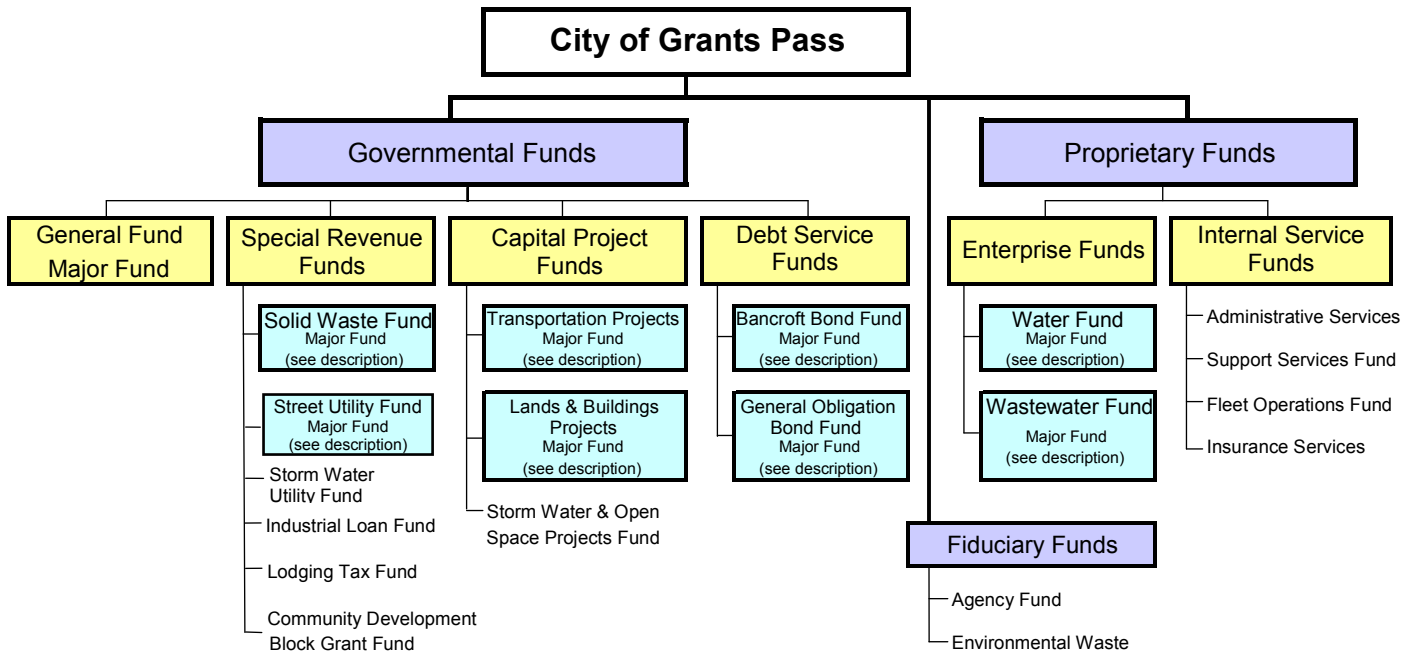


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### Matrix of all City Funds



This funding matrix section is intended to help the user understand how programs presented in the budget document are aligned with City’s audited financial funds. Information is also presented to inform citizens how each program is funded.

Definitions:

