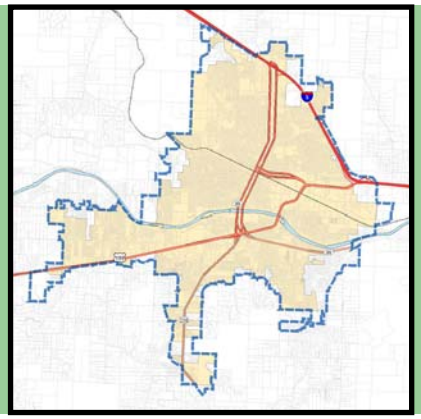

City of Grants Pass, Oregon

Adopted Operating & Capital Budget

Fiscal Year 2010-11

WHERE THE ROGUE RIVER RUNS

GRANTS PASS

OREGON

© City of Grants Pass

an

City of Grants Pass
Operating/Capital Budget
FY 2011

PRESENTED TO MAYOR MIKE MURPHY, COUNCIL MEMBERS

AND LAY MEMBERS OF THE BUDGET COMMITTEE

COUNCIL MEMBERS	LAY MEMBERS
KRIS WOODBURN	FLORIN BALDRIDGE
TIM CUMMINGS	PAMELA BICK
DARIN FOWLER	WILLIAM KOHN
RICHARD MICHELON	EUGENE DUNAWAY
LILY MORGAN	BLAIR MCINTIRE
DEL RENFRO	GREG NIEDERMEYER
RICK RIKER	GARY STILL
DAN DEYOUNG	JIM WILLIAMS

PRESENTED BY

LAUREL SAMSON

CITY MANAGER/BUDGET OFFICER

DEPARTMENT DIRECTORS

DAVID REEVES	ASSISTANT CITY MANAGER
JAY MEREDITH	FINANCE
CARLA ANGELI PALADINO	COMMUNITY DEVELOPMENT
MARTIN SEYBOLD	PARKS AND COMMUNITY SERVICES
MARK BARTHOLOMEW	CITY ATTORNEY
JOE HENNER	PUBLIC SAFETY
TERRY HAUGEN	PUBLIC WORKS
KARIN LANGE	HUMAN RESOURCES

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Grants Pass

Oregon

For the Fiscal Year Beginning

July 1, 2009

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, 2009**.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and 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 26, 2010

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

Budget Message for Fiscal Year 2010-2011

I am pleased to present to you the balanced budget for the Fiscal Year 2010-2011 (FY'11). This budget represents the combined efforts of the City Council, the Budget Committee, staff, advisory boards, and the citizens of Grants Pass.

The City of Grants Pass is in the enviable position of being able to continue to provide similar service level without increasing its tax levy in the projected FY'12 budget. We owe this 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 in January 2009 for all managers, supervisors, and Grants Pass Employee Association employees; 5) no cost of living increases in January 2010 for all managers, supervisors, Fire, and Teamster employees. These actions and sacrifices have allowed the City to contain costs, and we anticipate being able to offer similar level of services through FY'14 with no increase in the Public Safety levy.

This budget document includes the resources that the voters authorized through passage of the Two-Year Public Safety Levy on May 19, 2009. The approved levy provides an estimated $4,191,516 in FY'11 for City Public Safety operations. The prior levy expired June 30, 2009. The overwhelming support for the Public Safety Levy in 2009 demonstrates the community's desire for quality services. The budget for FY'11 and projected budget for FY'12 continue 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. As the current two-year levy expires in the coming year, the FY'12 projections also show a continuation of the Public Safety Levy at the same rate that was approved by voters during the current period.

The empirical and statistical data gathered from the citizens of Grants Pass indicate that the residents appreciate the services provided by the City. As an example, the statistical survey, conducted by Steve Johnson & Associates, points out that 79% of the respondents give Grants Pass a rating of Good or Excellent. We believe this demonstrates 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.

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 City Council recently completed the 2010-2011 Strategic Goals and Work Plan in December of 2009, 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.

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 our community's construction growth rate has slowed from the rapid pace of just a few years ago, our City's population continues to grow as estimated by Portland State University's (PSU) Population Research Center. Higher volume of demands for service, particularly in the City's Public Safety services, has accompanied the City's population growth in recent years. Between the three years of July 1, 2006 and July 1, 2009, PSU has estimated a total population growth of 3.6% in Oregon, 3.1% for Josephine County, and 7.4% in the City of Grants Pass. In the most recent year ending June 30, 2009, PSU estimates the City added an additional 965 residents to bring our estimated population to 33,225. Grants Pass now ranks as the 15th largest city in Oregon. We believe we have met the challenge to maintain the "livability" of our community while facing the broad economic realities head on.

The executive team and staff were given some specific guidelines for preparing the FY'11 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 cut non-personnel budgets from the prior budget period by between one and three percent. These cuts would create the most fiscally responsible budgets that should avoid compromising the City's current level of service. It has been recognized that a higher level of cuts after the relatively larger advised cuts in FY'10 would adversely affect the City's ability to maintain the same level of services. Further instructions included:

- *Limit Discretionary Expenditures: Except where necessary, the proposed FY'11 budget must limit or reduce discretionary spending across most programs in order to accommodate the current financial environment and slowed or relatively non-existent growth in general operating revenues. Allowing those resources to be invested in sustaining basic services will ensure consistency with Council's likely priorities for 2010 and beyond.*
- *Cut non-personnel budget totals by 1% to 3%: Recognizing that certain areas of operational revenue growth will not keep up with contractual increases in personnel*

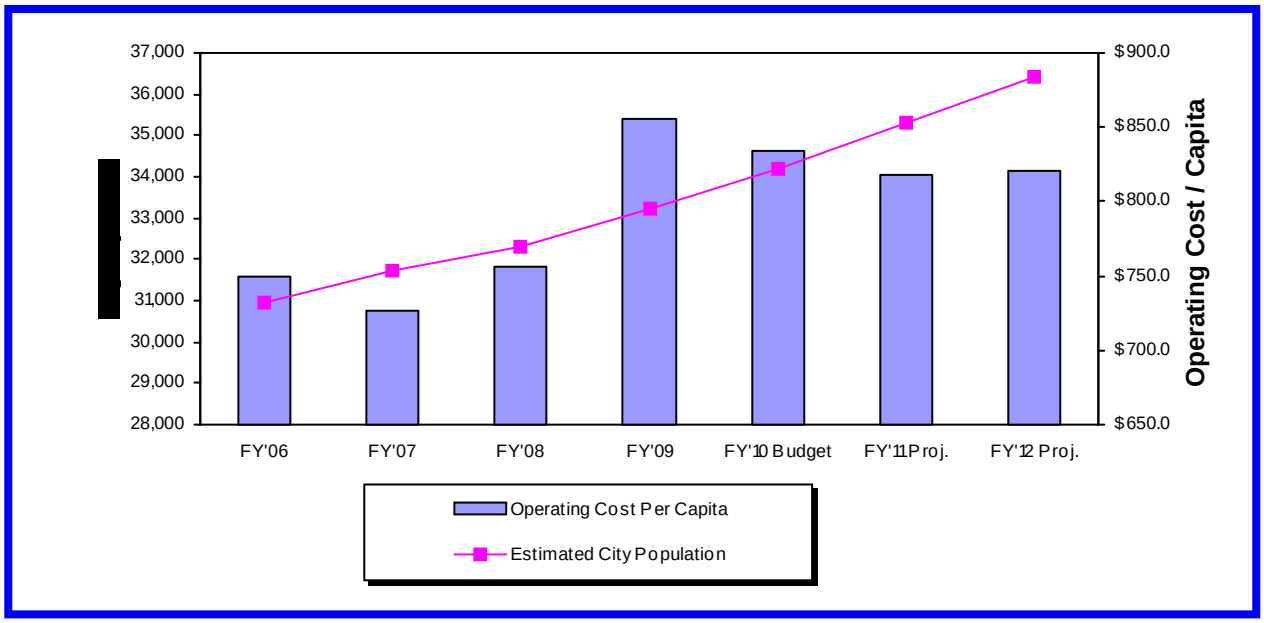
costs, limiting non-personnel discretionary expenditures will allow the level of services to be similar and will enhance the sustainability of program budgets.

The FY'11 operating budget, excluding contingencies, debt service, and transfers out, totals $28,884,851. This is up less than $400,000 from last year's Revised Budget total of $28,537,782 because of reductions in contractual services and, in part, because of the reduction in routine capital needs as a result of two new Public Safety stations. Public Safety accounts for a little more than half of the total operating costs for the City, and its budget increased approximately $500,000 due largely to the need for two new positions to fill existing service gaps and contractual labor agreement cost of living adjustments. The other operational departments of the City decreased operating expenses by more than $100,000 in total compared to last year.

The elimination of the Capital Transfers from the General Fund to Capital projects that was implemented in FY'10 makes it possible for the City to continue providing services at levels similar to prior years. Public Safety will continue to use approximately the same amount of General Fund support from non-dedicated resources as compared to FY'10 ($399,000 in FY'11 versus $435,000 in FY'10). The total budget, including Capital and unappropriated amounts, is $89,408,798. This is slightly higher than last year's total budget of $86,416,355 due largely to the expectation of starting FY'11 with a higher budgetary fund balance in the General Fund. Wrapping up a large part of the Redevelopment Agency will bring some one-time resource benefits including paying back the City's General Fund for the bulk of the loan extended to the Agency in 2008.

The decision to eliminate 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. Over the next year Council should discuss this former $1,000,000 annual contribution to capital and consider restoring part of the General Fund transfer in FY'12. 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 very soon to make sure that additional real costs are not incurred. However, there are certain capital requirements, particularly in Public Safety, 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 budget allocates capital to certain Public Safety projects. One time resources related to winding up the Redevelopment Agency will provide approximately $531,000 in one-time property tax revenue and a smaller amount of additional one-time resources in future years as the Redevelopment Agency pays off the short-term loan from the General Fund. Following the City's long-time policy of using all property taxes for Public Safety, the one-time property taxes that will arrive at the end of Fiscal 2010 have been allocated to Public Safety projects in the next fiscal year. The majority of the $935,000 transfer out of the General Fund in this year's budget is addressing overdue 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.

Despite very modest growth in the total 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 level of service at similar levels. The recession being experienced in the country and region has not slowed the City's estimated population growth as measured by Portland State University's Population Research Center. In fact, the FY'09 population growth as measured by PSU was higher than both FY'07 and FY'08.



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. 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 between FY'06 and the FY'11 budget and FY'12 projection provided in this budget. Using the average inflation rate of 2.54% in the last decade and using FY '06 as the base year, the FY'11 budget and projected budget for FY'12 estimated operating costs per capita are significantly under the compounded effect of inflation since 2006.

	FY'06	FY'07	FY'08	FY'09	FY'10 Budget	FY'11 Budget	FY'12 Proj.
Estimated City Population	30,930	31,740	32,290	33,225	34,125	35,025	35,925
Operating Cost	$23,172,859	$23,070,007	$24,401,413	$28,446,551	$28,537,782	$28,884,851	$29,884,548
Actual Op. Cost / Capita	**$749**	**$727**	**$756**	**$856**	**$836**	**$825**	**$832**
Cost / Capita If Matched Avg. Inflation (CPI)		$768	$788	$808	$828	$849	$871

CITY COUNCIL GOALS

The City Council completed the most recent Goals Statement and Work Plan with adoption on December 2, 2009. The City Council adopted a work plan for 2009-2011 that includes both short-term projects and longer-term priorities. The goal setting process is a critical element in determining the short and long-term direction of the City.

These important goals provide the constant standard that is typically reflected throughout the budget document and are heavily considered in creating a sustainable budget that carries out these goals. The City's goals and its adopted work plan should not only guide the budget process but they should remain a focal point for the City throughout the year. The next annual goal setting session is expected to take place late in calendar 2010 and will guide the 2011-2012 budgeting and City operations.

PREPARING FOR TODAY AND THE FUTURE

The construction of new fire and police facilities has been executed with foresight and efficiency. 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. Voters have shown they are willing to increase property taxes to insure fire and police arrive at their door when called. Including the property tax levy for the bonded debt, the total FY'10 property tax rate for City residents was $6.3225/$1,000. In the second year of the $1.79 two-year Public Safety Levy, the tax rate for FY'11 is estimated to be almost exactly the same as FY'10 including the bonded debt. Continuing public safety funding will be a key focal point this year as the next levy measure will be brought to voters in November of 2010. The goal adopted by Council addressing Public Safety, "*Living in Grants Pass feels safe and is safe. Public Safety provides our residents with a sense of well-being and protection at an affordable cost."* will need to continue to be supported and promoted by the community.

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 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. Property taxes are the most secure financial resource available to the City of Grants Pass. This year, similar to FY'10, other General Fund resources are being directed to Public Safety programs. Without redirecting approximately $399,000 of General Fund resources to Public Safety functions, there would have been cuts roughly equivalent to three to four police officers. Two items on the Council's Work Plan are "Secure funding for Public Safety through the approval of a serial levy in the November, 2010 election" to be done in 2010 and "Explore the option to substitute a monthly fee for the public safety tax levy" as a project to be worked in the years 2011-2012.

Grants Pass, like other regions throughout Oregon, has experienced a severe decline in building activity. Fiscal year-to-date permit activity (July 1 through March 31), for single family dwellings, is at the lowest level in ten years. The Building Division issued only 36 permits in this period, which is expected to end the fiscal year significantly down from last fiscal year's decade low of 75 permits. Construction values for commercial and industrial permits are also low compared to prior years.

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 last fiscal year (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 16 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 the Building department will deplete its restricted reserves held in the General Fund in a little over two years. The 2011 budget has a $50,000 transfer from General Fund resources to the Building department in case activity does not pick up in coming years. Existing reserves and the new reserves would give the Building department nearly three years of operating reserves at current historically 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, and it will be important for many efficiency reasons 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. All types of SDCs appear likely to fall short of their respective projections. Revenue projections for FY'11 have been estimated at even lower levels to reflect the reduction in development activity by forecasting only 40 single family dwelling units for the year (as compared to 75 last year or the average of more than 200), and forecasting a reduced level of activity for commercial and industrial permits. These conservative estimates will help ensure that spending does not exceed resources for these activities.

Work had been completed for the preparation of a Storm Water Utility Fee in 2007 for Council consideration. However, following no formal adoption by Council at that time, this project has been put on hold in order to work through some issues with the Grants Pass Irrigation District. Because of the delay in approving the fee, it is anticipated that the proposed fee will need to be reviewed prior to being brought back to Council. When the City is ready to proceed, this project will provide the financial basis from which to address collection, system maintenance, storm water retention, and treatment of storm water run-off in the community. It will also address concerns about water quality, the environment, and the need to mitigate flooding and drainage problems.

The FY'11 budget has General Fund contingency of $1,000,000 excluding Building's restricted resources / requirements, which is approximately 5.1% of the City's $19.5 million General Fund operational budget (Policy and Legislation, Public Safety, Parks, and Development). This contingency is in the range of a typical 5.0% to 10% contingency and should provide Council with the resources to deal with emergencies.

While 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 gradually move toward maintaining reasonable and slightly higher cash reserves and contingencies throughout the organization. A higher 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.

STAFFING CHANGES

There are 5.5 additional funded positions by Full Time Equivalent (FTE) in the FY'11 budget. This is offset by the elimination of funding for 3.75 positions that are not funded in the current FY'11 budget. In fact, many of the positions previously authorized by the City Council are not funded this year. The total number of approved but unfunded positions has increased from 18.0 in FY'10 to 19.75 in FY'11.

Three of the new positions are within the Public Safety department and includes two Police Officer positions. One Police Officer position brings new funding resources at Step 1 for three years through a new three-year Officer grant. The other new Officer position is intended to provide time working with the "Southern Oregon High-Tech Crimes Task Force." Almost all major crimes have technology analysis needs, and Grants Pass is among the top users of this state-of-the-art, high-tech crime lab. A partnership with this Task Force also now brings a benefit of vehicle needs for the additional employee and overtime use being reimbursed by the FBI for the new Officer. To read more about this Task Force please visit the web site at http://www.hightechcops.com which provides a history of the success of this program.

The FY'11 budget also includes an additional dispatcher in the Public Safety department, which management believes is the most critical new personnel need in the organization in order to accommodate additional call volumes and remain within the proper response times for all types of calls.

This budget also funds one additional position in the Information Technology (IT) division as all departments of the City are relying on technology to a much greater degree than years ago. IT security and network needs, the maintenance of both new and old systems, and integrating multiple uses of technology within specialized departments such as Public Safety, are all uses of IT services that in the last 5 years have grown beyond the City's ability to properly service each of these needs with existing staff levels.

There is also a new funded position within Property Management, however this position is merely replacing a similar dollar amount of part-time contractual work that has already been in previous budgets. The additional property management position working full-time for the City creates certain efficiencies through not having to constantly train temporary workers on how to maintain various City properties, and the dollar difference between our existing contract work and the new employee is minimal.

And finally, this budget also includes an additional half-time Office Assistant in the Human Resources Department in order to keep up with the myriad of filing and recordkeeping associated with managing four recognized bargaining units, 250+ permanent and seasonal/temporary employees, and administering various benefits. The new half-time position within Administrative Services is offset by the elimination of funding for 0.75 FTE's within other departments of Administrative Services. Starting in FY'11, an additional 0.5 FTE in Finance and another 0.25 FTE in Management are not being funded.

There are a total of 19.75 unfunded positions throughout the various City programs this year, versus 18 unfunded positions in the FY'10 budget. As a result of reductions in revenue, positions that do not have funding in this Operations Budget include the following:

Summary of FY'11 Unfunded Personnel Positions			
Activity	Program	Title	# of Positions
Finance	Administrative Services	Accounting Tech Office Assistant I	1.00 0.50
Management	Administrative Services	Office Assistant I	0.25
Community Development	Support	Office Assistant	1.00
Planning	Development	Senior Planner Associate Planner (3) Assistant Planner (3)	7.00
Building	Development	Residential Building Insp Plans Examiner II (2) Office Assistant II Building Inspector I	5.00
Engineering	Support	Utility Engineer Project Specialist (2)	3.00
Parks	Parks	Parks Maint Worker Urban Forester	1.50
Streets	Transportation	Urban Forester	0.50
		Total	19.75

New positions that are unfunded starting in FY'11 include 0.5 FTE in Finance, 0.25 FTE in Management (1 FTE offset by some new part-time hours in Management), an additional 1.0 FTE in Planning, and another 1.0 FTE in Engineering. However, Information Technology is removing the one unfunded position from last year. Should activity significantly increase during the fiscal year, a supplemental budget could be brought before the Council that would recognize the staffing needs for the unanticipated increase in service demand and revenues.

CHALLENGES AHEAD

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 the department. 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.

The City is falling further behind in addressing the staffing need of the Police Division. 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 recent report distributed by the Oregon Association of Chiefs of Police, identifies Grants Pass as the most understaffed (police officers) small city in Oregon. In order to respond to the urgent calls for service, 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.

Public Safety concerns are also affected by the County. The loss of O & C 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 law enforcement remain in doubt. For now, the County has informed the City that jail space will continue to be available and that the Juvenile Justice Center will remain open. As the O & C funding continues to decline and will be completely used up by the County within two years unless lobbying efforts renew the funding, the burden of providing services will become more acute.

Other potential impacts from future reductions in County services could include: inability to incarcerate offenders; inability to house juvenile offenders when a parent or guardian is unavailable to retrieve them; and the challenge of explaining to county residents calling 9-1-1 for law enforcement services that the Sheriff's department will not respond. City staff has discussed contingency plans, identifying potential impacts on the delivery of services within the City, and we will endeavor to mitigate these impacts as much as possible. Fortunately, Library services have been restored largely through volunteer efforts, at least on a temporary basis, although there are concerns about the sustainability of this funding.

OTHER CHALLENGES

Staffing for an expanding Park System

Over the last five years, park acreage and developed park sites have increased substantially. While park and trail maintenance responsibilities are increasing, the Parks Division eliminated one full-time position in 2010 due to the economic climate. The 2011 budget increased funding for additional contractual labor to maintain the expanded park system but did not add any employees.

Currently, we maintain approximately 195 acres of developed park land. This is up from 160 acres in 2006. Newer park maintenance responsibilities include: Morrison Centennial, River Vista at Reinhart Park, Redwood Park Phase II, Fruitdale Park phase II, and various new trail links. Completion of Tussing Park and the Parkway Park property will push the total to over 200 developed acres in 2011. In total, there are 507 acres of designated park land including River Road Reserve and other future park sites.

Preparing for development turnaround

The City has responded to the downturn in the construction industry appropriately with a reduction of staff. It will be a challenge to be able to respond quickly when the industry turns around. The City experienced a number of problems during the building boom with limited staff and high turnover. This hampered service delivery. The City will need to monitor this and be prepared to move back into the market.

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

unfunded liabilities from a change in rates paid to the Public Employees Retirement System (PERS) effective July 1, 2009. Nearly seven years ago 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 produced staggering rates for these two classes of employees. Government agencies have found these impacts more manageable by allocating a portion of the liabilities across all groups of employees.

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 are certain to be higher in the next two-year cycle.

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 costs and related benefit costs.

Managing heath care costs

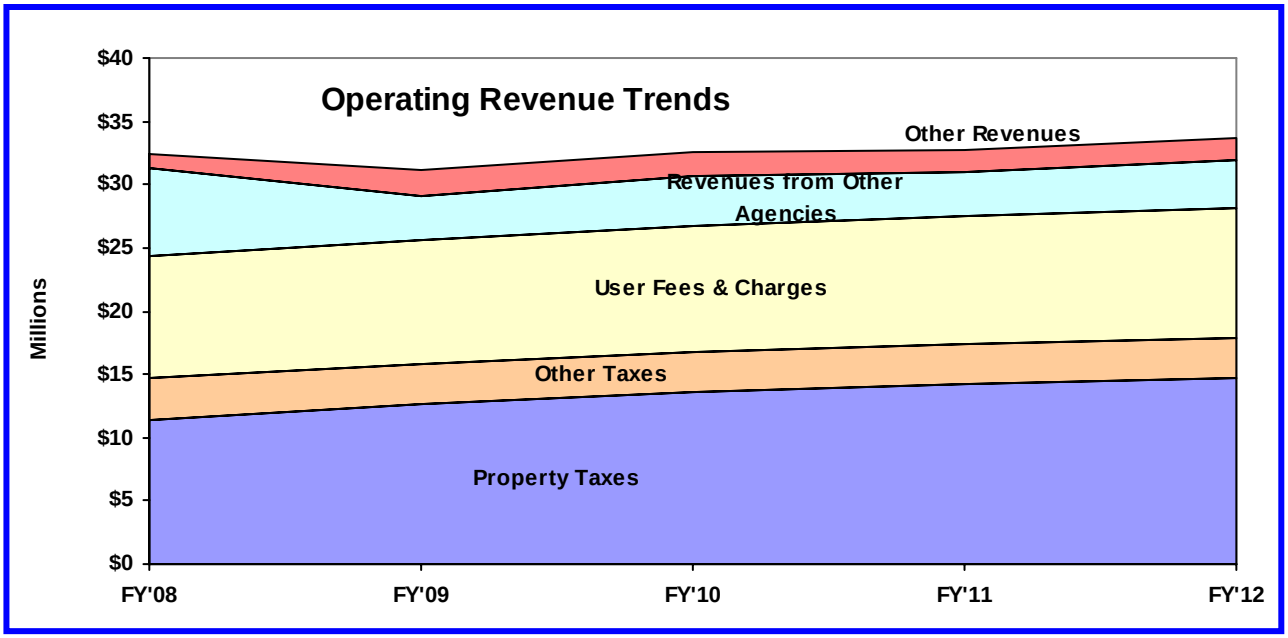
The City has a choice of two health care packages effective January, 2007. Employees can select either a standard existing plan or a lower premium plan in association with an HRA/VEBA account funded by the City. There was a significant increase in the number of participants in the HRA/VEBA plan in the last two years, with approximately 79% 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.

Negotiating with labor organizations

Just prior to the end of Fiscal 2010, the City was negotiating with three of the four unions, including a new union contract in process as the Grants Pass Employees Association (GPEA) was affiliated with the American Federation of State, County and Municipal Employees (AFSCME). This coming year we will be working on contracts with: Teamsters (wages only), International Association of Fire Fighters (IAFF) for wages only, and on the new contract with GPEA. The City's contract with the Police bargaining unit remains in effect through the year.

OPERATING REVENUE TRENDS

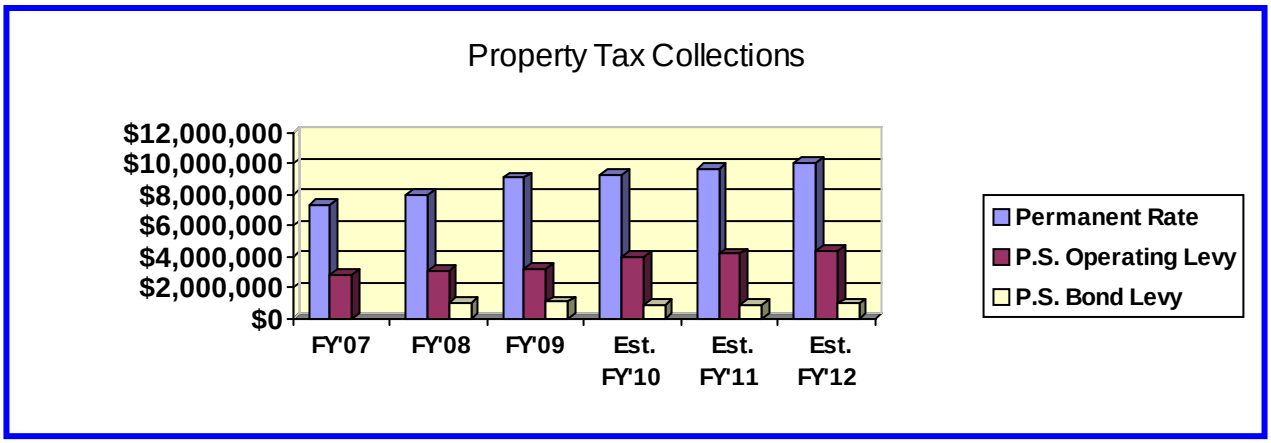
Financial Overview for FY'11



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

Property Taxes – Permanent Rate and Public Safety Local Option Levy

FY'11 will be the second year of the two-year Public Safety Local Option Levy which will end June 30, 2011. That levy resulted in an assessment of $4,313,211 in the 2009-10 fiscal year. The newly adopted levy, at $1.79 per $1,000 assessed valuation, is anticipated to provide approximately $130,000 to $150,000 in additional resources in FY'11 due to growth in assessed values and small amounts of new construction. That resource, along with our permanent property tax rate, is anticipated to fund the majority of the City's Public Safety program with little reliance on the General Fund (estimated at $398,681). This budget reflects what we perceive to be the Council's direction in finding resources other than property taxes to support Public Safety. 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 Fiscal 2010 at $6.3225/$1000 assessed valuation. It is noteworthy that the tax rate for Public Safety Debt declined by approximately $.10 per $1,000 assessed valuation from the 2009 rate of approximately $.50 to approximately $.40/$1,000 during FY'10.



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'11 and FY'12 as a result of assessment valuation increases. Increases in assessed valuation are generally capped at 3%. 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 approximately 3% per year, the ratio of total assessed value to total market value, while varying from property to property, is expected to be closer to 75% for the next fiscal year.

Assessed values rose 3.93% in FY'10 and are estimated to increase another 3.9% in FY'11 and FY'12. 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 nominal increase in assessed values is a result of the continued decline in commercial development and average home sales, along with the slump in residential construction.

The absence of new annexations, which could have had a positive impact on the property tax base in recent years, will also impact FY'11 and perhaps FY'12. 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 debt levy, near $.40, will remain at approximately the same rate until the last year of the Public Safety debt levy.

Property Taxes – Future Public Safety Local Option Levy

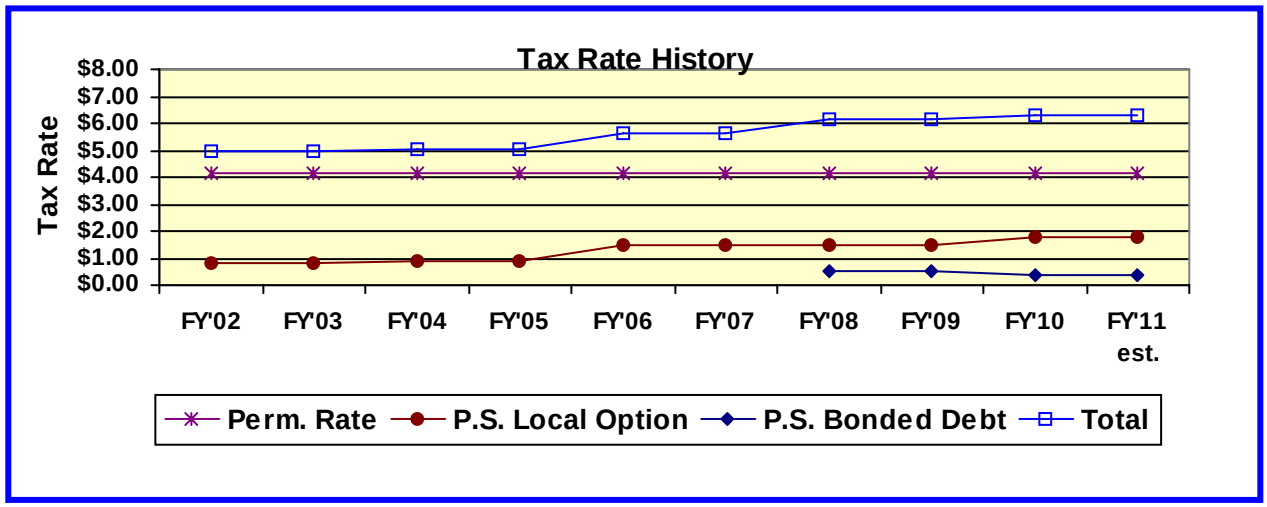
On May 19, 2009, the voters overwhelmingly supported the proposed two-year Public Safety Local Option Levy. The levy will provide funding for the Public Safety Department for FY'10 and FY'11. Having completed the Public Safety Strategic Plan early in 2008, there are important recommendations that the City must consider. The future funding available to Public Safety will have the most significant impact on our ability to execute the plan and meet its suggested timelines.

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. 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. However, due to the recession and having some new Public Safety facilities and related equipment, the impact of inflation in the Public Safety departments has been muted in 2009-2010 and is expected to stay relatively low for the next two years.

The Budget Committee met twice during February of 2010 to hear an overview of the budget process and updated fiscal/operating information for the current year. During these meetings staff also asked the Committee to provide some input on the next Public Safety Local Option Levy to come before voters in November of 2010. Of those Committee members and Citizens that provided an opinion, the opinions were diverse in reasoning but yet unanimous to create this budget projection based on a new three-year Public Safety Local Option Levy at the same rate of $1.79. Reasons cited included (but were not limited to) providing enough time to study alternatives to the Local Option Levy, the current recession, taking the City out of the same voting cycle as the state and county, and a new state law implemented in 2010 governing ballot language for replacement of local option levies which allows the use of the word "renewal." Council authorized these same levy terms in June of 2010 for the November 2010 general election.

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 this budget with a proposed Public Safety operations levy 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 excess of $2.04/$1,000. The $1.79 levy proposal was achieved by delaying many elements of the Strategic Plan implementation from 2010 out to 2015, and by making significant cuts to proposed non-personnel expenditures within the Public Safety Department and throughout the General Fund. It should be adequate to maintain reasonable levels of safety for our citizens and Public Safety personnel for the duration of the levy. The largest

difference between current levels of service and the Strategic Plan are that the Public Safety department is currently without a dedicated Traffic Team and the number of officers is too low.

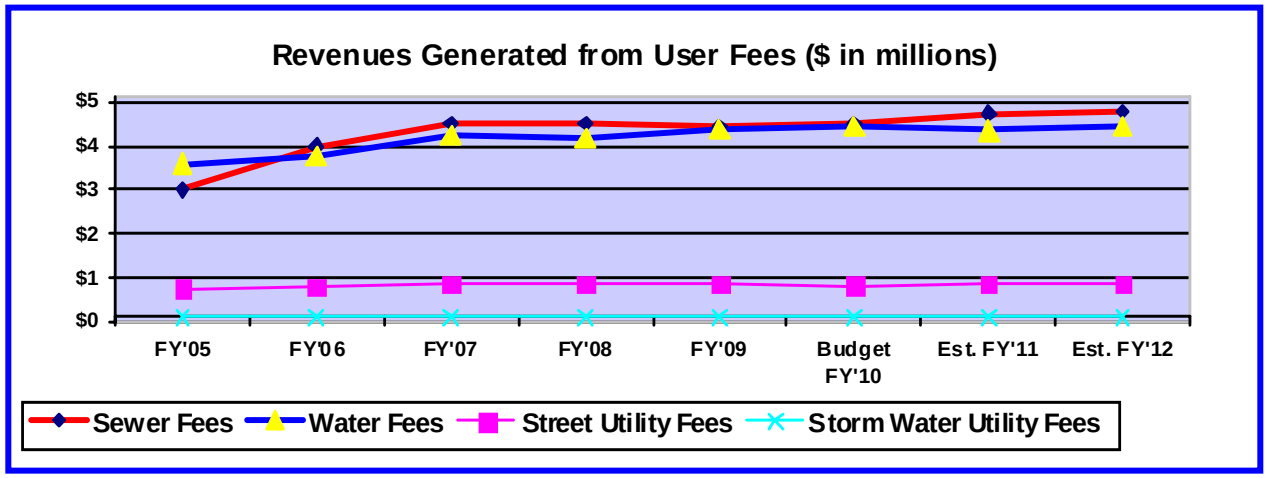


Taxes Other than Property

ROW/Franchise fees received from each of the private utilities providing service to municipal residents are estimated to total $2.359 million in FY'11. This amount is relatively stable from year to year, but due to both the recession and less use of traditional utilities such as land-based phone lines, the current projection suggests that 2012 City ROW/Franchise Tax revenue will be approximately 5% less than the amounts received five years prior in FY'08. 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. Diminished growth in land based telephones compared to cell phones has resulted in an adverse impact on telecommunications ROW/franchise fees. Historical trends, proposed rate increases or decreases by utility firms, and additional consumers, are taken into consideration when estimating ROW/franchise fee revenues.

Of the two largest private utilities in Grants Pass, Pacific Power has been implementing rate increases and has asked for another significant increase with the Utility Commission, while Avista has been decreasing rates due to lower market prices for natural gas. Garbage service and Cable ROW/franchise taxes in total are expected to remain close to unchanged. Annual cost of living adjustments for water and wastewater rates usually take effect each January based on the October CPI change in the previous year.

User Fees and Charges



Revenue estimates for Utility fees:

	Wastewater	Water	Street	Storm Water
Budget FY'10	$4,383,052	$4,330,091	$726,200	$0
Estimated FY'11	$4,639,030	$4,244,708	$781,800	$0
Projected FY'12	$4,688,310	$4,326,500	$781,800	$0

The foregoing chart reflects revenue estimates for wastewater, water, street, and storm water funds. Water and wastewater 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. However the reinstatement of the Wastewater COLA has been factored into projections. Water and wastewater are also affected by successful conservation programs, as demonstrated by the reduction in the winter water average consumption (WAC) from 700 cubic feet of water per month two years ago to 650 cubic feet of water per month for both last year and the current year (residential WAC).

Historical 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.

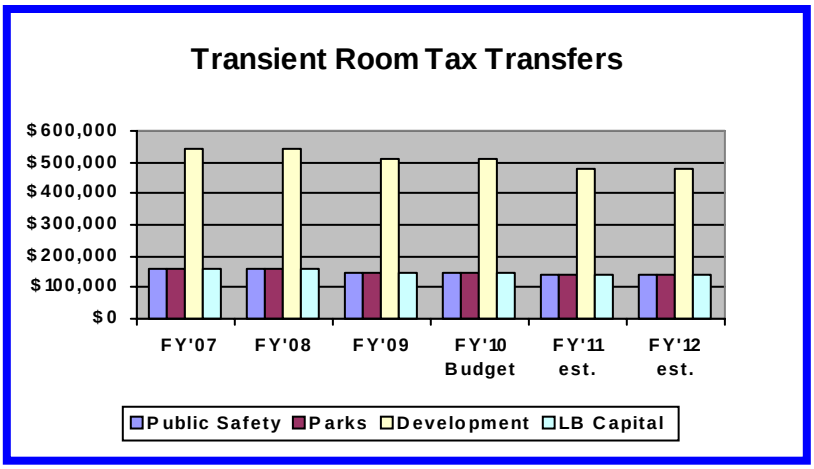
Revenues from Other Agencies

Revenues are on track with estimates for FY'10 and some small increases are projected for FY'11. Revenues from the State of Oregon for Liquor Tax, Cigarette Tax, and Revenue Sharing, which make up the largest share of revenue from other agencies in the General Fund, are projected to increase by $86,281 in the next fiscal year.

State Gas Tax is projected to provide intergovernmental revenue of $1.663 million in FY'11 and $1.957 million in FY'12 due to a state gas tax increase of $.06 per gallon that is expected to be implemented by January 1, 2011. This increase is projected to provide nearly an additional $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). Therefore, half of the effect of the increase in the City's share of the tax increase will be felt in FY'11 and the increase will be fully implemented by FY'12. 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.

Revenues from the 911 Agency for dispatching services are anticipated to total approximately $349,000. Wastewater treatment services provided to the Redwood Sanitary Sewer Service District will generate $236,000, 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. Collections from Transient Room Tax are projected at approximately $902,000, of which approximately $762,000 will be directed to operations and $140,000 will be directed to Capital. The combined total is lower than last year's forecast by nearly $73,000 due to the recession's impact on travel to our area. 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 slowing tourism nationwide. Our tourism is supported by growing out-of-town participation in community events like "Boatnik," "Cycle Oregon," "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 FY'11, Code Enforcement will fall under Public Safety's Field Services for its administration and budget.

Other Resources

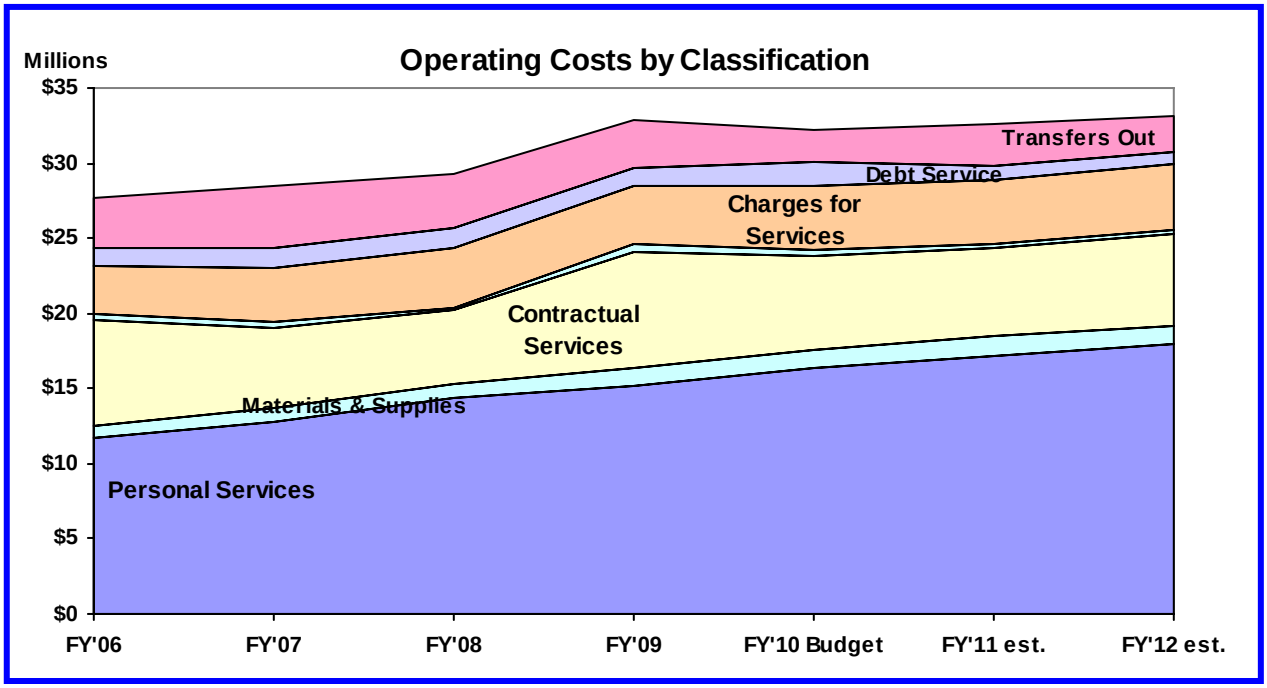
In the General Fund, license and permit revenues generated from building activity are anticipated to produce $191,000, down from this year's conservative estimate of $220,000. Circuit Court fines from traffic violations are estimated to produce revenues of approximately $200,000 which is relatively flat and in line with historical averages in recent years. Unspent contingencies are combined with the estimated beginning fund balances to show total beginning resources available for the upcoming budget year.

OPERATING COST TRENDS

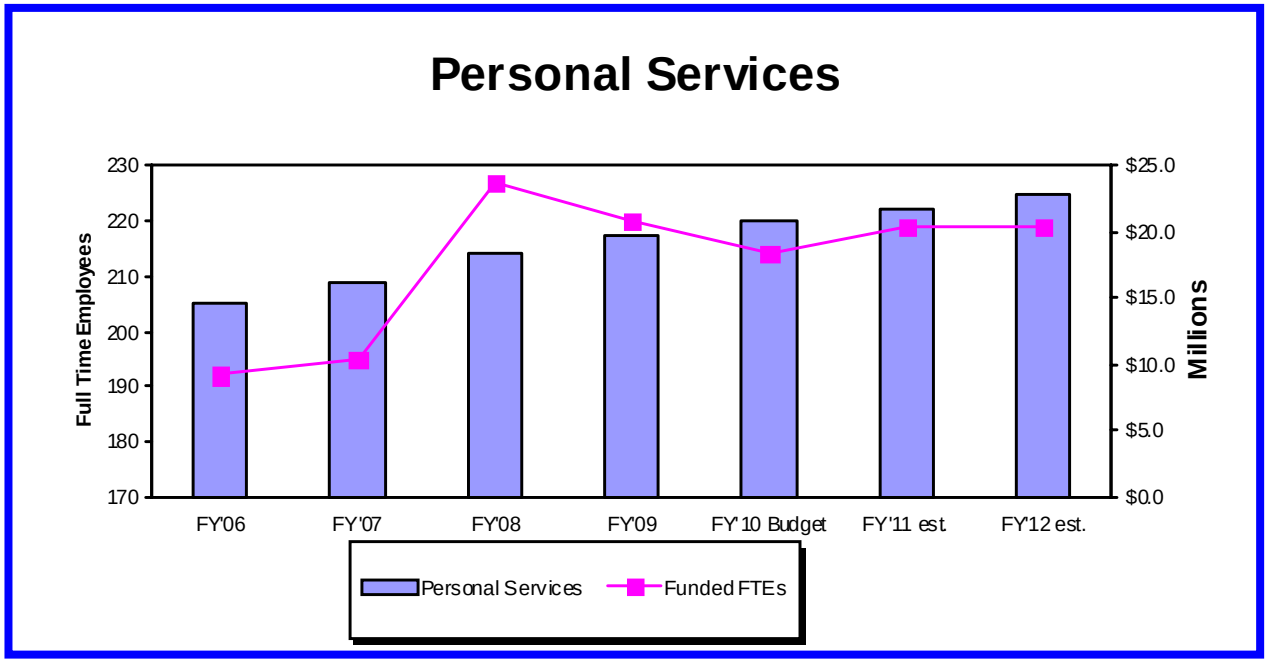
By Classification Category

The following graph illustrates increased operating costs over time to meet service delivery expectations of our community. Personnel Services is showing an increase of $791,697. This increase is due to 3.75 net additional funded positions (one of which replaces contract work and one of which is funded through a grant), 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, as discussed earlier, equates to almost $400,000 per year for the City. Materials & Supplies are budgeted to increase by $54,941 and contractual services are budgeted to decrease by $240,842. The capital outlay classification within operating budgets has decreased by $283,953. 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 for FY'11 only due to the allocation of one-time General Fund resources to one-time Capital projects. Wastewater transfers to Capital projects have decreased substantially compared to recent years and are no longer sufficient to keep up with the cost of infrastructure depreciation. Water transfers to Capital are similar to the previous year, however the total is also slightly less than the annual cost of depreciation on water system infrastructure. Transportation capital transfers are increasing in each of the next two years 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.

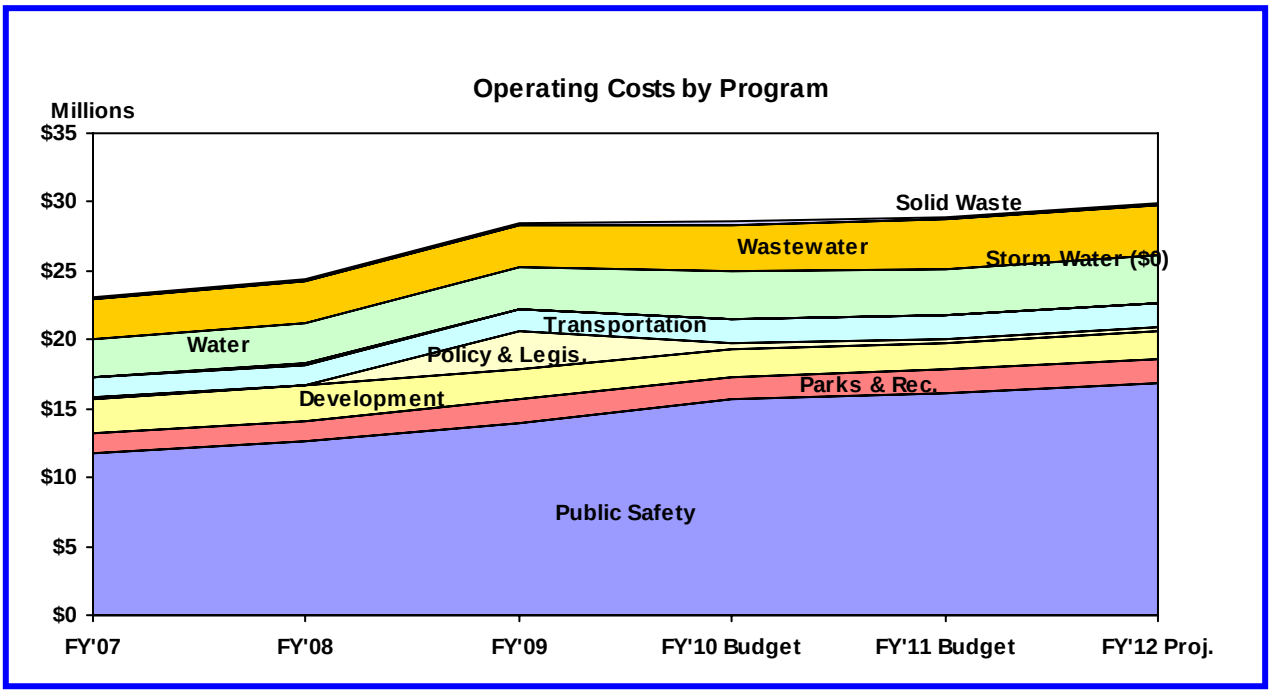


The following chart illustrates the cost of "Personal Services", a state classification designated for employee and employee benefit related costs, and the number of approved and funded full time equivalent positions in Grants Pass by year.



The City utilizes internal service funds for: Property Management, Vehicle Usage, 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 is not sufficient new resource to do that. 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. The formation of a traffic team is one of the areas addressed by the strategic plan and we believe it should be implemented as soon as funds are available.

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 potentially again with Recreation Northwest to administer the City's year-round recreation program. Preliminary and potential development options for the River Road Reserve property will be drafted during the next year.

Development

While issued permits are down from the prior year, there remains a significant work load in the Planning Division. The Division 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. The Division has also been working with the Urban Tree Committee to address goals of the Urban Forestry Framework Plan, in addition to 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.

Revenues from construction permits are below expenses for the third year in a row, the result of reduced construction activity in single family homes and related development. Therefore, in addition to eliminating funding for an additional planner and engineering technician, the Building and Safety Division will draw upon reserves to support operating costs for another year.

This budget also allows the City to update and maintain the Geographic Information System. This system is used extensively throughout the organization. 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 work with the City staff to make the upgrade and provide the support needed for the upgraded software. The funding for this new contract will be shared by departments throughout the organization, reflecting the integral part it plays in the operations.

Tourism and Downtown

Tourism and Downtown activities have been managed by the Parks and Community Services Director since a minor reorganization three 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 decline slightly in FY'11 before stabilizing 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) and the funding for this partnership was restored in the FY'11 budget.

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 once the new $.06 per gallon increase takes effect (no later than January 1, 2011). 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. The new Transportation SDC Task Force will also have to study the effect of the General Fund no longer contributing capital to Transportation projects starting in FY'10.

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. The intake structure upgrade project has been successfully completed allowing for greater intake volume without harm to fish or their habitat. 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 a little more than $650,000 for FY'11 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. Despite the rate increase reversal, a significant power rate increase in January 2010 and an even larger pending power rate increase in 2011, the Water Department has been able to maintain and operate the system within the available revenues. However, funds available to transfer to Capital are projected to decline significantly in FY'12 without a rate adjustment which exceeds the anticipated COLA.

Wastewater

Wastewater collection, wastewater treatment, and the JO-GRO™ activities are designed to protect the public's health and the environment. In FY'11, $378,206 has been

budgeted for transfers to capital projects from the net margin between resources and total requirements among these programs. This transfer to capital is down significantly from recent years. Wastewater revenues have been affected by the reduction of sewer flow from the average customer. Residential wastewater utility bills are based upon the winter average water consumption of each customer. Declining revenues from water sales will be partially offset by the reinstatement of the annual COLA increase in February of 2010; however, the Wastewater fund has been negatively impacted by the temporary roll back and inflationary pressures. 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 may need to be considered to keep up with the increasing cost of power, new and expensive monitoring, infrastructure depreciation over time, and plant expansion needs.

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 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 this fund within a little more than two years if it is not supported from other sources. A $30,000 retainer is being 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; external customers such as private developers, and all operating divisions that utilize the Geographic Information System (GIS) as a major resource in their work.

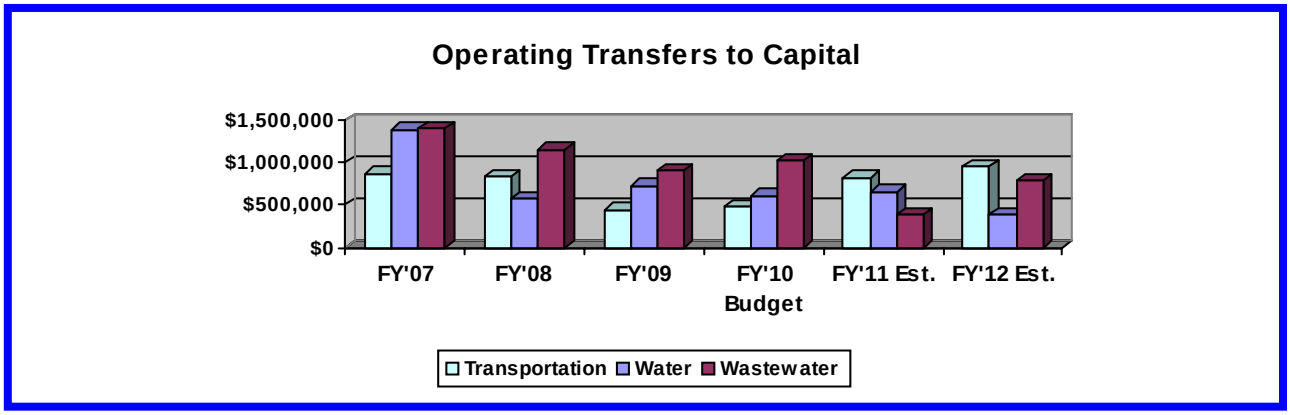
Other Rates

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. The fund may not be able to continue to provide the expanding level of service into the future without additional revenue resources. An analysis of options will be undertaken prior to the next budget process.

Worker's Compensation rates are determined by the state based upon job classification. The state publishes new rates in June for implementation effective July 1. Estimates were applied to wages in FY'11 for internal billing and budgetary purposes.

Property Management's billable rate has been changed from $1.41 per square foot to $1.35 per square foot per year in FY'10. It now must be increased to $1.43 per square foot in FY'11 to keep this Internal Service Fund from being in a deficit position.

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.



	FY'07	FY'08	FY'09	FY'10 Budget	FY'11 Est.	FY'12 Est.
Transportation	869,606	831,096	443,387	483,065	818,584	956,057
Water	1,390,000	576,000	723,725	605,166	655,531	385,102
Wastewater	1,400,000	1,150,000	896,664	1,017,834	378,206	788,939

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 budget after it was eliminated in FY'10.

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.

In addition to the staffing needs, the new facilities require: utilities, maintenance, janitorial, landscaping and resource needs for basic operations like copiers, office equipment and supplies. The Hillcrest station, the largest and most comparable public safety building operated by the City, was used as a

basis for FY'10's projections but the City has more operational data now that the Stations have been in service. Additional operating costs like higher utility costs were added to the budget for the two new facilities. These operating projections will be refined each year as actual costs are applied to subsequent projections. Operating costs will continue to be incurred every year as a result of these facilities. 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.

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 Stations	This year will mark the completion of all the projects funded by the public safety bond, including the Parkway and Redwood Stations and the Training Tower.	•Building Maintenance Costs-$95,000/yr •Building Depreciation •Allows for growth (Staffing and Equipment)	•Response distance and time will be significantly reduced. •Improved ISO ratings should reduce insurance costs.
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, will need an upgrade within 2 years.	•City's share of multi-agency cost is estimated to be $900,000 to $1,000,000 •Equipment Depreciation •Newer system will create significant staffing efficiencies	•Response times may be improved •Improved Public Safety staff efficiencies •Potentially less maintenance costs
River Road Reserve	250 acre site for recreation and public use.	•Grounds Maintenance-$20,000/yr •Future Development Costs-unknown •Interest Costs-$10,000/yr	N/A
Forestry Property	Subject to Grants and other funding, the City would acquire the old Forest Service property.	•Grounds Maintenance-$8,000/yr •Site work & Development-unknown	•With outside funding, future needs for Museum or Historical properties may be reduced.

Hubbard Lane Widening	Widening, sidewalk, bike lanes, and water line upgrade. Prepares Hubbard for new state signal at Hwy 199 and Hubbard.	•No anticipated change from current maintenance costs.	•This is a safety and capacity needed improvement.
Darneille Lane Improvements	Widening, sidewalk, and other road improvements	•This road serves the new Redwood Public Safety building. There will be more traffic on this road. •No significant anticipated change from current maintenance costs. •Any added sweeping, patrol, or other related costs will be minimal.	•Grant money will significantly reduce direct costs by about $735,000 •Issues of a narrow and old road will be eliminated. • Long-term maintenance costs will be reduced.
Other Road Improvements	There are a number of other road improvements in the Capital Budget	•No significant anticipated change from current maintenance costs. •Any sweeping, utility, patrol, or other related costs will be minimal.	•Most are on the Transportation Master Plan and are designed to provide for current and future demands. •Long-term maintenance costs will be reduced.
Highway 199 Expressway Upgrade	Includes "Match" requirements for this ODOT project. Will cover pedestrian and bike improvements on Phase 2 of the project and allow the City to additional funding for the next phase.	•No significant anticipated change from current maintenance costs, although may incur minor irrigation costs for future phases of the project.	•A better looking entrance into Grants Pass will have a positive effect.
Tussing Park Development	A phased development of the Park that will include parking and restrooms.	•Parks Maintenance costs will increase approximately $14,000/yr	•The level of amenities available will increase to better serve the community. •The pedestrian bridge will serve parks on both sides of the River.
Water Treatment Plant Solids Handling	Sludge collection, solids dewatering, and chemical feed equipment.	•Minor increase in energy consumption and cost. •Equipment maintenance cost increase of approximately $2,000/yr. •Equipment depreciation costs.	•Provides permanent solution to solids handling. •Avoids future expansion costs or more costly remodeling.
5th Street Sewer Main Replacement	Replaces approximately 1300 linear feet of deteriorated sewer line after TV inspection revealed problems.	•No known increases in cost.	•Safety is increased •Potential environmental problem decreased •Long-term maintenance cost will be reduced for this area
Wastewater Phase 2 Expansion	Expands capacity and meets new regulatory requirements	•Additional utility consumption expected.	•Future expansion costs avoided. •Prepares to meet future regulatory costs.

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

CONCLUSION

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

This budget recognizes the economic reality of today and enhances the efficiency of City operations. The cost reduction efforts are evident throughout the budget and yet the City is still able to offer the high quality services Grants Pass is known for. I am delighted with the continued performance of our organization and I believe that the City offers an exceptional value in the services it provides. The City will remain committed to improving our focus on ethics and to enhancing the reputation of local government through quality service delivery.

I feel compelled to provide a cautionary note. The level of service that can be provided through this budget is not sustainable. Throughout the organization the pressure is growing as demand for services is outstripping our ability to safely respond. The next three years of flat funding will provide the time to explore alternatives to stabilize funding and evaluate whether to reduce service levels or increase funding.

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 Interim Finance Director, Jay Meredith, and his 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

2009 - 2011 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.

I. Growth Management
While prospering and growing, we keep the sense of "Hometown," protect our natural resources and enhance our community improvements.

II. Economic Development
With emphasis on small and medium business, we diversify the local economy and create quality jobs for our residents.

III. Public Safety
Living in Grants Pass feels safe and is safe. We provide our residents with a sense of well-being and protection at an affordable cost.

IV. Environment
We protect and enhance the natural environment of our valley, the air, land, hillsides, trees and Rogue River and its tributaries through the encouragement of sustainable practices.

V. Parks & Recreation
We provide an interconnected system of parks, trails, thriving green spaces and quality recreation opportunities for all ages.

VI. Infrastructure
We recognize water, wastewater, storm water, transportation, and solid waste facilities are the backbone of our community. We will ensure that these systems are operated, maintained, and as necessary, replaced, now and in the future.

VII. Management
The City is an efficient and effective forward-looking organization that facilitates community decision making that is accessible to all Citizens.

COUNCIL VISION

The Citizens, through the leadership of the Governing Body and Grants Pass City Government, have created a community:

- With the courage to consider the impact decisions have on the Community today and in the future.
- Where people are proud to call Grants Pass their hometown, a town recognized as innovative and known for volunteers and active citizen participation.
- Which enjoys quality, cost-effective services where citizens feel and are safe.
- That protects and enhances its natural beauty, forests and trees, and the man-made environment.
- Which has a diverse economy that provides a good place to work and invest and that allows Citizens freedom to pursue social, cultural, spiritual and educational aspirations.
- Which honors the past while building a prosperous and sustainable hometown for our children's children.

Note: Performance measurements in each activity within a program have been identified with the Goal number which it supports.

2009 - 2011 WORK PLAN

Adopted December 2, 2009

I. GROWTH MANAGEMENT

While prospering and growing, we keep the sense of "Hometown" protect our natural resources, and enhance our community improvements.

A. OUTCOME: PLAN FOR FUTURE NEEDS

Work Plan Element	Target for 2009 - 2011
1. Consider adoption of a new Urban Growth Boundary	Evaluate the expansion of the Urban Growth Boundary and begin updating the associated master plans to serve the new area with water, sewer, storm, transportation, and parks/natural resources. *Timing: 2005-2011* *Resources: Staff time / Project LB4833* *Resp.: Carla Angeli Paladino, Community Development Director*
2. Review and revise sections of the various codes	Continue to prepare revisions to the ordinances as code issues are identified and issues arise through the Council, Urban Area Planning Commission and Staff. These may be presented to Council as individual amendments, or as a group of amendments as part of a larger housekeeping amendment. Council will provide direction on topics of high priority to be addressed. *Timing: Ongoing* *Resources: Staff time* *Resp.: Carla Angeli Paladino, Community Development Director*
3. Review annexation policy and implement resulting policy	Review its annexation policy and make any necessary changes. Based on an agreement with the County, the City will review at least one (1) annexation proposal per year including new development in the urbanizing area. *Timing: Ongoing* *Resources: Staff time* *Resp.: Carla Angeli Paladino, Community Development Director*
4. Review the system development charges for new development	Review the ordinances for the various system development charges, paying particular attention to the methodology and the rates to be charged. The review will begin with Transportation. *Timing: 2010/2011* *Resources: Staff time / Project* *Resp.: Laurel Samson, Assistant City Manager*

B. OUTCOME: MAINTAIN SENSE OF HOMETOWN

1. Support the continuance of County library in Grants Pass	Provide technical assistance to complete energy audit and retrofit of lighting to energy efficient standards, which will reduce operating costs. The City will also continue its corporate membership. *Timing: Ongoing* *Resources: Staff time/ Operating budget* *Resp.: Martin Seybold, Parks and Community Services Director*

Work Plan Element	Target for 2009 - 2011
2. Facilitate creation of public art in Grants Pass	Continue to work with the community to promote and create public art. This will primarily involve the Arts Advisory Committee. *Timing: Ongoing* *Resources: Staff time; Arts trust* *Resp.: Martin Seybold, Parks and Community Services Director*
3. Implement an Urban Forestry Program to protect and enhance the Urban Forest	Implement an Urban Forestry Plan by expanding the tree planting program to promote awareness, increasing understanding and implementing a tree planting and care program. The program will offer to install canopy trees when planter strips are installed with sidewalks through the sidewalk program; and it will continue certification as a Tree City USA. The Advisory Committee and Staff will also review Development Code regulations to find ways to either incent or require actions that build the canopy. *Timing: 2009 – 2010* *Resources: Project LB4936, LB5067, LB5077* *Resp.: Martin Seybold, Parks and Community Services Director,* *Carla Angeli Paladino, Community Development Director*

II. ECONOMIC DEVELOPMENT

With emphasis on small and medium business, we diversify the local economy and create quality jobs for our residents.

1. Assist in expansion or retention of three businesses	Continue to work with SOREDI, the community Business Retention and Expansion program and Council to assist local businesses with their expansion plans and to attract new businesses to our community. *Timing: Ongoing* *Resources: Staff time / Projects LB4382 and loan funds* *Resp.: Laurel Samson, Assistant City Manager*
2. Amend Development Code and processes to promote "business friendly"	Review and evaluate internal timeframes, procedures, and fees that may be seen as impediments to business creation and propose changes as needed. Staff will educate and provide outreach to those in the business community and be involved in discussions with prospective businesses. As part of this process, the Staff will review complaints to determine ways to improve / enhance service. *Timing: 2010* *Resources: Staff Time* *Resp.: Laurel Samson, Assistant City Manager* *Carla Angeli Paladino, Community Development Director*
3. Adopt policy for service extensions to the area around North Valley	Review options and develop a policy for extending services including water service into the north valley area, particularly the area along Monument Drive and Merlin Galice Rd. *Timing: 2010* *Resources: Staff time* *Resp.: Carla Angeli Paladino, Community Development Director* *Terry Haugen, Public Works Director* *Laurel Samson, Assistant City Manager*———

Work Plan Element	Target for 2009 - 2011
4. Support existing businesses with business knowledge development	Partner with different organizations, such as the Business Development Center (BDC), and Grants Pass Josephine Chamber of Commerce to facilitate programs for increasing the knowledge base of running and operating a business. These programs can range from sponsoring a pass-through grant through the City for the BDC to helping the Chamber find speakers and a forum so people can learn innovative business techniques. *Timing: Ongoing* *Resources: Staff time* *Resp.: Laurel Samson, Assistant City Manager*
5. Investigate opportunities to support affordable housing	Work towards community-wide solutions for housing for our workforce and lower-income populations. This is an issue that will need to be addressed over the long term. *Timing: 2010* *Resources: Staff time* *Resp.: Carla Angeli Paladino, Community Development Director*
6. Support positive Downtown program to reduce vacancies downtown	Develop new ideas, programs, and solutions to help achieve stated downtown goals. *Timing: Multiyear* *Resources: Staff time / Operating budget* *Resp.: Laurel Samson, Assistant City Manager*———
7. Support Art along the Rogue and downtown community celebrations	Continue to provide the Art Along the Rogue Celebration, based on costs and effectiveness. It will support the Town Center association with the Back to the 50's celebration, Christmas decorations and the summer flower basket program. *Timing: Multiyear* *Resources: Staff time / Operating budgets* *Resp.: Martin Seybold, Parks and Community Services Director*
8. Review the tourism program for effectiveness	Work with the Tourism Advisory Committee to continue to develop the "climate" to attract tourists. Staff will develop and administer a questionnaire to measure tourism provider satisfaction with services geared to attract visitors. *Timing: Multiyear* *Resources: Staff time / Operating budgets* *Resp.: Martin Seybold, Parks and Community Services Director*
Additional Actions	This goal is also met by the following: *** Maintain the contracts and relationship with the Chamber and the Town Center Association

III. PUBLIC SAFETY

Living in Grants Pass feels safe and is safe. We provide our residents with a sense of well-being and protection at an affordable cost.

1. Remove Woodson Reservoir	Coordinate the public bidding process and supervise the removal of the Woodson Reservoir. Funding will be allocated to complete this project. *Timing: 2010* *Resources: Staff time / LB5017* *Resp.: Carla Angeli Paladino, Community Development Director* *Martin Seybold, Parks & Community Services Director*

Work Plan Element	Target for 2009 - 2011
2. Develop plan for wild land interface zone (fire concerns)	Prepare a plan to address the fire danger in the wild land interface zone if funding can be received through grant or other funding. This is a long-term project requiring significant financial support. Many communities utilize independent consultants to initiate and develop a community-wide program. The grant we applied for will help with a small portion of the resources needed. *Timing: 2010/2011* *Resources: Staff Time / Budget* *Resp.: Joe Henner, Public Safety Department* *Martin Seybold, Parks & Community Services Director for City Owned Prop.* *Carla Angeli Paladino, Community Development Director*
3. Develop plan to ensure safety at public events	Continue the current comprehensive program which plans, manages and staffs events in order to assure the safety of the public. Staff has been developing an ordinance to improve organization as many departments are impacted by events. The new ordinance will outline the information that must be provided to Public Safety and all departments to plan for safe events. *Timing: 2009* *Resources: Staff / Contract* *Resp.: Contract Attorney* *Joe Henner, Public Safety Director*
4. Complete two new Public Safety Stations and training tower	Complete the training tower and equipment package purchases. The Public Safety stations are fully operational. Three pumpers were purchased and are in service. The Training tower, approved in the same bond measure, is under construction. The entire project should be complete by the Spring of 2010. *Timing: 2006-2010* *Resources: Projects LB4948* *Resp.: Joe Henner, Public Safety Director*
Additional Actions	This goal is also met by the following: ***Support and expand our neighborhood watch programs ***Maintain the relationships between the public safety officers and the schools and students *** Present the Bi-annual Public Safety Academy.

IV. ENVIRONMENT

We protect and enhance the natural environment of our valley, the air, land, hillsides, trees and Rogue River and its tributaries through the encouragement of sustainable practices.

A. OUTCOME: COMMUNITY WITH SUSTAINABILITY PRACTICES

1. Implement sustainable practices for city organization	Begin development of a sustainable practices policy for management and operation of city resources. Each department will develop a minimum of 5 targets and 3 implementation activities. *Timing: On-going* *Resources: Staff* *Responsible: City Manager*

Work Plan Element	Target for 2009 - 2011
2. Provide incentives to encourage green building practices	Review a range of incentives to encourage the Building Community to use green building practices. *Timing: On-going* *Resources: Staff* *Responsible:* Carla Angeli Paladino, *Community Development Director*

B. OUTCOME: PROTECT AND ENHANCE THE AIR, LAND, TREES AND WATERWAYS:

1. Support viable public transportation	Work with the local Transit Authority to provide a public transportation service, including the construction of bus shelters to service riders. Funded through a Federal grant. *Timing: Multi-year* *Resources*: Project *LB439, TR5051* *Resp.: Laurel Samson, Assistant City Manager* *Terry Haugen, Public Works Director*
2. Develop and implement projects to improve air quality	Work with the federal grant program for "Congestion Mitigation and Air Quality" to secure funding for projects to reduce air pollution. Once approved, department Staff will complete projects. It is likely projects will need matching funds for these grants. *Timing: 2009 - 2010* *Resources: Staff time / Projects* *Resp.: Laurel Samson, Assistant City Manager for grant funding* *Department Directors for managing the projects*
3. Encourage bicycling and walking as an alternative to driving	Work with the Bikeways/Walkways Committee to make bicycling and walking safer and more convenient by creating a bicycle network providing east west and north south routes. Sponsor an alternate transportation week to encourage people to walk, bike or ride the bus for one week. *Timing: Multi-year* *Resources: Projects TR4723, TR4919, TR9700, TR6028, TR6029* *Resp.: Laurel Samson, Assistant City Manager*
4. Improve quantity and quality of storm water discharged to the streams and Rogue River	Complete the work and present a Storm Water Master Plan to Council for adoption. Following adoption, Staff will present changes to the Development Code to implement portions of the Master Plan. *Timing: 2006 - 2011* *Resources: Staff time / Project DO4715* *Resp.: Terry Haugen, Public Works Director*
5. Implement Rogue Basin TMDL standards	Prepare a Water Quality Implementation Plan for submission to DEQ and begin execution of the approved plan. *Timing: 2009 - 2014* *Resources: Staff time / Project SE* *Resp.: Terry Haugen, Public Works Director* *Carla Angeli Paladino, Community Development Director*
Additional Actions	This goal is also met by the following: ***Provide the ongoing leaf pick up program

Work Plan Element	Target for 2009 - 2011

V. PARKS AND RECREATION

We provide an interconnected system of parks, trails, thriving green spaces and quality recreation opportunities for all ages.

