <b>Total Positions</b>       | <b><u>5.66</u></b>   | <b><u>5.66</u></b>   | <b><u>5.66</u></b>   | <b><u>5.66</u></b>                 | <b><u>5.66</u></b>                  | <b><u>5.66</u></b>               |

\*The title Utility Worker replaced Municipal Service Worker with ratification of Teamster's labor contract during FY'10.

### Capital Outlay/By Item

|                                     |                      |                      |                      |                      |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Sewer TV & Tractor Transport System | 10,000               | 10,000               | 10,000               | 10,000               |
| Manholes                            | 7,500                | 7,500                | 7,500                | 7,500                |
| Computers                           | <u>4,260</u>         | <u>0</u>             | <u>0</u>             | <u>0</u>             |
| <b>Total Capital Outlay</b>         | <b><u>21,760</u></b> | <b><u>17,500</u></b> | <b><u>17,500</u></b> | <b><u>17,500</u></b> |

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## Program: Utilities/Wastewater – Wastewater Treatment

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### 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'12 Anticipated Accomplishments:

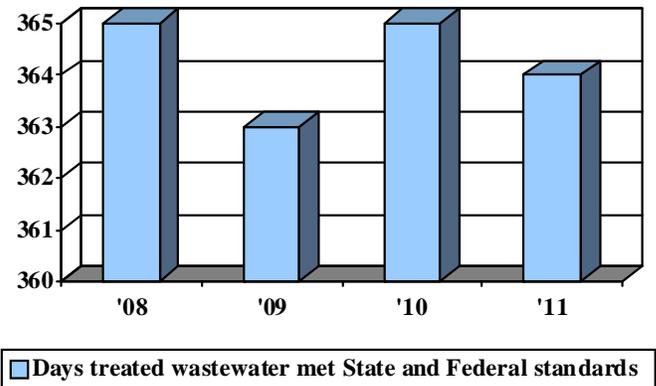
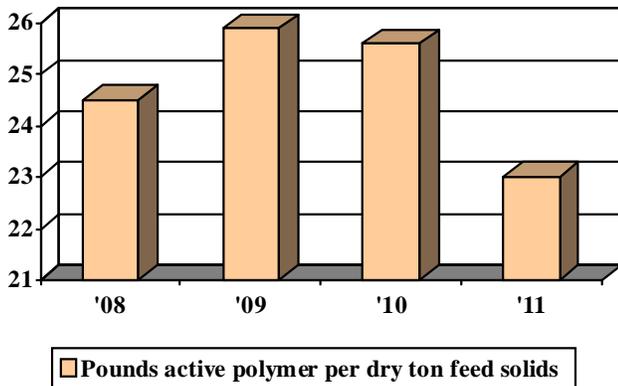
- Treating the community's wastewater to meet State and Federal standards will remain the main objective of this activity.
- Finish updating the Sewer Use Ordinance Pollutant Local limits to comply with DEQ regulations.
- Participate in the first annual Public Works Institute.

### FY'12 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 purchase a new laptop computer for programming controllers at the pump stations. The laptop computer was funded in the FY'11 budget, but the money was used to replace the Pretreatment program computer.

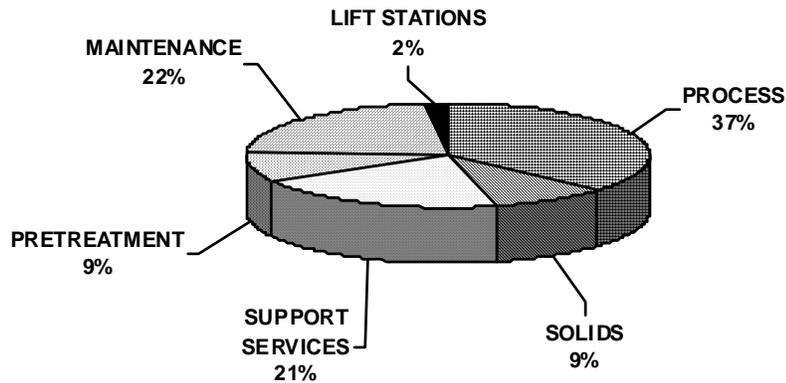


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## Program: Utilities/Wastewater – Wastewater Treatment

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### PERCENT OF TOTAL BUDGET



#### *FY'11 Activity Review:*

During the 2011 budget year, this activity will treat an estimated 2.45 billion gallons of wastewater and transport an estimated 1.7 million pounds of Biosolids to the JO-GRO™ Co-Composting facility.

#### *FY'11 Performance Indicators:*

- Treated wastewater will meet or exceed State and Federal effluent standards 100 percent of the time. **Target met through March 2011.**
- Target polymer usage for dewatering Biosolids will be less than 25 pounds active polymer per dry ton of feed solids. **Target will be met.**
- Average power used per million gallons of wastewater treated will be less than 2,550 Kwh. **Target will be met.**

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**Program: Utilities/Wastewater – Wastewater Treatment**

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***Financial Summary***

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | FY'12                   | FY'12                   | FY'12                   |
| Personal Services         | 583,061                 | 649,147                 | 740,956                 | 776,145                 | 744,196                 | 744,196                 |
| Materials & Supplies      | 204,804                 | 211,872                 | 218,700                 | 224,200                 | 224,200                 | 224,200                 |
| Contractual/Prof Services | 601,802                 | 634,491                 | 678,605                 | 738,333                 | 722,333                 | 722,333                 |
| Direct Charges            | 13,915                  | 11,834                  | 15,282                  | 14,260                  | 14,260                  | 14,260                  |
| Capital Outlay            | <u>11,131</u>           | <u>4,946</u>            | <u>3,500</u>            | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>1,414,713</u></b> | <b><u>1,512,290</u></b> | <b><u>1,657,043</u></b> | <b><u>1,752,938</u></b> | <b><u>1,704,989</u></b> | <b><u>1,704,989</u></b> |

## Program: Utilities/Wastewater – Wastewater Treatment

### Personnel

|                                | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|--------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Utility Plant Superintendent   | 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                             |
| Utility Specialist*            | 1.00                 | 1.00                 | 1.00                 | 1.00                               | 1.00                                | 1.00                             |
| Utility Worker*                | <u>3.00</u>          | <u>3.00</u>          | <u>3.00</u>          | <u>3.00</u>                        | <u>3.00*</u>                        | <u>3.00*</u>                     |
| Subtotal                       | 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                             |
| Utility Plant Superintendent   |                      |                      |                      |                                    |                                     |                                  |
| To: JO-GRO™                    | (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)               | (0.30)                             | (0.30)                              | (0.30)                           |
| Trmt. Plant Spec – Maintenance |                      |                      |                      |                                    |                                     |                                  |
| To: Water Treatment            | 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)                           |
| Office Assistant I             |                      |                      |                      |                                    |                                     |                                  |
| From: Water Treatment          | <u>0.23</u>          | <u>0.23</u>          | <u>0.23</u>          | <u>0.23</u>                        | <u>0.23</u>                         | <u>0.23</u>                      |
| Subtotal                       | (0.59)               | (0.59)               | (0.59)               | (0.59)                             | (0.59)                              | (0.59)                           |
| <b>Total Positions</b>         | <b><u>9.41</u></b>   | <b><u>9.41</u></b>   | <b><u>9.41</u></b>   | <b><u>9.41</u></b>                 | <b><u>9.41</u></b>                  | <b><u>9.41</u></b>               |
| Total Un-Funded Positions      | 0.00                 | 0.00                 | 0.00                 | 0.00                               | (0.50)                              | (0.50)                           |
| <b>Total Funded Positions</b>  | <b><u>9.41</u></b>   | <b><u>9.41</u></b>   | <b><u>9.41</u></b>   | <b><u>9.41</u></b>                 | <b><u>8.91</u></b>                  | <b><u>8.91</u></b>               |

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

|                |      |      |      |      |      |      |
|----------------|------|------|------|------|------|------|
| Utility Worker | 0.00 | 0.00 | 0.00 | 0.00 | 0.50 | 0.50 |
|----------------|------|------|------|------|------|------|

### Capital Outlay/By Item

|                             |  |  |                     |                 |                 |                 |
|-----------------------------|--|--|---------------------|-----------------|-----------------|-----------------|
| Computers                   |  |  | <u>3,500</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Capital Outlay</b> |  |  | <b><u>3,500</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## **Program: Utilities/Wastewater – JO-GRO™**

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### **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'12 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.

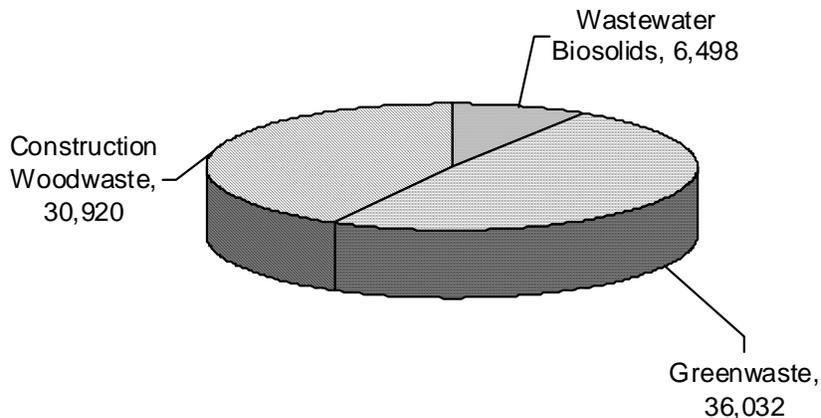
### **FY'12 Performance Measurements:**

- 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:**

Equipment replacement funds and replacement schedules were evaluated to ensure the necessary funds would be available when the equipment needs replaced. We contacted the equipment vendors and discovered the costs to replace both the compost screener and greenwaste grinder has significantly increased at a rate higher than we anticipated. Replacement schedules have been adjusted as necessary. Additionally, funds have been budgeted to establish a replacement fund for the replacement loader purchased in FY' 11.

**CUBIC YARDS OF MATERIALS  
RECEIVED FY'10**



**FY'11 Activity Review:**

This activity will process an estimated 36,000 cubic yards of loose greenwaste material, 7,200 cubic yards of wastewater biosolids and sell an estimated 6,700 cubic yards of finished compost during the FY'11 budget year. In addition, an estimated 30,000 cubic yards of construction wood waste will be recycled by BioMass One.

**FY'11 Performance Indicators:**

- The JO-GRO™ facility will process the City's wastewater Biosolids 100 percent of the time. **Target will be 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 will be met.**
- Sell 100 percent of the finished Co-Compost material produced. **Target will be met.**

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**Program: Utilities/Wastewater – JO-GRO™**

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***Financial Summary***

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | FY'12                 | FY'12                 | FY'12                 |
|                           |                       |                       |                       | \$                    | \$                    | \$                    |
| Personal Services         | 285,820               | 275,053               | 294,589               | 305,020               | 289,676               | 289,676               |
| Materials & Supplies      | 80,540                | 65,147                | 88,450                | 90,950                | 90,950                | 90,950                |
| Contractual/Prof Services | 161,010               | 155,700               | 174,498               | 246,271               | 246,271               | 246,271               |
| Direct Charges            | 339                   | 339                   | 0                     | 0                     | 0                     | 0                     |
| Capital Outlay            | 11,867                | 5,610                 | 4,500                 | 0                     | 0                     | 0                     |
| Transfers Out             | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>45,000</u>         | <u>45,000</u>         | <u>45,000</u>         |
| <b>Total Requirements</b> | <b><u>539,576</u></b> | <b><u>501,849</u></b> | <b><u>562,037</u></b> | <b><u>687,241</u></b> | <b><u>671,897</u></b> | <b><u>671,897</u></b> |

## Program: Utilities/Wastewater – JO-GRO™

### Personnel

|                                 | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|---------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Utility Specialist*             | 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                             |
| 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>                      |
| Subtotal                        | 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                             |
| Utility Plant Superintendent    |                      |                      |                      |                                    |                                     |                                  |
| From: Wastewater Treatment      | 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*                            |
| Trmt. Plant Spec. – Maintenance |                      |                      |                      |                                    |                                     |                                  |
| From: Wastewater Treatment      | 0.30                 | 0.30                 | 0.30                 | 0.30                               | 0.30                                | 0.30                             |
| Office Assistant                |                      |                      |                      |                                    |                                     |                                  |
| From: Water Treatment           | <u>0.03</u>          | <u>0.03</u>          | <u>0.03</u>          | <u>0.03</u>                        | <u>0.03</u>                         | <u>0.03</u>                      |
| Subtotal                        | 1.11                 | 1.11                 | 1.11                 | 1.11                               | 1.11                                | 1.11                             |
| <b>Total Positions</b>          | <b><u>4.11</u></b>   | <b><u>4.11</u></b>   | <b><u>4.11</u></b>   | <b><u>4.11</u></b>                 | <b><u>4.11</u></b>                  | <b><u>4.11</u></b>               |
| Total Un-Funded Positions       | 0.00                 | 0.00                 | 0.00                 | 0.00                               | (0.50)                              | (0.50)                           |
| <b>Total Funded Positions</b>   | <b><u>4.11</u></b>   | <b><u>4.11</u></b>   | <b><u>4.11</u></b>   | <b><u>4.11</u></b>                 | <b><u>3.61</u></b>                  | <b><u>3.61</u></b>               |

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

|                |      |      |      |      |      |      |
|----------------|------|------|------|------|------|------|
| Utility Worker | 0.00 | 0.00 | 0.00 | 0.00 | 0.50 | 0.50 |
|----------------|------|------|------|------|------|------|

\*The job title Utility Specialist replaced Municipal Specialist and the title Utility Worker replaced Municipal Service Worker with ratification of Teamsters labor contract during FY'10.

### Capital Outlay/By Item

|                             |                     |                 |                 |                 |
|-----------------------------|---------------------|-----------------|-----------------|-----------------|
| Computers/Software          | <u>4,500</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Capital Outlay</b> | <b><u>4,500</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## Program: Utilities/Wastewater – Customer Services

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### Services Delivered:

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

### FY'12 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 10,661 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'12 Performance Measurements:

**Measure:** Operating costs for sewer customer service per customer.

**Desired Outcome:** Efficient Utility Billing Services.

### **Calculation:**

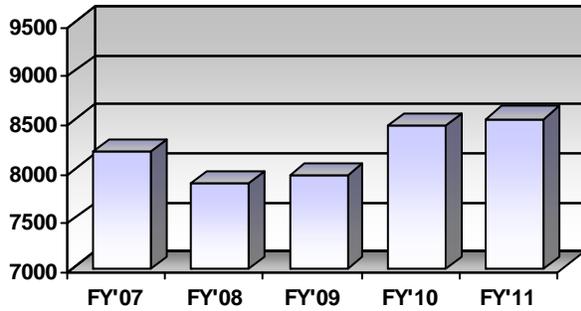
$$\frac{\text{Direct Monthly Charge to the utility for Customer Service Services}}{\text{Sewer Customers (City only)}} = \frac{\$16,065}{10,661} = \$1.51 \text{ per customer}$$

### **Definition:**

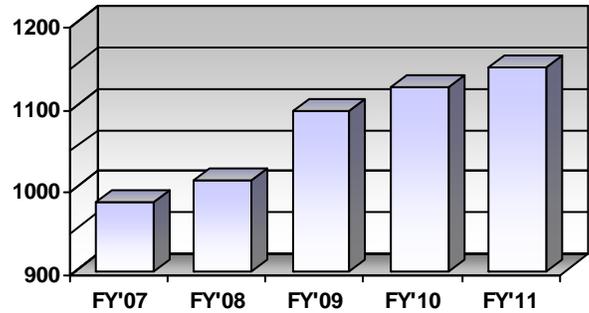
Operating costs for wastewater utility customer services include expenditures for: salaries, wages and employment benefits; materials; contracted services; property management and financial expenses. Operating costs per wastewater customer are projected to be \$1.51 in FY'12. Total costs per wastewater customer in FY'11 were \$1.64. The change is a result of cost efficiencies gained by reducing personnel costs directly attributed to the daily processing of payments. An automated payment processing system was implemented in July of 2011. 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

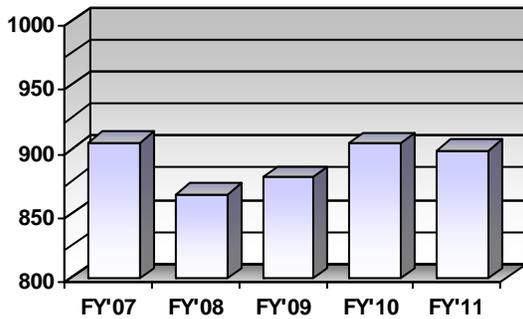
Number of RESIDENTIAL Customers



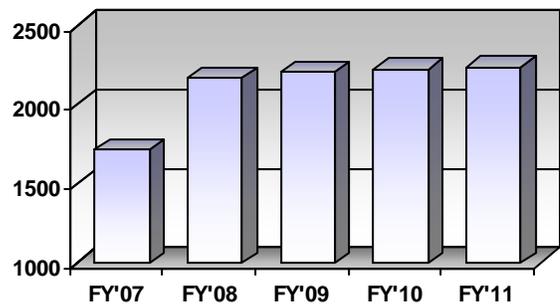
Number of COMMERCIAL Customers



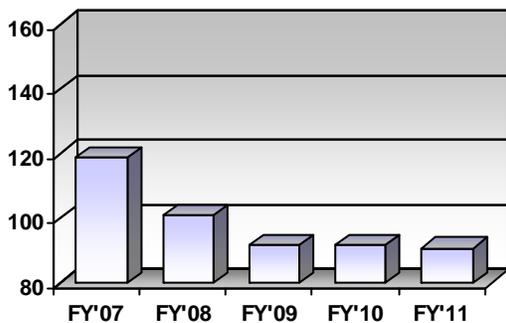
Number of MULTIFAMILY Customers



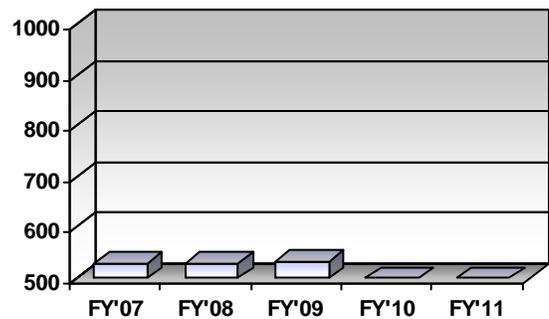
Number of Redwood Sanitary Sewer Services Customers



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.

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## **Program: Utilities/Wastewater – Customer Services**

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### **Budget Highlights:**

The FY'12 budget includes a reduction in costs associated with personnel and an increase in the efficiencies through the automation of payment processing.

### **FY'11 Performance Indicators:**

In an effort to decrease costs and increase efficiencies, the Customer Service Department seeks to collect all costs associated with the utility from the individual responsible for the account. Turning accounts over to collections often results in a revenue loss for the utility. The Customer Service Department strives to turn over less than 2% of overall accounts to collections. – This goal is met annually. The Customer Service Department turns very little over to collections. The implementation of an electronic lien reporting system will contribute to the ongoing goal of turning over less than 2% of overall accounts to collections.

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**Program: Utilities/Wastewater – Customer Services**

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***Financial Summary***

| Requirements              | ACTUAL<br>FY'09<br>\$ | ACTUAL<br>FY'10<br>\$ | BUDGET<br>FY'11<br>\$ | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|---------------------------|-----------------------|-----------------------|-----------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Contractual/Prof Services | 23,815                | 22,575                | 27,000                | 26,287                              | 26,287                               | 26,287                            |
| Direct Charges            | <u>235,898</u>        | <u>239,933</u>        | <u>248,250</u>        | <u>243,996</u>                      | <u>243,996</u>                       | <u>243,996</u>                    |
| <b>Total Requirements</b> | <b><u>259,713</u></b> | <b><u>262,508</u></b> | <b><u>275,250</u></b> | <b><u>270,283</u></b>               | <b><u>270,283</u></b>                | <b><u>270,283</u></b>             |

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## Program: Utilities/Wastewater – Debt Service

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### 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:

|              | <b>FY'08</b>          | <b>FY'09</b>          | <b>FY'10 *</b>        | <b>FY'11</b>          | <b>FY'12</b>          |
|--------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Principal    | 275,460               | 284,989               | 296,171               | 320,000               | 320,000               |
| Interest     | <u>219,790</u>        | <u>210,261</u>        | <u>194,380</u>        | <u>181,313</u>        | <u>171,712</u>        |
| <b>Total</b> | <b><u>495,250</u></b> | <b><u>495,250</u></b> | <b><u>490,551</u></b> | <b><u>501,313</u></b> | <b><u>491,712</u></b> |

\* 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.

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**Program: Utilities/Wastewater – Debt Service**

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***Financial Summary***

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | FY'12                 | FY'12                 | FY'12                 |
| Debt Service              | <u>491,992</u>        | <u>501,329</u>        | <u>501,313</u>        | <u>491,712</u>        | <u>491,712</u>        | <u>491,712</u>        |
| <b>Total Requirements</b> | <b><u>491,992</u></b> | <b><u>501,329</u></b> | <b><u>501,313</u></b> | <b><u>491,712</u></b> | <b><u>491,712</u></b> | <b><u>491,712</u></b> |

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## **Program: Utilities/Wastewater – General Program Operations**

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### **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'12 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.

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**Program: Utilities/Wastewater – General Program Operations**

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***Financial Summary***

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | FY'12                   | FY'12                   | FY'12                   |
|                           |                         |                         |                         | \$                      | \$                      | \$                      |
| Direct Charges            | 0                       | 0                       | 9,500                   | 9,500                   | 9,500                   | 9,500                   |
| Contractual/Prof Services | 40,271                  | 85,093                  | 10,350                  | 10,350                  | 10,350                  | 10,350                  |
| Contingencies             | 0                       | 0                       | 1,104,336               | 1,087,532               | 1,150,825               | 1,150,825               |
| Indirect Charges          | 286,823                 | 305,192                 | 330,000                 | 348,031                 | 348,031                 | 348,031                 |
| Transfers Out             | 866,664                 | 987,834                 | 378,206                 | 855,046                 | 855,046                 | 855,046                 |
| Ending Balance            | <u>501,221</u>          | <u>574,332</u>          | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>1,694,979</u></b> | <b><u>1,952,451</u></b> | <b><u>1,832,392</u></b> | <b><u>2,310,459</u></b> | <b><u>2,373,752</u></b> | <b><u>2,373,752</u></b> |

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**Program: Utilities/Wastewater – Debt Service Reserve Fund**

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**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.

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**Program: Utilities/Wastewater – Debt Service Reserve Fund**

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***Financial Summary***

| Resources              | ACTUAL                | ACTUAL                | BUDGET          | MANAGER         | COMMITTEE       | COUNCIL         |
|------------------------|-----------------------|-----------------------|-----------------|-----------------|-----------------|-----------------|
|                        | FY'09                 | FY'10                 | FY'11           | RECOMMEND       | APPROVED        | ADOPTED         |
|                        | \$                    | \$                    | \$              | FY'12           | FY'12           | FY'12           |
| Beginning Balance      | <u>500,899</u>        | <u>500,899</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Resources</b> | <b><u>500,899</u></b> | <b><u>500,899</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET          | MANAGER         | COMMITTEE       | COUNCIL         |
|---------------------------|-----------------------|-----------------------|-----------------|-----------------|-----------------|-----------------|
|                           | FY'09                 | FY'10                 | FY'11           | RECOMMEND       | APPROVED        | ADOPTED         |
|                           | \$                    | \$                    | \$              | FY'12           | FY'12           | FY'12           |
| Debt Service              | 0                     | 500,899               | 0               | 0               | 0               | 0               |
| Ending Balance            | <u>500,899</u>        | <u>0</u>              | <u>0</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Requirements</b> | <b><u>500,899</u></b> | <b><u>500,899</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## Program: Utilities/Wastewater – Capital Construction

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### 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 Project Specialist is shown here, but actual expenditures are spread across Wastewater, Water and Transportation projects.

### Personnel:

|                    | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|--------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Project Specialist | 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'11, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the “Actual resources through FY'10”; the re-assessed resource needs of projects using current data for the “Revised FY'11” column, guiding our “Recommended FY'12” and resources estimated “Through FY'12”. 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<br>Through<br>FY'10 | Revised<br>FY'11      | Adopted<br>FY'12        | Total<br>Through<br>FY'12 | Future<br>Years         | Total<br>Project        |
|---|----------------------------|-----------------------|-------------------------|---------------------------|-------------------------|-------------------------|
| SE4161 Accelerated Maintenance                | 341,641                    | (40,000)              | 50,000                  | 351,641                   | 150,000                 | 501,641                 |
| SE4745 WRP & JOGRO™ Equipment Improve         | 250,000                    | 50,000                | 50,000                  | 350,000                   | 150,000                 | 500,000                 |
| SE4960 JO-GRO™ Miscellaneous Upgrades         | 329,020                    | 0                     | 300,000                 | 629,020                   | 0                       | 629,020                 |
| SE4963 Update WRP Facility Plan               | 250,000                    | 0                     | 0                       | 250,000                   | 0                       | 250,000                 |
| SE4964 WRP Phase 2 Expansion                  | 662,000                    | 100,000               | 100,000                 | 862,000                   | 9,108,000               | 9,970,000               |
| SE4998 Industrial Pretreatment Program Update | 180,000                    | 15,000                | 5,000                   | 200,000                   | 0                       | 200,000                 |
| SE5060 General Engineering                    | 45,000                     | 26,000                | 25,000                  | 96,000                    | 75,000                  | 171,000                 |
| SE5080 WRP Structural Repairs                 | 50,000                     | 8,000                 | 75,000                  | 133,000                   | 225,000                 | 358,000                 |
| SE5081 Collection System Master Plan Update   | 10,000                     | 90,000                | 75,000                  | 175,000                   | 0                       | 175,000                 |
| SE6012 Western Avenue Sewer Replacement       | 0                          | 10,000                | 0                       | 10,000                    | 1,790,000               | 1,800,000               |
| SE6050 L Street Sewer & Water Main Repl.      | 15,000                     | 0                     | 245,000                 | 260,000                   | 0                       | 260,000                 |
| SE6064 Sewer Main Structural Repairs          | 0                          | 0                     | 690,000                 | 690,000                   | 3,010,000               | 3,700,000               |
| SE6066 Methane Gas Generation Evaluation      | 0                          | 0                     | 10,000                  | 10,000                    | 0                       | 10,000                  |
| SE6067 Sewer Siphon Line Inspection           | 0                          | 30,000                | 40,000                  | 70,000                    | 0                       | 70,000                  |
| SE0000 Miscellaneous Projects - SDC Fund 722  | 75,808                     | 28,836                | (72,280)                | 32,364                    | (12,264,840)            | (12,232,476)            |
| SE0000 Miscellaneous Projects - AFD Fund 725  | 82,700                     | 0                     | 0                       | 82,700                    | 0                       | 82,700                  |
| SE0000 Miscellaneous Projects - General 728   | 1,876,395                  | (207,690)             | (647,954)               | 1,020,751                 | (4,062,000)             | (3,041,249)             |
| <b>NEW PROJECTS</b>                           |                            |                       |                         |                           |                         |                         |
| SE6111 Mill Street Sewer Reconstruction       | 0                          | 0                     | 125,000                 | 125,000                   | 4,025,000               | 4,150,000               |
| SE6112 Sewer Rate Study SE & RS               | 0                          | 0                     | 35,000                  | 35,000                    | 0                       | 35,000                  |
| <b>Total Projects</b>                         | <b><u>4,167,564</u></b>    | <b><u>110,146</u></b> | <b><u>1,104,766</u></b> | <b><u>5,382,476</u></b>   | <b><u>2,206,160</u></b> | <b><u>7,588,636</u></b> |

### ALL CLOSED OR CANCELLED CAPITAL PROJECT: RESOURCES

|  |                         |                       |                         |                         |                         |                         |
|--|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| SE4962 Bridge Street Pump Station Improve. | 487,000                 | (60,000)              | 0                       | 427,000                 | 0                       | 427,000                 |
| SE5048 Gilbert Creek SS Crossing Repair    | 40,000                  | (20,504)              | 0                       | 19,496                  | 0                       | 19,496                  |
| SE5082 Plant Drain Pump Evaluation         | 20,000                  | (20,000)              | 0                       | 0                       | 0                       | 0                       |
| SE6055 5th St. Sewer Main Replace RR Track | 25,020                  | 306,400               | 0                       | 331,420                 | 0                       | 331,420                 |
| SE6065 WRP Roof Replacement                | 50,000                  | 201,000               | 0                       | 251,000                 | 0                       | 251,000                 |
| <b>Total Projects</b>                      | <b><u>622,020</u></b>   | <b><u>406,896</u></b> | <b><u>0</u></b>         | <b><u>1,028,916</u></b> | <b><u>0</u></b>         | <b><u>1,028,916</u></b> |
| <b>Grand Total - All Projects</b>          | <b><u>4,789,584</u></b> | <b><u>517,042</u></b> | <b><u>1,104,766</u></b> | <b><u>6,411,392</u></b> | <b><u>2,206,160</u></b> | <b><u>8,617,552</u></b> |

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 SUMMARY FOR FY'12

|                     |   | Adopted<br>FY'12<br>Beginning<br>Fund<br>Balance | Adopted<br>FY'12<br>Revenue | Adopted<br>FY'12<br>Capital<br>Outlay | Adopted<br>FY'12<br>Transfers<br>Out | Adopted<br>FY'12<br>Appropriated<br>Fund<br>Balance |
|---------------------|---|--|-----------------------------|---------------------------------------|--------------------------------------|---|
| SE4161              | Accelerated Maintenance                   | 10,993   | 50,000                      | 60,993                                | 0                                    | 0   |
| SE4745              | WRP & JOGRO™ Equipment Improve.           | 719  | 50,000                      | 50,719                                | 0                                    | 0   |
| SE4960              | JO-GRO™ Miscellaneous Upgrades            | 0  | 300,000                     | 300,000                               | 0                                    | 0   |
| SE4963              | Update WRP Facility Plan                  | 200,000  | 0                           | 200,000                               | 0                                    | 0   |
| SE4964              | WRP Phase 2 Expansion                     | 712,000  | 100,000                     | 800,000                               | 0                                    | 12,000  |
| SE4998              | Industrial Pretreatment Program Update    | 2,879  | 5,000                       | 7,879                                 | 0                                    | 0   |
| SE5060              | General Engineering                       | 0  | 25,000                      | 25,000                                | 0                                    | 0   |
| SE5080              | WRP Structural Repairs                    | 649  | 75,000                      | 75,649                                | 0                                    | 0   |
| SE5081              | Collection System Master Plan Update      | 0  | 75,000                      | 75,000                                | 0                                    | 0   |
| SE6012              | Western Avenue Sewer Replacement          | 5,000  | 0                           | 5,000                                 | 0                                    | 0   |
| SE6050              | L Street Sewer & Water Main Repl.         | 4,613  | 245,000                     | 249,613                               | 0                                    | 0   |
| SE6064              | Sewer Main Structural Repairs             | 0  | 690,000                     | 690,000                               | 0                                    | 0   |
| SE6066              | Methane Gas Generation Evaluation         | 0  | 10,000                      | 10,000                                | 0                                    | 0   |
| SE6067              | Sewer Siphon Line Inspection              | 0  | 40,000                      | 40,000                                | 0                                    | 0   |
| SE0000              | Miscellaneous Projects - SDC Fund 722     | 104,644  | (72,280)                    | 0                                     | 0                                    | 32,364  |
| SE0000              | Miscellaneous Projects - AFD Fund 725     | 1,760  | 0                           | 0                                     | 0                                    | 1,760   |
| SE0000              | Miscellaneous Projects - General Fund 728 | 704,791  | (647,954)                   | 0                                     | 0                                    | 56,837  |
| <b>NEW PROJECTS</b> |   |  |                             |                                       |                                      |   |
| SE6111              | Mill Street Sewer Reconstruction          | 0  | 125,000                     | 125,000                               | 0                                    | 0   |
| SE6112              | Sewer Rate Study SE & RS                  | <u>0</u>   | <u>35,000</u>               | <u>35,000</u>                         | <u>0</u>                             | <u>0</u>  |
|                     | <b>Total Projects</b>                     | <b><u>1,748,048</u></b>                          | <b><u>1,104,766</u></b>     | <b><u>2,749,853</u></b>               | <b><u>0</u></b>                      | <b><u>102,961</u></b>                               |

## Program: Utilities/Wastewater – Capital Construction

### Financial Summary

|                           | ACTUAL<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Beginning Fund Balance    | <u>1,668,620</u>        | <u>2,035,933</u>        | <u>2,139,002</u>        | <u>1,748,048</u>                    | <u>1,748,048</u>                     | <u>1,748,048</u>                  |
| <b>Resources</b>          |                         |                         |                         |                                     |                                      |                                   |
| Development Charges       | 202,796                 | 206,863                 | 138,836                 | 152,720                             | 152,720                              | 152,720                           |
| Sale of Publications      | 370                     | 40                      | 0                       | 0                                   | 0                                    | 0                                 |
| Investment Interest       | 33,738                  | 20,894                  | 1,000                   | 1,000                               | 1,000                                | 1,000                             |
| Advance Finance Interest  | 1,005                   | 966                     | 0                       | 0                                   | 0                                    | 0                                 |
| SDC Loans                 | 11,044                  | 10,189                  | 0                       | 0                                   | 0                                    | 0                                 |
| Street Utility Fund       | 0                       | 0                       | 0                       | 40,000                              | 40,000                               | 40,000                            |
| Debt Service              | 14,285                  | 0                       | 0                       | 0                                   | 0                                    | 0                                 |
| Sewer Fund                | 866,664                 | 987,834                 | 376,206                 | 855,046                             | 855,046                              | 855,046                           |
| Water Fund                | 0                       | 0                       | 0                       | 50,000                              | 50,000                               | 50,000                            |
| RSSSD                     | 0                       | 0                       | 0                       | 5,000                               | 5,000                                | 5,000                             |
| Miscellaneous Revenues    | 0                       | 78                      | 0                       | 0                                   | 0                                    | 0                                 |
| Advance Financing         | <u>4,595</u>            | <u>2,017</u>            | <u>1,000</u>            | <u>1,000</u>                        | <u>1,000</u>                         | <u>1,000</u>                      |
| Total Current Resources   | <u>1,134,497</u>        | <u>1,228,881</u>        | <u>517,042</u>          | <u>1,104,766</u>                    | <u>1,104,766</u>                     | <u>1,104,766</u>                  |
| <b>Total Resources</b>    | <b><u>2,803,117</u></b> | <b><u>3,264,814</u></b> | <b><u>2,656,044</u></b> | <b><u>2,852,814</u></b>             | <b><u>2,852,814</u></b>              | <b><u>2,852,814</u></b>           |
| <b>Requirements</b>       |                         |                         |                         |                                     |                                      |                                   |
| Capital Outlay            | 767,184                 | 912,107                 | 1,324,943               | 2,749,853                           | 2,749,853                            | 2,749,853                         |
| Transfers Out             | 0                       | 0                       | 0                       | 0                                   | 0                                    | 0                                 |
| Appropriated Fund Balance | <u>2,035,933</u>        | <u>2,352,707</u>        | <u>1,331,101</u>        | <u>102,961</u>                      | <u>102,961</u>                       | <u>102,961</u>                    |
| <b>Total Requirements</b> | <b><u>2,803,117</u></b> | <b><u>3,264,814</u></b> | <b><u>2,656,044</u></b> | <b><u>2,852,814</u></b>             | <b><u>2,852,814</u></b>              | <b><u>2,852,814</u></b>           |

**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 a property damage (including natural resource damage) and bodily harm insurance policy 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<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources    | 2,272,986               | 1,960,466               | 1,593,745               | 1,514,126                           | 1,514,126                            | 1,514,126                         |
| <b>Total Resources</b>         | <b><u>2,272,986</u></b> | <b><u>1,960,466</u></b> | <b><u>1,593,745</u></b> | <b><u>1,514,126</u></b>             | <b><u>1,514,126</u></b>              | <b><u>1,514,126</u></b>           |
| Requirements                   |                         |                         |                         |                                     |                                      |                                   |
| Solid Waste Field Operations   | 17,401                  | 19,718                  | 42,431                  | 25,137                              | 25,137                               | 25,137                            |
| Solid Waste General Operations | 331,251                 | 498,442                 | 96,847                  | 119,288                             | 119,288                              | 119,288                           |
| Post-Closure Operations        | 73,776                  | 36,157                  | 151,758                 | 136,685                             | 136,685                              | 136,685                           |
| Capital Construction           | <u>1,850,558</u>        | <u>1,406,149</u>        | <u>1,302,709</u>        | <u>1,233,016</u>                    | <u>1,233,016</u>                     | <u>1,233,016</u>                  |
| <b>Total Requirements</b>      | <b><u>2,272,986</u></b> | <b><u>1,960,466</u></b> | <b><u>1,593,745</u></b> | <b><u>1,514,126</u></b>             | <b><u>1,514,126</u></b>              | <b><u>1,514,126</u></b>           |

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## **Program: Utilities/Solid Waste – Solid Waste Program**

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### **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.

The Solid Waste Program addresses the Council goal of preserving our natural resources. By providing solid waste disposal and recycling opportunities, the service provides an environmentally responsible method for handling the community's solid waste. The ongoing environmental investigations and remediation work also protect the community surrounding the landfill.

### **FY'12 Anticipated Accomplishments:**

The Merlin Landfill is a "closed" landfill. The final Record of Decision (ROD) requires 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                 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                         | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                         | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Beginning Balance       | <u>35,443</u>           | <u>52,624</u>           | <u>90,446</u>           | <u>109,625</u>          | <u>109,625</u>          | <u>109,625</u>          |
| Current Resources       |                         |                         |                         |                         |                         |                         |
| Activity Generated      |                         |                         |                         |                         |                         |                         |
| Burn Permits            | 2,790                   | 2,690                   | 2,500                   | 2,500                   | 2,500                   | 2,500                   |
| Chartis Reimbursements  | 89,597                  | 46,089                  | 151,690                 | 136,685                 | 136,685                 | 136,685                 |
| Solid Waste Agency      | 279,277                 | 397,635                 | 10,500                  | 11,000                  | 11,000                  | 11,000                  |
| Interest                | (279)                   | 379                     | 300                     | 700                     | 700                     | 700                     |
| Transfers               | 0                       | 38,000                  | 20,000                  | 5,000                   | 5,000                   | 5,000                   |
| Other Revenue           | 15,600                  | 16,900                  | 15,600                  | 15,600                  | 15,600                  | 15,600                  |
| Capital Construction    | <u>1,850,558</u>        | <u>1,406,149</u>        | <u>1,302,709</u>        | <u>1,233,016</u>        | <u>1,233,016</u>        | <u>1,233,016</u>        |
| Total Current Resources | <u>2,237,543</u>        | <u>1,907,842</u>        | <u>1,503,299</u>        | <u>1,404,501</u>        | <u>1,404,501</u>        | <u>1,404,501</u>        |
| <b>Total Resources</b>  | <b><u>2,272,986</u></b> | <b><u>1,960,466</u></b> | <b><u>1,593,745</u></b> | <b><u>1,514,126</u></b> | <b><u>1,514,126</u></b> | <b><u>1,514,126</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Field Operations          | 17,401                  | 19,718                  | 32,431                  | 25,137                  | 25,137                  | 25,137                  |
| Post Closure Operations   | 76,098                  | 66,652                  | 137,390                 | 124,260                 | 124,260                 | 124,260                 |
| Capital Construction      | 1,850,558               | 1,406,149               | 1,302,709               | 1,233,016               | 1,233,016               | 1,233,016               |
| Contingency               | 0                       | 0                       | 93,465                  | 116,774                 | 116,774                 | 116,774                 |
| Indirect Charges          | 14,584                  | 16,066                  | 17,750                  | 14,939                  | 14,939                  | 14,939                  |
| Debt Service              | 261,721                 | 371,423                 | 0                       | 0                       | 0                       | 0                       |
| Transfers Out             | 0                       | 0                       | 10,000                  | 0                       | 0                       | 0                       |
| Ending Balance            | <u>52,624</u>           | <u>80,458</u>           | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>2,272,986</u></b> | <b><u>1,960,466</u></b> | <b><u>1,593,745</u></b> | <b><u>1,514,126</u></b> | <b><u>1,514,126</u></b> | <b><u>1,514,126</u></b> |

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## Program: Utilities/Solid Waste – Field Operations

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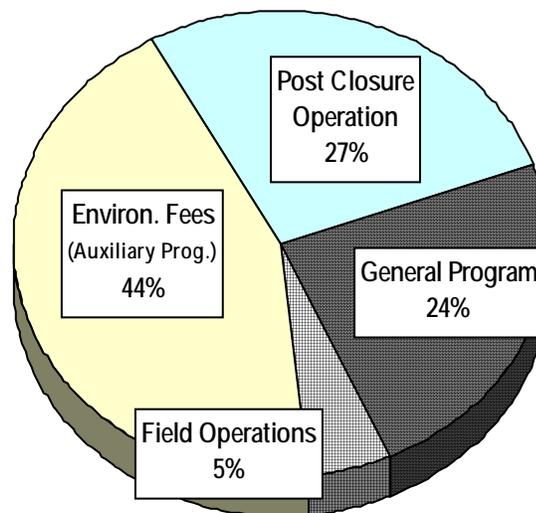
### Services Delivered:

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'12 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'12 Budget Allocations



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## **Program: Utilities/Solid Waste – Field Operations**

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### **Budget Highlights:**

The FY'12 budget reflects revenues from the beginning balance, 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'11 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.