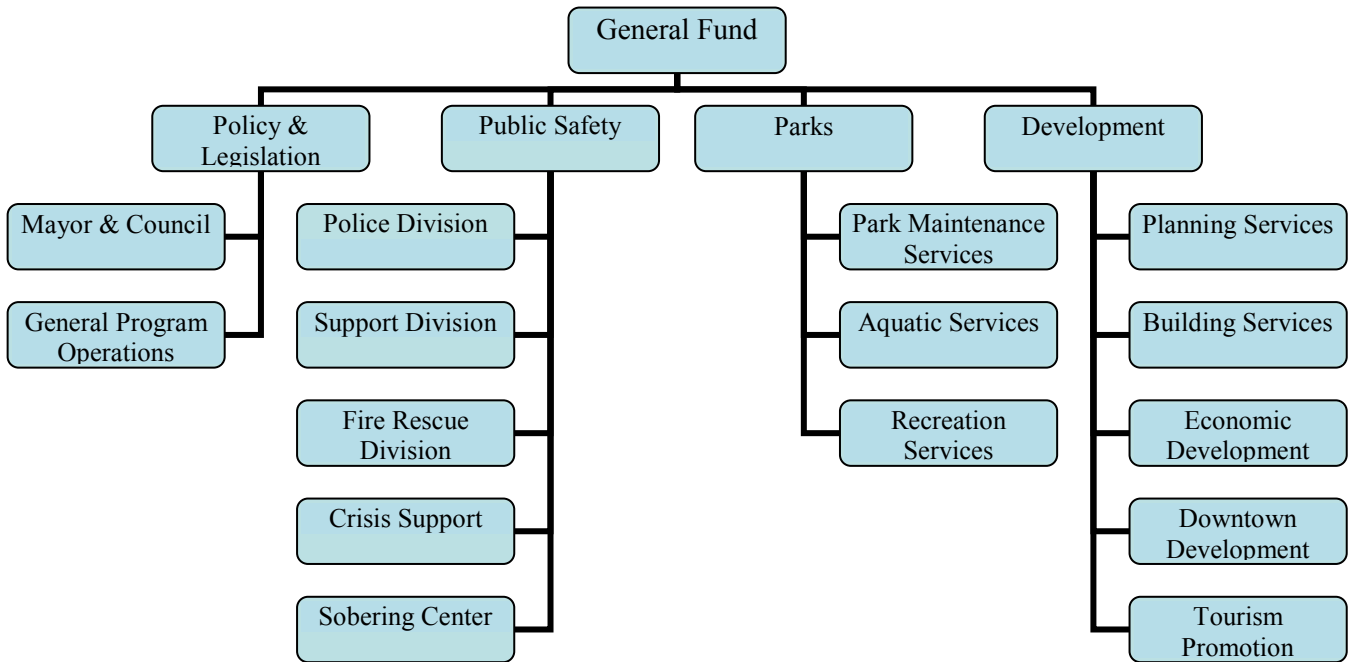
**GENERAL SUPPORT RESOURCES:** are those General Fund revenues that can be allocated to any program according to need. Major General Support Revenues include Franchise/ROW taxes, state revenue sharing (including liquor tax and cigarette tax), and business & occupation tax.

**PROGRAM GENERATED RESOURCES:** are those revenues that are directly attributable to programs, efforts or activities. They are allocated to that program. Program generated resources can include licenses and permits, fines and forfeitures, fees and charges, revenues from other agencies, direct or indirect charges for services, and others.

**TRANSFERS** are interfund accounting transactions to transfer cash resources from one fund to another. Generally, they are transfers of resources from an operating fund to a capital projects fund or from a special revenue fund to an operating fund.

Additional definitions can be found in the Glossary as well as in the Revenue Sources detail provided in the Budget Process & Financial Policies section.

**General Fund Budget Programs/Activities:**



Revenue Sources for FY'19

**Policy & Legislation Program**

- The Policy and Legislation Program is funded by General Support Resources which are recognized in General Program Operations. This is where all the discretionary General Support Revenues for the General Fund are recorded.

**Public Safety Program**

- 81.4% Funded by Property Taxes (permanent rate plus public safety levy rate)
- 7.3% Funded by Other Program Generated Resources, including contract to operate the Josephine County 9-1-1 Agency (9-1-1 Call Taking and Various Dispatch Contracts)
- 11.3% Funded by General Support Resources

**Parks & Recreation Program**

- 11.7% Funded by Program Generated Resources (Lodging Tax, misc. rents/shelter fees and recreation fees)
- 88.3% Funded by General Support Resources

**General Fund Development Program Activities****Planning Services**

- 12.5% Funded by Program Generated Resources (planning and plan check fees)
- 87.5% Funded by General Support Resources

**Building Services**

- Building is entirely self-supported by permit revenues. Building permit revenues cannot be used for any purpose other than to provide for building services. Building carries its own restricted fund balance within the general fund and is projected to end FY'19 with a \$1.35 million balance.

**Economic Development Services**

- 100% Funded by Program Generated Resources (Lodging Tax % Allocation)
- 0% Funded by General Support Resources due to use of prior year's carry over balance. Some General Support Resources will be needed in the future after the carry over balance is used and this program has historically used a small amount of General Support Resources.

**Downtown Development Services**

- 39.7% Funded by Program Generated Resources (mostly Lodging Tax % Allocation with some parking program fees)
- 60.3% Funded by General Support Resources

**Tourism Promotion Services**

- Typically 100% Funded by Program Generated Resources (Lodging Tax % Allocation)

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**Revenue Sources for Other Governmental Programs****Transportation Program Funds**

- **Street Utility Fund** (Special Revenue Fund)
  - 24% of the transportation program is funded by the Transportation Utility Fee. Created in FY'02, this fee is assessed monthly based on a rate structure reflecting the different impact of residential, commercial and industrial locations.
  - 67% of transportation is funded from State gasoline tax sharing.
  - 9% of transportation is funded from a transfer from the General Fund to cover Pacific Power's cost of street lighting for the entire City (estimated at \$335,000 in the FY'19 budget) along with very small other revenue sources.
- **Transportation Capital Projects Fund**: Resources in this fund largely comes from gas tax revenues from the Street Utility Fund and other transportation restricted revenues such as System Development Charges.