A. OUTCOME: ACQUIRE, DEVELOP AND MAINTAIN OUTSTANDING PARK FACILITIES

1. Adopt a Park Comprehensive Plan	Present a recommended plan to Council for consideration and adoption. The plan will guide park, recreation and green space acquisition and development decisions for the next 20 years. *Timing: 2008-2010* *Resources: Staff time / Project LB5011* *Resp.: Martin Seybold, Parks and Community Services Director*
2. Develop Concept Plan for River Road Reserve	Implement a program through the state Brownfields program to resolve outstanding contamination issues. Develop a concept master plan to guide park, trail and green space uses as a long-term regional park project. *Timing: 2010* *Resources: Contract / Staff time / Project LB6039* *Resp.: Martin Seybold, Parks and Community Services Director*
3. Secure the Historic Forestry property and develop a concept plan for the community use	Work with the congressional delegation to secure the site for the local community and to ensure the protection of this unique historic structure. Once the property is secured, work with community leaders to develop a concept plan for its use. *Timing: 2009 / 2010* *Resources: Staff time / Project LB4947* *Resp.: Mayor Mike Murphy* *Laurel Samson, Assistant City Manager* *Martin Seybold, Parks and Community Services Director*
4. Facilitate construction of soccer fields	Work with community organizations to coordinate planning and development of additional soccer fields. *Timing: 2008-2010* *Resources: Staff time* *Resp.: Martin Seybold, Parks and Community Services Director*
5. Develop agreement with District 7 regarding Gilbert Creek Park and Portola Park	Work with administrators of District 7 to develop an agreement that provides mutual benefit of the use of the Gilbert Creek Park property and the Portola Park property. *Timing: 2008-2009* *Resources: Staff time / Will likely need funding in the FY 11 budget* *Resp.: City Manager* *Martin Seybold, Parks and Community Services Director*
6. Provide recommendations for implementation of Parks Comprehensive Plan priority projects	Review the new comprehensive parks plan and make recommendations to Council to begin implementation. *Timing: 2010-2011* *Resources: Will need to be budgeted.* *Resp.: Martin Seybold, Parks and Community Services Director*

Work Plan Element	Target for 2009 - 2011
7. Complete Redwood Park playground and landscaping	Build the playground and evaluate funding options to complete Court Sports. *Timing*: *2010-2011* *Resources: Funding will need to be secured.* *Resp.: Martin Seybold, Parks and Community Services Director*

B. OUTCOME: ACQUIRE, DEVELOP AND MAINTAIN OUTSTANDING TRAILS (5 votes)

1. Review parks comprehensive plan and develop plans to extend trails connecting parks	Explore opportunities and options to connect parks and extend trails. *Timing: Multi Year* *Resources: Projects LB4458* *Resp.: Martin Seybold, Parks and Community Services Director* *Laurel Samson, Assistant City Manager*
2. Build section of Allen Creek Trail	Install trails along Allen Creek on property or easements owned by the City. Staff will explore funding options for the Highway 238 crossing. *Timing: Multi Year* *Resources: Projects LB4954, LB4955* *Resp.: Laurel Samson, Assistant City Manager*
3. Build section of Fruitdale Creek Trail	Complete trail from Rogue River Highway to Cloverlawn. This trail will be installed along Fruitdale Creek on right of way property or easements owned by the City or Josephine County. *Timing: Multi Year* *Resources: Projects TR4719* *Resp.: Laurel Samson, Assistant City Manager*

C. OUTCOME: PROVIDE OUTSTANDING FACILTIES TO FACILITATE RECREATIONAL ACTIVITES OR PROGRAMS

1. Assist with strategies to increase active and healthy lifestyle	Implement and install cardio vascular fitness exercise stations in one park in partnership with local citizens. Staff will work with the YMCA on the program and take advantage of opportunities that arise through this partnership that will encourage healthy lifestyles. *Timing: 2010* *Resources: Staff time* *Resp.: Martin Seybold, Parks and Community Services Director* *Laurel Samson, Assistant City Manager*

VI. INFRASTRUCTURE

We recognize water, wastewater, storm water, transportation, and solid waste facilities are the backbone of our community. We will ensure that these systems are operated, maintained and, as necessary, replaced, now and in the future.

A. OUTCOME: PLAN FOR INFRASTRUCTURE:

1. Initiate infrastructure facility planning based upon UGB expansion	Begin the process to update the Water Restoration Plant and Water Filtration Plant Facility Plans, the Water Distribution, Sewer Collection, Storm Water, Transportation and RSSSD Master Plans. All of these will need to be updated to include those areas brought into the UGB. *Timing: Multi-year* *Resources: Projects – TR5022, DO4715, SE5081, SE4963, SE4964, WA6002, WA5094* *Resp.: Terry Haugen, Public Works Director* *Carla Angeli Paladino, Community Development Director*

Work Plan Element	Target for 2009 - 2011
2. Develop a long term solution to water treatment solid handling dilemma	Determine a long term solution which complies with State regulations. This is in addition to the City has found a short-term solution to the solids handling at the WFP. *Timing: 2009-2012* *Resources: WA4965* *Resp.: Terry Haugen, Public Works Director*
3. Develop Capital Improvement Program for our aging and substandard infrastructure	Prepare a proposed five-year capital improvement program for our Utility infrastructure. Staff and Council will work together to fund the prioritized improvements through available resources. *Timing: 2010-2011* *Resources: Staff time /Project DO4957* *Resp.: Terry Haugen, Public Works Director* *Dave Reeves, Finance Director*
4. Plan for a Fourth Bridge within 10 years	Work with O.D.O.T. to evaluate the impact of the Fourth Bridge on the congestion in the South Y. The location of a Fourth Bridge will be evaluated through the Urban Growth Boundary expansion process and will involve consideration for its use as a river crossing for utility pipes and pedestrian / bicycle access. *Timing: Multi-year* *Resources: Staff time* *Resp.: City Manager* *Terry Haugen, Public Works Director* *Carla Angeli Paladino, Community Development Director*
5. Participate in the planning for improvements on Highway 199	Participate in the planning for Highway 199, work to secure funding to complete the project and work with ODOT on the implementation. *Timing: 2007-2011* *Resources: Staff time / Projects TR4358, TR4921* *Resp.: City Manager*

B. OUTCOME: MAINTAIN AND BUILD INFRASTRUCTURE

1. Develop and implement a residential street overlay program	Develop and implement a long-term program which addresses the deteriorating streets in residential neighborhoods. *Timing: Multi- year* *Resources: Staff time / Budget* *Resp.: Terry Haugen, Public Works Director*
2. Install sidewalks around schools and parks in the city	Continue to install sidewalks in areas of highest priority. Staff is working with neighbors along "M" Street and will continue to respond to requests. In addition, Staff will look to outside funding to assist the process. *Timing: Multi-year* *Resources: Projects, TR5013, TR8412* *Resp.: Laurel Samson, Assistant City Manager*
3. Widen West Park Street, adding sidewalks and bike lanes	Complete construction on West Park Street to widen it from Tussey Lane to Ringuette. When completed, the street will have sidewalks and bicycle lanes along both sides. *Timing: Complete 2010* *Resources: Project TR4676* *Resp.: Terry Haugen, Public Works Director*

Work Plan Element	Target for 2009 - 2011
4. Construct improvements along Rogue River Highway	Complete Phase 2, which is a major road project on Rogue River Highway that will provide sidewalks and bicycle lanes from the South Y to Fruitdale Creek. Staff will continue to look for opportunities to extend beyond Fruitdale Creek. *Timing: Complete 2010* *Resources: Projects TR5008* *Resp.: Carla Angeli Paladino, Community Development Director* *Laurel Samson, Assistant City Manager*
5. Widen Darneille, adding sidewalks and bike lanes	Complete construction on Darneille Lane to widen it from Redwood Avenue to Leonard Road. When completed, the street will have sidewalks, bicycle lanes and planter strips along both sides. *Timing: Complete 2010* *Resources: Project TR4820* *Resp.: Terry Haugen, Public Works Director*
6. Begin design work for the widening of Hubbard Lane	Begin design for this project. *Timing: 2009/2013* *Resources: TR4925* *Resp.: Terry Haugen, Public Works Director*
7. Install a signal at Grandview and Highway 238	Work with O.D.O.T. to have the signal installed at Grandview and Highway 238. The Staff will prepare a local improvement district and/or a reimbursement district to fund the new signal. *Timing: 2008-2011* *Resources: Project TR5020* *Resp.: Terry Haugen, Public Works Director*
8. Correct water system deficiencies	Contract to replace the water main through the Rogue Valley Sash and Door property so it is not under the building. In addition, it will replace substandard two-inch water lines. *Timing: 2009-2011* *Resources: Project WA4841, WA5028* *Resp.: Terry Haugen, Public Works Director*

VII. MANAGEMENT

The City is an efficient and effective forward-looking organization that facilitates community decision making that is accessible to all Citizens.

A. OUTCOME: IMPROVE COMMUNICATION WITH CITIZENS (26 votes):

1. Complete Community Survey to take the "pulse" of the community	Conduct an annual survey to determine Community views. The results will be shared with the community and incorporated as part of Goals Setting. *Timing: Annually* *Resources: Staff time* *Resp.: City Manager*
2. Improve effectiveness of communication	Provide decisions made at Council meetings to the media and the City website within 24 hours. City Manager will keep staff informed through newsletters and informal "Coffee and questions". Staff will review forms and letters for effectiveness and expand information provided in the Council Packet. *Timing: 2009/2010* *Resources: Staff time* *Resp.: City Manager*

Work Plan Element	Target for 2009 - 2011
3. Provide a public education program	Continue to provide television coverage of Council meetings and staff will create information to broadcast during the break period. City Manager and Department Directors will maintain a presence in the community through volunteer work and presentations made to community groups. Staff will continue to provide information through the web site, newsletter, press releases and radio show. Staff will look for ways to keep public informed about the process that leads to decisions. *Timing: 2009/2010* *Resources: Staff time* *Resp.: City Manager*
4. Conduct community workshops on community wide issues	Bring the community to the discussion on major community issues. Staff will also create opportunities through a combination workshop / open house to solicit input and discuss issues with the community. Conduct some of these meetings within neighborhoods. *Timing: Ongoing* *Resources: Staff time* *Resp.: Various Staff members*
5. Maintain positive working relationship with Jo. County and school districts.	Work with other agencies to provide the best services to the Community. Include other agencies and organizations. Advocacy with schools, using the Mayor's Youth Advisory Council. Use annual events at school. Schedule workshop to look at the charge of the community. *Timing: Ongoing* *Resources: Staff time* *Resp.: Various Staff*
6. Implement an annual organization wide ethics education program	Ensure ethics training is provided to Mayor, Council and all Staff on an annual basis. *Timing: Ongoing* *Resources: Staff time / Contract* *Resp.: City Manager*
7. Provide opportunities for youth to understand and participate in City government	Evaluate the purpose and value of the Mayor's Youth Advisory Council. Consider redefining committees to provide a position on certain committees for a youth representative. Continue to sponsor "Government Days" for GPHS. *Timing: Ongoing* *Resources: Staff time / Contract* *Resp.: City Manager*

B. OUTCOME: CELEBRATE OUR VOLUNTEERS AND COMMUNITY SPIRIT:

1. Support community leadership training	Participate in the planning for the Community Leadership program. *Timing: Ongoing* *Resources: Staff time / Budget* *Resp.: City Manager*
2. Recognize volunteer efforts and community contributions	Publicly present the Developer awards to recognize exemplary development, Volunteer recognition during volunteer week, and the Mayor's Landscape awards to recognize exemplary landscaping, and sponsor the Mayor's Volunteer breakfast to honor those who give their time to the city. *Timing: Ongoing* *Resources: Staff time / Budget* *Resp.: Mayor Michael Murphy* *City Manager*

Work Plan Element	Target for 2009 - 2011

C. OUTCOME: MAINTAIN FISCAL HEALTH OF CITY GOVERNMENT

1. Strengthen the City's business culture of holding down costs	Emphasize being fiscally conservative in budgeting and in the City's operations. In the City's financial reporting, efforts will be made to communicate cost savings and efficiencies. *Timing: 2009/2010* *Resources: Staff time* *Resp.: City Manager* *Dave Reeves, Finance Director*
2. Explore opportunity to use "lean manufacturing" concepts for City operations	Work with Southern Oregon High Performance Enterprise Consortium to examine city-wide work processes and systems to see how they can be made more efficiently. *Timing: 2009/2010* *Resources: Staff time* *Resp.: City Manager* *Laurel Samson, Assistant City Manager* *All Department Directors*
3. Develop financial policies to guide the budget process and direct financial operations for the long-term viability of the City	Work to establish financial standards for: Beginning and Ending fund balances, appropriate Contingency levels, and the use of reserves with target levels. *Timing: 2008* *Resources: Staff time* *Resp.: Dave Reeves, Finance Director*
4. Submit grants to fund specific organizational needs	Look for opportunities to bring in outside resources to fund programs and projects. *Timing: Ongoing* *Resources: Staff time* *Resp.: Laurel Samson, Assistant City Manager*
5. Evaluate sewer fees to ensure financial health of sewer utility	Prepare and present a financial analysis of the sewer utility operations, including a rate proposal that will help assure the continued viability of the facility. *Timing: 2009* *Resources: Staff time* *Resp.: Dave Reeves, Finance Director* *Terry Haugen, Public Works Director*
6. Secure funding for Public Safety through the approval of a serial levy in the November, 2010 election	Place a serial levy on the ballot to fund Public Safety Services in 2011/2012 after a review of budgets. Volunteers, led by Council, will work to ensure public understanding of the measure. *Timing: 2010* *Resources: Volunteer time* *Resp.: Mayor and Council*

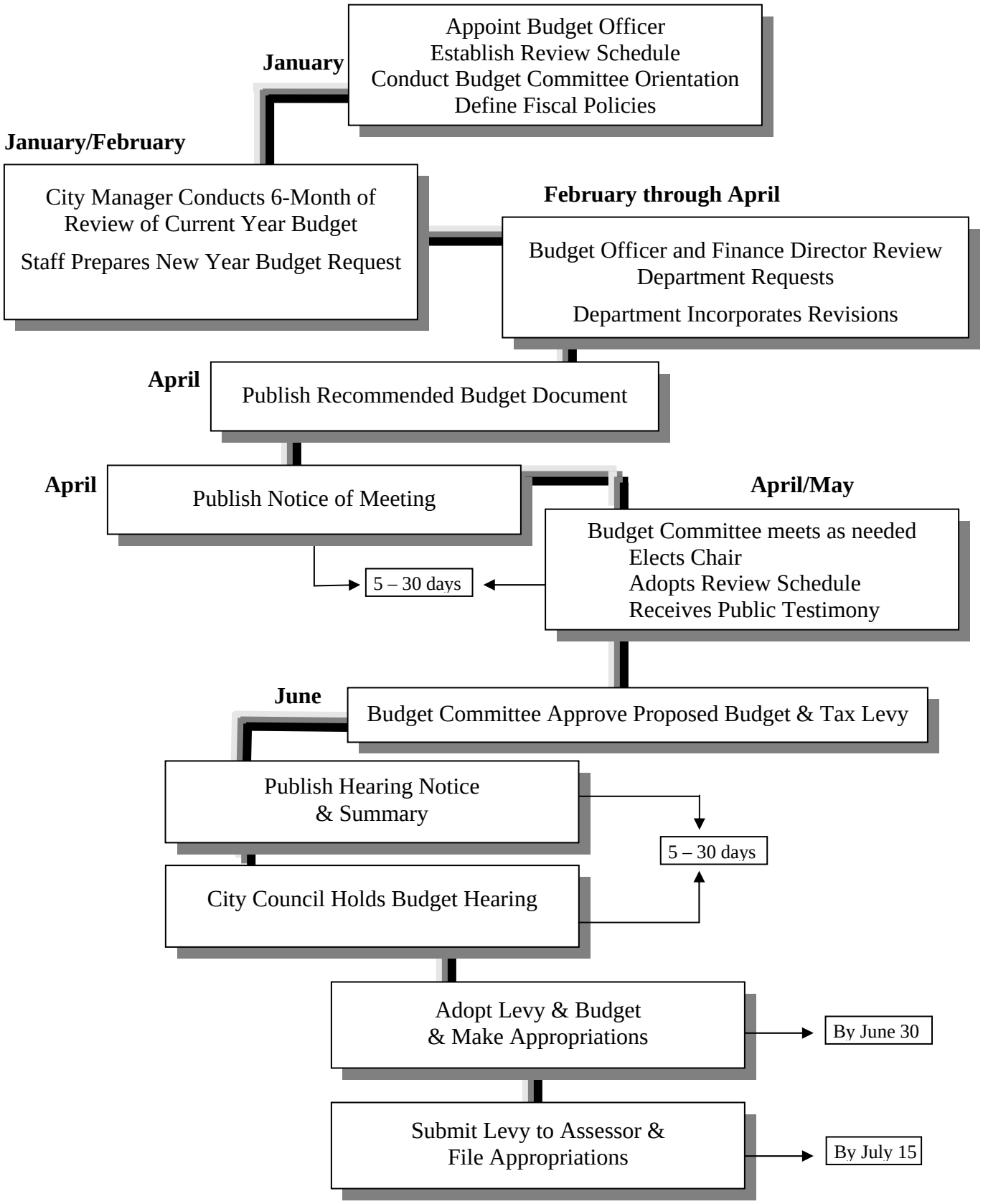
Work Plan Element	Target for 2009 - 2011
7. Evaluate needs for expanded street utility	Analyze the present and future funding of the Street Utility, including analysis of the Transportation Utility Fee, State Fuel tax revenues and any other potential funding sources. *Timing: 2006-2008* *Resources: Staff time / DO4957* *Resp.: Terry Haugen, Public Works Director* *Dave Reeves, Finance Director*
8. Evaluate fees related to customer service costs	Continue to evaluate fees and cost of service. In particular, the staff will research and evaluate the cost of providing customer service and production costs (Jo Gro). After the review, a recommendation will be presented to Council. *Timing: 2009 – 2010* *Resources: Staff time* *Resp.: Dave Reeves, Finance Director* *Terry Haugen, Public Works Director*
9. Explore the option to substitute a monthly fee for the public safety tax levy	Research the potential for a monthly fee to replace the Public Safety levy and present findings to Council for its consideration. The Staff and Council will then implement the selected funding option, whether the monthly fee or the four year tax levy. *Timing: 2011/2012* *Resources: Staff time* *Resp.: Dave Reeves, Finance Director* *Joe Henner, Public Safety Director*
Additional items	This goal is also met by the following: ***Meet the standards of the G.F.O.A. awards for the Budget document and C.A.F.R. document. ***Complete the special audits annually requested by Council.

D. OUTCOME: USE STRATEGIC PLANNING AND TECHNOLOGY TO MOVE THE ORGANIZATION FORWARD.

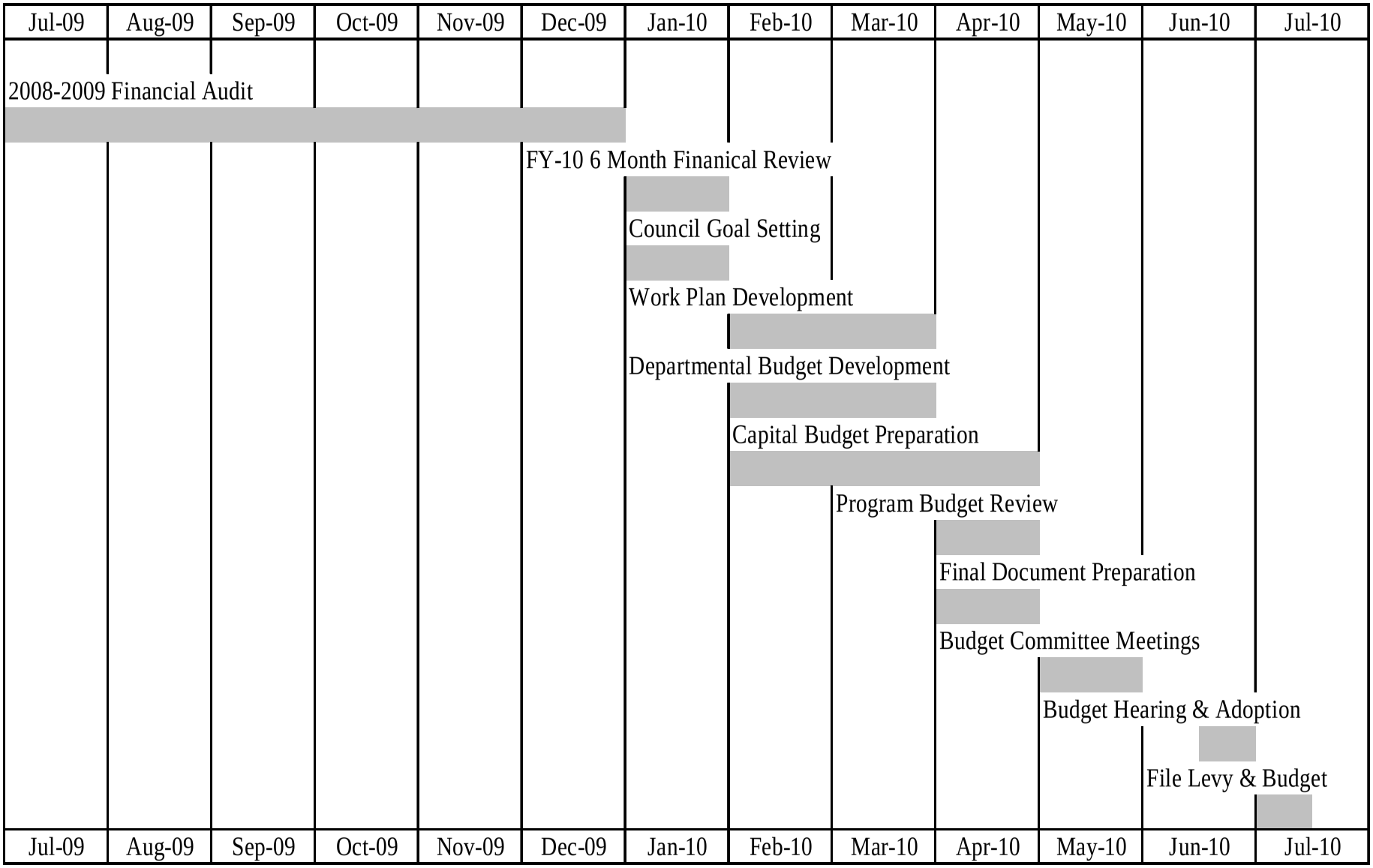
1. Develop back up plan for phone system failure	Prepare a plan to be able to maintain services if there is a significant failure of the phone system. Staff is concerned about the status of the phone system and the ability to maintain it over time. *Timing: 2010* *Resources: Staff time / Project LB4940* *Resp.: Dave Reeves, Finance Director* *Martin Seybold, Parks and Community Services Director*

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
© City of Grants Pass

Grants Pass Budget Process



The Grants Pass Budget Process



Grants Pass Budget Process

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

Beginning in January of 2002, our staff initiated a two-year budget process compiling data for fiscal years 2002-2003 and 2003-2004 General Fund activities projecting as far as 2006. This multi-year process continues for the fiscal year 2010-2011 and 2011-2012 budgets, with projections extending to fiscal year 2011. 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 2010-2011 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.

CHANGES TO BUDGET APPROPRIATIONS

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

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

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

How to Read the Budget

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

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

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

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

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

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

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

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

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

How to Read the Budget

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

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

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

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

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

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

Oregon Budget Law

BUDGET BASICS

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

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

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

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

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

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

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

The budget cycle

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

Oregon Budget Law

Preparing the budget

1. **Budget officer appointed.** Each local government must have a budget officer, either appointed by the governing body or designated in the local government's charter. The budget officer is under the supervision of either the executive officer or the governing body.

2. **Proposed budget prepared.** The budget officer is responsible for preparing or supervising the preparation of the proposed budget for presentation to the budget committee

Approving the budget

3. **Budget officer publishes notice.** When the proposed budget and the budget message are ready, the budget officer publishes a "Notice of Budget Committee Meeting." If notice is published in a newspaper of general circulation, it must be published at least twice, five to 30 days before the scheduled Budget Committee meeting date, each notice separated by at least five days. If notice is hand delivered or mailed, only one notice is required not later than 10 days prior to the meeting.

4. **Budget Committee meets.** At least one meeting must be held to 1) receive the budget message and budget document, and 2) hear the public. The budget officer provides a copy of the proposed budget to each member of the Budget Committee. The copies may be distributed any time before the advertised Budget Committee meeting. It is also acceptable to wait and distribute the budget at the advertised meeting. When the budget is given to the Budget Committee, it becomes a public record and must be made available to the public.

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

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

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

Oregon Budget Law

Advertising and holding hearings

6. **Budget summary and notice of budget hearing published.** After the budget is approved, a budget hearing must be held by the governing body. The budget officer must publish a summary of the budget approved by the Budget Committee and notice of budget hearing five to 30 days before the scheduled hearing. This information must either appear in a newspaper of general circulation, be mailed, or be hand delivered.

7. **Budget hearing held.** The budget hearing must be held by the governing body on the date specified on the public notices. The purpose of the hearing is to receive citizens' testimony on the budget approved by the Budget Committee. Additional hearings may be held. All hearings are open to the public.

Adopting the budget

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

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

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

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

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

Resolutions Adopting the Budget

RESOLUTION NO. 5680

A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS ADOPTING THE BUDGET AND MAKING APPROPRIATIONS FOR FISCAL YEAR 2010-2011.

RESOLUTION ADOPTING THE FY'11 BUDGET

BE IT RESOLVED, that the City of Grants Pass hereby adopts a budget for Fiscal Year 2010-2011 in the sum of $89,408,798 now on file at the Grants Pass Municipal Building.

RESOLUTION MAKING APPROPRIATIONS

BE IT RESOLVED, that the amounts for the fiscal year beginning July 1, 2010 and for the purposes shown below are hereby appropriated as follows:

General Fund		
Mayor and Council	200,398	
Public Safety Field Services	12,300,222	
Public Safety Support Services	3,489,759	
Crisis Support Services	40,648	
Street Lighting	295,000	
Park Maintenance Services	1,427,295	
Aquatic Services	113,831	
Recreation Services	137,337	
Planning Services	671,168	
Building and Safety Services	553,311	
Economic Development Services	165,307	
Downtown Development Services	326,880	
Tourism Promotion Services	275,687	
General Program Operations	96,480	
Inter-fund Transfers	940,000	
Contingency	1,050,000	
Total General Fund Appropriation		$22,083,323

Administrative Services Fund		
Management Services	721,858	
Finance Services	1,449,393	
Legal Services	357,013	
Human Resources	416,167	
General Program Operations	261,115	
Contingency	456,824	
Total Administrative Fund Appropriation		$3,662,370

Transportation Fund		
Street & Drainage Maintenance Services	1,185,069	
Customer Services	67,007	
General Program Operations	432,561	
Inter-fund Transfers	818,584	
Contingency	227,818	
Total Street Utility Fund Appropriation		$2,731,039
Storm Water and Open Space Fund		
Storm Water Maintenance	0	
Customer Services	0	
General Program Operations	0	
Debt Service	0	
Contingency	0	
Total Storm Water and Open Space Appropriation		$ 0
Transient Room Tax Fund		
Materials & Services	16,485	
Inter-fund Transfers	902,116	
Total Transient Room Tax Fund Appropriation		$ 918,601
Debt Service/Bancroft Fund		
Materials & Services	40,800	
Debt Service	90,341	
Inter-fund Transfers	500,000	
Contingency	0	
Total Debt Service/Bancroft Bond Appropriation		$ 631,141
Debt Service/General Obligation Bond		
Materials & Services	0	
Debt Service	1,466,600	
Total Debt Service/General Obligation Bond Appropriation		$1,466,600
Community Development Block Grant Fund		
Materials & Services	114,500	
Capital Outlay	900,000	
Contingency	829,811	
Total Community Development Block Grant Appropriation		$1,844,311

Downtown & Industrial Loan Fund		
Materials & Services	200,000	
Contingency	782,615	
Inter-fund Transfers	5,000	
Total Downtown & Industrial Loan Fund Appropriation		$ 987,615
Transportation Projects Fund		
Capital Outlay	9,360,561	
Total Transportation Projects Fund Appropriation		$9,360,561
Stormwater & Open Space Projects Fund		
Capital Outlay	873,285	
Total Stormwater & Open Space Projects Fund Appropriation		$ 873,285
Water Projects Fund		
Capital Outlay	2,303,697	
Inter-fund Transfers	160,000	
Total Water Projects Fund Appropriation		$2,463,697
Wastewater Projects Fund		
Capital Outlay	2,656,044	
Total Wastewater Projects Fund Appropriation		$2,656,044
Lands and Building Projects Fund		
Capital Outlay	8,026,490	
Inter-fund Transfers	543,049	
Total Lands & Buildings Projects Fund Appropriation		$8,569,539
Solid Waste Projects Fund		
Capital Outlay	1,268,709	
Inter-fund Transfers	34,000	
Total Solid Waste Projects Fund Appropriation		$1,302,709

Water Fund		
Water Treatment	1,478,081	
Water Distribution	1,213,635	
Customer Services	376,750	
Debt Services	399,200	
General Program Operations	337,840	
Contingency	1,017,324	
Inter-fund Transfers	655,531	
Total Water Fund Appropriation		$5,478,361
Wastewater Fund		
Wastewater Collection	670,297	
Wastewater Treatment	1,657,043	
JO-GRO™	562,037	
Customer Services	275,250	
Debt Service	501,313	
General Program Operations	349,850	
Contingency	1,104,336	
Inter-fund Transfers	378,206	
Total Wastewater Fund Appropriation		$5,498,332
Solid Waste Fund		
Field Operations	32,431	
Post Closure Operations	137,390	
General Program Operations	17,750	
Debt Service	0	
Contingency	93,465	
Inter-fund Transfers	10,000	
Total Solid Waste Fund Appropriation		$ 291,036
Environmental Waste Fees Fund		
Materials & Services	210,000	
Total Environmental Waste Fees Fund Appropriation		$ 210,000
Fleet Operations Fund		
Garage Operations	809,907	
Equipment Replacement	1,133,818	
Inter-fund Transfers	0	
Contingency	424,235	
Total Fleet Operations Fund Appropriation		$2,367,960

Resolutions Adopting the Budget

Support Services Fund		
Community Development Management Services	861,823	
Engineering Services	908,614	
Property Management Services	620,841	
Information Technology	588,745	
Debt Service	0	
Contingency	236,868	
Inter-fund Transfers	0	
Total Support Services Fund Appropriation		$3,216,891
Insurance Fund		
Workers' Compensation Insurance Services	427,116	
General Insurance Service	487,039	
Benefits Administration	51,930	
Contingency	600,000	
Total Insurance Fund Appropriation		$1,566,085
Agency Fund		
Materials & Services	146,100	
Total Agency Fund Appropriation		$ 146,100
Total Appropriations, All Funds		**78,325,600**
Total Un-appropriated Amounts, All Funds	*11,083,198*	
Total Budget	*89,408,798*	

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Grants Pass that the budget for fiscal year 2010-2011 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 2nd day June 2010.

SUBMITTED to and Approved by the Mayor of the City of Grants Pass, Oregon, this 4th day of June 2010 to be effective on the date indicated as adopted by the City Council.

Michael Murphy
Michael Murphy, Mayor

ATTEST:

Interim Finance Director

Date submitted to Mayor: 6/3/2010

Approved as to form Mark Bartholomew, City Attorney MB

Resolutions Adopting the Budget

RESOLUTION NO. 5679

A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS LEVYING TAXES AND CATEGORIZING TAXES FOR FISCAL YEAR 2010-2011.

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. $1,007,859 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 2010-2011 upon the assessed value of all taxable property within the city as follows:

CATEGORIZING TAXES

	Subject to the General Government Limitation	Excluded from the Limitation
General Fund Permanent Tax Rate Levy	$4.1335/$1,000	-0-
General Fund/Public Safety Local Option Levy	$1.7900/$1,000	-0-
Debt Service Fund/Public Safety General Obligation Bond (total bond levy)	$ -0-	$ 1,007,859

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Grants Pass to levy taxes and categorize taxes as adopted.

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 2nd day June 2010.

SUBMITTED to and Approved by the Mayor of the City of Grants Pass, Oregon, this 4th day of June 2010 to be effective on the date indicated as adopted by the City Council.

Michael Murphy, Mayor

ATTEST:

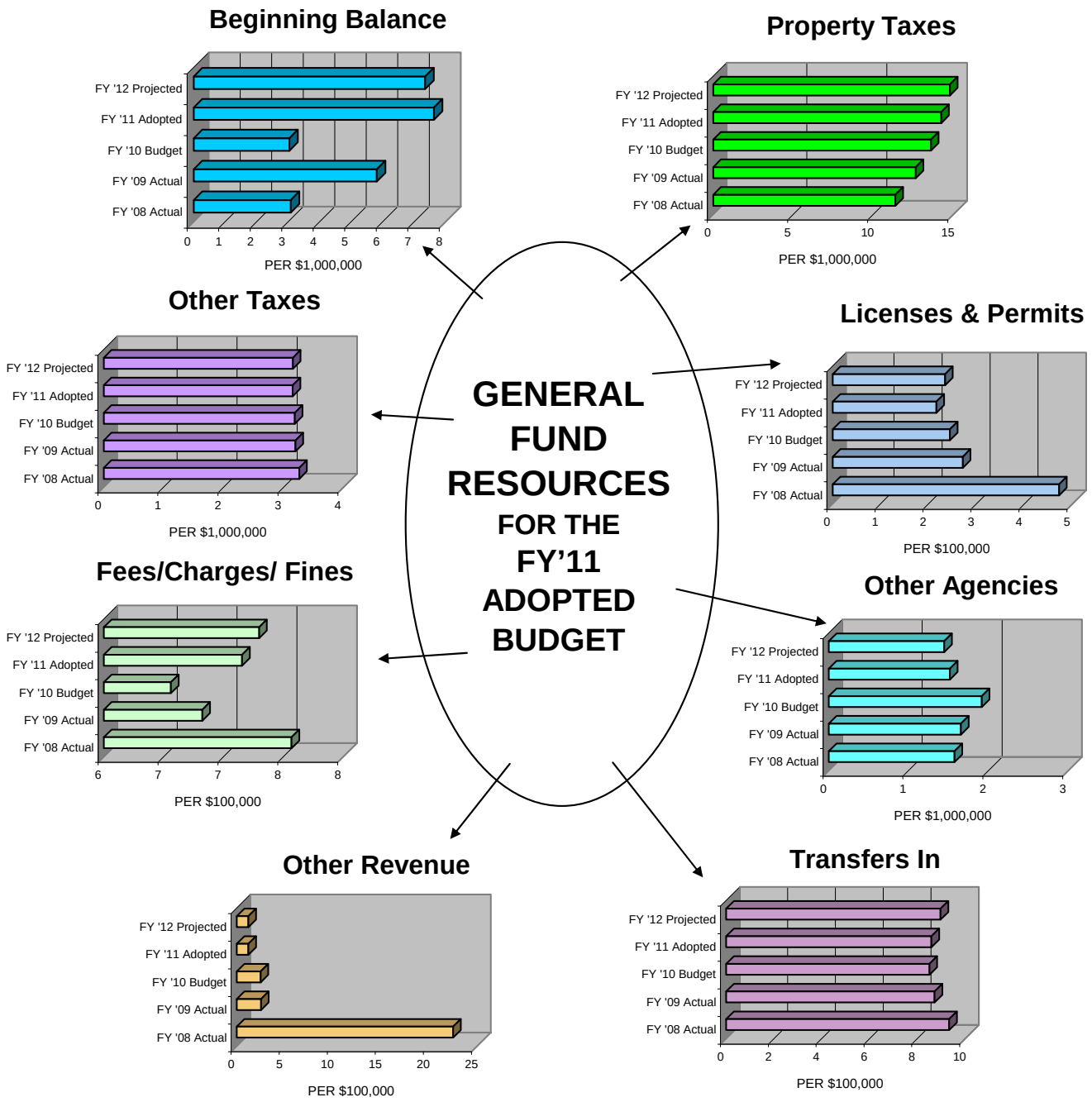
Interim Finance Director

Date submitted to Mayor: 6/3/2010

Approved as to form Mark Bartholomew, City Attorney MB

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
© City of Grants Pass

FINANCIAL TABLES



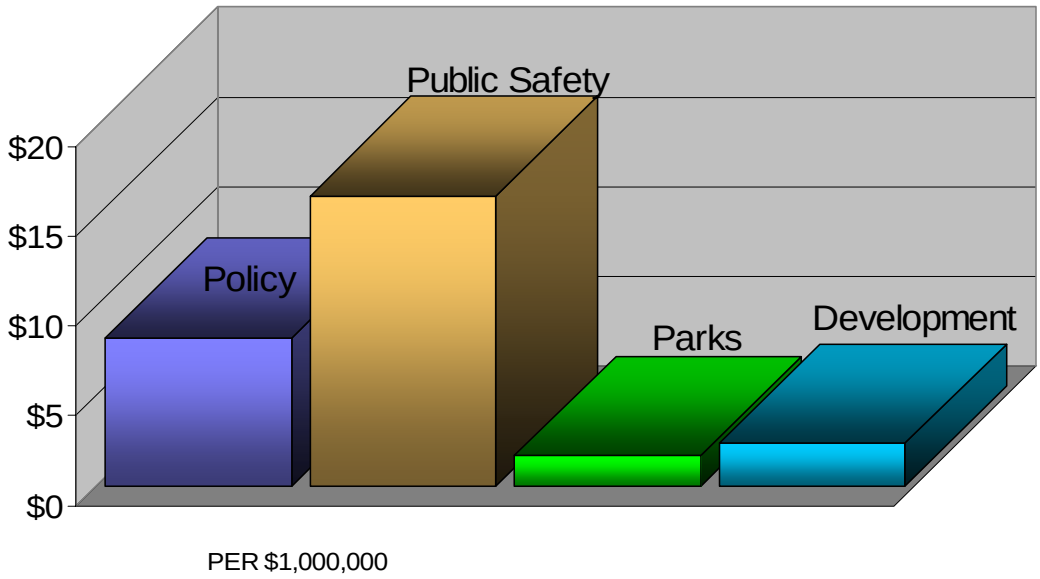
This chart shows the distribution of resources for the general operating budget for the FY'08 and FY'09 Actual Budgets, FY'10 Budget, FY'11 Adopted Budget and FY'12 Projected Budget.

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

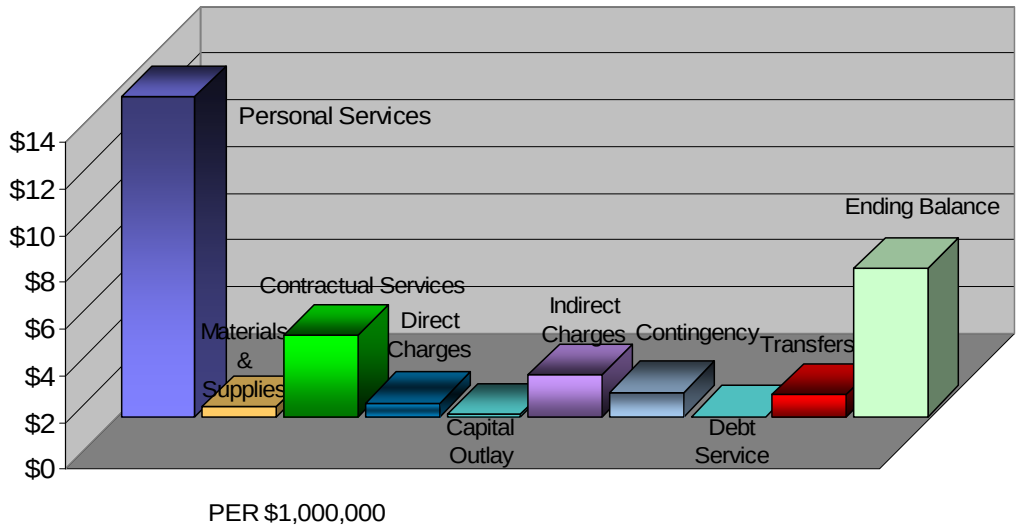
General Program Expenditures

For the Adopted FY'11 Budget

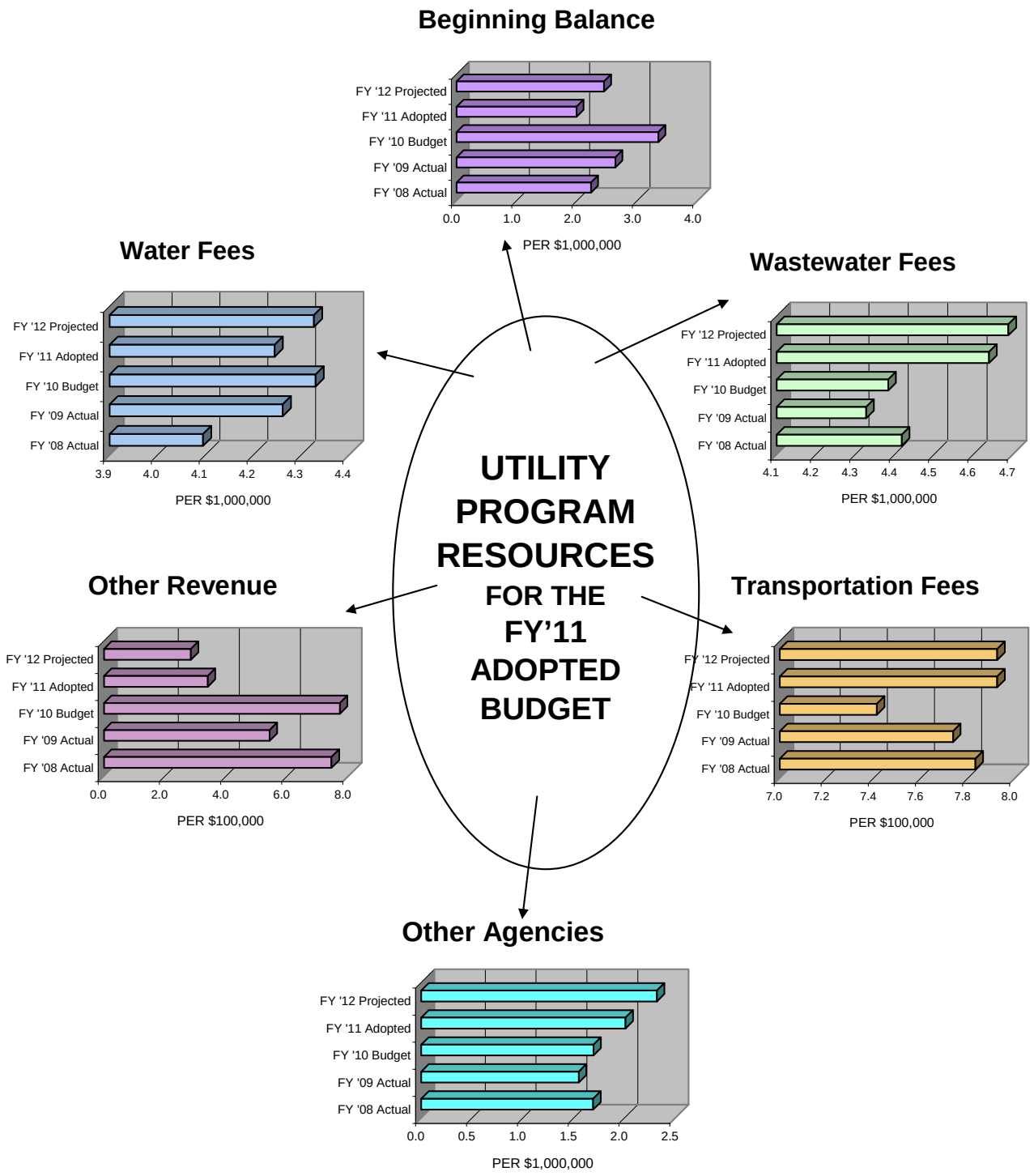
Program Requirements



Expenditure Categories



These charts show the distribution of the expenditures for each program and category of expenditure in the general operating budget for the FY'11 Adopted Budget. The history and current expenditures for the programs are found in the program summary pages throughout the document.



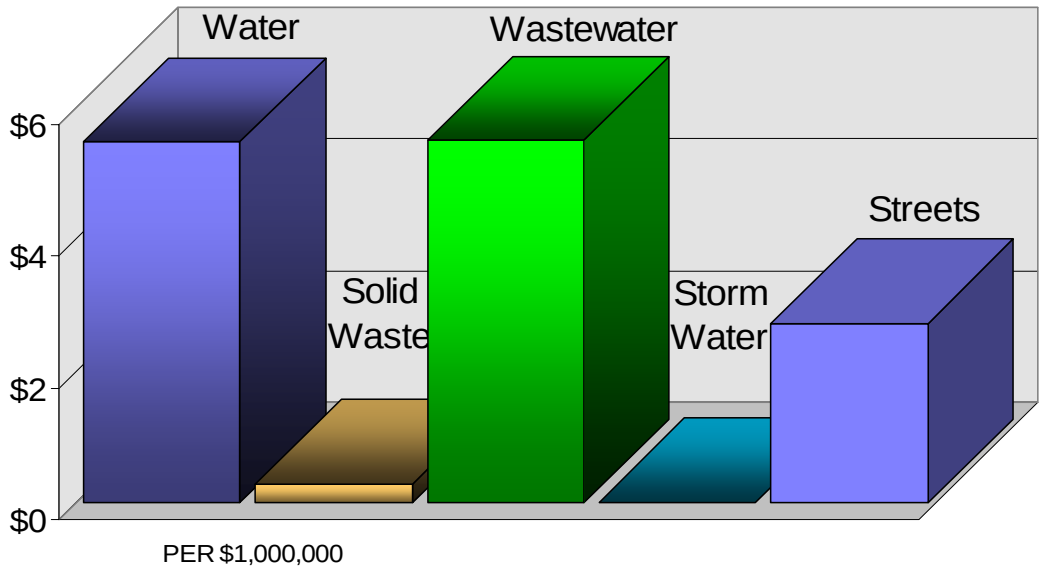
This chart shows the distribution of resources for the utility operating budgets for the FY'08 and FY'09 Actual Budgets, FY'10 Budget, FY'11 Adopted Budget and FY'12 Projected Budget.

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

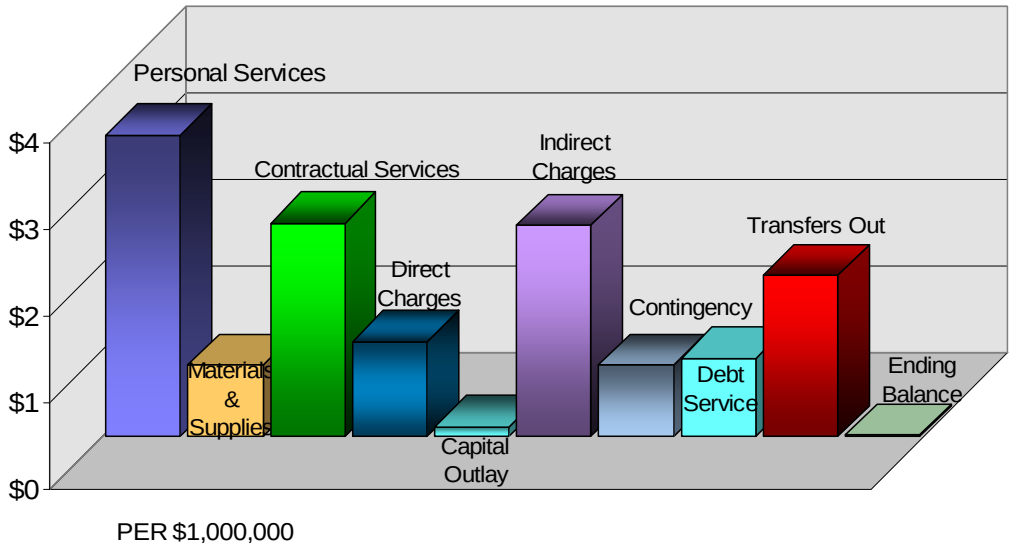
Utility Program Expenditures

For the Adopted FY'11 Budget

Program Requirements



Expenditure Categories



These charts show the distribution of the expenditures for each program and category of expenditure in the utility operating budget for the FY'11 Adopted Budget. The history and current expenditures for the programs are found in the program summary pages throughout the document.

HISTORY OF GENERAL FUND RESOURCES

	ACTUAL FY'08	ACTUAL FY'09	BUDGET FY'10	ADOPTED BUDGET FY'11	PROJECTED FY'12
Designated Resources					
Beginning Balance	1,495,854	4,578,249	2,229,563	7,002,000	7,013,629
General Operations					
Business Taxes	320,413	313,194	311,148	304,200	304,200
Right of Way/Franchise Taxes	2,484,617	2,422,368	2,428,515	2,359,230	2,352,690
Other Taxes	0	0	2,417	0	0
Fees in Lieu of Franchise	454,634	461,965	445,413	487,490	497,240
Licenses	7,695	6,740	5,991	6,480	6,480
State Rev. Sharing	262,848	270,458	264,681	297,050	305,480
State Cigarette Tax	51,541	50,328	45,852	43,680	43,780
State Liquor Tax	334,417	410,343	378,116	434,200	446,530
Other Misc.	894,424	23,181	339,318	44,440	44,440
Investment Interest	285,851	147,754	150,000	26,150	26,150
Total General Operations	5,096,440	4,106,331	4,371,451	4,002,920	4,026,990
Public Safety					
Property Taxes	11,368,301	12,639,887	13,593,071	14,231,258	14,775,931
Grants & Intergovernmental	1,016,547	1,013,014	1,038,263	854,800	764,858
Fees & Charges for Services	144,776	158,954	148,193	214,630	218,680
Other Misc.	1,421,998	448,738	409,482	426,260	420,260
Total Public Safety	13,951,622	14,260,593	15,189,009	15,726,948	16,179,729
Development					
Build. & Safety Beg. Balance *	1,585,777	1,232,537	805,000	621,898	384,587
Building and Safety *	654,603	362,548	314,000	316,000	341,000
Planning	127,813	95,093	91,350	73,050	74,850
Economic Development	123,875	116,392	116,854	110,250	110,250
Tourism Promotion	309,196	297,585	290,923	274,170	274,170
Downtown Development	138,490	136,345	131,254	127,000	127,000
Total Development	2,939,754	2,240,500	1,749,381	1,522,368	1,311,857
Parks					
Parks Maintenance	203,680	188,539	184,163	174,503	168,503
Aquatics	4,807	3,011	0	2,000	2,000
Recreation	946	720	1,025	800	800
Total Parks	209,433	192,270	185,188	177,303	171,303
Total General Fund	**23,693,103**	**25,377,943**	**23,724,592**	**28,431,539**	**28,703,508**

HISTORY OF GENERAL FUND REQUIREMENTS

	ACTUAL FY'08	ACTUAL FY'09	BUDGET FY'10	ADOPTED BUDGET FY'11	PROJECTED FY'12
Requirements					
Mayor and Council	139,676	191,250	188,817	200,398	192,398
General Operations					
Personal Services	0	0	150,000	0	0
Contractual/Prof Services	1,144	2,551,240	45,000	51,000	51,000
Direct Charges	0	0	30,000	45,480	45,480
Contingencies	0	0	600,000	1,000,000	1,000,000
Debt Service	15,280	15,280	200,284	0	0
Transfers Out	999,007	1,000,000	30,000	935,000	275,000
Ending Fund Balance	4,578,249	2,701,988	2,580,059	6,013,629	6,417,289
Total General Operations	5,593,680	6,268,508	3,635,343	8,045,109	7,788,769
Public Safety					
Field Operations	9,080,743	10,378,221	11,595,055	12,300,222	12,703,964
Support Services	3,094,238	3,219,026	3,462,116	3,489,759	3,726,738
Crisis Support Services	38,500	39,578	41,242	40,648	42,071
Street Lighting	250,985	266,684	305,500	295,000	324,000
Code Enforcement	181,784	198,238	220,425	0	0
Total Public Safety	12,646,250	14,101,747	15,624,338	16,125,629	16,796,773
Development					
Building and Safety *	1,007,843	740,102	680,984	603,311	621,268
*Build. & Safety End. Balance**	1,232,537	854,983	438,016	334,587	104,319
Planning	820,106	834,060	788,314	676,168	698,557
Economic Development	134,891	159,500	136,361	165,307	168,991
Tourism Promotion	317,745	309,193	290,829	275,687	277,250
Downtown Development	287,483	297,867	289,714	326,880	331,076
Total Development	3,800,605	3,195,705	2,624,218	2,381,940	2,201,461
Parks					
Parks Maintenance	1,310,976	1,397,615	1,396,815	1,427,295	1,469,874
Aquatics	72,679	92,312	116,457	113,831	115,946
Recreation	129,237	130,806	138,604	137,337	138,287
Total Parks	1,512,892	1,620,733	1,651,876	1,678,463	1,724,107
Total General Fund	**23,693,103**	**25,377,943**	**23,724,592**	**28,431,539**	**28,703,508**

Quick Facts

Adopted FY'11	**Operating & Other**
Where The Money Comes From:	
Property taxes	$ 15,197,858
Business taxes	304,200
Transient room taxes	918,601
Right of Way/Franchise fees	2,359,230
Other governments	6,252,420
Licenses and permits	229,110
User fees and charges	18,672,862
Fee in lieu of franchise	488,420
System development charges	888,258
All other revenues	2,434,093
Carryover/beginning balance	36,454,260
Total Resources	$ 84,199,312
Transfers In	$ 5,209,486
Where The Money Goes:	
Personal services	$ 21,826,432
Materials and supplies	1,751,139
Contractual services	8,806,434
Direct charges for services	2,249,296
Capital outlay	26,423,755
Indirect charges	2,776,845
Debt service	2,458,917
Contingencies/reserves	6,823,296
Un-appropriated ending balance	11,083,198
Total Requirements	$ 84,199,312
Transfers Out	$ 5,209,486
Other Facts:	
Staffing (full time equivalencies)	238.8
Bonded Debt outstanding (June 30, 2009 est.)	$ 16,050,000
Property tax rate (per $1,000 assessed value)	
Permanent rate levy	$ 4.1335
Public safety operating levy	$ 1.7900
Bonded debt (2011 estimate)	$ 0.3990

Un-appropriated Ending Fund Balances

Adopted FY'11

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 that may occur in the following fiscal year, 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 System 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 FY'08	Actual FY'09	Budget FY'10	Adopted FY'11	Projected FY'12
General Fund	5,810,786	3,556,971	3,018,075	6,303,216	6,521,608
Street Utility Fund	198,647	321,197	157,052	0	0
Community Development Block Grant Fund	861,570	904,192	396,128	0	0
Housing & Economic Development Fund	977,696	995,795	722,982	0	0
Transient Room Tax Fund	0	0	0	0	0
General Obligation Bond Fund	42,169	60,113	44,351	66,570	66,670
Bancroft Bond Fund	153,740	(242,901)	0	0	0
Storm Water Utility Fund	(80,642)	10,563	10,563	10,563	10,563
Wastewater Fund	382,646	501,221	92,927	0	0
Wastewater Debt Reserve	500,899	500,899	500,899	0	0
Solid Waste Fund	35,564	52,745	205,026	0	0
Water Fund	1,105,142	1,272,203	967,558	0	0
Water Debt Reserve Fund	408,000	408,000	408,000	0	0
Fleet Operations Fund	2,723,152	3,208,428	1,750,283	2,445,596	2,565,704
Support Services Fund	460,519	410,863	100,000	0	0
Insurance Services Fund	2,071,140	2,202,782	1,782,899	2,080,230	2,075,072
Administrative Services Fund	772,172	613,269	0	0	0
Trust Funds	318,735	334,223	163,900	132,023	85,923
Total Un-appropriated Balances	**16,741,935**	**15,110,563**	**10,320,643**	**11,038,198**	**11,325,540**

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	334,587	227,818	10,563	1,017,324	1,104,336	93,465	2,788,093
Current Resources										
Property Taxes	0	14,775,931	0	0	0	0	0	0	0	14,775,931
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	227,630	10,500	0	0	0	2,500	240,630
Fines & Forfeitures	0	244,630	0	7,830	0	0	0	0	0	252,460
Revenue From Other Agencies	0	764,858	4,000	750	2,041,271	0	0	276,000	11,000	3,097,879
Use of Assets	0	0	0	11,000	1,900	0	15,000	5,500	300	33,700
Fees & Charges	0	218,680	0	136,900	781,800	0	4,326,500	4,678,810	125,790	10,268,480
Other Revenue	0	6,300	26,975	7,030	2,100	0	31,520	50,100	15,600	139,625
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	169,330	140,328	586,130	0	0	0	0	5,000	900,788
Total Current Resources	**0**	**16,179,729**	**171,303**	**977,270**	**2,837,571**	**0**	**4,380,620**	**5,019,910**	**160,190**	**29,726,593**
Total Prog. Gen. Res.	0	16,179,729	171,303	1,311,857	3,065,389	10,563	5,397,944	6,124,246	253,655	32,514,686
General Support Resources	7,981,167	617,044	1,552,804	889,604	0	0	0	0	0	11,040,619
Total Resources	**7,981,167**	**16,796,773**	**1,724,107**	**2,201,461**	**3,065,389**	**10,563**	**5,397,944**	**6,124,246**	**253,655**	**43,555,305**

General Support Resources	
Beginning Balance	7,013,629
Current Resources	
Property Taxes	0
Taxes Other than Property	2,656,890
Fees in Lieu of ROW/Franchise	497,240
Licenses & Permits	6,480
Fines & Forfeitures	0
Revenue From Other Agencies	795,790
Use of Assets	26,150
Fees & Charges	930
Other Revenue	43,510
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Resources	4,026,990 *
Total General Support Resources	**11,040,619**

* Detail for these resources can be found in Appendix K

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personal Services	0	12,753,902	604,811	990,392	647,770	0	1,430,832	1,545,798	10,474	17,983,979
Materials and Supplies	13,000	271,345	105,500	18,210	59,882	0	418,217	334,870	9,200	1,230,224
Contractual Services	165,185	2,165,243	797,884	419,002	548,177	0	865,015	1,040,957	94,210	6,095,673
Direct Charges for Services	93,202	34,940	46,176	425,725	316,013	0	432,467	341,020	25,258	1,714,801
Capital Outlay	0	79,950	13,000	2,900	4,058	0	55,250	26,460	120	181,738
Indirect Charges	17,491	1,491,393	156,736	185,913	157,600	0	325,000	329,300	14,700	2,678,133
Operating Expenses	**288,878**	**16,796,773**	**1,724,107**	**2,042,142**	**1,733,500**	**0**	**3,526,781**	**3,618,405**	**153,962**	**29,884,548**
Other Requirements										
Contingencies	1,000,000	0	0	50,000	373,633	0	1,088,261	1,225,190	99,693	3,836,777
Debt Service	0	0	0	0	2,199	0	397,800	491,712	0	891,711
Transfers Out	275,000	0	0	5,000	956,057	0	385,102	788,939	0	2,410,098
Total Other Requirements	**1,275,000**	**0**	**0**	**55,000**	**1,331,889**	**0**	**1,871,163**	**2,505,841**	**99,693**	**7,138,586**
Ending Balance	6,417,289	0	0	104,319	0	10,563	0	0	0	6,532,171
Total Requirements	**7,981,167**	**16,796,773**	**1,724,107**	**2,201,461**	**3,065,389**	**10,563**	**5,397,944**	**6,124,246**	**253,655**	**43,555,305**

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	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
Total Current Resources	**0**	**15,726,948**	**177,303**	**900,470**	**2,543,531**	**0**	**4,306,158**	**4,963,130**	**200,590**	**28,818,130**
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
Total Resources	**8,245,507**	**16,125,629**	**1,678,463**	**2,381,940**	**2,731,039**	**10,563**	**5,478,361**	**5,498,332**	**291,036**	**42,440,870**

General Support Resources	
Beginning Balance	7,002,000
Current Resources	
Property Taxes	0
Taxes Other than Property	2,663,430
Fees in Lieu of ROW/Franchise	487,490
Licenses & Permits	6,480
Fines & Forfeitures	0
Revenue From Other Agencies	774,930
Use of Assets	26,150
Fees & Charges	930
Other Revenue	43,510
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Resources	4,002,920
Total General Support Resources	**11,004,920**

* Detail for these resources can be found in Appendix K

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	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
Operating Expenses	**296,878**	**16,125,629**	**1,678,463**	**1,992,353**	**1,683,174**	**0**	**3,406,306**	**3,514,477**	**187,571**	**28,884,851**
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
Total Other Requirements	**1,935,000**	**0**	**0**	**55,000**	**1,047,865**	**0**	**2,072,055**	**1,983,855**	**103,465**	**7,197,240**
Ending Balance	6,013,629	0	0	334,587	0	10,563	0	0	0	6,358,779
Total Requirements	**8,245,507**	**16,125,629**	**1,678,463**	**2,381,940**	**2,731,039**	**10,563**	**5,478,361**	**5,498,332**	**291,036**	**42,440,870**

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	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
Total Current Resources	**0**	**15,726,948**	**177,303**	**900,470**	**2,543,531**	**0**	**4,306,158**	**4,963,130**	**200,590**	**28,818,130**
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
Total Resources	**8,245,507**	**16,125,629**	**1,678,463**	**2,381,940**	**2,731,039**	**10,563**	**5,478,361**	**5,498,332**	**291,036**	**42,440,870**

General Support Resources	
Beginning Balance	7,002,000
Current Resources	
Property Taxes	0
Taxes Other than Property	2,663,430
Fees in Lieu of ROW/Franchise	487,490
Licenses & Permits	6,480
Fines & Forfeitures	0
Revenue From Other Agencies	774,930
Use of Assets	26,150
Fees & Charges	930
Other Revenue	43,510
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Resources	4,002,920
Total General Support Resources	**11,004,920**

* Detail for these resources can be found in Appendix K

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	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
Operating Expenses	**296,878**	**16,125,629**	**1,678,463**	**1,992,353**	**1,683,174**	**0**	**3,406,306**	**3,514,477**	**187,571**	**28,884,851**
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
Total Other Requirements	**1,935,000**	**0**	**0**	**55,000**	**1,047,865**	**0**	**2,072,055**	**1,983,855**	**103,465**	**7,197,240**
Ending Balance	6,013,629	0	0	334,587	0	10,563	0	0	0	6,358,779
Total Requirements	**8,245,507**	**16,125,629**	**1,678,463**	**2,381,940**	**2,731,039**	**10,563**	**5,478,361**	**5,498,332**	**291,036**	**42,440,870**

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	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	486,130	0	0	7,500	7,500	20,000	842,788
Total Current Resources	**0**	**15,726,948**	**177,303**	**850,470**	**2,543,531**	**0**	**4,306,158**	**4,963,130**	**200,590**	**28,768,130**
Total Prog. Gen. Res.	0	15,726,948	177,303	1,472,368	2,731,039	10,563	5,478,361	5,498,332	291,036	31,385,950
General Support Resources	8,245,507	398,681	1,501,160	859,572	0	0	0	0	0	11,004,920
Total Resources	**8,245,507**	**16,125,629**	**1,678,463**	**2,331,940**	**2,731,039**	**10,563**	**5,478,361**	**5,498,332**	**291,036**	**42,390,870**

General Support Resources	
Beginning Balance	7,002,000
Current Resources	
Property Taxes	0
Taxes Other than Property	2,663,430
Fees in Lieu of ROW/Franchise	487,490
Licenses & Permits	6,480
Fines & Forfeitures	0
Revenue From Other Agencies	774,930
Use of Assets	26,150
Fees & Charges	930
Other Revenue	43,510
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Resources	4,002,920 *
Total General Support Resources	**11,004,920**

* Detail for these resources can be found in Appendix K

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personal Services	0	12,181,360	581,777	956,684	626,037	0	1,385,323	1,491,226	10,033	17,232,440
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	165,185	2,096,038	779,422	426,709	536,829	0	825,487	1,010,729	96,710	5,937,109
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
Operating Expenses	**291,878**	**16,125,629**	**1,678,463**	**1,992,353**	**1,686,684**	**0**	**3,419,241**	**3,528,647**	**187,571**	**28,910,466**
Other Requirements										
Contingencies	1,000,000	0	0	50,000	224,308	0	1,004,389	1,090,166	93,465	3,462,328
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
Total Other Requirements	**1,935,000**	**0**	**0**	**55,000**	**1,044,355**	**0**	**2,059,120**	**1,969,685**	**103,465**	**7,166,625**
Ending Balance	6,018,629	0	0	284,587	0	10,563	0	0	0	6,313,779
Total Requirements	**8,245,507**	**16,125,629**	**1,678,463**	**2,331,940**	**2,731,039**	**10,563**	**5,478,361**	**5,498,332**	**291,036**	**42,390,870**

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	805,000	327,515	10,563	1,711,320	1,172,945	132,868	4,160,211
Current Resources										
Property Taxes	0	13,593,071	0	0	0	0	0	0	0	13,593,071
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	238,350	15,000	0	0	0	1,500	254,850
Fines & Forfeitures	0	222,144	0	10,000	0	0	0	0	0	232,144
Revenue From Other Agencies	0	1,036,610	4,000	2,200	1,417,230	0	0	276,200	444,596	3,180,836
Use of Assets	0	0	0	14,000	3,500	0	30,000	6,000	300	53,800
Fees & Charges	0	149,846	0	157,000	726,200	0	4,330,091	4,371,512	108,653	9,843,302
Other Revenue	0	3,200	32,050	6,500	2,700	0	63,360	37,600	15,600	161,010
Direct Charges for Service	0	0	0	0	0	0	10,000	11,540	0	21,540
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	184,138	149,138	516,331	0	0	0	0	38,000	887,607
Total Current Resources	**0**	**15,189,009**	**185,188**	**944,381**	**2,164,630**	**0**	**4,433,451**	**4,702,852**	**608,649**	**28,228,160**
Total Prog. Gen. Res.	0	15,189,009	185,188	1,749,381	2,492,145	10,563	6,144,771	5,875,797	741,517	32,388,371
General Support Resources	3,824,160	435,329	1,466,688	874,837	0	0	0	0	0	6,601,014
Total Resources	**3,824,160**	**15,624,338**	**1,651,876**	**2,624,218**	**2,492,145**	**10,563**	**6,144,771**	**5,875,797**	**741,517**	**38,989,385**

General Support Resources	
Beginning Balance	2,229,563
Current Resources	
Property Taxes	0
Taxes Other than Property	2,739,663
Fees in Lieu of ROW/Franchise	445,413
Licenses & Permits	5,991
Fines & Forfeitures	0
Revenue From Other Agencies	987,933
Use of Assets	150,000
Fees & Charges	951
Other Revenue	41,500
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Resources	4,371,451 *
Total General Support Resources	**6,601,014**

* Detail for these resources can be found in Appendix K

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personal Services	150,000	11,186,505	580,220	1,038,337	635,527	0	1,351,862	1,457,901	9,776	16,410,128
Materials and Supplies	11,100	304,475	111,250	23,260	58,982	0	379,047	311,094	2,950	1,202,158
Contractual Services	152,000	2,382,952	746,793	435,971	529,826	0	851,100	989,369	94,940	6,182,951
Direct Charges for Services	83,552	5,860	45,763	406,709	376,174	0	436,668	315,164	23,246	1,693,136
Capital Outlay	0	354,150	16,500	1,500	2,460	0	98,250	11,756	100	484,716
Indirect Charges	17,165	1,390,396	151,350	195,425	160,319	0	309,799	314,701	25,538	2,564,693
Operating Expenses	**413,817**	**15,624,338**	**1,651,876**	**2,101,202**	**1,763,288**	**0**	**3,426,726**	**3,399,985**	**156,550**	**28,537,782**
Other Requirements										
Contingencies	600,000	0	0	80,000	86,912	0	313,198	368,902	8,169	1,457,181
Debt Service	200,284	0	0	0	1,828	0	424,123	495,250	371,772	1,493,257
Transfers Out	30,000	0	0	5,000	483,065	0	605,166	1,017,834	0	2,141,065
Total Other Requirements	**830,284**	**0**	**0**	**85,000**	**571,805**	**0**	**1,342,487**	**1,881,986**	**379,941**	**5,091,503**
Ending Balance	2,580,059	0	0	438,016	157,052	10,563	1,375,558	593,826	205,026	5,360,100
Total Requirements	**3,824,160**	**15,624,338**	**1,651,876**	**2,624,218**	**2,492,145**	**10,563**	**6,144,771**	**5,875,797**	**741,517**	**38,989,385**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2009 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	1,232,537	198,647	(80,642)	1,513,142	883,545	35,443	3,782,672
Current Resources										
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
Total Current Resources	**0**	**14,260,593**	**192,270**	**1,007,963**	**2,092,748**	**91,205**	**4,353,700**	**4,608,617**	**386,985**	**26,994,081**
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
Total Resources	**6,459,758**	**14,101,747**	**1,620,733**	**3,195,705**	**2,291,395**	**10,563**	**5,866,842**	**5,492,162**	**422,428**	**39,461,333**

General Support Resources	
Beginning Balance	4,578,249
Current Resources	
Property Taxes	0
Taxes Other than Property	2,735,562
Fees in Lieu of ROW/Franchise	461,034
Licenses & Permits	6,740
Fines & Forfeitures	0
Revenue From Other Agencies	746,409
Use of Assets	147,754
Fees & Charges	931
Other Revenue	7,901
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Resources	4,106,331 *
Total General Support Resources	**8,684,580**

* 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	Develop-ment	Trans-portation	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
Operating Expenses	**2,742,490**	**14,008,747**	**1,615,733**	**2,304,722**	**1,525,312**	**0**	**3,040,078**	**3,101,386**	**108,083**	**28,446,551**
Other Requirements										
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
Total Other Requirements	**1,015,280**	**93,000**	**5,000**	**36,000**	**444,886**	**0**	**1,146,561**	**1,388,656**	**261,721**	**4,391,104**
Ending Balance	2,701,988	0	0	854,983	321,197	10,563	1,680,203	1,002,120	52,624	6,623,678
Total Requirements	**6,459,758**	**14,101,747**	**1,620,733**	**3,195,705**	**2,291,395**	**10,563**	**5,866,842**	**5,492,162**	**422,428**	**39,461,333**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2008 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	1,585,777	140,976	22,951	1,179,123	843,917	38,325	3,811,069
Current Resources										
Property Taxes	0	11,368,301	0	0	0	0	1	0	0	11,368,302
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	464,144	17,465	0	0	0	3,070	484,679
Fines & Forfeitures	0	243,763	0	10,003	0	0	0	0	0	253,766
Revenue From Other Agencies	0	1,015,125	4,000	2,086	1,442,289	0	0	247,708	295,276	3,006,484
Use of Assets	0	0	0	65,088	10,206	0	57,602	11,384	541	144,821
Fees & Charges	0	146,198	0	245,041	765,585	0	4,095,246	4,410,115	83,607	9,745,792
Other Revenue	0	953,334	46,933	19,187	81,791	0	86,044	53,412	12,077	1,252,778
Direct Charges for Service	0	0	0	0	0	0	11,753	7,460	0	19,213
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	224,900	158,500	548,429	0	0	0	0	38,000	969,829
Total Current Resources	**0**	**13,951,621**	**209,433**	**1,353,978**	**2,317,336**	**0**	**4,250,646**	**4,730,079**	**432,571**	**27,245,664**
Total Prog. Gen. Res.	0	13,951,621	209,433	2,939,755	2,458,312	22,951	5,429,769	5,573,996	470,896	31,056,733
General Support Resources	5,733,356	(1,305,371)	1,303,459	860,850	0	0	0	0	0	6,592,294
Total Resources	**5,733,356**	**12,646,250**	**1,512,892**	**3,800,605**	**2,458,312**	**22,951**	**5,429,769**	**5,573,996**	**470,896**	**37,649,027**

General Support Resources	
Beginning Balance	1,495,854
Current Resources	
Property Taxes	0
Taxes Other than Property	2,805,030
Fees in Lieu of ROW/Franchise	454,634
Licenses & Permits	7,695
Fines & Forfeitures	0
Revenue From Other Agencies	664,086
Use of Assets	285,851
Fees & Charges	1,100
Other Revenue	8,044
Loan Repayment	870,000
Unspent Contingency	0
Transfers In	0
Total Current Resources	5,096,440 *
Total General Support Resources	**6,592,294**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2008Actual

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personal Services	0	9,730,977	518,354	1,228,833	487,165	18,311	1,121,216	1,216,257	278	14,321,391
Materials and Supplies	15,773	219,289	112,408	26,371	51,373	13	341,427	282,106	0	1,048,760
Contractual Services	77,591	1,400,147	690,285	567,584	428,652	4	697,465	924,682	81,303	4,867,713
Direct Charges for Services	47,456	31,264	37,042	465,814	331,966	69,865	408,400	295,179	19,762	1,706,748
Capital Outlay	0	97,482	17,273	6,523	(37)	0	53,941	13,524	0	188,706
Indirect Charges	0	1,117,091	137,530	226,543	129,450	0	301,189	316,602	39,690	2,268,095
Operating Expenses	**140,820**	**12,596,250**	**1,512,892**	**2,521,668**	**1,428,569**	**88,193**	**2,923,638**	**3,048,350**	**141,033**	**24,401,413**
Other Requirements										
Contingencies	0	0	0	0	0	12,936	0	0	0	12,936
Debt Service	15,280	0	0	0	0	2,464	416,989	492,101	294,420	1,221,254
Transfers Out	999,007	50,000	0	46,400	831,096	0	576,000	1,150,000	0	3,652,503
Total Other Requirements	**1,014,287**	**50,000**	**0**	**46,400**	**831,096**	**15,400**	**992,989**	**1,642,101**	**294,420**	**4,886,693**
Ending Balance	4,578,249	0	0	1,232,537	198,647	(80,642)	1,513,142	883,545	35,443	8,360,921
Total Requirements	**5,733,356**	**12,646,250**	**1,512,892**	**3,800,605**	**2,458,312**	**22,951**	**5,429,769**	**5,573,996**	**470,896**	**37,649,027**

Property Tax Analysis

		Actual FY'08	*Actual FY'09*	*Actual FY'10*	*Estimated FY'11*	*Projected FY'12*
Assessed Value	(a)	$2,207,029,376	$2,318,499,838	$2,409,615,099	$2,504,416,000	$2,602,769,000
Taxable Base	(b)	2,047,180,354	2,318,499,838	2,409,615,099	2,504,416,000	2,602,769,000
Redevelopment Agency Increment Value	(c)	159,849,022	0	0	0	0
Permanent Tax Rate *	(d)	4.1335	4.1335	4.1335	4.1335	4.1335
Anticipated Levy from Permanent Tax Rate (b) x (d) + Tax Roll Corrections	(e)	8,240,441	9,590,107	9,972,766	10,352,004	10,758,546
Public Safety Local Option Tax*	(f)	1.49	1.49	1.79	1.79	1.79
Anticipated Levy on Taxable Base from Local Option Tax (b) x (f)	(g)	3,288,475	3,454,566	4,313,211	4,482,905	4,658,957
Anticipated Levy on Increment from Local Option Tax (f) x (c)	(h)	238,176	0	0	0	0
Public Safety Estimated Debt Rate*	(i)	0.5097	0.5003	0.399	0.399	0.399
Anticipated Levy for Bonded Debt	(j)	1,124,923	1,159,947	961,436	999,262	1,038,505
Total Anticipated Taxes Lines (e) + (g) + (h) + (j)		$12,892,015	$14,204,620	$15,247,413	$15,834,170	$16,456,007

* Tax rates are $1,000 per assessed value

	Tax Certification	*Collections*	*Rate*
FY'08 Actual			
Permanent Rate Revenues	$8,478,617	$7,996,663	4.1335
Public Safety Operating Levy	3,288,475	3,101,546	1.4900
Public Safety Bonded Debt	1,124,923	1,060,951	0.5097
Total Actual	$12,892,015	$12,159,160	6.1332
FY'09 Actual			
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
FY'10 Estimated			
Permanent Rate Revenues	$9,972,766	$9,290,045	4.1335
Public Safety Operating Levy	4,313,211	4,023,026	1.7900
Public Safety Bonded Debt	961,436	897,800	0.3990
Total Estimated	$15,247,413	$14,210,871	6.3225
FY'11 Estimated			
Permanent Rate Revenues	$10,352,004	$9,679,406	4.1335
Public Safety Operating Levy	4,482,905	4,191,638	1.7900
Public Safety Bonded Debt	999,262	942,348	0.3990
Total Estimated	$15,834,170	$14,813,392	6.3225
FY'12 Estimated			
Permanent Rate Revenues	$10,758,546	$10,059,486	4.1335
Public Safety Operating Levy	4,658,957	4,356,231	1.7900
Public Safety Bonded Debt	1,038,505	972,148	0.3990
Total Estimated	$16,456,007	$15,387,865	6.3225

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POLICY AND LEGISLATION

ACTIVITIES

∗Mayor & Council

∗General Program Operations

DESCRIPTION

This program provides for the activities of the Mayor and Council, expenses which cannot be specifically allocated and a contingency for unanticipated emergency requirements for the non-utility portion of the operating budget. The contingency funds can only be transferred and expensed by Council action.