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## Program: Utilities/Solid Waste – Field Operations

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### Financial Summary

| Requirements              | ACTUAL               | ACTUAL               | BUDGET               | MANAGER              | COMMITTEE            | COUNCIL              |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                           | FY'09                | FY'10                | FY'11                | RECOMMEND            | APPROVED             | ADOPTED              |
|                           | \$                   | \$                   | \$                   | \$                   | \$                   | \$                   |
| Personal Services         | 9,617                | 9,727                | 10,033               | 10,233               | 10,233               | 10,233               |
| Materials & Supplies      | 27                   | 34                   | 200                  | 320                  | 320                  | 320                  |
| Contractual/Prof Services | 5,862                | 7,596                | 11,220               | 11,220               | 11,220               | 11,220               |
| Direct Charges            | 1,895                | 2,361                | 3,358                | 3,364                | 3,364                | 3,364                |
| Capital Outlay            | 0                    | 0                    | 7,620                | 0                    | 0                    | 0                    |
| Transfers Out             | <u>0</u>             | <u>0</u>             | <u>10,000</u>        | <u>0</u>             | <u>0</u>             | <u>0</u>             |
| <b>Total Requirements</b> | <b><u>17,401</u></b> | <b><u>19,718</u></b> | <b><u>42,431</u></b> | <b><u>25,137</u></b> | <b><u>25,137</u></b> | <b><u>25,137</u></b> |

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**Program: Utilities/Solid Waste – Field Operations**

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**Personnel**

|                        | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Utility Director       |                      |                      |                      |                                    |                                     |                                  |
| From: Water Treatment  | 0.05                 | 0.05                 | 0.05                 | 0.05                               | 0.05                                | 0.05                             |
| Office Assistant I     |                      |                      |                      |                                    |                                     |                                  |
| From: Water Treatment  | <u>0.05</u>          | <u>0.05</u>          | <u>0.05</u>          | <u>0.05</u>                        | <u>0.05</u>                         | <u>0.05</u>                      |
| <b>Total Positions</b> | <b><u>0.10</u></b>   | <b><u>0.10</u></b>   | <b><u>0.10</u></b>   | <b><u>0.10</u></b>                 | <b><u>0.10</u></b>                  | <b><u>0.10</u></b>               |

**Capital Outlay/By Item**

|                             |                     |                 |                 |                 |
|-----------------------------|---------------------|-----------------|-----------------|-----------------|
| Computers/Office Equipment  | <u>7,620</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Capital Outlay</b> | <b><u>7,620</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## **Program: Utilities/Solid Waste – Post Closure Operations**

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### **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'12 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'11 Activity Review:**

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

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## Program: Utilities/Solid Waste – Post Closure Operations

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### Financial Summary

| Requirements              | ACTUAL               | ACTUAL               | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                | FY'10                | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                   | \$                   | \$                    | \$                    | \$                    | \$                    |
| Materials & Supplies      | 153                  | 2,665                | 30,000                | 19,000                | 19,000                | 19,000                |
| Contractual/Prof Services | 57,234               | 46,023               | 85,490                | 83,360                | 83,360                | 83,360                |
| Direct Charges            | 18,711               | 17,964               | 21,900                | 21,900                | 21,900                | 21,900                |
| Contingencies             | 0                    | 0                    | 68                    | 0                     | 0                     | 0                     |
| Indirect Charges          | 7,610                | 6,665                | 14,300                | 12,425                | 12,425                | 12,425                |
| Ending Balance            | <u>(9,932)</u>       | <u>(37,160)</u>      | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>73,776</u></b> | <b><u>36,157</u></b> | <b><u>151,758</u></b> | <b><u>136,685</u></b> | <b><u>136,685</u></b> | <b><u>136,685</u></b> |

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## **Program: Utilities/Solid Waste – General Program Operations**

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### **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.

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## Program: Utilities/Solid Waste – General Program Operations

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### Financial Summary

| Requirements              | ACTUAL                | ACTUAL                | BUDGET               | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                   | \$                    | \$                    | \$                    |
| Contingencies             | 0                     | 0                     | 93,397               | 116,774               | 116,774               | 116,774               |
| Indirect Charges          | 6,974                 | 9,401                 | 3,450                | 2,514                 | 2,514                 | 2,514                 |
| Debt Service              | 261,721               | 371,423               | 0                    | 0                     | 0                     | 0                     |
| Ending Balance            | <u>62,556</u>         | <u>117,618</u>        | <u>0</u>             | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>331,251</u></b> | <b><u>498,442</u></b> | <b><u>96,847</u></b> | <b><u>119,288</u></b> | <b><u>119,288</u></b> | <b><u>119,288</u></b> |

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## **Program: Utilities/Solid Waste – Capital Construction**

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### **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'11, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the “Actual resources through FY'10”; the re-assessed resource needs of projects using current data for the “Revised FY'11” column, guiding our “Recommended FY'12” and resources estimated “Through FY'12”. 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<br>Through<br>FY'10 | Revised<br>FY'11     | Adopted<br>FY'12     | Total<br>Through<br>FY'12 | Future<br>Years         | Total<br>Project        |
|--------|------------------------|----------------------------|----------------------|----------------------|---------------------------|-------------------------|-------------------------|
| LA2640 | Remediation            | 3,033,646                  | 0                    | 0                    | 3,033,646                 | 0                       | 3,033,646               |
| LA4691 | Clean Up Program       | 776,729                    | 10,000               | 10,000               | 796,729                   | 1,030,000               | 1,826,729               |
| LA0000 | Miscellaneous Projects | <u>2,269,031</u>           | <u>12,000</u>        | <u>12,000</u>        | <u>2,293,031</u>          | <u>576,000</u>          | <u>2,869,031</u>        |
|        | <b>Total Projects</b>  | <b><u>6,079,406</u></b>    | <b><u>22,000</u></b> | <b><u>22,000</u></b> | <b><u>6,123,406</u></b>   | <b><u>1,606,000</u></b> | <b><u>7,729,406</u></b> |

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

### ALL ACTIVE CAPITAL PROJECT SUMMARY FOR FY'12

|        |                        | Adopted<br>FY'12<br>Beginning<br>Fund<br>Balance | Adopted<br>FY'12<br>Revenue | Adopted<br>FY'12<br>Capital<br>Outlay | Adopted<br>FY'12<br>Transfers | Adopted<br>FY'12<br>Appropriated<br>Fund<br>Balance |
|--------|------------------------|--|-----------------------------|---------------------------------------|-------------------------------|---|
| LA2640 | Remediation            | 354,080  | 0                           | 62,000                                | 5,000                         | 287,080   |
| LA4691 | Clean Up Program       | 630,120  | 10,000                      | 0                                     | 24,000                        | 616,120   |
| LA0000 | Miscellaneous Projects | <u>226,816</u>                                   | <u>12,000</u>               | <u>0</u>                              | <u>0</u>                      | <u>238,816</u>                                      |
|        | <b>Total Projects</b>  | <b><u>1,211,016</u></b>                          | <b><u>22,000</u></b>        | <b><u>62,000</u></b>                  | <b><u>29,000</u></b>          | <b><u>1,142,016</u></b>                             |

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## Program: Utilities/Solid Waste – Capital Construction

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### *Financial Summary*

|                               | ACTUAL<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-------------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Beginning Fund Balance        | <u>1,784,922</u>        | <u>1,382,709</u>        | <u>1,280,709</u>        | <u>1,211,016</u>                    | <u>1,211,016</u>                     | <u>1,211,016</u>                  |
| <b>Resources</b>              |                         |                         |                         |                                     |                                      |                                   |
| Investment Interest           | 33,530                  | 12,959                  | 22,000                  | 22,000                              | 22,000                               | 22,000                            |
| Inter-fund Interest Repayment | <u>32,106</u>           | <u>10,481</u>           | <u>0</u>                | <u>0</u>                            | <u>0</u>                             | <u>0</u>                          |
| Total Current Resources       | <u>65,636</u>           | <u>23,440</u>           | <u>22,000</u>           | <u>22,000</u>                       | <u>22,000</u>                        | <u>22,000</u>                     |
| <b>Total Resources</b>        | <b><u>1,850,558</u></b> | <b><u>1,406,149</u></b> | <b><u>1,302,709</u></b> | <b><u>1,233,016</u></b>             | <b><u>1,233,016</u></b>              | <b><u>1,233,016</u></b>           |
| <b>Requirements</b>           |                         |                         |                         |                                     |                                      |                                   |
| Capital Outlay                | 443,849                 | 59,133                  | 62,000                  | 62,000                              | 62,000                               | 62,000                            |
| Transfer Out                  | 24,000                  | 62,000                  | 34,000                  | 29,000                              | 29,000                               | 29,000                            |
| Appropriated Fund Balance     | <u>1,382,709</u>        | <u>1,285,016</u>        | <u>1,206,709</u>        | <u>1,142,016</u>                    | <u>1,142,016</u>                     | <u>1,142,016</u>                  |
| <b>Total Requirements</b>     | <b><u>1,850,558</u></b> | <b><u>1,406,149</u></b> | <b><u>1,302,709</u></b> | <b><u>1,233,016</u></b>             | <b><u>1,233,016</u></b>              | <b><u>1,233,016</u></b>           |

# 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 construction of capital projects. These rates have remained unchanged since FY'88.

|                             | ACTUAL<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources | <u>3,609,729</u>        | <u>3,468,557</u>        | <u>3,662,370</u>        | <u>3,561,678</u>                    | <u>3,561,678</u>                     | <u>3,561,678</u>                  |
| <b>Total Resources</b>      | <b><u>3,609,729</u></b> | <b><u>3,468,557</u></b> | <b><u>3,662,370</u></b> | <b><u>3,561,678</u></b>             | <b><u>3,561,678</u></b>              | <b><u>3,561,678</u></b>           |
| Requirements                |                         |                         |                         |                                     |                                      |                                   |
| Management Services         | 772,141                 | 633,531                 | 721,858                 | 760,133                             | 760,133                              | 760,133                           |
| Finance Services            | 1,326,131               | 1,349,059               | 1,449,393               | 1,377,964                           | 1,377,964                            | 1,377,964                         |
| Legal Services              | 331,500                 | 348,829                 | 357,013                 | 351,585                             | 351,585                              | 351,585                           |
| Human Resources             | 349,464                 | 398,466                 | 416,167                 | 437,554                             | 437,554                              | 437,554                           |
| General Program Operations  | <u>830,493</u>          | <u>738,672</u>          | <u>717,939</u>          | <u>634,442</u>                      | <u>634,442</u>                       | <u>634,442</u>                    |
| <b>Total Requirements</b>   | <b><u>3,609,729</u></b> | <b><u>3,468,557</u></b> | <b><u>3,662,370</u></b> | <b><u>3,561,678</u></b>             | <b><u>3,561,678</u></b>              | <b><u>3,561,678</u></b>           |

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## Program: Administrative Services – Program Summary

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### 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 memberships like League of Oregon Cities.

This program supports all of the Council's goals throughout the entire City organization with particular emphasis on the Council's goal of **“Provide sound leadership through Council, staff and public involvement”**. 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                 |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                             | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                             | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Beginning Balance           | <u>772,172</u>          | <u>613,269</u>          | <u>611,671</u>          | <u>382,098</u>          | <u>382,098</u>          | <u>382,098</u>          |
| Current Resources           |                         |                         |                         |                         |                         |                         |
| Activity Generated          |                         |                         |                         |                         |                         |                         |
| Redwood Sewer District      | 38,406                  | 47,006                  | 54,000                  | 55,678                  | 55,678                  | 55,678                  |
| GP Redevelopment Agency     | 9,459                   | 9,446                   | 2,000                   | 2,000                   | 2,000                   | 2,000                   |
| Revenue from Other Agencies | 3,500                   | 3,500                   | 12,700                  | 16,797                  | 16,797                  | 16,797                  |
| Interest                    | 22,630                  | 9,280                   | 3,000                   | 6,000                   | 6,000                   | 6,000                   |
| Other Revenue               | 549                     | 5,750                   | 0                       | 24,500                  | 24,500                  | 24,500                  |
| Administrative Charges      | 2,141,917               | 2,132,582               | 2,344,494               | 2,442,377               | 2,442,377               | 2,442,377               |
| Direct Charges              | <u>621,096</u>          | <u>647,724</u>          | <u>634,505</u>          | <u>632,228</u>          | <u>632,228</u>          | <u>632,228</u>          |
| Total Current Resources     | <u>2,837,557</u>        | <u>2,855,288</u>        | <u>3,050,699</u>        | <u>3,179,580</u>        | <u>3,179,580</u>        | <u>3,179,580</u>        |
| <b>Total Resources</b>      | <b><u>3,609,729</u></b> | <b><u>3,468,557</u></b> | <b><u>3,662,370</u></b> | <b><u>3,561,678</u></b> | <b><u>3,561,678</u></b> | <b><u>3,561,678</u></b> |

| Requirements               | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                            | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                            | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Management Services        | 739,308                 | 610,657                 | 697,628                 | 734,213                 | 734,213                 | 734,213                 |
| Finance Services           | 1,263,593               | 1,278,782               | 1,389,715               | 1,323,565               | 1,323,565               | 1,323,565               |
| Legal Services             | 319,215                 | 341,284                 | 351,200                 | 342,697                 | 342,697                 | 342,697                 |
| Human Resources            | 338,458                 | 391,176                 | 408,445                 | 425,942                 | 425,942                 | 425,942                 |
| General Program Operations | 173,628                 | 149,168                 | 179,290                 | 190,090                 | 190,090                 | 190,090                 |
| Direct Charges             | 150,076                 | 128,423                 | 156,268                 | 173,561                 | 173,561                 | 173,561                 |
| Capital Outlay             | 12,182                  | 37,987                  | 23,000                  | 15,000                  | 15,000                  | 15,000                  |
| Contingencies              | 0                       | 0                       | 456,824                 | 356,610                 | 356,610                 | 356,610                 |
| Ending Balance             | <u>613,269</u>          | <u>531,080</u>          | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b>  | <b><u>3,609,729</u></b> | <b><u>3,468,557</u></b> | <b><u>3,662,370</u></b> | <b><u>3,561,678</u></b> | <b><u>3,561,678</u></b> | <b><u>3,561,678</u></b> |

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## Program: Administrative Services – Management Services

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### 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. In this capacity, 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. Additionally, the management staff will coordinate the painting of ten homes in the 23<sup>rd</sup> year of the Paint Your Heart Out Program.

### FY'12 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 sound leadership through Council, staff and public involvement**” will receive particular emphasis by the City Manager.

### FY'12 Performance Measurements:

- Provide quarterly reports on the finances and work plan for the Council.
- 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.
- Post Council meeting results within 24-hours after the meeting.

### Budget Highlights:

There have been minor changes in personnel allocation associated with the Administrative Coordinator's retirement. The job duties for this position and the position working in Legal Services have been modified slightly to recognize the experience and the skills each bring to the two jobs. The part-time Office Assistant II position is recommended to be reclassified as part-time Department Support Technician, which will be for less hours and the position will not receive the full benefits package, resulting in a savings to the City. The Budget reflects two unavoidable benefit cost increases. Retiree health insurance costs, not present in prior years, must be included in this budget, and other post employment benefits (OPEB) liability is required as an accounting function. There has also been a slight increase in building space charges.

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## Program: Administrative Services – Management Services

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### *FY'11 Activity Review:*

Management Staff assisted the Mayor and Council as they developed their Vision and Goals for the community. Staff then worked with the Council to develop a Work Plan for 2011. 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 on sewer rates, public safety funding and the urban growth boundary expansion. Staff also assisted with a mid year review of the top priorities.

### *FY'11 Performance Indicators:*

- Conduct community workshops on issues that impact the City. **Target met.** *Community wide workshops were held on the Urban Growth Boundary and the River Road Reserve long range planning.*
- 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 South Y planning, Microenterprise for Small Business Development Center, Wildland Interface Education, Art Along the Rogue, additional funding for clean up of the River Road Reserve property, M.D.T.'s for the City fire trucks, and Allen Creek Road.*
- Meet regularly with County Commissioners and School District #7 representatives. **Target met.**
- Post Council meeting results within 24-hours after the meeting. **Target met.**

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**Program: Administrative Services – Management Services**

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***Financial Summary***

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 705,104               | 575,564               | 662,209               | 699,729               | 699,729               | 699,729               |
| Materials & Supplies      | 6,163                 | 5,962                 | 9,000                 | 9,900                 | 9,900                 | 9,900                 |
| Contractual/Prof Services | 28,041                | 29,131                | 26,419                | 24,584                | 24,584                | 24,584                |
| Direct Charges            | 27,109                | 22,874                | 24,230                | 25,920                | 25,920                | 25,920                |
| Capital Outlay            | <u>5,724</u>          | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>772,141</u></b> | <b><u>633,531</u></b> | <b><u>721,858</u></b> | <b><u>760,133</u></b> | <b><u>760,133</u></b> | <b><u>760,133</u></b> |

## Program: Administrative Services – Management Services

### Personnel

|  | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|--|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| City Manager                                   | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Assistant City Manager                         | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Administrative Coordinator                     | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Department Support Technician                  | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Office Assistant II                            | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Office Assistant I                             | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Grant Specialist                               | <u>0.80</u>          | <u>0.80</u>          | <u>0.80</u>          | <u>0.850</u>                       | <u>0.850</u>                        | <u>0.850</u>                     |
| Subtotal                                       | 6.80                 | 6.80                 | 6.80                 | 6.850                              | 6.850                               | 6.850                            |
| Assistant City Manager<br>To: Workers Comp     | 0.00                 | 0.00                 | 0.00                 | (0.020)                            | (0.020)                             | (0.020)                          |
| Office Assistant I/II<br>To: General Insurance | (0.05)               | (0.05)               | (0.05)               | (0.050)                            | (0.050)                             | (0.050)                          |
| To: Legal                                      | (0.05)               | (0.05)               | (0.05)               | (0.050)                            | (0.050)                             | (0.050)                          |
| Department Support Tech<br>From: Legal         | <u>0.00</u>          | <u>0.00</u>          | <u>0.00</u>          | <u>0.106</u>                       | <u>0.106</u>                        | <u>0.106</u>                     |
| Subtotal                                       | (0.10)               | (0.10)               | (0.10)               | (0.014)                            | (0.014)                             | (0.014)                          |
| <b>Total Positions</b>                         | <b><u>6.70</u></b>   | <b><u>6.70</u></b>   | <b><u>6.70</u></b>   | <b><u>6.836</u></b>                | <b><u>6.836</u></b>                 | <b><u>6.836</u></b>              |
| Total Un-Funded Positions                      | 0.00                 | 0.00                 | (0.25)               | (0.250)                            | (0.250)                             | (0.250)                          |
| <b>Total Funded Positions</b>                  | <b><u>6.70</u></b>   | <b><u>6.70</u></b>   | <b><u>6.45</u></b>   | <b><u>6.586</u></b>                | <b><u>6.586</u></b>                 | <b><u>6.586</u></b>              |
| Temporary/Seasonal Hours**                     | <u>600</u>           | <u>600</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 | 0.00 | 0.25 | 0.25 | 0.25 | 0.25 |
| Seasonal Hours     | 0    | 0    | 225  | 225  | 225  | 225  |

\*\*As of Recommended FY'11 the full time equivalent (fte) for all regular/permanent employees is recorded under total positions. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

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## Program: Administrative Services – Finance Services

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### 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.

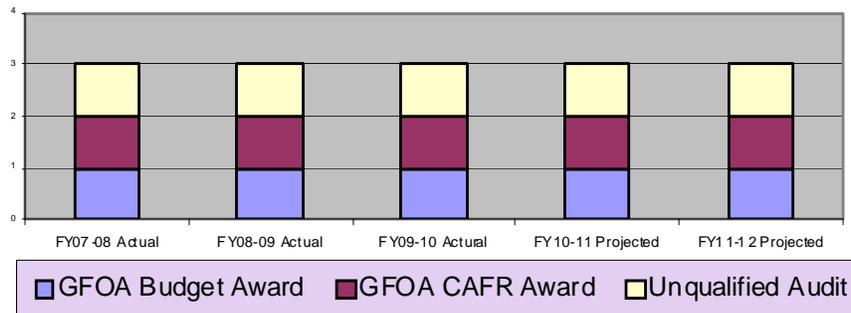
### FY’12 Anticipated Accomplishments:

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 will implement an electronic payment solution for accounts payable that will help to accomplish this.

### FY’12 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.

### Budget/Audit Awards & Opinions



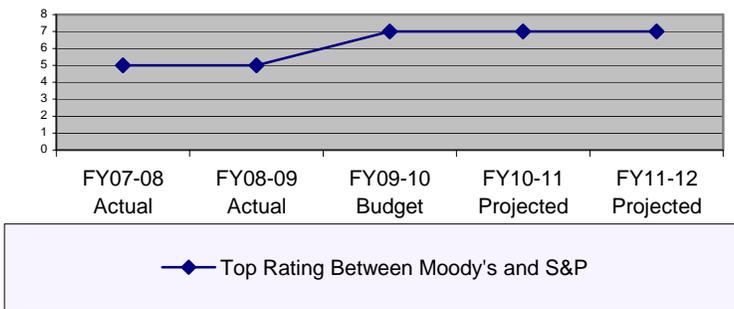
- Continue to study potential enhancements and/or additions to the formal financial policies for City Council consideration.
- Implement electronic payment solutions for accounts payable processing.

# Program: Administrative Services – Finance Services

## FY'12 Performance Measurements continued:

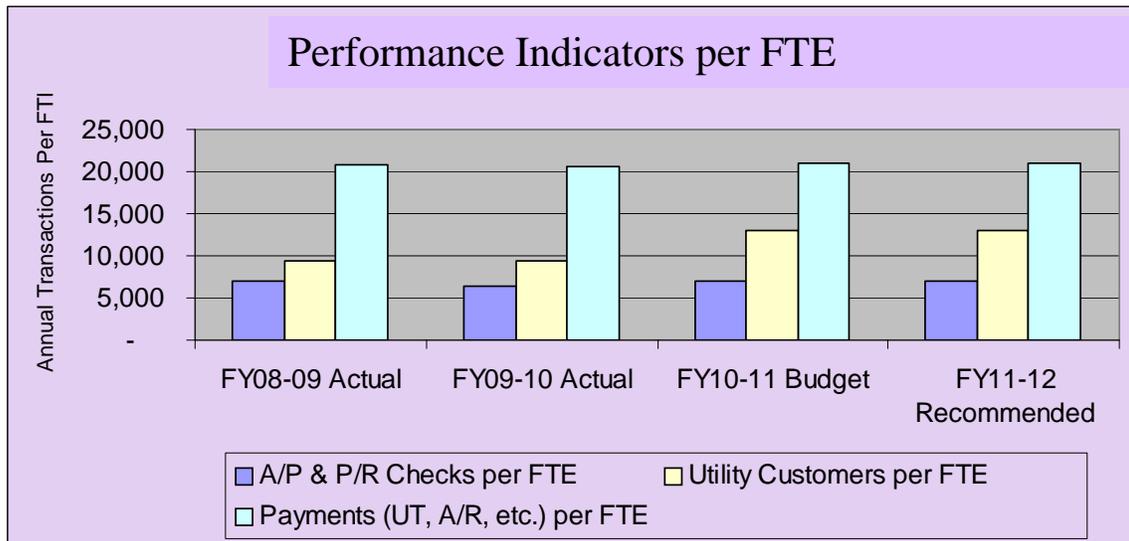
- Maintain or exceed current credit rating. The Finance Department plays an essential role in creating strong, fiscally responsible and sustainable budget/finances which is reflected in the City's credit rating. The City has been rated by two of the three largest Nationally Recognized Statistical Rating 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 to timelines.
- Maintain or increase performance indicators per dedicated full time equivalency (fte.)



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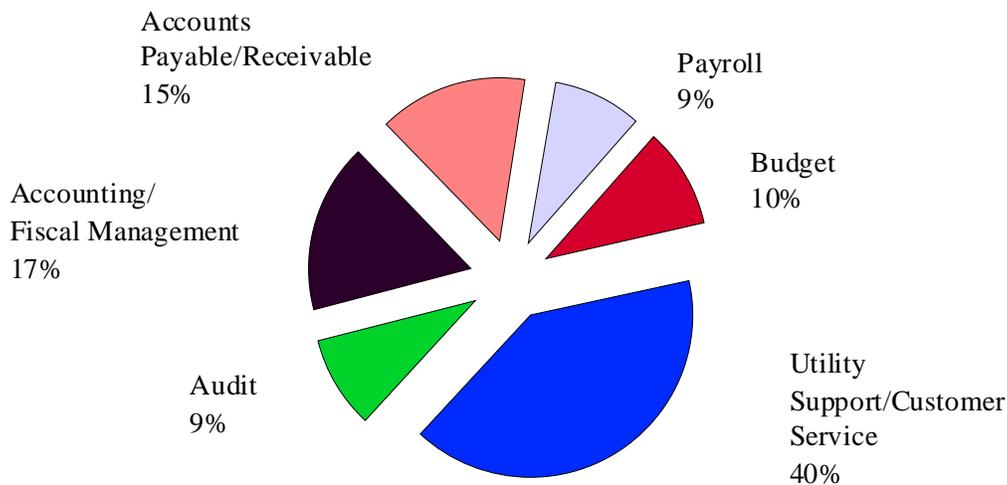
## Program: Administrative Services – Finance Services

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### Budget Highlights:

FY'12 changes are very small in comparison to FY'11. The Finance staff worked hard to find new efficiencies in staffing and processes to hold, if not reduce, expenditures given the current economy. The Utility Billing and Customer Service division will continue to seek ways to reduce costs through efficiencies, such as paper reduction and electronic storage options. The department will realize additional revenues from the implementation of a lien reporting system, which also lends to a reduction of accounts turned over to collections. Anticipated insurance costs are also down as a result of the City's better than expected claims history. Due to modest revenue expectations for the Administrative Services Fund, the Finance Department will continue to leave positions unfunded. Previously, the department had 1.5 FTE unfunded, this budget year the department will defund an additional full time position.

### Services Provided



### FY'11 Activity Review:

The Finance Department implemented multiple automated efficiencies. These included check and stub scanning software implemented in the Utility Billing Department that significantly reduced the time it takes to process mail, while electronically storing stubs. This reduces storage needs for the department. A lien reporting system was also launched, which added additional revenue to the department, while reducing the collection turn-over and ensuring more accurate and timely reporting of funds owed to the City.

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## Program: Administrative Services – Finance Services

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### *FY'11 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.**
- Implement electronic lien reporting system. **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.) **Target met.**

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**Program: Administrative Services – Finance Services**

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***Financial Summary***

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 1,031,426               | 998,014                 | 1,135,029               | 1,042,338               | 1,042,338               | 1,042,338               |
| Materials & Supplies      | 7,115                   | 7,543                   | 7,150                   | 18,600                  | 18,600                  | 18,600                  |
| Contractual/Prof Services | 225,052                 | 273,225                 | 247,536                 | 262,627                 | 262,627                 | 262,627                 |
| Direct Charges            | 56,080                  | 46,781                  | 51,678                  | 54,399                  | 54,399                  | 54,399                  |
| Capital Outlay            | <u>6,458</u>            | <u>23,496</u>           | <u>8,000</u>            | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>1,326,131</u></b> | <b><u>1,349,059</u></b> | <b><u>1,449,393</u></b> | <b><u>1,377,964</u></b> | <b><u>1,377,964</u></b> | <b><u>1,377,964</u></b> |

## Program: Administrative Services – Finance Services

### Personnel

|                                    | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|------------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Finance Director                   | 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*                            |
| Cust. Svc.- Utility Billing Supvr. | 1.00                 | 1.00                 | 1.00                 | 1.00                               | 1.00                                | 1.00                             |
| Senior Analyst                     | 0.00                 | 0.00                 | 0.00                 | 1.00                               | 1.00                                | 1.00                             |
| Financial Analyst                  | 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                             |
| Finance Support Specialist         | 2.00                 | 2.00                 | 2.00                 | 2.00                               | 2.00                                | 2.00                             |
| Accounting Technician              | 8.00                 | 8.00*                | 8.00*                | 8.00*                              | 8.00*                               | 8.00*                            |
| Office Assistant I                 | 1.00                 | 1.00                 | 1.00*                | 0.00                               | 0.00                                | 0.00                             |
| Subtotal                           | 16.00                | 16.00                | 16.00                | 16.00                              | 16.00                               | 16.00                            |
| <b>Total Positions</b>             | <b>16.00</b>         | <b>16.00</b>         | <b>16.00</b>         | <b>16.00</b>                       | <b>16.00</b>                        | <b>16.00</b>                     |
| Total Un-Funded Positions          | 0.00                 | (1.00)               | (1.50)               | (2.50)                             | (2.50)                              | (2.50)                           |
| <b>Total Funded Positions</b>      | <b>16.00</b>         | <b>15.00</b>         | <b>14.50</b>         | <b>13.50</b>                       | <b>13.50</b>                        | <b>13.50</b>                     |
| Temporary/Seasonal Hours           | <u>1,200</u>         | <u>1,200</u>         | <u>1,200</u>         | <u>600</u>                         | <u>600</u>                          | <u>600</u>                       |

| <b>*Recap of Unfunded Positions by Fiscal Year:</b> |      |      |      |      |      |      |
|---|------|------|------|------|------|------|
| Accounting Technician                               | 0.00 | 1.00 | 1.00 | 0.50 | 0.50 | 0.50 |
| Office Assistant I                                  | 0.00 | 0.00 | 0.50 | 0.00 | 0.00 | 0.00 |
| Assistant Finance Director                          | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| Financial Analyst                                   | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |

\*\*As of Recommended FY'11 the full time equivalent (fte) for all regular/permanent employees is recorded under total positions. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

### Capital Outlay/By Item

|                             |                     |                 |                 |                 |
|-----------------------------|---------------------|-----------------|-----------------|-----------------|
| Office Equipment            | 2,000               | 0               | 0               | 0               |
| Computers                   | <u>6,000</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Capital Outlay</b> | <b><u>8,000</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## Program: Administrative Services – Legal Services

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### 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, the City's Risk Management Program and Workers' Compensation Program.

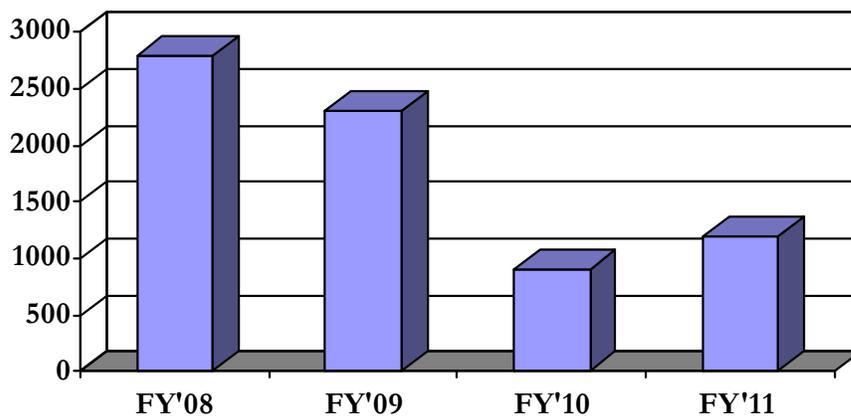
### FY'12 Anticipated Accomplishments:

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'12 Performance Indicators:

- One training session will be conducted for new Councilors.
- Review contracts for City departments.
- Support City departments in drafting ordinances and resolutions.

### Hours of Legal Service Provided



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## Program: Administrative Services – Legal Services

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### Budget Highlights:

The City continues to contract with Hornecker, Cowling, Hassen & Heysell LLP, for our City Attorney services. Anticipated projects for the Land Specialist include creating a file system and organizing the City's property files as well as providing assistance to departments on various land issues involving rights of way and easements.

### FY'11 Activity Review:

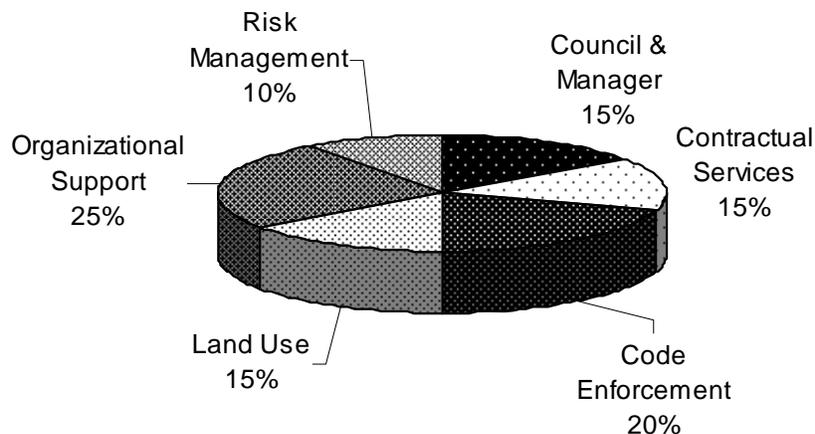
Expenses reflect lower personnel costs, but higher contract costs due to the vacant City Attorney position.

The Land Specialist acquires rights of way or easements for such items as sewers, water lines, pedestrian/bike paths, sidewalks and roads.

### FY'11 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



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**Program: Administrative Services – Legal Services**

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***Financial Summary***

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 245,056               | 129,667               | 273,523               | 114,670               | 114,670               | 114,670               |
| Materials & Supplies      | 3,371                 | 5,007                 | 7,350                 | 7,350                 | 7,350                 | 7,350                 |
| Contractual/Prof Services | 70,788                | 206,610               | 70,327                | 220,677               | 220,677               | 220,677               |
| Direct Charges            | <u>12,285</u>         | <u>7,545</u>          | <u>5,813</u>          | <u>8,888</u>          | <u>8,888</u>          | <u>8,888</u>          |
| <b>Total Requirements</b> | <b><u>331,500</u></b> | <b><u>348,829</u></b> | <b><u>357,013</u></b> | <b><u>351,585</u></b> | <b><u>351,585</u></b> | <b><u>351,585</u></b> |

## Program: Administrative Services – Legal Services

### Personnel

|                               | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|-------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| City Attorney                 | 1.00                 | 1.00                 | 1.00                 | 1.00*                              | 1.00*                               | 1.00*                            |
| Assistant City Attorney       | 0.70                 | 0.50                 | 0.50                 | 0.50*                              | 0.50*                               | 0.50*                            |
| Land Acquisition Specialist   | 0.80                 | 0.80                 | 0.80                 | 0.80                               | 0.80                                | 0.80                             |
| Department Support Technician | 0.00                 | 0.00                 | 0.00                 | 0.85                               | 0.85                                | 0.85                             |
| Office Assistant II           | <u>0.85</u>          | <u>0.85</u>          | <u>0.85</u>          | <u>0.00</u>                        | <u>0.00</u>                         | <u>0.00</u>                      |
| Subtotal                      | 3.35                 | 3.15                 | 3.15                 | 3.15                               | 3.15                                | 3.15                             |
| City Attorney                 |                      |                      |                      |                                    |                                     |                                  |
| To: Workers Comp              | (0.10)               | (0.10)               | (0.05)               | (0.050)                            | (0.050)                             | (0.050)                          |
| To: General Ins.              | (0.10)               | (0.10)               | (0.10)               | (0.100)                            | (0.100)                             | (0.100)                          |
| To: Code Enforcement          | (0.15)               | (0.15)               | 0.00                 | 0.000                              | 0.000                               | 0.000                            |
| Assistant City Attorney       |                      |                      |                      |                                    |                                     |                                  |
| To: Workers Comp              | (0.02)               | (0.02)               | (0.025)              | (0.025)                            | (0.025)                             | (0.025)                          |
| To: General Ins.              | (0.02)               | (0.02)               | (0.05)               | (0.050)                            | (0.050)                             | (0.050)                          |
| To: Code Enforcement          | (0.05)               | (0.04)               | 0.00                 | 0.000                              | 0.000                               | 0.000                            |
| Office Assistant II           |                      |                      |                      |                                    |                                     |                                  |
| To: Workers Comp              | (0.40)               | (0.125)              | (0.255)              | 0.000                              | 0.000                               | 0.000                            |
| To: General Ins.              | (0.11)               | (0.125)              | (0.340)              | 0.000                              | 0.000                               | 0.000                            |
| Department Support Technician |                      |                      |                      |                                    |                                     |                                  |
| To: Workers Comp              | 0.00                 | 0.00                 | 0.00                 | (0.106)                            | (0.106)                             | (0.106)                          |
| To: General Ins.              | 0.00                 | 0.00                 | 0.00                 | (0.289)                            | (0.289)                             | (0.289)                          |
| To: Management                | 0.00                 | 0.00                 | 0.00                 | (0.106)                            | (0.106)                             | (0.106)                          |
| Office Assistant II           |                      |                      |                      |                                    |                                     |                                  |
| From: Management              | <u>0.05</u>          | <u>0.05</u>          | <u>0.05</u>          | <u>0.050</u>                       | <u>0.050</u>                        | <u>0.050</u>                     |
| Subtotal                      | (0.90)               | (0.63)               | (0.77)               | (0.676)                            | (0.676)                             | (0.676)                          |
| <b>Total Positions</b>        | <b><u>2.45</u></b>   | <b><u>2.52</u></b>   | <b><u>2.38</u></b>   | <b><u>2.474</u></b>                | <b><u>2.474</u></b>                 | <b><u>2.474</u></b>              |
| Total Un-Funded Positions*    | 0.00                 | 0.00                 | 0.00                 | 0.000                              | 0.000                               | 0.000                            |
| <b>Total Funded Positions</b> | <b><u>2.45</u></b>   | <b><u>2.52</u></b>   | <b><u>2.38</u></b>   | <b><u>2.474</u></b>                | <b><u>2.474</u></b>                 | <b><u>2.474</u></b>              |

**\*Note the following are funded under Contractual Services instead of Personal Services:**

|                         |      |      |      |       |       |       |
|-------------------------|------|------|------|-------|-------|-------|
| City Attorney           | 0.00 | 0.00 | 0.00 | 0.850 | 0.850 | 0.850 |
| Assistant City Attorney | 0.00 | 0.00 | 0.00 | 0.425 | 0.425 | 0.425 |

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY'11 budget process. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

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## Program: Administrative Services – Human Resources

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### Mission:

*“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.

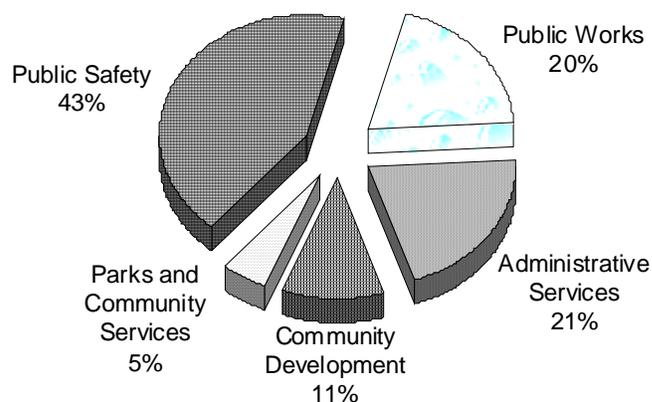
### FY’12 Anticipated Accomplishments:

In FY’11 the Grants Pass Employee’s Association (GPEA) de-affiliated with the American Federation of State, County and Municipal Employees (AFSCME), and has been recognized as the exclusive bargaining representative of the classified City employees. It is anticipated that a request to open contract negotiations will be forth coming from GPEA in 2011. There is a strong possibility that contracts for two of the City’s unions will be re-opened in the fall of 2011, for wages only. The Grants Pass Police Association’s (GPPA) contract will expire December 31, 2011, with negotiations opening in the fall. The updating and revision of the Administrative Directives will continue.

### FY’12 Performance Measurements:

- Negotiate agreements that will allow the City to recruit and retain quality staff. **Goal: Leadership.**
- Continue development of a supervisory training plan. **Goal: Leadership.**
- Update and revise Personnel Administrative Directives. **Goal: Leadership.**
- Continue the process of updating the City-wide evaluation system. **Goal: Leadership.**

## PERCENTAGE OF TIME UTILIZED BY DEPARTMENT



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## Program: Administrative Services – Human Resources

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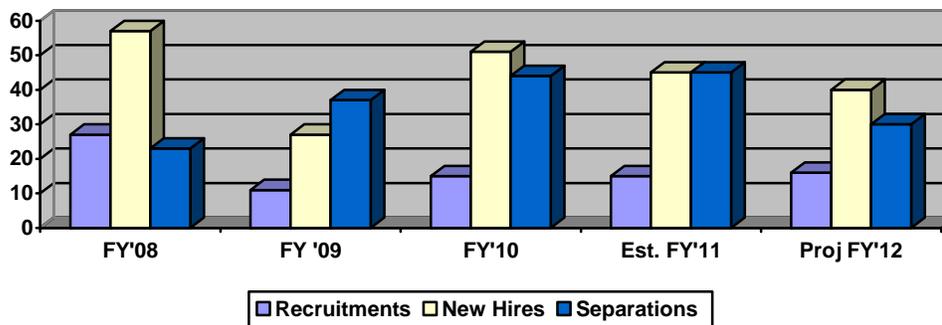
### Budget Highlights:

The line items for legal, negotiations and recruitments are all at FY'11 levels because of anticipated openings in Public Safety, retirements and contract negotiations, possibly 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 due to anticipated recruitments.