**Storm Water Program** (Special Revenue Fund)

- Pending the adoption of a Storm Water Utility fee, program revenues come mostly from the Storm Water Utility Fee and capital funding comes from system development charges and transfers from Storm Water Utility operating program.

**Solid Waste Program** (Special Revenue Fund)

- Program generated revenues include intergovernmental revenue from the Solid Waste Agency for management services, rent revenue, and the majority of new revenue comes from the post-closure insurance policy reimbursements.
- The Solid Waste Fund also has a pass-thru activity in the Auxiliary Program which accounts for the collection of Environmental Protection Fees (EPF) transferred to the Solid Waste Agency.

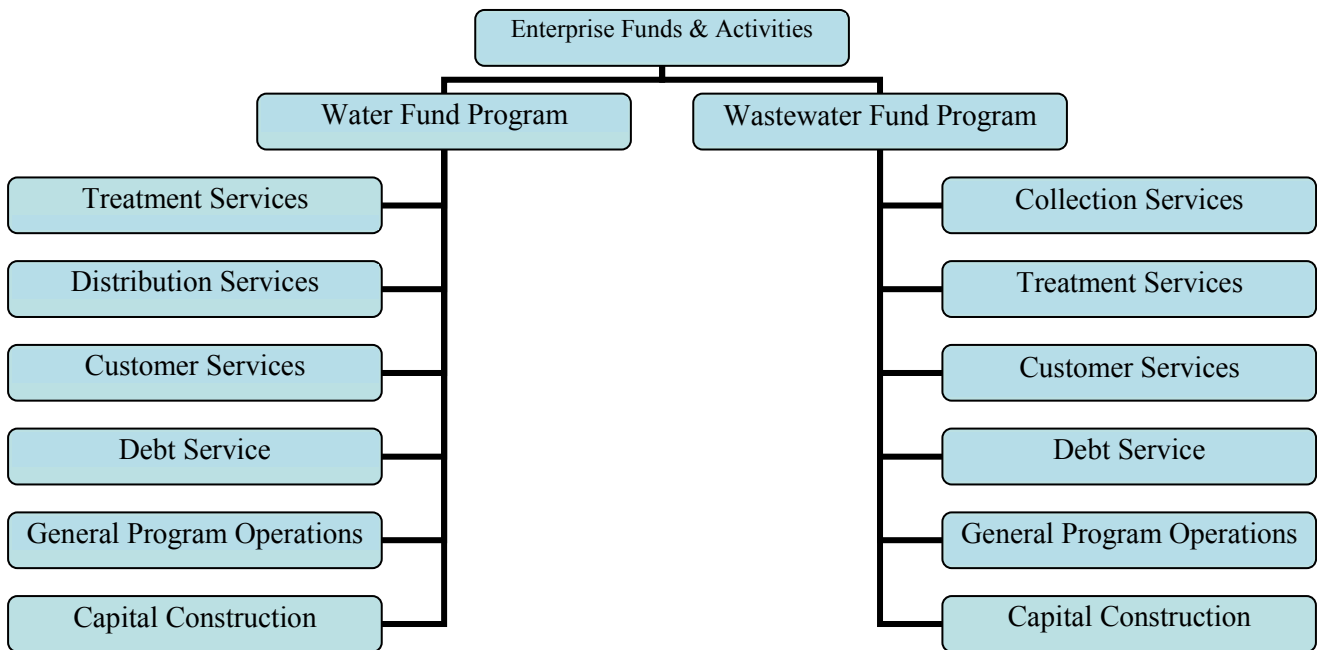
**Lands & Buildings Capital Project Fund**

- General governmental capital projects are funded by a wide variety of revenue sources including General Support Resources, Parks System Development Charges, Lodging Taxes, and Grants.

**Proprietary Fund Programs**

**The Enterprise Funds**

The Enterprise Funds include the **Water Utility and Wastewater Utility Programs**. The utilities are self-sufficient and rely on revenues generated from user fees to pay costs of programs. All capital outlay projects are included within each enterprise program in a separate capital projects fund specific to the utility and almost all resources within the capital project funds are restricted for use in capital projects for that specific utility.