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources							
General Support	5,733,356	6,459,758	3,824,160	8,245,507	8,245,507	8,245,507	7,981,167
Total Resources	**5,733,356**	**6,459,758**	**3,824,160**	**8,245,507**	**8,245,507**	**8,245,507**	**7,981,167**
Requirements							
Mayor and Council	139,676	191,250	188,817	195,398	200,398	200,398	192,398
General Program Operations	5,593,680	6,268,508	3,635,343	8,050,109	8,045,109	8,045,109	7,788,769
Total Requirements	**5,733,356**	**6,459,758**	**3,824,160**	**8,245,507**	**8,245,507**	**8,245,507**	**7,981,167**

Program: Policy and Legislation – Mayor & Council

Mission Statement:

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

Services Delivered:

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

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. This is done by adopting goals for the City, passing ordinances, adopting resolutions, authorizing contracts, adopting a City budget and appointing a City Manager.

FY'11 Anticipated Accomplishments:

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 provides leadership through its vision process and annual Goals Statement. The adopted Goals Statement for 2009-2011 appears in the budget message and the goals are reflected throughout the various activities within this budget.

Budget Highlights:

The Mayor and Council budget includes several changes. The budget continues to include funding for an office for Council use. It includes the anticipated payment to the Community Library and allows sufficient flexibility to provide the additional professional services the Council feels critical. It includes the City newsletter as well as television coverage of Council meetings. The balance of the annual "public education" television funding is included so the Council can allocate these funds during the year.

Program: Policy and Legislation – Mayor & Council

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
General Support	139,676	191,250	188,817	195,398	200,398	200,398	192,398
Total Resources	**139,676**	**191,250**	**188,817**	**195,398**	**200,398**	**200,398**	**192,398**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Materials & Supplies	15,773	14,305	11,100	13,000	13,000	13,000	13,000
Contractual/Prof Services	76,447	126,202	107,000	114,185	119,185	119,185	114,185
Direct Charges	47,456	50,537	53,552	47,722	47,722	47,722	47,722
Capital Outlay	0	206	0	3,000	3,000	3,000	0
Indirect Charges	0	0	17,165	17,491	17,491	17,491	17,491
Total Requirements	**139,676**	**191,250**	**188,817**	**195,398**	**200,398**	**200,398**	**192,398**

Program: Policy and Legislation – General Program Operations

Services Delivered:

The General Program Operations activity of the General Fund provides for emergency or unforeseen expenses that may occur during the fiscal year and other expenses that cannot be specifically allocated to a single operating activity. Special Council action is required to spend from the contingency account. This program also carries the beginning and ending budgetary fund balances for the General Fund along with all of the general support revenues such as ROW/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'10 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.

Due to overall budget constraints, this year the General Fund is continuing the suspension of its commitment to transfer resources to Transportation capital projects. In previous years, the annual commitment totaled as much as $1,000,000 available for investment in Transportation and other capital projects. This year we expect one time resources related to winding up the Redevelopment Agency, which should result in an excess property tax turnover at the end of FY'10. The bulk of the transfers out of the General Fund to capital project funds this year will be to provide for much needed Public Safety capital equipment. This follows the City's long standing commitment of all property taxes going to Public Safety and the long time policy of matching up one time resources with one time commitments.

The Recommended FY'11 budget has a general fund contingency of $1,000,000 which totals nearly 5% of the expenditures for the City's General Fund operations (Policy & Legislation, Public Safety, Parks and Development). This contingency meets the recommended and standard minimum of a 5% contingency and should be sufficient to meet unanticipated events in FY'11. 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.

Program: Policy and Legislation – General Program Operations

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
General Support	5,593,680	6,268,508	3,635,343	8,050,109	8,045,109	8,045,109	7,788,769
Total Resources	**5,593,680**	**6,268,508**	**3,635,343**	**8,050,109**	**8,045,109**	**8,045,109**	**7,788,769**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	0	0	150,000	0	0	0	0
Contractual/Prof Services	1,144	2,551,240	45,000	51,000	51,000	51,000	51,000
Direct Charges	0	0	30,000	45,480	45,480	45,480	45,480
Contingencies	0	0	600,000	1,000,000	1,000,000	1,000,000	1,000,000
Debt Service	15,280	15,280	200,284	0	0	0	0
Transfers Out	999,007	1,000,000	30,000	935,000	935,000	935,000	275,000
Ending Balance	4,578,249	2,701,988	2,580,059	6,018,629	6,013,629	6,013,629	6,417,289
Total Requirements	**5,593,680**	**6,268,508**	**3,635,343**	**8,050,109**	**8,045,109**	**8,045,109**	**7,788,769**

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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 two-year Public Safety local option levy passed by the voters in May of 2009 for fiscal years FY'10 through FY'11. In addition to the levy, the program utilizes all tax base generated property tax revenues and other general support revenues.

Mission Statement

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

Organizational Core Values

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

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	13,951,621	14,260,593	15,189,009	15,726,948	15,726,948	15,726,948	16,179,729
General Support	(1,305,371)	(158,846)	435,329	398,681	398,681	398,681	617,044
Total Resources	**12,646,250**	**14,101,747**	**15,624,338**	**16,125,629**	**16,125,629**	**16,125,629**	**16,796,773**
Requirements							
Field Operations	9,080,743	10,378,221	11,595,055	12,300,222	12,300,222	12,300,222	12,703,964
Support Services	3,094,238	3,219,026	3,462,116	3,489,759	3,489,759	3,489,759	3,726,738
Code Enforcement	181,784	198,238	220,425	0	0	0	0
Crisis Support Services	38,500	39,578	41,242	40,648	40,648	40,648	42,071
Street Lighting	250,985	266,684	305,500	295,000	295,000	295,000	324,000
Total Requirements	**12,646,250**	**14,101,747**	**15,624,338**	**16,125,629**	**16,125,629**	**16,125,629**	**16,796,773**

Program: Public Safety – Field Operations

Services Delivered:

The Public Safety Field Operations budget is a program-based budget. All of the programs are based on the Council goal "living in Grants Pass feels safe and is 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 assist patrol with investigations of major crimes and participate in the Interagency Narcotics Team. Community Service Officers enforce various codes and ordinances, including parking, transient camps, trash and garbage complaints. Fire Rescue provides many educational services while responding to a wide variety of incidents including all fires, rescues, accidents, medical emergencies, hazardous materials incidents and public calls for assistance.

FY'11 Anticipated Accomplishments:

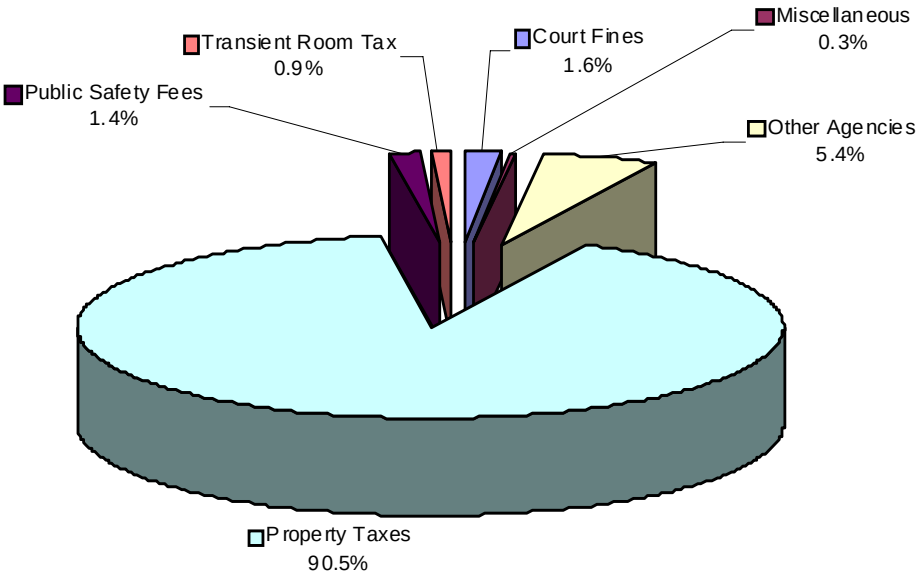
- Citizen/Student Public Safety Academy - This program remains a high priority by giving us an opportunity to interact with and educate members of the community, both students and adults. We will complete two Citizen Academies and one Student Academy.
- Improve Traffic Safety - As a result of a funding 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.
- 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.
- 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.
- CALEA Accreditation (Strategic Plan) - The plan recommends continued CALEA participation. This remains a high priority for GPDPS patrol. The CALEA on-site accreditation review is scheduled for August 2010.
- V-8 to V-6 Conversion - Continue efforts to rotate V-8 patrol cars and replace with V-6.

FY'11 Performance Measurements:

- Conduct two citizen academies and one student academy.
- Strive to provide traffic enforcement when routine police calls are not drawing away traffic enforcement resources.
- Increase parking enforcement weekends in the downtown area.
- Add one additional police reserve (total of 4) and complete training of 3 current reserves.
- Achieve police CALEA re-accreditation in November.
- Add two additional V-6 patrol cars to replace V-8 patrol cars.

Program: Public Safety – Field Operations

FY'10 Sources of Public Safety Revenue



Budget Highlights:

All new Public Safety Facilities will be operational for FY'11, which carries increased costs specific to operations and staffing (fire staff hired FY'08).

FY'10 Activity Review:

- Our partnership with School District #7 continues with Student Public Safety Academy #5 in FY'10, 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 in order to serve our community.
- The opening of both new 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.
- The opening of the Parkway Public Safety Center has improved our ability to respond more quickly to police emergencies south of the Rogue River.
- Our 5 hybrid vehicles along with the conversion of 50% of our marked police fleet to V-6 engines has helped control fuel costs, as well as reducing pollutants we discharge in the air.
- Our Community Service Officers continue to perform superbly in reducing calls for service that burden patrol officers. Since assuming the Code Enforcement Department in July, we have not recorded a single citizen complaint regarding city code enforcement activities.

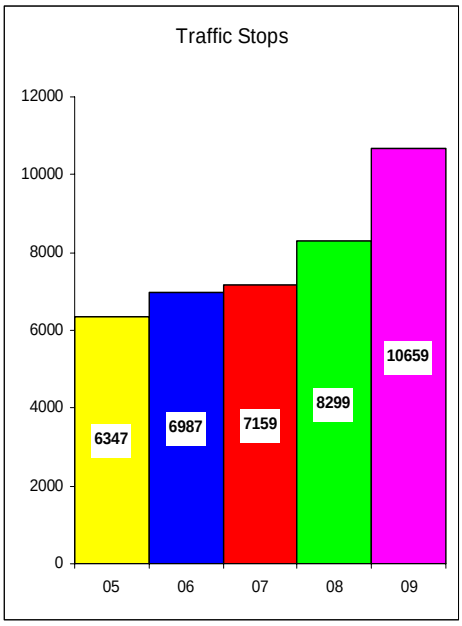
FY'10 Performance Indicators:

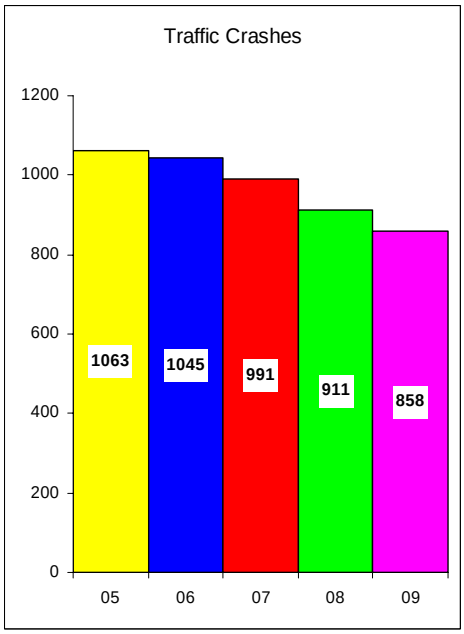
- Citizen/Student Public Safety Academy - This program remains a high priority by giving us an opportunity to interact with and educate members of the community, both students and adults. **Target met. Graduated CPSA#18 and GPHS Student Academy completed.**

FY'10 Performance Indicators continued:

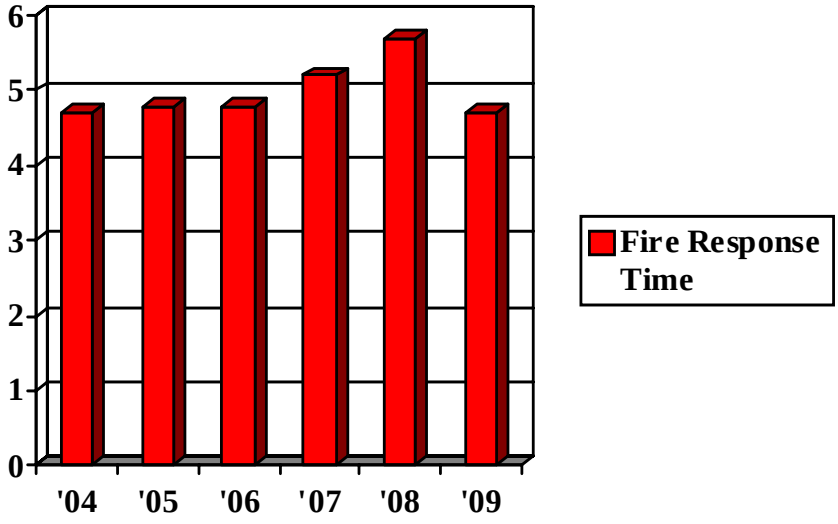
- Improve Traffic Safety - As a result of a funding shortfall, the traffic team recommended by the GPDPS Strategic Plan was not funded. However, we will continue to strive to improve traffic safety in our community. **Target *partially* met. When not assigned to patrol, traffic team members actively enforced traffic related issues in key areas of the community. This resulted in an increase in traffic stops and a decrease in traffic accidents.**

Traffic 2005 thru 2009





- Staff New Stations - Final touches are in place and both new stations are now operational for both police officers and firefighters. **Target met. The goal was to achieve a 5 minute response 90% of the time to fires. The following graph demonstrates the improvement which occurred with the opening of the new facilities.**



FY'10 Performance Indicators continued:

- Community Service Officers - Our team of four unarmed Community Service Officers, (two full-time, two part-time) continue to assist with a variety of public safety tasks. They perform duties normally assigned to police officers. **Target met.**

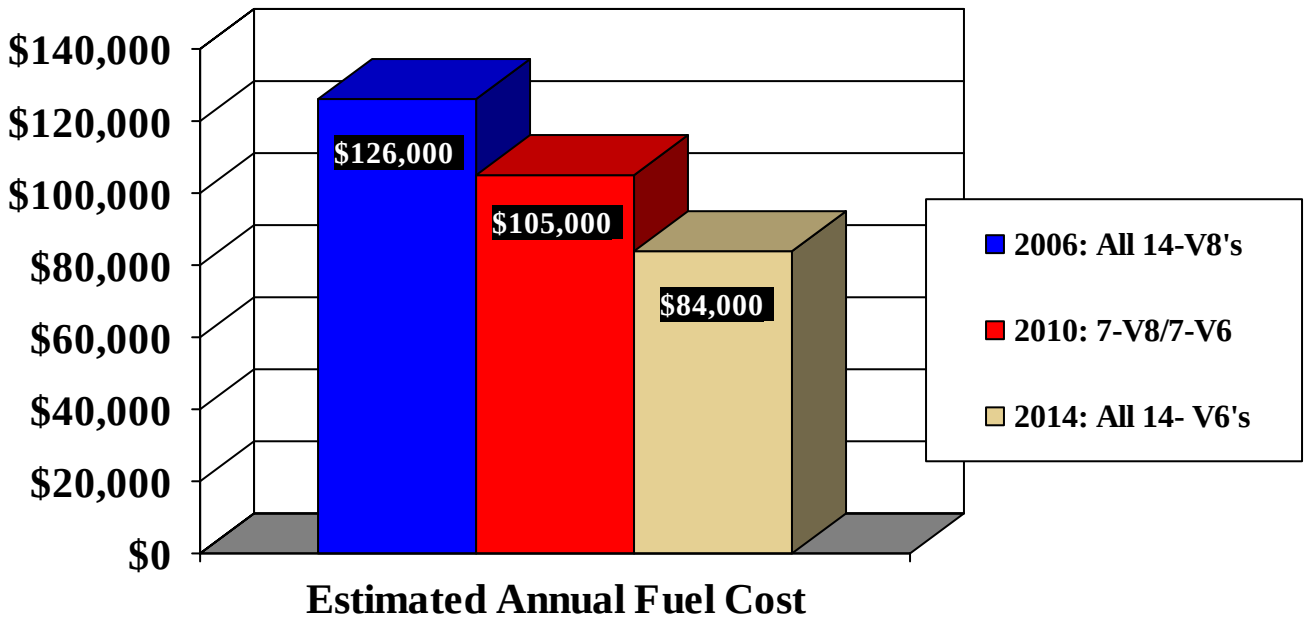
- Police Reserves Program - As recommended by the GPDPS Strategic Plan, a police reserve program was initiated. Recruitment, training and certification are an on-going process. **Target met. Three reserves recruited and undergoing training.**

- Training Tower - This project is underway with completion expected by September 2009. **Target met.**

- CALEA Accreditation (Strategic Plan) - The plan recommends continued CALEA participation. This remains a high priority for GPDPS patrol. **Target met. Communications Center accredited in March 2010.**

- Narcotics Enforcement - Despite the Sheriffs Office withdrawal from the consolidated regional narcotics task force, GPDPS worked with new partner agencies and helped form the Rogue Area Drug Enforcement team (RADE) to continue decades of interagency effort at combating drugs in our community. **Target met. Team now in operation.**

- Add two additional V-6 patrol cars to replace V-8 patrol cars - This will save 6-8 mpg per vehicle. **Target met. This results in significant fuel savings**.



Program: Public Safety – Field Operations

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Property Taxes	8,505,079	9,145,979	10,316,769	10,963,830	10,963,830	10,963,830	11,304,830
Federal Grants	89,494	324,831	373,230	308,773	308,773	308,773	209,213
State Grants	14,271	23,643	8,833	0	0	0	0
Local Funding	48,000	49,194	49,680	73,680	73,680	73,680	73,680
Public Safety Fees	144,776	158,105	148,193	214,630	214,630	214,630	218,680
District Court Fines	222,788	192,767	197,144	200,270	200,270	200,270	200,270
Towing Fines	20,975	35,150	25,000	44,360	44,360	44,360	44,360
Other Revenue	737,462	12,071	3,150	6,250	6,250	6,250	6,250
Transfer from Room Tax Fund	158,500	148,522	149,138	175,330	175,330	175,330	169,330
Total Current Resources	9,941,345	10,090,262	11,271,137	11,987,123	11,987,123	11,987,123	12,226,613
General Support	(860,602)	287,959	323,918	313,099	313,099	313,099	477,351
Total Resources	**9,080,743**	**10,378,221**	**11,595,055**	**12,300,222**	**12,300,222**	**12,300,222**	**12,703,964**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	6,975,283	7,682,916	8,241,724	9,235,569	9,235,569	9,235,569	9,614,386
Materials & Supplies	187,555	245,274	265,530	266,805	266,805	266,805	235,730
Contractual/Prof Services	950,850	1,246,054	1,700,655	1,572,708	1,572,708	1,572,708	1,606,380
Direct Charges	9,504	3,431	1,600	34,940	34,940	34,940	34,940
Capital Outlay	88,279	172,526	331,450	71,500	71,500	71,500	59,850
Indirect Charges	819,272	935,020	1,054,096	1,118,700	1,118,700	1,118,700	1,152,678
Transfers Out	50,000	93,000	0	0	0	0	0
Total Requirements	**9,080,743**	**10,378,221**	**11,595,055**	**12,300,222**	**12,300,222**	**12,300,222**	**12,703,964**

Program: Public Safety – Field Operations

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Deputy Chief	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Lieutenant	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Safety Sergeants	6.00	5.00	5.00	5.00	5.00	5.00	5.00
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Fire Corporals	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Police Corporals	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Police Officers	28.00	30.00	30.00	32.00	32.00	32.00	32.00
Firefighters	19.00	19.00	19.00	19.00	19.00	19.00	19.00
Community Service Officer	2.00	3.50	3.50	5.50	5.50	5.50	5.50
Investigative Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	69.00	73.50	73.50	77.50	77.50	77.50	77.50
Community Service Officer							
To: Downtown Dev.	(.50)	(.50)	(.50)	(.50)	(.50)	(.50)	(.50)
To: Downtown Dev.	(.50)	(.50)	(.50)	(.50)	(.50)	(.50)	(.50)
Subtotal	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Total Positions	**68.00**	**72.50**	**72.50**	**76.50**	**76.50**	**76.50**	**76.50**
Temporary/Seasonal Hours*	350	0	1,050	2,450	2,450	2,450	3,050

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Capital Outlay/By Item

Construction other than Buildings	0	20,000	20,000	20,000	8,500
Computer Equipment	7,800	9,200	9,200	9,200	9,200
Office Equipment	3,000	0	0	0	0
Weapons/Vehicles/Vests/Motor Helmets	14,450	10,500	10,500	10,500	10,350
FCC Radio Project	250,000	0	0	0	0
Mobile Data Terminals/Software/License	17,200	17,200	17,200	17,200	17,200
In-Car ICOP Video Systems/Radios	10,000	11,000	11,000	11,000	11,000
Cardiac Science AEDs	4,000	3,600	3,600	3,600	3,600
Hydraulic Rescue Tool Set	25,000	0	0	0	0
Total Capital Outlay	**331,450**	**71,500**	**71,500**	**71,500**	**59,850**

Program: Public Safety – Support Services

Services Delivered:

Public Safety Support Services consists of police, fire and ambulance dispatch, records, 911 answering and dispatch for approximately eleven outside agencies. In addition, Public Safety planning, personnel administration, department budgeting, fire and crime prevention, and fire code enforcement are included.

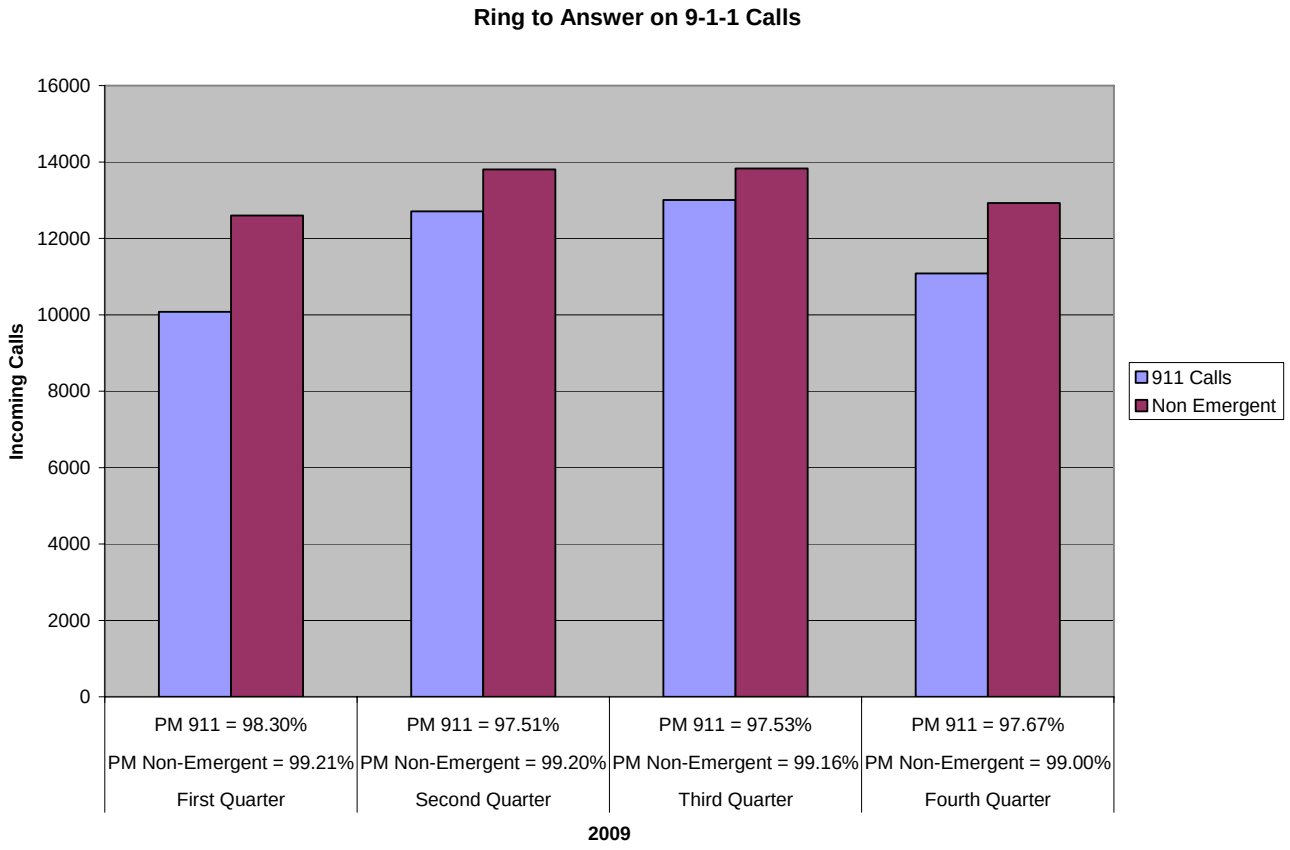
FY'11 Anticipated Accomplishments:

- Continue to comply with all necessary inspection requirements in high-risk facilities.
- Dispatch staff, despite struggling with high call volumes and reduced staffing, will continue to provide high levels of service.

FY'11 Performance Measurements:

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

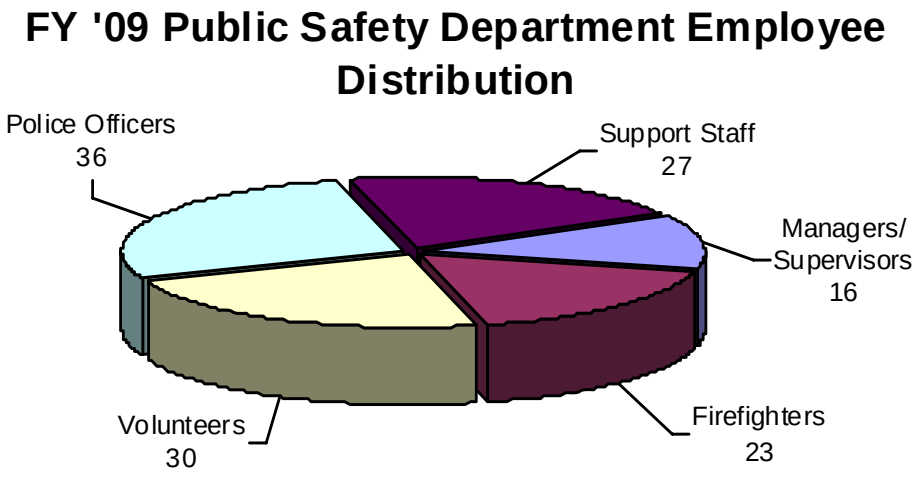
**** 2008 emergency/non-emergency data reveals compliance with national standards.***



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.

Program: Public Safety – Support Services



FY'10 Performance Indicators:

- The Communications Center will continue to maintain the requirements necessary to comply with our recently awarded CALEA re-accredited status. **Target met.**
- FY'08 brought about our civilianized fire inspector position. This new (less costly) inspector is currently training and serving our investigative and inspectional needs. **Target met.**
- Continue to work with our community in the development of any new crime and fire prevention programs, which might be available. **Target met.**
- The Josephine County Sheriff Office (JCSO) withdrew from the consolidated regional dispatch center operated under contact with GPDPS. This caused the layoff of four dispatchers and an additional impact of over $100,000 to the GPDPS budget. Additionally, it will impact services for all dispatcher center agencies. **Target met. Staff adjusted well to increased workload.**
- Last year, with creative use of forfeiture funds, GPDPS was able to consolidate six separate evidence facilities into a single leased warehouse. We will continue to streamline operations, which is critical from a liability and criminal prosecution perspective. **Target met.**

****Survey of callers to the 911 Center asked them to rate the dispatcher's attitude and behavior toward citizens. Survey results for 2008 saw a significant rise in those rating GPDPS staff as Good (4) and Excellent (5) to a high of 94%.***

Rating	2006	2007	2008	2009
1	3%	0%	0%	0%
2	3%	0%	1%	0%
3	6%	12%	4%	11%
4	21%	36%	10%	23%
5	68%	52%	84%	66%
Good/Excellent	89%	88%	94%	89%

Program: Public Safety – Support Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Property Taxes	2,435,582	3,037,719	2,825,868	2,931,780	2,931,780	2,931,780	3,105,030
9-1-1 Dispatch Fees	325,675	338,647	341,685	348,519	348,519	348,519	355,490
9-1-1 Admin Fees	110,540	114,943	116,080	118,290	118,290	118,290	120,660
Intergovernmental Revenues	427,145	0	5,102	5,538	5,538	5,538	5,815
Federal Grants	0	135,378	118,000	0	0	0	0
State Grants	1,422	2,378	1,653	0	0	0	0
Other Revenue	215,872	1,077	50	50	50	50	50
Total Current Resources	3,516,236	3,630,142	3,408,438	3,404,177	3,404,177	3,404,177	3,587,045
General Support	(421,998)	(411,116)	53,678	85,582	85,582	85,582	139,693
Total Resources	**3,094,238**	**3,219,026**	**3,462,116**	**3,489,759**	**3,489,759**	**3,489,759**	**3,726,738**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	2,607,740	2,604,171	2,770,039	2,945,791	2,945,791	2,945,791	3,139,516
Materials & Supplies	29,833	24,324	37,645	34,415	34,415	34,415	35,615
Contractual/Prof Services	147,447	145,932	316,994	187,682	187,682	187,682	192,792
Direct Charges	18,720	8,703	0	0	0	0	0
Capital Outlay	9,203	143,257	22,700	4,700	4,700	4,700	20,100
Indirect Charges	281,295	292,639	314,738	317,171	317,171	317,171	338,715
Total Requirements	**3,094,238**	**3,219,026**	**3,462,116**	**3,489,759**	**3,489,759**	**3,489,759**	**3,726,738**

Program: Public Safety – Support Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Public Safety Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Marshall	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Safety Sergeant	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Fire Prevention Specialist II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Support Specialist-Administrative	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Dispatcher	13.60	13.00	9.00	10.00	10.00	10.00	10.00
Lead Dispatcher	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Civilian PS Supervisor	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Prevention Program Office Asst	1.50	1.00	1.00	1.00	1.00	1.00	1.00
Public Safety Clerk Aide	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Public Safety Clerk	5.50	5.50	5.75	5.75	5.75	5.75	5.75
Total Positions	**34.20**	**33.10**	**29.35**	**30.35**	**30.35**	**30.35**	**30.35**
Total Un-Funded Positions	0.00	(4.00)	0.00	0.00	0.00	0.00	0.00
Total Funded Positions	**34.20**	**29.10**	**29.35**	**30.35**	**30.35**	**30.35**	**30.35**
Temporary/Seasonal Hours*	4,964	3,439	3,480	3,480	3,480	3,480	3,480

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Capital Outlay/By Item

Computer Equipment/Software	6,100	4,200	4,200	4,200	4,600
Office Furniture/Equipment/Remodel	11,600	500	500	500	15,500
Prevention Equipment	0	0	0	0	0
Radio Equipment-Supports Homeland Security	5,000	0	0	0	0
Total Capital Outlay	**22,700**	**4,700**	**4,700**	**4,700**	**20,100**

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 Department. This program is being rolled into Public Safety Field Operations program for FY'11. Performance indicators and measures will now be in the Field Operations section.

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Property Taxes	154,141	157,380	155,992	0	0	0	0
Solid Waste Agency	0	24,000	24,000	0	0	0	0
Building & Safety	46,400	36,000	5,000	0	0	0	0
Solid Waste Projects	20,000	24,000	30,000	0	0	0	0
Total Current Resources	220,541	241,380	214,992	0	0	0	0
General Support	(38,757)	(43,142)	5,433	0	0	0	0
Total Resources	**181,784**	**198,238**	**220,425**	**0**	**0**	**0**	**0**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	147,954	157,277	174,742	0	0	0	0
Materials & Supplies	1,901	1,093	1,300	0	0	0	0
Contractual/Prof Services	12,365	17,362	18,561	0	0	0	0
Direct Charges	3,040	4,453	4,260	0	0	0	0
Capital Outlay	0	32	0	0	0	0	0
Indirect Charges	16,524	18,021	21,562	0	0	0	0
Total Requirements	**181,784**	**198,238**	**220,425**	**0**	**0**	**0**	**0**

Program: Public Safety – Code Enforcement

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Code Enforcement Officer	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Community Service Officer	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Office Assistant II	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Subtotal	3.00	3.00	3.00	0.00	0.00	0.00	0.00
City Attorney							
From: Legal	0.05	0.15	0.15	0.00	0.00	0.00	0.00
Assistant City Attorney							
From: Legal	0.13	0.05	0.05	0.00	0.00	0.00	0.00
Subtotal	0.18	0.20	0.20	0.00	0.00	0.00	0.00
Total Positions	**3.18**	**3.20**	**3.20**	**0.00**	**0.00**	**0.00**	**0.00**
Part Time/Seasonal Hours	0	0	0	0	0	0	0

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Program: Public Safety – Crisis Support Services

Services Delivered:

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

FY'11 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'11 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'10 Activity Review:

The department consistently utilized the crisis support team to aid with victims of domestic violence and sexual assault.

FY'10 Performance Indicators:

- The Crisis Support Team will be called upon to assist during actual incidents of abuse and assault whenever the need arises, 24 hours a day, 7 days a week. **Target met.**

- DPS staff will take advantage of opportunities to further educate officers in the investigation of crimes related to this program. **Target met.**

Program: Public Safety – Crisis Support Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Property Taxes	41,563	44,555	40,311	40,648	40,648	40,648	42,071
Total Current Resources	41,563	44,555	40,311	40,648	40,648	40,648	42,071
General Support	(3,063)	(4,977)	931	0	0	0	0
Total Resources	**38,500**	**39,578**	**41,242**	**40,648**	**40,648**	**40,648**	**42,071**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	38,500	39,578	41,242	40,648	40,648	40,648	42,071
Total Requirements	**38,500**	**39,578**	**41,242**	**40,648**	**40,648**	**40,648**	**42,071**

Program: Public Safety – Street Lighting

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'11 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'11 Performance Measurements:

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

Budget Highlights:

The FY'11 budget reflects the increased costs as a result of additional streetlights and increased energy costs.

FY'10 Performance Indicators:

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

Program: Public Safety – Street Lighting

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Property Taxes	231,936	254,254	254,131	295,000	295,000	295,000	324,000
Street Lighting Fees							
Total Current Resources	231,936	254,254	254,131	295,000	295,000	295,000	324,000
General Support	19,049	12,430	51,369	0	0	0	0
Total Resources	**250,985**	**266,684**	**305,500**	**295,000**	**295,000**	**295,000**	**324,000**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	250,985	266,684	305,500	295,000	295,000	295,000	324,000
Total Requirements	**250,985**	**266,684**	**305,500**	**295,000**	**295,000**	**295,000**	**324,000**

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
© City of Grants Pass

PARKS

ACTIVITIES

∗Park Maintenance Services

∗Aquatic Services

∗Recreation Services

DESCRIPTION

Council's goal is to provide an interconnected system of parks, trails, thriving green spaces and quality recreation opportunities for all ages. This will be accomplished through implementation of the long range park and recreation comprehensive plan adopted in 2010.

This program implements Council's goal by maintaining, improving and adding to public parks, recreation facilities and trails in the City. This program also manages Caveman Pool, the Recreation Program and Urban Forestry Program.

Projects include completing Phase II of Tussing Park, a pedestrian trail near the Parkway Fire Station, additional improvements at Redwood Park and finalization of River Vista at Reinhart Volunteer Park. The Department will take on additional maintenance responsibilities associated with these facilities.

MISSION STATEMENT

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

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	209,433	192,270	185,188	177,303	177,303	177,303	171,303
General Support	1,303,459	1,428,463	1,466,688	1,501,160	1,501,160	1,501,160	1,552,804
Total Resources	**1,512,892**	**1,620,733**	**1,651,876**	**1,678,463**	**1,678,463**	**1,678,463**	**1,724,107**
Requirements							
Park Maintenance Services	1,310,976	1,397,615	1,396,815	1,427,295	1,427,295	1,427,295	1,469,874
Aquatic Services	72,679	92,312	116,457	113,831	113,831	113,831	115,946
Recreation Services	129,237	130,806	138,604	137,337	137,337	137,337	138,287
Total Requirements	**1,512,892**	**1,620,733**	**1,651,876**	**1,678,463**	**1,678,463**	**1,678,463**	**1,724,107**

Program: Parks – Park Maintenance Services

Services Delivered:

This program manages 32 parks 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 and 5 special use areas such as the Skate Park and Caveman Pool. 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, working with volunteers, Tree City USA activities, vandalism repair and overseeing undeveloped parklands.

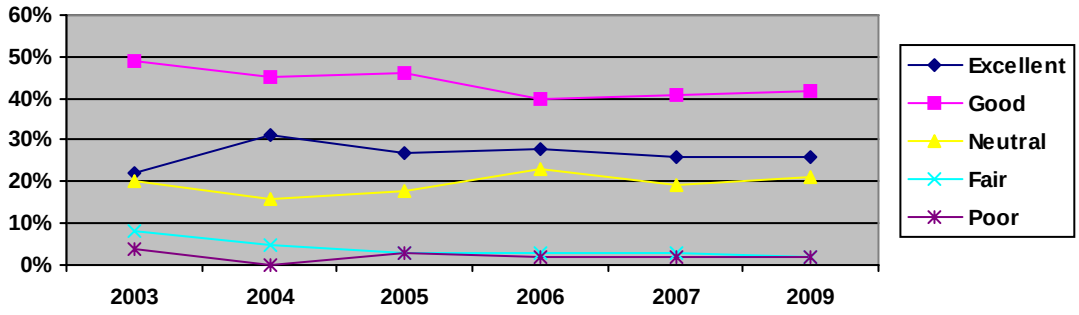
FY'11 Anticipated Accomplishments:

Projects include completing Phase II of Tussing Park, a pedestrian trail near the Parkway Fire Station and additional improvements at Redwood Park. An agreement with the Food Bank for use of a portion of the River Road Reserve will be finalized, and a concept plan will be developed for the River Road Reserve. Volunteer project support will continue.

The Department will take on additional maintenance responsibilities associated with these park and trail facilities. At the same time, expenditures for maintenance of various court areas and Skate Park concrete improvements will be reduced based on budget limitations.

FY'11 Performance Measurements:

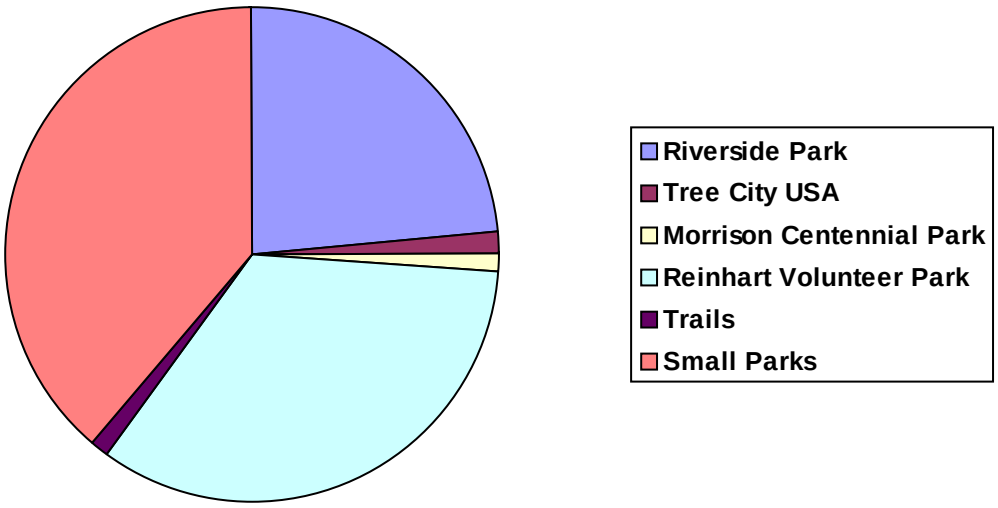
Customer Satisfaction with Park Maintenance



- Community survey ratings of parks maintenance since 1999 finds residents are very satisfied with the level of park maintenance.
- The 2010 Parks Comprehensive Plan random survey found 91% of survey respondents were satisfied or very satisfied with the level of park and recreation facility maintenance.

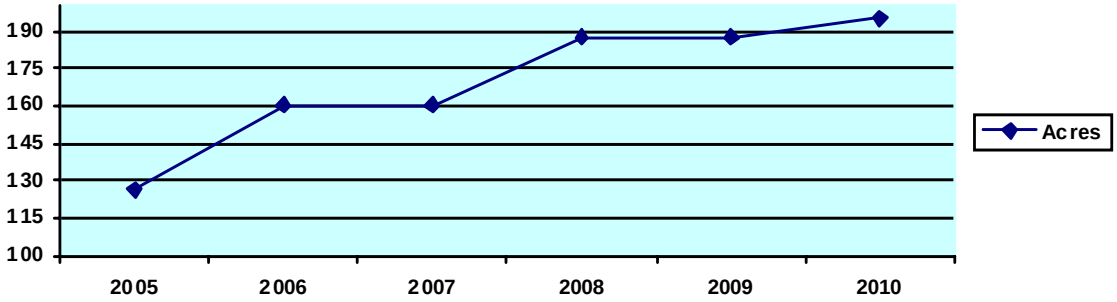
Program: Parks – Park Maintenance Services

Allocation of Park Maintenance Funds



Actual Assignment of Funds during FY'09

Acres of Developed Park Land with Routine Maintenance



- Acres of park land and trails maintained are increasing

FY'10 Activity Review:

Phase II of Redwood Park was completed. The River Vista site at Reinhart Volunteer Park was completed. A new trail was completed at Reinhart Volunteer Park. Maintenance of all trails and overlooks continued. The Urban Forest Canopy in Grants Pass was increased by 127 trees.

FY'10 Performance Indicators:

- Graffiti will be removed and vandalism repairs will be 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 FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
State Grants	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Facility Rents	27,150	26,487	19,900	15,650	15,650	15,650	15,650
Other Revenue	14,030	9,530	11,125	8,525	8,525	8,525	8,525
Transfers	158,500	148,522	149,138	146,328	146,328	146,328	140,328
Total Current Resources	203,680	188,539	184,163	174,503	174,503	174,503	168,503
General Support	1,107,296	1,209,076	1,212,652	1,252,792	1,252,792	1,252,792	1,301,371
Total Resources	**1,310,976**	**1,397,615**	**1,396,815**	**1,427,295**	**1,427,295**	**1,427,295**	**1,469,874**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	496,245	535,219	537,264	537,024	537,024	537,024	558,058
Materials & Supplies	92,389	90,619	90,950	83,700	83,700	83,700	83,700
Contractual/Prof Services	555,699	593,454	593,617	630,391	630,391	630,391	648,065
Direct Charges	32,237	35,535	40,683	42,426	42,426	42,426	42,426
Capital Outlay	15,233	11,404	7,500	4,000	4,000	4,000	4,000
Indirect Charges	119,173	126,384	126,801	129,754	129,754	129,754	133,625
Transfers Out	0	5,000	0	0	0	0	0
Total Requirements	**1,310,976**	**1,397,615**	**1,396,815**	**1,427,295**	**1,427,295**	**1,427,295**	**1,469,874**

Program: Parks – Park Maintenance Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Parks & Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Urban Forester	1.00	1.00	1.00*	1.00*	1.00*	1.00*	1.00*
Municipal Service Worker**	5.00	5.00	5.00*	5.00*	5.00*	5.00*	5.00*
Subtotal	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Parks and Comm. Service Director							
From: Property Mgmt	0.20	0.35	0.35	0.35	0.35	0.35	0.35
Parks & Recreation Superintendent							
To: Aquatics	(0.15)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Recreation	(0.05)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
Support Specialist-Administrative							
From: Garage	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Property/Project Coordinator							
From: Property Mgmt	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Municipal Service Worker**							
To: Aquatics	(0.20)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)
Office Assistant II							
From: Property Management	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Urban Forester							
To: Streets	(0.50)	(0.50)	(0.50)*	(0.50)*	(0.50)*	(0.50)*	(0.50)*
Subtotal	0.00	0.10	0.10	0.10	0.10	0.10	0.10
Total Positions	**8.00**	**8.10**	**8.10**	**8.10**	**8.10**	**8.10**	**8.10**
Total Un-Funded Positions	0.00	0.00	(1.50)	(1.50)	(1.50)	(1.50)	(1.50)
Total Funded Positions	**8.00**	**8.10**	**6.60**	**6.60**	**6.60**	**6.60**	**6.60**
Temporary/Seasonal Hours	4,060	4,060	4,060	4,060	4,060	4,060	4,060

* These positions have not been funded for FY'11: Parks Maintenance Worker (1.0), Urban Forester (0.5)
**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

No Hands Flush Valves	5,000	0	0	0	0
Computers and Software	500	500	500	500	500
Heart at RVP/Gilbert Ck Restrooms	2,000	1,000	1,000	1,000	1,000
Hand Dryers	0	2,500	2,500	2,500	0
Trash Receptacles	0	0	0	0	2,500
Total Capital Outlay	**7,500**	**4,000**	**4,000**	**4,000**	**4,000**

Program: Parks – Aquatic Services

Services Delivered:

This program manages the Caveman Pool, physical plant and associated grounds. The City provides pool use, as requested, 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.

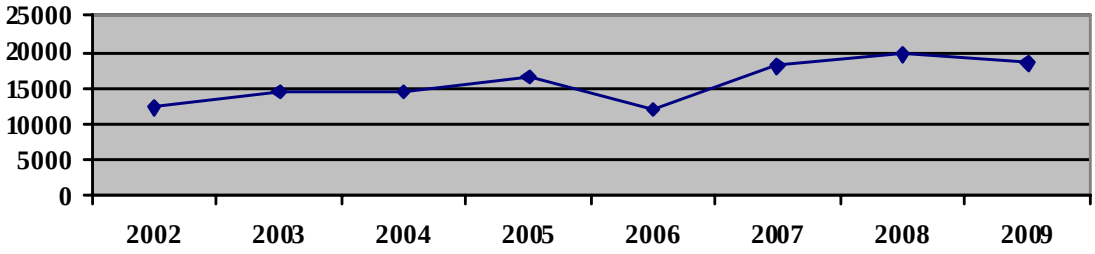
FY'11 Performance Measurements:

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

Budget Highlights:

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

Estimated Pool Attendance



Program: Parks – Aquatic Services

FY'10 Activity Review:

The deep end of the pool was prepared for spring painting.

FY'10 Performance Indicators:

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

Program: Parks – Aquatic Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Facility Rents	4,807	3,011	0	2,000	2,000	2,000	2,000
Total Current Resources	4,807	3,011	0	2,000	2,000	2,000	2,000
General Support	67,872	89,301	116,457	111,831	111,831	111,831	113,946
Total Resources	**72,679**	**92,312**	**116,457**	**113,831**	**113,831**	**113,831**	**115,946**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	14,347	17,599	29,389	29,639	29,639	29,639	30,799
Materials & Supplies	20,019	15,505	20,300	21,800	21,800	21,800	21,800
Contractual/Prof Services	29,665	45,278	47,182	43,043	43,043	43,043	43,807
Capital Outlay	2,040	5,560	9,000	9,000	9,000	9,000	9,000
Indirect Charges	6,608	8,370	10,586	10,349	10,349	10,349	10,540
Total Requirements	**72,679**	**92,312**	**116,457**	**113,831**	**113,831**	**113,831**	**115,946**

Program: Parks – Aquatic Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Parks & Recreation Superintendent							
From: Park Maintenance	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Property Management Coordinator							
From: Property Mgmt	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Municipal Service Worker**							
From: Park Maintenance	0.20	0.25	0.25	0.25	0.25	0.25	0.25
Total Positions	**0.30**	**0.35**	**0.35**	**0.35**	**0.35**	**0.35**	**0.35**
Part Time/Seasonal Hours	248	248	38*	38*	38*	38*	38*

*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	9,000	9,000	9,000	9,000	9,000
Building Renovation/Maintenance	0	0	0	0	0
Total Capital Outlay	**9,000**	**9,000**	**9,000**	**9,000**	**9,000**

Program: Parks – Recreation Services

Services Delivered:

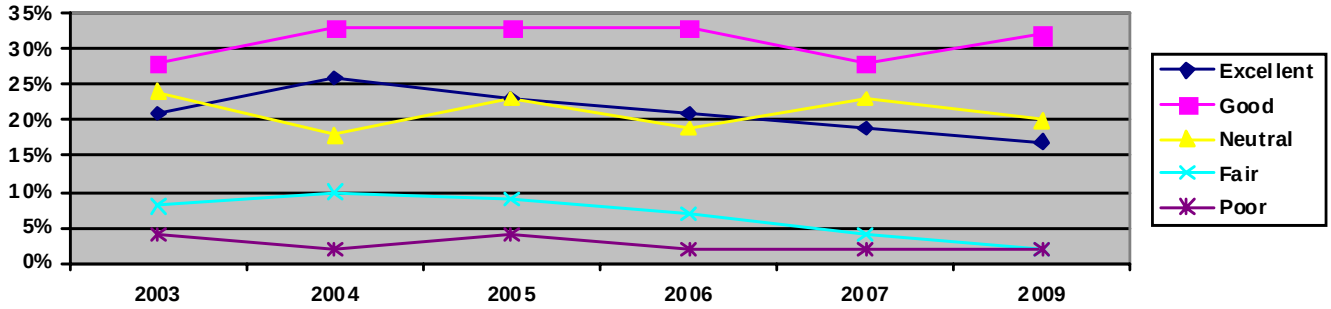
The Grants Pass Recreation Program facilitates opportunities for citizens to participate in recreation as a life-enriching element of our community. The program provides all park and recreation facility scheduling and works with local school districts to maximize school recreation facility use. This service also works closely with park personnel, schedules park activities, reserves shelters, coordinates use of public facilities by leagues and community groups, issues tree permits and reserves banner space for 6th and 7th Streets and Riverside Park. The Grants Pass Recreation Program sponsors an adult basketball league, youth tennis program, drop-in volleyball and table tennis at local gyms. The Grants Pass Recreation Program is also responsible for developing and maintaining the Park Department section of the City's website.

The Recreation Program, in conjunction with the downtown Welcome Center staff, provides increased downtown visitor contact hours.

FY'11 Performance Measurements:

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.

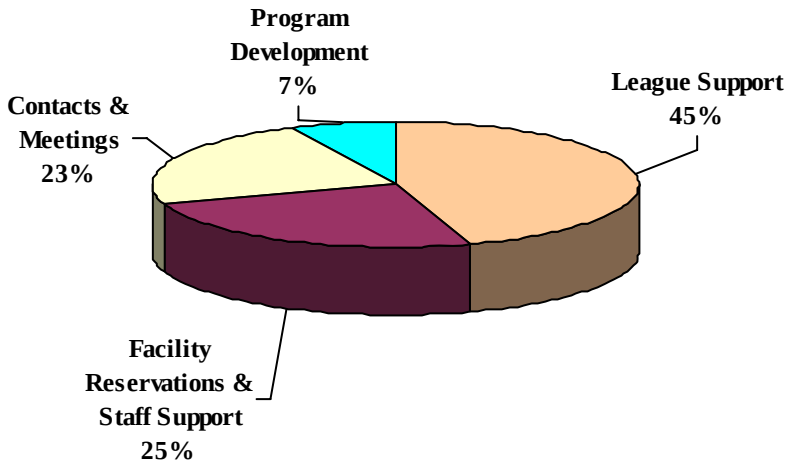
Annual Survey of Citizen Satisfaction with Recreation Services



- Citizens continue to be pleased with recreation services.

Program: Parks – Recreation Services

Recreation Components



FY'10 Activity Review:

Recreation staff met with officials from Little League, Grants Pass Soccer Club, Grants Pass 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'10 Performance Indicators:

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

Program: Parks – Recreation Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Other Revenue	946	720	1,025	800	800	800	800
Total Current Resources	946	720	1,025	800	800	800	800
General Support	128,291	130,086	137,579	136,537	136,537	136,537	137,487
Total Resources	**129,237**	**130,806**	**138,604**	**137,337**	**137,337**	**137,337**	**138,287**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	7,762	8,789	13,567	15,114	15,114	15,114	15,954
Contractual/Prof Services	104,921	105,085	105,994	105,988	105,988	105,988	106,012
Direct Charges	4,805	5,080	5,080	3,750	3,750	3,750	3,750
Indirect Charges	11,749	11,852	13,963	12,485	12,485	12,485	12,571
Total Requirements	**129,237**	**130,806**	**138,604**	**137,337**	**137,337**	**137,337**	**138,287**

Program: Parks – Recreation Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Parks & Recreation Superintendent							
From: Park Maintenance	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Total Positions	**0.15**	**0.15**	**0.15**	**0.15**	**0.15**	**0.15**	**0.15**

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
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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 Economic Development and Growth management. It will continue to support the development of our downtown and tourism industry.

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	2,939,755	2,240,500	1,749,381	1,472,368	1,522,368	1,522,368	1,311,857
General Support	860,850	955,205	874,837	859,572	859,572	859,572	889,604
Total Resources	**3,800,605**	**3,195,705**	**2,624,218**	**2,331,940**	**2,381,940**	**2,381,940**	**2,201,461**
Requirements							
Planning Services	820,106	834,060	788,314	676,168	676,168	676,168	698,557
Building Services	2,240,380	1,595,085	1,119,000	887,898	937,898	937,898	725,587
Economic Development Svc's	134,891	159,500	136,361	165,307	165,307	165,307	168,991
Downtown Development Svc's	287,483	297,867	289,714	326,880	326,880	326,880	331,076
Tourism Promotion Services	317,745	309,193	290,829	275,687	275,687	275,687	277,250
Total Requirements	**3,800,605**	**3,195,705**	**2,624,218**	**2,331,940**	**2,381,940**	**2,381,940**	**2,201,461**

Program: Development – Planning Services

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. This 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 that help fund public projects and community plans, and coordinating with code enforcement to ensure compliance with zoning regulations and correction of zoning violations.

FY'11 Anticipated Accomplishments:

The division will accomplish the following: 1) meet timeline targets established by the City Council for the sorting, reviewing, tracking and issuing of all building permits and processing of land use applications, 2) propose a minimum of three (3) amendments to the Comprehensive Plan and/or Development Code to implement elements of the City Council work plan, 3) work on outlined tasks in the work program for the expansion of the Urban Growth Boundary, and 4) work with the Urban Tree Committee to implement additional elements of the Urban Forestry Plan.

Budget Highlights:

The projected revenues are lower than previous years due to a decrease in the number of anticipated building permits and planning applications. Expenditures account for four (4) existing budgeted positions with seven (7) positions to remain vacant and unfunded.

FY'10 Performance Indicators:

- The City adopted the new digital format Flood Insurance Rate Map (FIRM) maps, Flood Insurance Study (FIS) and updated code provisions regarding flood regulations in the Comprehensive Plan, Municipal Code and Development Code. ***Target met.***

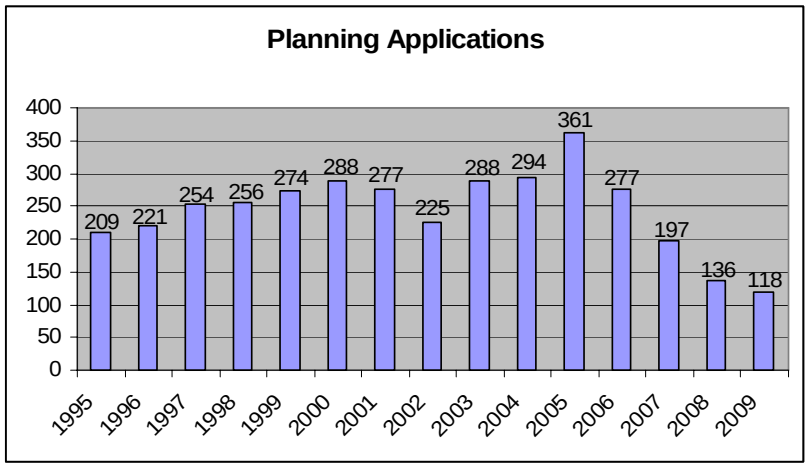
- Work proceeded with the evaluation of the Urban Growth Boundary expansion. Another step in the process was completed with adoption of the Urbanization Element. ***On-Going***.

- Five (5) proposed text amendments to the Development Code were drafted and submitted to the review bodies for recommendation and adoption. ***Target met.***

Program: Development – Planning Services

FY'10 Activity Review:

During calendar year 2009, the division received 118 land use applications within the City and the urbanizing area, including: 8 comp plan/text amendments, 6 partitions, 27 site plan reviews, 2 site plan modifications, 9 subdivisions/PUDs, 5 final subdivision and PUD plats, 16 variances, 4 lot line adjustments, 2 lot line vacations, 4 appeals, 1 Code interpretation and 5 historic reviews.



Staff also worked with applicants on 27 pre-applications, a service designed to assist the developer in the preparation of project proposals that reflect code requirements.

Of the 118 applications received, sixty-seven (67) 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 to the City Council for decision or other applications noted below such as SDC or sign code appeals. Fifty-six (56) percent of the applications received in 2009 were reviewed and deliberated on in a public hearing setting.

	Hearings Officer	**HBSC**	**UAPC**	**Total**
Number of Hearings held in calendar year 2009	(17)	(8)	(23)	(48)
Number of Applications Reviewed	(17)	(5)	(45)	(67)

In addition to the land use application reviews, 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, 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, 5 Sign Code Appeals, 3 Minor Home Occupation permits and 6 Sidewalk Café permits.

The year included continued progress on the evaluation of the Urban Growth Boundary expansion (which resulted in the adoption of the Urbanization Element). Several new Development Code Text Amendments were also adopted this year.

Program: Development – Planning Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Sign Permits	11,406	10,137	10,150	7,700	7,700	7,700	7,700
Solid Waste Agency	2,086	2,466	2,200	750	750	750	750
Planning Fees	111,045	79,365	77,000	64,100	64,100	64,100	65,900
Other Revenues	3,276	3,125	2,000	500	500	500	500
Total Current Resources	127,813	95,093	91,350	73,050	73,050	73,050	74,850
General Support	692,293	738,967	696,964	603,118	603,118	603,118	623,707
Total Resources	**820,106**	**834,060**	**788,314**	**676,168**	**676,168**	**676,168**	**698,557**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	534,838	565,573	485,802	392,571	392,571	392,571	404,277
Materials & Supplies	127	343	285	260	260	260	260
Contractual/Prof Services	65,649	40,379	40,555	35,350	35,350	35,350	36,150
Direct Charges	145,537	141,155	185,007	181,517	181,517	181,517	189,365
Indirect Charges	73,955	74,610	71,665	61,470	61,470	61,470	63,505
Transfers Out	0	12,000	5,000	5,000	5,000	5,000	5,000
Total Requirements	**820,106**	**834,060**	**788,314**	**676,168**	**676,168**	**676,168**	**698,557**

Program: Development – Planning Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Principal Planner	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	2.00*	2.00*	1.00	1.00	1.00	1.00
Planner III	1.00	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*	4.00*
Code Analyst	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant Planner	3.00	3.00*	3.00*	3.00*	3.00*	3.00*	3.00*
Department Support Technician	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Permit Tech	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	**11.00**	**11.00**	**11.00**	**11.00**	**11.00**	**11.00**	**11.00**
Total Un-Funded Positions	0.00	(4.00)	(6.00)	(7.00)	(7.00)	(7.00)	(7.00)
Total Funded Positions	**11.00**	**7.00**	**5.00**	**4.00**	**4.00**	**4.00**	**4.00**

*These positions have not been funded for:

FY'10 Adopted	FY'11 Recommended
Senior Planner (1)	Planner III (1)
Associate Planner (2)	Associate Planner (3)
Assistant Planner (3)	Assistant Planner (3)

Program: Development – Building Services

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 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'11 Anticipated Accomplishments:

The Building Division will continue to work towards performance excellence 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 well trained to handle residential and commercial plan review and inspections. All accurately submitted projects will be reviewed, permitted and inspected in a timely manner.