### FY'11 Activity Review:

Expenses were lower in negotiations and recruitments compared to previous years although it is expected this will not be the case in FY'12. The City participated in two wage-only negotiations with Teamsters and IAFF. The expenses related to the recruitment process were high in FY'11, due to the City's policy of conducting thorough background checks, predominantly in Public Safety. Revised Personnel Rules, Regulations and Policies were brought to the Council and adopted in March of 2011. New Administrative Directives were created including policies on Domestic and Workplace Violence, and Travel and Training Compensation. Revisions were made in several Administrative Directives including major revisions to the Safety and Substance Abuse policies. This fiscal year the department held a 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'11 Performance Indicators:

- Open wages-only negotiations with the Teamsters Local Union No.223. **Target met.**
- Continue negotiations with the American Federation of State, County and Municipal Employees (AFSCME) to formulate a first time contract. **Target not met.** (*Grants Pass Employee Association decertified with AFSCME and negotiations were ended.*)
- Develop a supervisory training plan. **Target not met.** (*This goal is ongoing and funding for training will be proposed.*)
- Update and revise Personnel Administrative Directives. **Target met.** (*This is an on-going process.*)
- Update City-wide evaluation system. **Target not met.** (*Evaluation Committee has been formed and is meeting regularly to accomplish goal.*)

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**Program: Administrative Services – Human Resources**

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***Financial Summary***

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 253,586               | 254,983               | 286,627               | 299,329               | 299,329               | 299,329               |
| Materials & Supplies      | 2,934                 | 2,678                 | 2,650                 | 2,700                 | 2,700                 | 2,700                 |
| Contractual/Prof Services | 81,938                | 133,515               | 119,168               | 123,913               | 123,913               | 123,913               |
| Direct Charges            | <u>11,006</u>         | <u>7,290</u>          | <u>7,722</u>          | <u>11,612</u>         | <u>11,612</u>         | <u>11,612</u>         |
| <b>Total Requirements</b> | <b><u>349,464</u></b> | <b><u>398,466</u></b> | <b><u>416,167</u></b> | <b><u>437,554</u></b> | <b><u>437,554</u></b> | <b><u>437,554</u></b> |

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## Program: Administrative Services – Human Resources

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### Personnel

|                           | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|---------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Human Resources Director  | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Personnel Analyst         | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Personnel Technician*     | 0.50                 | 0.50                 | 0.50                 | 0.500                              | 0.500                               | 0.500                            |
| Office Assistant I*       | <u>0.00</u>          | <u>0.00</u>          | <u>0.50</u>          | <u>0.500</u>                       | <u>0.500</u>                        | <u>0.500</u>                     |
| Subtotal                  | 2.50                 | 2.50                 | 3.00                 | 3.000                              | 3.000                               | 3.000                            |
| Office Assistant II       |                      |                      |                      |                                    |                                     |                                  |
| To: Workers Comp          | <u>0.00</u>          | <u>0.00</u>          | <u>0.00</u>          | <u>(0.125)</u>                     | <u>(0.125)</u>                      | <u>(0.125)</u>                   |
| Subtotal                  | 0.00                 | 0.00                 | 0.00                 | (0.125)                            | (0.125)                             | (0.125)                          |
| <b>Total Positions</b>    | <b><u>2.50</u></b>   | <b><u>2.50</u></b>   | <b><u>3.00</u></b>   | <b><u>2.875</u></b>                | <b><u>2.875</u></b>                 | <b><u>2.875</u></b>              |
| Temporary/Seasonal Hours* | <u>0</u>             | <u>0</u>             | <u>0</u>             | <u>0</u>                           | <u>0</u>                            | <u>0</u>                         |

\*As of Recommended FY'11 the full time equivalent (fte) for all regular/permanent employees is recorded under total positions. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

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## **Program: Administrative Services – General Program Operations**

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### **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. As an Administrative Services activity, it recovers costs through the 8% fixed overhead charge to all operating divisions and a 2% charge on all capital project expenditures.

### **FY'12 Anticipated Accomplishments:**

The activity provides internal support services, organization wide, through this budget. This support includes the purchase of office supplies, postage used by the entire organization and major copy machines. This budget provides the education programs reimbursement and employee recognition important for the teamwork and morale in an organization. It also provides memberships such as the League of Oregon Cities and R.V.C.O.G.

### **FY'12 Performance Measurements: Not Applicable**

### **Budget Highlights:**

The budget for this program is relatively unchanged. There have been small increases for postage, copier maintenance charges and approximately \$5,000 for City-wide training. The GIS system is used by nearly every department of the City and is a critical information technology tool. This charge is \$20,000, replacing the exact same amount that was charged by Community Development last year.

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**Program: Administrative Services – General Program Operations**

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***Financial Summary***

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 28,459                | 12,000                | 16,000                | 16,000                | 16,000                | 16,000                |
| Materials & Supplies      | 24,664                | 19,207                | 33,940                | 29,740                | 29,740                | 29,740                |
| Contractual/Prof Services | 120,505               | 117,961               | 129,350               | 144,350               | 144,350               | 144,350               |
| Direct Charges            | 43,596                | 43,933                | 66,825                | 72,742                | 72,742                | 72,742                |
| Capital Outlay            | 0                     | 14,491                | 15,000                | 15,000                | 15,000                | 15,000                |
| Contingencies             | 0                     | 0                     | 456,824               | 356,610               | 356,610               | 356,610               |
| Ending Balance            | <u>613,269</u>        | <u>531,080</u>        | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>830,493</u></b> | <b><u>738,672</u></b> | <b><u>717,939</u></b> | <b><u>634,442</u></b> | <b><u>634,442</u></b> | <b><u>634,442</u></b> |

***Capital Outlay/By Item***

|                             |                      |                      |                      |                      |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|
| Telecommunications          | 5,000                | 5,000                | 5,000                | 5,000                |
| Other Capital Outlay        | <u>10,000</u>        | <u>10,000</u>        | <u>10,000</u>        | <u>10,000</u>        |
| <b>Total Capital Outlay</b> | <b><u>15,000</u></b> | <b><u>15,000</u></b> | <b><u>15,000</u></b> | <b><u>15,000</u></b> |

**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 by the hour (engineering), by the square foot (property management), by the mile (garage), by the employee (insurance), or a percentage of expenditures (information technology).

|                                | ACTUAL<br>FY'09<br>\$    | ACTUAL<br>FY'10<br>\$    | BUDGET<br>FY'11<br>\$    | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|--------------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources    | <u>13,344,874</u>        | <u>10,817,286</u>        | <u>11,676,762</u>        | <u>12,618,292</u>                   | <u>12,618,292</u>                    | <u>12,618,292</u>                 |
| <b>Total Resources</b>         | <b><u>13,344,874</u></b> | <b><u>10,817,286</u></b> | <b><u>11,676,762</u></b> | <b><u>12,618,292</u></b>            | <b><u>12,618,292</u></b>             | <b><u>12,618,292</u></b>          |
| Requirements                   |                          |                          |                          |                                     |                                      |                                   |
| Community Development Mgmt.    | 600,129                  | 509,490                  | 861,823                  | 1,045,990                           | 1,045,990                            | 1,045,990                         |
| Engineering Services           | 1,333,674                | 1,236,675                | 1,043,476                | 1,053,985                           | 1,053,985                            | 1,053,985                         |
| Property Management Services   | 671,052                  | 634,828                  | 675,053                  | 701,039                             | 701,039                              | 701,039                           |
| Garage Services                | 846,500                  | 1,021,361                | 934,142                  | 1,022,130                           | 1,022,130                            | 1,022,130                         |
| Equipment Replacement Services | 3,705,002                | 3,667,891                | 3,879,414                | 4,349,379                           | 4,349,379                            | 4,349,379                         |
| Information Technology         | 572,182                  | 574,267                  | 636,539                  | 657,066                             | 657,066                              | 657,066                           |
| Insurance                      | <u>5,616,335</u>         | <u>3,172,774</u>         | <u>3,646,315</u>         | <u>3,788,703</u>                    | <u>3,788,703</u>                     | <u>3,788,703</u>                  |
| <b>Total Requirements</b>      | <b><u>13,344,874</u></b> | <b><u>10,817,286</u></b> | <b><u>11,676,762</u></b> | <b><u>12,618,292</u></b>            | <b><u>12,618,292</u></b>             | <b><u>12,618,292</u></b>          |

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## **Program: Support Services – Community Development Management Services**

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### **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’12 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, file and data base maintenance, GIS program upgrade and maintenance, research and statistical reporting, purchasing, website maintenance and information services, lien searches, accounting and internal audits, archiving and record-keeping, clerical support, and preparation and facilitation for public meetings and workshops.

Items identified in the 2011 Work Plan and assigned to Community Development include:

- Upgrading GIS software and data (replace the current unsupported version of ArcView 3.3 with ArcGIS 10.) In addition, work with Public Safety to produce a “collision” GIS layer for analysis.
- Provide support for the Development Code Review, new Urban Growth Boundary and efforts to enhance Grants Pass as a bike and pedestrian friendly community.

### **FY’12 Performance Measures:**

- 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.
- 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.
- 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.
- 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.

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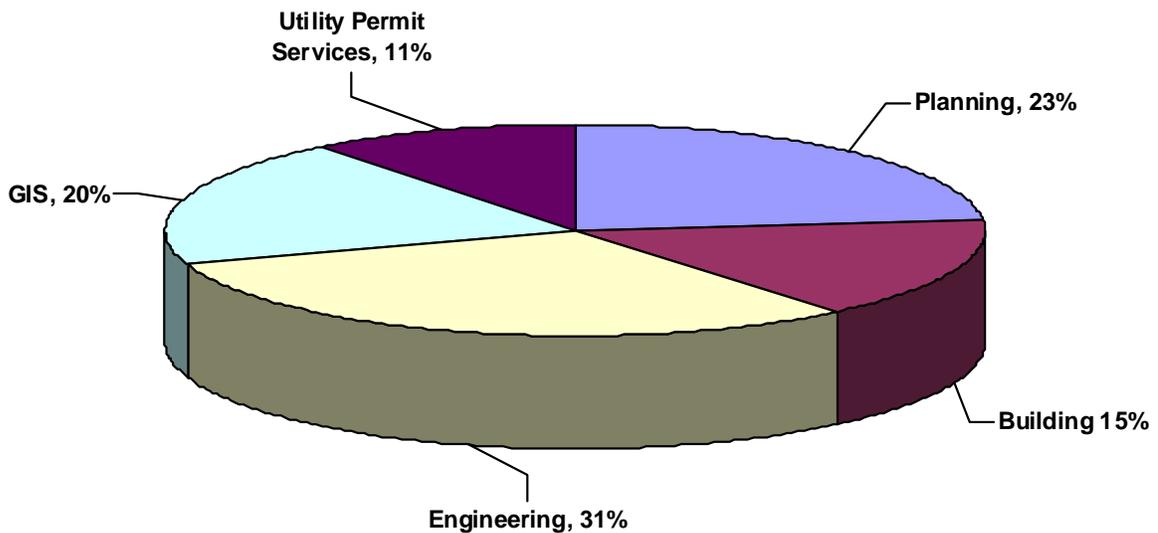
## Program: Support Services – Community Development Management Services

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### Budget Highlights:

FY'12 changes to the budget consist of the addition of dedicated funding and staff for GIS development, services and software upgrades.

### Allocation of Staff Time for FY'12



### FY'11 Activity Review:

In Calendar Year 2010 this activity processed 1,680 building and utility permits, scheduled 4,104 inspections, and provided telephone and front counter reception service for 9 continuous hours every working day.

### FY'11 Performance Indicators:

- Reception services will be provided during all working days between 8:00 AM and 5:00 PM. **Target met.**
- Within 2 working days of intake of building plans for a single-family home, duplex or residential remodel, the plans will be logged in and distributed for review 90% of the time. **Target met.**

## Program: Support Services – Community Development Management Services

### Financial Summary

| Resources                  | ACTUAL                | ACTUAL                | BUDGET                | MANAGER                 | COMMITTEE               | COUNCIL                 |
|----------------------------|-----------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|
|                            | FY'09                 | FY'10                 | FY'11                 | RECOMMEND               | APPROVED                | ADOPTED                 |
|                            | \$                    | \$                    | \$                    | \$                      | \$                      | \$                      |
| Beginning Balance          | ____(1)               | ____(1)               | <u>50,000</u>         | <u>65,000</u>           | <u>65,000</u>           | <u>65,000</u>           |
| <b>Current Resources</b>   |                       |                       |                       |                         |                         |                         |
| Activity Generated         |                       |                       |                       |                         |                         |                         |
| Redwood Sewer District     | 22,179                | 18,370                | 36,219                | 24,906                  | 24,906                  | 24,906                  |
| Direct Charges from:       |                       |                       |                       |                         |                         |                         |
| Building & Safety/Planning | 366,382               | 270,952               | 413,039               | 421,800                 | 421,800                 | 421,800                 |
| Transportation             | 13,862                | 12,108                | 26,199                | 34,150                  | 34,150                  | 34,150                  |
| Wastewater                 | 24,951                | 22,128                | 39,559                | 37,231                  | 37,231                  | 37,231                  |
| Water                      | 24,950                | 22,128                | 39,559                | 37,231                  | 37,231                  | 37,231                  |
| Property Management        | 0                     | 0                     | 12,000                | 12,000                  | 12,000                  | 12,000                  |
| Engineering                | 144,827               | 161,168               | 225,248               | 326,672                 | 326,672                 | 326,672                 |
| Administrative Services    | 0                     | 0                     | 20,000                | 20,000                  | 20,000                  | 20,000                  |
| GIS Fees                   | 0                     | 0                     | 0                     | 67,000                  | 67,000                  | 67,000                  |
| Other Revenue              | <u>2,979</u>          | <u>2,637</u>          | <u>0</u>              | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| Total Current Resources    | <u>600,130</u>        | <u>509,491</u>        | <u>811,823</u>        | <u>980,990</u>          | <u>980,990</u>          | <u>980,990</u>          |
| <b>Total Resources</b>     | <b><u>600,129</u></b> | <b><u>509,490</u></b> | <b><u>861,823</u></b> | <b><u>1,045,990</u></b> | <b><u>1,045,990</u></b> | <b><u>1,045,990</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-----------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                    | \$                    | \$                    | \$                      | \$                      | \$                      |
| Personal Services         | 490,090               | 368,298               | 579,663               | 769,770                 | 769,770                 | 769,770                 |
| Materials & Supplies      | 3,131                 | 2,363                 | 3,500                 | 30,675                  | 30,675                  | 30,675                  |
| Contractual/Prof Services | 17,403                | 16,292                | 137,238               | 117,041                 | 117,041                 | 117,041                 |
| Direct Charges            | 84,299                | 69,044                | 85,422                | 71,487                  | 71,487                  | 71,487                  |
| Capital Outlay            | 5,207                 | 3,249                 | 56,000                | 15,110                  | 15,110                  | 15,110                  |
| Contingencies             | 0                     | 0                     | 0                     | 25,237                  | 25,237                  | 25,237                  |
| Ending Balance            | <u>(1)</u>            | <u>50,244</u>         | <u>0</u>              | <u>16,670</u>           | <u>16,670</u>           | <u>16,670</u>           |
| <b>Total Requirements</b> | <b><u>600,129</u></b> | <b><u>509,490</u></b> | <b><u>861,823</u></b> | <b><u>1,045,990</u></b> | <b><u>1,045,990</u></b> | <b><u>1,045,990</u></b> |

**Program: Support Services – Community Development Management Services**

**Personnel**

|                                | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|--------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Community Development Director | 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                             |
| City Surveyor                  | 0.00                 | 0.00                 | 0.00                 | 1.00                               | 1.00                                | 1.00                             |
| Project Specialist             | 0.00                 | 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                             |
| Office Assistant I             | 2.00                 | 2.00*                | 2.00*                | 2.00*                              | 2.00*                               | 2.00*                            |
| Department Support Technician  | 1.00                 | 1.00                 | 1.00                 | 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>                      |
| <b>Total Positions</b>         | <b><u>7.00</u></b>   | <b><u>8.00</u></b>   | <b><u>8.00</u></b>   | <b><u>10.00</u></b>                | <b><u>10.00</u></b>                 | <b><u>10.00</u></b>              |
| Total Un-Funded Positions*     | 0.00                 | (1.00)               | (1.00)               | (1.00)                             | (1.00)                              | (1.00)                           |
| <b>Total Funded Positions</b>  | <b><u>7.00</u></b>   | <b><u>7.00</u></b>   | <b><u>7.00</u></b>   | <b><u>9.00</u></b>                 | <b><u>9.00</u></b>                  | <b><u>9.00</u></b>               |
| Temporary/Seasonal Hours       | <u>680</u>           | <u>0*</u>            | <u>0*</u>            | <u>0*</u>                          | <u>0*</u>                           | <u>0*</u>                        |

| <b>* Recap of Unfunded Positions by Fiscal Year:</b> |      |      |      |      |      |      |
|--|------|------|------|------|------|------|
| Office Assistant I                                   | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Seasonal Hours                                       | 680  | 680  | 680  | 600  | 600  | 600  |

**Capital Outlay/By Item**

|                                 |                      |                      |                      |                      |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| Computers/Printers              | 6,000                | 15,110               | 15,110               | 15,110               |
| Aerial Photos for GIS Data Base | <u>50,000</u>        | <u>0</u>             | <u>0</u>             | <u>0</u>             |
| <b>Total Capital Outlay</b>     | <b><u>56,000</u></b> | <b><u>15,110</u></b> | <b><u>15,110</u></b> | <b><u>15,110</u></b> |

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## **Program: Support Services – Engineering Services**

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### **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 infrastructure. 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’12 Anticipated Accomplishments:**

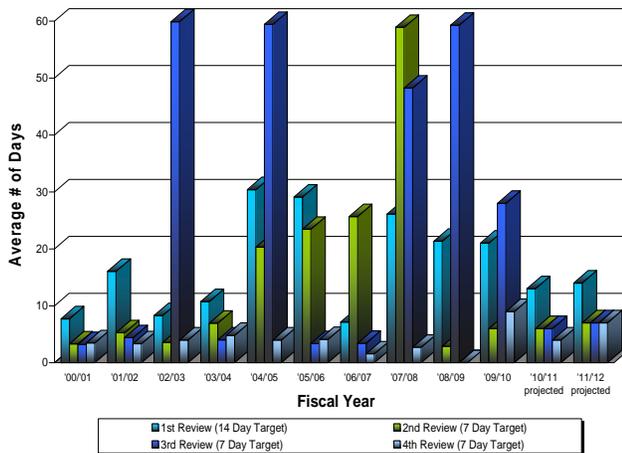
Engineering will be involved in a number of capital improvements in FY’12, including the design, construction and inspection of the “G” Street Sidewalk Infill, “Sidewalks in Parks”, Overlays/Maintenance FY’11, Major Redwood Storm Drain improvements, and water line and sewer line projects as determined by Public Works. Engineering is also involved with the preliminary budgeting and engineering of the Redwood Avenue Widening from Dowell Road to Hubbard Lane and Hubbard Lane from Redwood Avenue to Hwy 199. Engineering will also provide quality review for private development projects through the site plan review process.

### **FY’12 Performance Measurements:**

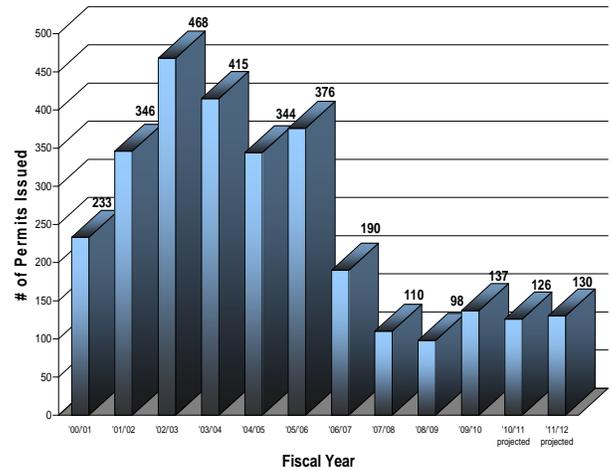
- Engineering will develop and implement a written policy that creates a more comprehensive review process for capital project plans and specifications. The objective of this policy to minimize errors and oversights which can lead to project change orders. The policy shall focus on the objective while ensuring efficient processes are in place.
- Within 14 calendar days of the division’s actual receipt of completed private development construction plans and pertinent information, the Engineering Division will have coordinated with other City divisions and outside agencies to thoroughly complete 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.
- Within two days of customers’ receipt of engineering review letters, the Engineering Division will make contact with applicants in order to facilitate a timely and orderly review process.
- 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

Plan Review Processing Time (Average # of Calendar Days to Complete Reviews)



Encroachment Permits Issued by Fiscal Year



## Budget Highlights:

The projected revenues for FY' 12 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 be reduced from \$313,952 in FY' 11 to \$211,497 in FY' 12.

## FY'11 Activity Review:

The Engineering Division assisted in a number of new developments in our community this year, including Tussing Park Improvements, 5<sup>th</sup> Street Sewer Replacement, Oak Street Sidewalk Infill, Beacon Drive Small Main Replacement, Hubbard Lane Waterline Extension, Sidewalks in Parks, Bike Lane Striping, & Overlays/Maintenance FY' 11.

At least 15 private developments were (or still are) in the plan checking, construction or final platting process during this same time period. A few examples are: Summerfield Estates Subdivision, Westlake Village MHP, The Cedars, Holcombe Heights Subdivision, The Home Depot, SOASTC, Heatherwood Subdivision and Carl's Jr.

## FY'11 Performance Indicators:

- Capital projects will be completed within the authorized budget year for completion, unless the schedule is changed. **Target met.** *All scheduled capital projects were completed.*
- Within 14 calendar days of the division's 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 completed their first review. This target is anticipated to occur 80% of the time. Engineering will provide subsequent reviews within a 7 calendar day period. **Target met.** *First reviews were completed 89% of the time. Subsequent reviews were completed 90% of the time.*
- 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 at 95%.**

## Program: Support Services – Engineering Services

### Financial Summary

| Resources                   | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                             | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                             | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Beginning Balance           | <u>238,677</u>          | <u>221,686</u>          | <u>199,099</u>          | <u>313,952</u>          | <u>313,952</u>          | <u>313,952</u>          |
| Current Resources           |                         |                         |                         |                         |                         |                         |
| Activity Generated          |                         |                         |                         |                         |                         |                         |
| Grants Pass Parkway Agency  | 905                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| Redwood Sewer Service Dist. | 556                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| Engineering Fees            | 110,171                 | 112,221                 | 132,600                 | 113,800                 | 113,800                 | 113,800                 |
| Sale of publications        | 460                     | 476                     | 300                     | 300                     | 300                     | 300                     |
| Interest                    | 7,139                   | 2,981                   | 500                     | 500                     | 500                     | 500                     |
| Other Revenue               | 9,833                   | 2,297                   | 2,500                   | 2,500                   | 2,500                   | 2,500                   |
| Direct Charges To:          |                         |                         |                         |                         |                         |                         |
| General Fund                | 0                       | 30,000                  | 40,000                  | 42,525                  | 42,525                  | 42,525                  |
| Transportation              | 221,697                 | 131,348                 | 180,000                 | 146,300                 | 146,300                 | 146,300                 |
| Wastewater Operations       | 57,567                  | 53,355                  | 70,000                  | 70,000                  | 70,000                  | 70,000                  |
| Solid Waste Operations      | 1,205                   | 1,796                   | 2,500                   | 2,500                   | 2,500                   | 2,500                   |
| Water Operations            | 67,281                  | 58,590                  | 95,000                  | 87,000                  | 87,000                  | 87,000                  |
| Administrative Services     | 10,206                  | 11,850                  | 21,500                  | 14,000                  | 14,000                  | 14,000                  |
| Transportation Projects     | 261,565                 | 320,878                 | 155,000                 | 205,608                 | 205,608                 | 205,608                 |
| Lands & Buildings Projects  | 36,022                  | 46,935                  | 25,000                  | 20,000                  | 20,000                  | 20,000                  |
| Wastewater Projects         | 63,743                  | 100,458                 | 30,000                  | 5,000                   | 5,000                   | 5,000                   |
| Water Projects              | 113,066                 | 37,043                  | 30,000                  | 30,000                  | 30,000                  | 30,000                  |
| GIS Fees                    | <u>133,581</u>          | <u>104,761</u>          | <u>59,477</u>           | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| Total Current Resources     | <u>1,094,997</u>        | <u>1,014,989</u>        | <u>844,377</u>          | <u>740,033</u>          | <u>740,033</u>          | <u>740,033</u>          |
| <b>Total Resources</b>      | <b><u>1,333,674</u></b> | <b><u>1,236,675</u></b> | <b><u>1,043,476</u></b> | <b><u>1,053,985</u></b> | <b><u>1,053,985</u></b> | <b><u>1,053,985</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 886,201                 | 645,815                 | 634,909                 | 473,889                 | 473,889                 | 473,889                 |
| Materials & Supplies      | 15,142                  | 9,710                   | 9,400                   | 11,775                  | 11,775                  | 11,775                  |
| Contractual/Prof Services | 65,042                  | 41,793                  | 37,857                  | 35,239                  | 35,239                  | 35,239                  |
| Direct Charges            | 144,827                 | 161,168                 | 225,248                 | 326,672                 | 326,672                 | 326,672                 |
| Capital Outlay            | 776                     | 0                       | 1,200                   | 0                       | 0                       | 0                       |
| Contingencies             | 0                       | 0                       | 134,862                 | 206,410                 | 206,410                 | 206,410                 |
| Ending Balance            | <u>221,686</u>          | <u>378,189</u>          | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>1,333,674</u></b> | <b><u>1,236,675</u></b> | <b><u>1,043,476</u></b> | <b><u>1,053,985</u></b> | <b><u>1,053,985</u></b> | <b><u>1,053,985</u></b> |

## Program: Support Services – Engineering Services

### Personnel

|                               | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|-------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| City Engineer                 | 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*                            |
| City Surveyor                 | 1.00                 | 1.00                 | 1.00                 | 0.00                               | 0.00                                | 0.00                             |
| Project Supervisor            | 0.00                 | 1.00                 | 1.00                 | 1.00                               | 1.00                                | 1.00                             |
| Lead Engineering Tech         | 1.00                 | 0.00                 | 0.00                 | 0.00                               | 0.00                                | 0.00                             |
| Department Support Technician | 1.00                 | 1.00                 | 1.00                 | 0.00                               | 0.00                                | 0.00                             |
| Project Specialist            | 0.00                 | 4.50*                | 4.50*                | 4.50*                              | 4.50*                               | 4.50*                            |
| Engineering Tech II           | 4.00                 | 0.00                 | 0.00                 | 0.00                               | 0.00                                | 0.00                             |
| Engineering Tech I            | <u>1.50</u>          | <u>0.00</u>          | <u>0.00</u>          | <u>0.00</u>                        | <u>0.00</u>                         | <u>0.00</u>                      |
| Subtotal                      | 10.50                | 9.50                 | 9.50                 | 7.50                               | 7.50                                | 7.50                             |
| <b>Total Positions</b>        | <b><u>10.50</u></b>  | <b><u>9.50</u></b>   | <b><u>9.50</u></b>   | <b><u>7.50</u></b>                 | <b><u>7.50</u></b>                  | <b><u>7.50</u></b>               |
| Total Un-Funded Positions*    | 0.00                 | (2.00)               | (3.00)               | (3.00)                             | (3.00)                              | (3.00)                           |
| <b>Total Funded Positions</b> | <b><u>10.50</u></b>  | <b><u>7.50</u></b>   | <b><u>6.50</u></b>   | <b><u>4.50</u></b>                 | <b><u>4.50</u></b>                  | <b><u>4.50</u></b>               |

| <b>*Recap of Unfunded Positions by Fiscal Year:</b> |      |      |      |      |      |      |
|---|------|------|------|------|------|------|
| Utility Engineer                                    | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Project Specialist                                  | 0.00 | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 |

As of Recommended FY'11 the full time equivalent (fte) for all regular/permanent employees is recorded under total positions. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

### Capital Outlay/By Item

|                             |                     |                 |                 |                 |
|-----------------------------|---------------------|-----------------|-----------------|-----------------|
| Computers/Office Equipment  | <u>1,200</u>        | <u>0</u>        | <u>0</u>        | <u>0</u>        |
| <b>Total Capital Outlay</b> | <b><u>1,200</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |

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## **Program: Support Services – Property Management Services**

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### **Services Delivered:**

This activity provides management and maintenance of buildings and properties. Services include building improvements and renovations, office improvements, meeting set-ups, storage, work space improvements, janitorial services, grounds maintenance and utilities. This fund also provides management of rentals and vacant lands for parks and the general fund, as well as management of downtown public areas.

### **FY'12 Anticipated Accomplishments:**

- Property Management will increase energy efficiency and air quality by cleaning floor vents and ductwork at the Municipal Building.
- We will build an equipment shelter at the City Service Center for portable stages stored there.
- We will renovate the City Service Center wash pad area.

### **FY'12 Performance Measurements:**

#### **Efficiency:**

- Property Management will reduce landfill garbage from the Municipal Building by 10%.
- Property Management will reduce energy use at the Municipal Building by an additional 5%.

#### **Effectiveness:**

- Fire hazards will be reduced at vacant City properties with maintenance four times per year.

### **Budget Highlights:**

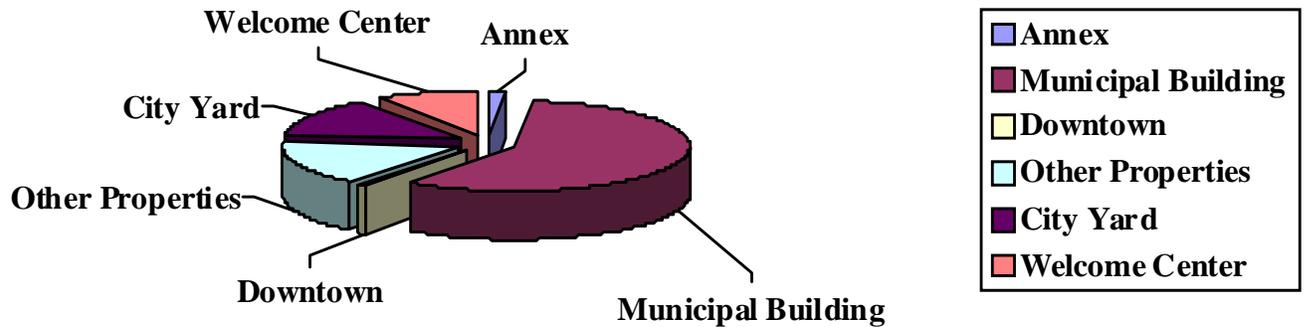
- Funds are budgeted to refurbish cracked gutters at the Municipal Building (\$4,200), to implement Safety and Security features at various Sites (\$19,000), clean floor vents and ductwork at the Municipal Building (\$3,900), and analyze the air cooling system at the Municipal Building (\$6,500).

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## Program: Support Services – Property Management Services

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### Actual Expenditures FY'10



#### FY'11 Activity Review:

- A gate was installed to increase security at the City Service Center.
- The cooling system at the Municipal Building was not analyzed for increasing efficiency and maintaining sustainability practices.
- Worn carpet and vinyl was replaced at the Municipal Building and Park Maintenance Building.

#### FY'11 Performance Indicators:

- Property Management maintains over 330 acres on over 40 parcels of land. **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               |
|--------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                          | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                          | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Beginning Balance        | <u>153,782</u>        | <u>122,530</u>        | <u>100,926</u>        | <u>91,465</u>         | <u>91,465</u>         | <u>91,465</u>         |
| Current Resources        |                       |                       |                       |                       |                       |                       |
| Activity Generated       |                       |                       |                       |                       |                       |                       |
| Direct Charges to:       |                       |                       |                       |                       |                       |                       |
| General Fund             | 105,875               | 114,402               | 125,098               | 148,921               | 148,921               | 148,921               |
| Transportation           | 54,387                | 62,909                | 69,899                | 71,354                | 71,354                | 71,354                |
| Wastewater Operations    | 39,425                | 42,675                | 46,753                | 47,261                | 47,261                | 47,261                |
| Solid Waste Operations   | 627                   | 471                   | 858                   | 864                   | 864                   | 864                   |
| Water Operations         | 31,349                | 37,440                | 42,610                | 42,599                | 42,599                | 42,599                |
| Fleet Operations         | 31,565                | 31,404                | 36,175                | 37,822                | 37,822                | 37,822                |
| Community Develop. Mgmt. | 84,299                | 69,044                | 85,422                | 71,487                | 71,487                | 71,487                |
| Administrative Services  | 159,011               | 138,342               | 150,727               | 169,520               | 169,520               | 169,520               |
| Interest                 | 4,272                 | 1,699                 | 431                   | 1,000                 | 1,000                 | 1,000                 |
| Rent of Assets           | 7,070                 | 6,054                 | 16,154                | 18,746                | 18,746                | 18,746                |
| Other Revenue            | <u>(610)</u>          | <u>7,858</u>          | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| Total Current Resources  | <u>517,270</u>        | <u>512,298</u>        | <u>574,127</u>        | <u>609,574</u>        | <u>609,574</u>        | <u>609,574</u>        |
| <b>Total Resources</b>   | <b><u>671,052</u></b> | <b><u>634,828</u></b> | <b><u>675,053</u></b> | <b><u>701,039</u></b> | <b><u>701,039</u></b> | <b><u>701,039</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 126,489               | 117,856               | 174,306               | 203,812               | 203,812               | 203,812               |
| Materials & Supplies      | 22,119                | 20,162                | 23,800                | 26,150                | 26,150                | 26,150                |
| Contractual/Prof Services | 285,733               | 269,823               | 293,795               | 283,679               | 283,679               | 283,679               |
| Direct Charges            | 0                     | 0                     | 12,000                | 12,000                | 12,000                | 12,000                |
| Capital Outlay            | 47,662                | 33,258                | 60,500                | 53,500                | 53,500                | 53,500                |
| Contingencies             | 0                     | 0                     | 54,212                | 63,997                | 63,997                | 63,997                |
| Indirect Charges          | 45,648                | 44,110                | 56,440                | 57,901                | 57,901                | 57,901                |
| Transfers Out             | 20,871                | 10,000                | 0                     | 0                     | 0                     | 0                     |
| Ending Balance            | <u>122,530</u>        | <u>139,619</u>        | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>671,052</u></b> | <b><u>634,828</u></b> | <b><u>675,053</u></b> | <b><u>701,039</u></b> | <b><u>701,039</u></b> | <b><u>701,039</u></b> |

## Program: Support Services – Property Management Services

### Personnel

|                                      | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|--------------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Parks and Community Service Director | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Property Management Coordinator      | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Municipal Service Worker             | 0.00                 | 0.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Office Assistant II                  | <u>1.00</u>          | <u>1.00</u>          | <u>1.00</u>          | <u>1.000</u>                       | <u>1.000</u>                        | <u>1.000</u>                     |
| Subtotal                             | 3.00                 | 3.00                 | 4.00                 | 4.000                              | 4.000                               | 4.000                            |
| Parks and Community Service Director |                      |                      |                      |                                    |                                     |                                  |
| To: Downtown                         | (0.05)               | (0.05)               | (0.05)               | (0.05)                             | (0.05)                              | (0.05)                           |
| To: Park Maintenance                 | (0.35)               | (0.35)               | (0.35)               | (0.40)                             | (0.40)                              | (0.40)                           |
| To: Garage Operations                | (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)                           |
| To: Information Technology           | (0.20)               | (0.20)               | (0.20)               | (0.15)                             | (0.15)                              | (0.15)                           |
| To: Equipment Replacement            | (0.05)               | (0.05)               | (0.05)               | (0.05)                             | (0.05)                              | (0.05)                           |
| Admin. Support Specialist            |                      |                      |                      |                                    |                                     |                                  |
| From: Garage Operations              | 0.15                 | 0.15                 | 0.15                 | 0.20                               | 0.20                                | 0.20                             |
| Property Management Coordinator      |                      |                      |                      |                                    |                                     |                                  |
| To: Park Maintenance                 | (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)                           |
| To: Downtown                         | (0.15)               | (0.15)               | (0.15)               | (0.10)                             | (0.10)                              | (0.10)                           |
| To: Lands and Build Cap Projects     | 0.00                 | 0.00                 | (0.15)               | 0.00                               | 0.00                                | 0.00                             |
| To: Street Maintenance               | (0.10)               | (0.10)               | (0.10)               | (0.10)                             | (0.10)                              | (0.10)                           |
| Municipal Service Worker             |                      |                      |                      |                                    |                                     |                                  |
| To: Park Maintenance                 | 0.00                 | 0.00                 | 0.00                 | (0.05)                             | (0.05)                              | (0.05)                           |
| To: Aquatics                         | 0.00                 | 0.00                 | 0.00                 | (0.05)                             | (0.05)                              | (0.05)                           |
| To: Downtown                         | 0.00                 | 0.00                 | 0.00                 | (0.15)                             | (0.15)                              | (0.15)                           |
| Office Assistant II                  |                      |                      |                      |                                    |                                     |                                  |
| To: Park Maintenance                 | (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)                           |
| To: Information Technology           | <u>(0.15)</u>        | <u>(0.15)</u>        | <u>(0.15)</u>        | <u>(0.20)</u>                      | <u>(0.20)</u>                       | <u>(0.20)</u>                    |
| Subtotal                             | (1.70)               | (1.70)               | (1.85)               | (1.90)                             | (1.90)                              | (1.90)                           |
| <b>Total Positions</b>               | <b><u>1.30</u></b>   | <b><u>1.30</u></b>   | <b><u>2.15</u></b>   | <b><u>2.100</u></b>                | <b><u>2.100</u></b>                 | <b><u>2.100</u></b>              |
| Total Un-Funded Positions            | 0.00                 | 0.00                 | 0.00                 | (0.045)                            | (0.045)                             | (0.045)                          |
| <b>Total Funded Positions</b>        | <b><u>1.30</u></b>   | <b><u>1.30</u></b>   | <b><u>2.15</u></b>   | <b><u>2.055</u></b>                | <b><u>2.055</u></b>                 | <b><u>2.055</u></b>              |
| Temporary/Seasonal Hours             | <u>400</u>           | <u>0**</u>           | <u>0**</u>           | <u>0**</u>                         | <u>0**</u>                          | <u>0**</u>                       |

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

|                          |      |      |      |       |       |       |
|--------------------------|------|------|------|-------|-------|-------|
| Admin Support Specialist | 0.00 | 0.00 | 0.00 | 0.020 | 0.020 | 0.020 |
| Office Assistant I       | 0.00 | 0.00 | 0.00 | 0.025 | 0.025 | 0.025 |

### Capital Outlay/By Item

|                                      |                      |                      |                      |                      |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Remodeling/Renovation                | 59,000               | 53,500               | 53,500               | 53,500               |
| Office Furniture/Equipment/Computers | <u>1,500</u>         | <u>0</u>             | <u>0</u>             | <u>0</u>             |
| <b>Total Capital Outlay</b>          | <b><u>60,500</u></b> | <b><u>53,500</u></b> | <b><u>53,500</u></b> | <b><u>53,500</u></b> |

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## **Program: Support Services – Information Technology Services**

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### **Mission Statement:**

*The Information Technology (IT) Division provides technical support for the organization's computer and telephone users and facilitates appropriate access to the City's electronic data, and strives to support a standard of "information-at-your-fingertips."*

### **Services Delivered:**

IT maintains the physical data network infrastructure, data backups, data and system security, network connectivity and servers. IT staff also provides desktop support, administers the City's phone systems, provides computer training and oversees the City's website.

### **FY'12 Performance Measurements:**

- **Efficiency:**
  - IT staff will maintain an average open-service-request count of less than 50 to assist organizational productivity.
  - IT staff will provide three training sessions to increase staff productivity.
  
- **Effectiveness:**
  - Normal service requests will be acknowledged within eight business hours of ticket submission and high priority requests within two.
  - IT will conduct a service satisfaction survey for City end-users.
  - IT staff will maintain a level 98% uptime for network resources.

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## **Program: Support Services – Information Technology Services**

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### **Budget Highlights:**

- Improve connectivity between remote sites and City Hall.
- Establish a maintenance contract with Vision Internet for the City's Website.
- Update site to site security.

### **FY'11 Activity Review:**

- Annual IT goals and objectives were established.
- A network "DMZ" was established to increase the level of computer-network and data protection.
- Computer and communication resources, configuration and support were provided to the OHSI Mortgage Assistance Program.
- The IBM iSeries 800 server, running the SunGard/HTE accounting software, was upgraded to a new IBM Power7 computer.
- The City's email system was migrated to Exchange.
- A corporate email archive system was established for improved email eDiscovery.