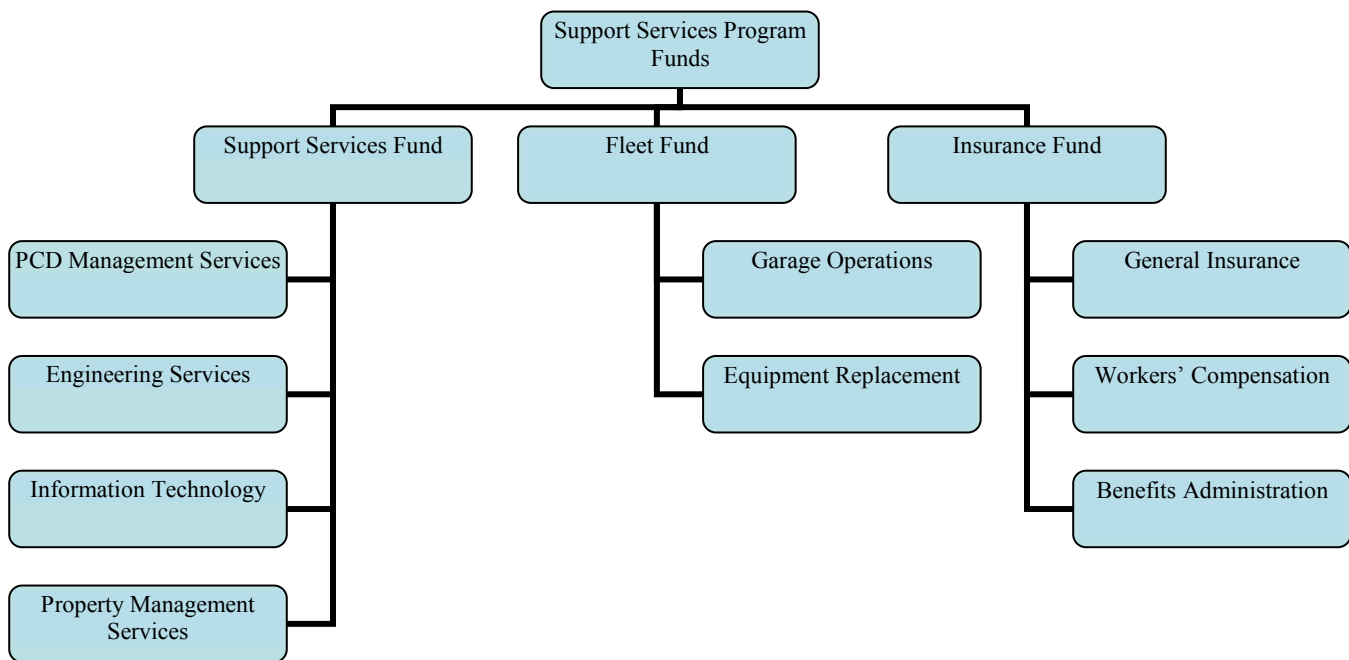


**Internal Service Funds**

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 are fully self-supporting through direct and indirect charges to all the operating/capital project programs that rely on the internal services.

**Administrative Services (Program) Fund:** This fund is divided into Management, Legal, Finance, Human Resources and General Program activities. These functions are supported by a fixed indirect charge of 7.1% on all operating activities and 2% on all capital project expenditures. In FY'16 the overhead rate for Administrative Services and Information Technology was changed from 8% and 2% respectively to 7.6% and 2.4%, for an unchanged total of 10%. The indirect charge was again lowered to 7.1% starting in FY'19. Certain divisions in the Administrative Services Fund also charge a direct charge for services provided exclusively to certain programs. For example, costs for providing Utility Billing/Utility Customer service are tracked and charged exclusively to the Utilities that use these services.

**Support Services Program Funds**



**Support Services Fund:** Included in the Support Services Fund are the following activities:

**Parks & Community Development Management Services (PCD Management):** This activity provides the overall management, support, coordination and fiscal accountability of the Parks, Recreation, Aquatics, Building, Engineering, Geographic Information Systems (GIS), and Planning.

- PCD Management charges its internal customers largely using direct charges to other programs such as Building, Planning, Engineering, Water, Wastewater, Transportation, and other internal city programs.
- PCD Management also has a GIS division that collects charges from engineering billings and a 1% indirect charge on all capital projects.