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

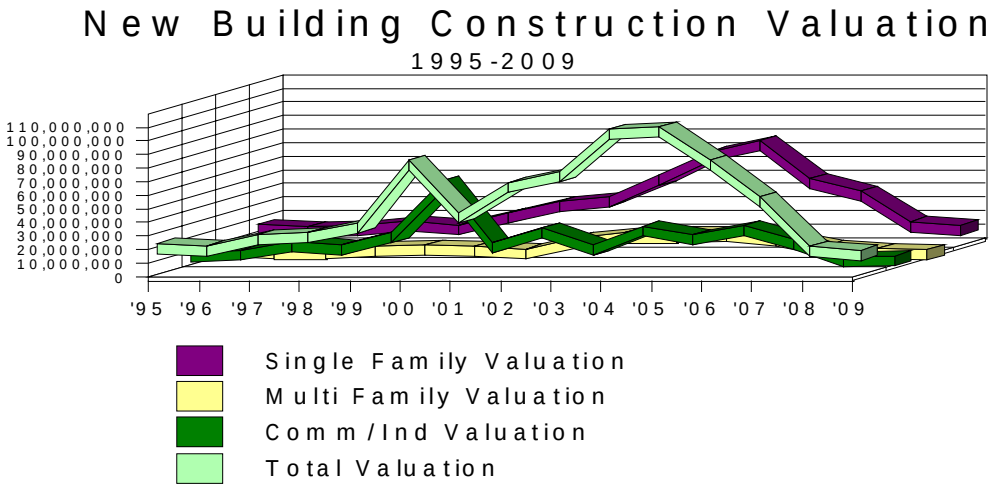
FY'11 Performance Measurements

- Provide staffing to ensure full service to the community.
- Meet permit processing timelines identified in the Three Track System.
- Maintain staff certifications as required by the State Building Codes Division.

Budget Highlights:

The City of Grants Pass has experienced a downturn in permit activities, which has directly affected the Building Division. Budgeted expenses have been cut approximately 8% from Projected FY'10 in response to decreased revenues. Decreased revenues have resulted in approximately a $287,000 dependency on reserve funds. This budget maintains 2 existing funded positions with 5 positions to remain vacant and unfunded.

Program: Development – Building Services



FY'10 Activity Review:

The division experienced a downturn in the number of permits issued and work performed compared to the previous year. In calendar year 2009 permits were issued for 58 new homes and a total of 63 "dwelling units" compared to 82 homes and a total of 92 "dwelling units" in 2008.

FY'10 Performance Indicators:

- Fully staffed with trained and certified employees to ensure full service to the community. **Target met.**

- Improve on customer service and public outreach. **Target met.**

- Meet permit processing timelines identified in the Three Track System. **Target met.**

Program: Development – Building Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	1,585,777	1,232,537	805,000	621,898	621,898	621,898	334,587
Current Resources							
Activity Generated							
Building Permits	217,655	119,809	107,000	98,000	98,000	98,000	107,000
Plumbing Permits	90,745	42,824	40,000	32,000	32,000	32,000	35,000
Mechanical Permits	30,562	25,770	24,000	22,000	22,000	22,000	24,000
Sewer Permits	17,026	6,246	9,000	2,000	2,000	2,000	2,000
Electrical Permits	88,290	52,216	40,000	37,000	37,000	37,000	41,000
Development Charges	133,996	88,685	80,000	65,000	65,000	65,000	71,000
Interest on Investments	65,088	21,471	14,000	10,000	10,000	10,000	11,000
Miscellaneous Revenue	11,241	5,527	0	0	0	0	0
Transfer from General Ops.	0	0	0	0	50,000	50,000	100,000
Total Current Resources	654,603	362,548	314,000	266,000	316,000	316,000	391,000
Total Resources	**2,240,380**	**1,595,085**	**1,119,000**	**887,898**	**937,898**	**937,898**	**725,587**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	420,368	339,190	232,631	215,770	215,770	215,770	222,716
Materials & Supplies	5,332	1,692	3,250	3,650	3,650	3,650	3,650
Contractual/Prof Services	148,655	82,150	102,876	76,568	76,568	76,568	76,888
Direct Charges	300,135	228,174	207,092	206,522	206,522	206,522	215,580
Capital Outlay	850	0	500	500	500	500	500
Contingencies	0	0	80,000	50,000	50,000	50,000	50,000
Indirect Charges	86,103	64,896	54,635	50,301	50,301	50,301	51,934
Transfers Out	46,400	24,000	0	0	0	0	0
Ending Balance	1,232,537	854,983	438,016	284,587	334,587	334,587	104,319
Total Requirements	**2,240,380**	**1,595,085**	**1,119,000**	**887,898**	**937,898**	**937,898**	**725,587**

Program: Development – Building Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Building Official	1.00	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	1.00
Building Inspector I	1.00	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*	1.00*
Plans Examiner II	2.00	2.00*	2.00*	2.00*	2.00*	2.00*	2.00*
Office Assistant II	1.00	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
Total Positions	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Total Un-Funded Positions	0.00	(3.00)	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)
Total Funded Positions	**7.00**	**4.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

*These positions have not been funded for:

FY'10 Adopted	FY'11 Recommended
Building Inspector I (1)	Building Inspector I (1)
Residential Building Inspector (1)	Residential Building Inspector (1)
Plans Examiner II (2)	Plans Examiner II (2)
Office Assistant II (1)	Office Assistant II (1)

Capital Outlay/By Item

Misc. Office Equipment/Computers	500	500	500	500	500
Total Capital Outlay	**500**	**500**	**500**	**500**	**500**

Program: Development – Economic Development Services

Services Delivered:

This activity encourages and supports the diversification and growth of the local economy. The primary goal is the creation and retention of quality jobs, new investment attraction and the creation of a healthier business climate. The program focuses on the retention and expansion of existing local businesses and coordinates the marketing of various business development tools, such as the Industrial Loan Fund, Transportation SDC Incentive 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'11 Anticipated Accomplishments:

This program directly implements the Council Goal of **Economic Development: With emphasis on small and medium business, we diversify the local economy and create quality jobs for our residents**. The Enterprise Zone, Transportation SDC Incentive, revolving loan program, Grants Pass Business Development 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.

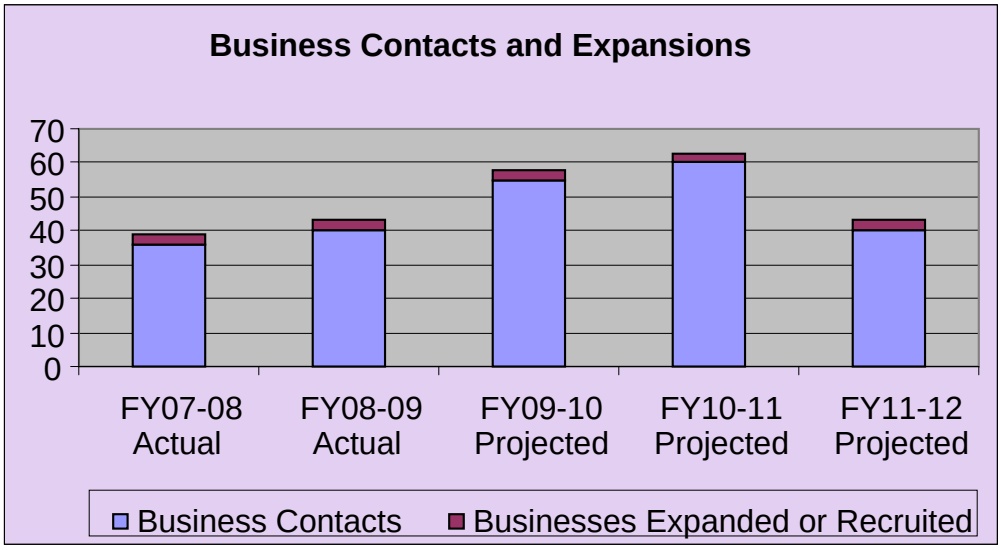
This activity will look for opportunities to partner with Josephine County, SOREDI, State of Oregon, Business Development Center or the private sector to provide services and training that will allow our local businesses to be more successful.

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

FY'11 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.
- Plan one state-wide Economic Development Conference to be held in Grants Pass.
- In partnership with Josephine County, Thrive and SOREDI, set up a supply chain website for Josephine County and Jackson County.

Program: Development – Economic Development Services



Budget Highlights:

The FY'11 budget reflects revenues generated from the City's Transient Room Tax and General Fund revenue support. In terms of expenditures, the FY'11 budget reinstates service levels provided to our business community, professional services for technical evaluations and our partnership "dues" to SOREDI.

FY'10 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 was restructured to focus on working directly with local and potentially local businesses.

In FY'10, the City was a full partner in the Business Retention and Expansion survey.

FY'10 Performance Indicators:

- Assist in the expansion or retention of three businesses. **Goal#II** ***Target met.***
- Contact at least three targeted local businesses each month. **Goal#II** ***Target met.***
- In partnership with other agencies or businesses, provide two opportunities for business training. **Goal#II** ***Target met.***

Program: Development – Economic Development Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Transfer from Room Tax	118,875	111,392	111,854	105,250	105,250	105,250	105,250
Transfer from Industrial Loans	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Current Resources	123,875	116,392	116,854	110,250	110,250	110,250	110,250
General Support	11,016	43,108	19,507	55,057	55,057	55,057	58,741
Total Resources	**134,891**	**159,500**	**136,361**	**165,307**	**165,307**	**165,307**	**168,991**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	69,383	88,446	90,136	97,035	97,035	97,035	100,224
Materials & Supplies	1,048	33	200	0	0	0	0
Contractual/Prof Services	39,655	52,457	24,788	50,684	50,684	50,684	50,844
Direct Charges	12,542	4,064	4,888	2,560	2,560	2,560	2,560
Indirect Charges	12,263	14,500	16,349	15,028	15,028	15,028	15,363
Total Requirements	**134,891**	**159,500**	**136,361**	**165,307**	**165,307**	**165,307**	**168,991**

Program: Development – Economic Development Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Economic Development							
Economic Development Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

Program: Development – Downtown Development Services

Services Delivered:

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

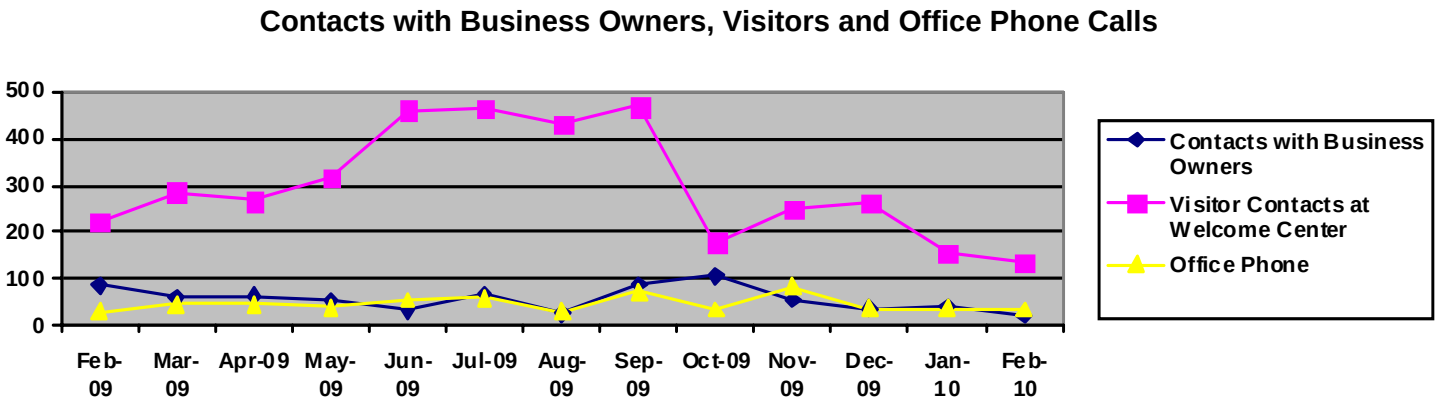
Support for downtown businesses is provided through business liaison contact, assistance with major retail seasons, special events, visitor information services and public restrooms.

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

The final major element of the downtown program is parking. This program is responsible for parking enforcement, as well as the leasing and oversight of all long-term parking.

The Downtown Liaison and Visitor Services Program and the Recreation Program are both provided under contract with *Recreation Northwest*. The services are co-located in the downtown welcome center building.

FY'11 Performance Measurements:



Program: Development – Downtown Development Services

Budget Highlights:

Enhancement of the downtown physical environment is an ongoing project. We will continue to work with Recreation NW and the Towne Center Association to ensure prompt communication on maintenance and service issues. The Downtown Program Coordinator will also continue positive working relationships with merchants. The flower basket program will be maintained at the current level, funding is also included for the coordination of holiday lighting. A business survey will be conducted with 50 downtown business owners.

FY'10 Performance Indicators:

- Landscaping, street lighting, street furniture and other public amenities in the downtown area will be maintained and repaired within 5 working days of damage being reported. **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 Met.**

- Downtown forums will be planned as needed by Recreation NW to allow proactive discussions of issues with merchants. **Target Not Met.**

Program: Development – Downtown Development Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Current Resources							
Activity Generated							
Parking Lot Permits	7,160	7,020	7,000	10,000	10,000	10,000	10,000
Reserved Parking Permits	1,300	300	1,200	930	930	930	930
Parking Violations	10,003	9,859	10,000	7,830	7,830	7,830	7,830
Other Revenue	1,153	7,774	1,200	2,990	2,990	2,990	2,990
Transfer from Room Tax Fund	118,875	111,392	111,854	105,250	105,250	105,250	105,250
Total Current Resources	138,491	136,345	131,254	127,000	127,000	127,000	127,000
General Support	148,992	161,522	158,460	199,880	199,880	199,880	204,076
Total Resources	**287,483**	**297,867**	**289,714**	**326,880**	**326,880**	**326,880**	**331,076**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	88,153	92,312	97,857	116,262	116,262	116,262	122,569
Materials & Supplies	15,088	14,739	14,325	10,100	10,100	10,100	10,100
Contractual/Prof Services	146,181	158,990	140,473	153,097	153,097	153,097	150,604
Direct Charges	7,600	5,423	9,722	17,705	17,705	17,705	17,705
Capital Outlay	4,365	85	1,000	0	0	0	0
Indirect Charges	26,096	26,318	26,337	29,716	29,716	29,716	30,098
Total Requirements	**287,483**	**297,867**	**289,714**	**326,880**	**326,880**	**326,880**	**331,076**

Program: Development – Downtown Development Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Community Service Officer							
From: Public Safety Field	0.50	0.50	0.50	0.50	0.50	0.50	0.50
From: Public Safety Field	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Tourism/Downtown Coordinator							
From Tourism	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Property Management Coordinator							
From: Property Management	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Parks and Comm. Service Director							
From: Property Management	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Total Positions	**1.45**	**1.45**	**1.45**	**1.45**	**1.45**	**1.45**	**1.45**
Temporary/Seasonal Hours	210	210	0*	0*	0*	0*	0*

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

Capital Outlay/By Item

Streetscape	1,000	0	0	0	0
Total Capital Outlay	**1,000**	**0**	**0**	**0**	**0**

Program: Development – Tourism Promotion Services

Services Delivered:

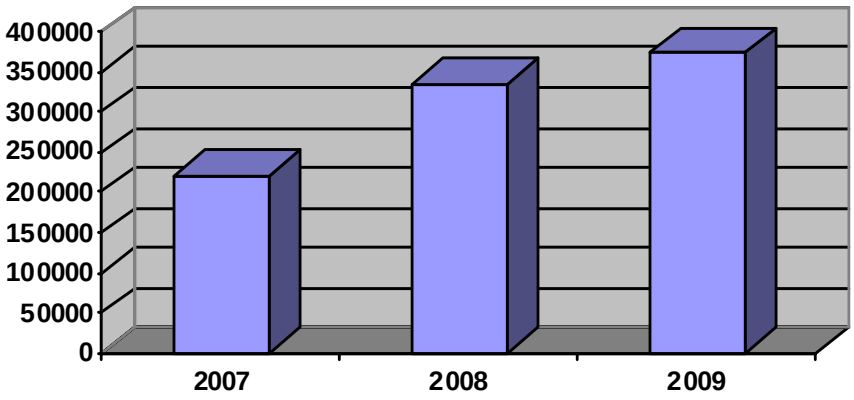
This activity is responsible for marketing the Grants Pass area and providing tourism and visitor services to increase the economic impact of the tourism industry. Activities include outreach advertising, visitor contact, event promotion, industry training, development of informational materials and 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'11 Anticipated Accomplishments:

"Shoulder Season" development including Amazing May, Art Along the Rogue and holiday events will continue. Annual Hospitality Training, quarterly volunteer meetings and monthly 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. A new marketing plan will be unveiled in the first quarter; including a more cognitive program name.

FY'11 Performance Measurements:

Annual Hits on www.visitgrantspass.org



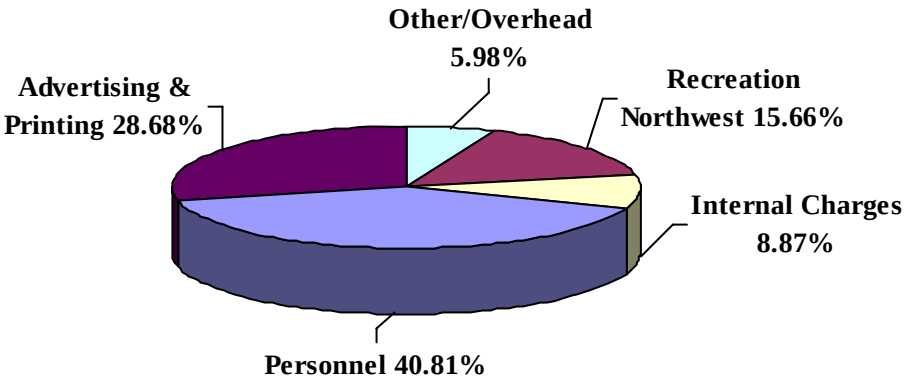
- The Tourism program will conduct a survey of local tourism industry providers with a target of at least 80% positive rating of tourism marketing services.

Budget Highlights:

Projected revenues were reduced by 6% due to tourism industry forecasts. 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.

Program: Development – Tourism Promotion Services

Budget Allocations



Actual Expenditures FY'09

FY'10 Activity Review:

Extensive time and attention is spent on the tourism website (www.visitgrantspass.org) to keep information up to date, fresh and interesting through the creation of new pages which highlight activities and local events. Additionally, an e-newsletter is sent quarterly to 10,000 subscribers. Several brochures/rack cards continued to be updated and produced to encourage additional activities for all seasons and encourage longer 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 to Riverside Park after concern from a couple of downtown merchants regarding the closure of H Street, between 5th and 6th. Moving the event to the park brought some new challenges such as hiring vendors and additional security, but the overall setting was enjoyable. The weather was again a bit of an issue and the committee is considering options, but the first weekend of October is likely to be the choice again. Several merchants requested that the event return to downtown and after very positive survey results and encouragement from the merchants, the committee agreed.

FY'10 Performance Indicators:

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

Program: Development – Tourism Promotion Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	0	0	0	0	0	0	0
Current Resources							
Activity Generated							
State Grants	0	6,000	0	0	0	0	0
Sales	2,296	5,057	2,500	2,500	2,500	2,500	2,500
Transfer from Room Tax	305,679	286,435	287,623	270,630	270,630	270,630	270,630
Other Revenue	1,221	93	800	1,040	1,040	1,040	1,040
Total Current Resources	309,196	297,585	290,923	274,170	274,170	274,170	274,170
General Support	8,549	11,608	(94)	1,517	1,517	1,517	3,080
Total Resources	**317,745**	**309,193**	**290,829**	**275,687**	**275,687**	**275,687**	**277,250**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	116,091	126,180	131,911	135,046	135,046	135,046	140,606
Materials & Supplies	4,776	2,346	5,200	4,200	4,200	4,200	4,200
Contractual/Prof Services	167,444	151,652	127,279	111,010	111,010	111,010	104,516
Direct Charges	0	424	0	515	515	515	515
Capital Outlay	1,308	1,578	0	0	0	0	2,400
Indirect Charges	28,126	27,013	26,439	24,916	24,916	24,916	25,013
Total Requirements	**317,745**	**309,193**	**290,829**	**275,687**	**275,687**	**275,687**	**277,250**

Program: Development – Tourism Promotion Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Tourism/Downtown Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	2.00	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	0.05
Office Assistant II							
From: Property Management	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Tourism/Downtown Coordinator							
To: Downtown	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)
Subtotal	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
Total Positions	**1.85**	**1.85**	**1.85**	**1.85**	**1.85**	**1.85**	**1.85**

Capital Outlay/By Item

Computer Equipment	0	0	0	0	2,400
Total Capital Outlay	**0**	**0**	**0**	**0**	**2,400**

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
© City of Grants Pass

TRANSPORTATION

ACTIVITIES

∗Street and Drainage Maintenance

∗Customer Service

∗General Program Operations

∗Capital Construction

DESCRIPTION

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

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	13,664,413	12,167,326	13,246,333	12,091,600	12,091,600	12,091,600	8,231,776
Total Resources	**13,664,413**	**12,167,326**	**13,246,333**	**12,091,600**	**12,091,600**	**12,091,600**	**8,231,776**
Requirements							
Street & Drainage Maint.	954,132	1,038,940	1,189,817	1,188,579	1,185,069	1,185,069	1,220,735
Customer Services	58,335	104,945	111,066	67,007	67,007	67,007	70,312
General Program Operations	1,445,845	1,147,510	1,191,262	1,475,453	1,478,963	1,478,963	1,774,342
Capital Construction	11,206,101	9,875,931	10,754,188	9,360,561	9,360,561	9,360,561	5,166,387
Total Requirements	**13,664,413**	**12,167,326**	**13,246,333**	**12,091,600**	**12,091,600**	**12,091,600**	**8,231,776**

Program: Transportation/Street Utility

Mission Statement:

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

Services Delivered:

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

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

Funding provides a major infusion into re-construction and overlaying (repaving) of existing streets.

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 FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	140,976	198,647	327,515	187,508	187,508	187,508	227,818
Current Resources							
Activity Generated							
Gas Tax Allocation	1,361,919	1,232,899	1,336,890	1,662,580	1,662,580	1,662,580	1,956,620
Interest	10,206	3,075	3,500	1,900	1,900	1,900	1,900
Permit Fees	17,465	12,588	15,000	10,500	10,500	10,500	10,500
Rev. from Other Agencies	80,370	80,370	80,340	84,651	84,651	84,651	84,651
Transportation Fees	765,585	760,949	726,200	781,800	781,800	781,800	781,800
Other Revenue	81,791	2,867	2,700	2,100	2,100	2,100	2,100
Capital Construction	11,206,101	9,875,931	10,754,188	9,360,561	9,360,561	9,360,561	5,166,387
Total Current Resources	13,523,437	11,968,679	12,918,818	11,904,092	11,904,092	11,904,092	8,003,958
Total Resources	**13,664,413**	**12,167,326**	**13,246,333**	**12,091,600**	**12,091,600**	**12,091,600**	**8,231,776**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Streets and Drainage Maint.	954,132	1,033,940	1,189,817	1,188,579	1,185,069	1,185,069	1,220,735
Customer Services	58,335	104,945	111,066	67,007	67,007	67,007	70,312
General Operations	286,652	247,657	282,086	277,798	277,798	277,798	284,853
Capital Construction	11,206,101	9,875,931	10,754,188	9,360,561	9,360,561	9,360,561	5,166,387
Contingencies	0	0	106,912	224,308	227,818	227,818	373,633
Indirect Charges	129,450	138,770	160,319	153,300	153,300	153,300	157,600
Transfers Out	831,096	443,387	483,065	818,584	818,584	818,584	956,057
Ending Balance	198,647	321,197	157,052	0	0	0	0
Debt Services	0	1,499	1,828	1,463	1,463	1,463	2,199
Total Requirements	**13,664,413**	**12,167,326**	**13,246,333**	**12,091,600**	**12,091,600**	**12,091,600**	**8,231,776**

Program: Transportation/Street Utility – Street and Drainage Maintenance

Services Delivered:

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

FY'11 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'11 Performance Measurements:

- Digouts and Skin Patching

  Repairs of failed street sub-grade and surface will be completed on 20 segments.
  Effectiveness target ▪ 90%.

  Twenty-two 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

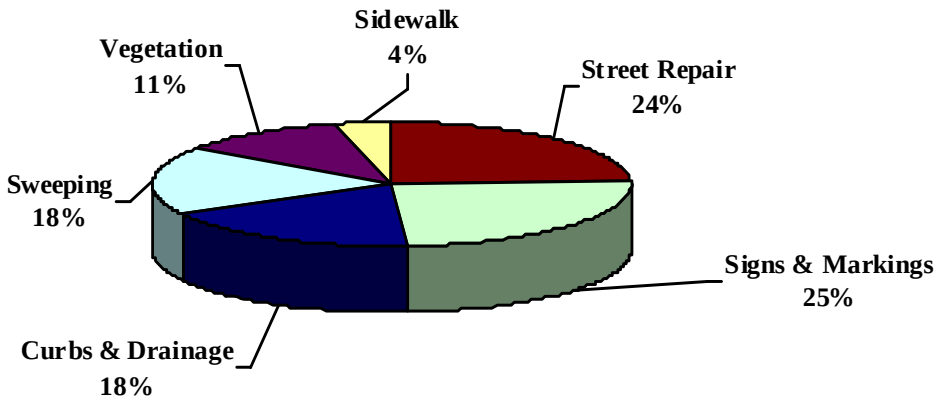
  Repaint all the school crosswalks before first day of school yearly.
  Efficiency target ▪ 100%.

  Inspect 20% of signs yearly to maintain readability and reflectivity.
  Efficiency target ▪ 90%.

Budget Highlights:

The FY'11 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 $131,552 for street sweeping.

Street and Drainage Activities



Actual Expenditures FY'10

FY'10 Activity Review:

Digouts and skin patches were completed on 24 street segments to date. Crack sealing was completed on 41 segments, chip sealing was completed on four alleys and five new pedestrian access ramps were installed. Several drainage issues were addressed, including two new curb inlets on Baker Dr., installation of 185' of new drain line and three inlets on Pioneer Way and replacement of approx. 265 feet of damaged curb and gutter. Installed pavement markings and striping on many streets throughout the City. Continued field investigations of storm drain lines and manholes to upgrade the existing drain maps. Installed 37 new street signs and 317 signs were repaired, replaced or cleaned. Continued enforcement of street cuts standards within the right-of way continues to improve the quality of repairs.

FY'10 Performance Indicators:

- Digouts and Skin Patching.
  - Repair of failed street sub grade and surface completed on 20 segments. **Goal#I Target met.** *Repairs were completed on 29 segments.*
  - Twenty-two square feet of asphalt repairs were completed per man-hour. Efficiency target ▪ 75%. **Goal#I Target met.** *Average square feet repaired per man-hour was 23.53. Efficiency target of 22 square feet per hour was met 74% of the time.*
  - Repairs of asphalt will meet City standards one year after completion. Effectiveness target ▪ 95%. **Goal#I Target met.** *Effectiveness ▪ 100%.*
- Crack sealing.
  - Twenty-five segments of crack sealing will be completed. **Goal#I Target exceeded.** *Crack sealing was completed on 49 segments.*
  - Forty linear feet of roadway will be sealed per man-hour. Effectiveness target ▪ 80%. **Goal#I Target met.** *Average linear feet sealed per man-hour for the year was 40.60. Effectiveness ▪ 71%***.**
- Crosswalks and Signs.
  - Repaint all school crosswalks before first day of school yearly. Efficiency target ▪ 100%. **Goal#I Target met.**
  - Inspect 20% of signs yearly to maintain readability and reflectivity. Efficiency target ▪ 100%. **Goal#I Target met.**

Program: Transportation/Street Utility – Street and Drainage Maintenance

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	487,165	530,252	635,527	626,037	622,527	622,527	647,770
Materials & Supplies	51,373	53,219	58,982	59,882	59,882	59,882	59,882
Contractual/Prof Services	415,631	439,446	490,848	498,102	498,102	498,102	507,025
Direct Charges	0	0	2,000	2,000	2,000	2,000	2,000
Capital Outlay	(37)	11,023	2,460	2,558	2,558	2,558	4,058
Transfers Out	0	5,000	0	0	0	0	0
Total Requirements	**954,132**	**1,038,940**	**1,189,817**	**1,188,579**	**1,185,069**	**1,185,069**	**1,220,735**

Program: Transportation/Street Utility – Street and Drainage Maintenance

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Street Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Services Worker	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Subtotal	6.00	7.00	7.00	7.00	7.00	7.00	7.00
Public Works Director							
From: Water Treatment Services	0.06	0.23	0.23	0.23	0.23	0.23	0.23
Property Management Coordinator							
From: Property Mgmt	0.00	0.10	0.10	0.10	0.10	0.10	0.10
Office Assistant I							
From: Water Treatment Services	0.20	0.23	0.23	0.23	0.23	0.23	0.23
Urban Forester							
From: Parks	0.50	0.50	0.50*	0.50*	0.50*	0.50*	0.50*
Subtotal	0.76	1.06	1.06	1.06	1.06	1.06	1.06
Total Positions	**6.76**	**8.06**	**8.06**	**8.06**	**8.06**	**8.06**	**8.06**
Total Un-Funded Positions	0.00	0.00	(0.50)	(0.50)*	(0.50)*	(0.50)*	(0.50)*
Total Funded Positions	**6.76**	**8.06**	**7.56**	**7.56**	**7.56**	**7.56**	**7.56**
Temporary/Seasonal Hours	6,336	3,168	3,168	3,168	3,168	3,168	3,168

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

Capital Outlay/By Item

Computers/Office Equipment	460	558	558	558	2,058
Arrow Board for Vehicle	2,000	2,000	2,000	2,000	2,000
Paint Sprayer	0	0	0	0	0
Total Capital Outlay	**2,460**	**2,558**	**2,558**	**2,558**	**4,058**

Program: Transportation/Street Utility – Customer Services

Services Delivered:

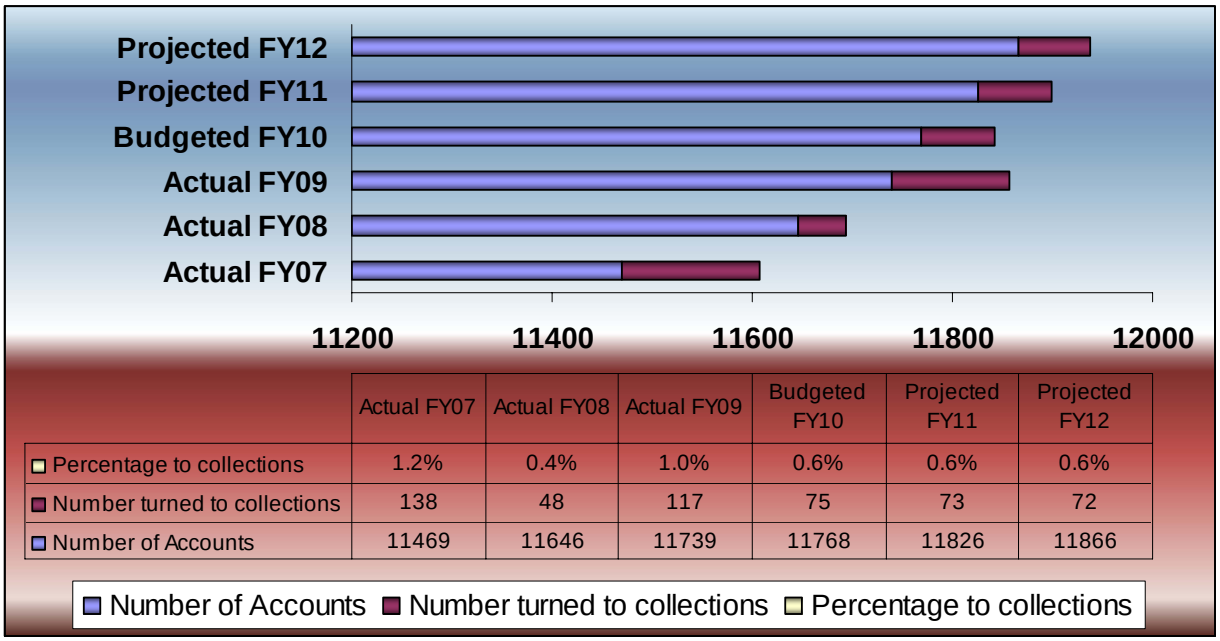
This activity includes the billing and collection services provided by the Administrative Services Department.

FY'11 Anticipated Accomplishments:

The Street Utility Fee will be billed to an estimated 11,767 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'11 Performance Measurements:

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. The chart below details past, current and future projected collections statistics for City billed transportation utility accounts.



	Actual FY07	Actual FY08	Actual FY09	Budgeted FY10	Projected FY11	Projected FY12
Percentage to collections	1.2%	0.4%	1.0%	0.6%	0.6%	0.6%
Number turned to collections	138	48	117	75	73	72
Number of Accounts	11469	11646	11739	11768	11826	11866

Budget Highlights:

The FY'11 budget includes a reduction in costs associated with personnel directly related to payment processing through the automation of accounts receivable payment processing procedures.

FY'10 Activity Review:

Annual audit on street utility customers was conducted.

FY'10 Performance Indicators:

- Billings of the Street Utility Fee for newly established utility service accounts will begin within 30 days of services 100% of the time. **Goal#VI Target met.**
- All payments will be processed and updated daily. **Goal#VI Target met.**

Program: Transportation/Street Utility – Customer Services

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	11,381	34,671	37,278	37,027	37,027	37,027	39,452
Direct Charges	46,954	70,274	73,788	29,980	29,980	29,980	30,860
Total Requirements	**58,335**	**104,945**	**111,066**	**67,007**	**67,007**	**67,007**	**70,312**

Program: Transportation – General Program Operations

Services Delivered:

This activity accounts for expense that is 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'11 Anticipated Accomplishments:

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

Program: Transportation – General Programs Operations

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	1,640	2,037	1,700	1,700	1,700	1,700	1,700
Direct Charges	285,012	245,620	280,386	276,098	276,098	276,098	283,153
Contingencies	0	0	106,912	224,308	227,818	227,818	373,633
Indirect Charges	129,450	138,770	160,319	153,300	153,300	153,300	157,600
Transfers Out	831,096	438,387	483,065	818,584	818,584	818,584	956,057
Debt Service	0	1,499	1,828	1,463	1,463	1,463	2,199
Ending Balance	198,647	321,197	157,052	0	0	0	0
Total Requirements	**1,445,845**	**1,147,510**	**1,191,262**	**1,475,453**	**1,478,963**	**1,478,963**	**1,774,342**

Program: Transportation – Transportation Capital Construction

Basic Functions

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

Activity Highlights

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

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

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

Budget Highlights

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

New this year, we have separated the active projects from the projects that are completed or cancelled and currently being closed out. The Active Capital Project list includes projects coming to a close in FY'10 but which are not finalized at this time.

The project listing now shows resources across the columns. Columns show the Actual resources through FY'09, the re-assessed resource needs of projects using current data for the "Revised FY'10" column, guiding our "Recommended FY'11" and resources estimated "Through FY'11". We have added "Future Years" and "Total Project" columns. The "Future Years" column includes resources shown on the individual project narrative pages as "FY'12 Projected" and "Future".

Program: Transportation – Transportation Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'09	Revised FY'10	Recommend FY'11	Total Through FY'11	Future Years	Total Project
TR1050	Emergency Storm Drain Projects	146,661	0	20,000	166,661	80,000	246,661
TR1111	Street Utility Holding Project	35,166	3,000	(36,766)	1,400	1,667	3,067
TR4358	Allen Creek Road Improvements	504,629	500	0	505,129	0	505,129
TR4546	GPID Trail Easements	29,970	0	0	29,970	0	29,970
TR4676	West Park Widening LID (612)	1,959,460	2,000	0	1,961,460	0	1,961,460
TR4707	Harbeck East LID (619)	64,190	(15,000)	0	49,190	0	49,190
TR4719	Fruitdale Trail	174,042	85,000	0	259,042	0	259,042
TR4785	Florer Drive LID (619)	83,770	0	0	83,770	70,000	153,770
TR4820	Darneille Lane LID (619)	413,855	740,000	121,582	1,275,437	0	1,275,437
TR4837	Signal at Willow Ln. & Redwood Ave	437,106	95,000	32,083	564,189	0	564,189
TR4918	Cloverlawn Multipurpose Path (613)	26,156	0	35,000	61,156	35,000	96,156
TR4919	Bicycle Route Signage (613)	16,615	0	0	16,615	0	16,615
TR4921	Highway 199 Expressway Upgrade (Rev)	214,308	150,000	500,000	864,308	0	864,308
TR4924	Hubbard Lane Widening	580,790	309,000	841,000	1,730,790	719,210	2,450,000
TR4925	Hubbard Lane Signal	1,523	0	23,500	25,023	0	25,023
TR4931	Hybrid Vehicles	10,019	(19)	0	10,000	0	10,000
TR4932	Sidewalks in Parks	2,298	111,000	79,000	192,298	0	192,298
TR4934	Redwood Ave:Dowell to Hubbard (619)	5,000	911,700	200,000	1,116,700	3,483,300	4,600,000
TR5022	Master Transportation Plan Targeted Updt.	202,526	100,000	0	302,526	0	302,526
TR5025	Right of Way Purchases	79,690	0	0	79,690	0	79,690
TR5051	Transit Shelter	50,038	322,120	0	372,158	0	372,158
TR5083	Traffic Calming	73,016	0	0	73,016	0	73,016
TR5089	Overlays 2009-10	80,286	687,120	0	767,406	0	767,406
TR5090	Sign Machine	25,118	0	0	25,118	0	25,118
TR5091	4th Street Rail Crossing (613)	50,332	0	0	50,332	0	50,332
TR6009	Stimulus Overlays	10,000	15,000	0	25,000	0	25,000
TR6028	Bike Lane Striping (613)	0	50,000	25,000	75,000	0	75,000
TR6029	Oak Street Sidewalks	0	200,000	0	200,000	0	200,000
TR6031	Overlays Maintenance FY'11/FY'12	0	80,000	779,628	859,628	280,000	1,139,628
TR6070	Estates Lane Pedestrian Path	0	15,000	0	15,000	0	15,000
TR8413	Sidewalk Infill & Repair Fund	60,781	142,196	0	202,977	0	202,977
TR9700	Misc. Projects - Bikeway Fund(613)	745,261	(14,000)	11,000	742,261	144,512	886,773
Fund 612	Miscellaneous Projects - General	457,418	221,735	231,917	911,070	(544,381)	366,689
Fund 619	Miscellaneous Projects - LID's	(22,827)	47,467	378,418	403,058	430,000	833,058
Fund 614	Miscellaneous Projects - SDC's	2,995,588	(277,738)	(1,290,918)	1,426,932	(7,221,520)	(5,794,588)
NEW PROJECTS							
TR6068	Lighting Upgrades Misc. Locations	0	0	32,075	32,075	0	32,075
TR6069	Sidewalk Projects	0	0	175,000	175,000	1,125,000	1,300,000
TRXXX1	Leonard Road Widen:Willow>Dowell	0	0	150,000	150,000	2,050,000	2,200,000
TRXXX2	Midland Ave Sidewalk	0	0	110,000	110,000	0	110,000
TRXXX3	Lincoln Rd.Sdwlk:Lower River/G St.	0	0	90,000	90,000	0	90,000
TRXXX4	E Street Sidewalk from Mill St to F St.	0	0	0	0	90,000	90,000
TRXXX5	Savage St. Sdwlk:Conklin to Hawthorne	0	0	200,000	200,000	0	200,000
	Total Projects	**9,512,786**	**3,981,081**	**2,707,519**	**16,201,386**	**742,788**	**16,944,174**

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

		Actual Through FY'09	Revised FY'10	Recommend FY'11	Total Through FY'11	Future Years	Total Project
TR4359	Redwood Avenue LID (619)	2,614,337	(157,515)	0	2,456,822	0	2,456,822
TR4554	Decorative Lights & Climate Sign LID	331,395	(40,801)	0	290,594	0	290,594
TR4723	Riverside "Off Ramp"	52,313	(27,000)	0	25,313	0	25,313
TR4724	Rogue River Hwy. Pedestrian Improve.	1,287,639	413,742	0	1,701,381	0	1,701,381
TR5008	Rogue River Highway Phase 2	1,173,935	(410,000)	0	763,935	0	763,935
TR5013	Foothill Blvd LID (Sidewalk LID 7) (619)	94,532	(87,449)	0	7,083	0	7,083
TR5014	Washington Blvd Sidewalk LID (619)	25,398	(15,382)	0	10,016	0	10,016
TR5020	Signal at Grandview & Hwy 238 (619)	376,320	(101,320)	0	275,000	0	275,000
TR5023	Redwood Area Safety Priorities	45,470	(857)	0	44,613	0	44,613
TR5069	Rogue River Hwy Ph 3	703	(703)	0	0	0	0
TR5084	Downtown Streetscape	55,272	(55,272)	0	0	0	0
TR5085	Sidewalk Project LID 10	85,409	(85,409)	0	0	0	0
TR5092	Dimmick Crossing LID	0	0	0	0	0	0
TR6017	Sidewalk Stimulus Projects	2,000	8,135	0	10,135	0	10,135
TR6025	F Street Pedestrian Crossing	5,000	(3,000)	0	2,000	0	2,000
	Total Projects	**6,149,723**	**(562,831)**	**0**	**5,586,892**	**0**	**5,586,892**

Program: Transportation – Transportation Capital Construction

Financial Summary

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Fund Balance	7,617,577	5,940,097	7,390,123	6,653,042	6,653,042	6,653,042	2,980,840
Resources							
FAU Exchange	0	0	0	0	0	0	0
Grant - ODOT (State)	0	7,864	1,285,000	443,703	443,703	443,703	0
Josephine County IGA	0	0	0	0	0	0	0
Josephine County, Street Maint.	0	0	0	0	0	0	0
Parkway Redevelopment Agency	1,362,793	225,000	0	150,000	150,000	150,000	0
Transportation SDC Revenue	964,790	670,844	900,000	419,082	419,082	419,082	465,990
Redwood Signal SDC Revenue	14,483	11,273	10,000	10,000	10,000	10,000	10,000
Interest Income	327,314	133,162	79,000	51,101	51,101	51,101	51,000
Gen. Fund - Policy & Legislation	295,634	432,500	0	2,000	2,000	2,000	0
State Gas Tax from 230-Project	3,347	206,645	100,065	430,350	430,350	430,350	674,390
State Gas Tax to Fund 613	68,096	0	73,000	70,000	70,000	70,000	70,000
Street Utility Fee-Project	319,653	231,743	310,000	318,234	318,234	318,234	211,667
Special Assess. (Debt Svc./Bancroft)	11,503	1,247,851	470,000	500,000	500,000	500,000	500,000
Sand Creek Storm Water SDC	60,000	15,000	0	0	0	0	0
Park SDC's in Lands & Bldgs.	0	0	10,000	0	0	0	0
Lands & Buildings (Room Tax)	50,000	25,000	25,000	0	0	0	0
Lands & Buildings (Tree Refund)	0	0	15,000	16,049	16,049	16,049	500
Wastewater Fund	0	0	0	2,000	2,000	2,000	0
Water Fund (Gen. Program Ops.)	66,000	409,168	0	133,000	133,000	133,000	0
Water Fund (Improve SDC Cap. Exp.)	0	0	72,000	160,000	160,000	160,000	200,000
Equipment Replacement	0	0	0	0	0	0	0
Contributions	0	(2,900)	15,000	0	0	0	0
Contributions/Donations	260	(250)	0	0	0	0	0
Loan Repay: Parkway Redevelop.	0	299,000	0	0	0	0	0
Transportation AFD	44,571	23,749	0	2,000	2,000	2,000	2,000
Developer Agree. (DDA Sidewalks)	0	0	0	0	0	0	0
Other	80	185	0	0	0	0	0
Total Current Resources	3,588,524	3,935,834	3,364,065	2,707,519	2,707,519	2,707,519	2,185,547
Total Resources	**11,206,101**	**9,875,931**	**10,754,188**	**9,360,561**	**9,360,561**	**9,360,561**	**5,166,387**
Requirements							
Capital Outlay	5,266,004	1,842,347	7,723,308	6,116,721	6,116,721	6,116,721	3,511,317
Transfers Out	0	0	0	263,000	263,000	263,000	0
Appropriated Fund Balance	5,940,097	8,033,584	3,030,880	2,980,840	2,980,840	2,980,840	1,655,070
Total Requirements	**11,206,101**	**9,875,931**	**10,754,188**	**9,360,561**	**9,360,561**	**9,360,561**	**5,166,387**

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
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STORM WATER AND OPEN SPACE

ACTIVITIES

∗Storm Water Maintenance

∗Customer Service

∗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 for new construction. Collection of monthly fees will only occur after formal adoption of the utility.

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	630,988	829,109	516,486	883,848	883,848	883,848	173,613
Total Resources	**630,988**	**829,109**	**516,486**	**883,848**	**883,848**	**883,848**	**173,613**
Requirements							
Storm Water Maintenance	18,328	0	0	0	0	0	0
Customer Services	39,760	0	0	0	0	0	0
General Program Operations	(35,137)	10,563	10,563	10,563	10,563	10,563	10,563
Capital Construction	608,037	818,546	505,923	873,285	873,285	873,285	163,050
Total Requirements	**630,988**	**829,109**	**516,486**	**883,848**	**883,848**	**883,848**	**173,613**

Program: Utilities/Storm Water Program

Mission Statement:

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

Services Delivered:

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

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

Program: Utilities/Storm Water Program

Program Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	22,951	(80,642)	10,563	10,563	10,563	10,563	10,563
Current Resources							
Activity Generated							
Other Revenue	0	91,205	0	0	0	0	0
Capital Construction	608,037	818,546	505,923	873,285	873,285	873,285	163,050
Total Current Resources	608,037	909,751	505,923	873,285	873,285	873,285	163,050
Total Resources	**630,988**	**829,109**	**516,486**	**883,848**	**883,848**	**883,848**	**173,613**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Storm Water Maintenance	18,328	0	0	0	0	0	0
Customer Services	39,760	0	0	0	0	0	0
General Operations	30,105	0	0	0	0	0	0
Capital Construction	608,037	818,546	505,923	873,285	873,285	873,285	163,050
Indirect Charges	12,936	0	0	0	0	0	0
Debt Service	2,464	0	0	0	0	0	0
Ending Balance	(80,642)	10,563	10,563	10,563	10,563	10,563	10,563
Total Requirements	**630,988**	**829,109**	**516,486**	**883,848**	**883,848**	**883,848**	**173,613**

Program: Utilities/Storm Water – Maintenance Services

Services Delivered:

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

FY'11 Anticipated Accomplishments:

The Storm Water Division will continue the immediate maintenance and repair work as previously provided through the Transportation/Street Utility – Street and Drain Maintenance Program for FY'11. Staff and program expansions will occur following the adoption of the formal storm water utility.

FY'11 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 two year budget cycle following formal adoption of the storm water utility. The Transportation program will cover these expenditures until adoption.

Program: Utilities/Storm Water – Maintenance Services

FY'10 Activity Review:

This will be a new program budget following adoption of the storm water utility. FY'10 storm drainage activities have been provided in the Transportation/Street Operating budget.

FY'10 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. **Goal #IV 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. **Goal #IV 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. **Goal #IV Target met through the Transportation/Street Utility – Street and Drain Maintenance.**

Program: Utilities/Storm Water – Maintenance Services

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	18,311	0	0	0	0	0	0
Materials & Supplies	13	0	0	0	0	0	0
Contractual/Prof Services	4	0	0	0	0	0	0
Total Requirements	**18,328**	**0**	**0**	**0**	**0**	**0**	**0**

Program: Utilities/Storm Water – Maintenance Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Project Technician	0.85	0.00	0.00	0.00	0.00	0.00	0.00
Parks & Community Svc's Director							
From: Property Management	0.15	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	**1.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Part Time/Seasonal Hours	0	0	0	0	0	0	0

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Program: Utilities/Storm Water – Customer Services

Services Delivered:

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

FY'11 Anticipated Accomplishments:

The Storm Water Utility is not expected to be established this Fiscal Year by action of the City Council. Implementation in the billing system is nearly complete and awaiting Council adoption.

Budget Highlights:

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

Program: Utilities/Storm Water – Customer Service

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Direct Charges	39,760	0	0	0	0	0	0
Total Requirements	**39,760**	**0**	**0**	**0**	**0**	**0**	**0**

Program: Utilities/Storm Water – General Program Operations

Services Delivered:

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

FY'11 Anticipated Accomplishments:

No activity is expected this year.

Program: Utilities/Storm Water – General Program Operations

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Direct Charges	30,105	0	0	0	0	0	0
Indirect Charges	12,936	0	0	0	0	0	0
Debt Service	2,464	0	0	0	0	0	0
Ending Balance	(80,642)	10,563	10,563	10,563	10,563	10,563	10,563
Total Requirements	**(35,137)**	**10,563**	**10,563**	**10,563**	**10,563**	**10,563**	**10,563**

Program: Utilities/Storm Water – Capital Construction

Basic Functions

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

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

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

Activity Highlights

Projects in this activity are related to the Council Goal of **"Environment."** The storm water master plan, utility ordinance, fees and rates will proceed at the direction of City Council.

Budget Highlights

New this year, we have separated the active projects from the projects that are completed or cancelled and currently being closed out. The Active Capital Project list includes projects coming to a close in FY'10 but which are not finalized at this time.

The project listing now shows resources across the columns. Columns show the Actual resources through FY'09, the re-assessed resource needs of projects using current data for the "Revised FY'10" column, guiding our "Recommended FY'11" and resources estimated "Through FY'11". We have added "Future Years" and "Total Project" columns. The "Future Years" column includes resources shown on the individual project narrative pages as "FY'12 Projected" and "Future."

Program: Utilities/Storm Water – Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'09	Revised FY'10	Recommend FY'11	Total Through FY'11	Future Years	Total Project
DO4711	Sand Creek Wetland	160,000	65,000	200,000	425,000	0	425,000
DO4715	Storm Water Master Plan	394,486	30,000	0	424,486	0	424,486
DO4957	Storm Water Implementation	185,000	0	0	185,000	0	185,000
DO5074	Major Redwood Storm Project	300,000	0	0	300,000	0	300,000
DO6071	TMDL Implementation Plan Startup	0	15,000	15,000	30,000	15,000	45,000
Fund 648	Miscellaneous Projects - 648	63,218	4,002	2,280	69,500	3,500	73,000
Fund 642	Miscellaneous Projects - SDC's	535,719	14,031	(59,550)	490,200	44,850	535,050
	Total Projects	**1,638,423**	**128,033**	**157,730**	**1,924,186**	**63,350**	**1,987,536**

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

DO4748	Sand Creek Basin Construction	0	0	0	0	0	0
DO4958	Redwood Pond Storm Line	65,000	(65,000)	0	0	0	0
DO5068	Redwood Wetland Enhancements	15,000	(15,000)	0	0	0	0
DO6007	Clara Ave Storm Drain	48,020	101,358	0	149,378	0	149,378
	Total Projects	**128,020**	**21,358**	**0**	**149,378**	**0**	**149,378**

Program: Utilities/Storm Water – Capital Construction

Financial Summary

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Fund Balance	441,142	430,154	414,923	715,555	715,555	715,555	99,700
Resources							
Storm Water SDC's	67,547	32,462	65,000	25,000	25,000	25,000	27,000
Sand Creek Storm SDC's	29,176	29,578	25,000	14,900	14,900	14,900	16,890
Investment Interest	6,600	2,262	500	2,535	2,535	2,535	3,980
Investment Interest	11,500	7,802	500	295	295	295	480
SDC Loan interest	2,072	3,268	0	0	0	0	0
General Fund - Policy and Leg.	50,000	313,000	0	15,000	15,000	15,000	15,000
Transportation Capital Projects	0	0	0	100,000	100,000	100,000	0
Parks SDC's	0	0	0	0	0	0	0
Misc. revenue	0	20	0	0	0	0	0
Total Current Resources	166,895	388,392	91,000	157,730	157,730	157,730	63,350
Total Resources	**608,037**	**818,546**	**505,923**	**873,285**	**873,285**	**873,285**	**163,050**
Requirements							
Master Plan Capital Outlay	61,614	0	65,000	122,992	122,992	122,992	0
Sand Creek Capital Outlay	56,269	196,200	250,000	635,593	635,593	635,593	0
Gen. Expense (Incl. Financing)	0	0	0	15,000	15,000	15,000	15,000
Master Plan Transfer Out	0	0	0	0	0	0	0
Sand Creek Transfer Out	60,000	15,000	0	0	0	0	0
Appropriated Fund Balance	430,154	607,346	190,923	99,700	99,700	99,700	148,050
Total Requirements	**608,037**	**818,546**	**505,923**	**873,285**	**873,285**	**873,285**	**163,050**

WATER

ACTIVITIES

∗Water Treatment Services

∗Water Distribution Services

∗Water Customer Service

∗Water System Debt Service

∗ Water – General Program

∗Water – Capital Construction

DESCRIPTION

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

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	8,992,289	9,579,657	9,540,688	7,942,058	7,942,058	7,942,058	6,623,390
Total Resources	**8,992,289**	**9,579,657**	**9,540,688**	**7,942,058**	**7,942,058**	**7,942,058**	**6,623,390**
Requirements							
Water Treatment	1,221,583	1,326,618	1,476,079	1,483,931	1,478,081	1,478,081	1,547,892
Water Distribution	1,033,954	1,068,227	1,213,393	1,220,720	1,213,635	1,213,635	1,250,589
Customer Services	392,512	362,969	396,955	376,750	376,750	376,750	383,460
Debt Services	416,989	422,836	424,123	399,200	399,200	399,200	397,800
General Program Operations	1,956,731	2,278,192	2,226,221	1,997,760	2,010,695	2,010,695	1,818,203
Water Debt Reserve Fund	408,000	408,000	408,000	0	0	0	0
Capital Construction	3,562,520	3,712,815	3,395,917	2,463,697	2,463,697	2,463,697	1,225,446
Total Requirements	**8,992,289**	**9,579,657**	**9,540,688**	**7,942,058**	**7,942,058**	**7,942,058**	**6,623,390**

Program: Utilities/Water Program

Mission Statement:

The mission of the Water Program is to meet the expanding service area's current and future drinking water and fire flow needs.

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 a 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'11 Anticipated Accomplishments:

- Several small undersized water distribution mains are scheduled to be replaced with appropriate sized pipes to improve water delivery and increase fire flows.
- The roof on the Water Filtration Plant will be replaced to correct defects and eliminate leaks.
- Design of a necessary roof replacement on 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.
- Completion of 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.

FY'10 Activity Review:

- The Hilltop Pump Station was modified to improve fire flow and provide standby power.
- Leonard Road waterline loop #2 was competed.
- Preliminary Design of Water Filtration Plant Solids Handling improvements to increase sedimentation basin performance and capacity were completed.
- Design of Starlight Pump Station improvements was initiated.
- A crane pad access was constructed at the Water Filtration Plant in conjunction with the creation of a demonstration water conservation landscaping project in compliance with the City's Water Conservation and Management Plan.
- Variable frequency drives were installed on two of the City's four water intake pumps improving operational efficiencies and reducing power consumption.
- The outfall at the solids pond was replaced to correct pond leakage and erosion issues

Program: Utilities/Water Program

Program Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	771,123	1,105,142	1,303,320	1,172,203	1,172,203	1,172,203	1,017,324
Current Resources							
Activity Generated							
Property Taxes	1	2	0	0	0	0	0
Sale of Water	4,095,246	4,261,587	4,330,091	4,244,708	4,244,708	4,244,708	4,326,500
Direct Charges to:							
Solid Waste Operations	11,753	11,442	10,000	7,600	7,600	7,600	7,600
Interest	57,602	32,314	30,000	15,000	15,000	15,000	15,000
Other Revenue	86,044	48,355	63,360	31,350	31,350	31,350	31,520
Transfers In	0	0	0	7,500	7,500	7,500	0
Debt Service Reserve Fund	408,000	408,000	408,000	0	0	0	0
Capital Construction	3,562,520	3,712,815	3,395,917	2,463,697	2,463,697	2,463,697	1,225,446
Total Current Resources	8,221,166	8,474,515	8,237,368	6,769,855	6,769,855	6,769,855	5,606,066
Total Resources	**8,992,289**	**9,579,657**	**9,540,688**	**7,942,058**	**7,942,058**	**7,942,058**	**6,623,390**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Water Treatment	1,206,583	1,326,618	1,476,079	1,483,931	1,478,081	1,478,081	1,547,892
Water Distribution	1,022,954	1,068,227	1,213,393	1,220,720	1,213,635	1,213,635	1,250,589
Customer Services	392,512	362,969	396,955	376,750	376,750	376,750	383,460
General Program Operations	400	2,046	20,500	19,840	19,840	19,840	19,840
Capital Construction	3,562,520	3,712,815	3,395,917	2,463,697	2,463,697	2,463,697	1,225,446
Contingency	0	0	323,198	1,004,389	1,017,324	1,017,324	1,088,261
Indirect Charges	301,189	280,218	309,799	318,000	318,000	318,000	325,000
Debt Service	416,989	422,836	424,123	399,200	399,200	399,200	397,800
Transfers Out	576,000	723,725	605,166	655,531	655,531	655,531	385,102
Ending Balance	1,105,142	1,272,203	967,558	0	0	0	0
Water Debt Reserve Fund	408,000	408,000	408,000	0	0	0	0
Total Requirements	**8,992,289**	**9,579,657**	**9,540,688**	**7,942,058**	**7,942,058**	**7,942,058**	**6,623,390**

Program: Utilities/Water – Water Treatment Services

Services Delivered:

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

FY'11 Anticipated Accomplishments:

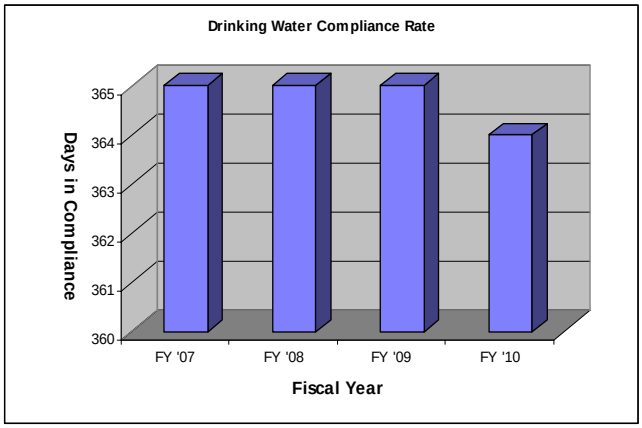
One "high-head" discharge pump will be rebuilt to near new condition. Staff will update and distribute the Consumer Confidence Report. Staff will continue to remove solids from the log pond. Additional security measures will be implemented to comply with the Treatment Plants Vulnerability Assessment. Minor upgrades will be made to the treatment plant SCADA system that will improve system redundancy and disaster recovery capabilities.

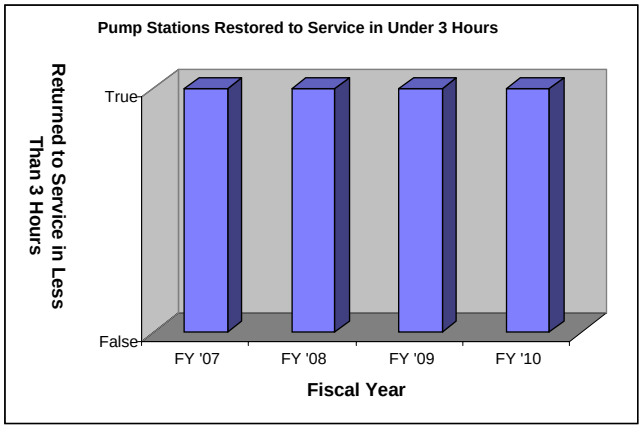
FY'11 Performance Measurements:

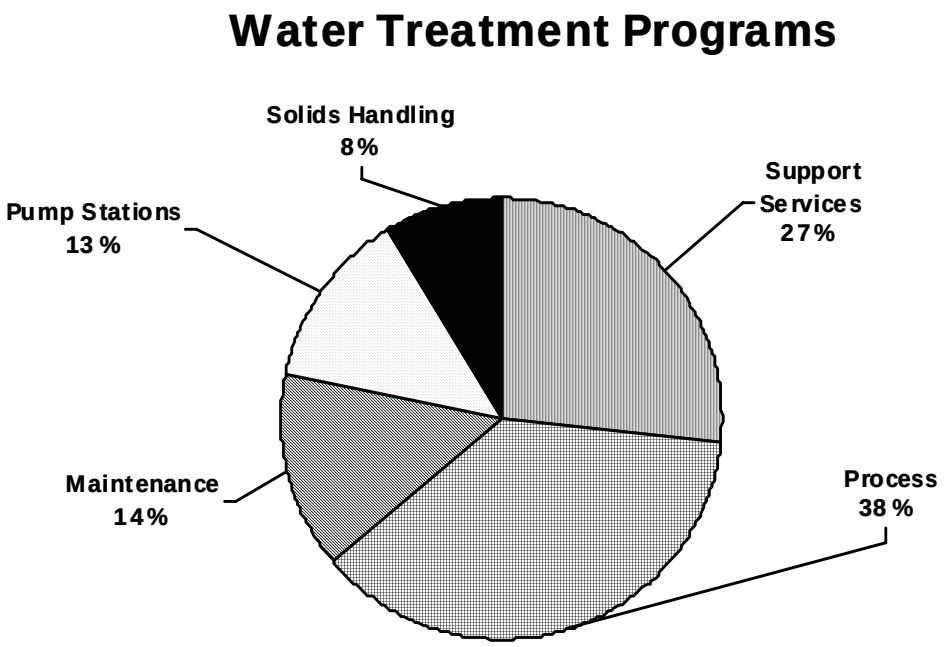
- Drinking Water Compliance Rate will be 100%.
- Water Booster Station outages will be repaired and placed back into service in less than three hours.

Budget Highlights:

This activity will continue to supplement personnel services through the use of part-time, temporary and contract employees. This enables the plant to run twenty-four hours a day during the peak summer months and assists plant staff with completing specific projects like 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 take additional samples in the North Valley area in an effort to determine compliance with the Stage 2 Disinfection and Disinfectants By-Products Rule (Stage 2 DDBP).







FY'10 Activity Review:

During FY'09, 1.97 billion gallons of water was pumped into the distribution system by this activity; it is projected that just over 2.03 billion will be pumped in FY'10. Plant staff has implemented improvements at the log pond that will allow for more effective utilization of their time while operating this labor intensive process. Plant staff further developed laboratory procedures designed to aid in understanding the production of solids at the treatment plant as well as improving treatment throughout the entire treatment train.

FY'10 Performance Indicators:

- Drinking Water Compliance Rate will be 100%. **Goal #I Target not met.** *Drinking Water Compliance Rate = 99.8%. The Plant failed to meet CxT for 1 day. This means that water was pumped from the plant before achieving required levels of disinfection. It was determined that the only customer affected was the Treatment Plant itself and only plant staff were exposed. By the time the water reached the first metered customer the water had been sufficiently disinfected.*

- Water Booster Station outages will be repaired and placed back into service in less than three hours. **Goal#III Target met.**

Program: Utilities/Water – Water Treatment Services

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	522,357	575,833	652,340	662,303	656,453	656,453	681,825
Materials & Supplies	234,691	256,116	257,700	269,300	269,300	269,300	290,800
Contractual/Prof Services	419,269	468,636	516,717	518,026	518,026	518,026	551,237
Direct Charges	15,853	15,347	16,072	21,177	21,177	21,177	21,780
Capital Outlay	14,413	10,686	33,250	13,125	13,125	13,125	2,250
Transfers Out	15,000	0	0	0	0	0	0
Total Requirements	**1,221,583**	**1,326,618**	**1,476,079**	**1,483,931**	**1,478,081**	**1,478,081**	**1,547,892**

Program: Utilities/Water – Water Treatment Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Plant Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Treatment Plant Specialist	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	7.00	8.00	8.00	8.00	8.00	8.00	8.00
Public Works Director							
TO: Water Distribution	(0.23)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
TO: Wastewater Collection	(0.24)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)
TO: Wastewater Treatment	(0.24)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
TO: Streets	(0.06)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
TO: Jo-Gro™	0.00	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
TO: Solid Waste Field Operations	0.00	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Treatment Plant Spec - Operations							
FROM: Wastewater Treatment	0.50	0.00	0.00	0.00	0.00	0.00	0.00
Office Assistant I							
TO: Water Distribution	(0.20)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
TO: Wastewater Collection	(0.20)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)
TO: Wastewater Treatment	(0.20)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
TO: Streets	(0.20)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
TO: Solid Waste Field Operations	0.00	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
TO: Jo-Gro™	0.00	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
Subtotal	(1.07)	(1.54)	(1.54)	(1.54)	(1.54)	(1.54)	(1.54)
Total Positions	**5.93**	**6.46**	**6.46**	**6.46**	**6.46**	**6.46**	**6.46**
Temporary/Seasonal Hours	1,300	5,415	5,415	5,450	5,450	5,450	5,450

Capital Outlay/By Item

Computers/Software/Office/Lab	15,750	5,625	5,625	5,625	2,250
Electric Crane Hoist	9,000	0	0	0	0
Improvements to Plant Drain Sump	3,500	0	0	0	0
Equip. Replace/Upgrades	5,000	7,500	7,500	7,500	0
Total Capital Outlay	**33,250**	**13,125**	**13,125**	**13,125**	**2,250**

Program: Utilities/Water – Water Distribution Services

Services Delivered:

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

The duties encompassed in these programs include water sampling, water system flushing, meter replacement, water service installation and repair, fire hydrant repair and inspection, backflow prevention inspection, water main repair, and 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'11 Anticipated Accomplishments:

Excellence in customer service and water quality shall remain the highest priorities in this activity. The annexation of one additional private water system in the Redwood area is planned to occur during the period. 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'11 activities shall include the 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'11. Substandard galvanized and low flow copper water services shall be replaced when encountered. Contract cleaning of water reservoirs will continue in FY'11.

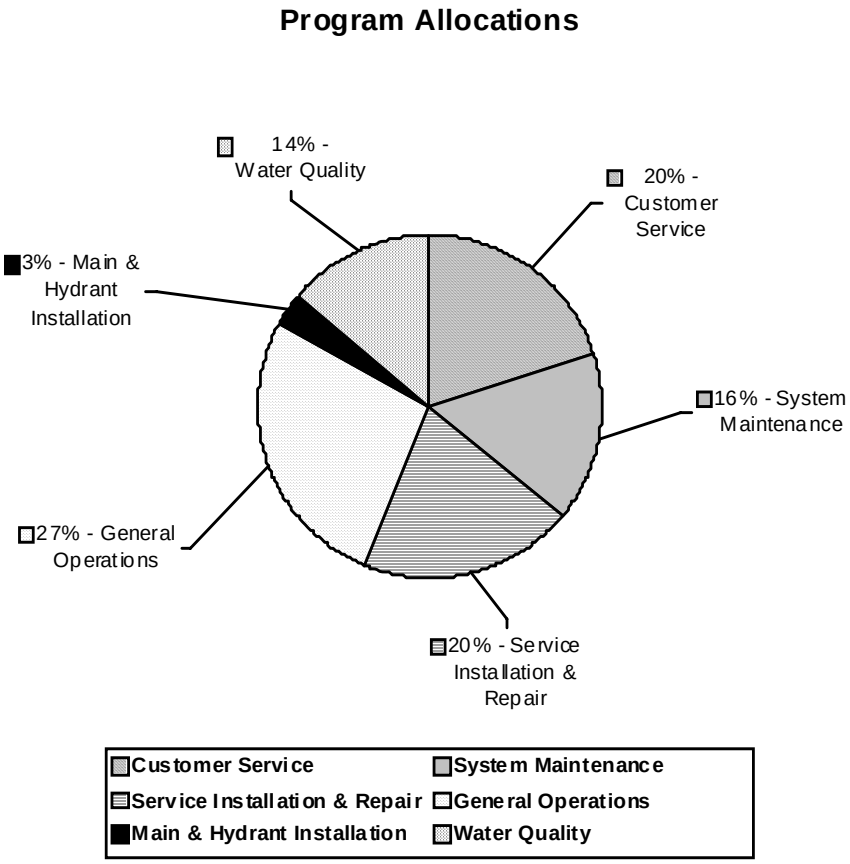
FY'11 Performance Measurements:

- 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. Financial aid for backflow device and pressure regulator installations for homeowners within newly acquired systems shall continue. 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 contract fire hydrant painting. The FY'11 capital budget contains continued funding for new water services and a replacement boring machine.

Program: Utilities/Water – Water Distribution Services



FY'10 Activity Review:

The installation of new water services significantly slowed during the period due to a downturn in the housing market. Distribution crews however remained busy adjusting existing water services, fire hydrants and public mainlines during the West Park Street Widening Project. The relocation and adjustment of water services were also completed within City sponsored sidewalk projects on Washington Blvd., Hawthorne Avenue, Foothill Blvd and Wildwood Avenue. 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 19, 2010 totaled 56, with 20 being installed by City crews. Water service replacements for the same period totaled 21. Water main repairs totaled 11 for the same period.

FY'10 Performance Indicators:

- Percentage of unaccounted water projected at 8 %: **Target met.**
- 1000 feet of pipeline flushed per labor hour: **Target not met. (Flushing did not occur)**
- 1 hour average time for service outage during emergency repairs: **Target met**.