## Program: Support Services – Information Technology Services

### Financial Summary

| Resources                | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|--------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                          | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                          | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Beginning Balance        | <u>68,060</u>         | <u>66,648</u>         | <u>55,380</u>         | <u>71,009</u>         | <u>71,009</u>         | <u>71,009</u>         |
| Current Resources        |                       |                       |                       |                       |                       |                       |
| Activity Generated       |                       |                       |                       |                       |                       |                       |
| Interest                 | 3,100                 | 1,418                 | 250                   | 1,000                 | 1,000                 | 1,000                 |
| Other Revenue            | 0                     | 37                    | 4,000                 | 0                     | 0                     | 0                     |
| Redwood Sewer District   | 7,610                 | 9,494                 | 11,000                | 11,677                | 11,677                | 11,677                |
| Solid Waste Agency       | 0                     | 0                     | 3,500                 | 2,399                 | 2,399                 | 2,399                 |
| Information Tech Charges | <u>493,412</u>        | <u>496,670</u>        | <u>562,409</u>        | <u>570,981</u>        | <u>570,981</u>        | <u>570,981</u>        |
| Total Current Resources  | <u>504,122</u>        | <u>507,619</u>        | <u>581,159</u>        | <u>586,057</u>        | <u>586,057</u>        | <u>586,057</u>        |
| <b>Total Resources</b>   | <b><u>572,182</u></b> | <b><u>574,267</u></b> | <b><u>636,539</u></b> | <b><u>657,066</u></b> | <b><u>657,066</u></b> | <b><u>657,066</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Personal Services         | 344,163               | 344,744               | 424,306               | 444,742               | 444,742               | 444,742               |
| Materials & Supplies      | 3,553                 | 4,296                 | 4,500                 | 4,500                 | 4,500                 | 4,500                 |
| Contractual/Prof Services | 125,426               | 110,762               | 139,484               | 150,665               | 150,665               | 150,665               |
| Direct Charges            | 14,427                | 19,310                | 20,455                | 25,783                | 25,783                | 25,783                |
| Capital Outlay            | 17,965                | 11,128                | 0                     | 0                     | 0                     | 0                     |
| Contingencies             | 0                     | 0                     | 47,794                | 31,376                | 31,376                | 31,376                |
| Ending Balance            | <u>66,648</u>         | <u>84,027</u>         | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>572,182</u></b> | <b><u>574,267</u></b> | <b><u>636,539</u></b> | <b><u>657,066</u></b> | <b><u>657,066</u></b> | <b><u>657,066</u></b> |

## Program: Support Services – Information Technology Services

### Personnel

|                                  | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Information System Supervisor    | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Computer Services Technician     | 3.00                 | 3.00*                | 3.00                 | 3.000                              | 3.000                               | 3.000                            |
| Webmaster                        | <u>0.50</u>          | <u>0.50</u>          | <u>0.50</u>          | <u>0.500</u>                       | <u>0.500</u>                        | <u>0.500</u>                     |
| Subtotal                         | 4.50                 | 4.50                 | 4.50                 | 4.500                              | 4.500                               | 4.500                            |
| <br>                             |                      |                      |                      |                                    |                                     |                                  |
| Parks and Comm. Service Director |                      |                      |                      |                                    |                                     |                                  |
| From: Property Management        | 0.20                 | 0.20                 | 0.20                 | 0.150                              | 0.150                               | 0.150                            |
| Office Assistant II              |                      |                      |                      |                                    |                                     |                                  |
| From: Property Management        | 0.15                 | 0.15                 | 0.15                 | 0.200*                             | 0.200*                              | 0.200*                           |
| Admin Support Specialist         |                      |                      |                      |                                    |                                     |                                  |
| From: Garage                     | <u>0.10</u>          | <u>0.10</u>          | <u>0.10</u>          | <u>0.050*</u>                      | <u>0.050*</u>                       | <u>0.050*</u>                    |
| Subtotal                         | 0.45                 | 0.45                 | 0.45                 | 0.400                              | 0.400                               | 0.400                            |
| <br>                             |                      |                      |                      |                                    |                                     |                                  |
| <b>Total Positions</b>           | <b><u>4.95</u></b>   | <b><u>4.95</u></b>   | <b><u>4.95</u></b>   | <b><u>4.900</u></b>                | <b><u>4.900</u></b>                 | <b><u>4.900</u></b>              |
| Total Un-Funded Positions        | 0.00                 | (1.00)               | 0.00                 | (0.025)                            | (0.025)                             | (0.025)                          |
| <b>Total Funded Positions</b>    | <b><u>4.95</u></b>   | <b><u>3.95</u></b>   | <b><u>4.95</u></b>   | <b><u>4.875</u></b>                | <b><u>4.875</u></b>                 | <b><u>4.875</u></b>              |

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

|                              |      |      |      |       |       |       |
|------------------------------|------|------|------|-------|-------|-------|
| Computer Services Technician | 0.00 | 1.00 | 0.00 | 0.000 | 0.000 | 0.000 |
| Admin Support Specialist     | 0.00 | 0.00 | 0.00 | 0.005 | 0.005 | 0.005 |
| Office Assistant I           | 0.00 | 0.00 | 0.00 | 0.020 | 0.020 | 0.020 |

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY'11 budget process. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

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## **Program: Support Services – Garage Operations**

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### **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 garage, performing repair and maintenance on all City-owned vehicles and equipment.

### **FY'12 Performance Measurements:**

#### **Efficiencies:**

- Implementation of the new Collective Fleet Management software results in a continuing 10% reduction in two support staff positions.

#### **Effectiveness:**

- A customer satisfaction survey will be conducted with a target of 80% satisfaction.

### **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.

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## **Program: Support Services – Garage Operations**

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### **FY'11 Activity Review:**

During FY'11 all vehicle rates were reviewed. The billing method was restructured from a mileage rate to an actual cost basis. Training for both mechanics to obtain EVT certificates was completed. A new fleet record system was implemented.

### **Efficiencies:**

- New fleet management software was instituted to simplify record keeping and reduce clerical hours.

### **Effectiveness:**

- Emergency Vehicle Technicians Level III Master Certification was obtained by our lead mechanic.
- Emergency Vehicle Technicians Level II Certification was obtained by our second mechanic.

## Program: Support Services – Garage Operations

### Financial Summary

| Resources               | ACTUAL                | ACTUAL                  | BUDGET                | MANAGER                 | COMMITTEE               | COUNCIL                 |
|-------------------------|-----------------------|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|
|                         | FY'09                 | FY'10                   | FY'11                 | RECOMMEND               | APPROVED                | ADOPTED                 |
|                         | \$                    | \$                      | \$                    | \$                      | \$                      | \$                      |
| Beginning Balance       | <u>(30,364)</u>       | <u>127,129</u>          | <u>184,869</u>        | <u>343,804</u>          | <u>343,804</u>          | <u>343,804</u>          |
| Current Resources       |                       |                         |                       |                         |                         |                         |
| Activity Generated      |                       |                         |                       |                         |                         |                         |
| Internal Billings       | 852,493               | 871,128                 | 746,273               | 664,826                 | 664,826                 | 664,826                 |
| Interest                | 941                   | 2,981                   | 500                   | 1,000                   | 1,000                   | 1,000                   |
| Other Revenue           | <u>23,430</u>         | <u>20,123</u>           | <u>2,500</u>          | <u>12,500</u>           | <u>12,500</u>           | <u>12,500</u>           |
| Total Current Resources | <u>876,864</u>        | <u>894,232</u>          | <u>749,273</u>        | <u>678,326</u>          | <u>678,326</u>          | <u>678,326</u>          |
| <b>Total Resources</b>  | <b><u>846,500</u></b> | <b><u>1,021,361</u></b> | <b><u>934,142</u></b> | <b><u>1,022,130</u></b> | <b><u>1,022,130</u></b> | <b><u>1,022,130</u></b> |

| Requirements              | ACTUAL                | ACTUAL                  | BUDGET                | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-----------------------|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                 | FY'10                   | FY'11                 | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                    | \$                      | \$                    | \$                      | \$                      | \$                      |
| Personal Services         | 245,621               | 248,745                 | 254,188               | 289,725                 | 289,725                 | 289,725                 |
| Materials & Supplies      | 291,113               | 266,191                 | 382,750               | 401,756                 | 401,756                 | 401,756                 |
| Contractual/Prof Services | 98,458                | 93,969                  | 79,341                | 66,057                  | 66,057                  | 66,057                  |
| Direct Charges            | 15,000                | 15,000                  | 13,500                | 13,500                  | 13,500                  | 13,500                  |
| Capital Outlay            | 4,608                 | 74                      | 6,500                 | 15,000                  | 15,000                  | 15,000                  |
| Contingencies             | 0                     | 0                       | 124,235               | 157,492                 | 157,492                 | 157,492                 |
| Indirect Charges          | 64,571                | 62,398                  | 73,628                | 78,600                  | 78,600                  | 78,600                  |
| Ending Balance            | <u>127,129</u>        | <u>334,984</u>          | <u>0</u>              | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>846,500</u></b> | <b><u>1,021,361</u></b> | <b><u>934,142</u></b> | <b><u>1,022,130</u></b> | <b><u>1,022,130</u></b> | <b><u>1,022,130</u></b> |

## Program: Support Services – Garage Operations

### Personnel

|                                  | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|----------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Admin. Support Specialist        | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Lead Fleet Mechanic              | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Mechanic                         | 1.00                 | 1.00                 | 1.00                 | 1.000                              | 1.000                               | 1.000                            |
| Department Support Technician    | <u>1.00</u>          | <u>1.00</u>          | <u>1.00</u>          | <u>1.000</u>                       | <u>1.000</u>                        | <u>1.000</u>                     |
| Subtotal                         | 4.00                 | 4.00                 | 4.00                 | 4.000                              | 4.000                               | 4.000                            |
| Parks and Comm. Service Director |                      |                      |                      |                                    |                                     |                                  |
| From: Property Mgmt              | 0.10                 | 0.10                 | 0.10                 | 0.100                              | 0.100                               | 0.100                            |
| Admin. Support Specialist        |                      |                      |                      |                                    |                                     |                                  |
| To: Park Maintenance             | (0.15)               | (0.15)               | (0.15)               | (0.150)                            | (0.150)                             | (0.150)                          |
| To: Property Mgmt                | (0.15)               | (0.15)               | (0.15)               | (0.150)                            | (0.150)                             | (0.150)                          |
| To: Information Technology       | (0.10)               | (0.10)               | (0.10)               | (0.100)                            | (0.100)                             | (0.100)                          |
| To: Equipment Replacement        | (0.20)               | (0.20)               | (0.20)               | (0.200)*                           | (0.200)*                            | (0.200)*                         |
| Dept. Support Technician         |                      |                      |                      |                                    |                                     |                                  |
| To: Equipment Replacement        | (0.15)               | (0.15)               | (0.15)               | (0.150)*                           | (0.150)*                            | (0.150)*                         |
| Lead Fleet Mechanic              |                      |                      |                      |                                    |                                     |                                  |
| To: Equipment Replacement        | (0.15)               | (0.15)               | (0.20)               | (0.100)                            | (0.100)                             | (0.100)                          |
| Mechanic                         |                      |                      |                      |                                    |                                     |                                  |
| To: Equipment Replacement        | <u>(0.15)</u>        | <u>(0.15)</u>        | <u>(0.20)</u>        | <u>(0.100)</u>                     | <u>(0.100)</u>                      | <u>(0.100)</u>                   |
| Subtotal                         | (0.95)               | (0.95)               | (1.05)               | (0.850)                            | (0.850)                             | (0.850)                          |
| <b>Total Positions</b>           | <b><u>3.05</u></b>   | <b><u>3.05</u></b>   | <b><u>2.95</u></b>   | <b><u>3.150</u></b>                | <b><u>3.150</u></b>                 | <b><u>3.150</u></b>              |
| Total Un-Funded Positions        | 0.00                 | 0.00                 | 0.00                 | (0.125)                            | (0.125)                             | (0.125)                          |
| <b>Total Funded Positions</b>    | <b><u>3.05</u></b>   | <b><u>3.05</u></b>   | <b><u>2.95</u></b>   | <b><u>3.025</u></b>                | <b><u>3.025</u></b>                 | <b><u>3.025</u></b>              |

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

|                               |      |      |      |       |       |       |
|-------------------------------|------|------|------|-------|-------|-------|
| Admin Support Specialist      | 0.00 | 0.00 | 0.00 | 0.040 | 0.040 | 0.040 |
| Department Support Technician | 0.00 | 0.00 | 0.00 | 0.085 | 0.085 | 0.085 |

### Capital Outlay/By Item

|                             |  |                     |                      |                      |                      |
|-----------------------------|--|---------------------|----------------------|----------------------|----------------------|
| Computers                   |  | 1,500               | 0                    | 0                    | 0                    |
| Tools/Equipment             |  | <u>5,000</u>        | <u>15,000</u>        | <u>15,000</u>        | <u>15,000</u>        |
| <b>Total Capital Outlay</b> |  | <b><u>6,500</u></b> | <b><u>15,000</u></b> | <b><u>15,000</u></b> | <b><u>15,000</u></b> |

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## **Program: Support Services – Equipment Replacement**

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### **Services Delivered:**

This activity provides replacement of City vehicles and fleet equipment. Each department is charged a monthly depreciation fee which is amortized over the projected life of the vehicle. Payment and account balances are kept on each vehicle, with the accumulated funds paying for replacement of the equipment at the end of its useful life. Actual replacement decisions are made after reviewing age, maintenance costs and reliability of each piece of equipment.

### **FY'12 Performance Measurements:**

#### **Efficiencies:**

- Evaluate savings between contracting and in-house patrol vehicle set-up.
- Evaluate maintenance cost and reliability of equipment prior to replacement.

#### **Effectiveness:**

- Use State Bid contracts when available to reduce contract management costs.

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## **Program: Support Services – Equipment Replacement**

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### **Budget Highlights:**

The FY'12 Budget includes funds for replacing two K-9 patrol cars and one detective vehicle for Public Safety. With accrued funds we will evaluate replacing a front-end loader, two compressors, a small A.T.V. and a ten-yard dump truck. Public Safety Fire will take possession of a new platform truck. One lawn tractor is scheduled for replacement for the Parks Department. When possible, new equipment will be purchased through the Oregon State Purchasing System. Late model used vehicles will be purchased when deemed good values. Leases for two new patrol vehicles will be negotiated.

Monthly amortization payments for most vehicles are calculated on a straight line cost reimbursement basis.

Congestion Mitigation and Air Quality grant money was recognized; we will continue to purchase hybrids and electrical carts for City use as need arises. Seven midsize pickups, three SUVs, two sedans, one ATV and one all electric cart are scheduled for replacement with CMAQ funds.

### **FY'11 Activity Review:**

During FY'11 a total of nine vehicles and ten pieces of equipment were evaluated for replacement. Two leased patrol cars were replaced for Public Safety; one Dodge Charger was purchased for a replacement patrol vehicle. Three hybrid SUVs were purchased with CMAQ funds. Two pieces of equipment were replaced for Utilities. The replacement Fire Platform Ladder Truck was ordered.

## Program: Support Services – Equipment Replacement

### Financial Summary

| Resources                         | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|-----------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                   | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                                   | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Beginning Balance                 | <u>2,753,516</u>        | <u>3,081,299</u>        | <u>3,115,716</u>        | <u>3,017,541</u>        | <u>3,017,541</u>        | <u>3,017,541</u>        |
| Current Resources                 |                         |                         |                         |                         |                         |                         |
| Activity Generated                |                         |                         |                         |                         |                         |                         |
| Revenue from Other Agencies       | 291,528                 | 0                       | 206,506                 | 410,000                 | 410,000                 | 410,000                 |
| Internal Billings                 | 461,886                 | 511,782                 | 537,192                 | 656,838                 | 656,838                 | 656,838                 |
| Interest                          | 60,072                  | 31,798                  | 20,000                  | 20,000                  | 20,000                  | 20,000                  |
| Transfer from General Fund        | 98,000                  | 0                       | 0                       | 190,000                 | 190,000                 | 190,000                 |
| Transfer from Street Utility Fund | 5,000                   | 0                       | 0                       | 0                       | 0                       | 0                       |
| Transfer from Wastewater Fund     | 30,000                  | 30,000                  | 0                       | 45,000                  | 45,000                  | 45,000                  |
| Transfer from Property Services   | 5,000                   | 0                       | 0                       | 0                       | 0                       | 0                       |
| Transfer from Projects            | 0                       | 0                       | 0                       | 10,000                  | 10,000                  | 10,000                  |
| Other Revenue                     | <u>0</u>                | <u>13,012</u>           | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| Total Current Resources           | <u>951,486</u>          | <u>586,592</u>          | <u>763,698</u>          | <u>1,331,838</u>        | <u>1,331,838</u>        | <u>1,331,838</u>        |
| <b>Total Resources</b>            | <b><u>3,705,002</u></b> | <b><u>3,667,891</u></b> | <b><u>3,879,414</u></b> | <b><u>4,349,379</u></b> | <b><u>4,349,379</u></b> | <b><u>4,349,379</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 56,250                  | 58,980                  | 69,282                  | 56,785                  | 56,785                  | 56,785                  |
| Materials & Supplies      | 1,203                   | 614                     | 1,000                   | 0                       | 0                       | 0                       |
| Contractual/Prof Services | 46,585                  | 44,968                  | 50,509                  | 51,316                  | 51,316                  | 51,316                  |
| Direct Charges            | 16,565                  | 16,404                  | 22,675                  | 24,322                  | 24,322                  | 24,322                  |
| Capital Outlay            | 470,744                 | 149,756                 | 950,006                 | 1,492,100               | 1,492,100               | 1,492,100               |
| Contingencies             | 0                       | 0                       | 300,000                 | 300,000                 | 300,000                 | 300,000                 |
| Indirect Charges          | 30,697                  | 18,087                  | 40,346                  | 5,312                   | 5,312                   | 5,312                   |
| Transfers Out             | 1,659                   | 0                       | 0                       | 0                       | 0                       | 0                       |
| Ending Balance            | <u>3,081,299</u>        | <u>3,379,082</u>        | <u>2,445,596</u>        | <u>2,419,544</u>        | <u>2,419,544</u>        | <u>2,419,544</u>        |
| <b>Total Requirements</b> | <b><u>3,705,002</u></b> | <b><u>3,667,891</u></b> | <b><u>3,879,414</u></b> | <b><u>4,349,379</u></b> | <b><u>4,349,379</u></b> | <b><u>4,349,379</u></b> |

## Program: Support Services – Equipment Replacement

### Personnel

|                                | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|--------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Parks/Community Svcs. Director |                      |                      |                      |                                    |                                     |                                  |
| From: Property Mgmt            | 0.05                 | 0.05                 | 0.05                 | 0.050                              | 0.050                               | 0.050                            |
| Dept. Support Technician       |                      |                      |                      |                                    |                                     |                                  |
| From: Garage                   | 0.15                 | 0.15                 | 0.15                 | 0.150                              | 0.150                               | 0.150                            |
| Admin. Support Specialist      |                      |                      |                      |                                    |                                     |                                  |
| From: Garage                   | 0.20                 | 0.20                 | 0.20                 | 0.200                              | 0.200                               | 0.200                            |
| Lead Fleet Mechanic            |                      |                      |                      |                                    |                                     |                                  |
| From: Garage                   | 0.15                 | 0.15                 | 0.20                 | 0.100                              | 0.100                               | 0.100                            |
| Mechanic                       |                      |                      |                      |                                    |                                     |                                  |
| From: Garage                   | <u>0.15</u>          | <u>0.15</u>          | <u>0.20</u>          | <u>0.100</u>                       | <u>0.100</u>                        | <u>0.100</u>                     |
| <b>Total Positions</b>         | <b><u>0.70</u></b>   | <b><u>0.70</u></b>   | <b><u>0.80</u></b>   | <b><u>0.600</u></b>                | <b><u>0.600</u></b>                 | <b><u>0.600</u></b>              |
| Total Un-Funded Positions      | 0.00                 | 0.00                 | 0.00                 | (0.035)                            | (0.035)                             | (0.035)                          |
| <b>Total Funded Positions</b>  | <b><u>0.70</u></b>   | <b><u>0.70</u></b>   | <b><u>0.80</u></b>   | <b><u>0.565</u></b>                | <b><u>0.565</u></b>                 | <b><u>0.565</u></b>              |

| <b>*Recap of Unfunded Positions by Fiscal Year:</b> |      |      |      |       |       |       |
|---|------|------|------|-------|-------|-------|
| Admin Support Specialist                            | 0.00 | 0.00 | 0.00 | 0.020 | 0.020 | 0.020 |
| Department Support Technician                       | 0.00 | 0.00 | 0.00 | 0.015 | 0.015 | 0.015 |

### Capital Outlay/By Item

|                                     |                       |                         |                         |                         |
|-------------------------------------|-----------------------|-------------------------|-------------------------|-------------------------|
| TV Truck                            | 74,000                | 0                       | 0                       | 0                       |
| Hybrid Setup                        | 0                     | 0                       | 0                       | 0                       |
| Garage Setup                        | 0                     | 0                       | 0                       | 0                       |
| Automobiles                         | 7,500                 | 35,000                  | 35,000                  | 35,000                  |
| Scanner/Computers                   | 0                     | 0                       | 0                       | 0                       |
| Cat Loader/Dump Truck               | 95,000                | 167,000                 | 167,000                 | 167,000                 |
| Police Vehicles                     | 56,000                | 90,000                  | 90,000                  | 90,000                  |
| Pick-Up Trucks                      | 34,000                | 38,000                  | 38,000                  | 38,000                  |
| Fire Apparatus                      | 353,000               | 637,000                 | 637,000                 | 637,000                 |
| Heavy Equipment                     | 70,000                | 39,000                  | 39,000                  | 39,000                  |
| Air Compressors                     | 24,000                | 26,000                  | 26,000                  | 26,000                  |
| Crackpot/Vibratory Roller – Streets | 30,000                | 27,000                  | 27,000                  | 27,000                  |
| Other/ CMAQ Grant                   | <u>206,506</u>        | <u>433,100</u>          | <u>433,100</u>          | <u>433,100</u>          |
| <b>Total Capital Outlay</b>         | <b><u>950,006</u></b> | <b><u>1,492,100</u></b> | <b><u>1,492,100</u></b> | <b><u>1,492,100</u></b> |

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## Program: Support Services – Workers’ Compensation Insurance

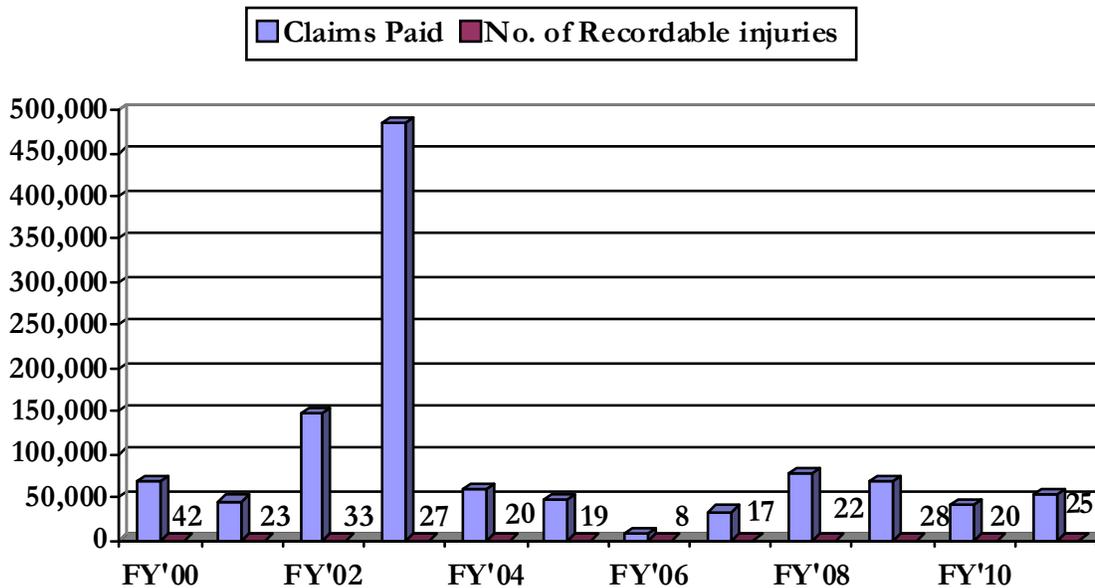
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### Services Delivered:

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’12 Anticipated Accomplishments:

- Review the City’s safety training structure to address accountability and evaluate training priorities.
- Reduce loss time injures by 10% through education and training.
- Ensure mandatory safety training is completed and documented. This training includes annual hearing testing/training, blood borne pathogen and bi-annual CPR/AED.



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## Program: Support Services – Workers’ Compensation Insurance

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### 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.

### FY’11 Performance Indicators:

- Complete the review and distribute the newly revised Safety and Loss Control Manual. The Safety Committee is recommending these new programs be established to provide greater employee awareness of safety procedures. **Target met.**
- Invite a Department Director to attend a Safety Committee meeting quarterly. **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                 | COMMITTEE               | COUNCIL                 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                         | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                         | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Beginning Balance       | <u>775,676</u>          | <u>848,040</u>          | <u>845,485</u>          | <u>942,212</u>          | <u>942,212</u>          | <u>942,212</u>          |
| Current Resources       |                         |                         |                         |                         |                         |                         |
| Activity Generated      |                         |                         |                         |                         |                         |                         |
| Internal Billings       | 286,205                 | 258,342                 | 300,000                 | 294,793                 | 294,793                 | 294,793                 |
| Interest                | 17,697                  | 9,395                   | 5,500                   | 7,800                   | 7,800                   | 7,800                   |
| Other Revenue           | <u>3,265</u>            | <u>7,054</u>            | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| Total Current Resources | <u>307,167</u>          | <u>274,791</u>          | <u>305,500</u>          | <u>302,593</u>          | <u>302,593</u>          | <u>302,593</u>          |
| <b>Total Resources</b>  | <b><u>1,082,843</u></b> | <b><u>1,122,831</u></b> | <b><u>1,150,985</u></b> | <b><u>1,244,805</u></b> | <b><u>1,244,805</u></b> | <b><u>1,244,805</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 21,461                  | 12,742                  | 28,313                  | 23,080                  | 23,080                  | 23,080                  |
| Materials & Supplies      | 2,805                   | 3,171                   | 6,050                   | 6,050                   | 6,050                   | 6,050                   |
| Contractual/Prof Services | 209,232                 | 118,575                 | 389,001                 | 372,293                 | 372,293                 | 372,293                 |
| Direct Charges            | 1,305                   | 744                     | 3,752                   | 2,088                   | 2,088                   | 2,088                   |
| Contingencies             | 0                       | 0                       | 500,000                 | 500,000                 | 500,000                 | 500,000                 |
| Ending Balance            | <u>848,040</u>          | <u>987,599</u>          | <u>223,869</u>          | <u>341,294</u>          | <u>341,294</u>          | <u>341,294</u>          |
| <b>Total Requirements</b> | <b><u>1,082,843</u></b> | <b><u>1,122,831</u></b> | <b><u>1,150,985</u></b> | <b><u>1,244,805</u></b> | <b><u>1,244,805</u></b> | <b><u>1,244,805</u></b> |

## Program: Support Services – Workers’ Compensation Insurance

### Personnel

|                               | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|-------------------------------|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| City Attorney                 |                      |                      |                      |                                    |                                     |                                  |
| From: Legal Services          | 0.10                 | 0.10                 | 0.05                 | 0.050*                             | 0.050*                              | 0.050*                           |
| Assistant City Attorney       |                      |                      |                      |                                    |                                     |                                  |
| From: Legal Services          | 0.02                 | 0.02                 | 0.025                | 0.025*                             | 0.025*                              | 0.025*                           |
| Assistant City Manager        |                      |                      |                      |                                    |                                     |                                  |
| From: Management              | 0.00                 | 0.00                 | 0.00                 | 0.020                              | 0.020                               | 0.020                            |
| HR Analyst                    |                      |                      |                      |                                    |                                     |                                  |
| From: Human Resources         | 0.00                 | 0.00                 | 0.00                 | 0.125                              | 0.125                               | 0.125                            |
| Office Assistant II           |                      |                      |                      |                                    |                                     |                                  |
| From: Legal Services          | 0.40                 | 0.125                | 0.255                | 0.000                              | 0.000                               | 0.000                            |
| Department Support Technician |                      |                      |                      |                                    |                                     |                                  |
| From: Legal Services          | <u>0.00</u>          | <u>0.00</u>          | <u>0.00</u>          | <u>0.106</u>                       | <u>0.106</u>                        | <u>0.106</u>                     |
| <b>Total Positions</b>        | <b><u>0.52</u></b>   | <b><u>0.245</u></b>  | <b><u>0.33</u></b>   | <b><u>0.326</u></b>                | <b><u>0.326</u></b>                 | <b><u>0.326</u></b>              |
| Total Un-Funded Positions*    | 0.00                 | 0.000                | 0.00                 | 0.000                              | 0.000                               | 0.000                            |
| <b>Total Funded Positions</b> | <b><u>0.52</u></b>   | <b><u>0.245</u></b>  | <b><u>0.33</u></b>   | <b><u>0.326</u></b>                | <b><u>0.326</u></b>                 | <b><u>0.326</u></b>              |

| <b>* Note the following are funded under Contractual Services instead of Personal Services:</b> |      |      |      |       |       |       |
|---|------|------|------|-------|-------|-------|
| City Attorney   | 0.00 | 0.00 | 0.00 | 0.050 | 0.050 | 0.050 |
| Assistant City Attorney   | 0.00 | 0.00 | 0.00 | 0.025 | 0.025 | 0.025 |

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY'11 budget process. Previously part-time staff were listed under "Part Time/Seasonal Hours". This has been changed to Temporary/Seasonal Hours and will only reflect projected hours for temporary/seasonal staff.

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## Program: Support Services – General Insurance

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### Services Delivered:

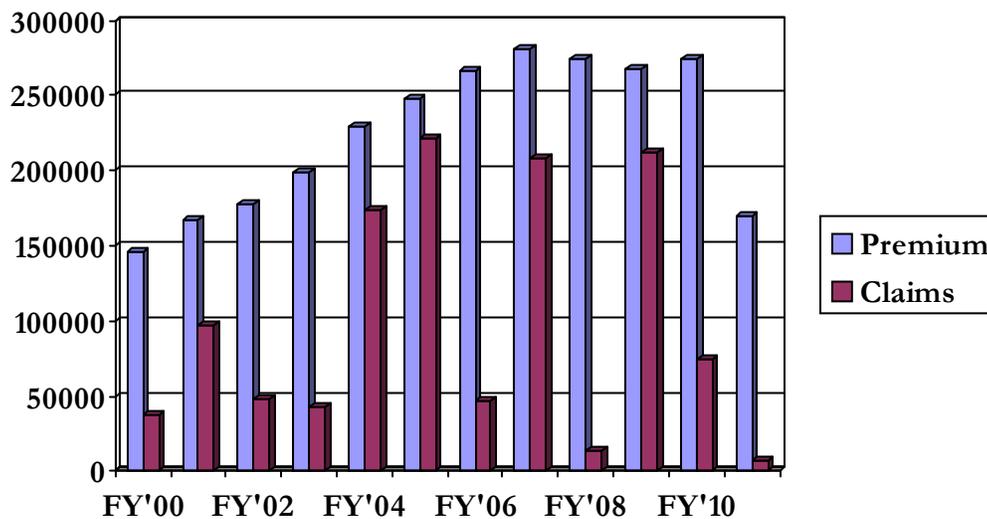
This activity accounts for general insurance, excluding workers' compensation. Charges to departments have been specifically adjusted to represent costs on a pro-rate basis using premium costs from City County Insurance Services as the primary emphasis. Costs to manage this activity have been paid from the fund balance.

### FY'12 Anticipated Accomplishments:

- Work with Wilson-Heirgood Risk Management Consulting services to improve risk management by reviewing and monitoring City activities and exposures to be covered.
- 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.
- Provide one Risk Management training to all levels of management.

### Budget Highlights:

The City continues to use City County Insurance Services to ensure long-term insurance viability. At its December 2010 meeting, the CIS Board of Trustees closed out older program years and declared the \$4.496 million distribution. As an eligible member, the City of Grants Pass received a \$95,083 portion of the distribution in the form of credits towards the cost of CIS coverage in FY11-12. CIS will not be able to provide final premium costs prior to budget preparation. However, preliminary figures from CIS are estimated to result in the rates to remain stable for general liability.



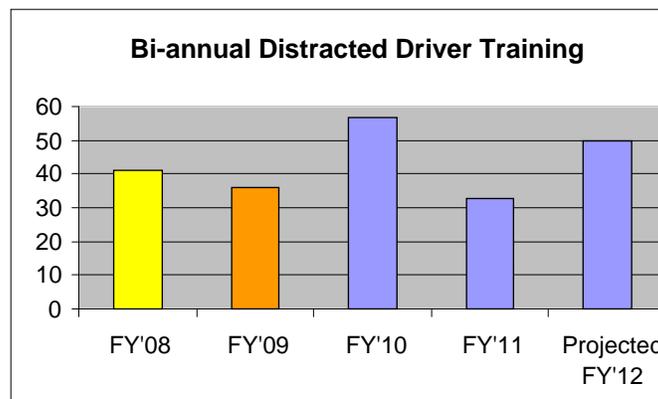
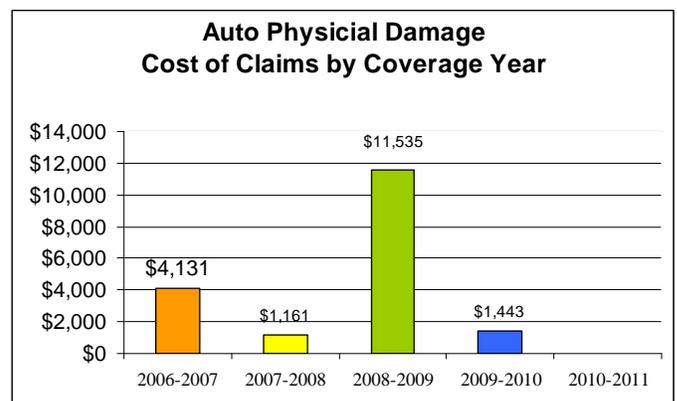
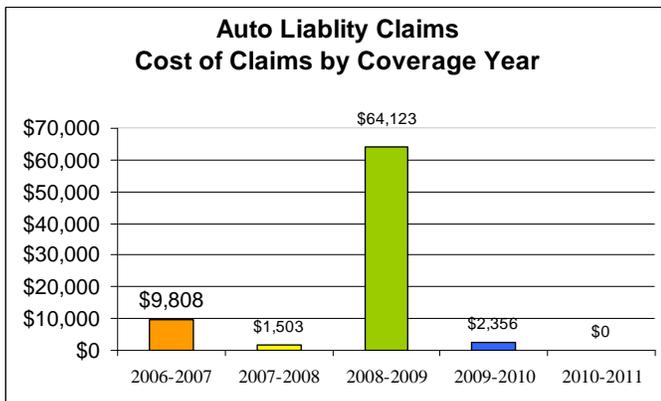
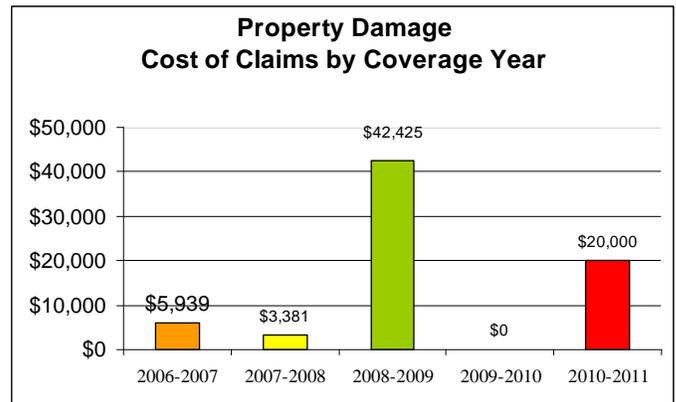
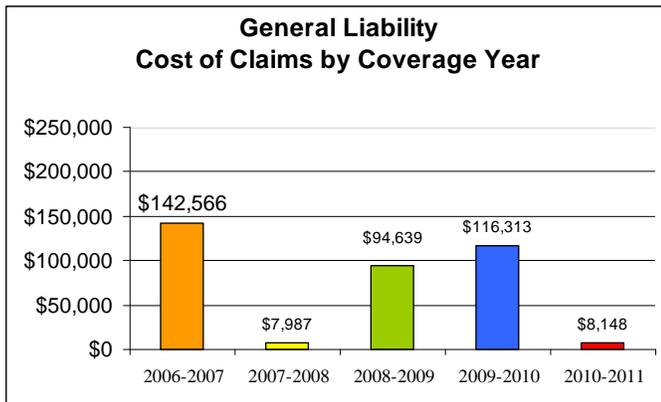
### FY'11 Activity Review:

During FY'11, this activity identified aggressive risk management as key in keeping the cost of coverage as low as possible. In September 2009, we contracted 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.

# Program: Support Services – General Insurance

## FY'11 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               |
|-------------------------|-----------------------|-----------------------|-------------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                 | FY'10                 | FY'11                   | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                    | \$                    | \$                      | FY'12                 | FY'12                 | FY'12                 |
| Beginning Balance       | <u>394,187</u>        | <u>417,260</u>        | <u>474,337</u>          | <u>450,000</u>        | <u>450,000</u>        | <u>450,000</u>        |
| Current Resources       |                       |                       |                         |                       |                       |                       |
| Activity Generated      |                       |                       |                         |                       |                       |                       |
| Internal Billings       | 464,576               | 476,752               | 434,719                 | 394,291               | 394,291               | 394,291               |
| Interest                | 6,660                 | 4,428                 | 2,500                   | 2,500                 | 2,500                 | 2,500                 |
| Redwood Sewer District  | 2,282                 | 2,164                 | 1,970                   | 1,784                 | 1,784                 | 1,784                 |
| Loan Repayments         | 2,275                 | 995                   | 0                       | 0                     | 0                     | 0                     |
| Other Revenue           | <u>0</u>              | <u>3,523</u>          | <u>125,426</u>          | <u>95,083</u>         | <u>95,083</u>         | <u>95,083</u>         |
| Total Current Resources | <u>475,793</u>        | <u>487,862</u>        | <u>564,615</u>          | <u>493,658</u>        | <u>493,658</u>        | <u>493,658</u>        |
| <b>Total Resources</b>  | <b><u>869,980</u></b> | <b><u>905,122</u></b> | <b><u>1,038,952</u></b> | <b><u>943,658</u></b> | <b><u>943,658</u></b> | <b><u>943,658</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                  | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-------------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                   | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                      | FY'12                 | FY'12                 | FY'12                 |
| Personal Services         | 26,123                | 17,885                | 46,472                  | 25,796                | 25,796                | 25,796                |
| Materials & Supplies      | 15                    | 0                     | 1,050                   | 1,050                 | 1,050                 | 1,050                 |
| Contractual/Prof Services | 422,666               | 374,231               | 435,765                 | 477,235               | 477,235               | 477,235               |
| Direct Charges            | 3,916                 | 2,338                 | 3,752                   | 2,088                 | 2,088                 | 2,088                 |
| Contingencies             | 0                     | 0                     | 75,000                  | 437,489               | 437,489               | 437,489               |
| Ending Balance            | <u>417,260</u>        | <u>510,668</u>        | <u>476,913</u>          | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>869,980</u></b> | <b><u>905,122</u></b> | <b><u>1,038,952</u></b> | <b><u>943,658</u></b> | <b><u>943,658</u></b> | <b><u>943,658</u></b> |

## Program: Support Services – General Insurance

### Personnel

|                               | BUDGET              | BUDGET              | BUDGET              | MANAGER             | COMMITTEE           | COUNCIL             |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                               | FY'09               | FY'10               | FY'11               | RECOMMEND           | APPROVED            | ADOPTED             |
|                               | #                   | #                   | #                   | FY'12               | FY'12               | FY'12               |
|                               | #                   | #                   | #                   | #                   | #                   | #                   |
| City Attorney                 |                     |                     |                     |                     |                     |                     |
| From: Legal Services          | 0.100               | 0.100               | 0.100               | 0.100*              | 0.100*              | 0.100*              |
| Assistant City Attorney       |                     |                     |                     |                     |                     |                     |
| From: Legal                   | 0.020               | 0.020               | 0.050               | 0.050*              | 0.050*              | 0.050*              |
| Office Assistant II           |                     |                     |                     |                     |                     |                     |
| From: Legal Services          | 0.110               | 0.125               | 0.340               | 0.000               | 0.000               | 0.000               |
| Department Support Tech       |                     |                     |                     |                     |                     |                     |
| From: Legal Services          | 0.00                | 0.00                | 0.00                | 0.289               | 0.289               | 0.289               |
| 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>        |
| <b>Total Positions</b>        | <b><u>0.280</u></b> | <b><u>0.295</u></b> | <b><u>0.540</u></b> | <b><u>0.489</u></b> | <b><u>0.489</u></b> | <b><u>0.489</u></b> |
| Total Un-Funded Positions*    | 0.000               | 0.000               | 0.000               | 0.000               | 0.000               | 0.000               |
| <b>Total Funded Positions</b> | <b><u>0.280</u></b> | <b><u>0.295</u></b> | <b><u>0.540</u></b> | <b><u>0.489</u></b> | <b><u>0.489</u></b> | <b><u>0.489</u></b> |

**\* Note the following are funded under Contractual Services instead of Personal Services:**

|                         |      |      |      |       |       |       |
|-------------------------|------|------|------|-------|-------|-------|
| City Attorney           | 0.00 | 0.00 | 0.00 | 0.100 | 0.100 | 0.100 |
| Assistant City Attorney | 0.00 | 0.00 | 0.00 | 0.050 | 0.050 | 0.050 |

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## Program: Support Services – Benefits Administration

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### Services Delivered:

This activity accounts for health insurance and PERS collections and payments.