**Engineering Services:** Activity in the Engineering Services Division ensures the development of our community occurs in an orderly manner and reaches the highest standards for quality. Generally 90% or more of Engineering revenues come from internal customers or from working on internal capital projects. Of the internal revenues, roughly half of those revenues have historically come from direct charges to operating divisions that use engineering services (such as various Public Works operations). The other half of internal revenues comes from a fixed fee schedule for internal

capital projects based on level of design, project management, and inspection services provided to those projects.

**Information Technology Services.** : This internal service is funded by a 2.4% indirect charge to actual operating expenditures of all operating divisions.

**Property Management Services:** Activities include the maintenance and operations of eleven buildings, eleven parking lots and of the downtown core area. The cost of services is provided by a direct charge to operating divisions by square footage used or other factors.

**Fleet Operation Fund:** This fund account for the maintenance and operation of City equipment and the collection of user charges for services received. There are two activities in this fund

- **Garage Operations** is funded by direct charges to operating divisions based on retroactive billing for actual repair and maintenance services and supplies used by each division.
- **Equipment Replacement** collects user fees or “depreciation payments” used to build a reserve for future vehicle and equipment replacement. Depreciation payments paid by each operation division are generally straight line payments based on the estimated useful life of the vehicle.

**Insurance Services Fund:** These activities 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. There are three individual activities in this fund.

- **General Insurance** direct charges all operating divisions based on number of employees in each area for general costs while costs unique to an activity such as vehicle insurance costs and Facility Insurance are paid entirely by the responsible activity.
- **Workers’ Compensation** charges each operating division based on a % of payroll similar to rates by job classification for private workers’ compensation insurance rates.
- **Benefits Administration** collects payments via payroll charges for the wellness program and the PERS reserve. Operating divisions are charged slightly different PERS rates than are paid into the PERS system to build up or to use some PERS reserves and to smooth out large the PERS rate changes that typically happen every two years. Information regarding PERS and the PERS reserve can be found in the PERS section towards the end of the budget book right before the Appendix.

## Auxiliary Services Program

Auxiliary Services include special revenue and fiduciary funds restricted to the following uses:

### Special Revenue Funds

**Lodging Tax Fund** – collects all Lodging taxes from local lodging, establishments and distributes them to the following programs, per state and local law:

- 15.56% to Public Safety.
- 15.56% to Parks Maintenance.
- 30.00% to the Tourism Promotion Division.
- 11.66% to Economic Development.
- 11.66% to Downtown Development.
- 15.56% to the LB Capital Program for the acquisition and development of Park properties, trails, or other tourism facilities.

**Debt Service Fund / Bancroft Bonds** – Accounts for Local Improvement District (LID) assessment loans under the State Bancroft Bonding Act. Internal fund borrowings are typically used to finance these loans.

**Debt Service Fund / General Obligation Bonds** – This fund collects General Obligation Bond property tax levies and makes debt service payments on the bonds. The current Public Safety facility (2006) General Obligation Bond will be paid in full in Fiscal 2019.

**Industrial and Downtown Loan Services** – Using resources carried over from grant and loan programs dating back many years ago, this fund makes economic development loans and offers small façade grants for specific downtown and historic property development projects.

**Community Development Block Grant** – this fund accounts for any CDBG (federal grant) revenues and related CDBG grant expenditures.