Program: Utilities/Water – Water Distribution Services

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	598,859	612,749	699,522	723,020	715,935	715,935	749,007
Materials & Supplies	106,736	118,168	121,247	127,177	127,177	127,177	127,177
Contractual/Prof Services	240,732	225,714	284,773	264,031	264,031	264,031	269,158
Direct Charges	37,099	40,953	42,851	51,492	51,492	51,492	52,247
Capital Outlay	39,528	70,643	65,000	55,000	55,000	55,000	53,000
Transfers Out	11,000	0	0	0	0	0	0
Total Requirements	**1,033,954**	**1,068,227**	**1,213,393**	**1,220,720**	**1,213,635**	**1,213,635**	**1,250,589**

Program: Utilities/Water – Water Distribution Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Utility Field Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Specialist*	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker*	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Public Works Director							
FROM: Water Treatment	0.23	0.15	0.15	0.15	0.15	0.15	0.15
Utility Field Superintendent							
TO: Wastewater Collection	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Municipal Service Worker							
TO: Wastewater Collection	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Office Assistant I							
TO: Waste Water Collection	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Office Assistant I							
FROM: Water Treatment	0.20	0.15	0.15	0.15	0.15	0.15	0.15
Subtotal	(1.07)	(1.20)	(1.20)	(1.20)	(1.20)	(1.20)	(1.20)
Total Positions	**8.93**	**8.80**	**8.80**	**8.80**	**8.80**	**8.80**	**8.80**
Temporary/Seasonal Hours	2,400	2,400	2,400	2,400	2,400	2,400	2,400

* 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

Boring Machine	0	5,000	5,000	5,000	0
Reservoir #7 Land Payment	1,000	1,000	1,000	1,000	1,000
New Water Services	60,000	45,000	45,000	45,000	48,000
Computers	4,000	4,000	4,000	4,000	4,000
Total Capital Outlay	**65,000**	**55,000**	**55,000**	**55,000**	**53,000**

Program: Utilities/Water – Customer Services

Services Delivered:

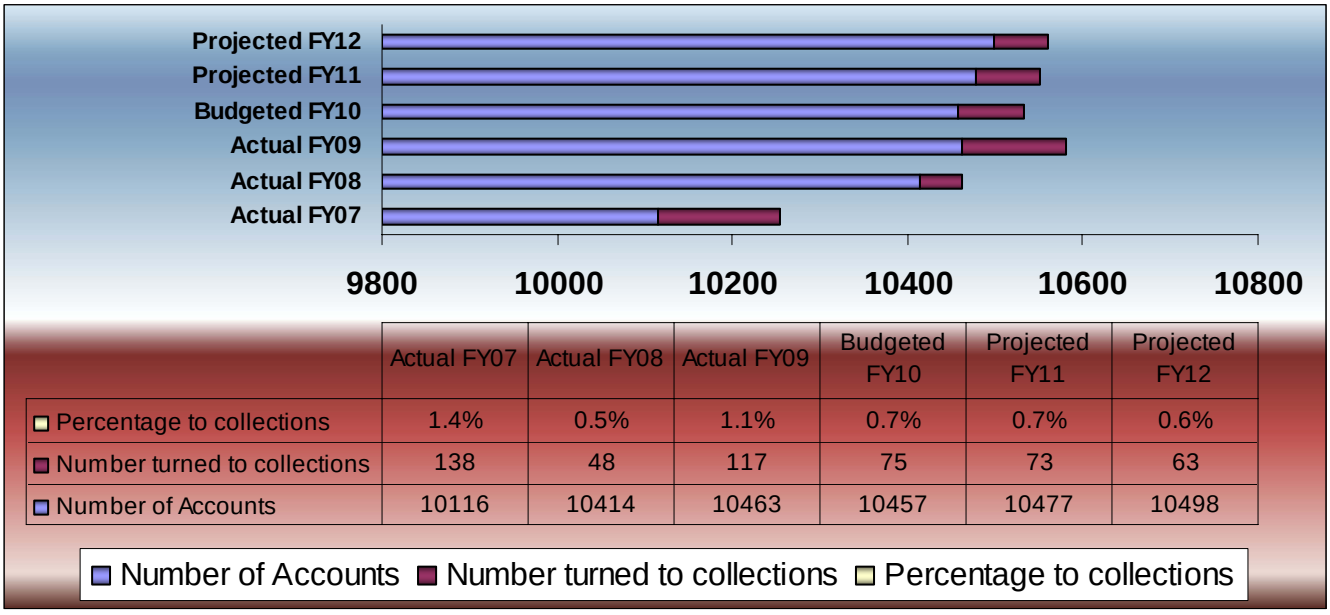
This activity includes billing services provided by the Finance Department and Engineering Services from the Community Development Department.

FY'11 Anticipated Accomplishments:

The Customer Services activity will bill about 10,457 customers monthly in FY'11 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.

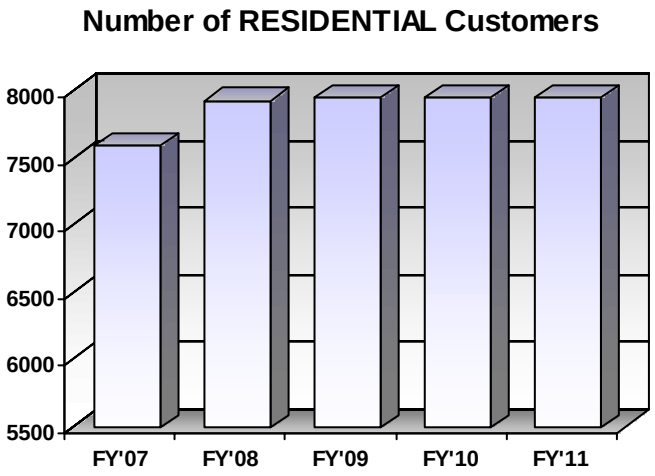
FY'11 Performance Measurements:

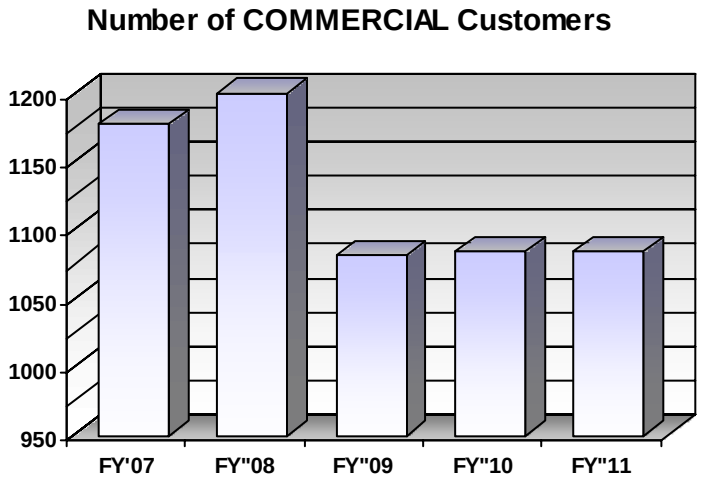
In an effort to decrease costs and increase efficiencies the Customer Service Department seeks to collect all costs associated with the utility from the individual responsible for the account. Turning accounts over to collections often results in a revenue loss for the utility. The Customer Service Department strives to turn over less than 1% of overall accounts to collections. The chart below details past, current, and future projected collections statistics for City billed water utility accounts.

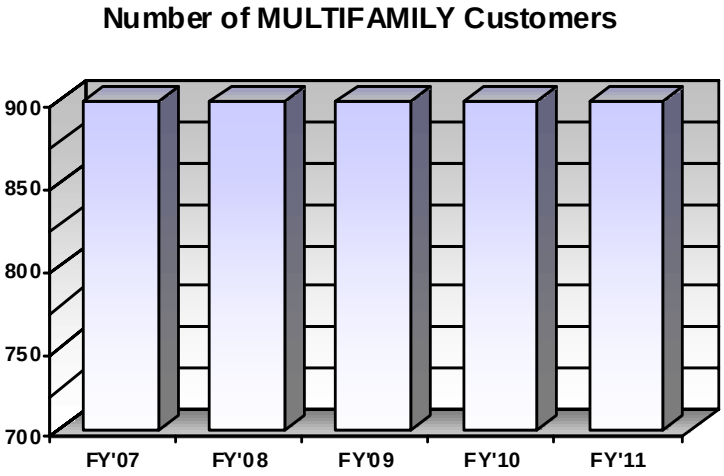


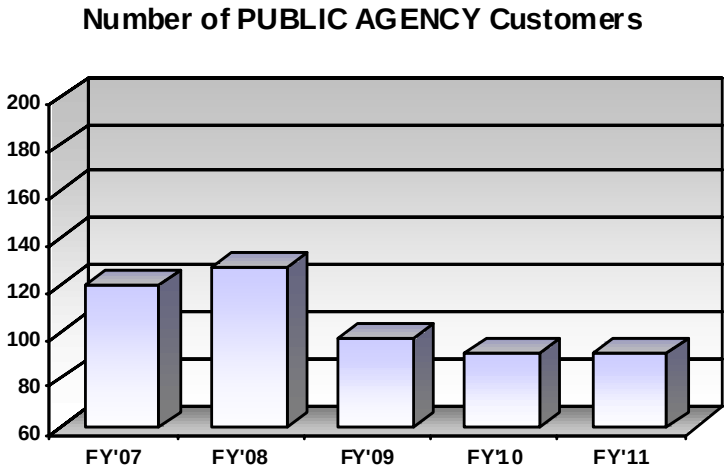
	Actual FY07	Actual FY08	Actual FY09	Budgeted FY10	Projected FY11	Projected FY12
Percentage to collections	1.4%	0.5%	1.1%	0.7%	0.7%	0.6%
Number turned to collections	138	48	117	75	73	63
Number of Accounts	10116	10414	10463	10457	10477	10498

Program: Utilities/Water – Customer Services









Program: Utilities/Water – Customer Services

Budget Highlights:

The FY'11 budget includes a reduction in costs associated with personnel directly related to payment processing through the automation of accounts receivable payment processing procedures.

FY'10 Performance Indicators:

- A Water Quality Report will be issued to all water consumers. **Goal#IV Target met.**
- Ensure that customers receive timely and accurate information involving their water utility service during the construction phases of utility improvement projects. **Goal#I Target met.**
- Fees and charges applicable to delinquent accounts will be reviewed for recovery of cost and recommendations presented to Council. **Goal#VI Target not met.**

Program: Utilities/Water – Customer Services

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	37,064	27,628	29,210	33,330	33,330	33,330	34,520
Direct Charges	355,448	335,341	367,745	343,420	343,420	343,420	348,940
Total Requirements	**392,512**	**362,969**	**396,955**	**376,750**	**376,750**	**376,750**	**383,460**

Program: Utilities/Water – Debt Service

Services Delivered:

This activity accounts for the repayment of water bonds that were sold. In December of 2009 the Water Bonds were refinanced for a present value savings of $68,419 over the life of the new bond.

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:

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

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.

Program: Utilities/Water – Debt Service

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Debt Service	416,989	422,836	424,123	399,200	399,200	399,200	397,800
Total Requirements	**416,989**	**422,836**	**424,123**	**399,200**	**399,200**	**399,200**	**397,800**

Program: Utilities/Water – General Program Operations

Services Delivered:

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

Program: Utilities/Water – General Program Operations

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Materials & Supplies	0	0	100	240	240	240	240
Contractual/Prof Services	400	2,046	20,400	10,100	10,100	10,100	10,100
Direct Charges	0	0	0	9,500	9,500	9,500	9,500
Contingencies	0	0	323,198	1,004,389	1,017,324	1,017,324	1,088,261
Indirect Charges	301,189	280,218	309,799	318,000	318,000	318,000	325,000
Transfers Out	550,000	723,725	605,166	655,531	655,531	655,531	385,102
Ending Balance	1,105,142	1,272,203	967,558	0	0	0	0
Total Requirements	**1,956,731**	**2,278,192**	**2,226,221**	**1,997,760**	**2,010,695**	**2,010,695**	**1,818,203**

Program: Utilities/Water – Debt Service Reserve Fund

Services Delivered/ Budget Highlights:

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

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

Program: Utilities/Water – Debt Service Reserve Fund

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	408,000	408,000	408,000	0	0	0	0
Total Resources	**408,000**	**408,000**	**408,000**	**0**	**0**	**0**	**0**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Ending Balance	408,000	408,000	408,000	0	0	0	0
Total Requirements	**408,000**	**408,000**	**408,000**	**0**	**0**	**0**	**0**

Program: Utilities/Water – Capital Construction

Basic Functions:

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

Activity Highlights:

The water system includes the treatment plant, eight reservoirs, thirteen pump stations and 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:

New this year, we have separated the active projects from the projects that are completed or cancelled and currently being closed out. The Active Capital Project list includes projects coming to a close in FY'10 but which are not finalized at this time.

The project listing now shows resources across the columns. Columns show the Actual resources through FY'09, the re-assessed resource needs of projects using current data for the "Revised FY'10" column, guiding our "Recommended FY'11" and resources estimated "Through FY'11". We have added "Future Years" and "Total Project" columns. The "Future Years" column includes resources shown on the individual project narrative pages as "FY'12 Projected" and "Future".

Program: Utilities/Water – Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'09	Revised FY'10	Recommend FY'11	Total Through FY'11	Future Years	Total Project
WA4258	Fire Hydrant New Install	75,000	0	0	75,000	0	75,000
WA4526	Starlite Pump Station Upgrade	210,000	0	0	210,000	0	210,000
WA4693	Booster Station Pump and Motor Rebuilds	75,000	15,000	15,000	105,000	45,000	150,000
WA4742	Meadow Wood Reservoir #16-Site Purch.	50,000	0	63,000	113,000	37,000	150,000
WA4841	Small Main Replacement	150,000	10,000	100,000	260,000	200,000	460,000
WA4863	Hilltop Fire Pump Station Upgrade	476,000	230,000	0	706,000	0	706,000
WA4965	WTP Solids Handling	1,200,000	0	100,000	1,300,000	2,200,000	3,500,000
WA4966	Water Conservation & Mgmt Plan Updt	80,000	(30,000)	0	50,000	0	50,000
WA4967	Plant Landscaping	100,000	10,000	0	110,000	0	110,000
WA4968	Influent Pump VFD's	150,000	70,000	0	220,000	0	220,000
WA4971	Meadow Wood Reservoir No. 16	0	50,000	0	50,000	1,000,000	1,050,000
WA5027	Leonard Road Water Line Loop 2	145,000	(70,000)	0	75,000	0	75,000
WA5028	Water Main on Private Property	20,000	0	30,000	50,000	0	50,000
WA5094	Water Distrib. System Master Plan Update	25,000	75,000	20,000	120,000	0	120,000
WA5096	WTP Structural Repairs	90,000	70,000	0	160,000	288,000	448,000
WA5097	Feasibility of On-Site CHL2 Generation	0	10,000	0	10,000	40,000	50,000
WA5098	Air Scour in Filters	0	0	0	0	400,000	400,000
WA6000	MSA Task Order #1	40,000	20,000	20,000	80,000	60,000	140,000
WA6001	Water Main Looping	20,000	(5,000)	20,000	35,000	80,000	115,000
WA6002	WTP Facility Plan Update	0	10,000	90,000	100,000	0	100,000
WA6044	Meadow Wood #10 Elderberry/Windham	0	25,000	0	25,000	0	25,000
Fund 758	Miscellaneous Water Projects - General	348,709	126,035	15,531	490,275	(3,752,898)	(3,262,623)
Fund 759	Miscellaneous Water Projects - LID's	13,530	(949)	0	12,581	0	12,581
Fund 752	Miscellaneous Water Projects - SDC's	108,187	159,813	(31,560)	236,440	(442,064)	(205,624)
Fund 755	Miscellaneous Water Projects - AFD's	3,243	(443)	1,500	4,300	1,500	5,800
NEW PROJECTS							
WA6052	Reservoir No. 3 Upgrades	0	50,000	73,000	123,000	1,377,000	1,500,000
WA6057	Backwash Pump Redundancy	0	0	150,000	150,000	0	150,000
WA6058	Water System Security Projects	0	0	20,000	20,000	80,000	100,000
WA6059	Pump Station Repairs	0	0	25,000	25,000	75,000	100,000
WA6060	Solids Handling Pads WTP, Pond, & Jo-Gro	0	0	84,000	84,000	116,000	200,000
WA6061	WTP Roof Replacement	0	20,000	90,000	110,000	0	110,000
	Total Projects	**3,379,669**	**844,456**	**885,471**	**5,109,596**	**1,804,538**	**6,914,134**

ALL CLOSED OR CANCELLED CAPITAL PROJECT: RESOURCES

WA4739	Foothill Zone 2 Loop - Ament Road	69,087	(64,068)	0	5,019	0	5,019
WA4969	Reservoir #3 Valve House/Overflow Renov.	75,000	28,000	0	103,000	0	103,000
WA5026	Leonard Road Water Line Loop 1	280,020	(9,000)	0	271,020	0	271,020
WA5059	Williams Hwy. Waterline Fill In	630,000	(5,801)	0	624,199	0	624,199
WA5095	Source Water Protection Plan	0	0	0	0	0	0
WA6024	10th Street 2" Water Line	0	42,000	0	42,000	0	42,000
	Total Projects	**1,054,107**	**(8,869)**	**0**	**1,045,238**	**0**	**1,045,238**

Program: Utilities/Water – Capital Construction

Financial Summary

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Fund Balance	2,351,648	3,025,647	1,936,751	1,578,226	1,578,226	1,578,226	623,360
Resources							
State Grant-Oregon Energy Trust	0	0	50,000	0	0	0	0
SDC - Revenues	20,668	10,368	35,250	170,440	170,440	170,440	187,484
SDC - Reimbursement Fee	263,038	139,531	350,000	0	0	0	0
SDC - Improvement Fee	207,766	115,730	305,000	0	0	0	0
SDC - Admin Fee	7,230	4,086	11,500	0	0	0	0
SDC - Various	26,590	20,209	12,750	0	0	0	0
Investment Interest	131,752	66,532	34,500	19,500	19,500	19,500	19,500
Transportation Capital Projects	0	0	0	163,000	163,000	163,000	0
Lands & Buildings Capital Projects	0	0	0	0	0	0	0
General Program - Water	429,000	314,557	605,166	522,531	522,531	522,531	385,102
Water Treatment	15,000	0	0	0	0	0	0
Sale of Assets (Land)	45,000	0	0	0	0	0	0
Advance Finance Revenues	64,828	16,077	55,000	10,000	10,000	10,000	10,000
Other	0	78	0	0	0	0	0
Total Current Resources	1,210,872	687,168	1,459,166	885,471	885,471	885,471	602,086
Total Resources	**3,562,520**	**3,712,815**	**3,395,917**	**2,463,697**	**2,463,697**	**2,463,697**	**1,225,446**
Requirements							
Capital Outlay	536,873	1,455,551	2,018,459	1,680,337	1,680,337	1,680,337	903,019
Transfer Out	0	0	72,000	160,000	160,000	160,000	200,000
Appropriated Fund Balance	3,025,647	2,257,264	1,305,458	623,360	623,360	623,360	122,427
Total Requirements	**3,562,520**	**3,712,815**	**3,395,917**	**2,463,697**	**2,463,697**	**2,463,697**	**1,225,446**

WASTEWATER

ACTIVITIES

∗Wastewater Collection Services

∗Wastewater Treatment Services

∗Jo-Gro™

∗Wastewater Customer Service

∗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 FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	12,666,511	8,295,278	9,118,065	8,154,376	8,154,376	8,154,376	8,399,006
Total Resources	**12,666,511**	**8,295,278**	**9,118,065**	**8,154,376**	**8,154,376**	**8,154,376**	**8,399,006**
Requirements							
Wastewater Collection	535,541	590,290	651,601	677,382	670,297	670,297	697,193
Wastewater Treatment	1,387,752	1,414,713	1,576,493	1,664,128	1,657,043	1,657,043	1,715,836
Jo-Gro™	494,695	539,576	558,004	562,037	562,037	562,037	574,906
Customer Services	261,379	259,713	279,607	275,250	275,250	275,250	281,320
Debt Services	492,101	491,992	495,250	501,313	501,313	501,313	491,712
General Program Operations	1,901,629	1,694,979	1,813,943	1,818,222	1,832,392	1,832,392	2,363,279
SRF Debt Reserve	500,899	500,899	500,899	0	0	0	0
Capital Construction	7,092,515	2,803,116	3,242,268	2,656,044	2,656,044	2,656,044	2,274,760
Total Requirements	**12,666,511**	**8,295,278**	**9,118,065**	**8,154,376**	**8,154,376**	**8,154,376**	**8,399,006**

Program: Utilities/Wastewater Program

Mission Statement:

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

Services Delivered:

The process of collection, treatment and disposal of wastewater is one of the basic functions of our City. With primary focus on public safety and the environment, this utility collects wastewater from customers, conveys 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'11 Anticipated Accomplishments:

- Water Restoration Plant roof is expected to be replaced.
- Jo-Gro™ storm water improvements expected to be constructed.
- 5th Street sanitary sewer collection line is expected to be replaced.
- 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.

FY'10 Activity Review:

- Bridge Street Pump station improvements to increase pumping capacity were completed.
- I Street to J Street alley sewer improvement project was constructed.
- Collection System TV van will be replaced at end of FY'10/beginning of FY'11.

Program: Utilities/Wastewater Program

Program Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	343,018	382,646	672,046	535,202	535,202	535,202	1,104,336
Current Resources							
Activity Generated							
Sewage Fees	4,410,115	4,319,909	4,371,512	4,629,530	4,629,530	4,629,530	4,678,810
Redwood Sewer District	234,998	211,282	255,000	236,000	236,000	236,000	251,000
Solid Waste Agency	0	2,856	0	0	0	0	0
Direct Charges	7,460	7,269	11,540	9,500	9,500	9,500	9,500
Revenue Other Agencies	12,710	20,931	21,200	25,000	25,000	25,000	25,000
Interest	11,384	7,388	6,000	5,500	5,500	5,500	5,500
Other Revenue	53,412	38,982	37,600	50,100	50,100	50,100	50,100
Transfer from Land & Bldgs.	0	0	0	7,500	7,500	7,500	0
Debt Service Reserve	500,899	500,899	500,899	0	0	0	0
Capital Construction	7,092,515	2,803,116	3,242,268	2,656,044	2,656,044	2,656,044	2,274,760
Total Current Resources	12,323,493	7,912,632	8,446,019	7,619,174	7,619,174	7,619,174	7,294,670
Total Resources	**12,666,511**	**8,295,278**	**9,118,065**	**8,154,376**	**8,154,376**	**8,154,376**	**8,399,006**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Wastewater Collection	535,541	560,290	621,601	677,382	670,297	670,297	697,193
Wastewater Treatment	1,367,752	1,414,713	1,576,493	1,664,128	1,657,043	1,657,043	1,715,836
Customer Services	261,379	259,713	279,607	275,250	275,250	275,250	281,320
Jo-Gro™	494,695	539,576	558,004	562,037	562,037	562,037	574,906
General Program Operations	72,381	40,271	49,579	19,850	19,850	19,850	19,850
Capital Construction	7,092,515	2,803,116	3,242,268	2,656,044	2,656,044	2,656,044	2,274,760
Contingency	0	0	368,902	1,090,166	1,104,336	1,104,336	1,225,190
Indirect Charges	316,602	286,823	314,701	330,000	330,000	330,000	329,300
Debt Service	492,101	491,992	495,250	501,313	501,313	501,313	491,712
Transfers Out	1,150,000	896,664	1,017,834	378,206	378,206	378,206	788,939
Ending Balance	382,646	501,221	92,927	0	0	0	0
Debt Service Reserve	500,899	500,899	500,899	0	0	0	0
Total Requirements	**12,666,511**	**8,295,278**	**9,118,065**	**8,154,376**	**8,154,376**	**8,154,376**	**8,399,006**

Program: Utilities/Wastewater – Wastewater Collection

Services Delivered:

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

FY'11 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 six 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.

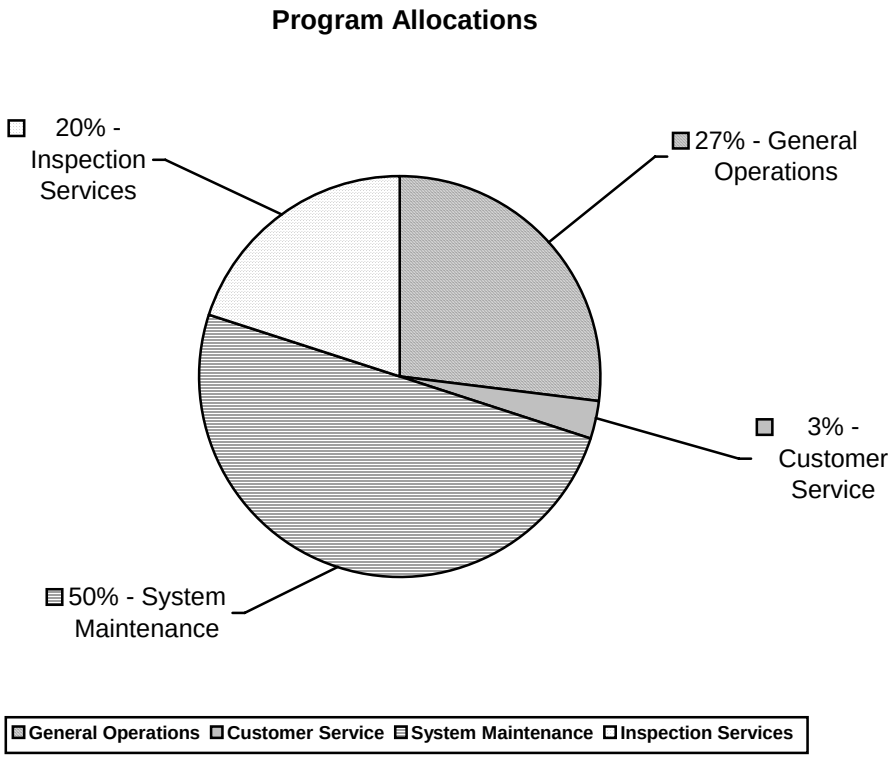
FY'11 Performance Measurements:

- 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'11. However, the slowing of new development continues to provide the department with the opportunities to focus on existing system maintenance. The FY'11 budget contains continued funding for emergency contract sewer line repairs and root foaming. The capital outlay budget contains continued funding for new sewer manholes to improve access as well as funding for the purchase of stainless steel repair sleeves to complete trenchless pipe repairs.

Program: Utilities/Wastewater – Wastewater Collection



FY'10 Activity Review:

Crews provided TV inspection services during the replacement of aging clay sewer mains in a public alley located between SE I & J Streets and east of SE 9TH Street to the City Maintenance Yard. While cleaning and TV inspection services of new sewer lines and manholes remained slow during FY'10, routine cleaning of the existing collection system increased during the period. Re-inspection of existing sewer lines, to document changes in pipeline conditions, continued at an increased pace, utilizing "tilt-and-pan camera technology". Contract routine cleaning services for the RSSSD system continued during FY'10. Other services for the district, such as utility locates and forced sewer line maintenance, also continued during the period.

FY'10 Performance Indicators:

- No public sewer system overflows: **Target not met.**
- 340 feet of sewer line cleaned per labor hour: **Target not met.**
- 212 feet of sewer line TV inspected per hour: **Target not met.**
- 1 hour average response time for sewer blockages: **Target met.**

Program: Utilities/Wastewater – Wastewater Collection

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	390,581	375,620	429,068	448,596	441,511	441,511	466,845
Materials & Supplies	11,401	13,140	18,194	25,220	25,220	25,220	25,220
Contractual/Prof Services	80,735	91,973	108,846	120,276	120,276	120,276	121,083
Direct Charges	50,389	50,122	53,737	61,530	61,530	61,530	62,285
Capital Outlay	2,435	29,435	11,756	21,760	21,760	21,760	21,760
Transfers Out	0	30,000	30,000	0	0	0	0
Total Requirements	**535,541**	**590,290**	**651,601**	**677,382**	**670,297**	**670,297**	**697,193**

Program: Utilities/Wastewater – Wastewater Collection

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Utility Worker*	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Subtotal	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Public Works Director							
From: Water Treatment	0.23	0.08	0.08	0.08	0.08	0.08	0.08
Utility Field Superintendent							
From: Water Distribution	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Utility Worker*							
From: Water Distribution	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Office Assistant I							
From: Water Distribution	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Office Assistant I							
From: Water Treatment	0.20	0.08	0.08	0.08	0.08	0.08	0.08
Subtotal	1.93	1.66	1.66	1.66	1.66	1.66	1.66
Total Positions	**5.93**	**5.66**	**5.66**	**5.66**	**5.66**	**5.66**	**5.66**

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

Capital Outlay/By Item

Trenchless Repair Sleeves	0	10,000	10,000	10,000	10,000
Manholes	7,500	7,500	7,500	7,500	7,500
Computers	4,256	4,260	4,260	4,260	4,260
Total Capital Outlay	**11,756**	**21,760**	**21,760**	**21,760**	**21,760**

Program: Utilities/Wastewater – Wastewater Treatment

Services Delivered:

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

FY'11 Anticipated Accomplishments:

Treating the community's wastewater to meet State and Federal standards will remain the main objective of this activity. Additionally, this activity will continue to update the Pretreatment Program manual and Sewer Use Ordinance to comply with new EPA regulations.

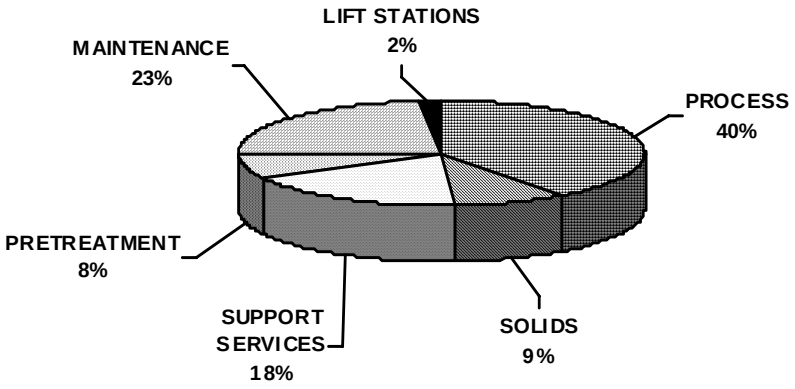
FY'11 Performance Measurements:

- 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 additional contractual laboratory costs for effluent analysis as required in SB737-Persistent Priority Pollutants. Purchase a new Lap Top computer for programming controllers at the pump stations.

PERCENT OF TOTAL BUDGET



FY'10 Activity Review:

During the 2010 budget year, this activity will treat an estimated 2.05 billion gallons of wastewater and transport an estimated 1.8 million pounds of Biosolids to the Jo-Gro™ Co-Composting facility.

FY'10 Performance Indicators:

- Treated wastewater will meet or exceed State and Federal effluent standards 100 percent of the time.
  Goal#III Target met.

- Operation and maintenance costs per million gallons of wastewater treated will be 715 dollars.
  Goal#III Target will not be met. *Estimated costs are $750 per million gallons.*

- Operation and maintenance costs per pound of BOD treated will be 47 cents.
  Goal#III Target will not be met. *Actual costs are estimated to be 57 cents.*

- Operation and maintenance costs for Biosolids disposal will be 10 cents per pound.
  Goal#III Target met. *Actual costs are estimated to be eight cents per pound.*

Program: Utilities/Wastewater – Wastewater Treatment

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	553,013	583,061	729,663	748,041	740,956	740,956	775,404
Materials & Supplies	206,200	204,804	207,450	218,700	218,700	218,700	220,200
Contractual/Prof Services	580,475	601,802	622,239	678,605	678,605	678,605	701,147
Direct Charges	16,975	13,915	17,141	15,282	15,282	15,282	15,885
Capital Outlay	11,089	11,131	0	3,500	3,500	3,500	3,200
Transfers Out	20,000	0	0	0	0	0	0
Total Requirements	**1,387,752**	**1,414,713**	**1,576,493**	**1,664,128**	**1,657,043**	**1,657,043**	**1,715,836**

Program: Utilities/Wastewater – Wastewater Treatment

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Utility Plant Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Treatment Plant Specialist	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Utility Specialist*	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker*	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Subtotal	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Public Works Director							
From: Water Treatment	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Utility Plant Superintendent							
To: Jo-Gro™	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)
Trmt. Plant Spec – Operations							
To: Jo-Gro™	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
Trmt. Plant Spec – Maintenance							
To: Water Treatment	(0.50)	0.00	0.00	0.00	0.00	0.00	0.00
Utility Worker*							
To: Jo-Gro™	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Office Assistant I							
From: Water Treatment	0.20	0.23	0.23	0.23	0.23	0.23	0.23
Subtotal	(1.12)	(0.59)	(0.59)	(0.59)	(0.59)	(0.59)	(0.59)
Total Positions	**8.88**	**9.41**	**9.41**	**9.41**	**9.41**	**9.41**	**9.41**

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

Capital Outlay/By Item

Computers	0	3,500	3,500	3,500	3,200
Total Capital Outlay	**0**	**3,500**	**3,500**	**3,500**	**3,200**

Program: Utilities/Wastewater – JO-GRO™

Services Delivered:

This activity accepts greenwaste from the community and grinds the greenwaste to create a product that can be composted with wastewater bio-solids from the City's Water Restoration Plant. The Co-Compost material is screened after 6-8 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'11 Anticipated Accomplishments:

Processing the City's wastewater bio-solids with greenwaste to produce an "Exceptional quality" Co-Compost will continue to be the primary goal of this activity. Purchase and installation of a SCADA computer is also anticipated.

FY'11 Performance Measurements:

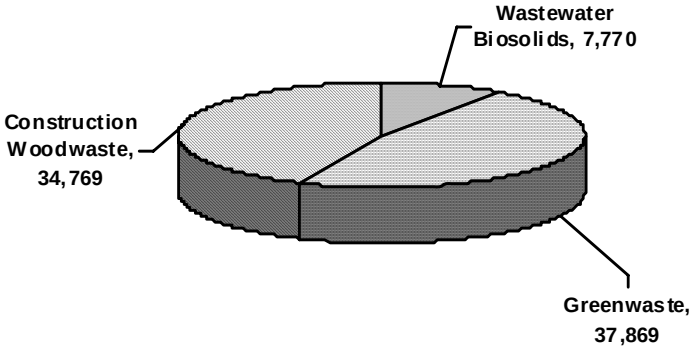
- The Jo-Gro™ facility will process the City's wastewater bio-solids 100 percent of the time.
- The finished Co-Compost will meet or exceed State and Federal standards for an "Exceptional quality class A" product 100 percent of the time.
- Sell 100 percent of the finished Co-Compost material produced.

Budget Highlights:

A new SCADA computer will be installed at Jo-Gro™ to record operational data from the composting process and Landfill flare system.

Program: Utilities/Wastewater – JO-GRO™

CUBIC YARDS OF MATERIALS RECEIVED FY'09



FY'10 Activity Review:

This activity will process an estimated 38,000 cubic yards of loose greenwaste material, 7,600 cubic yards of wastewater bio-solids and sell an estimated 7,600 cubic yards of finished compost during the FY'10 budget year. In addition, an estimated 36,000 cubic yards of Construction wood waste will be recycled by BioMass One.

FY'10 Performance Indicators:

- The Jo-Gro™ facility will process 100 percent of the City's wastewater solids. **Goal#III Target met.**
- The finished co-compost will meet or exceed State and Federal standards 100 percent of the time. **Goal#III Target met.**
- Market 100 percent of the finished compost material produced. **Goal#VI Target met.**
- Greenwaste received will be processed into compost 100 percent of the time. **Goal#III Target met.**

Program: Utilities/Wastewater – JO-GRO™

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	272,663	285,820	299,170	294,589	294,589	294,589	303,549
Materials & Supplies	64,505	80,540	85,450	88,450	88,450	88,450	89,450
Contractual/Prof Services	156,578	161,010	173,045	174,498	174,498	174,498	180,407
Direct Charges	949	339	339	0	0	0	0
Capital Outlay	0	11,867	0	4,500	4,500	4,500	1,500
Total Requirements	**494,695**	**539,576**	**558,004**	**562,037**	**562,037**	**562,037**	**574,906**

Program: Utilities/Wastewater – JO-GRO™

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Utility Specialist*	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker*	2.00	1.00	2.00	2.00	2.00	2.00	2.00
Municipal Service Aide	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Subtotal	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Public Works Director							
From: Water Treatment	0.00	0.03	0.03	0.03	0.03	0.03	0.03
Utility Plant Superintendent							
From: Wastewater Treatment	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Utility Worker							
From: Wastewater Treatment	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Trmt. Plant Spec. – Maintenance							
From: Wastewater Treatment	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Office Assistant							
From: Water Treatment	0.00	0.03	0.03	0.03	0.03	0.03	0.03
Subtotal	1.05	1.11	1.11	1.11	1.11	1.11	1.11
Total Positions	**4.05**	**4.11**	**4.11**	**4.11**	**4.11**	**4.11**	**4.11**

*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	0	4,500	4,500	4,500	1,500
Total Capital Outlay	**0**	**4,500**	**4,500**	**4,500**	**1,500**

Program: Utilities/Wastewater – Customer Service

Services Delivered:

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

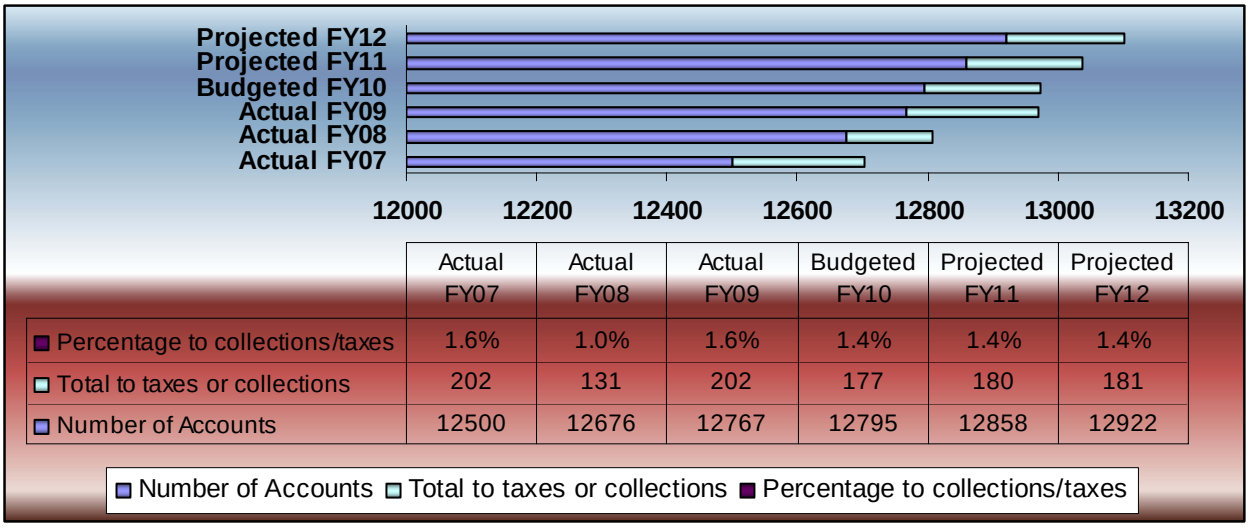
FY'11 Anticipated Accomplishments:

The activity provides for direct customer services and engineering support for developers. This activity focuses on the City Council goals of **Management** and **Growth Management**, 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 10,564 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.

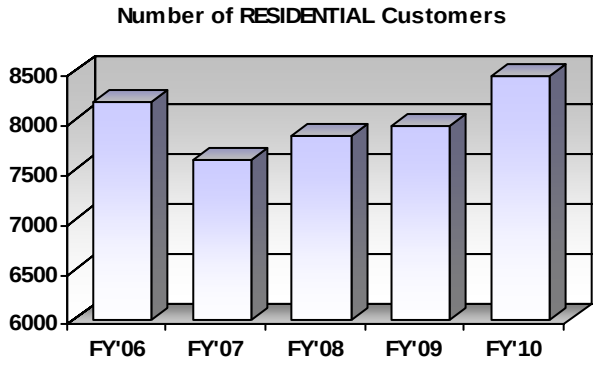
FY'11 Performance Measurements:

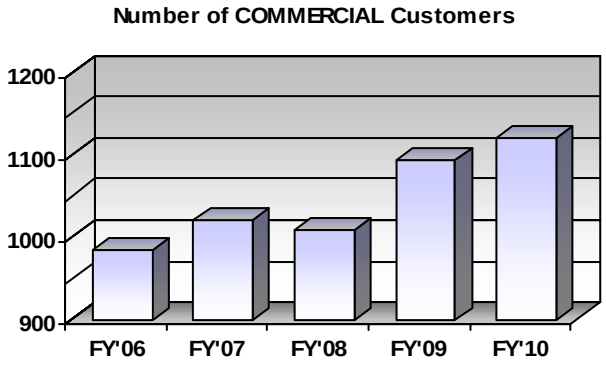
In an effort to decrease costs and increase efficiencies, the Customer Service Department seeks to collect all costs associated with the utility from the individual responsible for the account. Turning accounts over to collections often results in a revenue loss for the utility. The Customer Service Department strives to turn over less than 2% of overall accounts to collections. The chart below details past, current and future projected collections statistics for City billed sewer accounts which include City Sewer, Harbeck-Fruitdale Sewer District and Redwood Sanitary Sewer Services District.

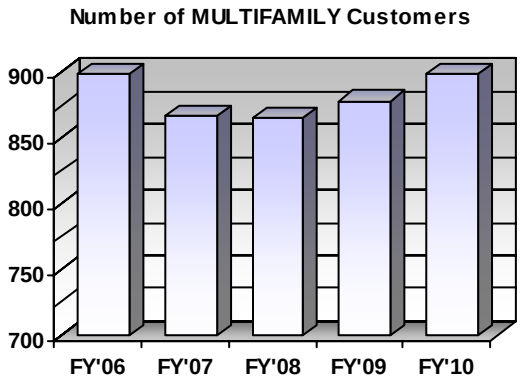


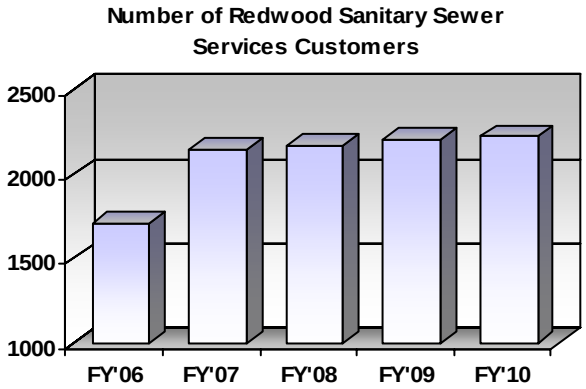
	Actual FY07	Actual FY08	Actual FY09	Budgeted FY10	Projected FY11	Projected FY12
Percentage to collections/taxes	1.6%	1.0%	1.6%	1.4%	1.4%	1.4%
Total to taxes or collections	202	131	202	177	180	181
Number of Accounts	12500	12676	12767	12795	12858	12922

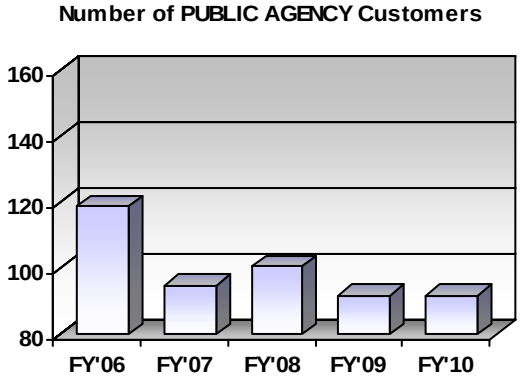
Program: Utilities/Wastewater – Customer Service

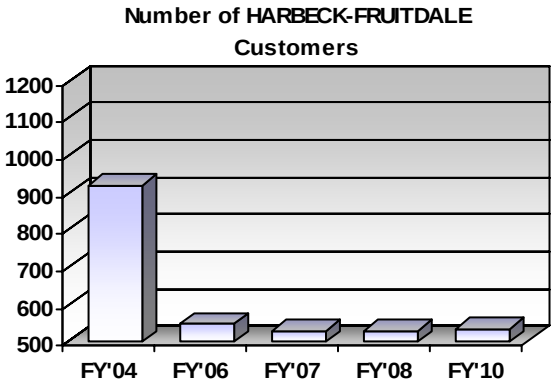












Note: Harbeck-Fruitdale numbers decline as properties are annexed and moved into appropriate class groups. Harbeck-Fruitdale customers have been included with the City Sewer customer numbers.

Program: Utilities/Wastewater – Customer Service

Budget Highlights:

The FY'11 budget includes a reduction in cost associated with personnel and an increase in the efficiencies through the automation of payment processing.

FY'10 Performance Indicators:

- Review and update the delinquency processing procedures to ensure accurate and timely notification of property owners. **Goal#VI Target met.**

- An audit of all sewer permits will be performed in order to ensure proper billing of all City sewer services. **Goal#VI Target met.**

- Delinquent sewer only accounts will be turned over to the County Assessor for processing as liens through property tax collection. **Goal#VI Target met.**

Program: Utilities/Wastewater – Customer Service

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	34,513	23,815	35,660	27,000	27,000	27,000	27,970
Direct Charges	226,866	235,898	243,947	248,250	248,250	248,250	253,350
Total Requirements	**261,379**	**259,713**	**279,607**	**275,250**	**275,250**	**275,250**	**281,320**

Program: Utilities/Wastewater – Debt Service

Services Delivered:

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

FY'11 Anticipated Accomplishments:

Semi-annual interest payments and annual principal payments on the new bond issue will begin in June of 2010. Payments will continue through June 2023.

Budget Highlights:

The new bond debt will be payable over thirteen years at an interest rate of 3.05%. Payment of principle will begin in June of 2010.

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

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

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

The Debt Service schedule is in Appendix P.

Program: Utilities/Wastewater – Debt Service

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Debt Service	492,101	491,992	495,250	501,313	501,313	501,313	491,712
Total Requirements	**492,101**	**491,992**	**495,250**	**501,313**	**501,313**	**501,313**	**491,712**

Program: Utilities/Wastewater – General Program Operations

Services Delivered:

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

FY'11 Anticipated Accomplishments:

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

Program: Utilities/Wastewater – General Program Operations

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Direct Charges	0	0	0	9,500	9,500	9,500	9,500
Contractual/Prof Services	72,381	40,271	49,579	10,350	10,350	10,350	10,350
Contingencies	0	0	368,902	1,090,166	1,104,336	1,104,336	1,225,190
Indirect Charges	316,602	286,823	314,701	330,000	330,000	330,000	329,300
Transfers Out	1,130,000	866,664	987,834	378,206	378,206	378,206	788,939
Ending Balance	382,646	501,221	92,927	0	0	0	0
Total Requirements	**1,901,629**	**1,694,979**	**1,813,943**	**1,818,222**	**1,832,392**	**1,832,392**	**2,363,279**

Program: Utilities/Wastewater – Debt Service Reserve Fund

Services Delivered/ Budget Highlights:

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

Program: Utilities/Wastewater – Debt Service Reserve Fund

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	500,899	500,899	500,899	0	0	0	0
Total Resources	**500,899**	**500,899**	**500,899**	**0**	**0**	**0**	**0**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Ending Balance	500,899	500,899	500,899	0	0	0	0
Total Requirements	**500,899**	**500,899**	**500,899**	**0**	**0**	**0**	**0**

Program: Utilities/Wastewater – Capital Construction

Basic Functions:

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

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Project Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Activity Highlights:

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

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

Budget Highlights:

New this year, we have separated the active projects from the projects that are completed or cancelled and currently being closed out. The Active Capital Project list includes projects coming to a close in FY'10 but which are not finalized at this time.

The project listing now shows resources across the columns. Columns show the Actual resources through FY'09, the re-assessed resource needs of projects using current data for the "Revised FY'10" column, guiding our "Recommended FY'11" and resources estimated "Through FY'11". We have added "Future Years" and "Total Project" columns. The "Future Years" column includes resources shown on the individual project narrative pages as "FY'12 Projected" and "Future".

Program: Utilities/Wastewater – Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'09	Revised FY'10	Recommend FY'11	Total Through FY'11	Future Years	Total Project
SE4161	Accelerated Maintenance	291,641	50,000	50,000	391,641	200,000	591,641
SE4745	WRP/Jo-Gro™ Equipment Improve	200,000	50,000	50,000	300,000	200,000	500,000
SE4960	Jo-Gro™ Miscellaneous Upgrades	155,000	174,000	0	329,000	150,000	479,000
SE4962	Bridge Street Pump Station Improve.	487,000	0	0	487,000	0	487,000
SE4963	Update WRP Facility Plan	250,000	0	0	250,000	0	250,000
SE4964	WRP Phase 2 Expansion	271,000	391,000	100,000	762,000	9,208,000	9,970,000
SE4998	Indust. Pretreatment Program Updt.	210,000	(30,000)	0	180,000	0	180,000
SE5048	Gilbert Creek SS Crossing Repair	40,000	0	0	40,000	0	40,000
SE5060	General Engineering	30,000	15,000	15,000	60,000	60,000	120,000
SE5080	WRP Structural Repairs	75,000	(25,000)	0	50,000	261,000	311,000
SE5081	Collection System Master Plan Updt	0	10,000	90,000	100,000	0	100,000
SE5082	Plant Drain Pump Evaluation	0	20,000	0	20,000	0	20,000
Fund 722	Miscellaneous Projects - SDC Funds	44,728	5,416	(46,164)	3,980	(8,647,120)	(8,643,140)
Fund 725	Miscellaneous Projects - AFD Funds	83,624	(2,500)	0	81,124	0	81,124
Fund 728	Miscellaneous Projects - General	1,285,389	564,461	(226,794)	1,623,056	(3,962,061)	(2,339,005)
NEW PROJECTS							
SE6012	Western Avenue Sewer Repl.	0	0	85,000	85,000	1,715,000	1,800,000
SE6050	L Street Sewer & Water Main Repl.	0	15,000	0	15,000	245,000	260,000
SE6055	5th Str. Sewer Main Repl.	0	25,000	220,000	245,000	45,000	290,000
SE6064	Sewer Main Structural Repairs	0	0	0	0	3,700,000	3,700,000
SE6065	WRP Roof Replacement	0	50,000	150,000	200,000	0	200,000
SE6066	Methane Gas Generation Evaluation	0	0	0	0	250,000	250,000
SE6067	Sewer Siphon Line Inspection	0	0	30,000	30,000	0	30,000
	Total Projects	**3,423,382**	**1,312,377**	**517,042**	**5,252,801**	**3,424,819**	**8,677,620**

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

SE4835	I to J Alley Sewer Relocation	341,020	(45,000)	0	296,020	0	296,020
SE4913	Jo-Gro™ Storm Water Improve.	110,000	(74,000)	0	36,000	0	36,000
SE5066	Judson Sewer LID (729)	34,363	(11,684)	0	22,679	0	22,679
SE5071	Grit Disposal Pad	27,000	(1,942)	0	25,058	0	25,058
SE5079	2nd Street Sewer Replacement	416,088	(501)	0	415,587	0	415,587
	Total Projects	**928,471**	**(133,127)**	**0**	**795,344**	**0**	**795,344**

Program: Utilities/Wastewater – Capital Construction

Financial Summary

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Fund Balance	4,797,018	1,668,619	1,567,089	2,139,002	2,139,002	2,139,002	1,331,101
Resources							
System Dev. Charges (SDCs) Rev.	5,368	2,239	0	0	0	0	0
SDC Reimbursement Fee Collect.	65,213	22,701	69,300	138,836	138,836	138,836	152,720
SDC Improvement Fee Collection	492,990	172,125	535,500	0	0	0	0
SDC Admin Fee Collection	17,463	5,731	19,545	0	0	0	0
Investment Interest	84,655	34,744	51,000	1,000	1,000	1,000	1,000
SDC Loan Interest	6,667	11,043	7,000	0	0	0	0
Street Utility Fee (From Fund 230)	440,000	0	0	0	0	0	0
Special Assessment	0	14,285	0	0	0	0	0
General Program - Sewer	1,130,000	866,664	987,834	376,206	376,206	376,206	788,939
Water Utility – Gen. Program Ops.	50,000	0	0	0	0	0	0
Advance Financing/Interest Rev.	3,139	4,595	5,000	1,000	1,000	1,000	1,000
Other Revenue	2	370	0	0	0	0	0
Total Current Resources	2,295,497	1,134,497	1,675,179	517,042	517,042	517,042	943,659
Total Resources	**7,092,515**	**2,803,116**	**3,242,268**	**2,656,044**	**2,656,044**	**2,656,044**	**2,274,760**
Requirements							
Capital Outlay	5,423,896	767,184	956,907	1,324,943	1,324,943	1,324,943	1,551,924
Transfers Out	0	0	0	0	0	0	0
Appropriated Fund Balance	1,668,619	2,035,932	2,285,361	1,331,101	1,331,101	1,331,101	722,836
Total Requirements	**7,092,515**	**2,803,116**	**3,242,268**	**2,656,044**	**2,656,044**	**2,656,044**	**2,274,760**

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, 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 the end of 2001. The landfill has entered into its post-closure maintenance and monitoring period, which is required for at least the next 21 years.

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

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	4,172,800	2,272,986	3,547,939	1,593,745	1,593,745	1,593,745	1,482,364
Total Resources	**4,172,800**	**2,272,986**	**3,547,939**	**1,593,745**	**1,593,745**	**1,593,745**	**1,482,364**
Requirements							
Solid Waste Field Operations	19,003	17,401	26,716	42,431	42,431	42,431	25,372
Solid Waste Gen. Operations	377,119	331,251	601,137	96,847	96,847	96,847	102,425
Post-Closure Operations	74,774	73,776	113,664	151,758	151,758	151,758	125,858
Capital Construction	3,701,904	1,850,558	2,806,422	1,302,709	1,302,709	1,302,709	1,228,709
Total Requirements	**4,172,800**	**2,272,986**	**3,547,939**	**1,593,745**	**1,593,745**	**1,593,745**	**1,482,364**

Program: Utilities/Solid Waste – Solid Waste Program

Services Delivered:

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

The Solid Waste Program addresses the Council goal of protecting and enhancing the environment. 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'11 Anticipated Accomplishments:

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

The Solid Waste program will remain responsible for assuring the ongoing monitoring of the closed Merlin Landfill. The ongoing monitoring requirements are all reimbursed; 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 FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	38,325	35,443	132,868	90,446	90,446	90,446	93,465
Current Resources							
Activity Generated							
Burn Permits	3,070	2,790	1,500	2,500	2,500	2,500	2,500
Chartis Reimbursements	83,607	89,597	108,653	151,690	151,690	151,690	125,790
Solid Waste Agency	295,276	279,277	444,596	10,500	10,500	10,500	11,000
Interest	541	(279)	300	300	300	300	300
Transfers	38,000	0	38,000	20,000	20,000	20,000	5,000
Other Revenue	12,077	15,600	15,600	15,600	15,600	15,600	15,600
Capital Construction	3,701,904	1,850,558	2,806,422	1,302,709	1,302,709	1,302,709	1,228,709
Total Current Resources	4,134,475	2,237,543	3,415,071	1,503,299	1,503,299	1,503,299	1,388,899
Total Resources	**4,172,800**	**2,272,986**	**3,547,939**	**1,593,745**	**1,593,745**	**1,593,745**	**1,482,364**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Field Operations	19,003	17,401	26,716	32,431	32,431	32,431	25,372
Post Closure Operations	82,240	76,098	97,630	137,390	137,390	137,390	113,890
General Program Operations	100	0	6,666	0	0	0	0
Capital Construction	3,701,904	1,850,558	2,806,422	1,302,709	1,302,709	1,302,709	1,228,709
Contingency	0	0	8,169	93,465	93,465	93,465	99,693
Indirect Charges	39,690	14,584	25,538	17,750	17,750	17,750	14,700
Debt Service	294,420	261,721	371,772	0	0	0	0
Transfers Out	0	0	0	10,000	10,000	10,000	0
Ending Balance	35,443	52,624	205,026	0	0	0	0
Total Requirements	**4,172,800**	**2,272,986**	**3,547,939**	**1,593,745**	**1,593,745**	**1,593,745**	**1,482,364**

Program: Utilities/Solid Waste – Field Operations

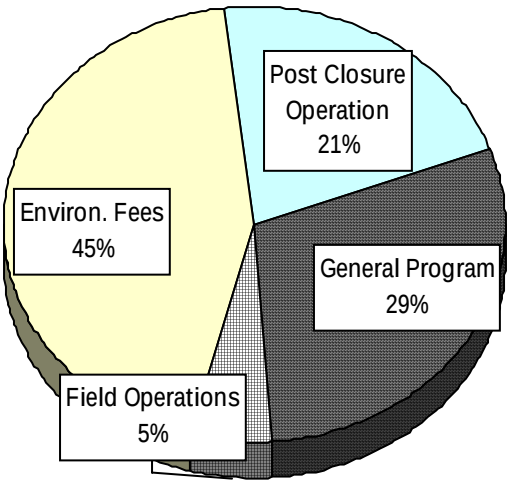
Services Delivered:

The activity provides for safe and efficient management of the City of Grants Pass's portion of solid waste disposal, collection and alternatives to disposal. The primary activities are those associated with management of the solid waste collection franchises, management of the landfill post-closure maintenance and monitoring, 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'11 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'11 Budget Allocations



Program: Utilities/Solid Waste – Field Operations

Budget Highlights:

The FY'11 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'10 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 will be paid in full in FY'10.

Program: Utilities/Solid Waste – Field Operations

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	178	9,617	3,110	10,033	10,033	10,033	10,474
Materials & Supplies	0	27	200	200	200	200	200
Contractual/Prof Services	18,336	5,862	21,600	11,220	11,220	11,220	11,220
Direct Charges	489	1,895	1,706	3,358	3,358	3,358	3,358
Capital Outlay	0	0	100	7,620	7,620	7,620	120
Transfers Out	0	0	0	10,000	10,000	10,000	0
Total Requirements	**19,003**	**17,401**	**26,716**	**42,431**	**42,431**	**42,431**	**25,372**

Program: Utilities/Solid Waste – Field Operations

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Utility Director							
From: Water Treatment	0.00	0.05	0.05	0.05	0.05	0.05	0.05
Office Assistant I							
From: Water Treatment	0.00	0.05	0.05	0.05	0.05	0.05	0.05
Total Positions	**0.00**	**0.10**	**0.10**	**0.10**	**0.10**	**0.10**	**0.10**

Capital Outlay/By Item

Computers/Office Equipment	100	7,620	7,620	7,620	120
Total Capital Outlay	**100**	**7,620**	**7,620**	**7,620**	**120**

Program: Utilities/Solid Waste – Post Closure Operations

Services Delivered:

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

FY'11 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'10 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.

Program: Utilities/Solid Waste – Post Closure Operations

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Materials & Supplies	0	153	2,750	30,000	30,000	30,000	9,000
Contractual/Prof Services	62,967	57,234	73,340	85,490	85,490	85,490	82,990
Direct Charges	19,273	18,711	21,540	21,900	21,900	21,900	21,900
Contingencies	0	0	5,169	68	68	68	68
Indirect Charges	8,355	7,610	9,763	14,300	14,300	14,300	11,900
Ending Balance	(15,821)	(9,932)	1,102	0	0	0	0
Total Requirements	**74,774**	**73,776**	**113,664**	**151,758**	**151,758**	**151,758**	**125,858**

Program: Utilities/Solid Waste – General Program Operations

Services Delivered:

This activity provides for expense which is not directly allocated to the field operations for solid waste or for the post closure activities. The contingency is appropriated in this activity, along with the debt repayment for the full faith and credit obligation issued by the City of Grants Pass to support the Josephine County/City of Grants Pass Solid Waste Agency. The debt instrument is repaid from the environmental program fees (EPF) paid by solid waste franchises to both the City and County, consolidated in the Agency, and paid to the City to allow repayment of the obligation to the issuer of the note. The City issued debt for the Merlin Landfill will be paid in full in FY'10.

Program: Utilities/Solid Waste – General Program Operations

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	100	0	6,666	0	0	0	0
Contingencies	0	0	3,000	93,397	93,397	93,397	99,625
Indirect Charges	31,335	6,974	15,775	3,450	3,450	3,450	2,800
Debt Service	294,420	261,721	371,772	0	0	0	0
Ending Balance	51,264	62,556	203,924	0	0	0	0
Total Requirements	**377,119**	**331,251**	**601,137**	**96,847**	**96,847**	**96,847**	**102,425**

Program: Utilities/Solid Waste – Capital Construction

Basic Functions:

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

Activity Highlights:

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

Budget Highlights:

New this year, we have separated the active projects from the projects that are completed or cancelled and currently being closed out. The Active Capital Project list includes projects coming to a close in FY'10 but which are not finalized at this time.

The project listing now shows resources across the columns. Columns show the Actual resources through FY'09, the re-assessed resource needs of projects using current data for the "Revised FY'10" column, guiding our "Recommended FY'11" and resources estimated "Through FY'11". We have added "Future Years" and "Total Project" columns. The "Future Years" column includes resources shown on the individual project narrative pages as "FY'12 Projected" and "Future".

Program: Utilities/Solid Waste – Capital Construction

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'09	Revised FY'10	Recommend FY'11	Total Through FY'11	Future Years	Total Project
LA2640	Remediation	3,033,646	0	0	3,033,646	0	3,033,646
LA4691	Clean Up Program	646,748	10,000	10,000	666,748	1,040,000	1,706,748
LA0000	Miscellaneous Projects	2,375,572	12,000	12,000	2,399,572	588,000	2,987,572
	Total Projects	**6,055,966**	**22,000**	**22,000**	**6,099,966**	**1,628,000**	**7,727,966**

Program: Utilities/Solid Waste – Capital Construction

Financial Summary

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Fund Balance	3,291,460	1,784,922	2,730,922	1,280,709	1,280,709	1,280,709	1,206,709
Resources							
Chartis Reimbursements	0	0	0	0	0	0	0
Investment Interest	79,143	33,530	75,500	10,000	10,000	10,000	10,000
Interest Payment/Bancroft Fund	71,301	32,106	0	12,000	12,000	12,000	12,000
Interest Payment/Lands & Bldgs.	0	0	0	0	0	0	0
Transfer from Solid Waste Ops.	0	0	0	0	0	0	0
Transfer from post closure	0	0	0	0	0	0	0
Transfer from closure	0	0	0	0	0	0	0
Lands & Bldgs. LB4731	0	0	0	0	0	0	0
Principal payment/Bancroft	260,000	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Current Resources	410,444	65,636	75,500	22,000	22,000	22,000	22,000
Total Resources	**3,701,904**	**1,850,558**	**2,806,422**	**1,302,709**	**1,302,709**	**1,302,709**	**1,228,709**
Requirements							
Capital Outlay	1,858,982	443,849	62,000	62,000	62,000	62,000	62,000
Transfer Out	58,000	24,000	68,000	34,000	34,000	34,000	29,000
Appropriated Fund Balance	1,784,922	1,382,709	2,676,422	1,206,709	1,206,709	1,206,709	1,137,709
Total Requirements	**3,701,904**	**1,850,558**	**2,806,422**	**1,302,709**	**1,302,709**	**1,302,709**	**1,228,709**

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 for the past twenty-two years.

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	3,459,698	3,609,729	3,686,313	3,662,370	3,662,370	3,662,370	3,582,460
Total Resources	**3,459,698**	**3,609,729**	**3,686,313**	**3,662,370**	**3,662,370**	**3,662,370**	**3,582,460**
Requirements							
Management Services	743,789	772,141	787,079	721,858	721,858	721,858	755,617
Finance Services	1,110,197	1,326,131	1,428,514	1,449,393	1,449,393	1,449,393	1,523,466
Legal Services	224,093	331,500	349,328	357,013	357,013	357,013	354,394
Human Resources	385,966	349,464	401,076	416,167	416,167	416,167	441,665
General Program Operations	995,653	830,493	720,316	717,939	717,939	717,939	507,318
Total Requirements	**3,459,698**	**3,609,729**	**3,686,313**	**3,662,370**	**3,662,370**	**3,662,370**	**3,582,460**

Program: Administrative Services – Program Summary

Mission Statement:

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

Services Delivered:

This program is responsible for administrative and fiscal management of the City. This includes management, financial, legal and human resource services. Administrative Services also provides for expenditures that support the entire City, such as postage, copying and 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 Management. In support of the Council Goal number VII, **Management**, enhanced utilization of technology will continue to be a focus for increasing efficiencies.

Program: Administrative Services– Program Summary

Program Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	512,325	772,172	642,806	611,671	611,671	611,671	456,824
Current Resources							
Activity Generated							
Redwood Sewer District	7,913	38,406	47,720	54,000	54,000	54,000	54,000
GP Redevelopment Agency	21,937	9,459	5,750	2,000	2,000	2,000	2,000
Revenue from Other Agencies	11,200	3,500	2,300	12,700	12,700	12,700	12,700
Interest	43,828	22,630	8,750	3,000	3,000	3,000	6,000
Other Revenue	2,128	549	0	0	0	0	0
Administrative Charges	2,327,878	2,141,917	2,320,718	2,344,494	2,344,494	2,344,494	2,401,907
Direct Charges	532,489	621,096	658,269	634,505	634,505	634,505	649,029
Total Current Resources	2,947,373	2,837,557	3,043,507	3,050,699	3,050,699	3,050,699	3,125,636
Total Resources	**3,459,698**	**3,609,729**	**3,686,313**	**3,662,370**	**3,662,370**	**3,662,370**	**3,582,460**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Management Services	698,847	739,308	763,205	697,628	697,628	697,628	731,387
Finance Services	1,055,677	1,263,593	1,377,032	1,389,715	1,389,715	1,389,715	1,463,788
Legal Services	216,435	319,215	341,783	351,200	351,200	351,200	348,581
Human Resources	380,132	338,458	390,070	408,445	408,445	408,445	433,943
General Program Operations	169,195	173,628	182,925	179,290	179,290	179,290	177,590
Direct Charges	137,399	150,076	129,367	156,268	156,268	156,268	156,768
Capital Outlay	29,841	12,182	25,500	23,000	23,000	23,000	23,000
Contingencies	0	0	476,431	456,824	456,824	456,824	247,403
Ending Balance	772,172	613,269	0	0	0	0	0
Total Requirements	**3,459,698**	**3,609,729**	**3,686,313**	**3,662,370**	**3,662,370**	**3,662,370**	**3,582,460**

Program: Administrative Services – Management Services

Services Delivered:

This activity provides professional leadership in the administration of the goals and policies formulated by the Council. The Manager also coordinates and directs all City operations. 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.

FY'11 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 goals of **Economic Development and Management** receive particular emphasis by the City Manager.

FY'11 Performance Measurements:

- Conduct community workshops on 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 are no major shifts in the budget. There are no new employees; one employee will be reducing hours. The budget is approximately 8% below the anticipated budget for FY'10.

Program: Administrative Services – Management Services

FY'10 Activity Review:

This was a difficult year in that the staff was directed by two very different work plans. Despite this, the City made major headway on the current Work Plan. Among some of the significant accomplishments, the 20-year Comprehensive Parks Master Plan was adopted, financial changes were made to strengthen the City as well as reduce costs, Darneille Lane and West Park Street were widened, and a new major employer was recruited to Grants Pass.

Management Services managed the Redevelopment Agency projects, the utilities, 911 Agency and worked with School District #7.

Management assisted three different Councils during the last fiscal year. A major effort was and will continue to be, through the end of the fiscal year, the education needed to equip Councilors to deal with City issues.

FY'10 Performance Indicators:

- Prepare the Council packet material by noon the Friday prior to the Council meeting 95% of the time. **Goal#VII Target met.**

- Conduct community workshops on City issues. **Goal#VII Target met.**

- Submit at least six grant requests to fund operations and capital needs. **Goal#VII Target met.** *Analysis of River Road Reserve clean up, Microenterprise support energy improvements, playground at Redwood Park, trail in Reinhart Volunteer Park and others were submitted and awarded. Other grants submitted but not funded were Hubbard Lane, wetland technical equipment, ladder truck and others.*

- Meet regularly with County Commissioners and School District #7 representatives. **Goal#VII Target met.**

Program: Administrative Services – Management Services

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	669,505	705,104	724,514	662,209	662,209	662,209	694,892
Materials & Supplies	7,120	6,163	6,650	9,000	9,000	9,000	9,000
Contractual/Prof Services	22,222	28,041	32,041	26,419	26,419	26,419	27,495
Direct Charges	26,692	27,109	22,874	24,230	24,230	24,230	24,230
Capital Outlay	18,250	5,724	1,000	0	0	0	0
Total Requirements	**743,789**	**772,141**	**787,079**	**721,858**	**721,858**	**721,858**	**755,617**

Program: Administrative Services – Management Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Grant Specialist	0.00	0.80	0.80	0.80	0.80	0.80	0.80
Grant Administrator	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal	7.00	6.80	6.80	6.80	6.80	6.80	6.80
Office Assistant I/II							
To: Workers Comp	(0.05)	0.00	0.00	0.00	0.00	0.00	0.00
To: General Insurance	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Legal	0.00	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Subtotal	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
Total Positions	**6.90**	**6.70**	**6.70**	**6.70**	**6.70**	**6.70**	**6.70**
Total Un-Funded Positions	0.00	0.00	0.00	(0.25)	(0.25)	(0.25)	(0.25)
Total Funded Positions	**6.90**	**6.70**	**6.70**	**6.45**	**6.45**	**6.45**	**6.45**
Temporary/Seasonal Hours	600	600	600	375	375	375	375

* These positions have not been funded for:

FY'10 Adopted	FY'11 Recommended
	Office Assistant I (0.25)
	Part Time/Seasonal Hrs.