### FY'12 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 2011 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 2012, as the existing contract expires December 31, 2011. Programs to encourage the wellness of our employees will continue to be introduced.

### FY'12 Performance Measurements:

- Employee Health Committee will review and evaluate alternative health insurance policies and plan design concepts. **Goal: Leadership**
- Develop a Wellness Program. **Goal: Leadership**

### Budget Highlights:

Departments are billed monthly \$20 per employee for a Self Health fund. 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'11 Activity Review:

The Health Insurance Committee reconvened and worked with our Agents of Record reviewing proposals and options from several providers. The committee recommended to management the renewal of the health care contract for calendar year 2011 with PacificSource, with 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 5% 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 medical premium increase of only 5.6% for 2012, largely based on the low experience rating the City had in 2010, is evidence that City employees are taking control of their health expenses, which a high deductible/HRA option encourages.

A Benefit Fair was held in the fall of 2010. It included wellness testing and flu shots. Benefit representatives were onsite to answer employee questions. Through a new program with PacificSource, a weight loss group was formed.

### FY'11 Performance Indicators:

- Employee Health Committee will review and evaluate alternative health insurance policies and plan design concepts. **Goal #VII Target met.**
- Develop a Wellness Program. **Goal #VII Target not met.** (This is an ongoing process. Working towards this goal, the City held a Benefit Fair and a weight loss program was begun.)

## Program: Support Services – Benefits Administration

### Financial Summary

| Resources               | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                         | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                         | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Beginning Balance       | <u>901,277</u>          | <u>937,482</u>          | <u>1,075,878</u>        | <u>1,443,960</u>        | <u>1,443,960</u>        | <u>1,443,960</u>        |
| Current Resources       |                         |                         |                         |                         |                         |                         |
| Activity Generated      |                         |                         |                         |                         |                         |                         |
| Internal Billings       | 2,669,774               | 195,529                 | 375,300                 | 142,680                 | 142,680                 | 142,680                 |
| Interest                | 19,750                  | 10,402                  | 5,200                   | 8,600                   | 8,600                   | 8,600                   |
| Other Revenue           | <u>72,711</u>           | <u>1,408</u>            | <u>0</u>                | <u>5,000</u>            | <u>5,000</u>            | <u>5,000</u>            |
| Total Current Resources | <u>2,762,235</u>        | <u>207,339</u>          | <u>380,500</u>          | <u>156,280</u>          | <u>156,280</u>          | <u>156,280</u>          |
| <b>Total Resources</b>  | <b><u>3,663,512</u></b> | <b><u>1,144,821</u></b> | <b><u>1,456,378</u></b> | <b><u>1,600,240</u></b> | <b><u>1,600,240</u></b> | <b><u>1,600,240</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                   | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                      | \$                      | \$                      | \$                      | \$                      |
| Personal Services         | 30,638                  | 24,005                  | 39,780                  | 31,600                  | 31,600                  | 31,600                  |
| Materials & Supplies      | 0                       | 97                      | 1,900                   | 1,900                   | 1,900                   | 1,900                   |
| Contractual/Prof Services | 2,695,392               | 5,329                   | 10,250                  | 10,250                  | 10,250                  | 10,250                  |
| Contingencies             | 0                       | 0                       | 25,000                  | 25,000                  | 25,000                  | 25,000                  |
| Ending Balance            | <u>937,482</u>          | <u>1,115,390</u>        | <u>1,379,448</u>        | <u>1,531,490</u>        | <u>1,531,490</u>        | <u>1,531,490</u>        |
| <b>Total Requirements</b> | <b><u>3,663,512</u></b> | <b><u>1,144,821</u></b> | <b><u>1,456,378</u></b> | <b><u>1,600,240</u></b> | <b><u>1,600,240</u></b> | <b><u>1,600,240</u></b> |

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

# 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<br>FY'09<br>\$   | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources  | <u>5,657,438</u>        | <u>4,631,042</u>        | <u>6,402,961</u>        | <u>5,973,605</u>                    | <u>5,973,605</u>                     | <u>5,973,605</u>                  |
| <b>Total Resources</b>       | <b><u>5,657,438</u></b> | <b><u>4,631,042</u></b> | <b><u>6,402,961</u></b> | <b><u>5,973,605</u></b>             | <b><u>5,973,605</u></b>              | <b><u>5,973,605</u></b>           |
| Requirements                 |                         |                         |                         |                                     |                                      |                                   |
| Transient Room Tax Fund      | 970,562                 | 941,157                 | 918,601                 | 986,815                             | 986,815                              | 986,815                           |
| Bancroft Bond Fund           | 1,061,341               | 199,652                 | 631,141                 | 660,000                             | 660,000                              | 660,000                           |
| General Obligation Bond Fund | 1,147,113               | 987,936                 | 1,533,170               | 1,046,870                           | 1,046,870                            | 1,046,870                         |
| Industrial Loan Fund         | 1,000,795               | 1,008,924               | 987,615                 | 995,293                             | 995,293                              | 995,293                           |
| CD Block Grant Fund          | 907,383                 | 927,405                 | 1,844,311               | 1,863,551                           | 1,863,551                            | 1,863,551                         |
| Environmental Fees           | 244,743                 | 237,098                 | 210,000                 | 218,300                             | 218,300                              | 218,300                           |
| Trust Fund                   | <u>325,501</u>          | <u>328,870</u>          | <u>278,123</u>          | <u>202,776</u>                      | <u>202,776</u>                       | <u>202,776</u>                    |
| <b>Total Requirements</b>    | <b><u>5,657,438</u></b> | <b><u>4,631,042</u></b> | <b><u>6,402,961</u></b> | <b><u>5,973,605</u></b>             | <b><u>5,973,605</u></b>              | <b><u>5,973,605</u></b>           |

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## **Program: Auxiliary Services – Transient Room Tax Fund**

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### **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 and industry analysts believe things have stabilized and will begin to turn around. Given that FY'11 appears on track to match FY'10, the revenue estimate for Transient Room Tax in the FY'12 Budget reflects a slight increase over FY'11. This will allow flexibility in transferring to programs should the revenues increase. Actual transfers to programs will be driven by actual receipts.

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## Program: Auxiliary Services – Transient Room Tax Fund

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### Financial Summary

| Resources               | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Beginning Balance       | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| Current Resources       |                       |                       |                       |                       |                       |                       |
| Activity Generated      |                       |                       |                       |                       |                       |                       |
| Transient Occupancy Tax | 970,446               | 940,765               | 918,601               | 986,815               | 986,815               | 986,815               |
| Interest                | <u>116</u>            | <u>392</u>            | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| Total Current Resources | <u>970,562</u>        | <u>941,157</u>        | <u>918,601</u>        | <u>986,815</u>        | <u>986,815</u>        | <u>986,815</u>        |
| <b>Total Resources</b>  | <b><u>970,562</u></b> | <b><u>941,157</u></b> | <b><u>918,601</u></b> | <b><u>986,815</u></b> | <b><u>986,815</u></b> | <b><u>986,815</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Contractual/Prof Services | 2,965                 | 3,060                 | 2,985                 | 3,015                 | 3,015                 | 3,015                 |
| Direct Charges            | 12,812                | 13,198                | 13,500                | 13,500                | 13,500                | 13,500                |
| Contingencies             | 0                     | 0                     | 0                     | 35,000                | 35,000                | 35,000                |
| Transfers Out             | <u>954,785</u>        | <u>924,899</u>        | <u>902,116</u>        | <u>935,300</u>        | <u>935,300</u>        | <u>935,300</u>        |
| <b>Total Requirements</b> | <b><u>970,562</u></b> | <b><u>941,157</u></b> | <b><u>918,601</u></b> | <b><u>986,815</u></b> | <b><u>986,815</u></b> | <b><u>986,815</u></b> |

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## **Program: Auxiliary Services – Debt Service/Bancroft Bonds**

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### **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'12 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'12.

### **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'11 Activity Review:**

All bond debt was extinguished in FY'03 and the remaining debt has been self-financed via internal borrowings.

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## Program: Auxiliary Services – Debt Service/Bancroft Bonds

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### Financial Summary

| Resources               | ACTUAL                  | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-------------------------|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                   | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                      | \$                    | \$                    | \$                    | \$                    | \$                    |
| Beginning Balance       | <u>153,740</u>          | <u>(242,901)</u>      | <u>(28,859)</u>       | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| Current Resources       |                         |                       |                       |                       |                       |                       |
| Activity Generated      |                         |                       |                       |                       |                       |                       |
| Interest                | 11,025                  | (265)                 | 0                     | 0                     | 0                     | 0                     |
| Assessment Principal    | 795,947                 | 374,550               | 130,000               | 130,000               | 130,000               | 130,000               |
| Assessment Interest     | 100,629                 | 68,268                | 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>        |
| Total Current Resources | <u>907,601</u>          | <u>442,553</u>        | <u>660,000</u>        | <u>660,000</u>        | <u>660,000</u>        | <u>660,000</u>        |
| <b>Total Resources</b>  | <b><u>1,061,341</u></b> | <b><u>199,652</u></b> | <b><u>631,141</u></b> | <b><u>660,000</u></b> | <b><u>660,000</u></b> | <b><u>660,000</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                   | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                      | \$                    | \$                    | \$                    | \$                    | \$                    |
| Contractual/Prof Services | 32,106                  | 10,481                | 30,800                | 46,200                | 46,200                | 46,200                |
| Direct Charges            | 10,000                  | 10,000                | 10,000                | 10,000                | 10,000                | 10,000                |
| Debt Service              | 0                       | 0                     | 90,341                | 103,800               | 103,800               | 103,800               |
| Transfers Out             | 1,262,136               | 0                     | 500,000               | 500,000               | 500,000               | 500,000               |
| Ending Balance            | <u>(242,901)</u>        | <u>179,171</u>        | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>1,061,341</u></b> | <b><u>199,652</u></b> | <b><u>631,141</u></b> | <b><u>660,000</u></b> | <b><u>660,000</u></b> | <b><u>660,000</u></b> |

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## **Program: Auxiliary Services – Debt Service/General Obligation Bonds**

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### **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'12 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'11 was 0.4066/\$1000 assessed value and a similar rate is expected for FY'12.

### **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'11 Activity Review:**

Tax collections and debt service payments followed the long-term schedule during the year. The bonded Public Safety projects were completed during the year and there were left over bond proceeds. A defeasance of \$405,000 of principal occurred this year which will reduce the final bond payment for tax-payers and annual interest payments.

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**Program: Auxiliary Services – Debt Service/General Obligation Bonds**

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***Financial Summary***

| Resources               | ACTUAL                  | ACTUAL                | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|-------------------------|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                         | FY'09                   | FY'10                 | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                         | \$                      | \$                    | \$                      | \$                      | \$                      | \$                      |
| Beginning Balance       | <u>42,169</u>           | <u>60,113</u>         | <u>66,470</u>           | <u>66,570</u>           | <u>66,570</u>           | <u>66,570</u>           |
| Current Resources       |                         |                       |                         |                         |                         |                         |
| Activity Generated      |                         |                       |                         |                         |                         |                         |
| Property Taxes          | 1,103,998               | 927,772               | 966,600                 | 980,200                 | 980,200                 | 980,200                 |
| Interest                | 946                     | 51                    | 100                     | 100                     | 100                     | 100                     |
| Transfers In            | <u>0</u>                | <u>0</u>              | <u>500,000</u>          | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| Total Current Resources | <u>1,104,944</u>        | <u>927,823</u>        | <u>1,466,700</u>        | <u>980,300</u>          | <u>980,300</u>          | <u>980,300</u>          |
| <b>Total Resources</b>  | <b><u>1,147,113</u></b> | <b><u>987,936</u></b> | <b><u>1,533,170</u></b> | <b><u>1,046,870</u></b> | <b><u>1,046,870</u></b> | <b><u>1,046,870</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                   | FY'10                 | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                      | \$                    | \$                      | \$                      | \$                      | \$                      |
| Debt Service              | 1,087,000               | 919,000               | 1,466,600               | 980,200                 | 980,200                 | 980,200                 |
| Ending Balance            | <u>60,113</u>           | <u>68,936</u>         | <u>66,570</u>           | <u>66,670</u>           | <u>66,670</u>           | <u>66,670</u>           |
| <b>Total Requirements</b> | <b><u>1,147,113</u></b> | <b><u>987,936</u></b> | <b><u>1,533,170</u></b> | <b><u>1,046,870</u></b> | <b><u>1,046,870</u></b> | <b><u>1,046,870</u></b> |

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## **Program: Auxiliary Services – Industrial and Downtown Loan Fund**

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### **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'12 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'12 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.

### **FY'11 Activity Review:**

No new loans were processed in FY'11. The Council moved \$50,000 to the Micro-loan program. That program will target small loans to small businesses.

### **FY'11 Performance Indicators:**

- All existing loan payments will remain current. **Target met.**
- Two loan applications will be processed. **Target not met, no applications were submitted.**

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## Program: Auxiliary Services – Industrial and Downtown Loan Fund

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### Financial Summary

| Resources               | ACTUAL                  | ACTUAL                  | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-------------------------|-------------------------|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                   | FY'10                   | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                      | \$                      | \$                    | \$                    | \$                    | \$                    |
| Beginning Balance       | <u>977,696</u>          | <u>995,795</u>          | <u>976,800</u>        | <u>979,738</u>        | <u>979,738</u>        | <u>979,738</u>        |
| Current Resources       |                         |                         |                       |                       |                       |                       |
| Activity Generated      |                         |                         |                       |                       |                       |                       |
| Interest                | 20,331                  | 10,092                  | 6,555                 | 6,445                 | 6,445                 | 6,445                 |
| Loan Repayments         | 2,768                   | 3,037                   | 4,110                 | 8,960                 | 8,960                 | 8,960                 |
| Other Revenue           | <u>0</u>                | <u>0</u>                | <u>150</u>            | <u>150</u>            | <u>150</u>            | <u>150</u>            |
| Total Current Resources | <u>23,099</u>           | <u>13,129</u>           | <u>10,815</u>         | <u>15,555</u>         | <u>15,555</u>         | <u>15,555</u>         |
| <b>Total Resources</b>  | <b><u>1,000,795</u></b> | <b><u>1,008,924</u></b> | <b><u>987,615</u></b> | <b><u>995,293</u></b> | <b><u>995,293</u></b> | <b><u>995,293</u></b> |

| Requirements              | ACTUAL                  | ACTUAL                  | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-------------------------|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                   | FY'10                   | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                      | \$                      | \$                    | \$                    | \$                    | \$                    |
| Contractual/Prof Services | 0                       | 30,000                  | 200,000               | 250,000               | 250,000               | 250,000               |
| Contingencies             | 0                       | 0                       | 782,615               | 740,293               | 740,293               | 740,293               |
| Transfers Out             | 5,000                   | 5,000                   | 5,000                 | 5,000                 | 5,000                 | 5,000                 |
| Ending Balance            | <u>995,795</u>          | <u>973,924</u>          | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>1,000,795</u></b> | <b><u>1,008,924</u></b> | <b><u>987,615</u></b> | <b><u>995,293</u></b> | <b><u>995,293</u></b> | <b><u>995,293</u></b> |

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## **Program: Auxiliary Services – Community Development Block Grant Fund**

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### **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'12 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 their Transportation System Development Charges, as part of an economic incentive program.

### **Budget Highlights:**

The FY'12 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'11 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.

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**Program: Auxiliary Services – Community Development Block Grant Fund**

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***Financial Summary***

| Resources                  | ACTUAL                | ACTUAL                | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|----------------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                            | FY'09                 | FY'10                 | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                            | \$                    | \$                    | \$                      | \$                      | \$                      | \$                      |
| Beginning Balance          | <u>861,573</u>        | <u>904,192</u>        | <u>922,200</u>          | <u>941,481</u>          | <u>941,481</u>          | <u>941,481</u>          |
| Current Resources          |                       |                       |                         |                         |                         |                         |
| Activity Generated         |                       |                       |                         |                         |                         |                         |
| Community Dev. Block Grant | 0                     | 0                     | 900,000                 | 900,000                 | 900,000                 | 900,000                 |
| Loan Fees                  | 100                   | 0                     | 0                       | 0                       | 0                       | 0                       |
| Interest                   | 24,033                | 13,088                | 8,935                   | 8,670                   | 8,670                   | 8,670                   |
| Loan Repayments            | <u>21,677</u>         | <u>10,125</u>         | <u>13,176</u>           | <u>13,400</u>           | <u>13,400</u>           | <u>13,400</u>           |
| Total Current Resources    | <u>45,810</u>         | <u>23,213</u>         | <u>922,111</u>          | <u>922,070</u>          | <u>922,070</u>          | <u>922,070</u>          |
| <b>Total Resources</b>     | <b><u>907,383</u></b> | <b><u>927,405</u></b> | <b><u>1,844,311</u></b> | <b><u>1,863,551</u></b> | <b><u>1,863,551</u></b> | <b><u>1,863,551</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                  | MANAGER                 | COMMITTEE               | COUNCIL                 |
|---------------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | FY'09                 | FY'10                 | FY'11                   | RECOMMEND               | APPROVED                | ADOPTED                 |
|                           | \$                    | \$                    | \$                      | \$                      | \$                      | \$                      |
| Contractual/Prof Services | 3,191                 | 2,236                 | 114,500                 | 25,400                  | 25,400                  | 25,400                  |
| Capital Outlay            | 0                     | 0                     | 900,000                 | 900,000                 | 900,000                 | 900,000                 |
| Contingencies             | 0                     | 0                     | 829,811                 | 863,151                 | 863,151                 | 863,151                 |
| Transfers Out             | 0                     | 0                     | 0                       | 75,000                  | 75,000                  | 75,000                  |
| Ending Balance            | <u>904,192</u>        | <u>925,169</u>        | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>Total Requirements</b> | <b><u>907,383</u></b> | <b><u>927,405</u></b> | <b><u>1,844,311</u></b> | <b><u>1,863,551</u></b> | <b><u>1,863,551</u></b> | <b><u>1,863,551</u></b> |

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## **Program: Auxiliary Services – Environmental Waste Fees Fund**

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### **Services Delivered:**

The Solid Waste Franchise Agreements with Grants Pass Sanitation 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.

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**Program: Auxiliary Services – Environmental Waste Fees Fund**

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***Financial Summary***

| Resources               | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Beginning Balance       | <u>121</u>            | <u>121</u>            | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| Current Resources       |                       |                       |                       |                       |                       |                       |
| Activity Generated      |                       |                       |                       |                       |                       |                       |
| Landfill Fees           | <u>244,622</u>        | <u>236,977</u>        | <u>210,000</u>        | <u>218,300</u>        | <u>218,300</u>        | <u>218,300</u>        |
| Total Current Resources | <u>244,622</u>        | <u>236,977</u>        | <u>210,000</u>        | <u>218,300</u>        | <u>218,300</u>        | <u>218,300</u>        |
| <b>Total Resources</b>  | <b><u>244,743</u></b> | <b><u>237,098</u></b> | <b><u>210,000</u></b> | <b><u>218,300</u></b> | <b><u>218,300</u></b> | <b><u>218,300</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Contractual/Prof Services | 244,622               | 224,818               | 210,000               | 218,300               | 218,300               | 218,300               |
| Ending Balance            | <u>121</u>            | <u>12,280</u>         | <u>0</u>              | <u>0</u>              | <u>0</u>              | <u>0</u>              |
| <b>Total Requirements</b> | <b><u>244,743</u></b> | <b><u>237,098</u></b> | <b><u>210,000</u></b> | <b><u>218,300</u></b> | <b><u>218,300</u></b> | <b><u>218,300</u></b> |

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## **Program: Auxiliary Services – Agency Fund**

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### **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.

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**Program: Auxiliary Services – Agency Fund**

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***Financial Summary***

| Resources               | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                         | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                         | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Beginning Balance       | <u>303,913</u>        | <u>319,401</u>        | <u>268,123</u>        | <u>178,776</u>        | <u>178,776</u>        | <u>178,776</u>        |
| Current Resources       |                       |                       |                       |                       |                       |                       |
| Activity Generated      |                       |                       |                       |                       |                       |                       |
| Interest                | <u>21,588</u>         | <u>9,469</u>          | <u>10,000</u>         | <u>24,000</u>         | <u>24,000</u>         | <u>24,000</u>         |
| Total Current Resources | <u>21,588</u>         | <u>9,469</u>          | <u>10,000</u>         | <u>24,000</u>         | <u>24,000</u>         | <u>24,000</u>         |
| <b>Total Resources</b>  | <b><u>325,501</u></b> | <b><u>328,870</u></b> | <b><u>278,123</u></b> | <b><u>202,776</u></b> | <b><u>202,776</u></b> | <b><u>202,776</u></b> |

| Requirements              | ACTUAL                | ACTUAL                | BUDGET                | MANAGER               | COMMITTEE             | COUNCIL               |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | FY'09                 | FY'10                 | FY'11                 | RECOMMEND             | APPROVED              | ADOPTED               |
|                           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    |
| Contractual/Prof Services | 0                     | 48,745                | 140,000               | 25,000                | 25,000                | 25,000                |
| Direct Charges            | 6,100                 | 6,100                 | 6,100                 | 6,100                 | 6,100                 | 6,100                 |
| Ending Balance            | <u>319,401</u>        | <u>274,025</u>        | <u>132,023</u>        | <u>171,676</u>        | <u>171,676</u>        | <u>171,676</u>        |
| <b>Total Requirements</b> | <b><u>325,501</u></b> | <b><u>328,870</u></b> | <b><u>278,123</u></b> | <b><u>202,776</u></b> | <b><u>202,776</u></b> | <b><u>202,776</u></b> |

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

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# CAPITAL IMPROVEMENT PROJECTS

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## ACTIVITIES

### \* Lands & Buildings Projects

## DESCRIPTION

This Lands & Buildings Capital Improvement Projects program accounts for the purchase of property, construction of buildings, major repair and replacement projects for the City's park land and facilities.

|                             | ACTUAL<br>FY'09<br>\$    | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|-----------------------------|--------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Program Generated Resources |                          |                         |                         |                                     |                                      |                                   |
| Capital Construction        | 10,103,769               | 6,228,919               | 8,569,539               | 8,338,470                           | 8,293,470                            | 8,293,470                         |
| <b>Total Resources</b>      | <b><u>10,103,769</u></b> | <b><u>6,228,919</u></b> | <b><u>8,569,539</u></b> | <b><u>8,338,470</u></b>             | <b><u>8,293,470</u></b>              | <b><u>8,293,470</u></b>           |
| Requirements                |                          |                         |                         |                                     |                                      |                                   |
| Capital Construction        | 10,103,769               | 6,228,919               | 8,569,539               | 8,338,470                           | 8,293,470                            | 8,293,470                         |
| <b>Total Requirements</b>   | <b><u>10,103,769</u></b> | <b><u>6,228,919</u></b> | <b><u>8,569,539</u></b> | <b><u>8,338,470</u></b>             | <b><u>8,293,470</u></b>              | <b><u>8,293,470</u></b>           |

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## Program: Capital Construction - Lands & Buildings Projects

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### 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:

|   | BUDGET<br>FY'09<br># | BUDGET<br>FY'10<br># | BUDGET<br>FY'11<br># | MANAGER<br>RECOMMEND<br>FY'12<br># | COMMITTEE<br>APPROVED<br>FY'12<br># | COUNCIL<br>ADOPTED<br>FY'12<br># |
|---|----------------------|----------------------|----------------------|------------------------------------|-------------------------------------|----------------------------------|
| Property Management Coordinator<br>from Property Management | 0.00                 | 0.00                 | 0.15                 | 0.00                               | 0.00                                | 0.00                             |

### 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 majority of new projects address technology improvements, building and safety improvements, and specific Council requests. There is a need to focus on technology related improvements to replace failing systems, improved service delivery, and provide long-term benefit. Some projects have specific dedicated funding sources and others are proposed to be funded from a variety of sources. The proposed projects include:

- Replace the Computer Aided Dispatch equipment to ensure continued 9-1-1 and dispatch service.
- Replace Mobile Data Terminals in public safety vehicles to ensure continued and improved data transfer with officers and fire fighters in the field.
- Upgrade Connectivity for data and phone systems.
- Microsoft and primary financial software upgrades for office systems.
- Replacement of major data-network hardware and software components that have reached end-of-lifecycle.
- Riverside park gazebo replacement.
- Hillcrest fire station seismic rehabilitation.
- Performance audit.

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## **Program: Capital Construction - Lands & Buildings Projects**

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### **Budget Highlights:**

Projects completed in FY'11 include: Public Safety bond project, final payment for the Redwood park property and Redwood park phase 2, Rogue path and Tussing park, Reinhart park – River Vista, Performance audit (Engineering), and E-mail system migration and technology improvements.

The City continues to look for grants where possible to fund capital projects (Neighborhood Planning Traffic Plan (LBXXX7), Hillcrest Fire Station Seismic Rehabilitation (LBXXX2)), and use dedicated funding sources such as Parks System Development Charges and PEG funding sources for dedicated source projects. There are 13 proposed projects, labeled LBXXX1 through LBXXX13.

A majority of the non-dedicated funding is recommended to be used to replace and update technology issues such as computer hardware and software that serves public safety and the rest of the City organization.

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 a small remaining balance from the Grants Pass Redevelopment Agency.

The Active Capital Project list includes projects coming to a close in FY'11, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the “Actual resources through FY'10”; the re-assessed resource needs of projects using current data for the “Revised FY'11” column, guiding our “Recommended FY'12” and resources estimated “Through FY'12”. 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: Capital Construction - Lands & Buildings Projects

### ALL ACTIVE CAPITAL PROJECT RESOURCES

|        |   | Actual<br>Through<br>FY'10 | Revised<br>FY'11 | Adopted<br>FY'12 | Total<br>Through<br>FY'12 | Future<br>Years | Total<br>Project |
|--------|---|----------------------------|------------------|------------------|---------------------------|-----------------|------------------|
| LB4245 | Property Acquisition for Muni Parking     | 114,843                    | 600              | 600              | 116,043                   | 0               | 116,043          |
| LB4261 | Tussing Park Development                  | 494,248                    | 0                | 179,000          | 673,248                   | 0               | 673,248          |
| LB4377 | Municipal Building Land Fund              | 592,564                    | 3,000            | 0                | 595,564                   | 0               | 595,564          |
| LB4380 | Street Lighting Expansion                 | 85,766                     | 0                | 0                | 85,766                    | 0               | 85,766           |
| LB4382 | Industrial Financial Incentive Program    | 535,450                    | 0                | 0                | 535,450                   | 0               | 535,450          |
| LB4383 | Non-Profit Infrastructure Incentive Prog. | 128,078                    | 0                | 0                | 128,078                   | 0               | 128,078          |
| LB4455 | Stormwater Detention Site I               | 233,061                    | 0                | 0                | 233,061                   | 0               | 233,061          |
| LB4539 | Allen Creek Park Property Purchase        | 628,348                    | 150,000          | 0                | 778,348                   | 346,781         | 1,125,129        |
| LB4564 | City Service Center Shop Renovations      | 79,881                     | 0                | 0                | 79,881                    | 0               | 79,881           |
| LB4710 | Overland Park Reserve                     | 444,867                    | 43,500           | 40,500           | 528,867                   | 235,518         | 764,385          |
| LB4713 | Allenwood Park Reserve                    | 781,480                    | (1,700)          | 5,000            | 784,780                   | 334,057         | 1,118,837        |
| LB4716 | Riverside Park Major Elements             | 146,855                    | 0                | 30,000           | 176,855                   | 0               | 176,855          |
| LB4718 | River Storm Quality Improvement           | 56,704                     | 0                | 22,000           | 78,704                    | 0               | 78,704           |
| LB4729 | Baker Park Expansion                      | 364,024                    | 0                | 0                | 364,024                   | 0               | 364,024          |
| LB4832 | River Road Reserve Property               | 3,327,680                  | 60,200           | 217,305          | 3,605,185                 | 12,355          | 3,617,540        |
| LB4833 | Urban Growth Boundary Planning            | 269,702                    | 0                | 4,000            | 273,702                   | 0               | 273,702          |
| LB4911 | Ramsey@ Nebraska Property Sale            | (145)                      | 0                | 25,000           | 24,855                    | 0               | 24,855           |
| LB4923 | Downtown Park/Parking                     | 194,680                    | 0                | 0                | 194,680                   | 0               | 194,680          |
| LB4940 | Phone System                              | 92,470                     | 0                | 40,000           | 132,470                   | 165,000         | 297,470          |
| LB4947 | Forestry Property Purchase                | 154,645                    | (140,000)        | 0                | 14,645                    | 0               | 14,645           |
| LB4952 | River Road Reserve Interim Mgmt           | 122,606                    | 0                | 0                | 122,606                   | 0               | 122,606          |
| LB4953 | Fairgrounds Traffic Plan                  | 36,139                     | 0                | 0                | 36,139                    | 0               | 36,139           |
| LB4954 | Allen Creek Trail:Newhope to Wms Hwy      | 196,948                    | 0                | 0                | 196,948                   | 0               | 196,948          |
| LB4955 | Allen Creek Trail:Ramsey to Hwy 199       | 116,265                    | 0                | 0                | 116,265                   | 0               | 116,265          |
| LB5067 | Tree Refund Program                       | 30,144                     | 500              | 500              | 31,144                    | 1,500           | 32,644           |
| LB5076 | Allenwood Park Development                | 42,021                     | 60,000           | 0                | 102,021                   | 60,000          | 162,021          |
| LB5077 | Re-Vegetation Program                     | 98,832                     | 12,000           | 12,000           | 122,832                   | 36,000          | 158,832          |
| LB6035 | Charter Review                            | 20,127                     | 0                | 0                | 20,127                    | 0               | 20,127           |
| LB6037 | Inventory for Business                    | 6,038                      | 5,000            | 0                | 11,038                    | 0               | 11,038           |
| LB6039 | River Road Reserve Plan                   | 37,269                     | 0                | 0                | 37,269                    | 0               | 37,269           |
| LB6040 | Economic Stimulus                         | 30,113                     | 0                | 0                | 30,113                    | 0               | 30,113           |
| LB6041 | Food Bank Remediation & Dev.              | 0                          | 0                | 1,500,000        | 1,500,000                 | 0               | 1,500,000        |
| LB6078 | Computer Aided Dispatch                   | 0                          | 800,000          | 100,000          | 900,000                   | 0               | 900,000          |
| LB6080 | Lincoln School Play Equipment             | 0                          | 50,000           | 0                | 50,000                    | 0               | 50,000           |
| LB6081 | Mobile Data Terminals                     | 0                          | 165,000          | 85,000           | 250,000                   | 0               | 250,000          |
| LB6082 | Neighborhood Center Planning TGM          | 0                          | 75,000           | 75,000           | 150,000                   | 0               | 150,000          |
| LB6084 | Vacant Property Safety & Renovation       | 0                          | 15,000           | 10,000           | 25,000                    | 70,000          | 95,000           |
| LB6085 | Wetland Resource Inventory & Update       | 0                          | 10,000           | 15,000           | 25,000                    | 50,000          | 75,000           |
| LB6097 | Spalding Traffic Study                    | 0                          | 20,000           | 0                | 0                         | 0               | 0                |
| LB8580 | Izaak Walton Building Replacement         | 366,899                    | 3,000            | 3,000            | 372,899                   | 0               | 372,899          |
| LB8870 | Reinhart Volunteer Park                   | 3,136,559                  | 50,000           | 50,000           | 3,236,559                 | 0               | 3,236,559        |
| LB0000 | 691 Miscellaneous Projects - General      | 3,981,648                  | (216,735)        | 891,000          | 4,655,913                 | 17,951          | 4,673,864        |
| LB0000 | 692 Miscellaneous Projects - SDC's        | 91,042                     | 27,375           | 7,500            | 125,917                   | (607,356)       | (481,439)        |
| LB0000 | 693 Miscellaneous Projects - Room Tax     | 170,628                    | 200,228          | (1,200)          | 369,656                   | 420,900         | 790,556          |
| LB0000 | 694 Miscellaneous Projects - Dev. SDC's   | 8,909                      | (26,000)         | 29,010           | 11,919                    | 96,000          | 107,919          |

Continued on next page

## Program: Capital Construction - Lands & Buildings Projects

### ALL ACTIVE CAPITAL PROJECT RESOURCES CONTINUED

|                       | Actual<br>Through<br>FY'10               | Revised<br>FY'11         | Adopted<br>FY'12        | Total<br>Through<br>FY'12 | Future<br>Years          | Total<br>Project                                 |
|-----------------------|--|--------------------------|-------------------------|---------------------------|--------------------------|--|
| <b>NEW PROJECTS</b>   |  |                          |                         |                           |                          |  |
| LB6099                | Property Acquisition/Lot-line Legal Fees | 0                        | 0                       | 10,000                    | 10,000                   | 0 10,000   |
| LB6100                | Hillcrest Fire Station Seismic Rehab     | 0                        | 0                       | 507,924                   | 507,924                  | 0 507,924  |
| LB6101                | H T E Replacement                        | 0                        | 0                       | 140,000                   | 140,000                  | 0 140,000  |
| LB6102                | Connectivity                             | 0                        | 0                       | 50,000                    | 50,000                   | 0 50,000   |
| LB6103                | Microsoft Upgrade                        | 0                        | 0                       | 110,000                   | 110,000                  | 0 110,000  |
| LB6104                | Woodson Trail                            | 0                        | 0                       | 20,000                    | 20,000                   | 0 20,000   |
| LB6105                | PEG Fund Projects for FY'12 & FY'13      | 0                        | 0                       | 117,000                   | 117,000                  | 35,000 152,000                                   |
| LB6106                | Riverside Park Gazebo Replacement        | 0                        | 80,000                  | 50,000                    | 130,000                  | 0 130,000  |
| LB6107                | Technology Require. & Lifecycle Mgmt.    | 0                        | 0                       | 50,000                    | 50,000                   | 0 50,000   |
| LB6108                | Small Business Transportation SDC        | 0                        | 0                       | 75,000                    | 75,000                   | 150,000 225,000                                  |
| LB6109                | Reinhart Volunteer Park Lighting/Signage | 0                        | 0                       | 47,000                    | 47,000                   | 0 47,000   |
| <b>Project Totals</b> |  | <b><u>17,217,388</u></b> | <b><u>1,445,968</u></b> | <b><u>4,517,139</u></b>   | <b><u>23,160,495</u></b> | <b><u>1,423,706</u></b> <b><u>24,584,201</u></b> |

### ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

|                                   |                                      |                          |                         |                         |                          |  |
|-----------------------------------|--------------------------------------|--------------------------|-------------------------|-------------------------|--------------------------|--|
| LB4394                            | Redwood Park Property Purchase       | 665,432                  | 20,625                  | 0                       | 686,057                  | 0 686,057  |
| LB4458                            | Rogue Path Construction              | 189,781                  | (17,905)                | 25,000                  | 196,876                  | 0 196,876  |
| LB4717                            | Reinhart Volunteer Park Enhancements | 65,165                   | 2,000                   | 0                       | 67,165                   | 0 67,165   |
| LB4910                            | Fruitdale Playground                 | 79,297                   | 0                       | 0                       | 79,297                   | 0 79,297   |
| LB4936                            | Tree Canopy Program                  | 20,623                   | 0                       | 0                       | 20,623                   | 0 20,623   |
| LB4948                            | Fire/Police Stations                 | 10,385,403               | 3,305                   | 0                       | 10,388,708               | 0 10,388,708                                     |
| LB4951                            | South River Parking Property         | 103,119                  | (102,265)               | 0                       | 854                      | 0 854  |
| LB5017                            | Woodson Reservoir                    | 137,163                  | (50,622)                | 0                       | 86,541                   | 0 86,541   |
| LB5034                            | Redwood Park Phase 2                 | 267,505                  | 65,375                  | 0                       | 332,880                  | 0 332,880  |
| LB5036                            | Saddleback Trail                     | 10,161                   | 0                       | 0                       | 10,161                   | 0 10,161   |
| LB6011                            | Reinhart Park River Vista            | 215,790                  | 9,978                   | 0                       | 225,768                  | 0 225,768  |
| LB6032                            | Dog Park Development                 | 10,062                   | 0                       | 0                       | 10,062                   | 0 10,062   |
| LB6034                            | Performance Audits                   | 65,323                   | 0                       | (30,000)                | 35,323                   | 0 35,323   |
| LB6079                            | Email System Migration & Archive     | 0                        | 70,000                  | 0                       | 70,000                   | 0 70,000   |
| LB6083                            | Technology Lifecycle Management      | 0                        | 65,000                  | 0                       | 65,000                   | 0 65,000   |
| LB8420                            | Parkway Landscaping-Visual Enhance   | 49,907                   | 0                       | 0                       | 49,907                   | 0 49,907   |
| <b>Project Totals</b>             |                                      | <b><u>12,264,731</u></b> | <b><u>65,491</u></b>    | <b><u>(5,000)</u></b>   | <b><u>12,325,222</u></b> | <b><u>0</u></b> <b><u>12,325,222</u></b>         |
| <b>Grand Total - All Projects</b> |                                      | <b><u>29,482,119</u></b> | <b><u>1,511,459</u></b> | <b><u>4,512,139</u></b> | <b><u>35,485,717</u></b> | <b><u>1,423,706</u></b> <b><u>36,909,423</u></b> |