### Fiduciary Funds

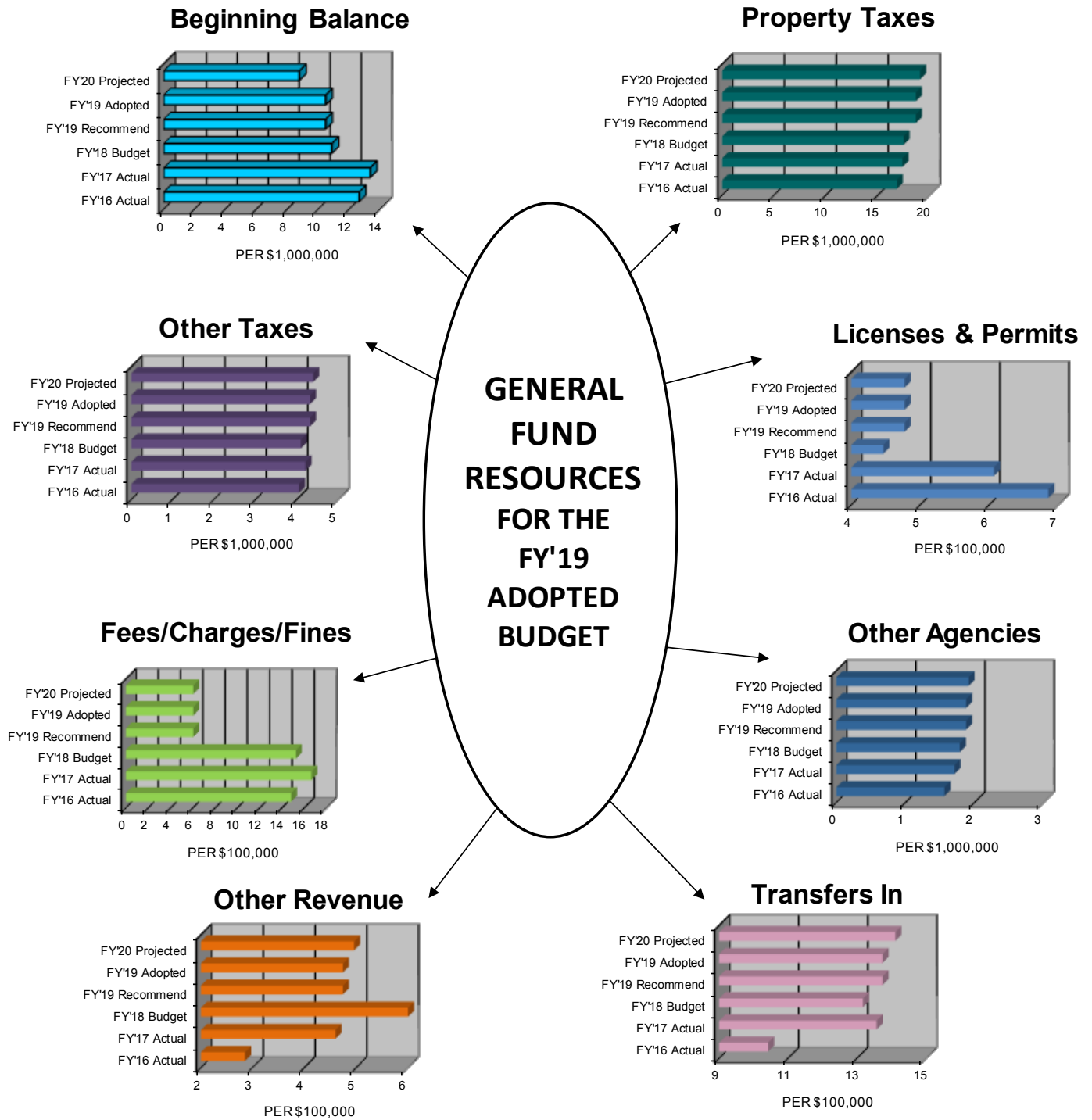
**Environmental Waste Fees Fund** – this fund accounts for Environmental Program Fees (EPF) collected from the refuse haulers and passes them through to the City/County intergovernmental Solid Waste Agency for cleanup and various solid waste programs.

**Agency Fund** – this fund accounts for certain items held on deposit for a specific development application or other private purpose. Certain types of accounts earn an allocation of interest on cash balances per City code or other law.



**Quick Facts**

<b><u>Adopted FY'19</u></b>	<b><u>Operating &amp; Other</u></b>
<b><u>Where The Money Comes From:</u></b>	
Property taxes	\$ 19,422,634
Business taxes	290,000
Transient room taxes	1,634,850
Franchise fees	3,384,687
Other governments	6,312,325
Licenses and permits	439,740
User fees and charges	27,460,948
Fee in lieu of franchise	640,500
System development charges	1,374,000
All other revenues	5,621,280
Carryover/beginning balance	61,335,034
<b>Total Resources</b>	<b>\$ 127,915,998</b>
Transfers in	8,922,300
<b><u>Where The Money Goes:</u></b>	
Personnel services	\$ 28,342,266
Materials and supplies	2,541,235
Contractual services	18,233,033
Direct charges for services	2,496,482
Capital outlay	51,129,483
Indirect charges	3,734,613
Debt service	3,128,373
Contingencies/reserves	10,973,388
Un-appropriated ending balance	7,337,125
<b>Total Requirements</b>	<b>\$ 127,915,998</b>
Transfers out	8,922,300
<b><u>Other Facts:</u></b>	
Permanent staffing (funded full time equivalencies)	236.575
Temporary staffing (funded full time equivalencies)	12.711
Bonded Debt outstanding (June 30, 2018 est.)	\$ 22,640,000
Property tax rate (per \$1,000 assessed value)	
Permanent rate levy	\$ 4.1335
Public safety operating levy	\$ 1.7900
Bonded debt (2018-19 estimate)	\$ 0.2261