Capital Outlay/By Item

Office Furniture/Equipment	1,000	0	0	0	0
Computers	0	0	0	0	0
Total Capital Outlay	**1,000**	**0**	**0**	**0**	**0**

Program: Administrative Services – Finance Services

Mission Statement:

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

Services Delivered:

This activity is responsible for fiscal management of the City. This includes utility billing, accounting and record keeping; payroll, accounts payable and receivable; licensing, business and occupancy tax administration, cash and debt management; and 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 has elections responsibilities and provides oversight and management of the record retention systems.

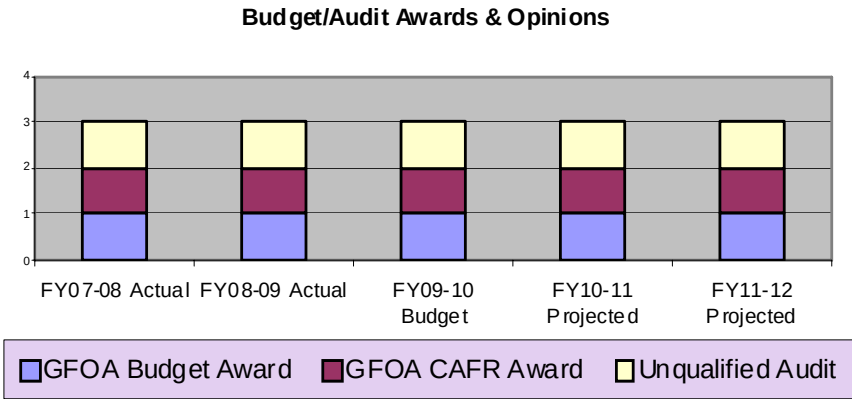
FY'11 Anticipated Accomplishments:

In support of the Council Goal **Management**, enhanced utilization of technology will continue to be a focus for increasing efficiencies of routine and labor intensive processes. This includes implementing an electronic lien reporting system and utilizing software enhancements to produce routine as well as specialized reports.

FY'11 Performance Measurements:

- The Budget document and Comprehensive Annual Financial Report (CAFR) will be submitted to the Government Finance Officers Association (GFOA) awards program.

- Maintain an unqualified opinion of the Comprehensive Annual Financial Report.

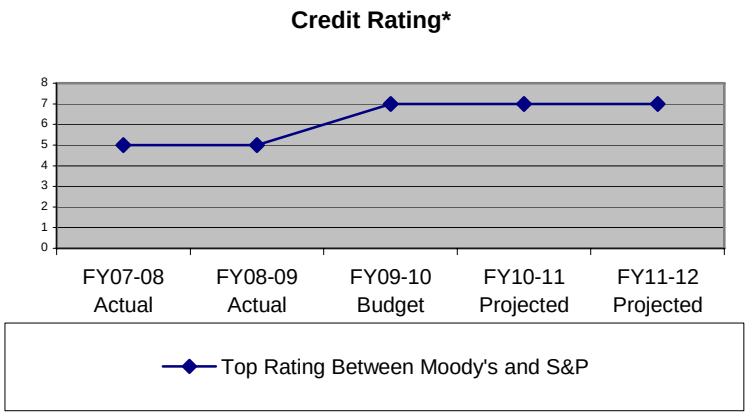


- Continue to study potential enhancements and/or additions to the formal financial policies for City Council consideration.

- Implement electronic lien reporting system.

FY'11 Performance Measurements continued:

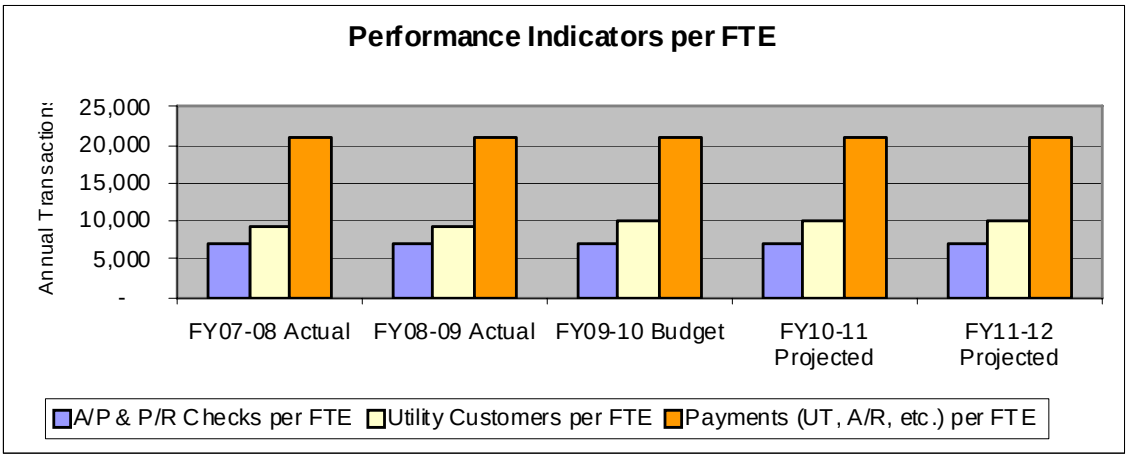
- Maintain or exceed current credit rating. The Finance Department plays an essential role in creating strong, fiscally responsible and sustainable budget/finances which is reflected in the City's credit rating. The City has been rated by two of the three largest Nationally Recognized Statistical Rating Organizations, Moody's and Standard & Poors (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.



*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 time lines.

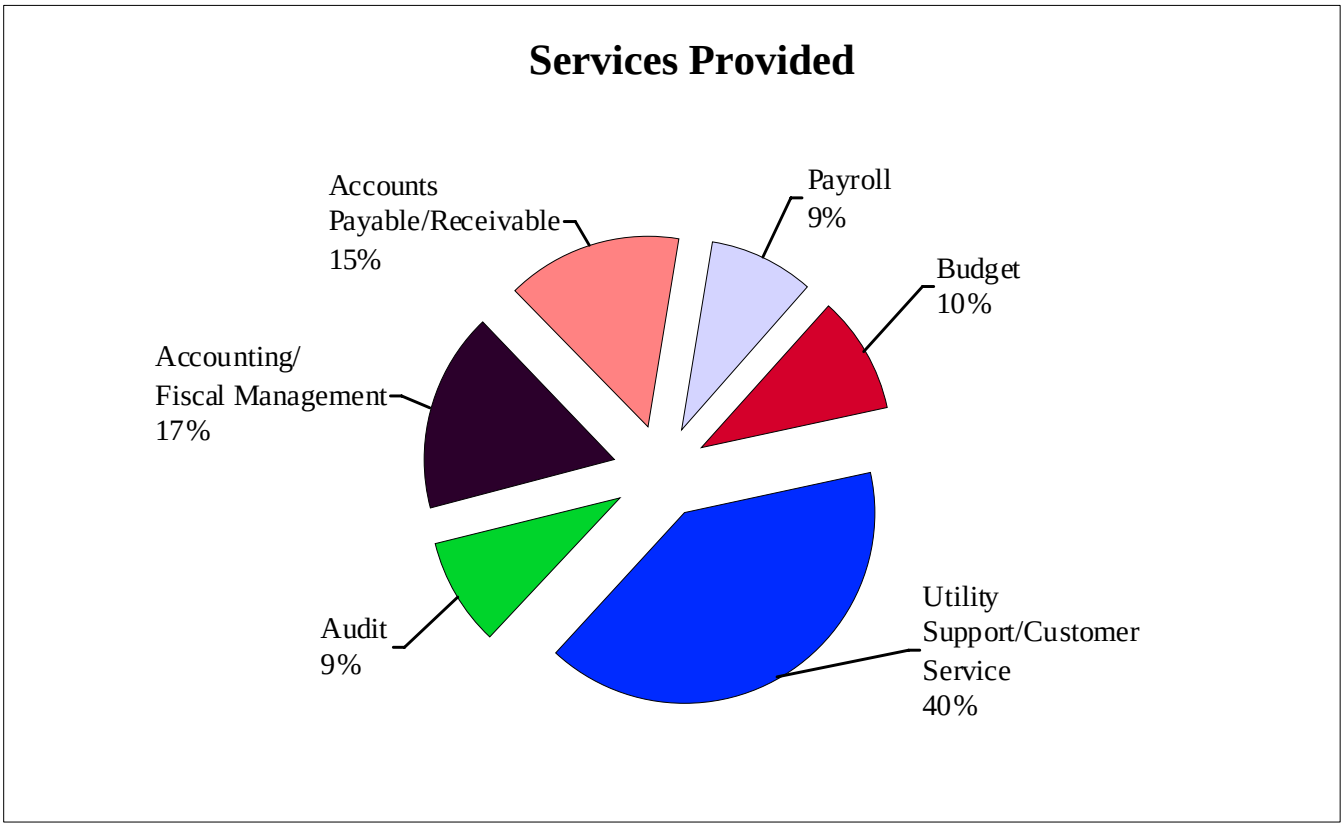
- Maintain or increase performance indicators per dedicated full time equivalency (fte.)



Program: Administrative Services – Finance Services

Budget Highlights:

FY'11 changes are very small in comparison to FY'10. 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 be reducing staffing levels in response to the anticipated implementation of remote deposit processing. Professional development was also reduced in anticipation of utilizing more web training, thereby reducing the travel costs associated with traditional training. 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 continues to leave one staff position unfunded and will not fund an additional 0.5 fte for FY'11.



FY'10 Activity Review:

The Finance Department saw several personnel changes in FY'10. In addition to hiring a new accounting technician, the Finance Director was relocated to Management as the Interim Assistant City Manager. The Assistant Finance Director was appointed Interim Finance Director and the Utility Billing & Customer Service Supervisor and Analyst have stepped up to help fill the void during this interim appointment. While the department is a person short, it will cause a strain on staff's ability to implement non-essential projects during the year.

Program: Administrative Services – Finance Services

FY'10 Performance Indicators:

- The Budget document and Comprehensive Annual Financial Report (CAFR) will be submitted to the Government Finance Officers Association (GFOA) awards program. **Goal#VI Target met.**

- Maintain an unqualified opinion of the Comprehensive Annual Financial Report. **Goal#VI Target met.**

- Research and provide alternatives for the Harbeck/Fruitdale Sewer District assumption/transfer/merger/dissolution to streamline budgeting, accounting and operations. **Goal#VI Target met.**

- Financial reports and information will be provided to Council and staff within agreed to time lines. **Goal#VI Target met.**

- Prepare a set of formal financial policies and update the investment policy for City Council consideration. **Goal#VI Target met.** *The investment policy was updated by Council and a Fund Balance policy for the General Fund was implemented.*

- Prepare a comprehensive City-wide fee schedule for Council consideration. **Goal#VI Target met.**

- Complete banking services RFP and research new services in order to potentially streamline the process and cost involved in regular banking transactions. **Goal#VI Target not met.** *Due to staffing shortages and changes, available time for this project was limited.*

Program: Administrative Services – Finance Services

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	852,859	1,031,426	1,113,561	1,135,029	1,135,029	1,135,029	1,200,327
Materials & Supplies	12,494	7,115	10,480	7,150	7,150	7,150	7,800
Contractual/Prof Services	190,324	225,052	252,991	247,536	247,536	247,536	255,661
Direct Charges	52,023	56,080	43,482	51,678	51,678	51,678	51,678
Capital Outlay	2,497	6,458	8,000	8,000	8,000	8,000	8,000
Total Requirements	**1,110,197**	**1,326,131**	**1,428,514**	**1,449,393**	**1,449,393**	**1,449,393**	**1,523,466**

Program: Administrative Services – Finance Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Finance Director	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Services Director	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant Finance Director	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Cust. Service - Utility Billing Supvr.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Support Specialist	0.00	2.00	2.00	2.00	2.00	2.00	2.00
Department Support Specialist	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Accounting Technician	7.00	8.00	8.00*	8.00*	8.00*	8.00*	8.00*
Dept. Support Tech - Payroll	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Assistant I	1.00	1.00	1.00	1.00*	1.00*	1.00*	1.00*
Subtotal	16.00	16.00	16.00	16.00	16.00	16.00	16.00
Total Positions	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**
Total Un-Funded Positions	0.00	0.00	(1.00)	(1.50)	(1.50)	(1.50)	(1.50)
Total Funded Positions	**16.00**	**16.00**	**15.00**	**14.50**	**14.50**	**14.50**	**14.50**
Temporary/Seasonal Hours	1,200	1,200	1,200	1,200	1,200	1,200	1,200

* These positions have not been funded for:

FY'10 Adopted	FY'11 Recommended
Accounting Technician (1)	Accounting Technician (1) Office Assistant I (.50)

Capital Outlay/By Item

Office Equipment	4,000	2,000	2,000	2,000	2,000
Computers	4,000	6,000	6,000	6,000	6,000
Total Capital Outlay	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**

Program: Administrative Services – Legal Services

Services Delivered:

The legal staff provides services to the municipal corporation including the Council, City Manager, Urban Area Planning Commission (UAPC), City committees, department directors and staff. The legal staff also provides advice to the executive management team, drafts ordinances and resolutions, reviews and prepares contracts, researches legal questions which arise on a wide variety of topics and interprets the Municipal Code and State statutes.

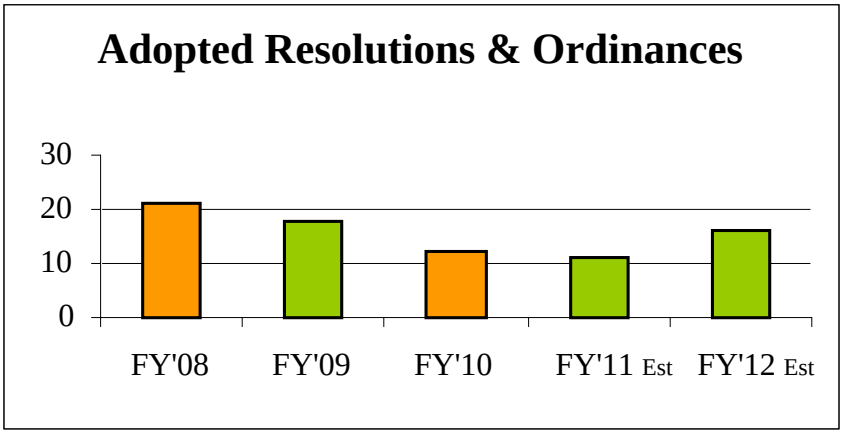
The legal staff maintains a basic understanding of a wide variety of legal areas including land use, condemnation, liability, constitutional law, contract law, telecommunications, tort law and civil rights. In addition, the legal staff is charged with the responsibility of supervising the Land Specialist, the City's Risk Management Program and Workers' Compensation Program.

FY'11 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'11 Performance Measurements:

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



Program: Administrative Services – Legal Services

Budget Highlights:

This department has experienced several organizational changes this past year. The City Attorney and part time Deputy City Attorney positions, vacant during part of FY'09 -10, are anticipated to be filled. The Deputy City Attorney will no longer supervise the Code Enforcement function as these responsibilities were transferred to the Department of Public Safety. Support staff functions have shifted slightly to reflect more support for the Workers' Compensation and General Insurance funds. The legal staff will once again coordinate the painting of ten to fifteen homes in the 22nd year of Paint Your Heart Out Program. 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'10 Activity Review:

FY'10 has been a transitional year for the legal department. This department has used the services of five attorneys during the period prior to the recall of five City Councilors in September 2009. Currently, the City Attorney position is being contracted through a firm. Expenses will reflect lower personnel costs, but higher contract costs based on the need to hire legal services to fill the vacant City Attorney position.

The Land Specialist acquires rights of way or easements for such items as sewer and water lines, pedestrian/bike paths, sidewalks and roads. The Land Specialist was instrumental in obtaining the necessary rights of way and easements for the completion of the West Park Street Road improvement project.

FY'10 Performance Indicators:

- One training session will be conducted for new Councilors. **Goal #VI Target met.**
- One training session will be conducted for the UAPC. **Goal #VI Target met.**

Program: Administrative Services – Legal Services

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	186,348	245,056	268,913	273,523	273,523	273,523	270,568
Materials & Supplies	5,115	3,371	9,000	7,350	7,350	7,350	7,350
Contractual/Prof Services	24,972	70,788	63,870	70,327	70,327	70,327	70,663
Direct Charges	6,662	12,285	7,545	5,813	5,813	5,813	5,813
Capital Outlay	996	0	0	0	0	0	0
Total Requirements	**224,093**	**331,500**	**349,328**	**357,013**	**357,013**	**357,013**	**354,394**

Program: Administrative Services – Legal Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney	0.75	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	0.80
Office Assistant II	0.75	0.85	0.85	0.85	0.85	0.85	0.85
Subtotal	3.30	3.35	3.15	3.15	3.15	3.15	3.15
City Attorney							
To: Workers Comp	(0.10)	(0.10)	(0.10)	(0.05)	(0.05)	(0.05)	(0.05)
To: General Ins.	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Code Enforcement	(0.05)	(0.15)	(0.15)	0.00	0.00	0.00	0.00
Assistant City Attorney							
To: Workers Comp	(0.13)	(0.02)	(0.02)	(0.025)	(0.025)	(0.025)	(0.025)
To: General Ins.	0.00	(0.02)	(0.02)	(0.05)	(0.05)	(0.05)	(0.05)
To: Code Enforcement	(0.13)	(0.05)	(0.04)	0.00	0.00	0.00	0.00
Office Assistant II							
To: Workers Comp	(0.35)	(0.40)	(0.125)	(0.255)	(0.255)	(0.255)	(0.255)
To: General Ins.	(0.10)	(0.11)	(0.125)	(0.340)	(0.340)	(0.340)	(0.340)
Office Assistant II							
From: Management	0.00	0.05	0.05	0.05	0.05	0.05	0.05
Subtotal	(0.96)	(0.90)	(0.63)	(0.77)	(0.77)	(0.77)	(0.77)
Total Positions	**2.34**	**2.45**	**2.52**	**2.38**	**2.38**	**2.38**	**2.38**

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Program: Administrative Services – Human Resources

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:

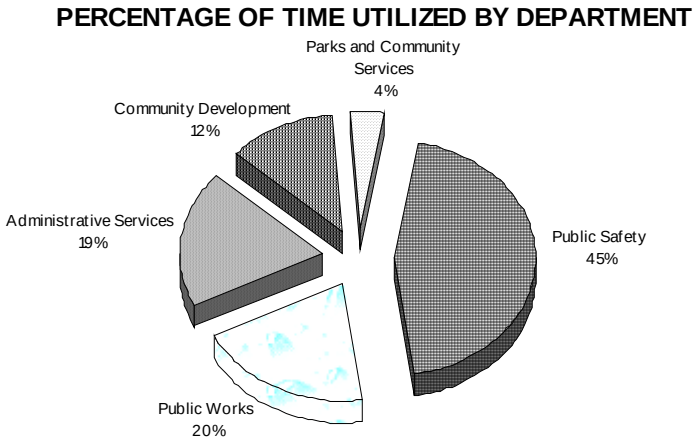
This activity is responsible for the administration of personnel policies, classification and compensation plans, maintaining records; directing negotiations and providing for employee development. It also oversees recruitment of qualified employees; provides guidance and direction regarding employee performance; administers benefits; and ensures adherence to State and Federal labor laws.

FY'11 Anticipated Accomplishments:

In the last quarter of FY'09, the Grants Pass Employee's Association became affiliated with the American Federation of State, County and Municipal Employees (AFSCME). In FY'10, the City began meetings with AFSCME to negotiate a new contract. These negotiations will continue in FY'11. There is strong possibility that contracts for two of the City's unions will be re-opened in the Fall of 2010. Similar to the process of updating and revising the Personnel Rules, Regulations and Policies, the Personnel Administrative Directives will be reviewed.

FY'11 Performance Measurements:

- Open for wages only, negotiations with the Teamsters Local Union No.223. **Goal #VII**
- Continue negotiations with the American Federation of State, County and Municipal Employees (AFSCME) to formulate a first time contract. **Goal #VII.**
- Develop a supervisory training plan. **Goal #VII**
- Update and revise Personnel Administrative Directives. **Goal #VII**
- Update City-wide evaluation system. **Goal #VII**



Program: Administrative Services – Human Resources

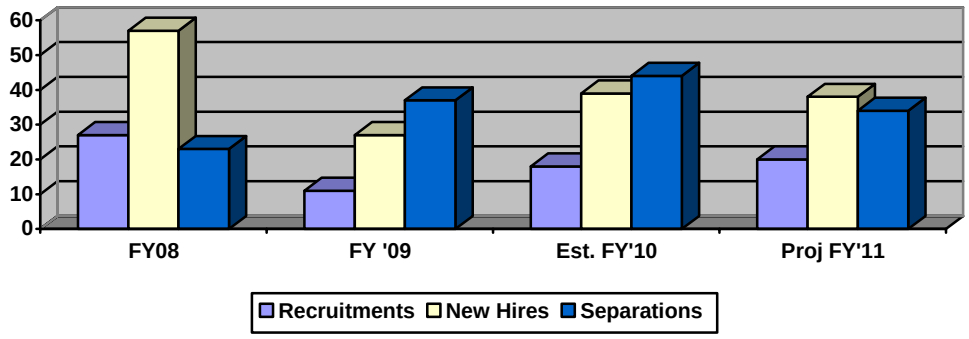
Budget Highlights:

The department currently has two and one half staff members who carry a very heavy workload. For the FY'11 budget a half time Office Assistant has been included for efficiency and productivity purposes. The line items for legal, negotiations and recruitments are all at FY'10 levels because of anticipated openings in Public Safety and re-openings of contracts in possibly two unions.

FY'10 Activity Review:

As anticipated when creating the FY'10 budget, the major expenditures for the Human Resources Department have been in legal and negotiations. The City was involved in three contract negotiations. The creation of a first time contract with a union is a very long process and will continue into the next fiscal year. The expenses related to the recruitment process were high in FY'10 because of the City's policy of thorough background checks, predominantly in Public Safety. The revised Personnel Rules, Regulations and Policies were brought to the Council and adopted in February of 2010.

The following chart is provided to show both the historic perspective and expected future activities in the department



FY'10 Performance Indicators:

- Commence negotiations with the International Association of Firefighters (IAFF) and the Teamsters Local Union No.223. **Goal #VII Target met.**
- Continue (or commence) negotiations with the American Federation of State, County and Municipal Employees (AFSCME). **Goal #VII Target met.**
- Update and revise of the Personnel Rules and Regulations. **Goal #VII Target met.**
- Develop a supervisory training plan. **Goal #VII Target not met.** *Due to a staffing shortage, target was not met and this goal will continue into the next year.*
- Create a committee to evaluate and update current evaluation system. **Goal #VII Target met.**
- Develop a Wellness Program**. Goal #VII Target not met.** *Due to a staffing shortage, target was not met and this goal will continue into the next year under the Insurance Benefits fund.*

Program: Administrative Services – Human Resources

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	238,977	253,586	257,229	286,627	286,627	286,627	309,805
Materials & Supplies	1,321	2,934	2,650	2,650	2,650	2,650	2,650
Contractual/Prof Services	139,834	81,938	130,191	119,168	119,168	119,168	121,488
Direct Charges	5,834	11,006	11,006	7,722	7,722	7,722	7,722
Total Requirements	**385,966**	**349,464**	**401,076**	**416,167**	**416,167**	**416,167**	**441,665**

Program: Administrative Services – Human Resources

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Personnel Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Personnel Technician	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Office Assistant I	0.00	0.00	0.00	0.50	0.50	0.50	0.50
Subtotal	2.50	2.50	2.50	3.00	3.00	3.00	3.00
Total Positions	**2.50**	**2.50**	**2.50**	**3.00**	**3.00**	**3.00**	**3.00**

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Program: Administrative Services – General Program Operations

Services Delivered:

This activity provides for those expenditures that do not fall within a single activity, yet provide service to the entire organization and its staff. 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'11 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'11 Performance Measurements: Not Applicable

Budget Highlights:

After various significant line item reductions in the FY'10 budget, the FY'11 budget reflects only modest increases to a few lines due mostly to increased postage costs and other inflationary pressures. The only significant change is a new expenditure that is a direct charge from the CD Management Fund to assist with updating the City's critical GIS property mapping system. The GIS system is used by nearly every department of the City and is a critical information technology tool. This new charge is $20,000, which by itself is much smaller than the total amount of budget cuts implemented in this department for the FY'10 budget.

Program: Administrative Services – General Program Operations

Financial Summary

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	8,671	28,459	16,000	16,000	16,000	16,000	16,500
Materials & Supplies	33,860	24,664	30,100	33,940	33,940	33,940	29,840
Contractual/Prof Services	126,664	120,505	136,825	129,350	129,350	129,350	131,250
Direct Charges	46,188	43,596	44,460	66,825	66,825	66,825	67,325
Capital Outlay	8,098	0	16,500	15,000	15,000	15,000	15,000
Contingencies	0	0	476,431	456,824	456,824	456,824	247,403
Ending Balance	772,172	613,269	0	0	0	0	0
Total Requirements	**995,653**	**830,493**	**720,316**	**717,939**	**717,939**	**717,939**	**507,318**

Capital Outlay/By Item

Telecommunications	5,000	5,000	5,000	5,000	5,000
Office Furniture/Equipment	1,500	0	0	0	0
Other Capital Outlay	10,000	10,000	10,000	10,000	10,000
Total Capital Outlay	**16,500**	**15,000**	**15,000**	**15,000**	**15,000**

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OREGON
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SUPPORT SERVICES

ACTIVITIES

∗Community Development Management Services

∗Engineering Services

∗Property Management Services

***Information Technology Services**

∗Garage Operations

∗Equipment Replacement

∗Insurance Fund

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 FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	12,341,031	13,344,874	9,435,438	11,676,762	11,676,762	11,676,762	10,990,948
Total Resources	**12,341,031**	**13,344,874**	**9,435,438**	**11,676,762**	**11,676,762**	**11,676,762**	**10,990,948**
Requirements							
Community Develop. Mgmt.	638,545	600,129	732,567	861,823	861,823	861,823	842,015
Engineering Services	1,471,933	1,333,674	1,034,834	1,043,476	1,043,476	1,043,476	1,006,269
Property Management Services	663,412	671,052	615,546	675,053	675,053	675,053	627,906
Garage Services	731,609	846,500	917,504	934,142	934,142	934,142	895,886
Equipment Replacement Svc.'s	3,056,085	3,705,002	2,504,025	3,879,414	3,879,414	3,879,414	3,332,788
Information Technology	619,758	572,182	601,924	636,539	636,539	636,539	640,276
Insurance	5,159,689	5,616,335	3,029,038	3,646,315	3,646,315	3,646,315	3,645,808
Total Requirements	**12,341,031**	**13,344,874**	**9,435,438**	**11,676,762**	**11,676,762**	**11,676,762**	**10,990,948**

Program: Support Services – Community Development Management Services

Mission Statement:

"The mission of the Community Development Department Management Services Team is to provide a solid and respectful foundation of management, information processing, technical support and customer service to the community and our colleagues."

Services Delivered:

This activity provides the overall management, coordination and fiscal accountability of the Building, Engineering 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. Additionally, it provides support services for activities of the Public Works Department.

FY'11 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 maintenance, research and statistical reporting, purchasing, website 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 2010 Work Plan and assigned to Community Development include:

- Consider adoption of a new Urban Growth Boundary (UGB) and infrastructure facility planning based upon the UGB expansion proposal.
- Review and revise sections of various codes, including codes related to urban forestry.
- Review of annexation policy and implementation of policy.
- Promote business 'friendliness'.
- Adopt a policy for extension of services to the North Valley area.
- Provide incentives to encourage green building practices.

FY'11 Performance Measures:

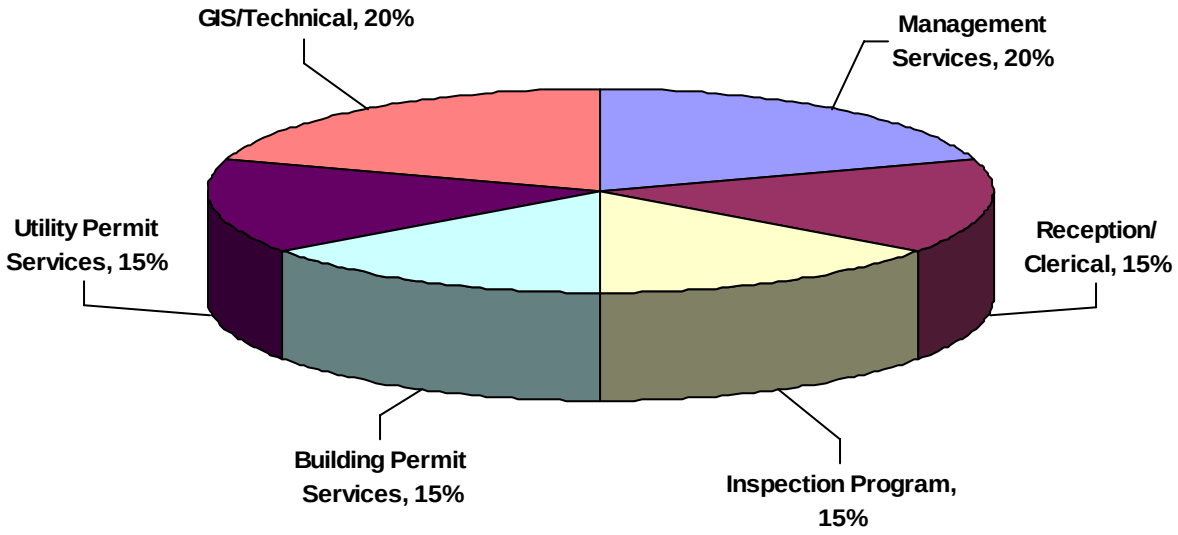
- Reception and general information services will be provided during all work days between 8:00 AM and 5:00 PM.
- Within 2 working days of intake of building plans for a single-family home, duplex or residential remodel, the plans will be logged in and distributed for review 90% of the time.

Program: Support Services – Community Development Management Services

Budget Highlights:

FY'11 changes to the budget consist of the addition of funding for professional services related to Geographical Information System (GIS) development and software upgrades and planned capital expenditure for aerial photography for the Geographical Information System. Historically, aerial photography has been shot for our community every three years and provides invaluable current reference data for information sharing and decision making related to land development and municipal operations. The photography was last updated in 2007.

Allocation of Staff Time for FY'11



FY'10 Activity Review:

In Calendar Year 2009 this activity processed 1,499 building and utility permits, scheduled 5,146 inspections and provided telephone and front counter reception service for 9 hours every work day.

FY'10 Performance Indicators:

- Reception services will be provided during all work 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 FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	334	(1)	0	50,000	50,000	50,000	0
Current Resources							
Activity Generated							
Redwood Sewer District	23,366	22,179	26,961	36,219	36,219	36,219	37,427
Direct Charges from:							
Building & Safety/Planning	435,873	366,382	397,875	413,039	413,039	413,039	429,645
Transportation	14,604	13,862	17,477	26,199	26,199	26,199	26,954
Wastewater	29,208	24,951	31,792	39,559	39,559	39,559	40,917
Water	23,366	24,950	31,792	39,559	39,559	39,559	40,917
Property Management	0	0	0	12,000	12,000	12,000	12,000
Engineering	107,199	144,827	226,670	225,248	225,248	225,248	234,154
Administrative Services	0	0	0	20,000	20,000	20,000	20,001
Other Revenue	4,595	2,979	0	0	0	0	0
Total Current Resources	638,211	600,130	732,567	811,823	811,823	811,823	842,015
Total Resources	**638,545**	**600,129**	**732,567**	**861,823**	**861,823**	**861,823**	**842,015**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	512,186	490,090	577,092	579,663	579,663	579,663	613,735
Materials & Supplies	5,201	3,131	4,001	3,500	3,500	3,500	3,500
Contractual/Prof Services	21,702	17,403	28,058	137,238	137,238	137,238	131,358
Direct Charges	98,374	84,299	73,416	85,422	85,422	85,422	85,422
Capital Outlay	1,082	5,207	0	56,000	56,000	56,000	8,000
Ending Balance	0	(1)	50,000	0	0	0	0
Total Requirements	**638,545**	**600,129**	**732,567**	**861,823**	**861,823**	**861,823**	**842,015**

Program: Support Services – Community Development Management Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Community Development Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Operations Supervisor	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Dev. Coordinator	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Specialist	0.00	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	1.00
Office Assistant I	2.00	2.00	2.00*	2.00*	2.00*	2.00*	2.00*
Permit Technician	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Department Support Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Database Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Positions	**8.00**	**7.00**	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**
Total Un-Funded Positions	0.00	0.00	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Total Funded Positions	**8.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Temporary/Seasonal Hours	680	680	0*	0*	0*	0*	0*

* These positions have not been funded for:

FY'10 Adopted	FY'11 Recommended
Office Assistant I (1)	Office Assistant I (1)
Part Time/Seasonal Hrs.	Part Time/Seasonal Hrs.

Capital Outlay/By Item

Computers	0	6,000	6,000	6,000	8,000
Aerial Photos for GIS Data Base	0	50,000	50,000	50,000	0
Total Capital Outlay	**0**	**56,000**	**56,000**	**56,000**	**8,000**

Program: Support Services – Engineering Services

Services Delivered:

"Quality Engineering Today for a Reliable Tomorrow." This activity assists with the orderly development of our community by ensuring compliance with adopted facility plans and development standards. 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 at the Community Development counter with information from over 6,000 plans and "as-built" drawings. Engineering developed and maintains the mapping portion of our Geographic Information System (GIS).

The Engineering Division creates and keeps current engineering standards to be used in 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 right-of-way.

The Engineering Division administers capital projects. The role of the division is to facilitate projects with preliminary estimates used for budgeting, designing in-house or administering design contracts, creating specifications and bidding documents, providing inspection services, processing pay requests and closing out projects.

FY'11 Anticipated Accomplishments:

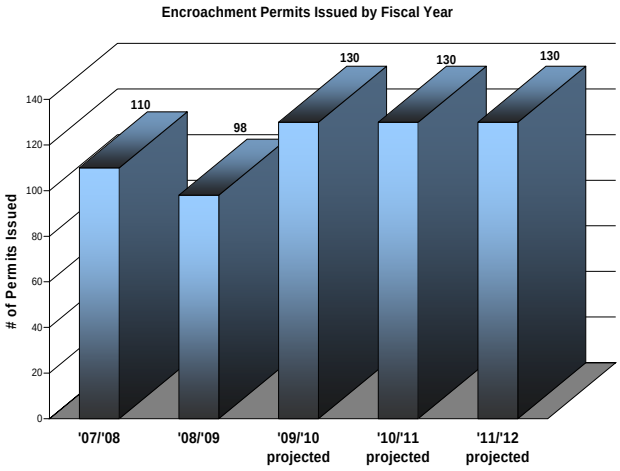
Engineering is also involved in a number of capital improvements including the design, construction and inspection of the 5th Street Sewer Project, Jo-Gro™ Drainage Improvements, Overlays, "H" Street Reconstruction, Major Redwood Storm Drain, and multiple water line and sewer line projects as determined by Public Works. Engineering is also involved with the preliminary budgeting and engineering of Hubbard Lane.

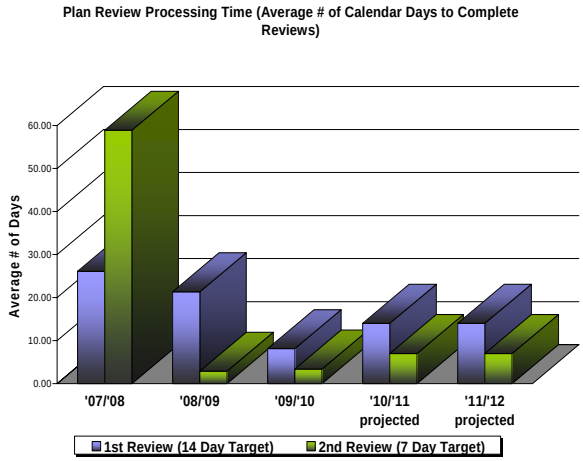
Josephine County is anticipating the improvement of Allen Creek Road between Ramsey Avenue and Schutzwohl Drive. The County has asked Engineering to administer the design and construction contracts so that the improvements meet our standards. Ultimately, these streets will be transferred to the City.

FY'11 Performance Measurements:

- Capital projects will be completed within the authorized budget year for completion, unless the schedule is changed.
- 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.
- Engineering will issue encroachment permits within 7 calendar days of the completed application. The target for this goal is to be met 90% of the time.

Program: Support Services – Engineering Services





Budget Highlights:

The projected revenues for FY'11 are lower than previous years due to the recent downturn in both private and internal investments. Three positions will remain vacant and unfunded. As a result of the loss of revenues for the Engineering Division, the following will occur:

- The Division will have to rely on a $30,000 contribution from the General Fund in both FY'11 and FY'12.
- The estimated unspent contingency will be reduced from $221,686 in FY'10, to $199,099 in FY'11 and $134,862 in FY'12.

FY'10 Activity Review:

The Engineering Division assisted in a number of new developments in our community this year, including: West Park Street Widening, Darnielle Lane Widening, Sidewalks in various City Parks, Hillcrest Public Safety Station Surface Restoration, 2009/2010 Overlays Phases 1 & 2, Redwood Park Phase 2, "I" to "J" Alley Sewer Relocation, Leonard Road Waterline Loop 2 and the Water Treatment Plant Crane Pad.

At least 10 private developments were (or still are) in the plan checking, construction or final platting process during this same time period. A few examples are: Summerfield Estates Subdivision, Scenic Bayou P.U.D., Westlake Village, Robinson Orthodontics Clinic, Holgate Subdivision, The Cedars and the Lil' Pantry.

FY'10 Performance Indicators:

- Capital projects will be completed within authorized budget estimates 90% of the time. **Target met.**
- Capital projects will be completed within authorized schedule 90% of the time. **Target met.**
- Within 10 working days of the division's actual receipt of construction plans, contact will be made, 90% of the time, informing the applicant of the status of the plan review, whether it is completed, still under review, or additional information is needed to complete the review. **Target met.**

Program: Support Services – Engineering Services

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	94,496	238,677	147,746	199,099	199,099	199,099	134,862
Current Resources							
Activity Generated							
Grants Pass Parkway Agency	3,910	905	1,000	0	0	0	0
Redwood Sewer Svc. Dist.	0	556	0	0	0	0	0
Engineering Fees	113,023	110,171	88,954	132,600	132,600	132,600	140,400
Sale of publications	660	460	5,000	300	300	300	300
Interest	10,063	7,139	10,000	500	500	500	500
Other Revenue	21,413	9,833	1,000	2,500	2,500	2,500	2,500
Direct Charges To:							
General Fund	3,000	0	11,450	40,000	40,000	40,000	40,300
Transportation	223,406	221,697	200,000	180,000	180,000	180,000	186,300
Wastewater Operations	86,594	57,567	60,000	70,000	70,000	70,000	70,000
Storm Water Operations	28,599	0	0	0	0	0	0
Solid Waste Operations	465	1,205	0	2,500	2,500	2,500	2,500
Water Operations	85,850	67,281	90,000	95,000	95,000	95,000	95,000
Administrative Services	14,149	10,206	43,080	21,500	21,500	21,500	23,000
Transportation Projects	352,976	261,565	240,000	155,000	155,000	155,000	160,000
Lands & Buildings Projects	24,347	36,022	15,000	25,000	25,000	25,000	25,000
Wastewater Projects	88,755	63,743	21,000	30,000	30,000	30,000	35,000
Water Projects	91,331	113,066	26,000	30,000	30,000	30,000	30,000
GIS Fees	228,896	133,581	74,604	59,477	59,477	59,477	60,607
Total Current Resources	1,377,437	1,094,997	887,088	844,377	844,377	844,377	871,407
Total Resources	**1,471,933**	**1,333,674**	**1,034,834**	**1,043,476**	**1,043,476**	**1,043,476**	**1,006,269**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	886,887	886,201	697,715	634,909	634,909	634,909	653,391
Materials & Supplies	24,547	15,142	6,900	9,400	9,400	9,400	7,400
Contractual/Prof Services	59,722	65,042	52,223	37,857	37,857	37,857	39,325
Direct Charges	107,199	144,827	226,670	225,248	225,248	225,248	234,154
Capital Outlay	26,148	776	2,600	1,200	1,200	1,200	1,200
Contingencies	0	0	48,726	134,862	134,862	134,862	70,799
Debt Service	128,753	0	0	0	0	0	0
Ending Balance	238,677	221,686	0	0	0	0	0
Total Requirements	**1,471,933**	**1,333,674**	**1,034,834**	**1,043,476**	**1,043,476**	**1,043,476**	**1,006,269**

Program: Support Services – Engineering Services

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
City Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Engineer	1.00	1.00	1.00*	1.00*	1.00*	1.00*	1.00*
City Surveyor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Supervisor	0.00	1.00	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	0.00
Department Support Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Specialist	0.00	5.50	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	0.00
Engineering Tech I	1.50	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal	10.50	10.50	9.50	9.50	9.50	9.50	9.50
Total Positions	**10.50**	**10.50**	**9.50**	**9.50**	**9.50**	**9.50**	**9.50**
Total Un-Funded Positions	0.00	0.00	(2.00)	(3.00)	(3.00)	(3.00)	(3.00)
Total Funded Positions	**10.50**	**10.50**	**7.50**	**6.50**	**6.50**	**6.50**	**6.50**

* These positions have not been funded for:

FY'10 Adopted	FY'11 Recommended
Utility Engineer	Utility Engineer
Project Specialist (1)	Project Specialist (2)

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Capital Outlay/By Item

Computers/Office Equipment	2,600	1,200	1,200	1,200	1,200
Total Capital Outlay	**2,600**	**1,200**	**1,200**	**1,200**	**1,200**

Program: Support Services – Property Management

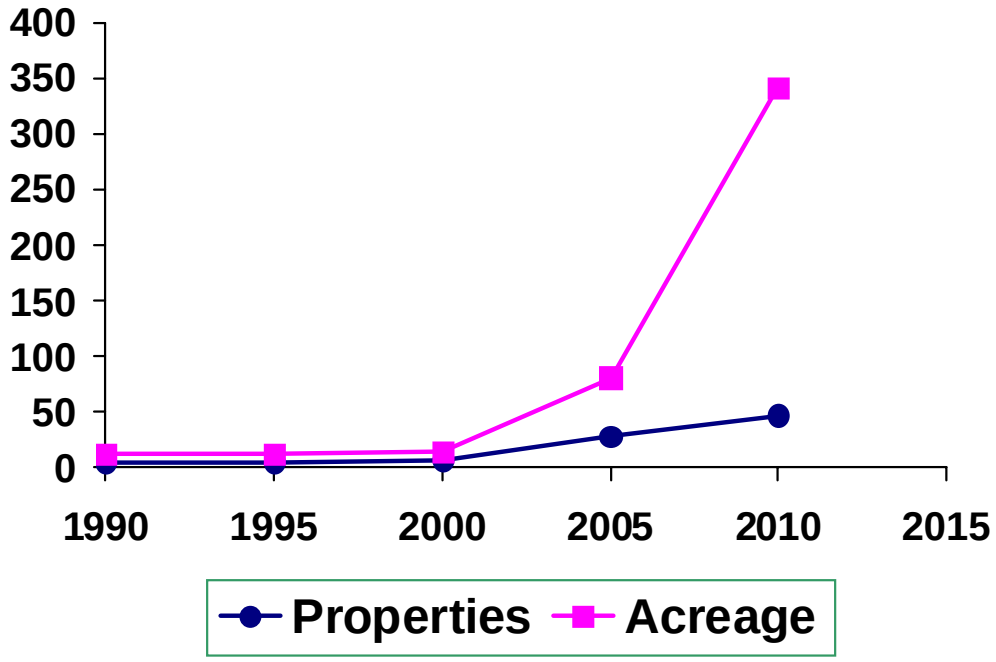
Services Delivered:

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

FY'11 Anticipated Accomplishments:

An electric gate will be installed to increase security at the City Service Center. The cooling system at the Municipal Building will be analyzed to increase efficiency and enhance sustainability practices. Worn carpet at the Municipal Building and vinyl at the Park Maintenance Building will be replaced.

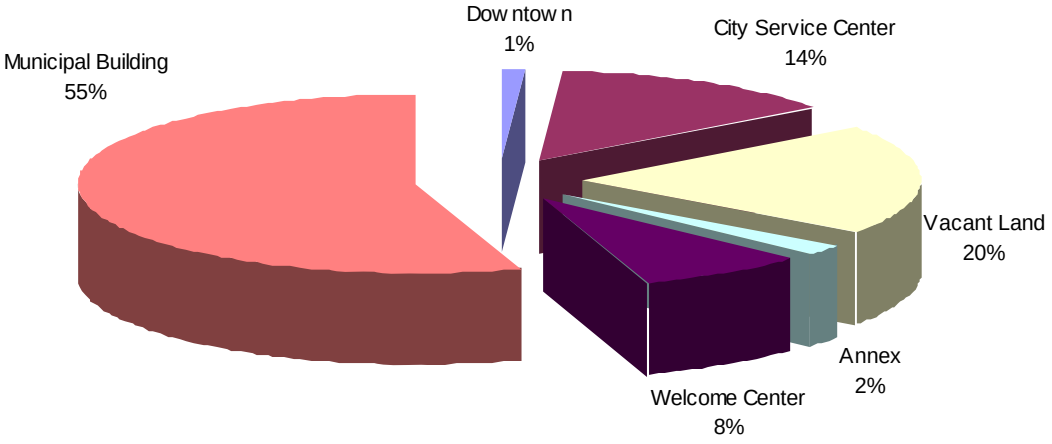
FY'11 Performance Measurements:



Budget Highlights:

- $6,500 is budgeted to install a security gate at the entrance to the Service Center.
- $20,000 is budgeted to implement various Safety and Security features at various Sites.
- $6,500 is budgeted to begin to analyze efficiency and sustainability in cooling the Municipal Building.

Program: Support Services – Property Management



Actual Expenditures FY'09

FY'10 Activity Review:

- Space at the Municipal Building was not reallocated.
- Recurring Maintenance Contracts were reviewed and renegotiated or eliminated as appropriate to maximize economies.
- Property Management reviewed all alarm contracts.
- We received a rebate for over 25% of the cost of the Municipal Boiler replacement and a tax credit of over 25% as well.

FY'10 Performance Indicators:

- Property Management will respond to maintenance and repair needs as necessary to minimize long term costs. **Target met.**
- Two City buildings will be analyzed and a five year maintenance plan shall be developed. **Target met.**

Program: Support Services – Property Management

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	141,592	153,782	111,790	100,926	100,926	100,926	54,210
Current Resources							
Activity Generated							
Direct Charges to:							
General Fund	119,617	105,875	110,166	125,098	125,098	125,098	125,098
Transportation	48,260	54,387	62,909	69,899	69,899	69,899	69,899
Wastewater Operations	39,106	39,425	43,146	46,753	46,753	46,753	46,753
Solid Waste Operations	0	627	0	858	858	858	858
Water Operations	29,586	31,349	38,133	42,610	42,610	42,610	42,610
Fleet Operations	20,651	31,565	31,404	36,175	36,175	36,175	36,175
Community Develop. Mgmt.	98,374	84,299	69,044	85,422	85,422	85,422	85,422
Administrative Services	143,299	159,011	138,342	150,727	150,727	150,727	150,727
Interest	10,047	4,272	1,592	431	431	431	0
Rent of Assets	12,880	7,070	9,020	16,154	16,154	16,154	16,154
Other Revenue	0	(610)	0	0	0	0	0
Total Current Resources	521,820	517,270	503,756	574,127	574,127	574,127	573,696
Total Resources	**663,412**	**671,052**	**615,546**	**675,053**	**675,053**	**675,053**	**627,906**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	106,277	126,489	119,029	174,306	174,306	174,306	185,509
Materials & Supplies	29,657	22,119	26,675	23,800	23,800	23,800	23,800
Contractual/Prof Services	259,183	285,733	325,101	293,795	293,795	293,795	296,174
Direct Charges	0	0	0	12,000	12,000	12,000	12,000
Capital Outlay	22,979	47,662	6,500	60,500	60,500	60,500	41,500
Contingencies	0	0	25,511	54,212	54,212	54,212	13,024
Indirect Charges	41,534	45,648	52,730	56,440	56,440	56,440	55,899
Transfers Out	50,000	20,871	10,000	0	0	0	0
Ending Balance	153,782	122,530	50,000	0	0	0	0
Total Requirements	**663,412**	**671,052**	**615,546**	**675,053**	**675,053**	**675,053**	**627,906**

Program: Support Services – Property Management

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Parks and Community Service Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property Management Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property Management Tech	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	3.00	3.00	3.00	4.00	4.00	4.00	4.00
Parks and Community Service Director							
To: Downtown	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Park Maintenance	(0.20)	(0.35)	(0.35)	(0.35)	(0.35)	(0.35)	(0.35)
To: Storm Water	(0.15)	0.00	0.00	0.00	0.00	0.00	0.00
To: Garage Operations	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Tourism	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Information Technology	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)
To: Equipment Replacement	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Admin. Support Specialist							
From: Garage Operations	0.10	0.15	0.15	0.15	0.15	0.15	0.15
Property Management Coordinator							
To: Park Maintenance	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Aquatics	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Downtown	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
To: Garage operations	(0.10)	0.00	0.00	0.00	0.00	0.00	0.00
To: Lands and Build Cap Projects	0.00	0.00	0.00	(0.15)	(0.15)	(0.15)	(0.15)
To: Street Maintenance	0.00	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
Office Assistant II							
To: Park Maintenance	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
To: Tourism	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Information Technology	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
Subtotal	(1.75)	(1.70)	(1.70)	(1.85)	(1.85)	(1.85)	(1.85)
Total Positions	**1.25**	**1.30**	**1.30**	**2.15**	**2.15**	**2.15**	**2.15**
Temporary/Seasonal Hours	400	400	0**	0**	0**	0**	0**

**400 hours of Temporary/Seasonal hours have not been funded for FY'11.

Capital Outlay/By Item

Remodeling/Renovation	5,000	59,000	59,000	59,000	40,000
Office Furniture/Equipment/Computers	1,500	1,500	1,500	1,500	1,500
Total Capital Outlay	**6,500**	**60,500**	**60,500**	**60,500**	**41,500**

Program: Support Services – Information Technology

Mission Statement:

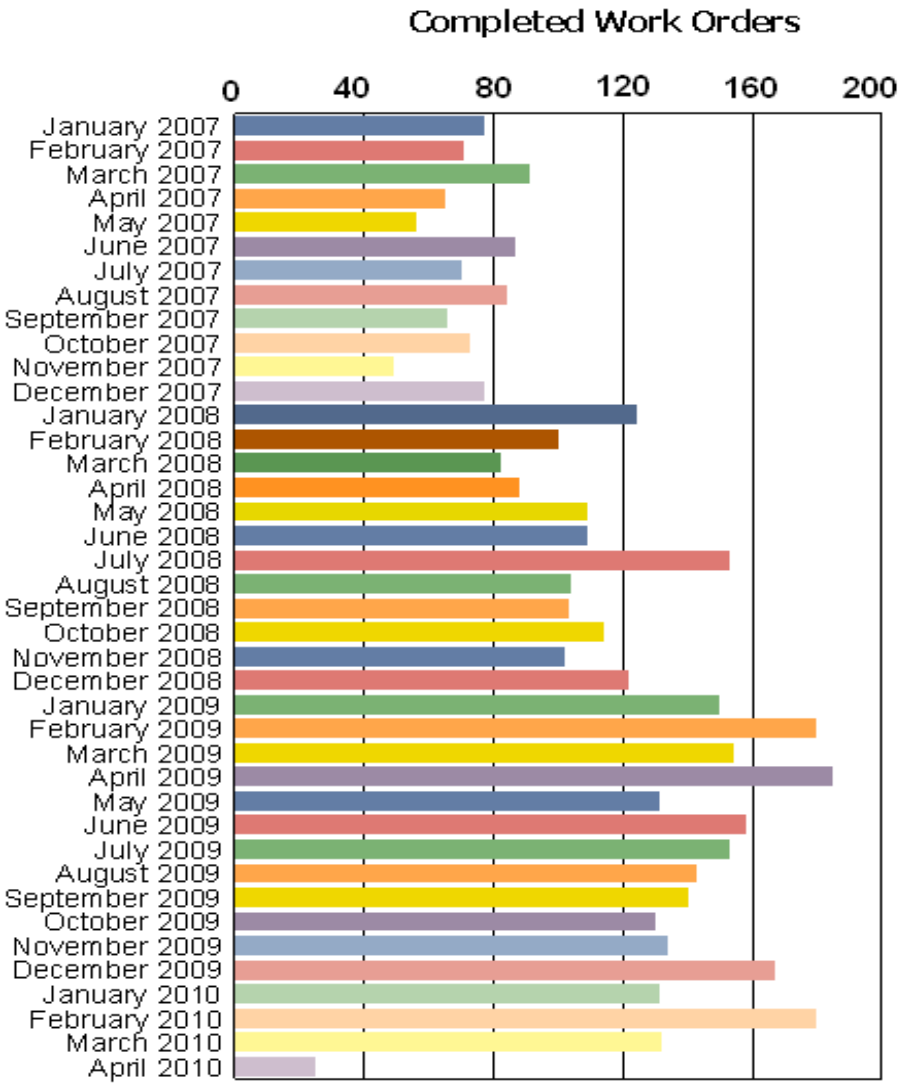
The Information Technology (IT) Division provides technical support of computer and telecommunication systems for City staff and protects electronic data and files.

***Services Delivered*:**

IT maintains the physical data network infrastructure, backups, security, connectivity, networks and servers. IT staff also provides desktop user support of software and hardware, manages phone systems, provides training and administers the City's website.

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

(Graph created 4/6/2010)



Program: Support Services – Information Technology

***Budget Highlights*:**

- One additional full time staff is added for computer system support.
- The main page of the website will be revised with new graphics and photographs.
- The phone system will be maintained by contract.

FY'10 Activity Review:

- Annual IT goals and objectives were established.
- Additional firewall technology was implemented to help protect the City's network and data.
- The network intruder detection system was enhanced with browser-based log analysis tools.
- The IBM iSeries/Sungard Public Sector server was upgraded to a new Operating System version.
- The City's Laserfiche Document Imaging system was upgraded to version 8.1.

FY'10 Performance Indicators:

- When fully staffed and trained, Help Desk requests will be acknowledged within 8 business hours of receipt. **Target Not Met**
- The City's LAN will be available to authorized users 99% of the time. **Target Met**
- A minimum of two training opportunities will be offered on standard software systems to enhance staff productivity. **Target Not Met**
- The City's WAN will be available to all users 98% of the time. **Target Met**
- The City's AS400 will be available to authorized users 99% of the time. **Target Met**

Program: Support Services – Information Technology

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	113,257	68,060	48,259	55,380	55,380	55,380	47,794
Current Resources							
Activity Generated							
Interest	6,764	3,100	1,900	250	250	250	500
Other Revenue	0	0	0	4,000	4,000	4,000	4,000
Redwood Sewer District	16,619	7,610	9,679	11,000	11,000	11,000	11,000
Solid Waste Agency	0	0	0	3,500	3,500	3,500	3,500
Information Tech Charges	483,118	493,412	542,086	562,409	562,409	562,409	573,482
Total Current Resources	506,501	504,122	553,665	581,159	581,159	581,159	592,482
Total Resources	**619,758**	**572,182**	**601,924**	**636,539**	**636,539**	**636,539**	**640,276**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	301,565	344,163	361,138	424,306	424,306	424,306	448,422
Materials & Supplies	4,079	3,553	4,561	4,500	4,500	4,500	4,500
Contractual/Prof Services	181,827	125,426	164,776	139,484	139,484	139,484	148,239
Direct Charges	15,428	14,427	19,310	20,455	20,455	20,455	20,455
Capital Outlay	48,799	17,965	17,000	0	0	0	0
Contingencies	0	0	35,139	47,794	47,794	47,794	18,660
Ending Balance	68,060	66,648	0	0	0	0	0
Total Requirements	**619,758**	**572,182**	**601,924**	**636,539**	**636,539**	**636,539**	**640,276**

Program: Support Services – Information Technology

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Information System Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Information System Technician	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Computer Services Technician	2.00	3.00	3.00*	3.00	3.00	3.00	3.00
Webmaster	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Subtotal	4.50	4.50	4.50	4.50	4.50	4.50	4.50
Parks and Comm. Service Director							
From: Property Management	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Office Assistant II							
From: Property Management	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Admin Support Specialist							
From: Garage	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Subtotal	0.45	0.45	0.45	0.45	0.45	0.45	0.45
Total Positions	**4.95**	**4.95**	**4.95**	**4.95**	**4.95**	**4.95**	**4.95**
Total Un-Funded Positions	0.00	0.00	(1.00)	0.00	0.00	0.00	0.00
Total Funded Positions	**4.95**	**4.95**	**3.95**	**4.95**	**4.95**	**4.95**	**4.95**

* These positions have not been funded for:

FY'10 Adopted	FY'11 Recommended
Computer Services Tech. (1)	

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Capital Outlay/By Item

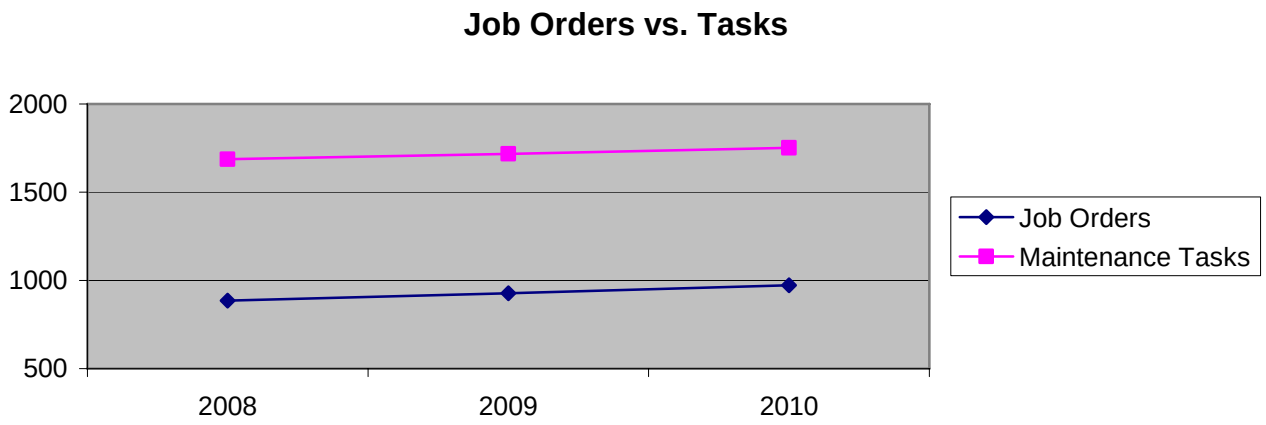
Local Area Network	3,000	0	0	0	0
Computers	4,000	0	0	0	0
Info. Tech. Infrastructure Hardware	10,000	0	0	0	0
Total Capital Outlay	**17,000**	**0**	**0**	**0**	**0**

Program: Support Services – Garage Operations

Services Delivered:

This activity maintains vehicles and equipment for all departments. The budget includes costs for fuel, insurance, preventative maintenance and repairs. Fleet is implementing 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'11 Performance Measurements:



- "Job orders" are generated when a vehicle/equipment comes into the shop.
- "Maintenance tasks" are reflective of different automotive systems worked on while in the shop.

Budget Highlights:

In the past, departments were charged a mileage rate for miles driven. Starting this year, departments will be charged for actual expenses incurred in the prior calendar year. Expenses will be charged back to the departments in 12 equal monthly payments. This billing method offers protection to departments against unforeseen spikes in expenses. Departments pay for actual services used one year in arrears. Unpredictable fuel, related petroleum costs and increased vehicle usage due to annexations will continue to impact vehicle operational costs. Actual costs and fuel use are linked directly to the individual department.

Program: Support Services – Garage Operations

FY'10 Activity Review:

During FY'10 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.

FY'10 Performance Indicators:

- All vehicle user rates will be reviewed in FY'10 to insure rates cover actual expenses.
  Target met.

- Satisfaction of customer service to be rated by users.
  Target met.

- Emergency Vehicle Technicians certificates to be held by both mechanics.
  Target met.

Program: Support Services – Garage Operations

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	98,900	(30,364)	27,613	184,869	184,869	184,869	124,235
Current Resources							
Activity Generated							
Internal Billings	542,277	852,493	879,546	746,273	746,273	746,273	768,651
Interest	(366)	941	345	500	500	500	500
Other Revenue	55,783	23,430	10,000	2,500	2,500	2,500	2,500
Petroleum Antitrust Dist.	15	0	0	0	0	0	0
Transfer (Equipment Replace)	35,000	0	0	0	0	0	0
Total Current Resources	632,709	876,864	889,891	749,273	749,273	749,273	771,651
Total Resources	**731,609**	**846,500**	**917,504**	**934,142**	**934,142**	**934,142**	**895,886**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	208,950	245,621	263,448	254,188	254,188	254,188	263,295
Materials & Supplies	307,669	291,113	378,250	382,750	382,750	382,750	384,550
Contractual/Prof Services	136,394	98,458	102,390	79,341	79,341	79,341	81,159
Direct Charges	12,381	15,000	13,000	13,500	13,500	13,500	13,500
Capital Outlay	28,713	4,608	0	6,500	6,500	6,500	6,500
Contingencies	0	0	35,353	124,235	124,235	124,235	71,982
Indirect Charges	67,866	64,571	75,063	73,628	73,628	73,628	74,900
Ending Balance	(30,364)	127,129	50,000	0	0	0	0
Total Requirements	**731,609**	**846,500**	**917,504**	**934,142**	**934,142**	**934,142**	**895,886**

Program: Support Services – Garage Operations

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Admin. Support Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Fleet Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Parks and Comm. Service Director							
From: Property Mgmt	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Prop/Project Coordinator							
From: Property Mgmt	0.10	0.00	0.00	0.00	0.00	0.00	0.00
Admin. Support Specialist							
To: Park Maintenance	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
To: Property Mgmt	(0.10)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
To: Information Technology	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Equipment Replacement	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)
Dept. Support Technician							
To: Equipment Replacement	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
Lead Fleet Mechanic							
To: Equipment Replacement	(0.10)	(0.15)	(0.15)	(0.20)	(0.20)	(0.20)	(0.20)
Mechanic							
To: Equipment Replacement	(0.10)	(0.15)	(0.15)	(0.20)	(0.20)	(0.20)	(0.20)
Subtotal	(0.70)	(0.95)	(0.95)	(1.05)	(1.05)	(1.05)	(1.05)
Total Positions	**3.30**	**3.05**	**3.05**	**2.95**	**2.95**	**2.95**	**2.95**

Capital Outlay/By Item

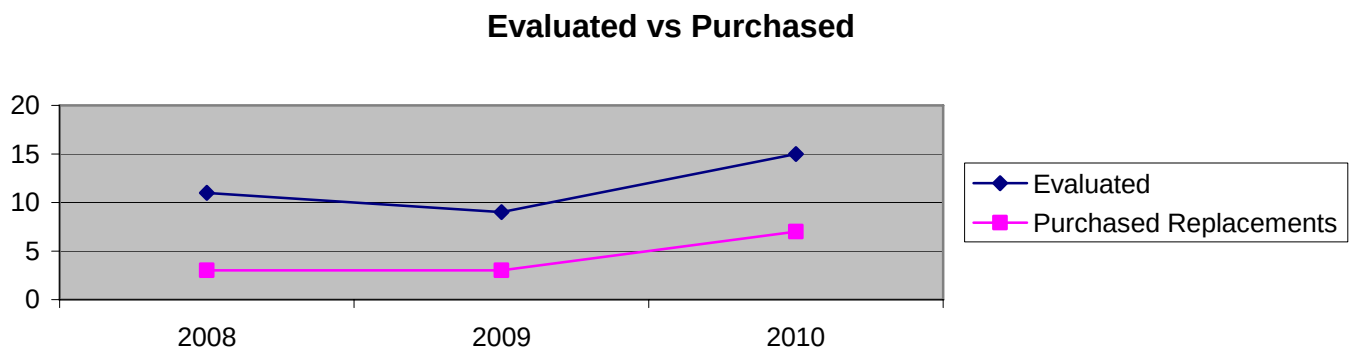
Computers		1,500	1,500	1,500	1,500
Tools/Equipment	0	5,000	5,000	5,000	5,000
Total Capital Outlay	**0**	**6,500**	**6,500**	**6,500**	**6,500**

Program: Support Services – Equipment Replacement

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'11 Performance Measurements:



- After a final evaluation, not all vehicles budgeted for replacement are replaced.

Program: Support Services – Equipment Replacement

Budget Highlights:

The FY'11 Budget includes funds for replacing one patrol car and one detective vehicle for Public Safety. Midsize trucks are scheduled for replacement in the Parks, Streets and Water Treatment Departments. With accrued funds we will evaluate replacing a front-end loader, two compressors, crack sealer, TV cube van, and a small A.T.V. Public Safety Fire has a Brush Fire Truck with a slip-on unit that will be evaluated for replacement. Two lawn tractors are scheduled for replacement for the Parks Department. When possible, new vehicles 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 cars and electrical carts for City use as need arises.

FY'10 Activity Review:

During FY'10 a total of eight vehicles and seven pieces of equipment were evaluated for replacement. A new work truck with service body was purchased and outfitted for Streets. Three new Dodge Chargers were purchased for Public Safety patrol vehicles.

Program: Support Services – Equipment Replacement

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	2,430,264	2,753,516	1,715,866	3,115,716	3,115,716	3,115,716	2,745,596
Current Resources							
Activity Generated							
Revenue Other Agencies	0	291,528	235,803	206,506	206,506	206,506	0
Internal Billings	430,470	461,886	490,908	537,192	537,192	537,192	567,192
Interest	114,351	60,072	21,448	20,000	20,000	20,000	20,000
Transfer from General Fund	50,000	98,000	0	0	0	0	0
Transfer from Street Utility	0	5,000	0	0	0	0	0
Transfer from Wastewater	20,000	30,000	30,000	0	0	0	0
Transfer from Water	11,000	0	0	0	0	0	0
Transfer from Property Svc's	0	5,000	0	0	0	0	0
Other Revenue	0	0	10,000	0	0	0	0
Total Current Resources	625,821	951,486	788,159	763,698	763,698	763,698	587,192
Total Resources	**3,056,085**	**3,705,002**	**2,504,025**	**3,879,414**	**3,879,414**	**3,879,414**	**3,332,788**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	38,919	56,250	63,864	69,282	69,282	69,282	71,789
Materials & Supplies	484	1,203	1,000	1,000	1,000	1,000	1,100
Contractual/Prof Services	56,516	46,585	47,295	50,509	50,509	50,509	50,621
Direct Charges	8,270	16,565	16,562	22,675	22,675	22,675	22,675
Capital Outlay	146,906	470,744	600,303	950,006	950,006	950,006	294,500
Contingencies	0	0	50,000	300,000	300,000	300,000	300,000
Indirect Charges	16,474	30,697	24,718	40,346	40,346	40,346	26,399
Transfers Out	35,000	1,659	0	0	0	0	0
Ending Balance	2,753,516	3,081,299	1,700,283	2,445,596	2,445,596	2,445,596	2,565,704
Total Requirements	**3,056,085**	**3,705,002**	**2,504,025**	**3,879,414**	**3,879,414**	**3,879,414**	**3,332,788**

Program: Support Services – Equipment Replacement

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Parks/Community Svcs. Director							
From: Property Mgmt	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Dept. Support Technician							
From: Garage	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Admin. Support Specialist							
From: Garage	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Office Assistant II							
From: Property Mgmt	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lead Fleet Mechanic							
From: Garage	0.10	0.15	0.15	0.20	0.20	0.20	0.20
Mechanic							
From: Garage	0.10	0.15	0.15	0.20	0.20	0.20	0.20
Total Positions	**0.60**	**0.70**	**0.70**	**0.80**	**0.80**	**0.80**	**0.80**

Capital Outlay/By Item

TV Truck	74,000	74,000	74,000	74,000	0
Hybrid Setup	50,000	0	0	0	0
Garage Setup	14,000	0	0	0	0
Automobiles	7,500	7,500	7,500	7,500	32,500
Scanner/Computers	2,000	0	0	0	0
Cat Loader/Dump Truck	95,000	95,000	95,000	95,000	58,000
Police Vehicles	90,000	56,000	56,000	56,000	143,000
Pick-Up Trucks	28,000	34,000	34,000	34,000	25,000
Fire Apparatus	0	353,000	353,000	353,000	0
Front End Loader/Heavy Equipment	0	70,000	70,000	70,000	0
Air Compressors	24,000	24,000	24,000	24,000	0
Crackpot/Vibratory Roller – Streets	30,000	30,000	30,000	30,000	22,000
Other/ CMAQ Grant	185,803	206,506	206,506	206,506	14,000
Total Capital Outlay	**600,303**	**950,006**	**950,006**	**950,006**	**294,500**

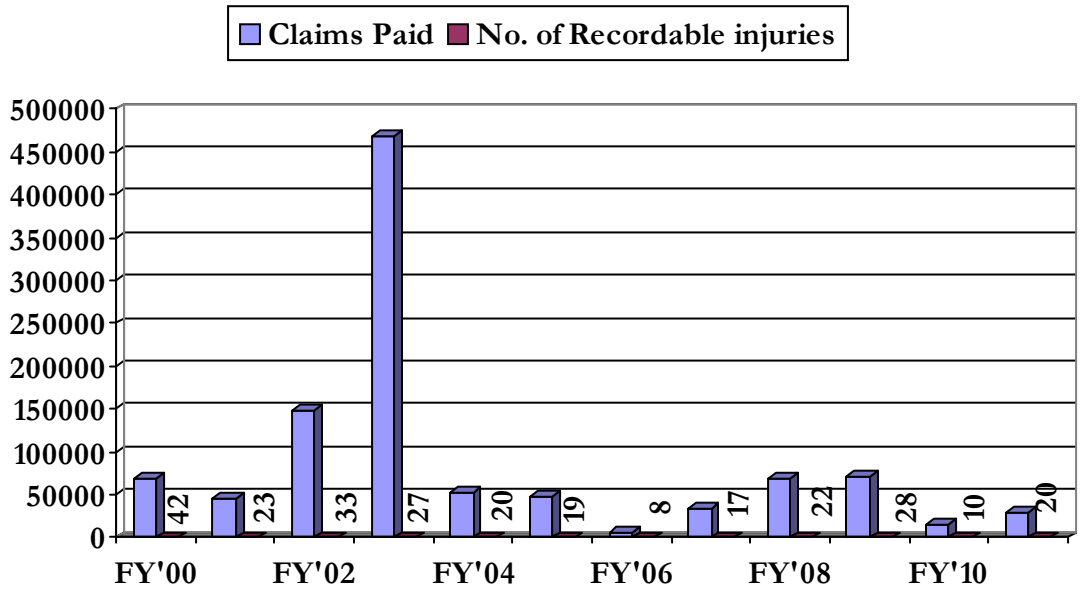
Program: Support Services – Workers' Compensation Insurance

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'11 Anticipated Accomplishments:

- 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.
- Invite a Department Director to attend a Safety Committee meeting quarterly.
- Ensure mandatory safety training is completed and documented. This training includes annual hearing testing/training, blood borne pathogen and bi-annual CPR/AED.