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 SUMMARY FOR FY'12

|        | Adopted<br>FY'12<br>Beginning<br>Fund<br>Balance | Adopted<br>FY'12<br>Revenue | Adopted<br>FY'12<br>Capital<br>Outlay | Adopted<br>FY'12<br>Transfers<br>Out | Adopted<br>FY'12<br>Appropriated<br>Fund<br>Balance |           |
|--------|--|-----------------------------|---------------------------------------|--------------------------------------|---|-----------|
| LB4245 | Property Acquisition for Muni Parking            | 115,443                     | 600                                   | 0                                    | 0   | 116,043   |
| LB4261 | Tussing Park Development                         | (13,997)                    | 179,000                               | 165,003                              | 0   | 0         |
| LB4377 | Municipal Building Land Fund                     | 589,402                     | 0                                     | 0                                    | 0   | 589,402   |
| LB4380 | Street Lighting Expansion                        | 32,941                      | 0                                     | 20,000                               | 0   | 12,941    |
| LB4382 | Industrial Financial Incentive Program           | 158,930                     | 0                                     | 100,000                              | 0   | 58,930    |
| LB4383 | Non-Profit Infrastructure Incentive Prog.        | 43,293                      | 0                                     | 25,000                               | 0   | 18,293    |
| LB4455 | Stormwater Detention Site I                      | 233,061                     | 0                                     | 233,061                              | 0   | 0         |
| LB4539 | Allen Creek Park Property Purchase               | 170,321                     | 0                                     | 170,321                              | 0   | 0         |
| LB4564 | City Service Center Shop Renovations             | 66,907                      | 0                                     | 0                                    | 0   | 66,907    |
| LB4710 | Overland Park Reserve                            | (276,018)                   | 40,500                                | 0                                    | 0   | (235,518) |
| LB4713 | Allenwood Park Reserve                           | (339,057)                   | 5,000                                 | 0                                    | 0   | (334,057) |
| LB4716 | Riverside Park Major Elements                    | 576                         | 30,000                                | 30,576                               | 0   | 0         |
| LB4718 | River Storm Quality Improvement                  | 0                           | 22,000                                | 22,000                               | 0   | 0         |
| LB4729 | Baker Park Expansion                             | 344,548                     | 0                                     | 344,548                              | 0   | 0         |
| LB4832 | River Road Reserve Property                      | 21,340                      | 217,305                               | 207,000                              | 0   | 31,645    |
| LB4833 | Urban Growth Boundry Planning                    | 12,746                      | 4,000                                 | 16,746                               | 0   | 0         |
| LB4886 | River Road Property Sale (Not shown)             | (155)                       | 0                                     | 0                                    | 0   | (155)     |
| LB4911 | Ramsey@ Nebraska Property Sale                   | (3,977)                     | 25,000                                | 21,023                               | 0   | 0         |
| LB4923 | Downtown Park/Parking                            | 193,429                     | 0                                     | 0                                    | 0   | 193,429   |
| LB4940 | Phone System                                     | 52,979                      | 40,000                                | 92,979                               | 0   | 0         |
| LB4947 | Forestry Property Purchase                       | 0                           | 0                                     | 0                                    | 0   | 0         |
| LB4952 | River Road Reserve Interim Mgmt                  | 10,000                      | 0                                     | 10,000                               | 0   | 0         |
| LB4953 | Fairgrounds Traffic Plan                         | 36,139                      | 0                                     | 36,139                               | 0   | 0         |
| LB4954 | Allen Creek Trail:Newhope to Wms Hwy             | 94,888                      | 0                                     | 94,888                               | 0   | 0         |
| LB4955 | Allen Creek Trail:Ramsey to Hwy 199              | 110,794                     | 0                                     | 110,794                              | 0   | 0         |
| LB5067 | Tree Refund Program                              | 0                           | 500                                   | 0                                    | 500   | 0         |
| LB5076 | Allenwood Park Development                       | 40,098                      | 0                                     | 40,098                               | 0   | 0         |
| LB5077 | Re-Vegetation Program                            | 79,183                      | 12,000                                | 27,928                               | 0   | 63,255    |
| LB6035 | Charter Review                                   | 20,127                      | 0                                     | 10,000                               | 0   | 10,127    |
| LB6037 | Inventory for Business                           | 0                           | 0                                     | 0                                    | 0   | 0         |
| LB6039 | River Road Reserve Plan                          | 36,000                      | 0                                     | 36,000                               | 0   | 0         |
| LB6040 | Economic Stimulus                                | 5,000                       | 0                                     | 5,000                                | 0   | 0         |
| LB6041 | Food Bank Remediation & Dev.                     | 0                           | 1,500,000                             | 1,500,000                            | 0   | 0         |
| LB6078 | Computer Aided Dispatch                          | 800,000                     | 100,000                               | 900,000                              | 0   | 0         |
| LB6080 | Lincoln School Play Equipment                    | 25,000                      | 0                                     | 25,000                               | 0   | 0         |
| LB6081 | Mobile Data Terminals                            | 165,000                     | 85,000                                | 250,000                              | 0   | 0         |
| LB6082 | Neighborhood Ctr Planning TGM Grant              | 75,000                      | 75,000                                | 150,000                              | 0   | 0         |
| LB6084 | Vacant Property Safety & Renovation              | 0                           | 10,000                                | 10,000                               | 0   | 0         |
| LB6085 | Wetland Resource Inventory/Update                | 0                           | 15,000                                | 15,000                               | 0   | 0         |
| LB8580 | Izaak Walton Building Replacement                | 326,355                     | 3,000                                 | 0                                    | 0   | 329,355   |
| LB8870 | Reinhart Volunteer Park                          | 20,401                      | 50,000                                | 70,401                               | 0   | 0         |
| LB0000 | 691 Miscellaneous Projects - General             | 267,809                     | 891,000                               | 890,000                              | 0   | 268,809   |
| LB0000 | 692 Miscellaneous Projects - SDC's               | 43,417                      | 7,500                                 | 0                                    | 0   | 50,917    |
| LB0000 | 693 Miscellaneous Projects - Room Tax            | 245,856                     | (1,200)                               | 0                                    | 0   | 244,656   |
| LB0000 | 694 Miscellaneous Projects - Dev. SDC's          | (27,091)                    | 29,010                                | 0                                    | 0   | 1,919     |

Continued on next page

## Program: Capital Construction - Lands & Buildings Projects

### ALL ACTIVE CAPITAL PROJECT SUMMARY FOR FY'12 CONTINUED

|                     |  | Adopted<br>FY'12<br>Beginning<br>Fund<br>Balance | Adopted<br>FY'12<br>Revenue | Adopted<br>FY'12<br>Capital<br>Outlay | Adopted<br>FY'12<br>Transfers<br>Out | Adopted<br>FY'12<br>Appropriated<br>Fund<br>Balance |                         |
|---------------------|--|--|-----------------------------|---------------------------------------|--------------------------------------|---|-------------------------|
| <b>NEW PROJECTS</b> |  |  |                             |                                       |                                      |   |                         |
| LB6099              | Property Acquisition and lot line legal fees | 0  | 10,000                      | 10,000                                | 0                                    | 0   |                         |
| LB6100              | Hillcrest Fire Station Seismic Rehab         | 0  | 507,924                     | 507,924                               | 0                                    | 0   |                         |
| LB6101              | H T E Replacement                            | 0  | 140,000                     | 140,000                               | 0                                    | 0   |                         |
| LB6102              | Connectivity                                 | 0  | 50,000                      | 50,000                                | 0                                    | 0   |                         |
| LB6103              | Microsoft Upgrade                            | 0  | 110,000                     | 110,000                               | 0                                    | 0   |                         |
| LB6104              | Woodson Trail                                | 0  | 20,000                      | 20,000                                | 0                                    | 0   |                         |
| LB6105              | PEG Fund Projects for FY'12 & FY'13          | 0  | 117,000                     | 117,000                               | 0                                    | 0   |                         |
| LB6106              | Riverside Park Gazebo Replacement            | 0  | 50,000                      | 50,000                                | 0                                    | 0   |                         |
| LB6107              | Tech. Require & Lifecycle Mgmt FY'12-'13     | 0  | 50,000                      | 50,000                                | 0                                    | 0   |                         |
| LB6108              | Small Business Transport. SDC Incentive      | 0  | 75,000                      | 75,000                                | 0                                    | 0   |                         |
| LB6109              | Reinhart Volunteer Park Lighting/Signage     | 0  | 47,000                      | 47,000                                | 0                                    | 0   |                         |
|                     | <b>Project Totals</b>                        | *  | <b><u>3,776,688</u></b>     | <b><u>4,517,139</u></b>               | <b><u>6,806,429</u></b>              | <b><u>500</u></b>                                   | <b><u>1,486,898</u></b> |

### CLOSED OR CANCELLED CAPITAL PROJECT SUMMARY FOR FY'12

|        |                                   |                     |                         |                         |                         |                   |                         |
|--------|-----------------------------------|---------------------|-------------------------|-------------------------|-------------------------|-------------------|-------------------------|
| LB4458 | Rogue Path Construction           | (25,000)            | 25,000                  | 0                       | 0                       | 0                 |                         |
| LB6034 | Performance Audits                | <u>30,000</u>       | <u>(30,000)</u>         | <u>0</u>                | <u>0</u>                | <u>0</u>          |                         |
|        | <b>Project Totals</b>             | <b><u>5,000</u></b> | <b><u>(5,000)</u></b>   | <b><u>0</u></b>         | <b><u>0</u></b>         | <b><u>0</u></b>   |                         |
|        | <b>Grand Total - All Projects</b> | *                   | <b><u>3,781,688</u></b> | <b><u>4,512,139</u></b> | <b><u>6,806,429</u></b> | <b><u>500</u></b> | <b><u>1,486,898</u></b> |

\*Does not include alternate projects

## Program: Capital Construction - Lands & Buildings Projects

### Financial Summary

|                            | ACTUAL<br>FY'09<br>\$    | ACTUAL<br>FY'10<br>\$   | BUDGET<br>FY'11<br>\$   | MANAGER<br>RECOMMEND<br>FY'12<br>\$ | COMMITTEE<br>APPROVED<br>FY'12<br>\$ | COUNCIL<br>ADOPTED<br>FY'12<br>\$ |
|----------------------------|--------------------------|-------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|
| Beginning Fund Balance     | <u>7,889,091</u>         | <u>5,736,953</u>        | <u>5,549,811</u>        | <u>3,781,331</u>                    | <u>3,781,331</u>                     | <u>3,781,331</u>                  |
| <b>Resources</b>           |                          |                         |                         |                                     |                                      |                                   |
| Federal Grants             | 0                        | 0                       | 0                       | 1,500,000                           | 1,500,000                            | 1,500,000                         |
| State Grants               | 100,000                  | 106,037                 | 797,000                 | 552,024                             | 552,024                              | 552,024                           |
| SORED I Grants             | 0                        | 0                       | 0                       | 162,000                             | 162,000                              | 162,000                           |
| Parkway Redevelop. Agency  | 375,000                  | 0                       | 100,000                 | 25,000                              | 25,000                               | 25,000                            |
| Development Charges        | 193,357                  | 141,457                 | 122,500                 | 91,510                              | 91,510                               | 91,510                            |
| Billing Outside Agency     | 811                      | 0                       | 50,000                  | 50,000                              | 50,000                               | 50,000                            |
| Sale of Publications       | 40                       | 60                      | 0                       | 0                                   | 0                                    | 0                                 |
| Investment Interest        | 151,763                  | 49,289                  | 16,900                  | 17,205                              | 17,205                               | 17,205                            |
| SDC Loans                  | 6,361                    | 6,259                   | 0                       | 0                                   | 0                                    | 0                                 |
| General Fund               | 254,500                  | 30,000                  | 868,000                 | 717,900                             | 672,900                              | 672,900                           |
| Transient Room Tax         | 148,522                  | 143,873                 | 140,328                 | 145,500                             | 145,500                              | 145,500                           |
| CDB Grant - State          | 0                        | 0                       | 0                       | 75,000                              | 75,000                               | 75,000                            |
| Transportation Projects    | 0                        | 0                       | 0                       | 179,000                             | 179,000                              | 179,000                           |
| Equipment Replacement Fund | 1,659                    | 0                       | 0                       | 0                                   | 0                                    | 0                                 |
| Property Services Fund     | 15,871                   | 10,000                  | 0                       | 0                                   | 0                                    | 0                                 |
| Other-Rents                | (1,880)                  | 0                       | 0                       | 0                                   | 0                                    | 0                                 |
| Land Sale                  | 910,239                  | 0                       | 925,000                 | 925,000                             | 925,000                              | 925,000                           |
| Contributions/Donations    | 51,000                   | 0                       | 0                       | 0                                   | 0                                    | 0                                 |
| Miscellaneous Revenue      | <u>7,435</u>             | <u>4,991</u>            | <u>0</u>                | <u>117,000</u>                      | <u>117,000</u>                       | <u>117,000</u>                    |
| Total Current Resources    | <u>2,214,678</u>         | <u>491,966</u>          | <u>3,019,728</u>        | <u>4,557,139</u>                    | <u>4,512,139</u>                     | <u>4,512,139</u>                  |
| <b>Total Resources</b>     | <b><u>10,103,769</u></b> | <b><u>6,228,919</u></b> | <b><u>8,569,539</u></b> | <b><u>8,338,470</u></b>             | <b><u>8,293,470</u></b>              | <b><u>8,293,470</u></b>           |
| <b>Requirements</b>        |                          |                         |                         |                                     |                                      |                                   |
| Capital Outlay             | 4,341,816                | 1,884,659               | 3,708,445               | 6,851,429                           | 6,806,429                            | 6,806,429                         |
| Transfer Out               | 25,000                   | 50,000                  | 543,049                 | 500                                 | 500                                  | 500                               |
| Appropriated Fund Balance  | <u>5,736,953</u>         | <u>4,294,260</u>        | <u>4,318,045</u>        | <u>1,486,541</u>                    | <u>1,486,541</u>                     | <u>1,486,541</u>                  |
| <b>Total Requirements</b>  | <b><u>10,103,769</u></b> | <b><u>6,228,919</u></b> | <b><u>8,569,539</u></b> | <b><u>8,338,470</u></b>             | <b><u>8,293,470</u></b>              | <b><u>8,293,470</u></b>           |

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## ORGANIZATION CHART

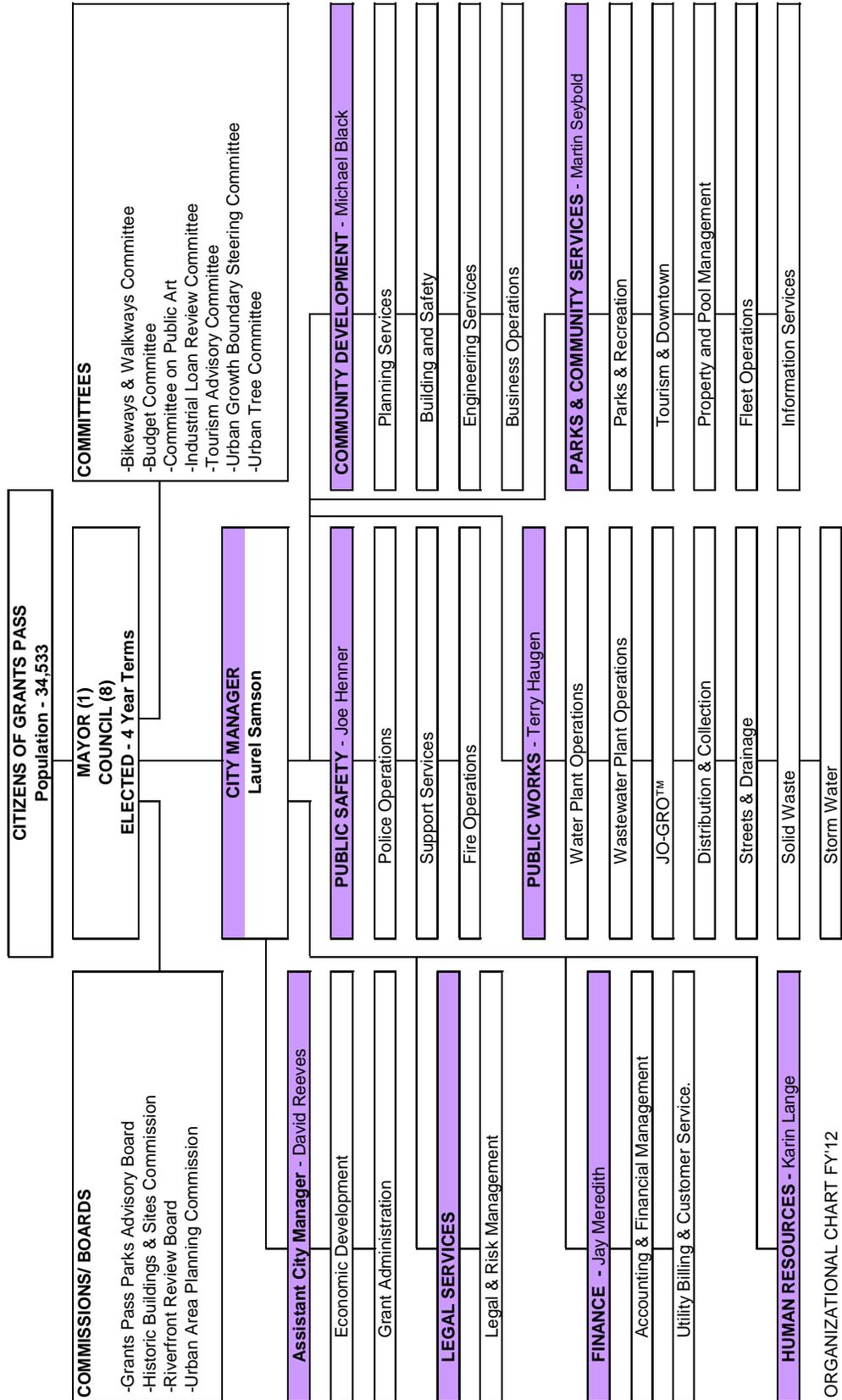
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The Organization Chart for the City of Grants Pass displays the full time equivalencies and the methods of reporting for the City organization. Your local government is a broad mix of services. We operate three independent utilities: Solid Waste, Water, 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.

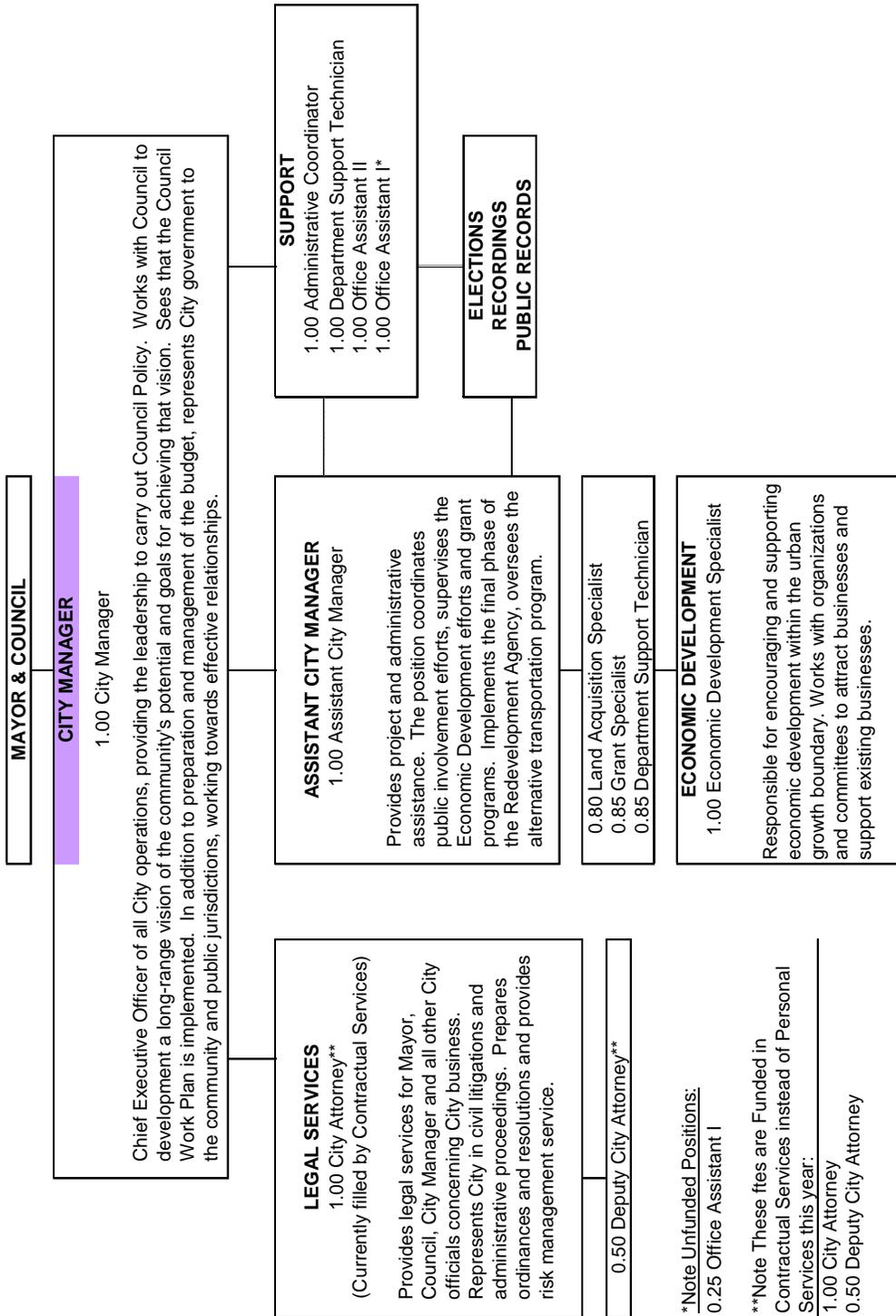
The organization is divided into five major divisions; Public Safety, Administrative Services, Community Development, Parks and Community Services, and Public Works. The directors for these major responsibilities, along with the City Attorney, Assistant City Manager and the City Manager, constitute the 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.

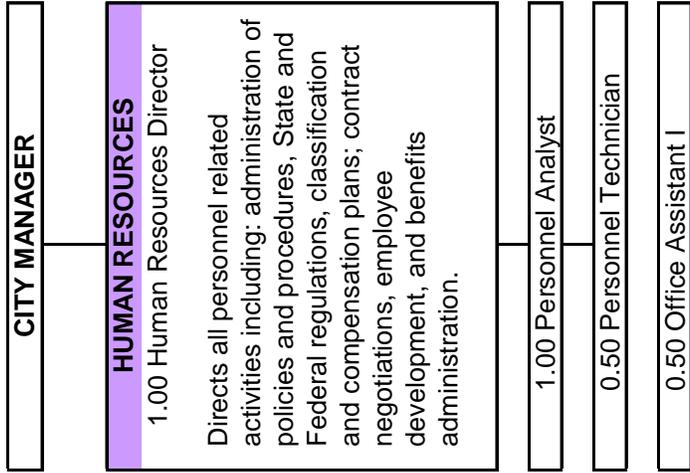
The City of Grants Pass is a dynamic organization. We are constantly working to develop better ways to coordinate services and assure our residents the best possible services delivered in a way that makes sense and meets the needs of most of our citizens.



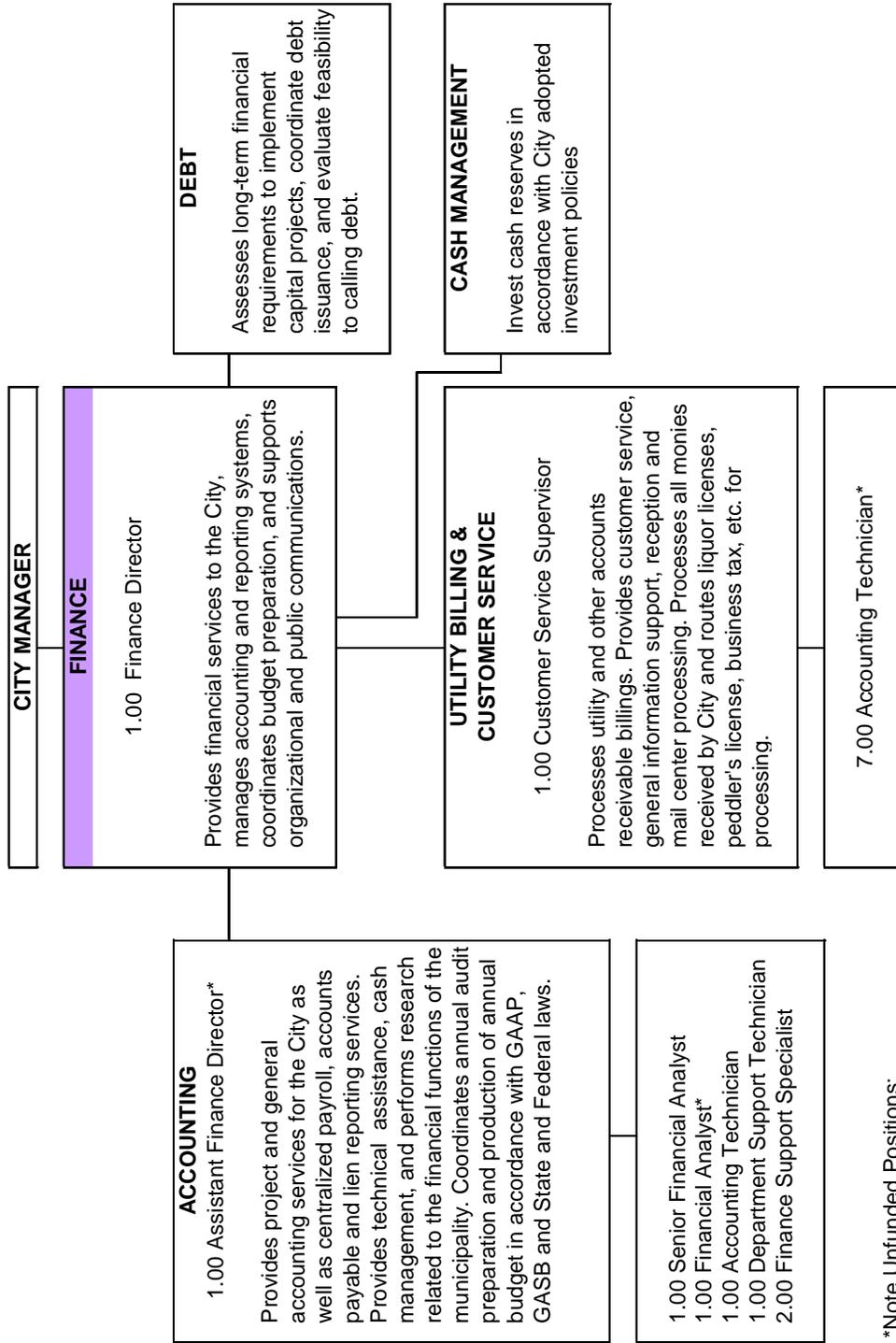
ORGANIZATIONAL CHART FY'12



ORGANIZATIONAL CHART FY'12



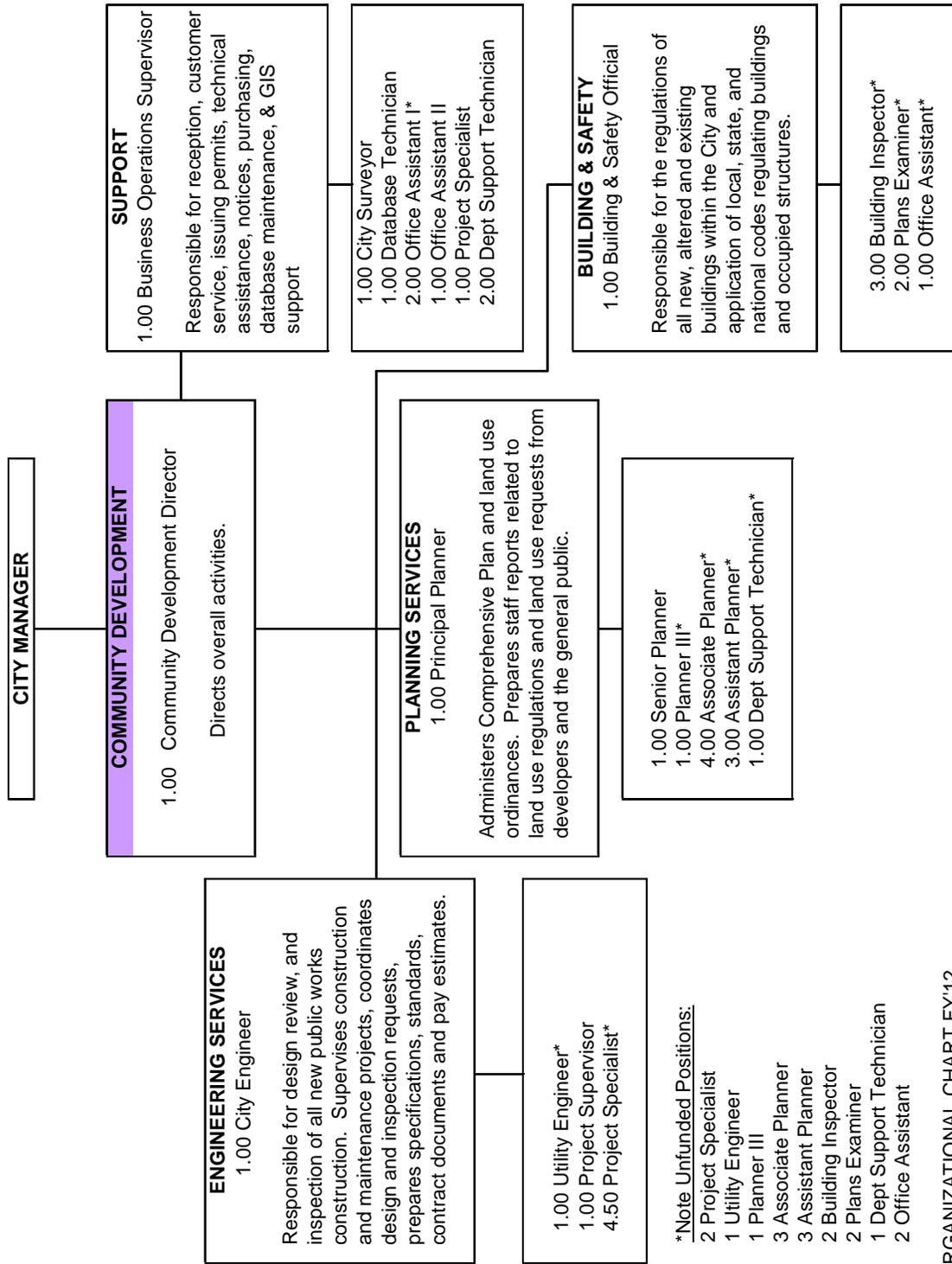
ORGANIZATIONAL CHART FY'12



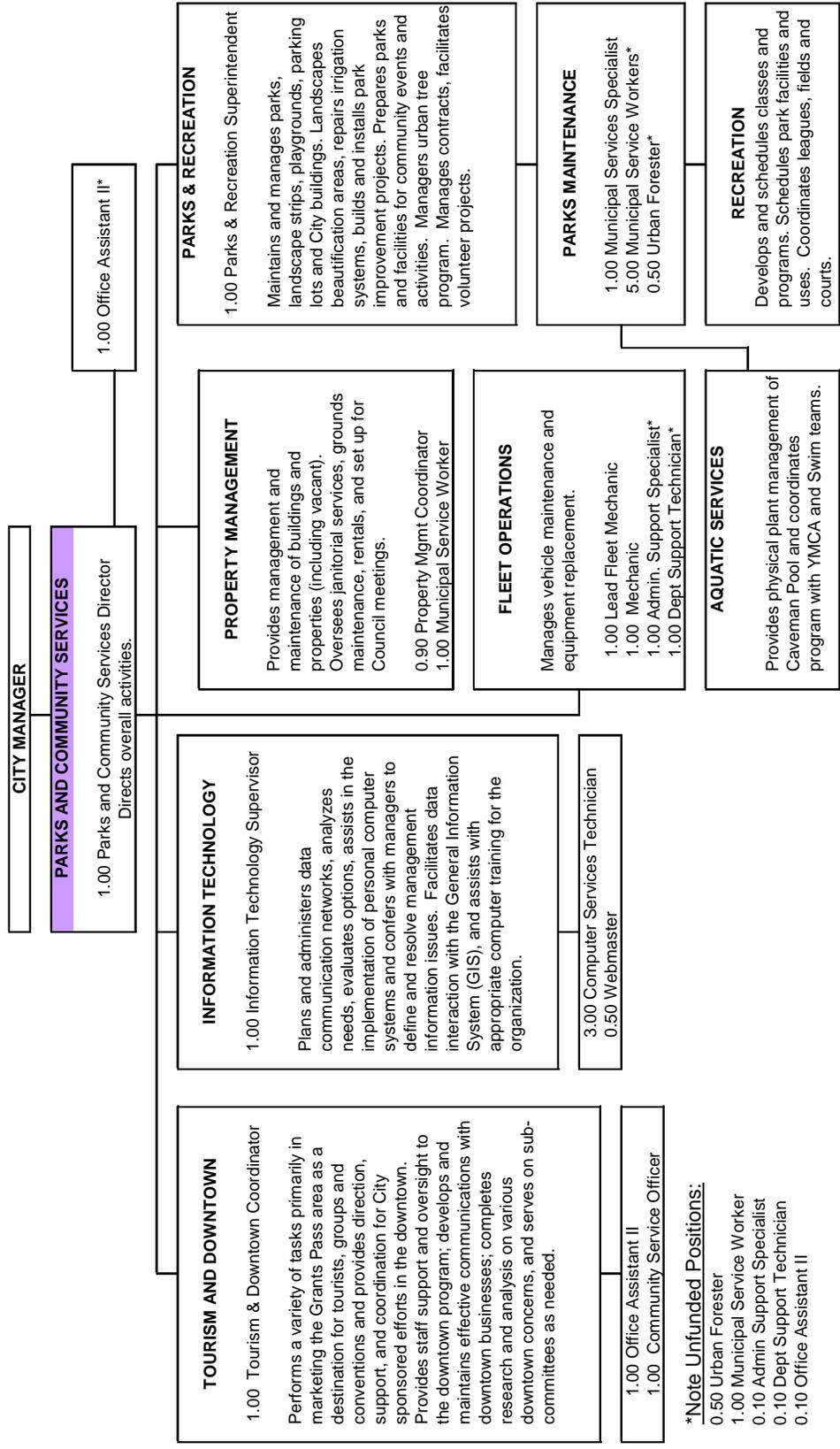
\*Note Unfunded Positions:

- 1.00 Assistant Finance Director
- 1.00 Financial Analyst
- 0.50 Accounting Technician

ORGANIZATIONAL CHART FY'12

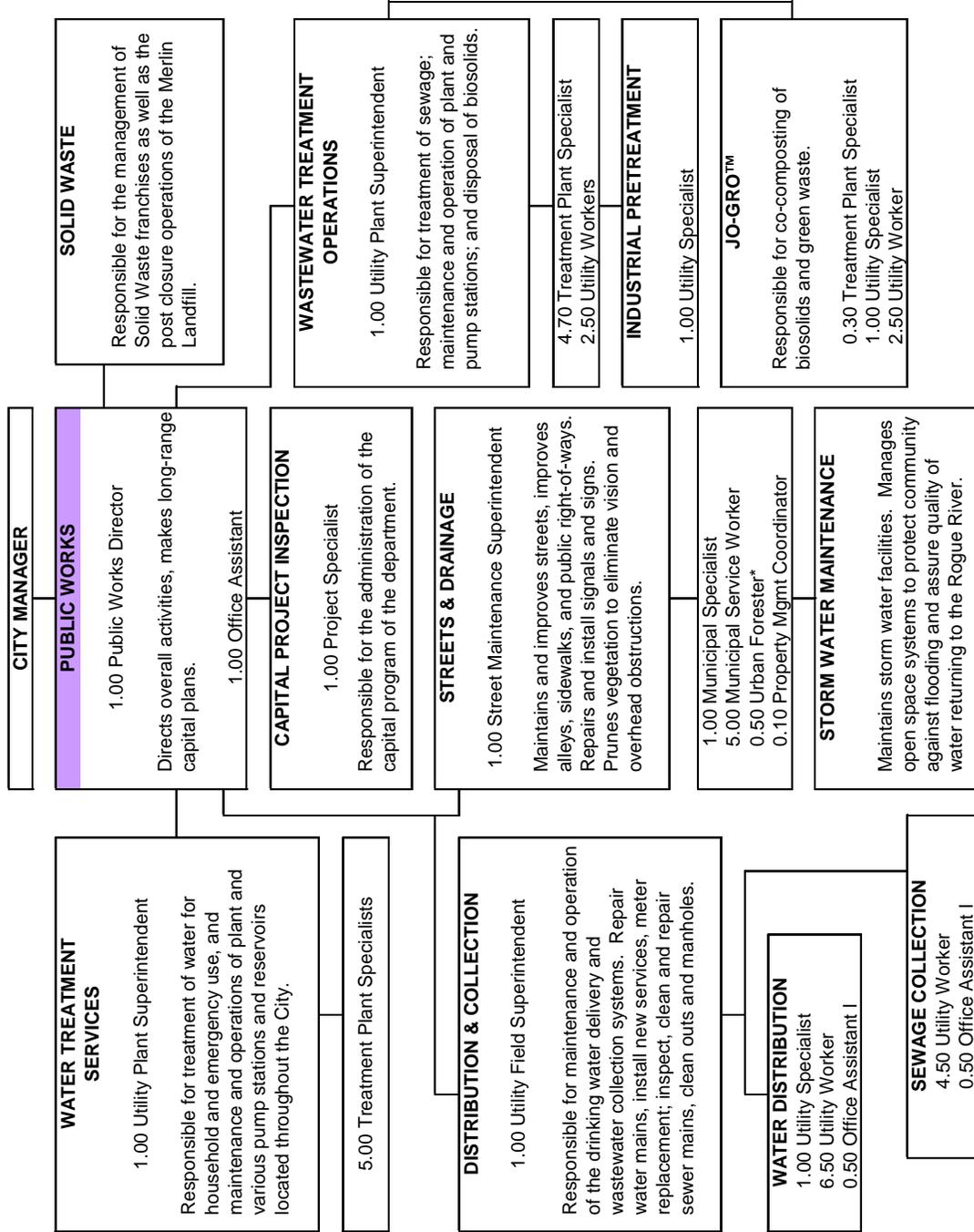


ORGANIZATIONAL CHART FY'12



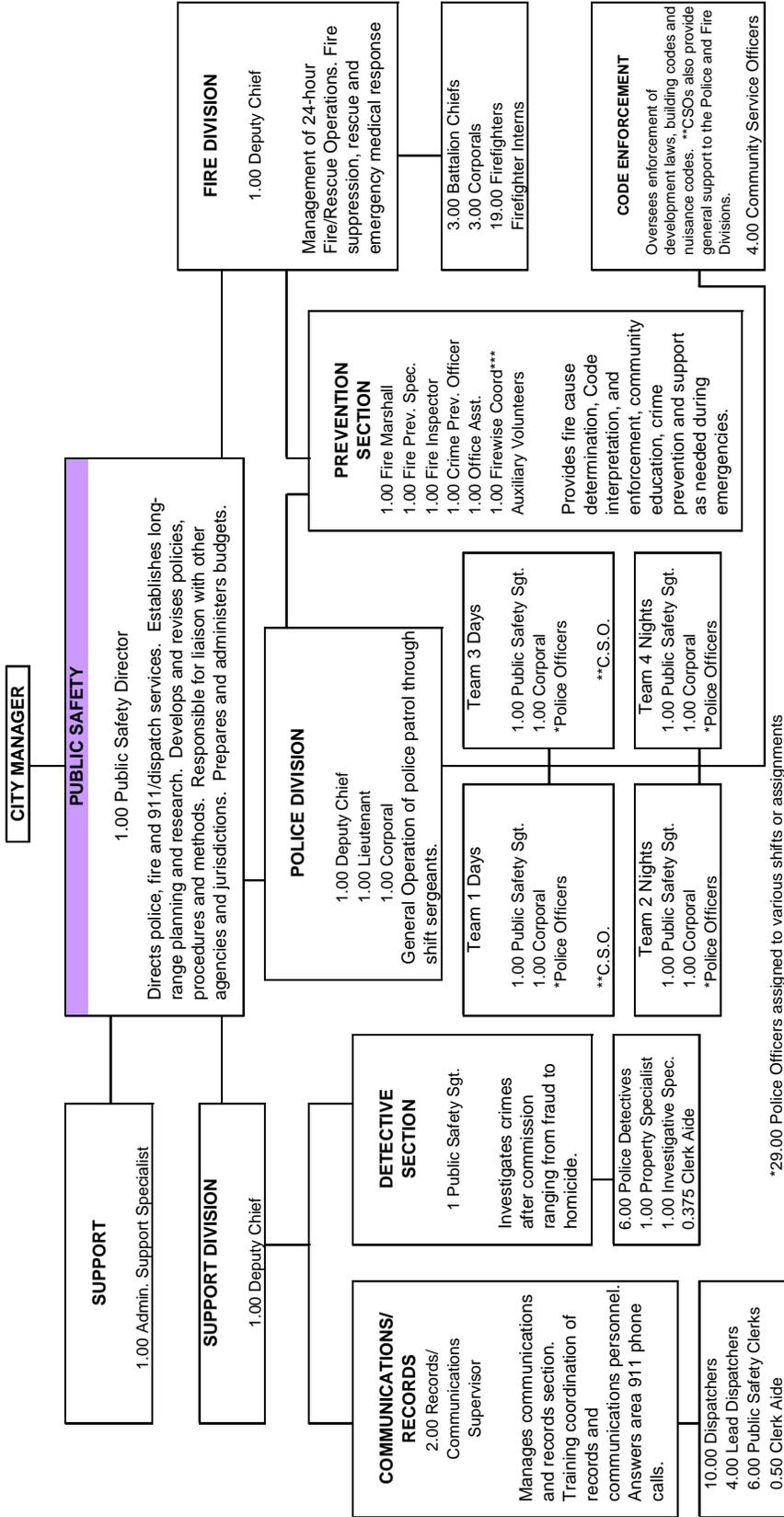
**\*Note Unfunded Positions:**  
 0.50 Urban Forester  
 1.00 Municipal Service Worker  
 0.10 Admin Support Specialist  
 0.10 Dept Support Technician  
 0.10 Office Assistant II

ORGANIZATIONAL CHART FY'12



\*Note Unfunded Positions:  
0.50 Urban Forester

ORGANIZATIONAL CHART FY'12



\*29.00 Police Officers assigned to various shifts or assignments

\*\*\*Note this is a temporary, grant funded position.

ORGANIZATIONAL CHART FY'12

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

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## PROFILE OF THE CITY OF GRANTS PASS

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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 34,533, 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 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 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. In fact, a state economist has determined Josephine County to rank highest among non-metro Oregon counties in terms of economic diversification.

Grants Pass is slowly recovering from the economic crisis affecting the country and world as a whole. Most major industries gained workers over the last year, with the exception of Government, which lost over 80 employees. Gaining employees last year were leisure and hospitality, educational services, wood products manufacturing and professional and business services. The wood products manufacturing increase was due

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## PROFILE OF THE CITY OF GRANTS PASS

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to the recruitment of Jefferson State Forest Products which relocated here from California. Overall, the manufacturing sector lost jobs from 2010. Since March of 2010 Josephine County, in the smallest regional study area that includes Grants Pass, has seen a gain of 220 jobs and a decrease in the adjusted unemployment percentage from 14.2% in March 2010 to 12.6% in March of 2011. Josephine County also saw an increase in the Civilian Labor Force from 35,133 in March of 2010 to 35,205 in March of 2011. This increase, along with a rise in employment from 29,624 in March of 2010 to 30,424 in March of 2011 led to a total unemployment number of 4,781 in March of 2011 compared to 5,509 in March of 2010. This is still below the total employment number in 2008 and 2009 but for the first time since the recession the employment numbers are positive.