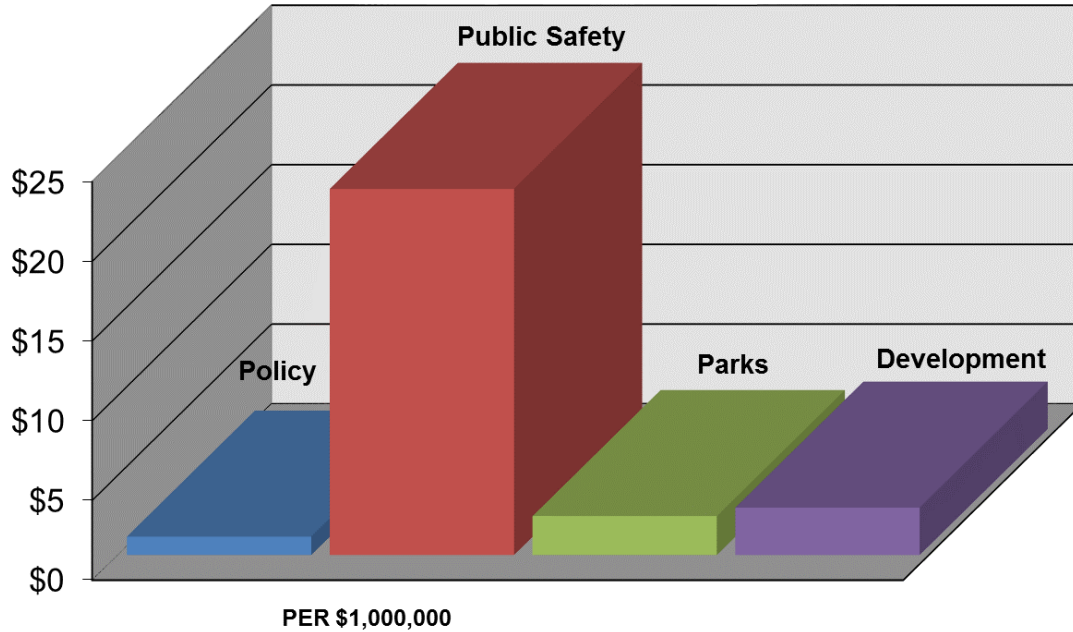
This chart shows the distribution of resources for the general fund for the FY'16 and FY'17 Actual Budgets, FY'18 Budget, FY'19 Recommended, FY'19 Adopted and the FY'20 Projected Budget.

A description of each category is found in the Budget Process & Financial Policies section under Revenue Sources.