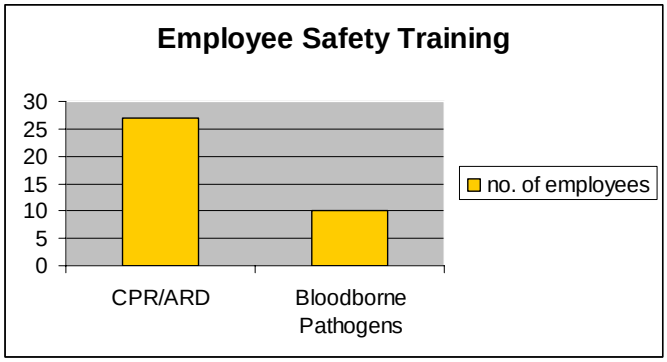
Program: Support Services – Workers' Compensation Insurance

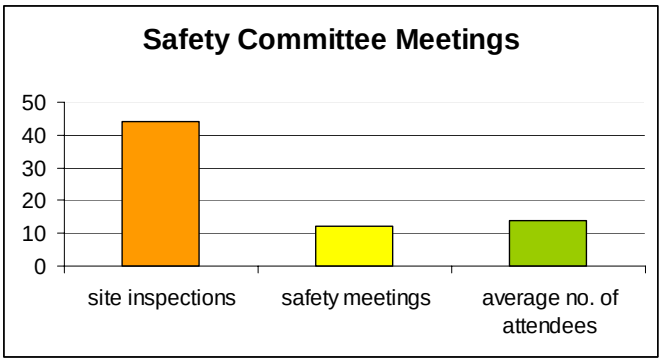
Budget Highlights:

Risk Management with the assistance of the City's Safety Committee has been able to contain losses during this budget cycle. An extraordinary claim in our Public Safety Department from 2003 generated significant costs. In January 2010, the City Council passed Resolution 5625 establishing an actuarially sound and adequately funded Workers' Compensation loss reserve account. This sets financial policies for the management of the account and provides for first lien and priority rights to the Director of the Department of Consumer and Business Services for the full amount of the Workers' Compensation loss reserve account, as required under ORS Chapter 656.

FY'10 Performance Indicators:

- CPR and Defibrillator training will be offered to employees. **Target met.**
- Twelve Safety Committee meetings will be held this year. **Target met.**
- Exposure Control training will be conducted. **Target met.**





Program: Support Services – Workers' Compensation Insurance

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	632,567	775,676	786,622	845,485	845,485	845,485	723,869
Current Resources							
Activity Generated							
Internal Billings	296,241	286,205	300,000	300,000	300,000	300,000	320,000
Interest	44,450	17,697	10,000	5,500	5,500	5,500	5,500
Other Revenue	4,414	3,265	0	0	0	0	0
Total Current Resources	345,105	307,167	310,000	305,500	305,500	305,500	325,500
Total Resources	**977,672**	**1,082,843**	**1,096,622**	**1,150,985**	**1,150,985**	**1,150,985**	**1,049,369**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	38,482	21,461	24,388	28,313	28,313	28,313	27,614
Materials & Supplies	1,713	2,805	6,750	6,050	6,050	6,050	6,050
Contractual/Prof Services	159,118	209,232	343,525	389,001	389,001	389,001	375,367
Direct Charges	2,683	1,305	744	3,752	3,752	3,752	3,752
Contingencies	0	0	250,000	500,000	500,000	500,000	500,000
Ending Balance	775,676	848,040	471,215	223,869	223,869	223,869	136,586
Total Requirements	**977,672**	**1,082,843**	**1,096,622**	**1,150,985**	**1,150,985**	**1,150,985**	**1,049,369**

Program: Support Services – Workers' Compensation Insurance

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
City Attorney							
From: Legal Services	0.10	0.10	0.10	0.05	0.05	0.05	0.05
Assistant City Attorney							
From: Legal Services	0.13	0.02	0.02	0.025	0.025	0.025	0.025
Office Assistant II							
From: Legal Services	0.35	0.40	0.125	0.255	0.255	0.255	0.255
Office Assistant II							
From: Mgmt Services	0.05	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	**0.63**	**0.52**	**0.245**	**0.33**	**0.33**	**0.33**	**0.33**

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Capital Outlay/By Item

Computers	0	0	0	0	0
Total Capital Outlay	**0**	**0**	**0**	**0**	**0**

Program: Support Services – General Insurance

Services Delivered:

The 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. That fund balance has been reduced significantly and charges to Departments will again include at least some portion of these management costs.

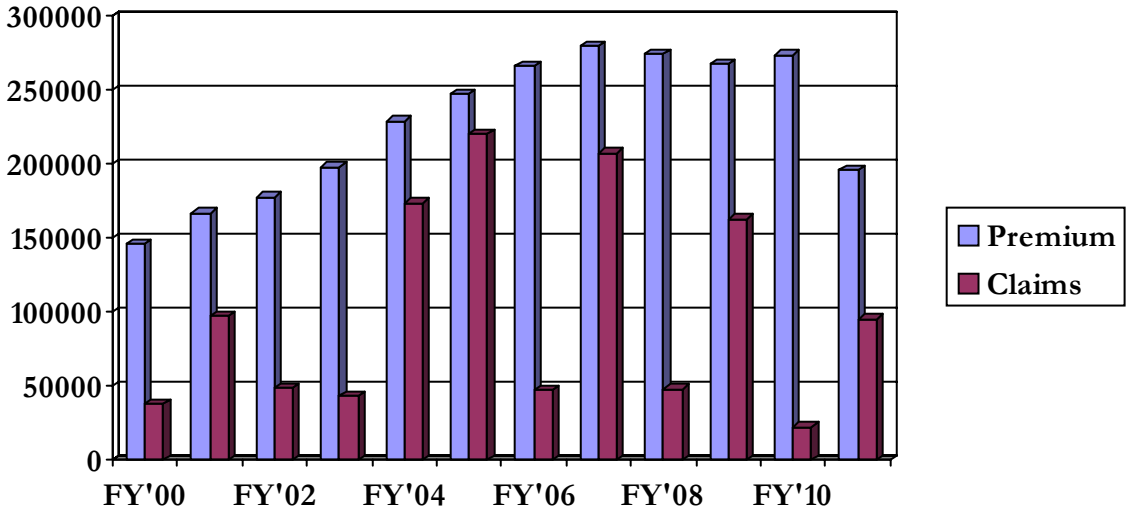
FY'11 Anticipated Accomplishments:

- 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 is conducted by CIS at no cost.
- Provide one Risk Management training to all levels of management.

Budget Highlights:

This fund will encounter significant increases in property insurance due to increases in the number of properties insured as well as the recent property appraisal conducted by Asset Works. The last property appraisal, conducted five years ago, undervalued many of the City's properties. In addition to increased property costs, four city owned properties located in the A/V flood zone must now purchase separate flood insurance.

The City continues to use City County Insurance Services to ensure long-term insurance viability. At its December 10, 2009 meeting, the CIS Board of Trustees closed out older program years and declared a one-time, $5.4 million distribution. As an eligible member, the City of Grants Pass received a $125,426 portion of the distribution in the form of credits towards the cost of CIS coverage in FY'10-11. 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.



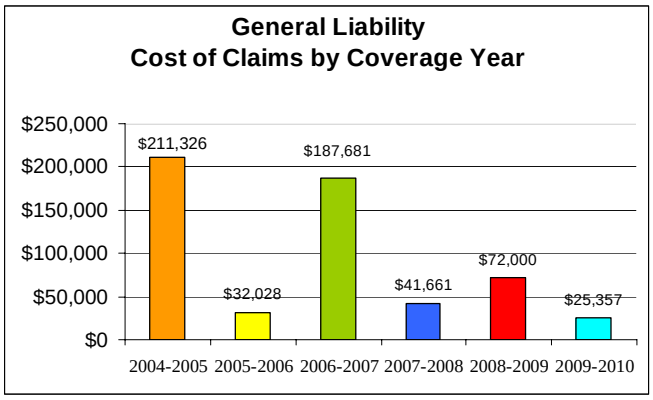
Program: Support Services – General Insurance

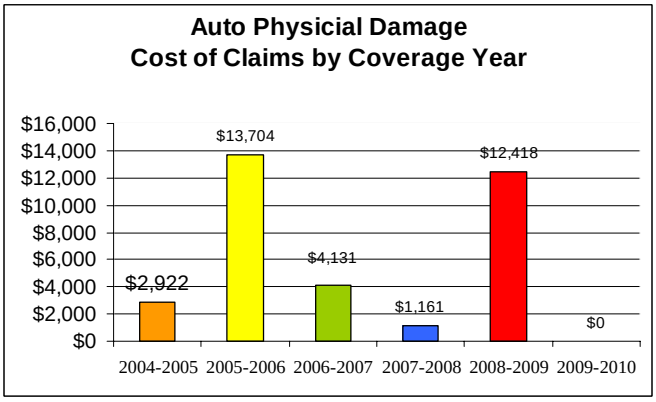
FY'10 Activity Review:

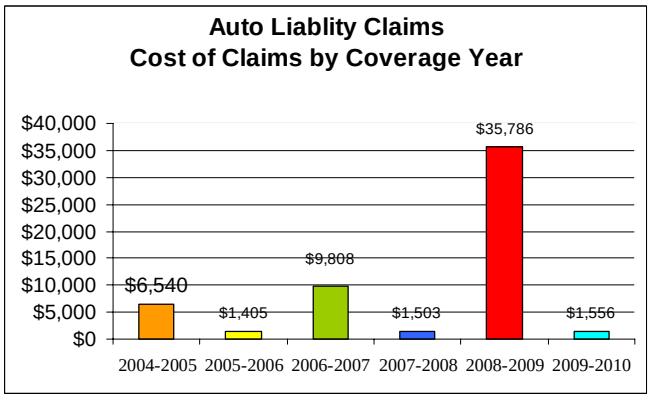
During FY'10 this activity identified aggressive risk management as key in keeping the cost of coverage as low as possible. In September we contracted with a Wilson-Heirgood Risk Management Consultant to assist our entity in identifying and reducing our liability exposures. Through their advice, our 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.

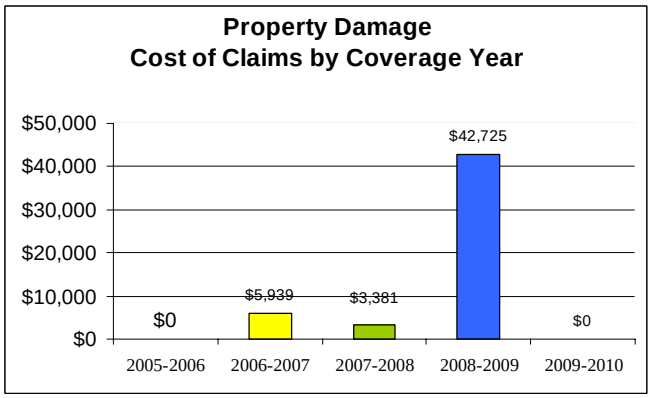
FY'10 Performance Indicator:

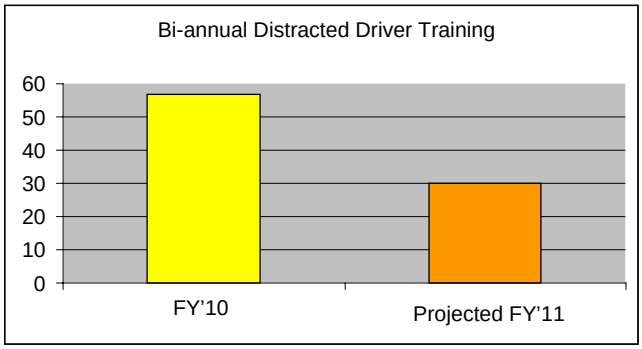
- Work with City County Insurance Services to reduce liability exposures. **Target met.**











Program: Support Services – General Insurance

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	321,466	394,187	465,624	474,337	474,337	474,337	551,913
Current Resources							
Activity Generated							
Internal Billings	389,216	464,576	475,812	434,719	434,719	434,719	490,686
Interest	11,115	6,660	11,251	2,500	2,500	2,500	2,500
Redwood Sewer District	25,300	2,282	2,164	1,970	1,970	1,970	2,392
Loan Repayments	2,464	2,275	0	0	0	0	0
Other Revenue	0	0	0	125,426	125,426	125,426	0
Total Current Resources	428,095	475,793	489,227	564,615	564,615	564,615	495,578
Total Resources	**749,561**	**869,980**	**954,851**	**1,038,952**	**1,038,952**	**1,038,952**	**1,047,491**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	24,815	26,123	28,871	46,472	46,472	46,472	46,481
Materials & Supplies	4,739	15	1,250	1,050	1,050	1,050	1,050
Contractual/Prof Services	323,137	422,666	441,473	435,765	435,765	435,765	454,220
Direct Charges	2,683	3,916	2,338	3,752	3,752	3,752	3,752
Contingencies	0	0	75,000	75,000	75,000	75,000	75,000
Ending Balance	394,187	417,260	405,919	476,913	476,913	476,913	466,988
Total Requirements	**749,561**	**869,980**	**954,851**	**1,038,952**	**1,038,952**	**1,038,952**	**1,047,491**

Program: Support Services – General Insurance

Personnel

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
City Attorney							
From: Legal Services	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Assistant City Attorney							
From: Legal	0.00	0.02	0.02	0.05	0.05	0.05	0.05
Office Assistant II							
From: Legal Services	0.10	0.11	0.125	0.34	0.34	0.34	0.34
Office Assistant II							
From:Mgmt. Services	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Total Positions	**0.25**	**0.28**	**0.295**	**0.54**	**0.54**	**0.54**	**0.54**

The full time equivalent (fte) for all regular/permanent employees was restated under total positions during the FY11 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.

Capital Outlay/By Item

Computers	0	0	0	0	0
Total Capital Outlay	**0**	**0**	**0**	**0**	**0**

Program: Support Services – Benefits Administration

Services Delivered:

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

FY'11 Anticipated Accomplishments:

A Health Insurance Committee comprised of two employees from each of the bargaining groups, formed in 2002, will reconvene in summer of 2010 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 2011, as the existing contract expires December 31, 2010.

FY'11 Performance Measurements:

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

Budget Highlights:

Departments are billed $20 per employee each month for Self Health programs. These include Fitness Reimbursement, EAP Services (Employee Assistance Program) and Wellness Programs.

FY'10 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 insurance contract with PacificSource, for calendar year 2010 with a dual choice option for medical.

The Health Reimbursement Account (HRA), introduced as an option for 2007, continues to be offered. Approximately 72% of the employees covered by PacificSource chose 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 committee also recommended to Management the renewal of the dental plans through Advantage Dental and Willamette Dental Service. Advantage Dental was purchased by PacificSource and was renewed with no change in the benefit. Combining the rate increases for all the plans, with no increase in the HRA contribution, the City was within the budgeted 12% anticipated increase in premiums.

FY'10 Performance Indicators:

- Employee Health Committee will review and evaluate alternative health insurance policies. **Goal #VI Target met.**

Program: Support Services – Benefits Administration

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	610,301	901,277	792,904	1,075,878	1,075,878	1,075,878	1,404,448
Current Resources							
Activity Generated							
Internal Billings	2,584,827	2,669,774	174,661	375,300	375,300	375,300	139,300
Interest	35,595	19,750	10,000	5,200	5,200	5,200	5,200
Interfund Loan Repayments	128,753	0	0	0	0	0	0
Other Revenue	72,980	72,711	0	0	0	0	0
Total Current Resources	2,822,155	2,762,235	184,661	380,500	380,500	380,500	144,500
Total Resources	**3,432,456**	**3,663,512**	**977,565**	**1,456,378**	**1,456,378**	**1,456,378**	**1,548,948**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Personal Services	23,956	30,638	32,400	39,780	39,780	39,780	40,300
Materials & Supplies	0	0	2,400	1,900	1,900	1,900	1,900
Contractual/Prof Services	2,507,223	2,695,392	12,000	10,250	10,250	10,250	10,250
Contingencies	0	0	25,000	25,000	25,000	25,000	25,000
Ending Balance	901,277	937,482	905,765	1,379,448	1,379,448	1,379,448	1,471,498
Total Requirements	**3,432,456**	**3,663,512**	**977,565**	**1,456,378**	**1,456,378**	**1,456,378**	**1,548,948**

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
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AUXILIARY SERVICES

ACTIVITIES

∗Transient Room Tax Fund

∗Debt Service Fund/Bancroft Bonds

∗Debt Service Fund/General Obligation Bonds

∗Industrial Loan Fund

∗Community Development Block Grant Fund

∗Environmental Waste Fees Fund

∗Agency Fund

∗Operations Reserve Fund

DESCRIPTION

This program accounts for funds that are generated through non-traditional sources (grants) or special sources which require segregated accounting treatment. Funds are in many cases transferred from the activities in this program to activities where they will be expensed.

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources	4,750,545	5,672,260	5,697,463	6,452,961	6,402,961	6,402,961	5,750,970
Total Resources	**4,750,545**	**5,672,260**	**5,697,463**	**6,452,961**	**6,402,961**	**6,402,961**	**5,750,970**
Requirements							
Transient Room Tax Fund	1,034,301	970,562	975,002	918,601	918,601	918,601	918,631
Bancroft Bond Fund	246,544	1,061,341	640,000	631,141	631,141	631,141	660,000
General Obligation Bond Fund	1,062,614	1,147,113	963,351	1,533,170	1,533,170	1,533,170	1,063,070
Industrial Loan Fund	982,696	1,000,795	1,027,982	987,615	987,615	987,615	995,565
C D Block Grant Fund	871,036	907,383	1,647,128	1,844,311	1,844,311	1,844,311	1,753,381
Environmental Fees	228,519	244,743	224,000	210,000	210,000	210,000	218,300
Operations Reserve	0	0	0	50,000	0	0	0
Trust Fund	324,835	340,323	220,000	278,123	278,123	278,123	142,023
Total Requirements	**4,750,545**	**5,672,260**	**5,697,463**	**6,452,961**	**6,402,961**	**6,402,961**	**5,750,970**

Program: Auxiliary Services – Transient Room Tax Fund

Services Delivered:

This activity accounts for revenues collected from the Transient Room Tax. Of the 7% base tax, sixty percent of the funds support the Economic Development, Tourism and Downtown activities. The remaining forty percent is used to fund Park Maintenance and Public Safety programs that support tourism.

In December 2000 the Council revised the room tax ordinance, declaring a 1% increase effective January 1, 2001 and 2002 respectively, bringing the total tax to 9%. Revenues generated by the incremental increase are dedicated specifically, with 30% going to the Tourism program and 70% targeted to the development of parks.

Budget Highlights:

The revenue estimate for Transient Room Tax in the FY'11 Budget reflects approximately 6% less than budgeted in FY'10 due to economic trends the City is currently experiencing and actual tax receipts during FY'10. With the dramatically fluctuating nationwide economic activity, it is difficult to predict the impact on travel and tourism in our area.

Program: Auxiliary Services – Transient Room Tax Fund

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	9,870	0	0	0	0	0	0
Current Resources							
Activity Generated							
Transient Occupancy Tax	1,024,431	970,446	975,002	918,601	918,601	918,601	918,631
Interest	0	116	0	0	0	0	0
Total Current Resources	1,024,431	970,562	975,002	918,601	918,601	918,601	918,631
Total Resources	**1,034,301**	**970,562**	**975,002**	**918,601**	**918,601**	**918,601**	**918,631**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	2,872	2,965	3,060	2,985	2,985	2,985	3,015
Direct Charges	12,500	12,812	13,197	13,500	13,500	13,500	13,500
Transfers Out	1,018,929	954,785	958,745	902,116	902,116	902,116	902,116
Total Requirements	**1,034,301**	**970,562**	**975,002**	**918,601**	**918,601**	**918,601**	**918,631**

Program: Auxiliary Services – Debt Service/Bancroft Bonds

Services Delivered:

This activity accounts for funds received from property owners to satisfy assessments against their property for improvement projects such as street construction and water line installation. The activity also accounts for the payment of Bancroft Bonds sold to finance those improvements.

The projects are often completed through Local Improvement Districts. These districts are formed, generally, at the request of the property owners who will benefit from the project. The City manages the construction of the improvement, usually funding the costs of construction with internal borrowings.

Once a project is complete, the property owners are assessed for the costs. Property assessments may be paid in full when the improvements are completed and billed; or the property owner may choose to have a lien placed on his/her property and pay the assessment in semi-annual installments. This process is known as Bancrofting.

The user signed Bancroft liens are used as collateral to issue bonds and retire the short term debt. The long-term, bonded debt is paid through the payments made by the property owners in the various local improvement districts.

FY'11 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'11.

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'10 Activity Review:

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

Program: Auxiliary Services – Debt Service/Bancroft Bonds

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	(2,935,626)	153,740	0	(28,859)	(28,859)	(28,859)	0
Current Resources							
Activity Generated							
Interest	4,634	11,025	0	0	0	0	0
Assessment Principal	163,736	795,947	130,000	130,000	130,000	130,000	130,000
Assessment Interest	38,800	100,629	30,000	30,000	30,000	30,000	30,000
Bond & Loan Proceeds	2,975,000	0	480,000	500,000	500,000	500,000	500,000
Total Current Resources	3,182,170	907,601	640,000	660,000	660,000	660,000	660,000
Total Resources	**246,544**	**1,061,341**	**640,000**	**631,141**	**631,141**	**631,141**	**660,000**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	71,301	32,106	95,000	30,800	30,800	30,800	46,200
Direct Charges	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Contingencies	0	0	700	0	0	0	0
Debt Service	0	0	64,300	90,341	90,341	90,341	103,800
Transfers Out	11,503	1,262,136	470,000	500,000	500,000	500,000	500,000
Ending Balance	153,740	(242,901)	0	0	0	0	0
Total Requirements	**246,544**	**1,061,341**	**640,000**	**631,141**	**631,141**	**631,141**	**660,000**

Program: Auxiliary Services – Debt Service/General Obligation Bonds

Services Delivered:

This activity accounts for property tax collections levied and used to retire debt for bonds sold to construct two new fire and police facilities. These funds have been used to pay capital construction and improvement costs for a new fire/police station located on land owned by the City on East Park Street, a new fire/police station on land the City acquired on Leonard Road, a replacement for the existing, 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'11 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'10 was 0.3990/$1000 assessed value and a similar rate is expected for FY'11. Unspent proceeds upon the completion of all projects will result in the defeasance of a small portion of the longest maturity bonds in order to provide maximum interest expense savings.

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'10 Activity Review:

Tax collections and debt service payments followed the long-term schedule during the year.

Program: Auxiliary Services – Debt Service/General Obligation Bonds

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	0	42,169	37,994	66,470	66,470	66,470	66,570
Current Resources							
Activity Generated							
Property Taxes	1,060,951	1,103,998	924,357	966,600	966,600	966,600	996,400
Interest	1,663	946	1,000	100	100	100	100
Transfers In	0	0	0	500,000	500,000	500,000	0
Total Current Resources	1,062,614	1,104,944	925,357	1,466,700	1,466,700	1,466,700	996,500
Total Resources	**1,062,614**	**1,147,113**	**963,351**	**1,533,170**	**1,533,170**	**1,533,170**	**1,063,070**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Debt Service	1,020,445	1,087,000	919,000	1,466,600	1,466,600	1,466,600	996,400
Ending Balance	42,169	60,113	44,351	66,570	66,570	66,570	66,670
Total Requirements	**1,062,614**	**1,147,113**	**963,351**	**1,533,170**	**1,533,170**	**1,533,170**	**1,063,070**

Program: Auxiliary Services – Industrial and Downtown Loan Fund

Services Delivered:

This activity accounts for the industrial development and downtown building renovation loans made by the City and the repayment of those loans. The City utilizes a three-member loan review committee to provide professional loan review expertise and advisory services. This activity responds to the needs expressed through the application process and utilizes the loan funds to assist small businesses.

FY'11 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 **"With emphasis on small business, we diversify the local economy and create quality jobs for our residents."**

FY'11 Performance Measurements:

- All existing loan payments will remain current.
- Two loan applications will be processed.

Budget Highlights:

All anticipated loan repayments, with the exception of $5,000 to be used for the technical assistance program, are budgeted to be available for new loans in FY'11.

FY'10 Activity Review:

No new loans were processed in FY'10.

FY'10 Performance Indicators:

- All existing loan payments will remain current. **Goal#II Target met.**
- One partnership program with a private lender will be developed. **Goal#II Target not met.**
- Two loan applications will be processed. **Goal#II Target not met.**

Program: Auxiliary Services – Industrial and Downtown Loan Fund

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	936,882	977,696	969,282	976,800	976,800	976,800	980,000
Current Resources							
Activity Generated							
Interest	42,644	19,929	45,000	4,880	4,880	4,880	5,000
Loan Repayments	3,170	3,170	13,550	5,785	5,785	5,785	10,415
Other Revenue	0	0	150	150	150	150	150
Total Current Resources	45,814	23,099	58,700	10,815	10,815	10,815	15,565
Total Resources	**982,696**	**1,000,795**	**1,027,982**	**987,615**	**987,615**	**987,615**	**995,565**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	0	0	200,000	200,000	200,000	200,000	200,000
Contingencies	0	0	100,000	782,615	782,615	782,615	790,565
Transfers Out	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Ending Balance	977,696	995,795	722,982	0	0	0	0
Total Requirements	**982,696**	**1,000,795**	**1,027,982**	**987,615**	**987,615**	**987,615**	**995,565**

Program: Auxiliary Services – Community Development Block Grant Fund

Services Delivered:

This activity accounts for the receipt and disbursement of funds received through the Community Development Block Grant Program. Several of the City's prior grants were for the purpose of making low or no interest housing rehabilitation loans. The repayments from these loans are also accounted for in this fund.

FY'11 Anticipated Accomplishments:

An application will be prepared for a Community Block Grant with the understanding the City is receiving a grant for Microenterprise services for $100,000 in FY'10. The City will also begin work to prepare for another major grant.

Budget Highlights:

The FY'11 budget reflects the loan activity on the low or no interest housing rehabilitation loans. The $100,000 Microenterprise Grant is being included in this activity in FY'11 in addition to maximum potential resources from traditional CDBG resources.

FY'10 Activity Review:

The grant for the Microenterprise services was successful. This is a partnership grant with the Small Business Development Center. The City is now able to apply for a new grant.

Program: Auxiliary Services – Community Development Block Grant Fund

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	827,816	861,573	802,820	922,200	922,200	922,200	831,311
Current Resources							
Activity Generated							
Community Dev. Block Grant	0	0	800,000	900,000	900,000	900,000	900,000
Loan Fees	0	100	200	0	0	0	0
Interest	38,903	24,033	30,800	8,935	8,935	8,935	8,670
Loan Repayments	4,317	21,677	13,308	13,176	13,176	13,176	13,400
Transfer Special Assessments							
Total Current Resources	43,220	45,810	844,308	922,111	922,111	922,111	922,070
Total Resources	**871,036**	**907,383**	**1,647,128**	**1,844,311**	**1,844,311**	**1,844,311**	**1,753,381**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	9,466	3,191	101,000	114,500	114,500	114,500	114,500
Capital Outlay	0	0	800,000	900,000	900,000	900,000	900,000
Contingencies	0	0	350,000	829,811	829,811	829,811	738,881
Ending Balance	861,570	904,192	396,128	0	0	0	0
Total Requirements	**871,036**	**907,383**	**1,647,128**	**1,844,311**	**1,844,311**	**1,844,311**	**1,753,381**

Program: Auxiliary Services – Environmental Waste Fees Fund

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.

Program: Auxiliary Services – Environmental Waste Fees Fund

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	121	121	0	0	0	0	0
Current Resources							
Activity Generated							
Landfill Fees	228,398	244,622	224,000	210,000	210,000	210,000	218,300
Total Current Resources	228,398	244,622	224,000	210,000	210,000	210,000	218,300
Total Resources	**228,519**	**244,743**	**224,000**	**210,000**	**210,000**	**210,000**	**218,300**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	228,398	244,622	224,000	210,000	210,000	210,000	218,300
Ending Balance	121	121	0	0	0	0	0
Total Requirements	**228,519**	**244,743**	**224,000**	**210,000**	**210,000**	**210,000**	**218,300**

Program: Auxiliary Services – Agency Fund

Services Delivered:

This activity accounts for funds on deposit with the City for future application and includes prepayments, and general deposits. Receipts for this activity are dependent entirely on the amount of funds placed into trust from various City operations. All funds on deposit are held in liability accounts in the Agency Fund. Investment interest, investment expenditures on deferred development agreement deposits and direct charges remain as budgeted items in the Agency Fund.

Program: Auxiliary Services – Agency Fund

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	276,788	329,420	210,000	268,123	268,123	268,123	132,023
Current Resources							
Activity Generated							
Interest	48,047	10,903	10,000	10,000	10,000	10,000	10,000
Total Current Resources	48,047	10,903	10,000	10,000	10,000	10,000	10,000
Total Resources	**324,835**	**340,323**	**220,000**	**278,123**	**278,123**	**278,123**	**142,023**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	0	0	50,000	140,000	140,000	140,000	50,000
Direct Charges	6,100	6,100	6,100	6,100	6,100	6,100	6,100
Ending Balance	318,735	334,223	163,900	132,023	132,023	132,023	85,923
Total Requirements	**324,835**	**340,323**	**220,000**	**278,123**	**278,123**	**278,123**	**142,023**

Program: Auxiliary Services – Operations Reserve Fund

Services Delivered:

The FY'11 Recommended Budget proposes establishing a new fund called the Operations Reserve Fund. This is a type of budget stabilization or "rainy day" fund that will allow the City to set aside resources for use in times of unexpected revenue shortfall or economic downturns. Across the country, State reserve funds tend to be approximately 5% of the General Fund budget. Historically Grants Pass has not established or used a Reserve Fund and over the long-term this can be used to provide more stable resources to critical service programs operated by the City.

Budget Highlights:

The fund will be established through a very small fund transfer of $50,000 from the General Fund in each of the next two years, to be initially earmarked for supporting the Building and Safety department. The historic downturn in the level of Building activity in recent years, which is expected to continue into 2011, is causing a strain on the restricted resources that Building uses in the General Fund.

At current run rates, the Building department will deplete its restricted reserves held in the General Fund in a little over two years. While in the future this new reserve fund could be used as an operational buffer for unexpected revenue shortfalls in various areas of the City, this budget recommends a $50,000 transfer per year to be earmarked for the Building department in case activity does not pick up in coming years. Existing reserves and the new reserve would give the Building department nearly three years of operating reserves at current historically 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 for the City to maintain a Building Division, if possible.

Program: Auxiliary Services – Operations Reserve Fund

Financial Summary

Resources	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Balance	0	0	0	0	0	0	0
Current Resources							
Activity Generated							
Interest							
Transfers	0	0	0	50,000	0	0	0
Total Current Resources	0	0	0	50,000	0	0	0
Total Resources	**0**	**0**	**0**	**50,000**	**0**	**0**	**0**

Requirements	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Contractual/Prof Services	0	0	0	0	0	0	0
Direct Charges	0	0	0	0	0	0	0
Ending Balance	0	0	0	50,000	0	0	0
Total Requirements	**0**	**0**	**0**	**50,000**	**0**	**0**	**0**

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CAPITAL IMPROVEMENT PROJECTS

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 FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Program Generated Resources							
Capital Construction	15,118,499	10,103,769	7,908,038	8,569,539	8,569,539	8,569,539	5,369,188
Total Resources	**15,118,499**	**10,103,769**	**7,908,038**	**8,569,539**	**8,569,539**	**8,569,539**	**5,369,188**
Requirements							
Capital Construction	15,118,499	10,103,769	7,908,038	8,569,539	8,569,539	8,569,539	5,369,188
Total Requirements	**15,118,499**	**10,103,769**	**7,908,038**	**8,569,539**	**8,569,539**	**8,569,539**	**5,369,188**

Program: Capital Construction - Lands & Buildings Projects

Basic Functions:

This activity accounts for the purchase of property, construction or major repair of buildings, major repair and replacement projects for the City's park land and facilities, and special projects that support Council Goals.

Personnel:

	BUDGET FY'08 #	BUDGET FY'09 #	BUDGET FY'10 #	MANAGER RECOMMEND FY'11 #	COMMITTEE APPROVED FY'11 #	COUNCIL ADOPTED FY'11 #	PROJECTED FY'12 #
Property Management Coordinator from Property Management	0.00	0.00	0.00	0.15	0.15	0.15	0.15

Activity Highlights:

The Lands and Buildings Capital program includes very few new projects. The primary focus is on maintaining services. To this end, the main projects are:

- 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.
- Replacement of hardware and software for the internal and external e-mail system.
- Replacement of major data-network hardware and software components that have reached end-of-lifecycle.
- Begin funding an update of the wetlands plan that will be necessary for the Comprehensive Plan and Urban Growth Boundary expansion.

Budget Highlights:

Projects in FY'10 included land payments for Redwood, Tussing and Fruitdale Creek Parks, the construction of phase 1 of Redwood Park, improvements at Baker Park, construction of the two new fire/police stations and major planning projects.

Projects in FY'11 are very limited. The City continues to look for grants where possible to fund capital projects (Neighborhood Planning TGM Grant (LBXXX5), Forestry property purchase (LB4947)), and use dedicated funding sources such as Parks System Development Charges (Redwood Park Property (LB4394), Overland Park (LB4710) and Allenwood Park Reserve (LB4713)).

A majority of the non-dedicated funding is recommended to be used to replace computer hardware and software serving the entire organization and primarily public safety.

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 Grants Pass Redevelopment Agency contributions.

New this year, we have separated the active projects from the projects that are completed or cancelled and currently being closed out. The Active Capital Project list includes projects coming to a close in FY'10 but which are not finalized at this time.

The project listing now shows resources across the columns. Columns show the Actual resources through FY'09, the re-assessed resource needs of projects using current data for the "Revised FY'10" column, guiding our "Recommended FY'11" and resources estimated "Through FY'11". We have added "Future Years" and "Total Project" columns. The "Future Years" column includes resources shown on the individual project narrative pages as "FY'12 Projected" and "Future".

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'09	Revised FY'10	Approved FY'11	Total Through FY'11	Future Years	Total Project
LB4245	Property Acquisition for Muni Parking	114,064	1,000	600	115,664	600	116,264
LB4261	Tussing Park Development	451,985	41,800	0	493,785	0	493,785
LB4377	Municipal Building Land Fund	578,590	15,300	3,000	596,890	0	596,890
LB4380	Street Lighting Expansion	85,408	0	0	85,408	0	85,408
LB4382	Industrial Financial Incentive Program	533,695	0	0	533,695	0	533,695
LB4383	Non-Profit Infrastructure Incentive Prog.	127,615	0	0	127,615	0	127,615
LB4394	Redwood Park Property Purchase	615,562	49,100	21,395	686,057	0	686,057
LB4455	Stormwater Detention Site I	231,481	0	0	231,481	0	231,481
LB4458	Rogue Path Construction	189,443	30,330	0	219,773	0	219,773
LB4539	Allen Creek Park Property Purchase	628,219	0	150,000	778,219	346,781	1,125,000
LB4564	City Service Center Shop Renovations	79,424	0	0	79,424	0	79,424
LB4710	Overland Park Reserve	396,872	42,000	85,000	523,872	211,643	735,515
LB4713	Allenwood Park Reserve	758,921	18,000	25,000	801,921	316,738	1,118,659
LB4716	Riverside Park Major Elements	146,277	0	0	146,277	0	146,277
LB4717	Reinhart Volunteer Park Enhancements	64,832	0	2,000	66,832	0	66,832
LB4718	River Storm Quality Improvement	56,322	0	0	56,322	0	56,322
LB4729	Baker Park Expansion	361,603	0	0	361,603	0	361,603
LB4832	River Road Reserve Property	3,355,189	386,000	49,200	3,790,389	14,611	3,805,000
LB4833	Urban Growth Boundry Planning	257,081	12,000	0	269,081	0	269,081
LB4910	Fruitdale Playground	78,942	0	0	78,942	0	78,942
LB4911	Ramsey@ Nebraska Property Sale	(145)	0	25,000	24,855	0	24,855
LB4923	Downtown Park/Parking	188,403	5,000	0	193,403	0	193,403
LB4936	Tree Canopy Program	20,595	0	0	20,595	0	20,595
LB4940	Phone System	91,928	0	0	91,928	0	91,928
LB4947	Forestry Property Purchase	138,548	65,000	532,000	735,548	190,000	925,548
LB4948	Fire/Police Stations	10,377,097	12,000	0	10,389,097	0	10,389,097
LB4951	South River Parking Property	102,426	0	(101,572)	854	0	854
LB4952	River Road Reserve Interim Mgmt	122,305	0	0	122,305	0	122,305
LB4953	Fairgrounds Traffic Plan	35,894	0	0	35,894	500,000	535,894
LB4954	Allen Creek Trail:Newhope to Wms Hwy	185,614	10,000	0	195,614	0	195,614
LB4955	Allen Creek Trail:Ramsey to Hwy 199	115,480	0	0	115,480	0	115,480
LB5017	Woodson Reservoir	71,401	63,900	0	135,301	0	135,301
LB5034	Redwood Park Phase 2	192,118	105,000	20,000	317,118	0	317,118
LB5036	Saddleback Trail	10,118	0	0	10,118	0	10,118
LB5067	Tree Refund Program	30,049	500	500	31,049	2,000	33,049
LB5076	Allenwood Park Development	15,383	26,540	60,000	101,923	60,000	161,923
LB5077	Re-Vegetation Program	92,255	12,000	12,000	116,255	48,000	164,255
LB6011	Reinhart Park River Vista	215,802	10,220	0	226,022	0	226,022
LB6032	Dog Park Development	10,000	0	0	10,000	0	10,000

Continued on next page

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT RESOURCES CONTINUED

		Actual Through FY'09	Revised FY'10	Approved FY'11	Total Through FY'11	Future Years	Total Project
LB6034	Performance Audits	65,028	(28)	0	65,000	0	65,000
LB6035	Charter Review	20,000	0	0	20,000	0	20,000
LB6037	Inventory for Business	6,000	0	0	6,000	0	6,000
LB6039	River Road Reserve Plan	37,016	0	0	37,016	0	37,016
LB6040	Economic Stimulus	30,013	0	0	30,013	0	30,013
LB6041	Food Bank Remediation & Dev.	0	1,500,000	0	1,500,000	0	1,500,000
LB8420	Parkway Landscape-Visual Enhncmnt	49,804	0	0	49,804	0	49,804
LB8580	Izaak Walton Building Replacement	364,707	3,000	3,000	370,707	3,000	373,707
LB8870	Reinhart Volunteer Park	3,136,391	100,000	50,000	3,286,391	50,000	3,336,391
LB0000	691 Miscellaneous Projects - General	3,950,245	(32,929)	653,572	4,570,888	20,845	4,591,733
LB0000	692 Miscellaneous Projects - SDC's	151,959	(37,000)	(35,595)	79,364	(505,062)	(425,698)
LB0000	693 Miscellaneous Projects - RoomTax	141,285	(13,862)	240,628	368,051	411,528	779,579
LB0000	694 Miscellaneous Projects - Dev. SDC	2,359	38,460	(26,000)	14,819	176,010	190,829
NEW PROJECTS							
LBXXX1	Computer Aided Dispatch	0	0	800,000	800,000	1,000,000	1,800,000
LBXXX2	Email System Migration & Archive	0	0	70,000	70,000	0	70,000
LBXXX3	Lincoln School Play Equipment	0	0	50,000	50,000	0	27,000
LBXXX4	Mobile Data Terminals	0	0	165,000	165,000	85,000	250,000
LBXXX5	Neighborhood Ctr Plan. TGM Grant	0	0	75,000	75,000	0	75,000
LBXXX6	Technology Lifecycle Management	0	0	65,000	65,000	0	0
LBXXX7	Vacant Prop. Safety & Renovation	0	0	15,000	15,000	80,000	95,000
LBXXX8	Wetland Resource Inventory/Update	0	0	10,000	10,000	65,000	75,000
	Project Totals	**29,081,604**	**2,463,331**	**3,019,728**	**34,564,663**	**3,076,694**	**37,641,357**

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

LB4391	Transit System	290,461	(25,253)	0	265,208	0	265,208
LB4938	Tax Increment District Planning	0	0	0	0	0	0
LB4950	Beacon Park Development	8,766	(624)	0	8,142	0	8,142
LB5011	Parks Master Plan Update	81,570	30,000	0	111,570	0	111,570
LB5070	CDBG Project 2009	0	100,000	0	100,000	0	100,000
LB5075	Fleet Maintenance Building	1,659	0	0	1,659	0	1,659
LB6030	Building Permit Stimulus	20,000	31,510	0	51,510	0	51,510
LB6033	Redwood Wetland Park	65,028	(63,900)	0	1,128	0	1,128
LB6036	Long Term Funding Public Safety	15,000	(15,000)	0	0	0	0
LB6038	Downtown Parking Plan	5,000	(5,000)	0	0	0	0
LB6072	Nebraska Property Foreclosure	0	52,000	0	52,000	0	52,000
	Project Totals	**487,484**	**103,733**	**0**	**591,217**	**0**	**591,217**

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

Financial Summary

	ACTUAL FY'08 $	ACTUAL FY'09 $	BUDGET FY'10 $	MANAGER RECOMMEND FY'11 $	COMMITTEE APPROVED FY'11 $	COUNCIL ADOPTED FY'11 $	PROJECTED FY'12 $
Beginning Fund Balance	11,909,939	7,889,091	3,704,070	5,549,811	5,549,811	5,549,811	4,318,045
Resources							
Grant: Federal	0	0	1,480,000	0	0	0	0
Grant: Fed CMAQ	0	0	0	0	0	0	500,000
Grant: LCDC State Grant	26,000	0	0	75,000	75,000	75,000	0
Grant: State CDBG / CDBG	0	0	100,000	0	0	0	0
Grant: State of Ore Parks/ Rec.	49,266	100,000	752,330	722,000	722,000	722,000	0
Grant: State of Oregon DEQ	0	0	385,000	0	0	0	0
Parkway Redevelop. Agency	362,685	375,000	0	100,000	100,000	100,000	0
Tree Refund Program-Trust	28,500	0	500	500	500	500	500
Revegitation Fee - Planning Fee	78,200	12,000	12,000	12,000	12,000	12,000	12,000
Riverside West ASP Committee	23,316	811	100,000	50,000	50,000	50,000	50,000
Investment Interest	511,261	158,124	45,000	16,900	16,900	16,900	17,205
General Fund - Policy & Leg.	653,373	254,500	30,000	868,000	868,000	868,000	210,000
Water Fund/Gen Program Ops.	5,000	0	0	0	0	0	0
Equipment Replacement	0	1,659	0	0	0	0	0
Property Management	50,000	15,871	10,000	0	0	0	0
Rental Income	5,420	(1,880)	0	0	0	0	0
Sale of Assets, Sale of Land	878,942	910,239	925,000	925,000	925,000	925,000	0
Contributions, Donations	4,600	51,000	20,000	0	0	0	0
Other, Misc Rev. / Insurance	0	7,475	0	0	0	0	0
Parks Land Activity SDC's Rev	247,957	92,315	100,000	56,000	56,000	56,000	62,100
Park Development SDC's Rev.	125,540	89,042	95,000	54,000	54,000	54,000	59,010
Transient Room Tax Fund 693	158,500	148,522	149,138	140,328	140,328	140,328	140,328
Total Current Resources	3,208,560	2,214,678	4,203,968	3,019,728	3,019,728	3,019,728	1,051,143
Total Resources	**15,118,499**	**10,103,769**	**7,908,038**	**8,569,539**	**8,569,539**	**8,569,539**	**5,369,188**
Requirements							
Capital Outlay	7,179,408	4,341,816	4,799,993	4,162,822	3,708,445	3,708,445	1,340,202
Transfer Out	50,000	25,000	50,000	543,049	543,049	543,049	500
Appropriated Fund Balance	7,889,091	5,736,953	3,058,045	3,863,668	4,318,045	4,318,045	4,028,486
Total Requirements	**15,118,499**	**10,103,769**	**7,908,038**	**8,569,539**	**8,569,539**	**8,569,539**	**5,369,188**

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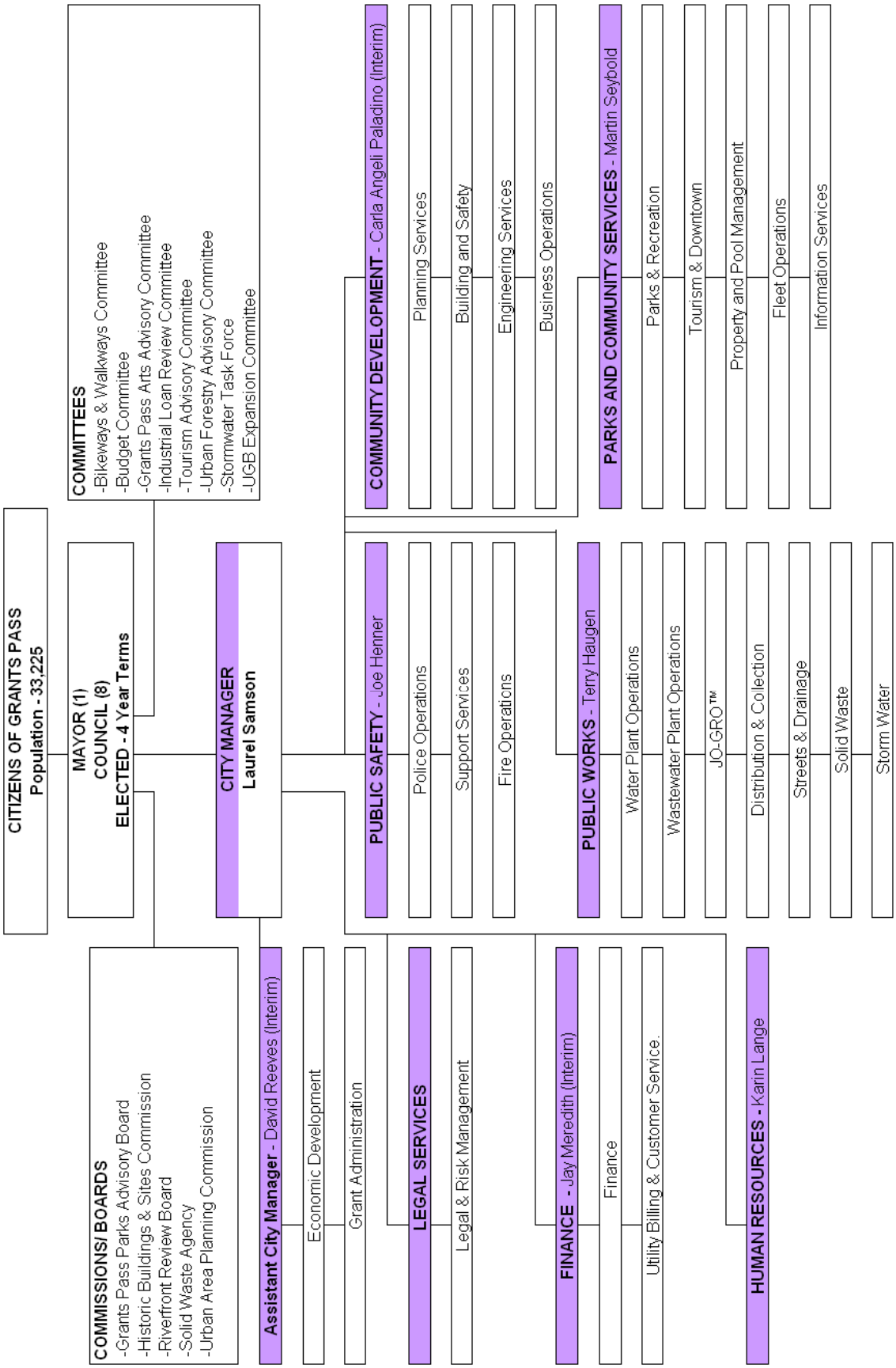
ORGANIZATION CHART

The Organization Chart for the City of Grants Pass displays the full time equivalencies and the methods of reporting for the City organization. Your local government is a broad mix of services. We operate three independent utilities: Solid Waste, Water, and Wastewater. The governmental side of our organization is dominated by Public Safety, delivering a range of law enforcement, fire, and preventive services. The management of growth and development is vested in our Community Development Department. Street maintenance and drainage systems are provided by Public Works. Park maintenance, together with the downtown and tourism programs, is administered by Parks and Community Services. The third part of our community promotional system, Economic Development, is located in the City Manager's office.

The organization is divided into five major divisions; Public Safety, Administrative Services, Community Development, Parks and Community Services, and Public Works. The directors for these major responsibilities, along with the City Attorney, Assistant City Manager and the City Manager, constitute the Executive Management team for the City. The City Manager and this team meet routinely to coordinate the delivery of services and analyze issues for the City Council's decision making.

The following organization charts show each department and its permanent personnel. We extensively use volunteers, contractors, and on-call/seasonal personnel that are not shown in the organization chart. A great example is Public Safety where dozens of full-time job equivalents are created in the many services provided by the department through firefighting interns, on-call personnel for office and dispatching services, and countless hours of volunteer support for the Public Safety Academy and Auxiliary Services.

The City of Grants Pass is a dynamic organization. We are constantly working to develop better ways to coordinate services and assure our residents the best possible services delivered in a way that makes sense and meets the needs of most of our citizens.



ORGANIZATIONAL CHART FY'11

MAYOR & COUNCIL

CITY MANAGER

1.00 City Manager
Chief Executive Officer of all City operations, providing the leadership to carry out Council Policy. Works with Council to development a long-range vision of the community's potential and goals for achieving that vision. Sees that the Council Work Plan is implemented. In addition to preparation and management of the budget, represents City government to the community and public jurisdictions, working towards effective relationships.

SUPPORT
1.00 Administrative Coordinator
0.90 Office Assistant II
1.00 Office Assistant I

LEGAL SERVICES
1.00 City Attorney

Provides legal services for Mayor, Council, City Manager and all other City officials concerning City business. Represents City in civil litigations and administrative proceedings. Prepares ordinances and resolutions and provides risk management services to the City.

0.50 Deputy City Attorney

0.95 Office Assistant II

0.80 Land Acquisition Specialist

ASSISTANT CITY MANAGER
1.00 Assistant City Manager
Provides project and administrative assistance. The position coordinates public involvement efforts, supervises the Economic Development efforts and grant programs. Implements the final phase of the Redevelopment Agency, oversees the alternative transportation program.

1.00 Department Support Technician

0.80 Grant Specialist

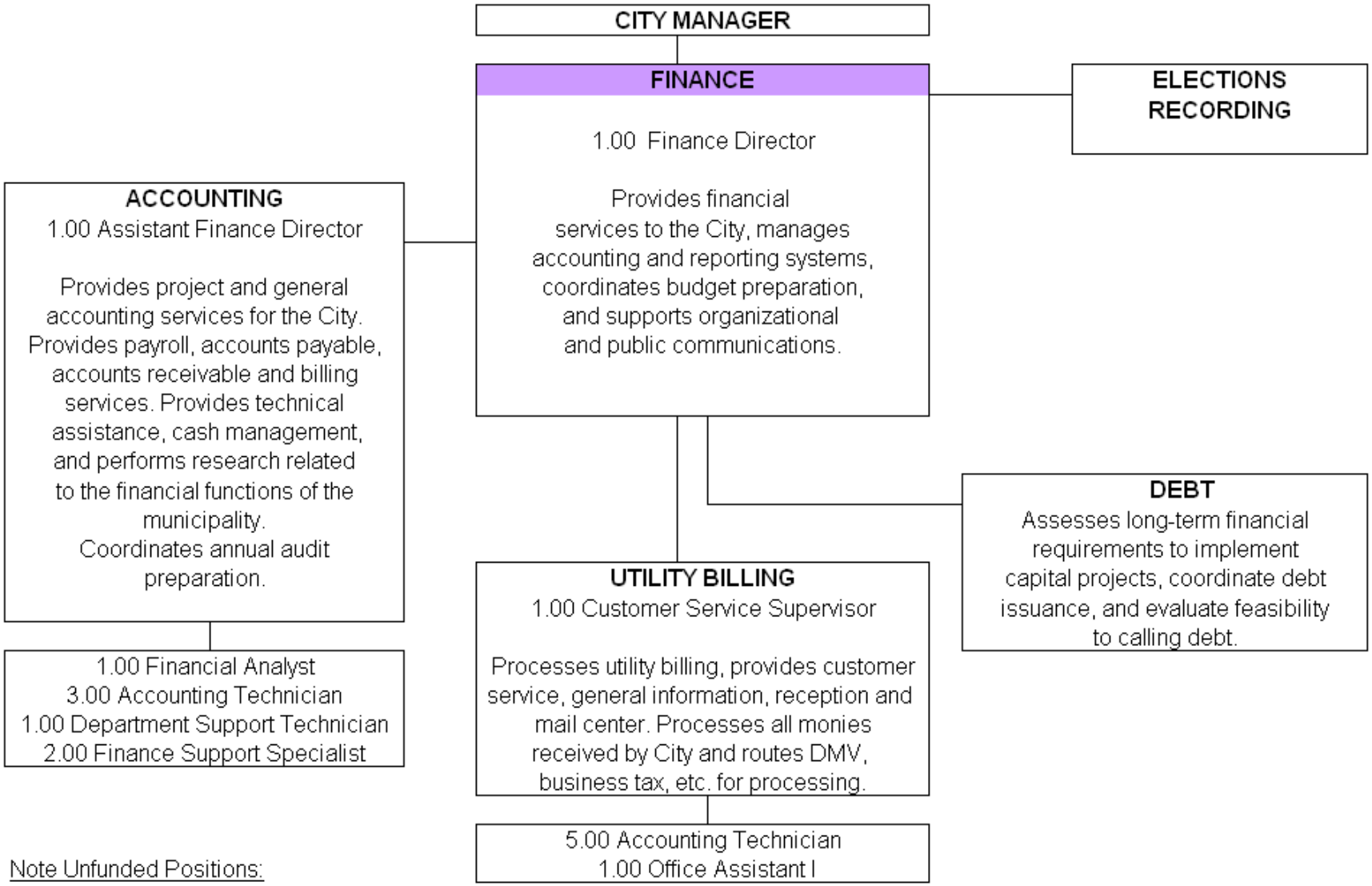
ECONOMIC DEVELOPMENT
1.00 Economic Development/Project Specialist

Responsible for encouraging and supporting economic development within the urban growth boundary. Works with organizations and committees to attract businesses and support existing businesses.

Note Unfunded Positions:
0.25 Office Assistant I

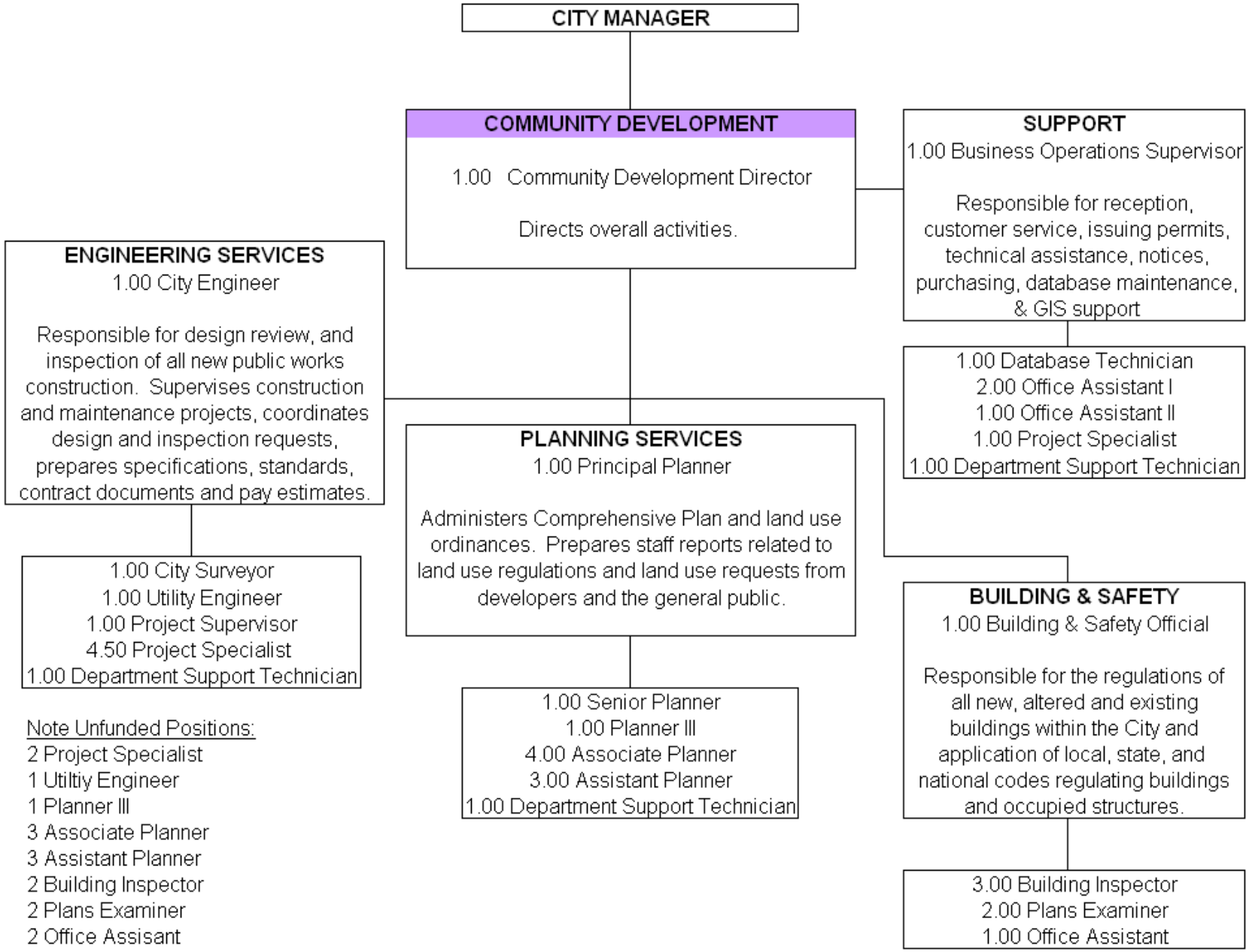
ORGANIZATIONAL CHART FY'11

ORGANIZATIONAL CHART FY'11



Note Unfunded Positions:
1.00 Accounting Technician
0.50 Office Assistant I

ORGANIZATIONAL CHART FY'11



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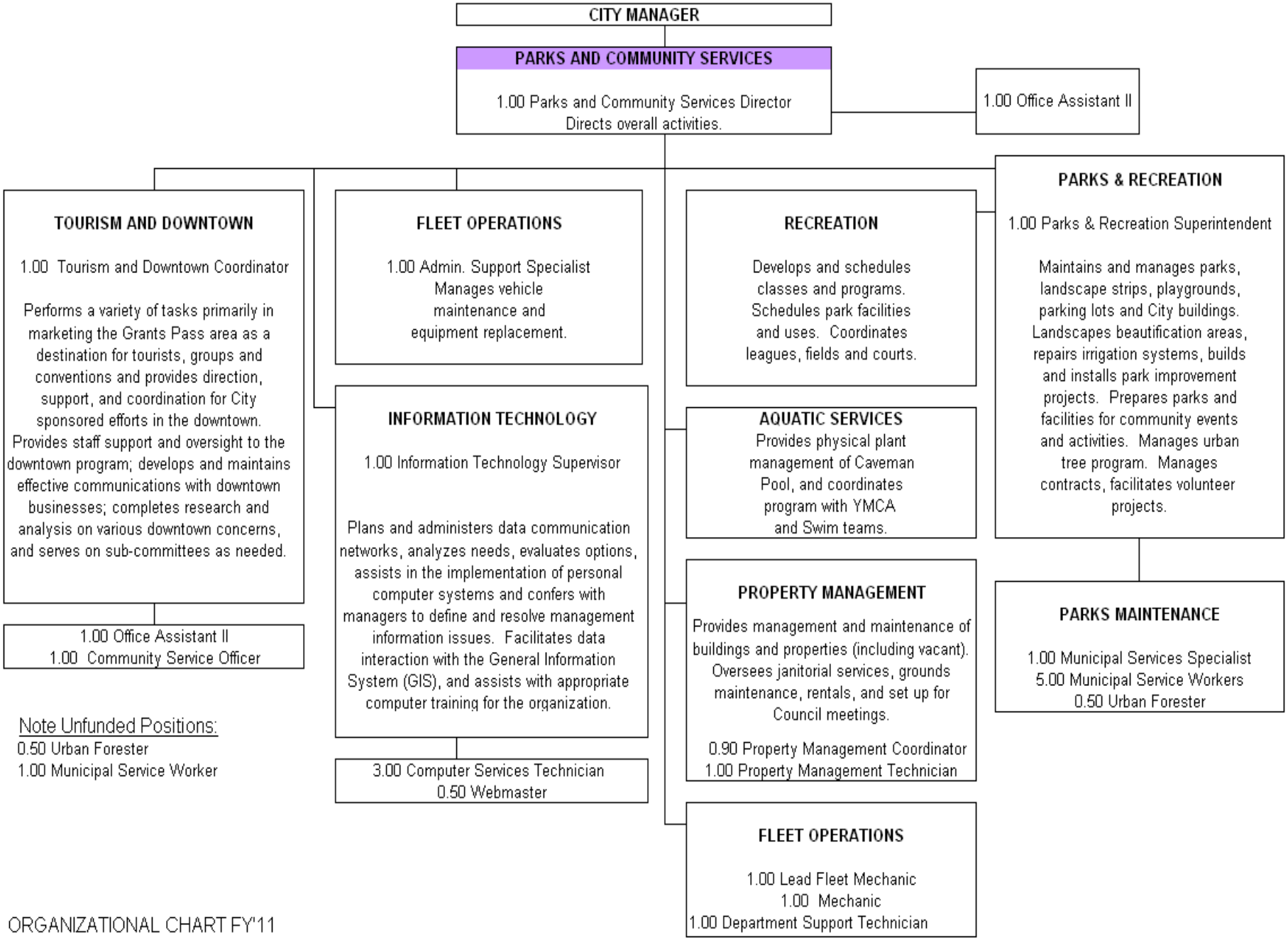

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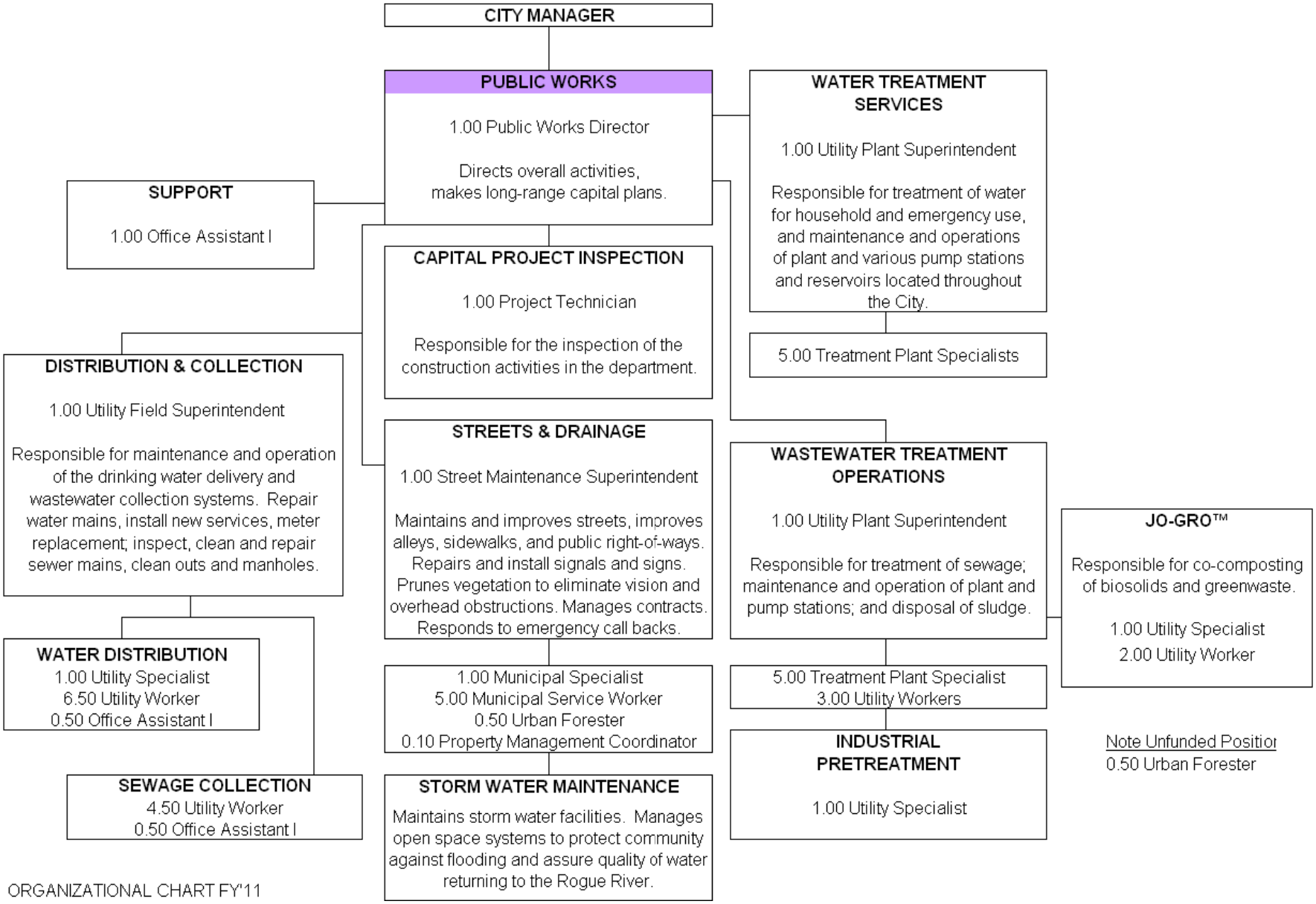
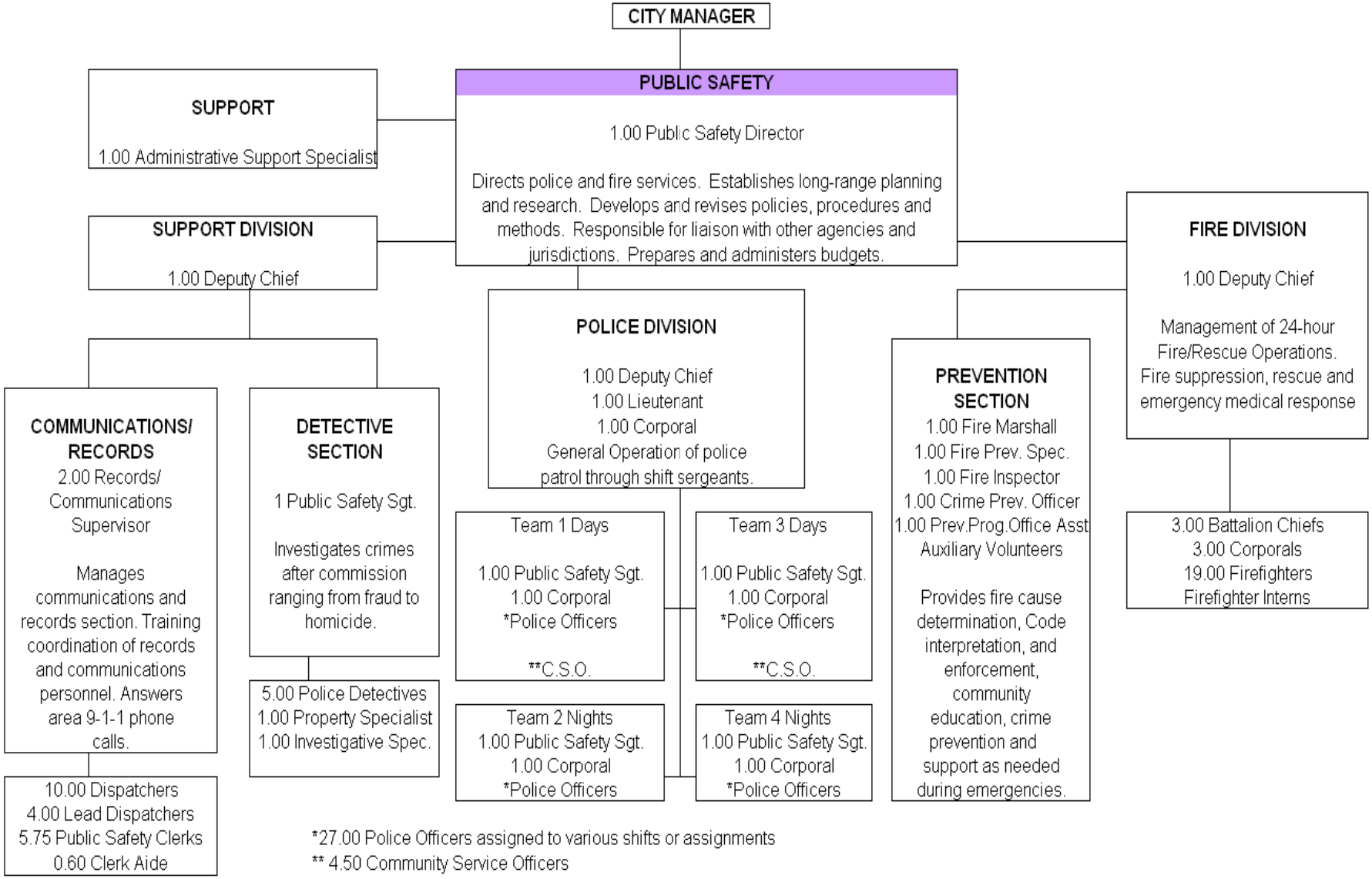


ORGANIZATIONAL CHART FY'11



ORGANIZATIONAL CHART FY'11

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PROFILE OF THE CITY OF GRANTS PASS

Grants Pass is located in the “Sun Belt” of Southern Oregon astride the banks of the Rogue River, one of America’s premier white water rivers. Nestled among a series of mountains giving the valley a scenic backdrop, Grants Pass is situated in Southwestern Oregon on Interstate 5. With a current population of 33,225, it is the county seat of Josephine County and serves as the major commercial center for the county population of more than 83,665.