Mild climate, low cost of living and proximity to California attracts 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 2008, revealed that 35 of the 78 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. First Call Resolution increased their staffing level by approximately 100 people and increased their footprint by 1,800 square feet. Jefferson State Forest Products relocated from California and moved in with its sister company Bentwood Furniture. This increased employment for Upstream 21, Bentwood and Jefferson State Forest Products holding company, by 17 employees. Two other local companies are adding new buildings to increase their work flow this year.

Rogue Community College, a two year accredited public community college, provides excellent educational opportunities to all in the community. It boasts a student population of more than 10,000 full or part-time, catering not only to transfer programs but also offering 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 in the city limits, provides education to 5,800 students at ten school sites made up of six elementary, two middle, 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:**

|                      |             |            |
|----------------------|-------------|------------|
| Average Temperature: | <u>High</u> | <u>Low</u> |
| July                 | 90°         | 59°        |
| January              | 46°         | 34°        |

Annual Precipitation 2010 22.2"

**Elevation:** 960'

**Population:**

| <u>Year</u> | <u>Amount</u> | <u>% Increase</u> |
|-------------|---------------|-------------------|
| 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:**

|   |         |
|---|---------|
| Sales tax   | None    |
| Consolidated property tax rate (per \$1,000 assessed value) | \$13.92 |

**Education:**

|  |       |
|--|-------|
| Grants Pass School District #7 (April, 2011) |       |
| Attendance centers                           | 10    |
| Student/Teacher ratio                        | 20:1  |
| Total enrollment                             | 5,800 |

**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) | 14    |
| Volunteer hours 2010   | 2,628 |

**Recreation and Culture:**

|                     |    |
|---------------------|----|
| Parks               | 17 |
| Green Spaces/Trails | 6  |
| Museums             | 2  |
| Swimming Pool       | 1  |

**Assessed Property Value:**

|                           |             |
|---------------------------|-------------|
| (In thousands of dollars) |             |
| 2011                      | \$2,478,665 |
| 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

## 2000 Census Information

### Age Composition\*:

|                |       |         |
|----------------|-------|---------|
| Under 5 years  | 1,613 | (7.0%)  |
| 5 to 19 years  | 4,986 | (21.7%) |
| 20 to 44 years | 7,180 | (31.3%) |
| 45 to 64 years | 4,760 | (20.6%) |
| 65+ years      | 4,464 | (19.4%) |

\*Based on population of 23,003 -  
Census 2000 Demographic  
Profiles

### Median Age:

|      |    |
|------|----|
| 2000 | 38 |
| 1990 | 37 |
| 1980 | 32 |
| 1970 | 36 |
| 1960 | 34 |

### 2000 Housing Occupancy:

|                      |       |
|----------------------|-------|
| Total housing units: | 9,885 |
| Occupied units       | 9,376 |
| Rental vacancy rate  | 4.7%  |

### Housing Units:

| Year | Amount | % Increase |
|------|--------|------------|
| 2000 | 9,885  | 32         |
| 1990 | 7,480  | 22         |
| 1980 | 6,117  | 36         |
| 1970 | 4,491  |            |

### 2000 Housing Tenure:

|                         |       |
|-------------------------|-------|
| Occupied housing units: | 9,376 |
| Owner occupied          | 4,986 |
| Renter occupied         | 4,390 |

### Income in 1999:

|                         |          |
|-------------------------|----------|
| Median Household Income | \$29,197 |
|-------------------------|----------|

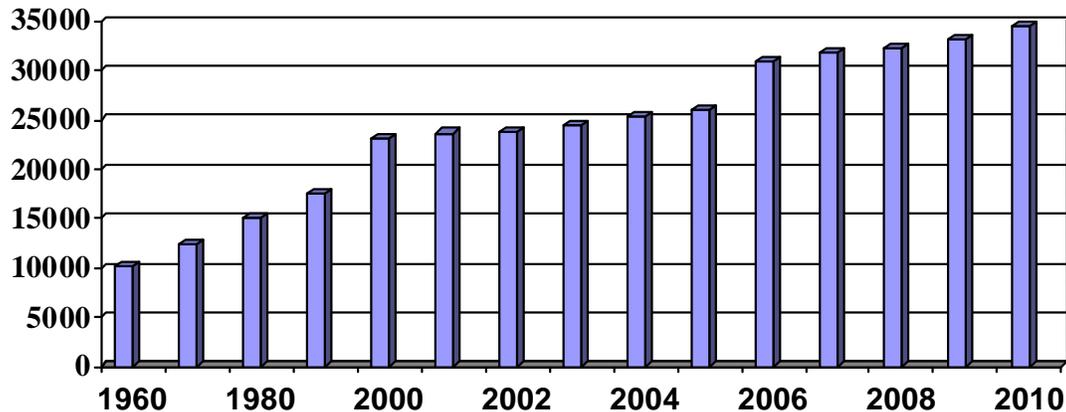
### Mortgage:

|                            |       |
|----------------------------|-------|
| Median Monthly Owner Costs | \$861 |
|----------------------------|-------|

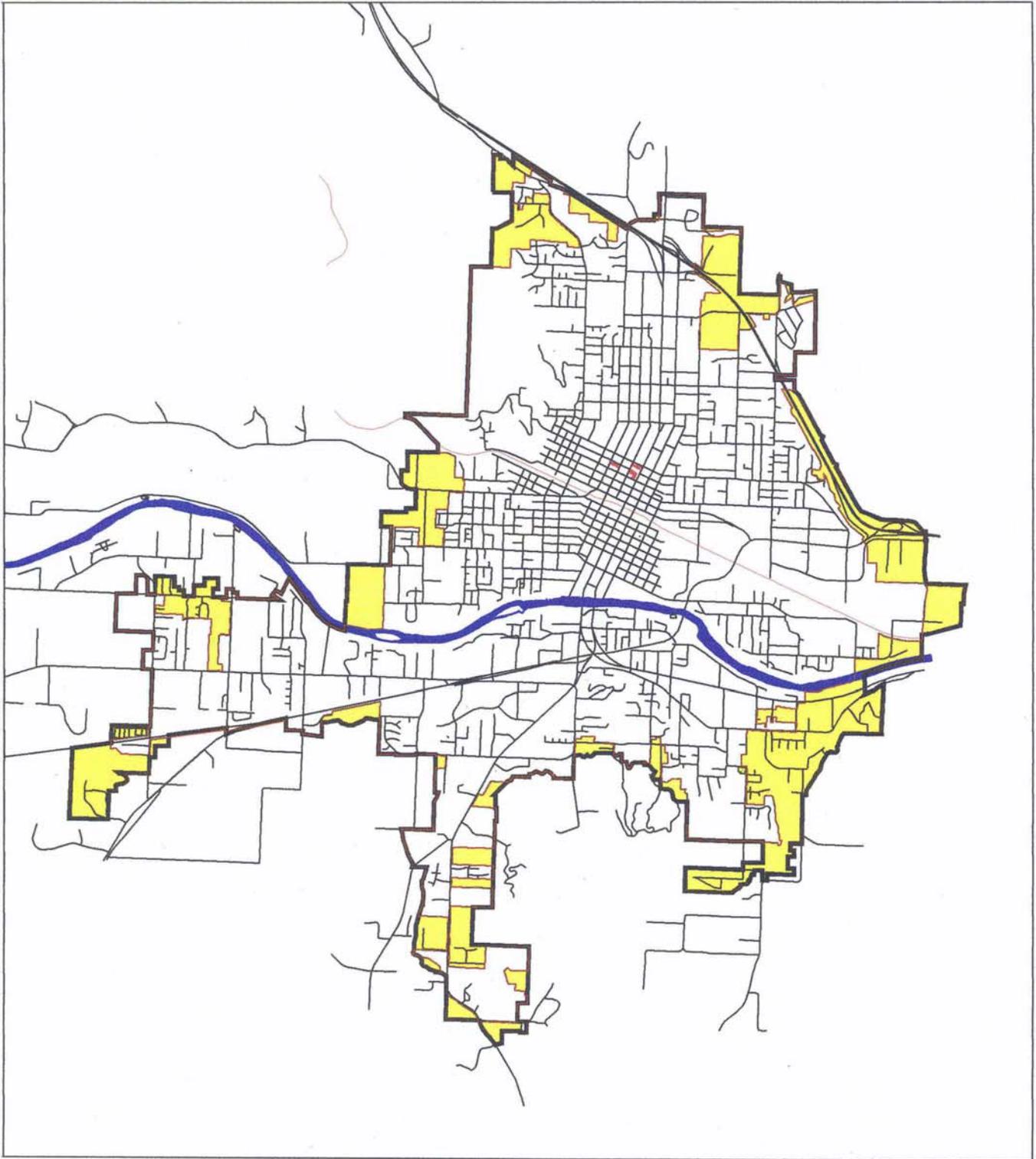
### Gross Rent:

|                   |       |
|-------------------|-------|
| Median Gross Rent | \$531 |
|-------------------|-------|

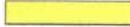
## Population Growth

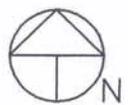


# GRANTS PASS, OREGON



## 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 2012 Adopted**

|                                | <b>General Fund</b> | <b>Special Revenue Funds</b> | <b>Debt Service Funds</b> | <b>Capital Construction Funds</b> | <b>Enterprise Funds</b> | <b>Intergov. Service Funds</b> | <b>Trust Fund</b> | <b>Total</b>      |
|--------------------------------|---------------------|------------------------------|---------------------------|-----------------------------------|-------------------------|--------------------------------|-------------------|-------------------|
| 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                 | 525,241                        | 0                 | 8,531,550         |
| 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                  | 158,629                        | 218,300           | 1,527,009         |
| 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                         | 1,262,847               | 245,000                        | 0                 | 5,720,705         |
| <b>Total Current Resources</b> | <b>21,758,101</b>   | <b>4,941,515</b>             | <b>1,640,300</b>          | <b>7,594,371</b>                  | <b>11,053,571</b>       | <b>9,058,929</b>               | <b>242,300</b>    | <b>56,289,087</b> |
| Beginning Resources            | 8,687,567           | 3,946,035                    | 66,570                    | 9,867,809                         | 5,368,596               | 7,121,041                      | 178,776           | 35,236,394        |
| <b>Total Resources</b>         | <b>30,445,668</b>   | <b>8,887,550</b>             | <b>1,706,870</b>          | <b>17,462,180</b>                 | <b>16,422,167</b>       | <b>16,179,970</b>              | <b>421,076</b>    | <b>91,525,481</b> |

**Summary of Requirements by Fund & Major Object for Fiscal Year 2012 Adopted**

|                                 | <b>General Fund</b> | <b>Special Revenue Funds</b> | <b>Debt Service Funds</b> | <b>Capital Construction Funds</b> | <b>Enterprise Funds</b> | <b>Intergov. Service Funds</b> | <b>Trust Fund</b> | <b>Total</b>      |
|---------------------------------|---------------------|------------------------------|---------------------------|-----------------------------------|-------------------------|--------------------------------|-------------------|-------------------|
| Personal Services               | 14,510,148          | 649,574                      | 0                         | 0                                 | 2,916,002               | 4,491,265                      | 0                 | 22,566,989        |
| 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                        | 4,754,229               | 1,590,710                      | 0                 | 25,620,099        |
| Indirect Charges                | 1,874,088           | 170,551                      | 0                         | 0                                 | 678,306                 | 141,813                        | 0                 | 2,864,758         |
| <b>Operating Expenses</b>       | <b>21,324,006</b>   | <b>4,271,554</b>             | <b>56,200</b>             | <b>17,052,680</b>                 | <b>11,907,873</b>       | <b>9,767,361</b>               | <b>249,400</b>    | <b>64,629,074</b> |
| Other Requirements              |                     |                              |                           |                                   |                         |                                |                   |                   |
| Contingencies                   | 1,050,000           | 2,192,776                    | 0                         | 0                                 | 2,156,935               | 2,103,611                      | 0                 | 7,503,322         |
| 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                           | 1,467,847               | 0                              | 0                 | 5,720,705         |
| <b>Total Other Requirements</b> | <b>1,982,900</b>    | <b>4,605,433</b>             | <b>1,584,000</b>          | <b>409,500</b>                    | <b>4,514,294</b>        | <b>2,103,611</b>               | <b>0</b>          | <b>15,199,738</b> |
| 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        |
| <b>Total Requirements</b>       | <b>30,445,668</b>   | <b>8,887,550</b>             | <b>1,706,870</b>          | <b>17,462,180</b>                 | <b>16,422,167</b>       | <b>16,179,970</b>              | <b>421,076</b>    | <b>91,525,481</b> |

### Summary of Resources by Fund & Source for Fiscal Year 2012 Approved

|                                | General<br>Fund   | Special<br>Revenue<br>Funds | Debt<br>Service<br>Funds | Capital<br>Construction<br>Funds | Enterprise<br>Funds | Intergov.<br>Service<br>Funds | Trust<br>Funds | 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             | 525,241                       | 0              | 8,531,550         |
| 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              | 158,629                       | 218,300        | 1,527,009         |
| 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                        | 1,262,847           | 245,000                       | 0              | 5,720,705         |
| <b>Total Current Resources</b> | <b>21,758,101</b> | <b>4,941,515</b>            | <b>1,640,300</b>         | <b>7,594,371</b>                 | <b>11,053,571</b>   | <b>9,058,929</b>              | <b>242,300</b> | <b>56,289,087</b> |
| Beginning Resources            | 8,687,567         | 3,946,035                   | 66,570                   | 9,867,809                        | 5,368,596           | 7,121,041                     | 178,776        | 35,236,394        |
| <b>Total Resources</b>         | <b>30,445,668</b> | <b>8,887,550</b>            | <b>1,706,870</b>         | <b>17,462,180</b>                | <b>16,422,167</b>   | <b>16,179,970</b>             | <b>421,076</b> | <b>91,525,481</b> |

### Summary of Requirements by Fund & Major Object for Fiscal Year 2012 Approved

|                                 | General<br>Fund   | Special<br>Revenue<br>Funds | Debt<br>Service<br>Funds | Capital<br>Construction<br>Funds | Enterprise<br>Funds | Intergov.<br>Service<br>Funds | Trust<br>Fund  | Total             |
|---------------------------------|-------------------|-----------------------------|--------------------------|----------------------------------|---------------------|-------------------------------|----------------|-------------------|
| Personal Services               | 14,510,148        | 649,574                     | 0                        | 0                                | 2,916,002           | 4,491,265                     | 0              | 22,566,989        |
| 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                       | 4,754,229           | 1,590,710                     | 0              | 25,620,099        |
| Indirect Charges                | 1,874,088         | 170,551                     | 0                        | 0                                | 678,306             | 141,813                       | 0              | 2,864,758         |
| <b>Operating Expenses</b>       | <b>21,324,006</b> | <b>4,271,554</b>            | <b>56,200</b>            | <b>17,052,680</b>                | <b>11,907,873</b>   | <b>9,767,361</b>              | <b>249,400</b> | <b>64,629,074</b> |
| Other Requirements              |                   |                             |                          |                                  |                     |                               |                |                   |
| Contingencies                   | 1,050,000         | 2,192,776                   | 0                        | 0                                | 2,156,935           | 2,103,611                     | 0              | 7,503,322         |
| 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                          | 1,467,847           | 0                             | 0              | 5,720,705         |
| <b>Total Other Requirements</b> | <b>1,982,900</b>  | <b>4,605,433</b>            | <b>1,584,000</b>         | <b>409,500</b>                   | <b>4,514,294</b>    | <b>2,103,611</b>              | <b>0</b>       | <b>15,199,738</b> |
| 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        |
| <b>Total Requirements</b>       | <b>30,445,668</b> | <b>8,887,550</b>            | <b>1,706,870</b>         | <b>17,462,180</b>                | <b>16,422,167</b>   | <b>16,179,970</b>             | <b>421,076</b> | <b>91,525,481</b> |

Appendix C

**Summary of Resources by Fund & Source for Fiscal Year 2012 Recommended**

|                                | <b>General Fund</b> | <b>Special Revenue Funds</b> | <b>Debt Service Funds</b> | <b>Capital Construction Funds</b> | <b>Enterprise Funds</b> | <b>Intergov. Service Funds</b> | <b>Trust Fund</b> | <b>Total</b>      |
|--------------------------------|---------------------|------------------------------|---------------------------|-----------------------------------|-------------------------|--------------------------------|-------------------|-------------------|
| 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                 | 525,241                        | 0                 | 8,531,550         |
| 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                  | 158,629                        | 218,300           | 1,527,009         |
| 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                         | 3,379,058                         | 1,262,847               | 245,000                        | 0                 | 5,765,705         |
| <b>Total Current Resources</b> | <b>21,758,101</b>   | <b>4,941,515</b>             | <b>1,640,300</b>          | <b>7,639,371</b>                  | <b>11,053,571</b>       | <b>9,058,929</b>               | <b>242,300</b>    | <b>56,334,087</b> |
| Beginning Resources            | 8,687,567           | 3,946,035                    | 66,570                    | 9,867,809                         | 5,368,596               | 7,121,041                      | 178,776           | 35,236,394        |
| <b>Total Resources</b>         | <b>30,445,668</b>   | <b>8,887,550</b>             | <b>1,706,870</b>          | <b>17,507,180</b>                 | <b>16,422,167</b>       | <b>16,179,970</b>              | <b>421,076</b>    | <b>91,570,481</b> |

**Summary of Requirements by Fund & Major Object for Fiscal Year 2012 Recommended**

|                                 | <b>General Fund</b> | <b>Special Revenue Funds</b> | <b>Debt Service Funds</b> | <b>Capital Construction Funds</b> | <b>Enterprise Funds</b> | <b>Intergov. Service Funds</b> | <b>Trust Fund</b> | <b>Total</b>      |
|---------------------------------|---------------------|------------------------------|---------------------------|-----------------------------------|-------------------------|--------------------------------|-------------------|-------------------|
| Personal Services               | 14,510,148          | 649,574                      | 0                         | 0                                 | 2,963,295               | 4,491,265                      | 0                 | 22,614,282        |
| Materials and Supplies          | 524,555             | 82,760                       | 0                         | 0                                 | 781,847                 | 552,146                        | 0                 | 1,941,308         |
| Contractual Services            | 3,632,605           | 922,891                      | 46,200                    | 0                                 | 2,037,085               | 2,339,926                      | 243,300           | 9,222,007         |
| 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                         | 17,097,680                        | 4,754,229               | 1,590,710                      | 0                 | 25,665,099        |
| Indirect Charges                | 1,874,088           | 170,551                      | 0                         | 0                                 | 678,306                 | 141,813                        | 0                 | 2,864,758         |
| <b>Operating Expenses</b>       | <b>21,279,006</b>   | <b>4,271,554</b>             | <b>56,200</b>             | <b>17,097,680</b>                 | <b>11,971,166</b>       | <b>9,767,361</b>               | <b>249,400</b>    | <b>64,692,367</b> |
| Other Requirements              |                     |                              |                           |                                   |                         |                                |                   |                   |
| Contingencies                   | 1,050,000           | 2,192,776                    | 0                         | 0                                 | 2,093,642               | 2,103,611                      | 0                 | 7,440,029         |
| Debt Service                    | 0                   | 2,199                        | 1,084,000                 | 0                                 | 889,512                 | 0                              | 0                 | 1,975,711         |
| Transfers Out                   | 977,900             | 2,410,458                    | 500,000                   | 409,500                           | 1,467,847               | 0                              | 0                 | 5,765,705         |
| <b>Total Other Requirements</b> | <b>2,027,900</b>    | <b>4,605,433</b>             | <b>1,584,000</b>          | <b>409,500</b>                    | <b>4,451,001</b>        | <b>2,103,611</b>               | <b>0</b>          | <b>15,181,445</b> |
| 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        |
| <b>Total Requirements</b>       | <b>30,445,668</b>   | <b>8,887,550</b>             | <b>1,706,870</b>          | <b>17,507,180</b>                 | <b>16,422,167</b>       | <b>16,179,970</b>              | <b>421,076</b>    | <b>91,570,481</b> |

### Summary of Resources by Fund & Source for Fiscal Year 2011 Budget

|                                | General<br>Fund   | Special<br>Revenue<br>Funds | Debt<br>Service<br>Funds | Capital<br>Construction<br>Funds | Enterprise<br>Funds | Intergov.<br>Service<br>Funds | Trust<br>Fund  | Total             |
|--------------------------------|-------------------|-----------------------------|--------------------------|----------------------------------|---------------------|-------------------------------|----------------|-------------------|
| Property Taxes                 | 14,231,258        | 0                           | 966,600                  | 0                                | 0                   | 0                             | 0              | 15,197,858        |
| Taxes Other than Property      | 3,151,850         | 918,601                     | 0                        | 0                                | 0                   | 0                             | 0              | 4,070,451         |
| Licenses & Permits             | 216,110           | 13,000                      | 0                        | 0                                | 0                   | 0                             | 0              | 229,110           |
| Fines & Forfeitures            | 252,460           | 0                           | 0                        | 0                                | 0                   | 0                             | 0              | 252,460           |
| Revenue From Other Agencies    | 1,634,480         | 2,657,731                   | 0                        | 1,490,703                        | 261,000             | 327,895                       | 0              | 6,371,809         |
| Use of Assets                  | 36,150            | 39,690                      | 100                      | 995,831                          | 41,000              | 37,881                        | 10,000         | 1,160,652         |
| Fees & Charges                 | 343,730           | 933,490                     | 0                        | 591,482                          | 9,183,514           | 132,600                       | 0              | 11,184,816        |
| Other Revenue                  | 83,815            | 35,136                      | 660,000                  | 52,000                           | 92,450              | 150,880                       | 210,000        | 1,284,281         |
| Direct Charges for Service     | 0                 | 0                           | 0                        | 0                                | 17,100              | 5,069,612                     | 0              | 5,086,712         |
| Administrative Charges         | 0                 | 0                           | 0                        | 0                                | 0                   | 2,906,903                     | 0              | 2,906,903         |
| Transfers In                   | 857,788           | 20,000                      | 500,000                  | 2,754,961                        | 1,076,737           | 0                             | 0              | 5,209,486         |
| <b>Total Current Resources</b> | <b>20,807,641</b> | <b>4,617,648</b>            | <b>2,126,700</b>         | <b>5,884,977</b>                 | <b>10,671,801</b>   | <b>8,625,771</b>              | <b>220,000</b> | <b>52,954,538</b> |
| Beginning Resources            | 7,623,898         | 3,468,226                   | 37,611                   | 12,918,408                       | 5,424,633           | 6,713,361                     | 268,123        | 36,454,260        |
| <b>Total Resources</b>         | <b>28,431,539</b> | <b>8,085,874</b>            | <b>2,164,311</b>         | <b>18,803,385</b>                | <b>16,096,434</b>   | <b>15,339,132</b>             | <b>488,123</b> | <b>89,408,798</b> |

### Summary of Requirements by Fund & Major Object for Fiscal Year 2011 Budget

|                                 | General<br>Fund   | Special<br>Revenue<br>Funds | Debt<br>Service<br>Funds | Capital<br>Construction<br>Funds | Enterprise<br>Funds | Intergov.<br>Service<br>Funds | Trust<br>Fund  | Total             |
|---------------------------------|-------------------|-----------------------------|--------------------------|----------------------------------|---------------------|-------------------------------|----------------|-------------------|
| Personal Services               | 13,719,821        | 632,560                     | 0                        | 0                                | 2,849,444           | 4,624,607                     | 0              | 21,826,432        |
| Materials and Supplies          | 437,930           | 90,082                      | 0                        | 0                                | 729,087             | 494,040                       | 0              | 1,751,139         |
| Contractual Services            | 3,472,354         | 951,024                     | 30,800                   | 0                                | 1,836,216           | 2,166,040                     | 350,000        | 8,806,434         |
| Direct Charges for Services     | 583,137           | 346,836                     | 10,000                   | 0                                | 760,151             | 543,072                       | 6,100          | 2,249,296         |
| Capital Outlay                  | 92,700            | 2,178,887                   | 0                        | 17,997,336                       | 5,057,626           | 1,097,206                     | 0              | 26,423,755        |
| Indirect Charges                | 1,787,381         | 171,050                     | 0                        | 0                                | 648,000             | 170,414                       | 0              | 2,776,845         |
| <b>Operating Expenses</b>       | <b>20,093,323</b> | <b>4,370,439</b>            | <b>40,800</b>            | <b>17,997,336</b>                | <b>11,880,524</b>   | <b>9,095,379</b>              | <b>356,100</b> | <b>63,833,901</b> |
| Other Requirements              |                   |                             |                          |                                  |                     |                               |                |                   |
| Contingencies                   | 1,050,000         | 1,933,709                   | 0                        | 0                                | 2,121,660           | 1,717,927                     | 0              | 6,823,296         |
| Debt Service                    | 0                 | 1,463                       | 1,556,941                | 0                                | 900,513             | 0                             | 0              | 2,458,917         |
| Transfers Out                   | 940,000           | 1,769,700                   | 500,000                  | 806,049                          | 1,193,737           | 0                             | 0              | 5,209,486         |
| <b>Total Other Requirements</b> | <b>1,990,000</b>  | <b>3,704,872</b>            | <b>2,056,941</b>         | <b>806,049</b>                   | <b>4,215,910</b>    | <b>1,717,927</b>              | <b>0</b>       | <b>14,491,699</b> |
| Reserve for Capital             | 0                 | 0                           | 0                        | 0                                | 0                   | 0                             | 0              | 0                 |
| Ending Balance                  | 6,348,216         | 10,563                      | 66,570                   | 0                                | 0                   | 4,525,826                     | 132,023        | 11,083,198        |
| <b>Total Requirements</b>       | <b>28,431,539</b> | <b>8,085,874</b>            | <b>2,164,311</b>         | <b>18,803,385</b>                | <b>16,096,434</b>   | <b>15,339,132</b>             | <b>488,123</b> | <b>89,408,798</b> |

Appendix E

**Summary of Resources by Fund & Source for Fiscal Year 2010 Actual**

|                                | <b>General Fund</b> | <b>Special Revenue Funds</b> | <b>Debt Service Funds</b> | <b>Capital Construction Funds</b> | <b>Enterprise Funds</b> | <b>Intergov. Service Funds</b> | <b>Trust Fund</b> | <b>Total</b>      |
|--------------------------------|---------------------|------------------------------|---------------------------|-----------------------------------|-------------------------|--------------------------------|-------------------|-------------------|
| 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                 | 372,525             | 837,010                      | 0                         | 724,860                           | 8,844,195               | 112,221                        | 0                 | 10,890,811        |
| Other Revenue                  | 2,465,001           | 34,786                       | 442,818                   | 148,033                           | 270,898                 | 71,224                         | 236,977           | 3,669,737         |
| Direct Charges for Service     | 0                   | 0                            | 0                         | 0                                 | 17,963                  | 4,843,442                      | 0                 | 4,861,405         |
| 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         |
| <b>Total Current Resources</b> | <b>23,459,278</b>   | <b>3,778,403</b>             | <b>1,370,376</b>          | <b>3,705,433</b>                  | <b>11,125,941</b>       | <b>7,850,501</b>               | <b>246,446</b>    | <b>51,536,378</b> |
| Beginning Resources            | 3,556,971           | 3,667,080                    | (182,788)                 | 14,377,885                        | 6,975,515               | 6,435,342                      | 319,522           | 35,149,527        |
| <b>Total Resources</b>         | <b>27,016,249</b>   | <b>7,445,483</b>             | <b>1,187,588</b>          | <b>18,083,318</b>                 | <b>18,101,456</b>       | <b>14,285,843</b>              | <b>565,968</b>    | <b>86,685,905</b> |

**Summary of Requirements by Fund & Major Object for Fiscal Year 2010 Actual**

|                                 | <b>General Fund</b> | <b>Special Revenue Funds</b> | <b>Debt Service Funds</b> | <b>Capital Construction Funds</b> | <b>Enterprise Funds</b> | <b>Intergov. Service Funds</b> | <b>Trust Fund</b> | <b>Total</b>      |
|---------------------------------|---------------------|------------------------------|---------------------------|-----------------------------------|-------------------------|--------------------------------|-------------------|-------------------|
| Personal 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         |
| <b>Operating Expenses</b>       | <b>18,413,371</b>   | <b>1,754,835</b>             | <b>20,481</b>             | <b>4,980,789</b>                  | <b>8,368,200</b>        | <b>6,764,961</b>               | <b>279,663</b>    | <b>40,582,300</b> |
| 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         |
| <b>Total Other Requirements</b> | <b>235,075</b>      | <b>1,843,125</b>             | <b>919,000</b>            | <b>50,000</b>                     | <b>3,491,382</b>        | <b>10,000</b>                  | <b>0</b>          | <b>6,548,582</b>  |
| 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        |
| <b>Total Requirements</b>       | <b>27,016,249</b>   | <b>7,445,483</b>             | <b>1,187,588</b>          | <b>18,083,318</b>                 | <b>18,101,456</b>       | <b>14,285,843</b>              | <b>565,968</b>    | <b>86,685,905</b> |

### Summary of Resources by Fund & Source for Fiscal Year 2009 Actual

|                                | General<br>Fund   | Special<br>Revenue<br>Funds | Debt<br>Service<br>Funds | Capital<br>Construction<br>Funds | Enterprise<br>Funds | Intergov.<br>Service<br>Funds | Trust<br>Fund  | Total             |
|--------------------------------|-------------------|-----------------------------|--------------------------|----------------------------------|---------------------|-------------------------------|----------------|-------------------|
| Property Taxes                 | 12,639,887        | 0                           | 1,103,998                | 0                                | 2                   | 0                             | 0              | 13,743,887        |
| Taxes Other than Property      | 3,197,527         | 970,446                     | 0                        | 0                                | 0                   | 0                             | 0              | 4,167,973         |
| Licenses & Permits             | 271,062           | 15,378                      | 0                        | 0                                | 0                   | 0                             | 0              | 286,440           |
| Fines & Forfeitures            | 237,776           | 0                           | 0                        | 0                                | 0                   | 0                             | 0              | 237,776           |
| Revenue From Other Agencies    | 1,769,511         | 1,592,546                   | 0                        | 947,863                          | 235,069             | 376,425                       | 0              | 4,921,414         |
| Use of Assets                  | 169,225           | 112,912                     | 11,971                   | 1,163,742                        | 152,022             | 142,261                       | 21,588         | 1,773,721         |
| Fees & Charges                 | 328,533           | 850,646                     | 0                        | 986,749                          | 9,074,215           | 110,171                       | 0              | 11,350,314        |
| Other Revenue                  | 82,373            | 134,117                     | 896,576                  | 139,090                          | 108,456             | 121,962                       | 244,622        | 1,727,196         |
| Direct Charges for Service     | 0                 | 0                           | 0                        | 0                                | 18,711              | 7,403,473                     | 0              | 7,422,184         |
| Administrative Charges         | 0                 | 0                           | 0                        | 0                                | 0                   | 2,635,329                     | 0              | 2,635,329         |
| Transfers In                   | 871,263           | 0                           | 0                        | 3,301,459                        | 1,195,506           | 138,000                       | 0              | 5,506,228         |
| <b>Total Current Resources</b> | <b>19,567,157</b> | <b>3,676,045</b>            | <b>2,012,545</b>         | <b>6,538,903</b>                 | <b>10,783,981</b>   | <b>10,927,621</b>             | <b>266,210</b> | <b>53,772,462</b> |
| Beginning Resources            | 5,810,786         | 3,777,639                   | 195,909                  | 14,259,343                       | 7,090,950           | 6,026,982                     | 304,034        | 37,465,643        |
| <b>Total Resources</b>         | <b>25,377,943</b> | <b>7,453,684</b>            | <b>2,208,454</b>         | <b>20,798,246</b>                | <b>17,874,931</b>   | <b>16,954,603</b>             | <b>570,244</b> | <b>91,238,105</b> |

### Summary of Requirements by Fund & Major Object for Fiscal Year 2009 Actual

|                                 | General<br>Fund   | Special<br>Revenue<br>Funds | Debt<br>Service<br>Funds | Capital<br>Construction<br>Funds | Enterprise<br>Funds | Intergov.<br>Service<br>Funds | Trust<br>Fund  | Total             |
|---------------------------------|-------------------|-----------------------------|--------------------------|----------------------------------|---------------------|-------------------------------|----------------|-------------------|
| Personal Services               | 12,217,672        | 539,869                     | 0                        | 0                                | 2,433,083           | 4,490,667                     | 0              | 19,681,291        |
| Materials and Supplies          | 410,273           | 53,399                      | 0                        | 0                                | 672,768             | 383,328                       | 0              | 1,519,768         |
| Contractual Services            | 5,622,497         | 545,406                     | 32,106                   | 0                                | 1,642,895           | 4,492,261                     | 244,622        | 12,579,787        |
| Direct Charges for Services     | 486,979           | 349,312                     | 10,000                   | 0                                | 691,915             | 430,415                       | 6,100          | 1,974,721         |
| Capital Outlay                  | 334,648           | 454,872                     | 0                        | 6,380,361                        | 2,356,497           | 559,144                       | 0              | 10,085,522        |
| Indirect Charges                | 1,599,623         | 153,354                     | 0                        | 0                                | 567,041             | 140,916                       | 0              | 2,460,934         |
| <b>Operating Expenses</b>       | <b>20,671,692</b> | <b>2,096,212</b>            | <b>42,106</b>            | <b>6,380,361</b>                 | <b>8,364,199</b>    | <b>10,496,731</b>             | <b>250,722</b> | <b>48,302,023</b> |
| Other Requirements              |                   |                             |                          |                                  |                     |                               |                |                   |
| Contingencies                   | 0                 | 0                           | 0                        | 0                                | 0                   | 0                             | 0              | 0                 |
| Debt Service                    | 15,280            | 263,220                     | 1,087,000                | 0                                | 914,828             | 0                             | 0              | 2,280,328         |
| Transfers Out                   | 1,134,000         | 1,427,172                   | 1,262,136                | 40,000                           | 1,620,389           | 22,530                        | 0              | 5,506,227         |
| <b>Total Other Requirements</b> | <b>1,149,280</b>  | <b>1,690,392</b>            | <b>2,349,136</b>         | <b>40,000</b>                    | <b>2,535,217</b>    | <b>22,530</b>                 | <b>0</b>       | <b>7,786,555</b>  |
| Reserve for Capital             | 0                 | 0                           | 0                        | 0                                | 0                   | 0                             | 0              | 0                 |
| Ending Balance                  | 3,556,971         | 3,667,080                   | (182,788)                | 14,377,885                       | 6,975,515           | 6,435,342                     | 319,522        | 35,149,527        |
| <b>Total Requirements</b>       | <b>25,377,943</b> | <b>7,453,684</b>            | <b>2,208,454</b>         | <b>20,798,246</b>                | <b>17,874,931</b>   | <b>16,954,603</b>             | <b>570,244</b> | <b>91,238,105</b> |

## Summary of Requirements by Fund and Activity

|                                   | ACTUAL<br>FY'09   | ACTUAL<br>FY'10   | BUDGET<br>FY'11   | RECOMMEND<br>BUDGET<br>FY'12 | COMMITTEE<br>APPROVED<br>FY'12 | COUNCIL<br>ADOPTED<br>FY'12 |
|-----------------------------------|-------------------|-------------------|-------------------|------------------------------|--------------------------------|-----------------------------|
| General Fund                      |                   |                   |                   |                              |                                |                             |
| Mayor and Council                 | 191,250           | 158,563           | 200,398           | 226,473                      | 226,473                        | 226,473                     |
| Development                       |                   |                   |                   |                              |                                |                             |
| Planning                          | 834,060           | 614,383           | 676,168           | 687,004                      | 687,004                        | 687,004                     |
| Building and Safety               | 1,595,085         | 1,177,037         | 937,898           | 840,075                      | 840,075                        | 840,075                     |
| Economic Development              | 159,500           | 135,749           | 165,307           | 165,049                      | 170,049                        | 170,049                     |
| Tourism Promotion                 | 309,193           | 281,650           | 275,687           | 297,522                      | 297,522                        | 297,522                     |
| Downtown Development              | 297,867           | 286,429           | 326,880           | 342,364                      | 342,364                        | 342,364                     |
| Total Development                 | 3,195,705         | 2,495,248         | 2,381,940         | 2,332,014                    | 2,337,014                      | 2,337,014                   |
| Parks                             |                   |                   |                   |                              |                                |                             |
| Parks Maintenance                 | 1,397,615         | 1,318,828         | 1,427,295         | 1,498,530                    | 1,498,530                      | 1,498,530                   |
| Aquatics                          | 92,312            | 97,722            | 113,831           | 120,192                      | 120,192                        | 120,192                     |
| Recreation                        | 130,806           | 130,821           | 137,337           | 137,439                      | 137,439                        | 137,439                     |
| Total Parks                       | 1,620,733         | 1,547,371         | 1,678,463         | 1,756,161                    | 1,756,161                      | 1,756,161                   |
| Public Safety                     |                   |                   |                   |                              |                                |                             |
| Crisis Support Services           | 39,578            | 39,618            | 40,648            | 42,071                       | 42,071                         | 42,071                      |
| Field Operations                  | 10,378,221        | 11,094,061        | 12,300,222        | 12,985,980                   | 12,985,980                     | 12,985,980                  |
| Support Services                  | 3,219,026         | 3,120,548         | 3,489,759         | 3,706,699                    | 3,706,699                      | 3,706,699                   |
| Street Lighting                   | 266,684           | 275,517           | 295,000           | 311,000                      | 311,000                        | 311,000                     |
| Code Enforcement                  | 198,238           | 207,972           | 0                 | 0                            | 0                              | 0                           |
| Total Public Safety               | 14,101,747        | 14,737,716        | 16,125,629        | 17,045,750                   | 17,045,750                     | 17,045,750                  |
| General Program Operations        | 6,268,508         | 8,077,351         | 8,045,109         | 9,085,270                    | 9,080,270                      | 9,080,270                   |
| <b>Total General Fund</b>         | <b>25,377,943</b> | <b>27,016,249</b> | <b>28,431,539</b> | <b>30,445,668</b>            | <b>30,445,668</b>              | <b>30,445,668</b>           |
| Management Services               |                   |                   |                   |                              |                                |                             |
| Administrative Services           | 772,141           | 633,531           | 721,858           | 760,133                      | 760,133                        | 760,133                     |
| Legal Services                    | 1,326,131         | 1,349,059         | 1,449,393         | 1,377,964                    | 1,377,964                      | 1,377,964                   |
| Human Resources                   | 331,500           | 348,829           | 357,013           | 351,585                      | 351,585                        | 351,585                     |
| General Program Operations        | 349,464           | 398,466           | 416,167           | 437,554                      | 437,554                        | 437,554                     |
| General Program Operations        | 830,493           | 738,672           | 717,939           | 634,442                      | 634,442                        | 634,442                     |
| Total Administrative Fund         | 3,609,729         | 3,468,557         | 3,662,370         | 3,561,678                    | 3,561,678                      | 3,561,678                   |
| Transient Room Tax                |                   |                   |                   |                              |                                |                             |
| Community Dev Block Grant         | 970,562           | 941,157           | 918,601           | 986,815                      | 986,815                        | 986,815                     |
| Housing & Economic Dev.           | 907,383           | 927,405           | 1,844,311         | 1,863,551                    | 1,863,551                      | 1,863,551                   |
| Housing & Economic Dev.           | 1,000,795         | 1,008,924         | 987,615           | 995,293                      | 995,293                        | 995,293                     |
| Total Special Revenue Funds       | 2,878,740         | 2,877,486         | 3,750,527         | 3,845,659                    | 3,845,659                      | 3,845,659                   |
| Debt Service - General Obligation |                   |                   |                   |                              |                                |                             |
| Debt Service - Bancroft           | 1,147,113         | 987,936           | 1,533,170         | 1,046,870                    | 1,046,870                      | 1,046,870                   |
| Debt Service - Bancroft           | 1,061,341         | 199,652           | 631,141           | 660,000                      | 660,000                        | 660,000                     |
| Total Debt Service Funds          | 2,208,454         | 1,187,588         | 2,164,311         | 1,706,870                    | 1,706,870                      | 1,706,870                   |
| Lands & Buildings Projects        |                   |                   |                   |                              |                                |                             |
| Lands & Buildings Projects        | 10,103,769        | 6,228,919         | 8,569,539         | 8,338,470                    | 8,293,470                      | 8,293,470                   |
| Total Construction Funds          | 10,103,769        | 6,228,919         | 8,569,539         | 8,338,470                    | 8,293,470                      | 8,293,470                   |
| Environmental Waste Fees Fund     |                   |                   |                   |                              |                                |                             |
| Agency Fund                       | 244,743           | 237,098           | 210,000           | 218,300                      | 218,300                        | 218,300                     |
| Agency Fund                       | 325,501           | 328,870           | 278,123           | 202,776                      | 202,776                        | 202,776                     |
| Total Agency Funds                | 570,244           | 565,968           | 488,123           | 421,076                      | 421,076                        | 421,076                     |