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. This event was the catalyst for a major migration to 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 the 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, even to this day, to the area.

The community is very volunteer oriented as evidenced by its selection in May 1997 as one of thirty national finalists in the All America City competition. Public and private enterprise working in unison with citizens completed a ten-year project of building a 50-acre community park “for all ages.” Named the Reinhart Volunteer Park, this complex boasts baseball diamonds, soccer fields, horseshoes pits, basketball and tennis courts, passive trails, viewing ponds, playgrounds, 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. 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 has not been immune to the current economic crisis affecting the country and world as a whole. Most major industries lost workers over the last year, with the exception of Government, mostly based on the

judicial ordered rehire of the health care workers and Federal Government. Gaining employees last year were Leisure and Hospitality, Educational Services and Wood Products Manufacturing. The wood products manufacturing was caused by the closure of a mill in White City and production being moved to the Grants Pass site. Since March of 2009, Josephine County, in the smallest regional study area that includes Grants Pass, has seen a loss of 470 jobs and a decrease in the unadjusted unemployment percentage from 16.0% in March 2009 to 14.1% in March of 2010. Josephine County also saw a decrease in the Civilian Labor Force from 35,527 in March of 2009 to 35,072 in March of 2010. This decrease, along with a drop in employment from 29,830 in March of 2009 to 29,760 in March of 2010, lead to a total unemployment number of 5,312 in March of 2010 compared to 5,697 in March of 2009.

Our mild climate, lower cost of living and proximity to California attracts many retirees, making our 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. Rivertown Auto moved from its 1.07 acre site on F Street to a 3.2 acre site on Redwood Highway. Rogue Pro Industrial relocated from Rogue River to the Spalding Industrial Park. Also, the Guild Complex finished construction on the final two buildings of its four building complex. Finally, 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 5,660 students at ten school sites made up of six elementary, two middle, one high school and one alternative school. There are also over 20 private and parochial schools.

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:	High	Low
July	90°	59°
January	46°	34°

Annual Precipitation 2009 22.2”

Elevation: 960’

Population:

Year	Amount	% Increase
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)	$14.43

Education:

Grants Pass School District #7 (April, 2010)

Attendance centers	10
Student/Teacher ratio	20:1
Total enrollment	5,660

Elections (September 2009):

Registered voters	18,625
Ballots cast	7,724
Percentage voted	41.77%

Fire Protection:

Stations	3
Employees	30
Interns	9

Police Protection:

Employees (sworn)	47
Volunteers (Auxiliary)	14
Volunteer hours 2007	4,002

Recreation and Culture:

Parks	17
Green Spaces/Trails	6
Museums	2
Swimming Pool	1

Assessed Property Value:

(In thousands of dollars)

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

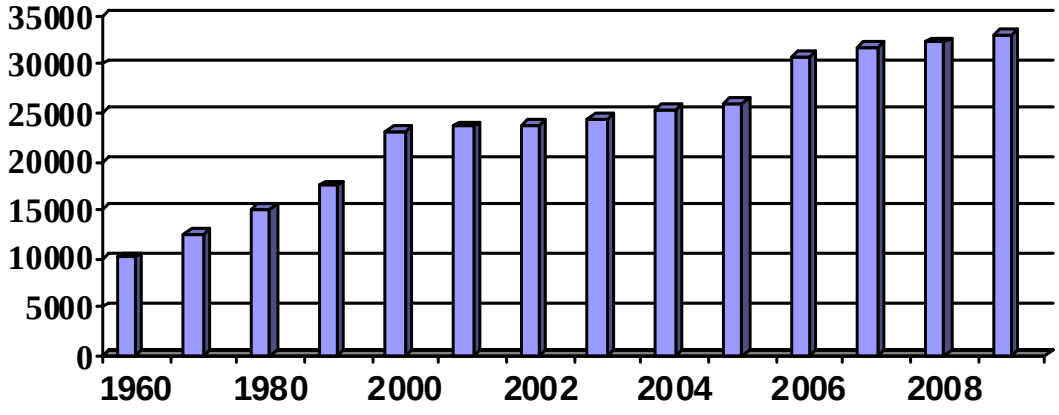
Mortgage:

Median Monthly Owner Costs	$861

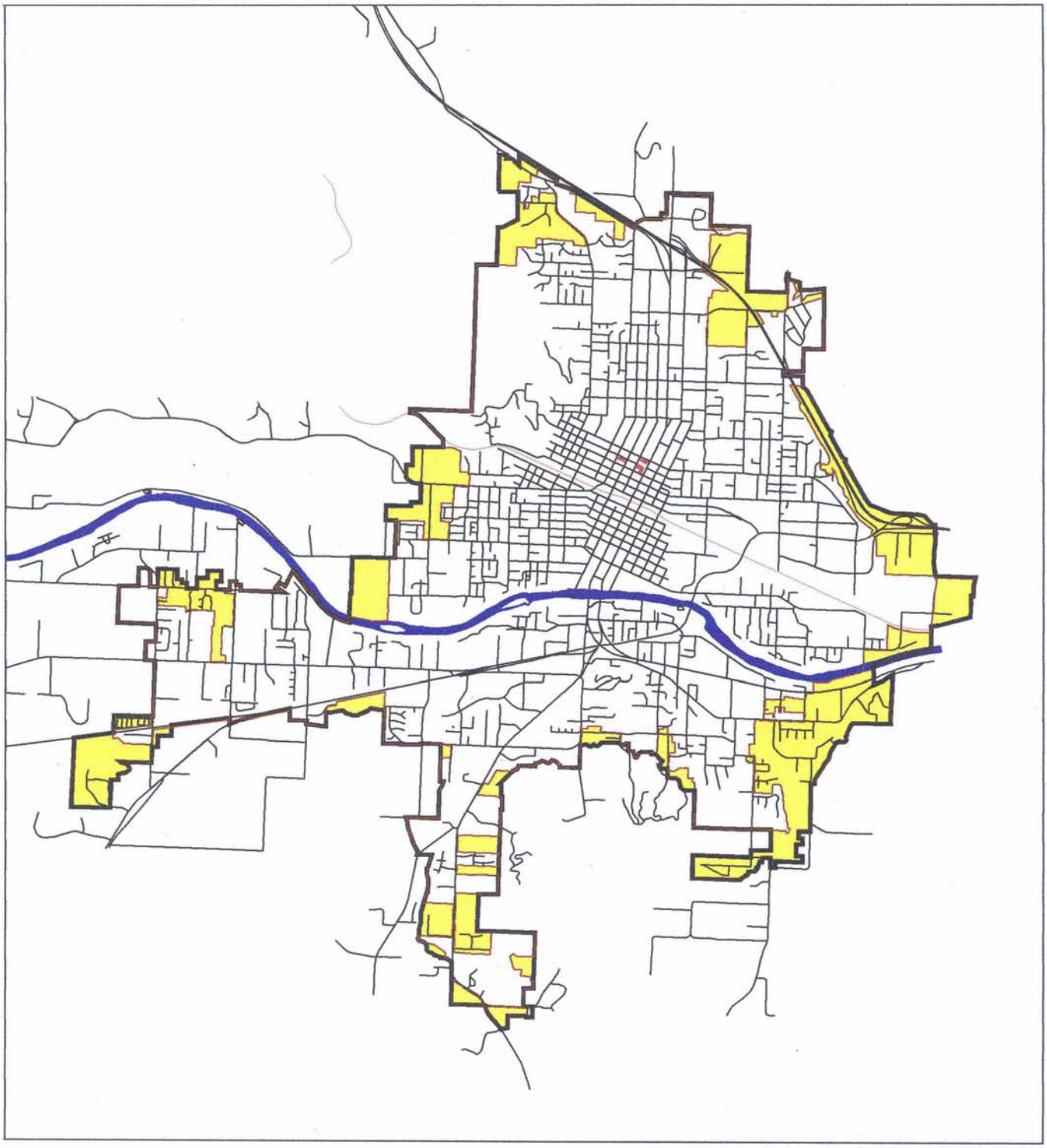
Gross Rent:

Median Gross Rent	$531

Population Growth



Map of the City of Grants Pass and the Urban Growth Boundary Area



LEGEND

CITY LIMITS

URBAN GROWTH BOUNDARY

AREA BETWEEN UGB & CITYLIMITS

N

1" = 5000'

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
© City of Grants Pass

APPENDIX

Summary of Resources by Fund & Source for Fiscal Year 2012 Projected

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Funds	Total
Property Taxes	14,775,931	0	996,400	0	0	0	0	15,772,331
Taxes Other than Property	3,154,130	918,631	0	0	0	0	0	4,072,761
Licenses & Permits	234,110	13,000	0	0	0	0	0	247,110
Fines & Forfeitures	252,460	0	0	0	0	0	0	252,460
Revenue From Other Agencies	1,565,398	2,952,271	0	500,000	276,000	123,019	0	5,416,688
Use of Assets	37,150	37,870	100	72,665	41,000	40,700	10,000	239,485
Fees & Charges	356,510	907,590	0	640,990	9,345,514	140,400	0	11,391,004
Other Revenue	83,815	41,665	660,000	64,500	92,620	25,454	218,300	1,186,354
Direct Charges for Service	0	0	0	0	17,100	5,024,695	0	5,041,795
Administrative Charges	0	0	0	0	0	2,975,389	0	2,975,389
Transfers In	895,788	5,000	0	2,021,885	1,174,041	0	0	4,096,714
Total Current Resources	21,355,292	4,876,027	1,656,500	3,300,040	10,946,275	8,329,657	228,300	50,692,091
Beginning Resources	7,348,216	3,349,866	66,570	7,398,585	4,076,121	6,243,751	132,023	28,615,132
Total Resources	**28,703,508**	**8,225,893**	**1,723,070**	**10,698,625**	**15,022,396**	**14,573,408**	**360,323**	**79,307,223**

Summary of Requirements by Fund & Major Object for Fiscal Year 2012 Projected

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personal Services	14,349,105	658,244	0	0	2,976,630	4,842,628	0	22,826,607
Materials and Supplies	408,055	69,082	0	0	753,087	490,490	0	1,720,714
Contractual Services	3,547,314	959,902	46,200	0	1,905,972	2,193,270	268,300	8,920,958
Direct Charges for Services	600,043	354,771	10,000	0	773,487	552,478	6,100	2,296,879
Capital Outlay	95,850	2,103,887	0	10,698,125	3,381,916	374,700	0	16,654,478
Indirect Charges	1,851,533	172,300	0	0	654,300	157,198	0	2,835,331
Operating Expenses	**20,851,900**	**4,318,186**	**56,200**	**10,698,125**	**10,445,392**	**8,610,764**	**274,400**	**55,254,967**
Other Requirements								
Contingencies	1,050,000	2,002,772	0	0	2,313,451	1,321,868	0	6,688,091
Debt Service	0	2,199	1,100,200	0	889,512	0	0	1,991,911
Transfers Out	280,000	1,892,173	500,000	500	1,374,041	0	0	4,046,714
Total Other Requirements	**1,330,000**	**3,897,144**	**1,600,200**	**500**	**4,577,004**	**1,321,868**	**0**	**12,726,716**
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	6,521,608	10,563	66,670	0	0	4,640,776	85,923	11,325,540
Total Requirements	**28,703,508**	**8,225,893**	**1,723,070**	**10,698,625**	**15,022,396**	**14,573,408**	**360,323**	**79,307,223**

Summary of Resources by Fund & Source for Fiscal Year 2011 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,231,258	0	966,600	0	0	0	0	15,197,858
Taxes Other than Property	3,150,920	918,601	0	0	0	0	0	4,069,521
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	38,015	100	995,831	41,000	37,881	10,000	1,158,977
Fees & Charges	344,660	933,490	0	578,982	9,183,514	132,600	0	11,173,246
Other Revenue	83,815	36,811	660,000	64,500	92,450	150,880	210,000	1,298,456
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
Total Current Resources	20,807,641	4,617,648	2,126,700	5,884,977	10,671,801	8,625,771	220,000	52,954,538
Beginning Resources	7,623,898	3,468,226	37,611	12,918,408	5,424,633	6,713,361	268,123	36,454,260
Total Resources	**28,431,539**	**8,085,874**	**2,164,311**	**18,803,385**	**16,096,434**	**15,339,132**	**488,123**	**89,408,798**

Summary of Requirements by Fund & Major Object for Fiscal Year 2011 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust 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
Operating Expenses	**20,093,323**	**4,370,439**	**40,800**	**17,997,336**	**11,880,524**	**9,095,379**	**356,100**	**63,833,901**
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
Total Other Requirements	**1,990,000**	**3,704,872**	**2,056,941**	**806,049**	**4,215,910**	**1,717,927**	**0**	**14,491,699**
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
Total Requirements	**28,431,539**	**8,085,874**	**2,164,311**	**18,803,385**	**16,096,434**	**15,339,132**	**488,123**	**89,408,798**

Summary of Resources by Fund & Source for Fiscal Year 2011 Recommended

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,231,258	0	966,600	0	0	0	0	15,197,858
Taxes Other than Property	3,150,920	918,601	0	0	0	0	0	4,069,521
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	38,015	100	995,831	41,000	37,881	10,000	1,158,977
Fees & Charges	344,660	933,490	0	578,982	9,183,514	132,600	0	11,173,246
Other Revenue	83,815	36,811	660,000	64,500	92,450	150,880	210,000	1,298,456
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	807,788	70,000	500,000	2,754,961	1,076,737	0	0	5,209,486
Total Current Resources	20,757,641	4,667,648	2,126,700	5,884,977	10,671,801	8,625,771	220,000	52,954,538
Beginning Resources	7,623,898	3,468,226	37,611	12,918,408	5,424,633	6,713,361	268,123	36,454,260
Total Resources	**28,381,539**	**8,135,874**	**2,164,311**	**18,803,385**	**16,096,434**	**15,339,132**	**488,123**	**89,408,798**

Summary of Requirements by Fund & Major Object for Fiscal Year 2011 Recommended

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personal Services	13,719,821	636,070	0	0	2,876,549	4,624,607	0	21,857,047
Materials and Supplies	437,930	90,082	0	0	729,087	494,040	0	1,751,139
Contractual Services	3,467,354	951,024	30,800	0	1,836,216	2,166,040	350,000	8,801,434
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
Operating Expenses	**20,088,323**	**4,373,949**	**40,800**	**17,997,336**	**11,907,629**	**9,095,379**	**356,100**	**63,859,516**
Other Requirements								
Contingencies	1,050,000	1,930,199	0	0	2,094,555	1,717,927	0	6,792,681
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
Total Other Requirements	**1,990,000**	**3,701,362**	**2,056,941**	**806,049**	**4,188,805**	**1,717,927**	**0**	**14,461,084**
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	6,303,216	60,563	66,570	0	0	4,525,826	132,023	11,088,198
Total Requirements	**28,381,539**	**8,135,874**	**2,164,311**	**18,803,385**	**16,096,434**	**15,339,132**	**488,123**	**89,408,798**

Summary of Resources by Fund & Source for Fiscal Year 2010 Budget

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	13,593,071	0	924,357	0	0	0	0	14,517,428
Taxes Other than Property	3,185,076	975,002	0	0	0	0	0	4,160,078
Licenses & Permits	244,341	16,500	0	0	0	0	0	260,841
Fines & Forfeitures	232,144	0	0	0	0	0	0	232,144
Revenue From Other Agencies	2,030,743	2,661,826	0	4,002,330	326,200	331,377	0	9,352,476
Use of Assets	164,000	155,100	1,000	1,050,000	128,500	75,286	10,000	1,583,886
Fees & Charges	307,797	835,053	0	1,195,000	10,040,448	88,954	0	12,467,252
Other Revenue	83,250	45,308	640,000	147,500	160,960	35,020	224,000	1,336,038
Direct Charges for Service	0	0	0	0	21,540	4,959,080	0	4,980,620
Administrative Charges	0	0	0	0	0	2,862,804	0	2,862,804
Transfers In	849,607	38,000	0	1,264,203	1,593,000	30,000	0	3,774,810
Total Current Resources	20,690,029	4,726,789	1,565,357	7,659,033	12,270,648	8,382,521	234,000	55,528,377
Beginning Resources	3,034,563	4,973,970	37,994	11,509,116	6,388,105	4,739,230	210,000	30,892,978
Total Resources	**23,724,592**	**9,700,759**	**1,603,351**	**19,168,149**	**18,658,753**	**13,121,751**	**444,000**	**86,421,355**

Summary of Requirements by Fund & Major Object for Fiscal Year 2010 Budget

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personal Services	12,955,062	645,303	0	0	2,809,763	4,548,162	0	20,958,290
Materials and Supplies	450,085	61,932	0	0	690,141	490,667	0	1,692,825
Contractual Services	3,717,716	928,826	95,000	0	1,840,469	2,132,759	274,000	8,988,770
Direct Charges for Services	541,884	392,617	10,000	0	751,832	481,407	6,100	2,183,840
Capital Outlay	372,150	3,540,982	0	19,118,149	6,676,191	651,903	0	30,359,375
Indirect Charges	1,754,336	185,857	0	0	624,500	152,511	0	2,717,204
Operating Expenses	**19,791,233**	**5,755,517**	**105,000**	**19,118,149**	**13,392,896**	**8,457,409**	**280,100**	**66,900,304**
Other Requirements								
Contingencies	680,000	565,081	700	0	682,100	1,021,160	0	2,949,041
Debt Service	200,284	373,600	983,300	0	919,373	0	0	2,476,557
Transfers Out	35,000	1,514,810	470,000	50,000	1,695,000	10,000	0	3,774,810
Total Other Requirements	**915,284**	**2,453,491**	**1,454,000**	**50,000**	**3,296,473**	**1,031,160**	**0**	**9,200,408**
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	3,018,075	1,491,751	44,351	0	1,969,384	3,633,182	163,900	10,320,643
Total Requirements	**23,724,592**	**9,700,759**	**1,603,351**	**19,168,149**	**18,658,753**	**13,121,751**	**444,000**	**86,421,355**

Summary of Resources by Fund & Source for Fiscal Year 2009 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	12,639,887	0	1,103,998	0	2	0	0	13,743,887
Taxes Other than Property	3,196,596	970,446	0	0	0	0	0	4,167,042
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	707,864	235,069	376,425	0	4,681,415
Use of Assets	169,225	112,510	11,971	1,212,977	152,021	142,261	10,903	1,811,868
Fees & Charges	329,464	850,646	0	925,514	9,074,216	110,171	0	11,290,011
Other Revenue	82,373	134,519	896,576	391,090	108,457	121,962	244,622	1,979,599
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
Total Current Resources	19,567,157	3,676,045	2,012,545	6,538,904	10,783,982	10,927,621	255,525	53,761,779
Beginning Resources	5,810,786	3,777,639	195,909	14,259,342	7,090,953	6,026,982	329,541	37,491,152
Total Resources	**25,377,943**	**7,453,684**	**2,208,454**	**20,798,246**	**17,874,935**	**16,954,603**	**585,066**	**91,252,931**

Summary of Requirements by Fund & Major Object for Fiscal Year 2009 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust 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	6,380,363	2,356,497	559,144	0	10,085,524
Indirect Charges	1,599,623	153,354	0	0	567,041	140,916	0	2,460,934
Operating Expenses	**20,671,692**	**2,096,212**	**42,106**	**6,380,363**	**8,364,199**	**10,496,731**	**250,722**	**48,302,025**
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
Total Other Requirements	**1,149,280**	**1,690,392**	**2,349,136**	**40,000**	**2,535,217**	**22,530**	**0**	**7,786,555**
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	3,556,971	3,667,080	(182,788)	14,377,883	6,975,519	6,435,342	334,344	35,164,351
Total Requirements	**25,377,943**	**7,453,684**	**2,208,454**	**20,798,246**	**17,874,935**	**16,954,603**	**585,066**	**91,252,931**

Summary of Resources by Fund & Source for Fiscal Year 2008 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	11,368,301	0	1,060,951	0	1	0	0	12,429,253
Taxes Other than Property	3,259,664	1,024,431	0	0	0	0	0	4,284,095
Licenses & Permits	471,839	20,535	0	0	0	0	0	492,374
Fines & Forfeitures	253,766	0	0	0	0	0	0	253,766
Revenue From Other Agencies	1,685,297	1,737,565	0	1,800,744	247,708	110,245	0	5,581,559
Use of Assets	350,939	502,738	6,297	1,743,109	337,060	275,847	48,047	3,264,037
Fees & Charges	392,339	849,192	0	1,449,493	9,611,687	113,023	0	12,415,734
Other Revenue	1,897,498	101,355	3,177,536	179,527	207,425	306,085	228,398	6,097,824
Direct Charges for Service	0	0	0	0	19,213	7,113,031	0	7,132,244
Administrative Charges	0	0	0	0	0	2,810,996	0	2,810,996
Transfers In	931,829	38,000	0	1,791,106	2,064,000	116,000	0	4,940,935
Total Current Resources	20,611,472	4,273,816	4,244,784	6,963,979	12,487,094	10,845,227	276,445	59,702,817
Beginning Resources	3,081,631	5,268,280	(2,935,626)	19,968,658	9,171,706	4,955,502	276,909	39,787,060
Total Resources	**23,693,103**	**9,542,096**	**1,309,158**	**26,932,637**	**21,658,800**	**15,800,729**	**553,354**	**99,489,877**

Summary of Requirements by Fund & Major Object for Fiscal Year 2008 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personal Services	11,478,164	505,754	0	0	2,337,473	4,098,397	0	18,419,788
Materials and Supplies	373,841	51,386	0	0	623,533	437,999	0	1,486,759
Contractual Services	2,735,607	522,297	71,301	0	1,622,147	4,208,838	228,398	9,388,588
Direct Charges for Services	581,576	434,093	10,000	0	703,579	384,417	6,100	2,119,765
Capital Outlay	121,278	1,858,945	0	12,563,295	6,028,234	304,468	0	20,876,220
Indirect Charges	1,481,164	182,076	0	0	617,791	125,874	0	2,406,905
Operating Expenses	**16,771,630**	**3,554,551**	**81,301**	**12,563,295**	**11,932,757**	**9,559,993**	**234,498**	**54,698,025**
Other Requirements								
Contingencies	0	0	0	0	0	0	0	0
Debt Service	15,280	296,884	1,020,445	0	909,090	128,753	0	2,370,452
Transfers Out	1,095,407	1,913,025	11,503	110,000	1,726,000	85,000	0	4,940,935
Total Other Requirements	**1,110,687**	**2,209,909**	**1,031,948**	**110,000**	**2,635,090**	**213,753**	**0**	**7,311,387**
Reserve for Capital	0	0	0	0	0	0	0	0
Ending Balance	5,810,786	3,777,636	195,909	14,259,342	7,090,953	6,026,983	318,856	37,480,465
Total Requirements	**23,693,103**	**9,542,096**	**1,309,158**	**26,932,637**	**21,658,800**	**15,800,729**	**553,354**	**99,489,877**

Summary of Requirements by Fund and Activity

	ACTUAL FY'08	ACTUAL FY'09	BUDGET FY'10	RECOMMEND FY'11	APPROVED FY'11	ADOPTED FY'11	PROJECTED FY'12
General Fund							
Mayor and Council	139,676	191,250	188,817	195,398	200,398	200,398	192,398
Development							
Planning	820,106	834,060	788,314	676,168	676,168	676,168	698,557
Building and Safety	2,240,380	1,595,085	1,119,000	887,898	937,898	937,898	725,587
Economic Development	134,891	159,500	136,361	165,307	165,307	165,307	168,991
Tourism Promotion	317,745	309,193	290,829	275,687	275,687	275,687	277,250
Downtown Development	287,483	297,867	289,714	326,880	326,880	326,880	331,076
Total Development	3,800,605	3,195,705	2,624,218	2,331,940	2,381,940	2,381,940	2,201,461
Parks							
Parks Maintenance	1,310,976	1,397,615	1,396,815	1,427,295	1,427,295	1,427,295	1,469,874
Aquatics	72,679	92,312	116,457	113,831	113,831	113,831	115,946
Recreation	129,237	130,806	138,604	137,337	137,337	137,337	138,287
Total Parks	1,512,892	1,620,733	1,651,876	1,678,463	1,678,463	1,678,463	1,724,107
Public Safety							
Crisis Support Services	38,500	39,578	41,242	40,648	40,648	40,648	42,071
Field Operations	9,080,743	10,378,221	11,595,055	12,300,222	12,300,222	12,300,222	12,703,964
Support Services	3,094,238	3,219,026	3,462,116	3,489,759	3,489,759	3,489,759	3,726,738
Street Lighting	250,985	266,684	305,500	295,000	295,000	295,000	324,000
Code Enforcement	181,784	198,238	220,425	0	0	0	0
Total Public Safety	12,646,250	14,101,747	15,624,338	16,125,629	16,125,629	16,125,629	16,796,773
Operations Reserve Fund	0	0	0	50,000	0	0	0
General Program Operations	5,593,680	6,268,508	3,635,343	8,050,109	8,045,109	8,045,109	7,788,769
Grand Total General Fund	**23,693,103**	**25,377,943**	**23,724,592**	**28,431,539**	**28,431,539**	**28,431,539**	**28,703,508**
Management Services	743,789	772,141	787,079	721,858	721,858	721,858	755,617
Administrative Services	1,110,197	1,326,131	1,428,514	1,449,393	1,449,393	1,449,393	1,523,466
Legal Services	224,093	331,500	349,328	357,013	357,013	357,013	354,394
Human Resources	385,966	349,464	401,076	416,167	416,167	416,167	441,665
General Program Operations	995,653	830,493	720,316	717,939	717,939	717,939	507,318
Total Administrative Fund	3,459,698	3,609,729	3,686,313	3,662,370	3,662,370	3,662,370	3,582,460
Transient Room Tax	1,034,301	970,562	975,002	918,601	918,601	918,601	918,631
Community Dev Block Grant	871,036	907,383	1,647,128	1,844,311	1,844,311	1,844,311	1,753,381
Housing & Economic Dev.	982,696	1,000,795	1,027,982	987,615	987,615	987,615	995,565
Total Special Revenue Funds	2,888,033	2,878,740	3,650,112	3,750,527	3,750,527	3,750,527	3,667,577
Debt Service - General Obligation	1,062,614	1,147,113	963,351	1,533,170	1,533,170	1,533,170	1,063,070
Debt Service - Bancroft	246,544	1,061,341	640,000	631,141	631,141	631,141	660,000
Total Debt Service Funds	1,309,158	2,208,454	1,603,351	2,164,311	2,164,311	2,164,311	1,723,070
Lands & Buildings Projects	15,118,499	10,103,769	7,908,038	8,569,539	8,569,539	8,569,539	5,369,188
Total Construction Funds	15,118,499	10,103,769	7,908,038	8,569,539	8,569,539	8,569,539	5,369,188
Environmental Waste Fees Fund	228,519	244,743	224,000	210,000	210,000	210,000	218,300
Agency Fund	324,835	340,323	220,000	278,123	278,123	278,123	142,023
Total Agency Funds	553,354	585,066	444,000	488,123	488,123	488,123	360,323

Summary of Requirements by Fund and Activity

	ACTUAL FY'08	ACTUAL FY'09	BUDGET FY'10	RECOMMEND FY'11	APPROVED FY'11	ADOPTED FY'11	PROJECTED FY'12
Water Treatment	1,221,583	1,326,618	1,476,079	1,483,931	1,478,081	1,478,081	1,547,892
Water Distribution	1,033,954	1,068,227	1,213,393	1,220,720	1,213,635	1,213,635	1,250,589
Customer Service	392,512	362,969	396,955	376,750	376,750	376,750	383,460
Debt Service	416,989	422,836	424,123	399,200	399,200	399,200	397,800
General Program Operations	1,956,731	2,278,192	2,226,221	1,997,760	2,010,695	2,010,695	1,818,203
Water Debt Reserve Fund	408,000	408,000	408,000	0	0	0	0
Water Construction Projects	3,562,520	3,712,815	3,395,917	2,463,697	2,463,697	2,463,697	1,225,446
Total Water Fund	8,992,289	9,579,657	9,540,688	7,942,058	7,942,058	7,942,058	6,623,390
Wastewater Collection	535,541	590,290	651,601	677,382	670,297	670,297	697,193
Wastewater Treatment	1,387,752	1,414,713	1,576,493	1,664,128	1,657,043	1,657,043	1,715,836
Jo-Gro	494,695	539,576	558,004	562,037	562,037	562,037	574,906
Customer Service	261,379	259,713	279,607	275,250	275,250	275,250	281,320
Debt Service	492,101	491,992	495,250	501,313	501,313	501,313	491,712
General Program Operations	1,901,629	1,694,979	1,813,943	1,818,222	1,832,392	1,832,392	2,363,279
Wastewater Debt Reserve Fund	500,899	500,899	500,899	0	0	0	0
Wastewater Construction	7,092,515	2,803,116	3,242,268	2,656,044	2,656,044	2,656,044	2,274,760
Total Wastewater Fund	12,666,511	8,295,278	9,118,065	8,154,376	8,154,376	8,154,376	8,399,006
Solid Waste Field Operations	19,003	17,401	26,716	42,431	42,431	42,431	25,372
Post Closure Operations	74,774	73,776	113,664	151,758	151,758	151,758	125,858
General Program Operations	377,119	331,251	601,137	96,847	96,847	96,847	102,425
Solid Waste Construction	3,701,904	1,850,558	2,806,422	1,302,709	1,302,709	1,302,709	1,228,709
Total Solid Waste Fund	4,172,800	2,272,986	3,547,939	1,593,745	1,593,745	1,593,745	1,482,364
Street & Drainage Maintenance	954,132	1,038,940	1,189,817	1,188,579	1,185,069	1,185,069	1,220,735
Customer Service	58,335	104,945	111,066	67,007	67,007	67,007	70,312
General Program Operations	1,445,845	1,147,510	1,191,262	1,475,453	1,478,963	1,478,963	1,774,342
Transportation Projects	11,206,101	9,875,931	10,754,188	9,360,561	9,360,561	9,360,561	5,166,387
Total Streets Utility Fund	13,664,413	12,167,326	13,246,333	12,091,600	12,091,600	12,091,600	8,231,776
Storm Water Maintenance	18,328	0	0	0	0	0	0
Customer Service	39,760	0	0	0	0	0	0
General Program Operations	(35,137)	10,563	10,563	10,563	10,563	10,563	10,563
Stormwater & Open Space Projects	608,037	818,546	505,923	873,285	873,285	873,285	163,050
Total Storm Water Utility Fund	630,988	829,109	516,486	883,848	883,848	883,848	173,613
Garage	731,609	846,500	917,504	934,142	934,142	934,142	895,886
Equipment Replacement	3,056,085	3,705,002	2,504,025	3,879,414	3,879,414	3,879,414	3,332,788
Information Technology	619,758	572,182	601,924	636,539	636,539	636,539	640,276
Property Management	663,412	671,052	615,546	675,053	675,053	675,053	627,906
Engineering	1,471,933	1,333,674	1,034,834	1,043,476	1,043,476	1,043,476	1,006,269
Community Development Mgmt.	638,545	600,129	732,567	861,823	861,823	861,823	842,015
Insurance	5,159,689	5,616,335	3,029,038	3,646,315	3,646,315	3,646,315	3,645,808
Total Support Services Funds	12,341,031	13,344,874	9,435,438	11,676,762	11,676,762	11,676,762	10,990,948
Total All Funds	**99,489,877**	**91,252,931**	**86,421,355**	**89,408,798**	**89,408,798**	**89,408,798**	**79,307,223**

OVERVIEW OF FUND BALANCES

Governmental Type Funds				
Fund Name	*FY'10 Actual Beginning Fund Balance*	*FY'11 Estimated Beginning Fund Balance **	*FY'11 Estimated Ending Fund Balance **	*Brief Explanation for Change Within Fiscal Year '11 If greater than 10%*
General Fund				
General - unrestricted	$ 2,701,988	$ 7,002,000	$ 6,018,629	Increase fund balance to align with City Policy guidelines on un-appropriated ending fund balances as a % of General Fund operating budget, one-time resources from winding up Redevelopment Agency and loan payback expected to bring General Fund back into City Policy range for budgetary fund balance.
General - restricted	854,983	621,898	284,587	Building Fee and Permit revenues are restricted to administering and enforcing state codes. Operating costs will draw on reserves due to the dramatic decline in construction activity.
Special Revenue Funds				
Industrial and Downtown Loans	$ 995,795	$ 976,800	0	**See contingency footnote
Community Development Block Grant	904,192	922,200	0	**See contingency footnote
Solid Waste	117,925	90,446	0	**See contingency footnote
Transportation Operations	327,515	187,508	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 are 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

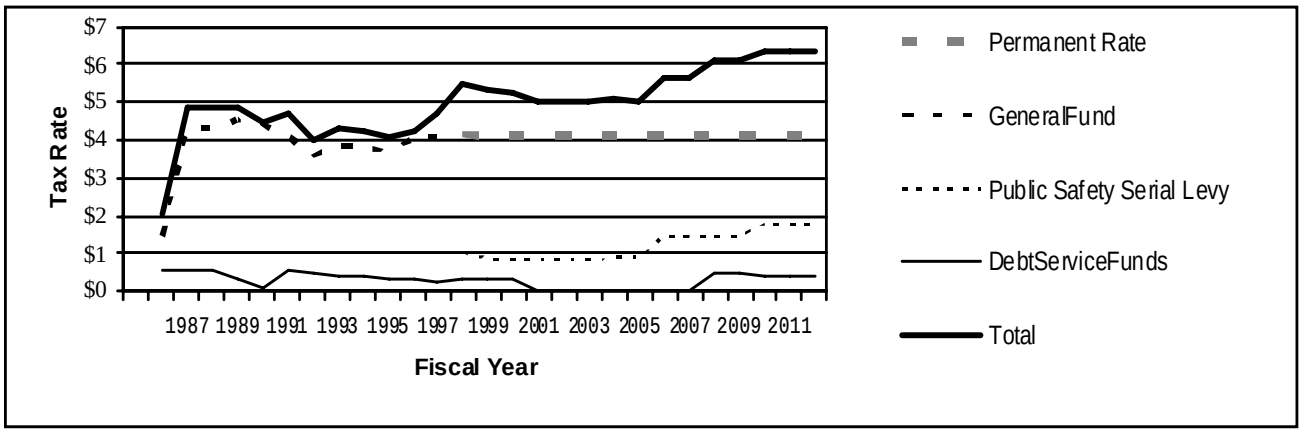
Proprietary Type Funds				
Fund Name	*FY'10 Beginning Fund Balance*	*FY'11 Estimated Beginning Fund Balance ***	*FY'11 Estimated Ending Fund Balance ***	*Brief Explanation for Change Within Fiscal Year '11 If greater than 10%*
Enterprise Funds				
Water Operations	$ 1,272,203	$ 1,172,203	0	**See contingency footnote
Wastewater Operations	501,221	535,202	0	**See contingency footnote
Internal Service Funds				
Administrative Services	$ 613,269	$ 611,671	0	**See contingency footnote
Information Technology	66,648	55,380	0	**See contingency footnote
Equipment Replacement	3,081,299	3,115,716	2,445,596	Planned vehicle & equipment replacements reduced balance
Garage Operations	127,129	184,869	0	**See contingency footnote
General Insurance	417,260	474,337	476,913	**See contingency footnote
Insurance/Benefits Administration	937,482	1,075,878	1,379,448	PERS employer rate to increase significantly next year. Increased fund balance to offset higher premiums in the future
Workers' Compensation Insurance	848,040	845,485	233,869	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):

Fiscal Year Ended June30,	*Permanent Rate*	*General Fund*	*Public Safety Serial Levy*	*Debt Service Funds*	*Total*
1986		1.48		.54	2.02
1987		4.30		.55	4.85
1988		4.32		.54	4.86
1989		4.52		.33	4.85
1990		4.42		.09	4.51
1991		4.11		.57	4.68
1992		3.57		.46	4.03
1993		3.87		.42	4.29
1994		3.82		.40	4.22
1995		3.69		.36	4.05
1996		4.06		.30	4.26
1997		4.09		.29	4.38
1998	4.14	0.00	1.03	.32	5.49
1999	4.13	0.00	.85	.31	5.29
2000	4.13	0.00	.85	.30	5.28
2001	4.13	0.00	.85	.00	4.98
2002	4.13	0.00	.85	.00	4.98
2003	4.13	0.00	.85	.00	4.98
2004	4.13	0.00	.89	.00	5.02
2005	4.13	0.00	.89	.00	5.02
2006	4.13	0.00	1.49	.00	5.62
2007	4.13	0.00	1.49	.00	5.62
2008	4.13	0.00	1.49	.51	6.13
2009	4.13	0.00	1.49	.50	6.12
2010	4.13	0.00	1.79	.40	6.32
2011	4.13	0.00	1.79 est.	.40 est.	6.32 est.
2012	4.13	0.00	1.79 est.	.40 est.	6.32 est.



HISTORY OF LEVIES AND ASSESSED VALUES

Fiscal Year Ended June 30	*Real Property Assessed Value*	*Permanent Tax Rate Certification*	*Public Safety Levy*	*Water Bond Debt*	*Public Safety Bonded Debt*
1998	1,032,610,737	3,912,541	999,393	310,000	0
1999	1,068,703,948	4,129,932	850,000	310,000	0
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 est.	2,504,416,000	10,352,005	4,482,905	0	966,600
2012 est.	2,602,769,000	10,758,547	4,658,957	0	996,600

HISTORY OF GENERAL SUPPORT RESOURCES

Description	***ACTUAL FY'08***	***ACTUAL FY'09***	***BUDGET FY'10***	***ADOPTED FY'11***	***PROJECTED FY'12***
Beg. Fund Balance	$1,495,854	$4,578,249	$2,229,563	$7,002,000	$7,013,629
Business Taxes	317,638	308,624	308,731	301,680	301,680
Franchise Taxes:					
PP&L	1,255,385	1,259,271	1,273,694	1,367,770	1,395,120
Qwest	200,134	199,527	176,628	149,370	135,950
Charter	212,515	218,761	218,293	204,570	204,570
Avista	563,852	497,541	524,657	409,280	388,810
Allied Waste	197,186	183,529	182,577	168,960	168,960
So. Or. Sanitation	25,390	25,382	25,627	25,000	25,000
Solid Waste Transfer	26,526	22,761	22,595	25,000	25,000
Other Telecom.	3,629	15,596	4,444	9,280	9,280
Other Taxes	2,775	4,570	2,417	2,520	2,520
Fees in Lieu of Franchise	454,658	461,034	445,413	487,490	497,240
Licenses	7,695	6,740	5,991	6,480	6,480
State Rev. Sharing	262,848	270,458	264,681	297,050	305,480
State Cigarette Tax	51,541	50,328	45,852	43,680	43,780
State Liquor Tax	334,417	410,343	378,116	434,200	446,530
Other Misc.	894,400	24,112	341,735	44,440	44,440
Investment Interest	285,851	147,754	150,000	26,150	26,150
TOTAL	**$6,592,294**	**$8,684,580**	**$6,601,014**	**$11,004,920**	**$11,040,619**

MAJOR REVENUE SOURCES

Major Resources

Fund	Program	Description	Dollar Amount	% of Program Revenues	Basis of Revenue Estimates
General	Public Safety	Property Taxes	$14,231,258	90.5%	5 year historical trends, assessed values for newly annexed properties together with information from Josephine County Assessors office
General	Development	Permits & Licenses	$209,630	23.3%	Estimated # of residential, industrial and commercial building permits issued
General	Policy & Legislation	Taxes other than Property (franchise & business)	$2,663,430	66.5%	Historical trends together with growth projections and rate increases approval by state. Also refer to Appendix K.
Transportation	Transportation	State Gas Tax	$1,662,580	65.4%	Historical growth trends together with per capita revenue projections received from state
Transportation	Transportation	Street Utility Fees	$781,800	30.7%	Historical growth in utility accounts
Water	Water	User Fees	$4,244,708	94.8%	Historical growth in # of accounts and utilization, together with projected housing starts
Wastewater	Wastewater	User Fees	$4,629,530	90.9%	Historical growth in # of accounts together with projected housing starts

STAFF ALLOCATION BY ACTIVITY

Department/Activity	Budget FY'08	Budget FY'09	Budget FY'10	Recommended FY'11	Adopted FY'11	Projected FY'12
Administration						
Management	6.90	6.70	6.70	6.70	6.70	6.70
Human Resources	2.50	2.50	2.50	3.00	3.00	3.00
Finance	16.00	16.00	16.00	16.00	16.00	16.00
Legal	2.34	2.45	2.52	2.38	2.38	2.38
Risk Insurance	0.88	0.80	0.54	0.87	0.87	0.87
Economic Development	1.00	1.00	1.00	1.00	1.00	1.00
	29.62	*29.45*	*29.26*	*29.95*	*29.95*	*29.95*
Community Development						
Management	8.00	7.00	8.00	8.00	8.00	8.00
Engineering	10.50	10.50	9.50	9.50	9.50	9.50
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
	36.50	*35.50*	*35.50*	*35.50*	*35.50*	*35.50*
Parks & Community Svc's						
Information Services	4.95	4.95	4.95	4.95	4.95	4.95
Park Maintenance	8.00	8.10	8.10	8.10	8.10	8.10
Property Management	1.25	1.30	1.30	2.15	2.15	2.15
Capital Projects	0.00	0.00	0.00	0.15	0.15	0.15
Aquatics	0.30	0.35	0.35	0.35	0.35	0.35
Recreation	0.15	0.15	0.15	0.15	0.15	0.15
Garage Operations	3.30	3.05	3.05	2.95	2.95	2.95
Equipment Repair	0.60	0.70	0.70	0.80	0.80	0.80
Tourism Promotion	1.85	1.85	1.85	1.85	1.85	1.85
Downtown	1.45	1.45	1.45	1.45	1.45	1.45
	21.85	*21.90*	*21.90*	*22.90*	*22.90*	*22.90*
Public Works						
Water Treatment	5.93	6.46	6.46	6.46	6.46	6.46
Water Distribution	8.93	8.80	8.80	8.80	8.80	8.80
Wastewater Collection	5.93	5.66	5.66	5.66	5.66	5.66
Wastewater Treatment	8.88	9.41	9.41	9.41	9.41	9.41
JO-GRO™	4.05	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	0.00	0.10	0.10	0.10	0.10	0.10
Storm Water	1.00	0.00	0.00	0.00	0.00	0.00
Street Maintenance	6.76	8.06	8.06	8.06	8.06	8.06
	42.48	*43.60*	*43.60*	*43.60*	*43.60*	*43.60*
Public Safety						
Field Operations	68.00	72.50	72.50	76.50	76.50	76.50
Support Operations	34.20	33.10	29.35	30.35	30.35	30.35
Code Enforcement	3.18	3.20	3.20	0.00	0.00	0.00
	105.38	*108.80*	*105.05*	*106.85*	*106.85*	*106.85*
Total	**235.83**	**239.25**	**235.31**	**238.80**	**238.80**	**238.80**
Memo: Total Unfunded Positions		*(11.00)*	*(18.00)*	*(19.75)*	*(19.75)*	*(19.75)*
Net Funded Positions		**228.25**	**217.31**	**219.05**	**219.05**	**219.05**

MONTHLY SALARY SCHEDULE

Positions	***Entry****	***Top****
Clerk Aid	1,855	2,368
Office Assistant I	2,136	2,884
Accounting Technician /OA II	2,313	3,122
Community Service Officer	2,566	3,275
Municipal Services Worker/Utility Worker	2,714	3,300
Prevention Program Office Assistant	2,692	3,436
Municipal Specialist/Utility Specialist	2,849	3,463
Lead Accounting Technician	2.313	3,527
Public Safety Clerk	2,809	3,585
Department Support Technician/Database Technician/Webmaster	2,571	3,599
Treatment Plant Specialist	3,022	3,674
Investigative Specialist	2.930	3,740
Administrative Support Spec./Finance Support Spec./Mechanic/Personnel Tech.	2,741	3,837
Property Specialist	3,078	3,929
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	3,237	4,438
Lead Public Safety Dispatcher	3,399	4,655
Assistant Planner/Building Inspector-Plans Examiner	3,379	4,730
Grants Specialist	3,468	5,028
Associate Planner/Business Op Sup./Analyst/Projects Sup./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
Police Officer	4,124	5,626
Fire Inspector	4,481	5,718
Information Technology Supervisor/Senior Planner	4,001	5,802
Police Corporal	4,344	5,921
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	4,622	6,934
Deputy Chief	4,665	7,232
Human Resources Director	5,057	7,839
Finance Director/Parks & Community Services Director	5,242	8,125
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, 2010

REPRESENTATIVE ANNUAL SALARY AND FRINGE BENEFITS

As of January 1, 2010

	Office Assistant I	*Municipal Services Worker*	*Utility Specialist*	*Treatment Plant Specialist*	*Fire Fighter*	*Police Officer*
Salary (top step)	34,618	39,600	41,558	44,088	65,136	67,524
Certification +	-	499	3,994	3,931	4,543	3,973
Sub-Total Salary	**34,618**	**40,099**	**45,552**	**48,019**	**69,679**	**71,497**
Legislated Benefits:						
Workers Comp	48	1,444	1,676	1,767	1,707	2,174
PERS	4,331	5,016	5,699	6,007	14,779	15,164
Social Security 7.65%	2,648	3,068	3,485	3,673	5,330	5,470
PERS 6%	2,077	2,406	2,733	2,881	4,181	4,290
Elective Benefits:						
Health Ins.	15,864	13,966	13,966	13,966	15,864	15,864
Life Ins.	69	90	100	107	159	163
Long Term Dis. Ins.	79	102	115	121	172	177
Sub-Total Benefits	**25,116**	**26,092**	**27,774**	**28,523**	**42,193**	**43,301**
Total Salary & Benefits	**$59,734**	**$66,191**	**$73,326**	**$76,542**	**$111,871**	**$114,798**
% Ratio of Benefits/Salary	73%	65%	61%	59%	61%	61%

+ Varies with the individual.

COMPUTATION OF LEGAL DEBT MARGIN

As of June 30, 2010

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 Statues (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, 2010			$ 3,781,848,660
Less Non-Profit Housing			- 2,416,800
**Total			$ 3,779,431,860
Debt limit, 3% of total real market value - ORS 287.004(2)			$ 113,382,956
Amount of debt applicable to debt limit			
Total bonded debt, including special assessments bond and public safety general obligation bonds		$ 16,050,000	
Less:			
Assets in debt service funds available for Payment of principal	$ 0		
Other deduction allowed by law	0		
Special assessment and revenue bonds	$ 0		
Total Deductions		0	
Total amount of debt applicable to debt limit			$ 16,050,000
Legal debt margin			$ 97,332,956

* Total Real Market Value as defined in ORS 308.207
** Source: Josephine County Assessor's office

SCHEDULE OF FUTURE DEBT SERVICE

As of June 30, 2009

Bonded Debt

	General Obligation Bonds Public Safety Facilities		Full Faith and Credit Obligation Bonds Public Works Facilities	
Fiscal Year	*Principal*	*Interest*	*Principal*	*Interest*
2010-2011	630,000	336,600	1,080,000	275,313
2011-2012	685,000	311,400	1,095,000	242,913
2012-2013	740,000	284,000	725,000	218,513
2013-2014	800,000	254,400	745,000	196,763
2014-2015	865,000	222,400	775,000	166,963
2015-2016	930,000	187,800	790,000	143,713
2016-2017	1,010,000	141,300	375,000	116,063
2017-2018	1,095,000	90,800	385,000	101,063
2018-2019	1,175,000	47,000	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	0	0	460,000	18,400
Totals	**$7,930,000**	**$1,875,700**	**$8,120,000**	**$1,724,630**

Non-Bonded Debt – Property

Henner Property
2190 Hamilton Ln.

Fiscal Year	*Principal*	*Interest*
2010-2011	22,500.00	5,158.56
2011-2012	22,500.00	4,146.00
2012-2013	22,500.00	2,121.00
2013-2014	22,500.00	1,108.56
Totals	**$90,000.00**	**$12,534.12**

TEN LARGEST TAXPAYERS WITHIN CITY LIMITS

Name	*Type of Business*	*City Taxable Base Value*	*Percentage of Total Assessed Value*
Masterbrand Cabinets Inc.	Industrial	$22,362,260	0.96%
Auerbach Grants Pass LLC & Freeman Grants Pass LLC	Commercial	$15,745,640	0.68%
Wal-Mart Stores Inc.	Commercial	$15,248,163	0.66%
Spring Village LLC & Spring Village Retirement LLC	Commercial	$14,800,521	0.64%
Qwest Corporation	Utility	$14,992,100	0.65%
Lynn-Ann Development LLC	Developer	$12,845,625	0.55%
Grants Pass FMS LLC	Commercial	$12,579,470	0.54%
Albertson's Inc.	Commercial	$10,565,259	0.46%
TP Grants Pass LLC	Industrial	$9,705,080	0.42%
Johnson, Carl	Developer	$8,362,360	0.36%
Sub-total of top taxpayers:		$ 137,206,478	5.92%
Other taxpayers:		$2,183,517,100	94.08%
Total all taxpayers:		$2,320,723,578	100.00%

Source: Josephine County Assessor - October 10, 2009

SYSTEM DEVELOPMENT CHARGE REVENUES

FY'10 System Development Charge Revenues

Capital Improvement Type	*SDC Fund Number*	*Estimated Balance July 1, 2010*	*FY'11 SDC Revenue Budget*	*FY'11 Allocations*	*Est. Balance June 30, 2011*
Parks Land Acquisition	692	39,959	59,000	94,595	4,364
Parks Development	694	30,819	54,000	80,000	4,819
Storm Water & Open Space	642	74,750	140,450	200,000	15,200
Transportation	614	2,339,927	459,082	1,750,000	1,049,009
Transportation: Signal SDC	614	1,917	10,000	10,000	1,917
Water	752	223,000	178,440	370,000	31,440
Wastewater	722	50,144	138,836	185,000	3,980

FY'11 Allocation of System Development Charge Revenues To Capital Projects

Project #	*Project Name*	*Description*	*$ Allocated*
		Parks Land Acquisition SDC to Lands & Building Capital Projects	
LB 4394	Redwood Park Property Purchase	Park land acquisition	21,395
LB 4710	Overland Park Reserve	Park land acquisition	46,500
LB 4713	Allenwood Park Reserve	Park land acquisition	26,700
		Total	**$94,595**
		Parks Development SDC to Lands & Building & Transportation Capital Projects	
LB 5034	Redwood Park Final Phase	Install irrigation, landscaping and paths	20,000
LB 5076	Allenwood Park Development	Planning and initial development	60,000
		Total	**$80,000**
		Storm Water and Open Space SDC to Capital Projects	
DO 4711	Sand Creek Wetland	Purchase land for drainage basin	200,000
		Total	**$200,000**
		Transportation SDC to Capital Projects	
TR 4921	Landscaping Highway 199	Landscape highway	350,000
TR 4924	Hubbard Lane	Widen roadway	550,000
TR 4934	Redwood Avenue LID (2)	Widen highway, add sidewalks and bike lanes	200,000
TR 6069	Sidewalk Projects	Install sidewalks	100,000
TR XXX1	Leonard Road Widening	Major review to address urbanizing area	150,000
TR XXX2	Midland Ave. Sidewalk	Install sidewalks	110,000
TR XXX3	Lincoln Rd.Sdwlk:Lower River.Rd. to G St.	Install sidewalks	90,000
TR XXX5	Savage St. Sidewalk:Conklin/Hawthorne	Install sidewalks	200,000
		Total	**$1,750,000**
		Transportation Signal SDC to Capital Projects	
TR 4837	Signal @ Willow Lane & Redwood	Install traffic signal	10,000
		Total	**$10,000**
		Water SDC to Water and Transportation Capital Projects	
WA 4742	Meadow Wood Res. #16-Site Purchase	Land acquisition	63,000
WA 6057	Backwash Pump Redundancy	Add second backwash pump	63,000
WA 6060	Solids Handling Pads WTP, Pond, JO-GRO™	Install large concrete or asphalt pads	84,000
TR 4924	Hubbard Lane Widening	Design/purchase right-of-way to widen rd.	160,000
		Total	**$370,000**
		Wastewater SDC to Capital Projects	
SE 4964	WRP Phase 2 Expansion	Expand aeration basin capacity, etc.	100,000
SE 6012	Western Ave Sewer Replacement	Upsize old concrete sewer pipe to 18"	85,000
		Total	**$185,000**

THE BUDGET FORMAT

The Budget is divided into programs and activities. The Budget format displays each program with the revenues dedicated to that program and the appropriations for planned expenditures in the activities that constitute each program area. We further group the programs by the nature of their purpose – General Government and Business activities, respectively. Oregon Local Budget Law establishes standard procedures, citizen involvement and public disclosure. Adopted no later than June 30 for the ensuing fiscal year, the budget must disclose each fund and show requirements and resources balanced.

The City Council groups the programs generally as follows:

General Government Activities

The General Fund Group

This group includes Policy and Legislation, Public Safety, Parks, Development and the Solid Waste programs. The general fund group is funded through dedicated and non-dedicated revenue sources. All property taxes in the City are dedicated to Public Safety. The non-dedicated revenue sources, including franchise fees, general licenses/permits, state-shared revenues and miscellaneous general revenues, provide funding for the other activities of the General Fund Group.

The Capital Projects supporting the General Fund Group are all contained in the Capital Budget. The reader is alerted to the interaction of fund groups in the Capital Projects fund. Transfers and allocations from Support, Auxiliary, General Fund and outside sources combine to undertake identified capital projects.

Business Activities

The Enterprise Group

The Enterprise Group includes Water Utility, Wastewater Utility, Storm Water/Open Space and the Transportation programs. Our historic utilities rely on revenues generated from user fees to pay costs of programs. Although the Street Utility and Storm Water/Open Space Funds are technically special revenue funds and are audited as special revenue, they are included in the Enterprise Group as they are funded through user rates. All capital outlay projects are included within each enterprise program in a separate capital projects fund specific to the utility.

The Street Utility was created in FY’02. The utility combines funds from the State gasoline tax with anticipated user fees on residential, commercial and industrial properties in the City. The Street Utility utilizes a fund transfer from general resources to augment capital investments in transportation systems.

THE BUDGET FORMAT

Non-Operating and Support Activities

The Internal Service Group

Administrative Services is a group of activities funded from an 8% overhead on all operating activities and a 2% fee on capital project construction and includes management, administrative services, legal services and general program operations. The internal service group costs are all contained in the base operating costs of the City and are not independently analyzed in this message.

Support Services is a group of activities that directly bill operating activities for support. These include community development management, property management, garage operations, equipment replacement, insurance and information systems. Information systems are funded by a 2% overhead on all operating activities. These costs are restatements of costs in the operating budget and are not restated in this analysis.

Auxiliary Services include transient room tax, debt service, community development block grants, environment fees and trust funds.

Capital outlay for each of these groups is contained directly in the fund or transferred to the General Capital Projects Fund.

FINANCIAL POLICIES

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

BUDGET POLICIES

Goals and Services

1. The City organization will carry out the Council's goals and policies through a service delivery system financed through the Operating and Capital Budgets.

   Discussion: The Council has the authority and responsibility to adopt City goals. The City organization is committed to implementing the Council goals through the budgeting process.

2. The City will routinely evaluate its service delivery system in terms of established efficiency and effectiveness criteria to determine whether a service or project should be provided by City staff or by contract.

   Discussion: A number of the services performed by the City can also be provided by the private sector. The decision regarding whether to perform a service with City staff or by contract involves evaluating cost, quality of service, continuity of service, response time, conformance with regulatory requirements and a variety of other considerations. The City routinely tests the market to determine if a service can and should be provided through a contractor rather than through the use of City staff.

Fund Balances

1. The City will maintain adequate fund balances to meet seasonal cash flow, support a good credit rating, to have resources to meet emergency or unanticipated expenses, and to have sufficient resources to begin the next fiscal year. The budget shall provide for an appropriate beginning/ending fund balance.

   Discussion: An adequate fund balance should be sufficient to provide for any anticipated cyclical variations in revenues and expenditures, and to provide working capital for ongoing operations for a period of at least 120 days. In the General fund, because of the cyclical nature of property taxes, the majority of which is not received until November, the targeted beginning balance should be between 30% to 40% of the budget's 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.

FINANCIAL POLICIES

The City's projected ending fund balance should include any known un-utilized contingency along with any un-appropriated ending fund balance and the balance available in excess of operational costs for the year.

FINANCIAL PLANNING

1. The City will estimate operating income and expenses over a three-year horizon and update those projections annually.

   Discussion: Long term financial planning is a tool which can aid the City organization in making more informed decisions which can affect the community's future and the City's ability to provide services on a long term basis.

2. Each fund will maintain a contingency account to meet unanticipated requirements during the fiscal year, as appropriate.

   Discussion: The Budget is prepared 6 to 18 months prior to implementation. The range of City services and the environment in which they are delivered make it difficult to anticipate every expenditure requirement. The contingency can also be used as a planning tool to buffer the impact of receiving revenue at a level that is lower than the budget projected. Therefore, contingency funds are established to meet emergency requirements necessary to maintain the service delivery system. Amounts provided in contingency will depend upon the size and expenditure characteristics of each fund.

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

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 nay recommendations made by the auditor and provide progress reports on any actions regarding those recommendations.

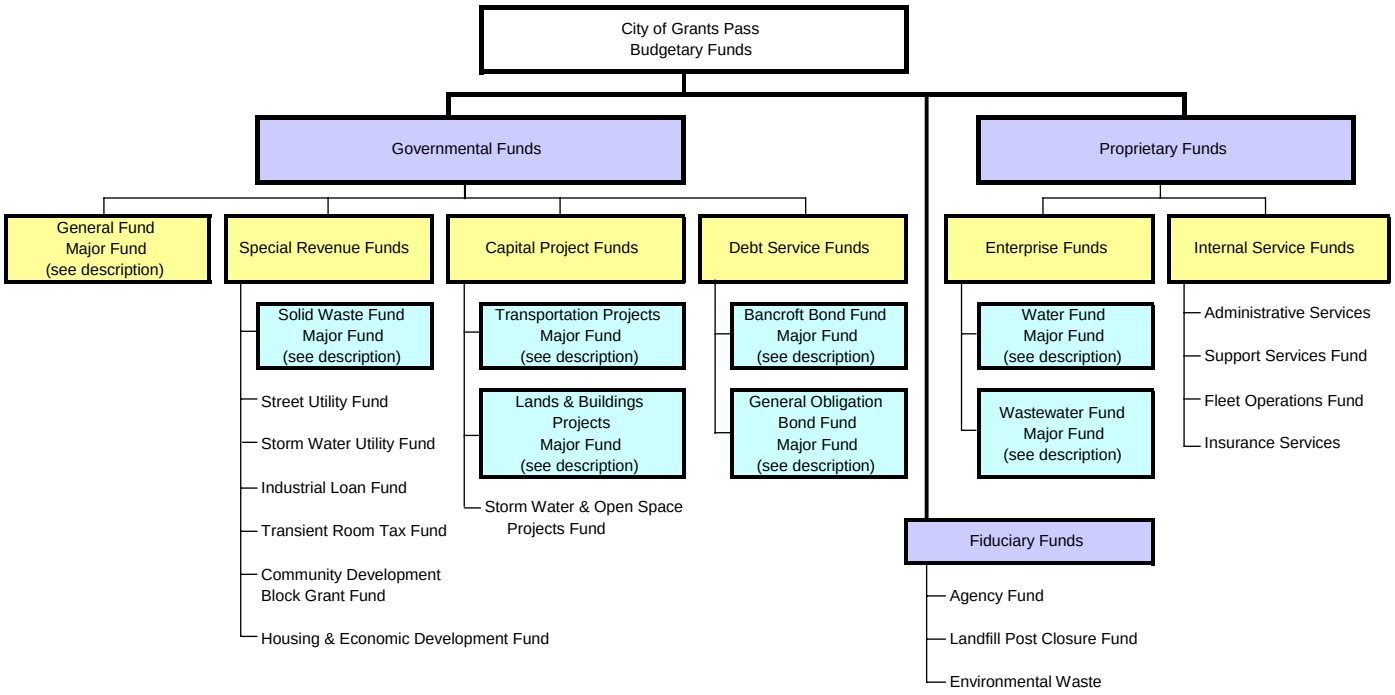
   Discussion: An independent audit of City financial records is a State requirement. In addition, the City will use the expertise of the independent audit firm to improve financial operations.

INVESTMENTS

1. The City's investments will be authorized and controlled by written investment policies that address diversification, liquidity, maturity, return and staff capabilities.

   Discussion: The City has and will maintain an investment policy 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

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.

FUND STRUCTURE AND ACCOUNTING METHODS

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. A notable exception between the budgetary (modified accrual) and accounting (accrual) methods is that depreciation shows as an expense in the financial statements, but is not a budgetary expenditure. In addition, loan payments and capital construction or capital acquisition payments are recorded as expenditures in budgetary statements, but are balance sheet transactions to loans payable and capital asset accounts in the full accrual financial statements.

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

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.

FUND STRUCTURE AND ACCOUNTING METHODS

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

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

Right of Way/Franchise: is a tax collected from public service agencies for the use of the City owned right-of-way. The major franchise agreements are for electric, gas, cable television, garbage collection and telephone.

Business License: a tax levied against all businesses operating within the City based on the number of employees.

Amusement: is a tax levied against those establishments with amusement devices including pool tables and pinball machines.

Licenses and Permits

Liquor License: a license required of all establishments serving alcoholic beverages.

Peddlers License: a license required of all retailers temporarily marketing goods and services in the city.

Revenue from Other Agencies

State Revenue sharing: a dedicated portion of state liquor tax, which is distributed to local governments to be used at their discretion. It is distributed on the bases of population and the local taxing effort.

Cigarette Tax: a state shared revenue collected through a state tax on the sale of cigarettes. It is distributed to cities on the basis of population.

Liquor Tax: a state shared revenue collected through a state tax on the sale of alcoholic beverages. It is distributed to cities on the basis of population.

Use of Assets

Interest: is earned on temporarily idle funds in accordance with the investment policy adopted by Council. These funds are made available when the income is received before it needs to be dispersed.

Fees and Charges

Business License Transfer Fee: is charged to businesses that are transferring their business license to another location or business name.

Environmental Program Fee: is paid by the Solid Waste franchise haulers on each ton of refuse collected to be used for environmental clean-up.

Other Revenue
These revenues are ones not appropriately charged elsewhere.

REVENUE SOURCES

PROGRAM GENERATED RESOURCES: *are those revenues that are directly attributable to programs, efforts or activities. They are allocated to that program.*

Taxes: are those property taxes which are collected and allocated for a specific program. This includes special levies, bonded debt and other program taxes.

Licenses and Permits: are those fees required by programs. A majority are for the various building permits.

Fines and forfeitures: are those fines collected by programs, primarily parking and court fines.

Revenue from other Agencies: are those revenues collected for services to other agencies, primarily "9-1-1" and the Josephine County Sheriff.

Use of Assets: are the revenues from rent or sale of city property and interest on funds.

Fees and charges: are the charges for services provided by programs. A majority of these revenues are in the Water, Wastewater, Solid Waste, Streets and Storm Water Utility programs.

Other Revenues: are those revenues which can not be appropriately charged elsewhere.

Direct Charges for Services: are the charges from one operating program to another program for services.

Transfers: are interfund accounting transactions made only on Council approval. Generally, they are transfers of resources from a special revenue fund to an operating fund.

GLOSSARY

Accrual basis of accounting: Method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows. Differs from GAAP Accrual Basis in that while capital outlays are recognized as expenditures, depreciation and amortization are not.

Activity: A subdivision of the city organization responsible for one or more specific functions. A combination of people, technology, supplies, methods and environment that produces a given product or service.

Activity generated revenues: Monies directly generated by activity efforts, for example: fees, licenses/permits, fines and rents, or revenues required to be allocated to specific activities such as special tax levies.

Adopted budget: The financial plan adopted by the Council.

Agency fund: Funds used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations or other governments.

Annexation: The incorporation of land into an existing city with a resulting change in the boundaries of this city.

Appropriation: The legal authorization granted by the governing body to make expenditures for specific purposes.

Assessed Value: The value set by the County Assessor on real and personal taxable property as a basis for levying taxes. The value can only be raised three percent per year on existing property, or by new construction.

Assessment: Value set on real and personal taxable property as a basis for levying taxes. The County Assessor sets this value.

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.

GLOSSARY

Beginning Balance: The amount of unexpended funds carried forward from one fiscal year to another.

Bonds: A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date in the future (called the maturity date) together with periodic interest at a specified rate.

Budget: A written report of the local government's comprehensive financial plan for one budget period. It must include a balanced statement of actual revenues and expenditure during each of the last two budget periods and estimated revenues and expenditures for the current and upcoming budget periods.

Budget Committee: The budget planning board of the City, consisting of eight Councilors and eight community members appointed by the Council to serve three-year terms.

Budget Phases: Local budget law and City procedures require that the adopted budget for each fiscal year be the result of a process that requires input by the City Council, management and citizens before final appropriations are authorized. These steps include:

- *Proposed Budget* – The document developed by City management based on requests for programs and appropriations from staff and reviewed by the Budget Committee in a public hearing.
- *Approved Budget* – The Proposed Budget is reviewed, modified and developed into the Approved Budget that is then submitted to the City for adoption following additional public hearing(s).
- *Adopted Budget* – The acceptance of the Approved Budget which includes authorized actual appropriations. In addition to the Budget Resolution, the Council adopts (in separate Resolutions) rates, charges and other actions relating to City operations.

C.D.B.G.: Community Development Block Grant providing low interest or no interest loans for housing.

Capacity depletion reserve: A special reserve account that includes funds collected through new service charges and surcharges to customers that will be used to expand the sewer system to accommodate additional customers.

Capital Improvement Projects: The plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.) with estimated costs, sources of funding and timing of work over a fixed period of several future years.

Capital Outlay: Expenditures which result in the acquisition of, or addition to, fixed assets.

Charges for services: A charge from a city activity for services directly delivered to another activity.

Community Development Block Grant (CDBG): Funds originating with the federal government and distributed by the state, used to improve urban areas.

GLOSSARY

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 hear; 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.

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 deprecation 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.

GLOSSARY

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.

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.

GLOSSARY

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.

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.

GLOSSARY

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.

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.

GLOSSARY

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.

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.

SOREDI: 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.

GLOSSARY

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.

WHERE THE ROGUE RIVER RUNS

GRANTS PASS

OREGON

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