## Summary of Requirements by Fund and Activity

|                                       | ACTUAL            |                   | BUDGET            | RECOMMEND         | COMMITTEE         | COUNCIL           |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                                       | FY'09             | FY'10             | FY'11             | BUDGET            | APPROVED          | ADOPTED           |
|                                       |                   |                   |                   | FY'12             | FY'12             | FY'12             |
| Water Treatment                       | 1,326,618         | 1,367,364         | 1,478,081         | 1,589,962         | 1,589,962         | 1,589,962         |
| Water Distribution                    | 1,068,227         | 993,873           | 1,213,635         | 1,232,734         | 1,232,734         | 1,232,734         |
| Customer Service                      | 362,969           | 370,020           | 376,750           | 380,547           | 380,547           | 380,547           |
| Debt Service                          | 422,836           | 413,154           | 399,200           | 397,800           | 397,800           | 397,800           |
| General Program Operations            | 2,278,192         | 2,280,057         | 2,010,695         | 1,724,106         | 1,724,106         | 1,724,106         |
| Water Debt Reserve Fund               | 408,000           | 408,000           | 0                 | 0                 | 0                 | 0                 |
| Water Construction Projects           | 3,712,810         | 3,152,930         | 2,463,697         | 2,034,915         | 2,034,915         | 2,034,915         |
| <b>Total Water Fund</b>               | <b>9,579,652</b>  | <b>8,985,398</b>  | <b>7,942,058</b>  | <b>7,360,064</b>  | <b>7,360,064</b>  | <b>7,360,064</b>  |
| Wastewater Collection                 | 590,290           | 619,918           | 670,297           | 696,656           | 696,656           | 696,656           |
| Wastewater Treatment                  | 1,414,713         | 1,512,290         | 1,657,043         | 1,752,938         | 1,704,989         | 1,704,989         |
| Jo-Gro                                | 539,576           | 501,849           | 562,037           | 687,241           | 671,897           | 671,897           |
| Customer Service                      | 259,713           | 262,508           | 275,250           | 270,283           | 270,283           | 270,283           |
| Debt Service                          | 491,992           | 501,329           | 501,313           | 491,712           | 491,712           | 491,712           |
| General Program Operations            | 1,694,979         | 1,952,451         | 1,832,392         | 2,310,459         | 2,373,752         | 2,373,752         |
| Wastewater Debt Reserve Fund          | 500,899           | 500,899           | 0                 | 0                 | 0                 | 0                 |
| Wastewater Construction               | 2,803,117         | 3,264,814         | 2,656,044         | 2,852,814         | 2,852,814         | 2,852,814         |
| <b>Total Wastewater Fund</b>          | <b>8,295,279</b>  | <b>9,116,058</b>  | <b>8,154,376</b>  | <b>9,062,103</b>  | <b>9,062,103</b>  | <b>9,062,103</b>  |
| Solid Waste Field Operations          | 17,401            | 19,718            | 42,431            | 25,137            | 25,137            | 25,137            |
| Post Closure Operations               | 73,776            | 36,157            | 151,758           | 136,685           | 136,685           | 136,685           |
| General Program Operations            | 331,251           | 498,442           | 96,847            | 119,288           | 119,288           | 119,288           |
| Solid Waste Construction              | 1,850,558         | 1,406,149         | 1,302,709         | 1,233,016         | 1,233,016         | 1,233,016         |
| <b>Total Solid Waste Fund</b>         | <b>2,272,986</b>  | <b>1,960,466</b>  | <b>1,593,745</b>  | <b>1,514,126</b>  | <b>1,514,126</b>  | <b>1,514,126</b>  |
| Street & Drainage Maintenance         | 1,038,940         | 1,083,201         | 1,185,069         | 1,218,104         | 1,218,104         | 1,218,104         |
| Customer Service                      | 104,945           | 110,435           | 67,007            | 53,311            | 53,311            | 53,311            |
| General Program Operations            | 1,147,510         | 1,403,332         | 1,478,963         | 2,245,787         | 2,245,787         | 2,245,787         |
| Transportation Projects               | 9,875,931         | 11,081,418        | 9,360,561         | 8,397,356         | 8,397,356         | 8,397,356         |
| <b>Total Streets Utility Fund</b>     | <b>12,167,326</b> | <b>13,678,386</b> | <b>12,091,600</b> | <b>11,914,558</b> | <b>11,914,558</b> | <b>11,914,558</b> |
| Storm Water Maintenance               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Customer Service                      | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| General Program Operations            | 10,563            | 10,563            | 10,563            | 10,563            | 10,563            | 10,563            |
| Stormwater & Open Space Projects      | 818,546           | 772,981           | 873,285           | 771,354           | 771,354           | 771,354           |
| <b>Total Storm Water Utility Fund</b> | <b>829,109</b>    | <b>783,544</b>    | <b>883,848</b>    | <b>781,917</b>    | <b>781,917</b>    | <b>781,917</b>    |
| Garage                                | 572,182           | 574,267           | 636,539           | 657,066           | 657,066           | 657,066           |
| Equipment Replacement                 | 846,500           | 1,021,361         | 934,142           | 1,022,130         | 1,022,130         | 1,022,130         |
| Information Technology                | 3,705,002         | 3,667,891         | 3,879,414         | 4,349,379         | 4,349,379         | 4,349,379         |
| Property Management                   | 671,052           | 634,828           | 675,053           | 701,039           | 701,039           | 701,039           |
| Engineering                           | 1,333,674         | 1,236,675         | 1,043,476         | 1,053,985         | 1,053,985         | 1,053,985         |
| Community Development Mgmt.           | 600,129           | 509,490           | 861,823           | 1,045,990         | 1,045,990         | 1,045,990         |
| Insurance                             | 5,616,335         | 3,172,774         | 3,646,315         | 3,788,703         | 3,788,703         | 3,788,703         |
| <b>Total Support Services Funds</b>   | <b>13,344,874</b> | <b>10,817,286</b> | <b>11,676,762</b> | <b>12,618,292</b> | <b>12,618,292</b> | <b>12,618,292</b> |
| <b>Total All Funds</b>                | <b>91,238,105</b> | <b>86,685,905</b> | <b>89,408,798</b> | <b>91,570,481</b> | <b>91,525,481</b> | <b>91,525,481</b> |

## OVERVIEW OF FUND BALANCES

| Governmental Type Funds              |  |   |  |   |
|--------------------------------------|--|---|--|---|
| <i>Fund Name</i>                     | <i>FY'11<br/>Actual<br/>Beginning<br/>Fund Balance</i> | <i>FY'12<br/>Estimated<br/>Beginning Fund<br/>Balance *</i> | <i>FY'12<br/>Estimated<br/>Ending<br/>Fund<br/>Balance *</i> | <i>Brief Explanation for Change<br/>Within Fiscal Year '12<br/>If greater than 10%</i>  |
| <b>General Fund</b>                  |  |   |  |   |
| General - unrestricted               | \$ 7,649,468   | \$ 8,147,470  | \$ 6,858,630   | Estimated Ending Fund Balance does not include the contingency of one million which is appropriated as an expenditure.  |
| General - restricted                 | 718,334  | 540,097   | 280,132  | 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. |
| <b>Special Revenue Funds</b>         |  |   |  |   |
| Industrial and<br>Downtown Loans     | 973,924  | 979,738   | 0  | **See contingency footnote  |
| Community Development<br>Block Grant | 925,169  | 941,481   | 0  | **See contingency footnote  |
| Solid Waste                          | 80,458   | 109,625   | 0  | **See contingency footnote  |
| Transportation Operations            | 572,393  | 693,612   | 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

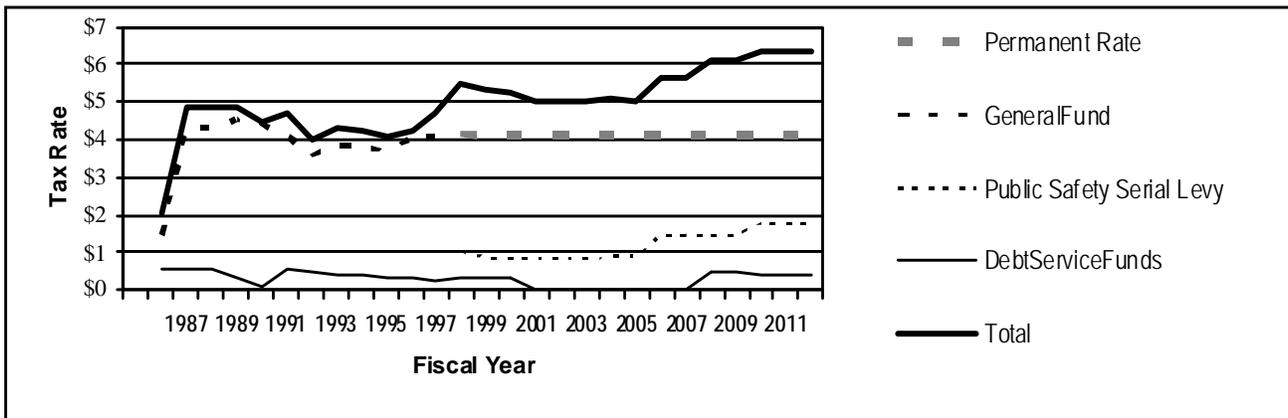
| Proprietary Type Funds            |   |  |   |  |
|-----------------------------------|---|--|---|--|
| <i>Fund Name</i>                  | <i>FY'11<br/>Beginning<br/>Fund Balance</i> | <i>FY'12<br/>Estimated<br/>Beginning Fund<br/>Balance **</i> | <i>FY'12<br/>Estimated<br/>Ending Fund<br/>Balance **</i> | <i>Brief Explanation for Change<br/>Within Fiscal Year '12<br/>If greater than 10%</i>                                 |
| <b>Enterprise Funds</b>           |   |  |   |  |
| Water Operations                  | \$ 1,379,420                                | \$ 1,083,729   | 0   | **See contingency footnote   |
| Wastewater Operations             | 574,332                                     | 1,036,689  | 0   | **See contingency footnote   |
| <b>Internal Service Funds</b>     |   |  |   |  |
| Administrative Services           | 531,080                                     | 382,098  | 0   | **See contingency footnote   |
| Information Technology            | 84,027                                      | 71,009   | 0   | **See contingency footnote   |
| Equipment Replacement             | 3,379,082                                   | 3,017,541  | 2,419,544   | Planned vehicle & equipment replacements reduced balance   |
| Garage Operations                 | 334,984                                     | 343,804  | 0   | **See contingency footnote   |
| General Insurance                 | 510,668                                     | 450,000  | 0   | **See contingency footnote   |
| Insurance/Benefits Administration | 1,115,390                                   | 1,443,960  | 1,531,490   | PERS employer rate to increase significantly next year. Increased fund balance to offset higher premiums in the future |
| Workers' Compensation Insurance   | 987,599                                     | 942,212  | 341,294   | 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> |
|-----------------------------------|-----------------------|---------------------|----------------------------------|---------------------------|--------------|
| 1987                              |                       | 4.30                |                                  | 0.55                      | 4.85         |
| 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 est.                        | 0.41 est.                 | 6.33 est.    |



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**HISTORY OF LEVIES AND ASSESSED VALUES**


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| <i>Fiscal<br/>Year<br/>Ended<br/>June 30</i> | <i>Real Property<br/>Assessed Value</i> | <i>Permanent<br/>Tax Rate<br/>Certification</i> | <i>Public<br/>Safety<br/>Levy</i> | <i>Water<br/>Bond<br/>Debt</i> | <i>Public<br/>Safety<br/>Bonded Debt</i> |
|--|---|---|-----------------------------------|--------------------------------|--|
| 2000   | 1,129,100,398                           | 4,344,821                                       | 893,476                           | 309,984                        | 0  |
| 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 <sup>est.</sup>                         | 2,528,220,000                           | 10,450,397                                      | 4,525,514                         | 0                              | 1,034,200                                |

## HISTORY OF GENERAL SUPPORT RESOURCES

| <i>Description</i>        | <i>ACTUAL</i>             | <i>ACTUAL</i>             | <i>BUDGET</i>              | <i>MANAGER</i>             | <i>COMMITTEE</i>           | <i>COUNCIL</i>             |
|---------------------------|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                           | <u><i>FY'09</i></u>       | <u><i>FY'10</i></u>       | <u><i>FY'11</i></u>        | <u><i>RECOMMEND</i></u>    | <u><i>APPROVED</i></u>     | <u><i>ADOPTED</i></u>      |
|                           |                           |                           |                            | <u><i>FY'12</i></u>        | <u><i>FY'12</i></u>        | <u><i>FY'12</i></u>        |
| Beg. Fund Balance         | \$4,578,249               | \$2,701,988               | \$7,002,000                | \$8,147,470                | \$8,147,470                | \$8,147,470                |
| Business Taxes            | 308,624                   | 293,822                   | 301,680                    | 292,300                    | 292,300                    | 292,300                    |
| Franchise Taxes:          |                           |                           |                            |                            |                            |                            |
| PP&L                      | 1,259,271                 | 1,308,517                 | 1,367,770                  | 1,521,000                  | 1,521,000                  | 1,521,000                  |
| Qwest                     | 199,527                   | 157,444                   | 149,370                    | 132,900                    | 132,900                    | 132,900                    |
| Charter                   | 218,761                   | 209,920                   | 204,570                    | 242,700                    | 242,700                    | 242,700                    |
| Avista                    | 497,541                   | 426,287                   | 409,280                    | 416,000                    | 416,000                    | 416,000                    |
| Allied Waste              | 183,529                   | 176,391                   | 168,960                    | 182,200                    | 182,200                    | 182,200                    |
| So. Or. Sanitation        | 25,382                    | 41,732                    | 25,000                     | 54,300                     | 54,300                     | 54,300                     |
| Solid Waste Transfer      | 22,761                    | 20,912                    | 25,000                     | 20,200                     | 20,200                     | 20,200                     |
| Other Telecom.            | 15,596                    | 23,754                    | 9,280                      | 3,250                      | 3,250                      | 3,250                      |
| Other Taxes               | 4,570                     | 5,875                     | 2,520                      | 1,600                      | 1,600                      | 1,600                      |
| Fees in Lieu of Franchise | 461,034                   | 452,152                   | 487,490                    | 476,200                    | 476,200                    | 476,200                    |
| Licenses                  | 6,740                     | 6,335                     | 6,480                      | 6,900                      | 6,900                      | 6,900                      |
| State Rev. Sharing        | 270,458                   | 264,004                   | 297,050                    | 299,400                    | 299,400                    | 299,400                    |
| State Cigarette Tax       | 50,328                    | 48,482                    | 43,680                     | 50,300                     | 50,300                     | 50,300                     |
| State Liquor Tax          | 410,343                   | 374,145                   | 434,200                    | 421,600                    | 421,600                    | 421,600                    |
| Other Misc.               | 24,112                    | 2,602,130                 | 44,440                     | 241,200                    | 241,200                    | 241,200                    |
| Investment Interest       | <u>147,754</u>            | <u>165,100</u>            | <u>26,150</u>              | <u>67,050</u>              | <u>67,050</u>              | <u>67,050</u>              |
| <b>Total</b>              | <b><u>\$8,684,580</u></b> | <b><u>\$9,278,990</u></b> | <b><u>\$11,004,920</u></b> | <b><u>\$12,576,570</u></b> | <b><u>\$12,576,570</u></b> | <b><u>\$12,576,570</u></b> |

## MAJOR REVENUE SOURCES

| Fund           | Program              | Description                                      | Dollar Amount | % of Program Revenues | Basis of Revenue Estimates  |
|----------------|----------------------|--|---------------|-----------------------|---|
| General        | Public Safety        | Property Taxes                                   | \$14,530,700  | 89.4%                 | 5 year historical trends, assessed values for newly annexed properties together with information from Josephine County Assessors office |
| General        | Development          | Permits & Licenses                               | \$211,500     | 23.3%                 | Estimated # of residential, industrial and commercial building permits issued   |
| General        | Policy & Legislation | Taxes other than Property (franchise & business) | \$3,032,950   | 68.5%                 | Historical trends together with growth projections and rate increases approval by state. Also refer to Appendix K.                      |
| Transportation | Transportation       | State Gas Tax                                    | \$1,947,660   | 69.0%                 | Historical growth trends together with per capita revenue projections received from state   |
| Transportation | Transportation       | Street Utility Fees                              | \$781,500     | 27.7%                 | Historical growth in utility accounts   |
| Water          | Water                | User Fees  | \$4,189,400   | 94.4%                 | Historical growth in # of accounts and utilization, together with projected housing starts  |
| Wastewater     | Wastewater           | User Fees  | \$4,820,600   | 90.5%                 | Historical growth in # of accounts together with projected housing starts   |

## STAFF ALLOCATION BY ACTIVITY

| <i>Department/Activity</i>            | <b>Budget<br/>FY'09</b> | <b>Budget<br/>FY'10</b> | <b>Budget<br/>FY'11</b> | <b>Recommend<br/>FY'12</b> | <b>Approved<br/>FY'12</b> | <b>Adopted<br/>FY'12</b> |
|---------------------------------------|-------------------------|-------------------------|-------------------------|----------------------------|---------------------------|--------------------------|
| <b>Administration</b>                 |                         |                         |                         |                            |                           |                          |
| Management                            | 6.70                    | 6.70                    | 6.70                    | 6.83                       | 6.83                      | 6.83                     |
| Human Resources                       | 2.50                    | 2.50                    | 3.00                    | 2.87                       | 2.87                      | 2.87                     |
| Finance                               | 16.00                   | 16.00                   | 16.00                   | 16.00                      | 16.00                     | 16.00                    |
| Legal                                 | 2.45                    | 2.52                    | 2.38                    | 2.48                       | 2.48                      | 2.48                     |
| Risk Insurance                        | 0.80                    | 0.54                    | 0.87                    | 0.82                       | 0.82                      | 0.82                     |
| Economic Development                  | 1.00                    | 1.00                    | 1.00                    | 1.00                       | 1.00                      | 1.00                     |
|                                       | <u>29.45</u>            | <u>29.26</u>            | <u>29.95</u>            | <u>30.00</u>               | <u>30.00</u>              | <u>30.00</u>             |
| <b>Community Development</b>          |                         |                         |                         |                            |                           |                          |
| Management                            | 7.00                    | 8.00                    | 8.00                    | 10.00                      | 10.00                     | 10.00                    |
| Engineering                           | 10.50                   | 9.50                    | 9.50                    | 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>             |
| <b>Parks &amp; Community Svc's</b>    |                         |                         |                         |                            |                           |                          |
| Information Services                  | 4.95                    | 4.95                    | 4.95                    | 4.90                       | 4.90                      | 4.90                     |
| Park Maintenance                      | 8.10                    | 8.10                    | 8.10                    | 8.20                       | 8.20                      | 8.20                     |
| Property Management                   | 1.30                    | 1.30                    | 2.15                    | 2.10                       | 2.10                      | 2.10                     |
| Capital Projects                      | 0.00                    | 0.00                    | 0.15                    | 0.00                       | 0.00                      | 0.00                     |
| Aquatics                              | 0.35                    | 0.35                    | 0.35                    | 0.40                       | 0.40                      | 0.40                     |
| Recreation                            | 0.15                    | 0.15                    | 0.15                    | 0.15                       | 0.15                      | 0.15                     |
| Garage Operations                     | 3.05                    | 3.05                    | 2.95                    | 3.15                       | 3.15                      | 3.15                     |
| Equipment Repair                      | 0.70                    | 0.70                    | 0.80                    | 0.60                       | 0.60                      | 0.60                     |
| Tourism Promotion                     | 1.85                    | 1.85                    | 1.85                    | 1.85                       | 1.85                      | 1.85                     |
| Downtown                              | 1.45                    | 1.45                    | 1.45                    | 1.55                       | 1.55                      | 1.55                     |
|                                       | <u>21.90</u>            | <u>21.90</u>            | <u>22.90</u>            | <u>22.90</u>               | <u>22.90</u>              | <u>22.90</u>             |
| <b>Public Works</b>                   |                         |                         |                         |                            |                           |                          |
| 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                    | 9.41                       | 9.41                      | 9.41                     |
| JO-GRO™                               | 4.11                    | 4.11                    | 4.11                    | 4.11                       | 4.11                      | 4.11                     |
| 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>             |
| <b>Public Safety</b>                  |                         |                         |                         |                            |                           |                          |
| Field Operations                      | 72.50                   | 72.50                   | 76.50                   | 80.00                      | 80.00                     | 80.00                    |
| Support Operations                    | 33.10                   | 29.35                   | 30.35                   | 30.87                      | 30.87                     | 30.87                    |
| Code Enforcement                      | 3.20                    | 3.20                    | 0.00                    | 0.00                       | 0.00                      | 0.00                     |
|                                       | <u>108.80</u>           | <u>105.05</u>           | <u>106.85</u>           | <u>110.87</u>              | <u>110.87</u>             | <u>110.87</u>            |
| <b>Total</b>                          | <b>239.25</b>           | <b>235.31</b>           | <b>238.80</b>           | <b>242.87</b>              | <b>242.87</b>             | <b>242.87</b>            |
| <i>Memo: Total Unfunded Positions</i> | <i>(11.00)</i>          | <i>(18.00)</i>          | <i>(19.75)</i>          | <i>(22.05)</i>             | <i>(22.05)</i>            | <i>(22.05)</i>           |
| <b>Net Funded Positions</b>           | <b>228.25</b>           | <b>217.31</b>           | <b>219.05</b>           | <b>220.82</b>              | <b>220.82</b>             | <b>220.82</b>            |

## MONTHLY SALARY SCHEDULE

| <u>Positions</u>  | <u>Entry*</u> | <u>Top*</u> |
|---|---------------|-------------|
| Clerk Aid   | 1,893         | 2,416       |
| Office Assistant I/II   | 2,136         | 3,122       |
| Accounting Technician   | 2,313         | 3,122       |
| Municipal Services Worker/Utility Worker                                    | 2,714         | 3,300       |
| Municipal Specialist/Utility Specialist                                     | 2,849         | 3,463       |
| Prevention Program Office Assistant   | 2,746         | 3,505       |
| Lead Accounting Technician  | 2,313         | 3,527       |
| Department Support Technician/Database Technician/Webmaster                 | 2,571         | 3,599       |
| Public Safety Clerk   | 2,865         | 3,656       |
| Treatment Plant Specialist  | 3,022         | 3,674       |
| Community Service Officer   | 2,960         | 3,778       |
| Investigative Specialist  | 2,989         | 3,815       |
| Administrative Support Spec./Finance Support Spec./Mechanic/Personnel Tech. | 2,741         | 3,837       |
| Property Specialist   | 3,171         | 4,048       |
| Tourism and Downtown Coordinator/Computer Services Technician               | 2,911         | 4,075       |
| Administrative Coordinator  | 3,123         | 4,373       |
| Lead Mechanic/Projects Specialist   | 2,741         | 4,385       |
| Public Safety Dispatcher  | 3,302         | 4,525       |
| Assistant Planner/Building Inspector-Plans Examiner                         | 3,379         | 4,730       |
| Lead Public Safety Dispatcher   | 3,467         | 4,746       |
| Grants Specialist   | 3,468         | 5,028       |
| Associate Planner/Business Op Sup./Analyst/Urban Forester                   | 3,632         | 5,266       |
| Customer Service Sup/Economic Dev. Spec./Land Acquisition Spec.             | 3,632         | 5,266       |
| Civilian Public Safety Supervisor/Projects Supervisor/Property Mgmt Coord.  | 3,632         | 5,266       |
| Firefighter   | 3,973         | 5,428       |
| City Surveyor/Superintendents/Utility Engineer                              | 3,796         | 5,504       |
| Fire Inspector  | 4,481         | 5,718       |
| Police Officer  | 4,206         | 5,737       |
| Information Technology Supervisor/Senior Planner                            | 4,001         | 5,802       |
| Police Corporal   | 4,431         | 6,038       |
| Fire Corporal   | 4,507         | 6,146       |
| Battalion Chief/Fire Marshal/Public Safety Sergeant                         | 4,248         | 6,160       |
| Assistant Finance Director/Building Official/Principal Planner              | 4,248         | 6,160       |
| City Engineer/Deputy City Attorney /PS Lieutenant                           | 4,622         | 6,934       |
| Deputy Chief  | 4,665         | 7,232       |
| Human Resources Director  | 5,057         | 7,839       |
| Finance Director  | 5,242         | 8,125       |
| Parks & Community Services Director   | 5,334         | 8,268       |
| Community Development Director/Public Safety Director/Public Works          | 5,334         | 8,268       |
| Assistant City Manager/City Attorney  | 5,426         | 8,411       |

\* As of January 1, 2011

## REPRESENTATIVE ANNUAL SALARY AND FRINGE BENEFITS

As of January 1, 2011

|   | <i>Office<br/>Assistant<br/>I</i> | <i>Municipal<br/>Services<br/>Worker</i> | <i>Utility<br/>Specialist</i> | <i>Treatment<br/>Plant<br/>Specialist</i> | <i>Fire<br/>Fighter</i> | <i>Police<br/>Officer</i> |
|---|-----------------------------------|--|-------------------------------|---|-------------------------|---------------------------|
| Salary (top step)                         | 34,618                            | 39,600                                   | 41,558                        | 44,088                                    | 65,136                  | 67,524                    |
| <u>Certification +</u>                    | -                                 | 499                                      | 3,994                         | 3,931                                     | 4,543                   | 4,011                     |
| <b>Sub-Total Salary</b>                   | <b>34,618</b>                     | <b>40,099</b>                            | <b>45,552</b>                 | <b>48,019</b>                             | <b>69,679</b>           | <b>71,535</b>             |
| <u>Legislated Benefits:</u>               |                                   |  |                               |   |                         |                           |
| Workers Comp                              | 52                                | 1,399                                    | 1,567                         | 1,652                                     | 1,916                   | 1,860                     |
| City Portion PERS/OPSRP                   | 4,331                             | 4,872                                    | 5,535                         | 5,834                                     | 14,779                  | 15,173                    |
| <u>FICA Tax 7.65%</u>                     | 2,648                             | 3,068                                    | 3,485                         | 3,673                                     | 5,330                   | 5,472                     |
| <i>Subtotal Legislated Benefits</i>       | <i>7,031</i>                      | <i>9,339</i>                             | <i>10,587</i>                 | <i>11,159</i>                             | <i>22,025</i>           | <i>22,505</i>             |
| <u>Negotiated Benefits:</u>               |                                   |  |                               |   |                         |                           |
| Employee 6% PERS/OPSRP                    | 2,077                             | 2,406                                    | 2,733                         | 2,881                                     | 4,181                   | 4,292                     |
| Health Ins.                               | 15,499                            | 14,671                                   | 14,671                        | 14,671                                    | 15,835                  | 15,464                    |
| Wellness Program                          | 240                               | 240                                      | 240                           | 240                                       | 240                     | 240                       |
| Life Ins.                                 | 71                                | 90                                       | 100                           | 107                                       | 150                     | 156                       |
| <u>Long Term Dis. Ins.</u>                | 82                                | 102                                      | 115                           | 121                                       | 172                     | 80                        |
| <i>Subtotal Negotiated Benefits</i>       | <i>17,969</i>                     | <i>17,509</i>                            | <i>17,859</i>                 | <i>18,020</i>                             | <i>20,578</i>           | <i>20,232</i>             |
| <b>Sub-Total Benefits</b>                 | <b>25,000</b>                     | <b>26,848</b>                            | <b>28,446</b>                 | <b>29,179</b>                             | <b>42,603</b>           | <b>42,737</b>             |
| <b><u>Total Salary &amp; Benefits</u></b> | <b><u>59,618</u></b>              | <b><u>66,947</u></b>                     | <b><u>73,998</u></b>          | <b><u>77,198</u></b>                      | <b><u>112,282</u></b>   | <b><u>114,272</u></b>     |
| % Ratio of Benefits/Salary                | 72%                               | 67%                                      | 62%                           | 61%                                       | 61%                     | 60%                       |

+ Varies with the individual

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## COMPUTATION OF LEGAL DEBT MARGIN

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*As of June 30, 2011*

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' assessed 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% assessed 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, 2011 <i>est.</i>    | \$ 3,712,094,630        |
| Less Non-Profit Housing                                    | <u>- 2,195,200</u>      |
| **Total  | <u>\$ 3,709,899,430</u> |
| Debt limit, 3% of total real market value - ORS 287.004(2) | \$ 111,296,983          |

Amount of debt applicable to debt limit

|   |                      |
|---|----------------------|
| Total bonded debt, including special assessments bond<br>and public safety general obligation bonds | \$ 13,935,000        |
| Less:   |                      |
| Assets in debt service funds available for<br>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>\$ 13,935,000</u> |
| Legal debt margin   | <u>\$ 97,361,983</u> |

\* Total Real Market Value as defined in ORS 308.207

\*\* Source: Josephine County Assessor's office

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## SCHEDULE OF FUTURE DEBT SERVICE

As of June 30, 2011

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### Bonded Debt

| <i>Fiscal Year</i> | <b>General Obligation Bonds<br/>Public Safety Facilities</b> |                           | <b>Full Faith and Credit<br/>Obligation Bonds<br/>Public Works Facilities</b> |                           |
|--------------------|--|---------------------------|---|---------------------------|
|                    | <i>Principal</i>   | <i>Interest</i>           | <i>Principal</i>  | <i>Interest</i>           |
| 2011-2012          | 685,000  | 295,200                   | 1,095,000   | 242,913                   |
| 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>             |
| <b>Totals</b>      | <b><u>\$6,895,000</u></b>                                    | <b><u>\$1,409,500</u></b> | <b><u>\$7,040,000</u></b>   | <b><u>\$1,449,317</u></b> |

### Non-Bonded Debt – Property

**Henner Property  
2190 Hamilton Ln.**

| <i>Fiscal Year</i> | <i>Principal</i>          | <i>Interest</i>          |
|--------------------|---------------------------|--------------------------|
| 2011-2012          | 22,500.00                 | 4,146.00                 |
| 2012-2013          | 22,500.00                 | 2,121.00                 |
| 2013-2014          | <u>22,500.00</u>          | <u>1,108.56</u>          |
| <b>Totals</b>      | <b><u>\$67,500.00</u></b> | <b><u>\$7,375.56</u></b> |

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**TEN LARGEST TAXPAYERS WITHIN CITY LIMITS**


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| <i>Name</i>   | <i>Type of Business</i> | <i>City Taxable<br/>Base Value</i> | <i>Percentage of<br/>Total Assessed<br/>Value</i> |
|---|-------------------------|------------------------------------|---|
| Masterbrand Cabinets Inc.                             | Industrial              | \$17,400,900                       | 0.70%   |
| Auerbach Grants Pass LLC & Freeman<br>Grants Pass LLC | Commercial              | \$17,075,600                       | 0.69%   |
| Charter   | Utility                 | \$14,176,740                       | 0.57%   |
| Lynn-Ann Development LLC                              | Developer               | \$13,600,666                       | 0.55%   |
| Grants Pass FMS LLC                                   | Commercial              | \$13,345,550                       | 0.54%   |
| Wal-Mart Stores Inc.                                  | Commercial              | \$13,097,545                       | 0.53%   |
| Qwest Corporation                                     | Utility                 | \$12,807,600                       | 0.52%   |
| Albertson's Inc.                                      | Commercial              | \$11,146,383                       | 0.45%   |
| BRE/SW Spring Village LLC                             | Commercial              | \$10,697,700                       | 0.43%   |
| PacifiCorp (PP&L)                                     | Utility                 | \$10,854,000                       | 0.44%   |
| Sub-total of top taxpayers:                           |                         | <u>\$ 134,202,684</u>              | <u>5.42%</u>                                      |
| Other taxpayers:                                      |                         | <u>\$2,344,444,275</u>             | <u>94.58%</u>                                     |
| Total all taxpayers:                                  |                         | <u>\$2,478,646,959</u>             | <u>100.00%</u>                                    |

Source: Josephine County Assessor - October 10, 2010

## 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, 2011</i> | <i>FY'12 SDC Revenue Budget</i> | <i>FY'12 Allocations</i> | <i>Est. Balance June 30, 2012</i> |
|---------------------------------|------------------------|----------------------------------|---------------------------------|--------------------------|-----------------------------------|
| Parks Land Acquisition          | 692                    | 43,417                           | 53,000                          | 45,500                   | 50,917                            |
| Parks Development               | 694                    | (27,091)                         | 29,010                          | 0                        | 1,919                             |
| Storm Water & Open Space        | 642                    | 229,235                          | 44,850                          | 220,000                  | 54,085                            |
| Transportation                  | 614                    | 1,464,481                        | 124,000                         | 1,275,000                | 313,481                           |
| Transportation: Signal SDC      | 614                    | (3,321)                          | 1,000                           | 0                        | (2,321)                           |
| Water                           | 752                    | 179,442                          | 195,484                         | 334,000                  | 40,926                            |
| Wastewater                      | 722                    | 104,644                          | 152,720                         | 225,000                  | 32,364                            |

### 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>     |
|---|--------------------------------------|--|-------------------------|
| <b><u>Parks Land Acquisition SDC to Lands &amp; Building Capital Projects</u></b> |                                      |  |                         |
| LB 4710   | Overland Park Reserve                | Park land acquisition                              | 40,500                  |
| LB 4713   | Allenwood Park Reserve               | Park land acquisition                              | 5,000                   |
|   |                                      | <b>Total</b>                                       | <b><u>45,500</u></b>    |
| <b><u>Storm Water and Open Space SDC to Capital Projects</u></b>                  |                                      |  |                         |
| TR 4934   | Redwood Avenue LID-Dowell to Hubbard | Storm water drain pipes and appurtenances          | 220,000                 |
|   |                                      | <b>Total</b>                                       | <b><u>220,000</u></b>   |
| <b><u>Transportation SDC to Capital Projects</u></b>                              |                                      |  |                         |
| TR 4924   | Hubbard Lane                         | Widen roadway                                      | (150,000)               |
| TR 4934   | Redwood Avenue LID (2)               | Widen highway, add sidewalks and bike lanes        | 500,000                 |
| TR 6069   | Sidewalk Projects                    | Install sidewalks                                  | (100,000)               |
| TR 6115   | Drury Ln. Reconstruction             | Widen road, add curb/gutter, sidewalks, bike lanes | 725,000                 |
| TR 6116   | Allen Creek Rd Improvement           | Supplement ODOT road improvements                  | 300,000                 |
|   |                                      | <b>Total</b>                                       | <b><u>1,275,000</u></b> |
| <b><u>Water SDC to Water and Transportation Capital Projects</u></b>              |                                      |  |                         |
| WA 4742   | Meadow Wood Res. #16-Site Purchase   | Land acquisition                                   | 100,000                 |
| WA 4965   | WTP Solids Handling                  | Solids handling improvements to WTP                | (289,000)               |
| WA 4971   | Meadow Wood Reservoir #16            | Build a 600,000 gallon water reservoir             | 250,000                 |
| WA 6057   | Backwash Pump Redundancy             | Add second backwash pump                           | 73,000                  |
| TR 4924   | Hubbard Lane Widening                | Design/purchase right-of-way to widen rd.          | 200,000                 |
|   |                                      | <b>Total</b>                                       | <b><u>334,000</u></b>   |
| <b><u>SDC to Wastewater Capital Projects</u></b>                                  |                                      |  |                         |
| SE 4964   | WRP Phase 2 Expansion                | Expand aeration basin capacity, etc.               | 100,000                 |
| SE 6012   | Mill Street Sewer Reconstruction     | Replace 9,500 feet of sewer main                   | 125,000                 |
|   |                                      | <b>Total</b>                                       | <b><u>225,000</u></b>   |

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## THE BUDGET FORMAT

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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

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### 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.

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## FINANCIAL POLICIES

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### AS ADOPTED BY THE COUNCIL FEBRUARY 17, 2010

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

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### 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 30% to 40% of the budget's operational requirements. The fund balance shall be exclusive of all reserves not anticipated to be readily available for use in emergencies and contingencies.

• 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. 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.

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## FINANCIAL POLICIES

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### 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.

### 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 assessed value of property in the City.
3. Discussion: This is consistent with State law. Compliance ensures that the City will not be overburdened with long-term debt.
4. 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 on-going operations, a sign that the City is financially over committed. However, borrowing when financial market conditions are favorable can be considered financially prudent.

5. 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.

## **FINANCIAL POLICIES**

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### **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.

### **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 any recommendations made by the auditor and provide progress reports on any actions regarding those recommendations.

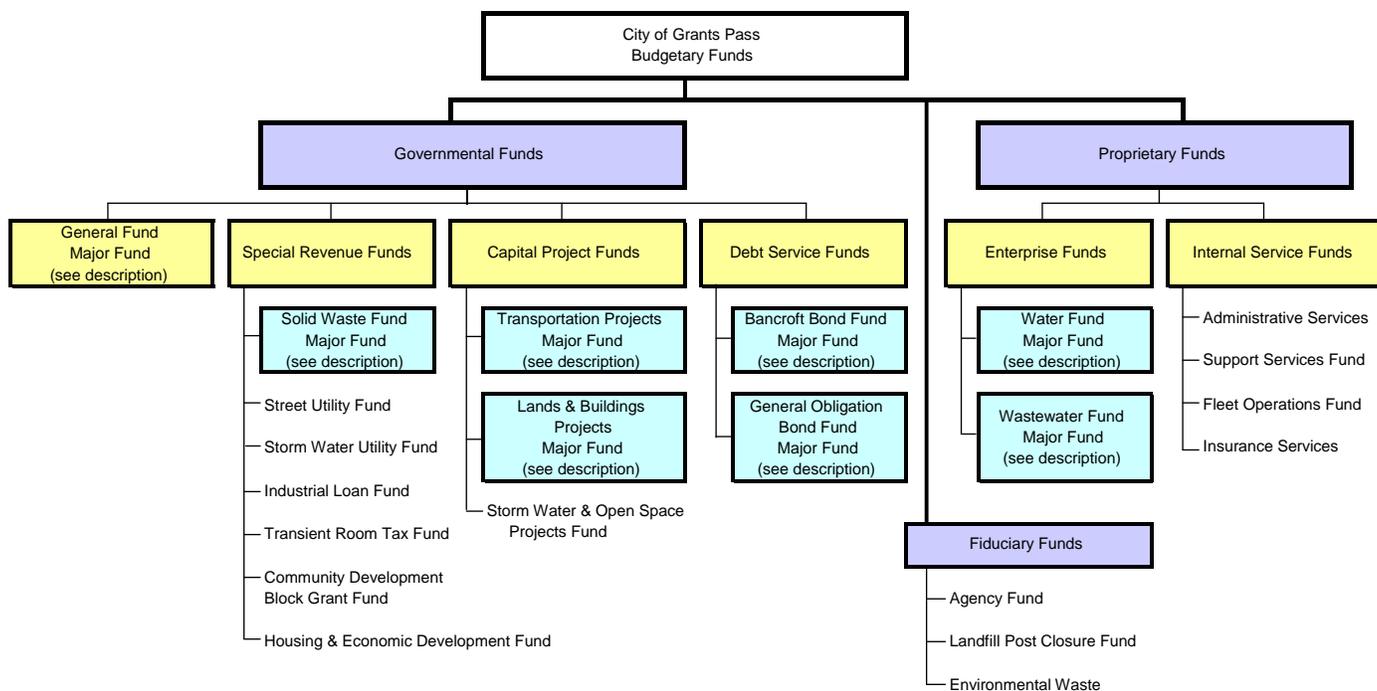
Discussion: An independent audit of City financial records is a State requirement. In addition, the City will use the expertise of the independent audit firm to improve financial operations.

### **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 reviewed 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.

### 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.

## FUND STRUCTURE AND ACCOUNTING METHODS

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### 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.

### 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.

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## FUND STRUCTURE AND ACCOUNTING METHODS

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***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.

### **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.

## FUND STRUCTURE AND ACCOUNTING METHODS

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### **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.

***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.

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## FUND STRUCTURE AND ACCOUNTING METHODS

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### 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:

***Harbeck-Fruitdale Sewer District.*** This fund accounts for the revenues and capital expenditures related to construction of an expanded collection system specifically funded by the Harbeck-Fruitdale Sewer District. Revenues were generated by grants, loans and user fees. It uses a modified accrual basis of accounting for budgetary purposes.

***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.

***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

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**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.

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## REVENUE SOURCES

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**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

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**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.

**Balanced Budget:** Oregon Administrative Rule requires jurisdictions within Oregon to propose and adopt balanced budgets. According to the State of Oregon definition (OAR 150-294.352(1)-(B)), a balanced budget is an estimate of expenditures and resources whereby total resources in a fund equal the total expenditures and requirements for that fund, and the total of all resources equal the total of all expenditures and all requirements for all funds of the jurisdiction.

**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.

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## GLOSSARY

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**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.

**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:

- *Recommended 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

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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.

Depreciation: The decline in value for a fixed asset. The City assigns a useful life to fixed assets valuing over \$5,000 and utilizes a straight-line depreciation method.

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.

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## GLOSSARY

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**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.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.

**Goal:** A long-range desirable development attained by time phased objectives as outlined in the Work plan, designed to carry out a strategy.

**Governmental Funds:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds and permanent funds.

## GLOSSARY

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**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.

**Major Fund:** The general fund and any fund whose revenues, expenditures, assets or liabilities are at least ten percent of the total of all funds in its class (governmental/enterprise), or a fund the governing body believes is particularly important to financial statement users. Such funds are reported as a separate column in the basic fund financial statements and are subject to a separate opinion in the independent auditor's report.

**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.

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## GLOSSARY

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**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 includes 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

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**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.