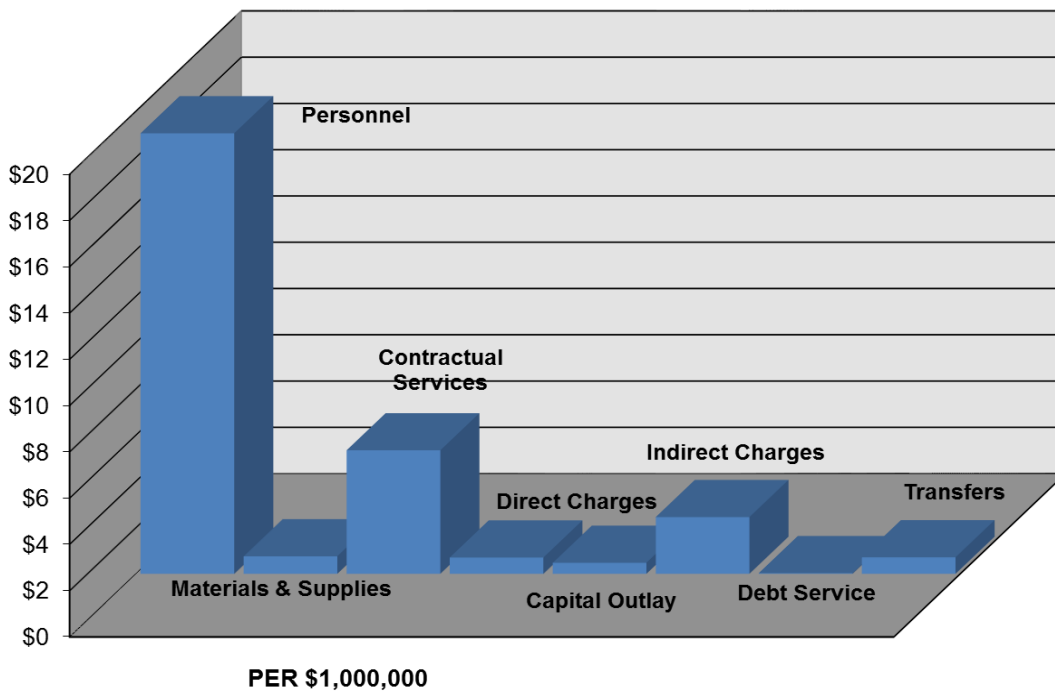
## General Program Expenditures

### For the Adopted FY'19 Budget

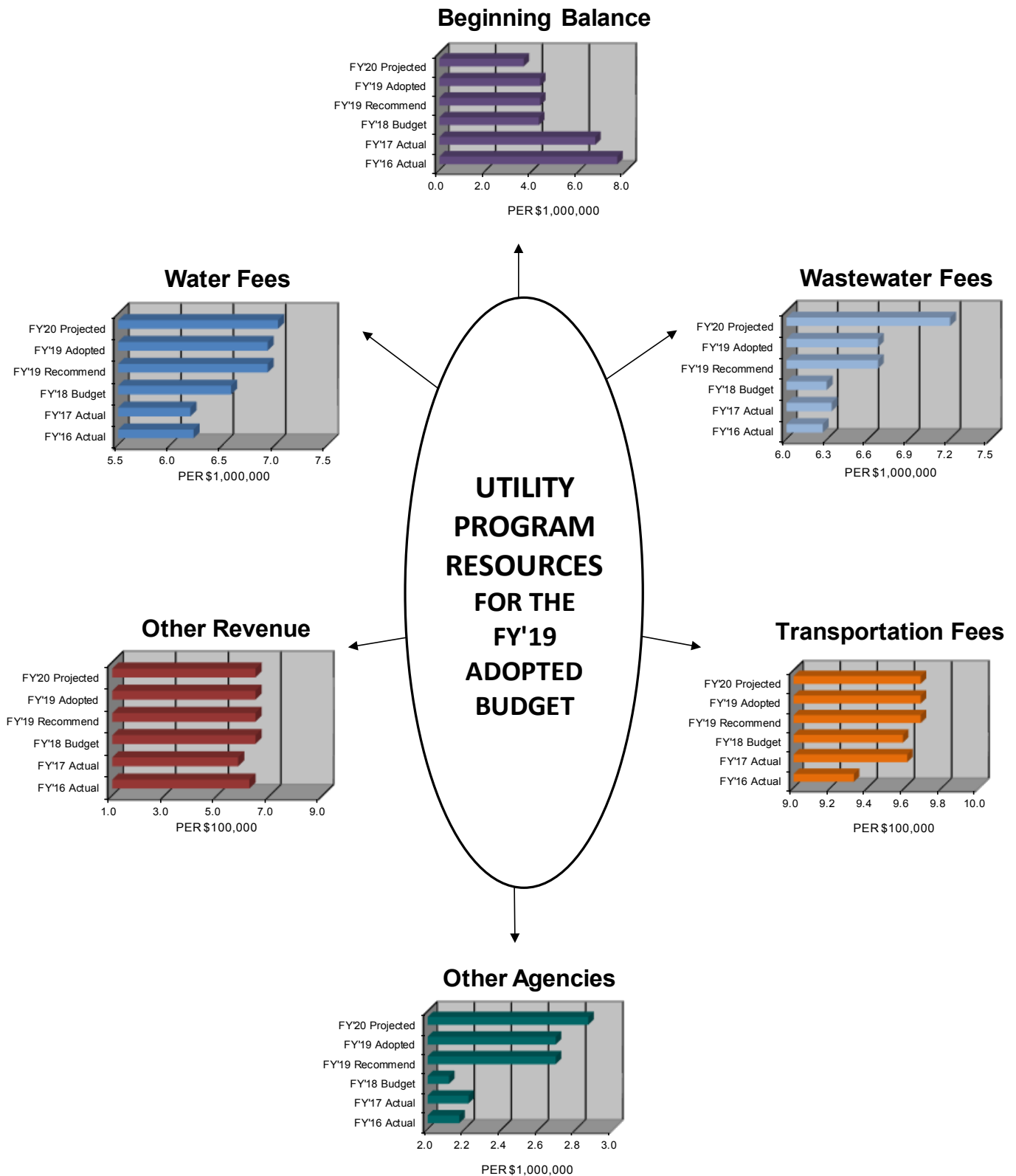
## Program Expenditures



## Expenditure Categories



These charts show the distribution of expenditures for each program and category of expenditures in the general operating budget for the FY'19 Adopted Budget. These expenditure charts do not include contingencies or ending fund balances. The history and current expenditures for the programs are found in the program summary pages through the document.



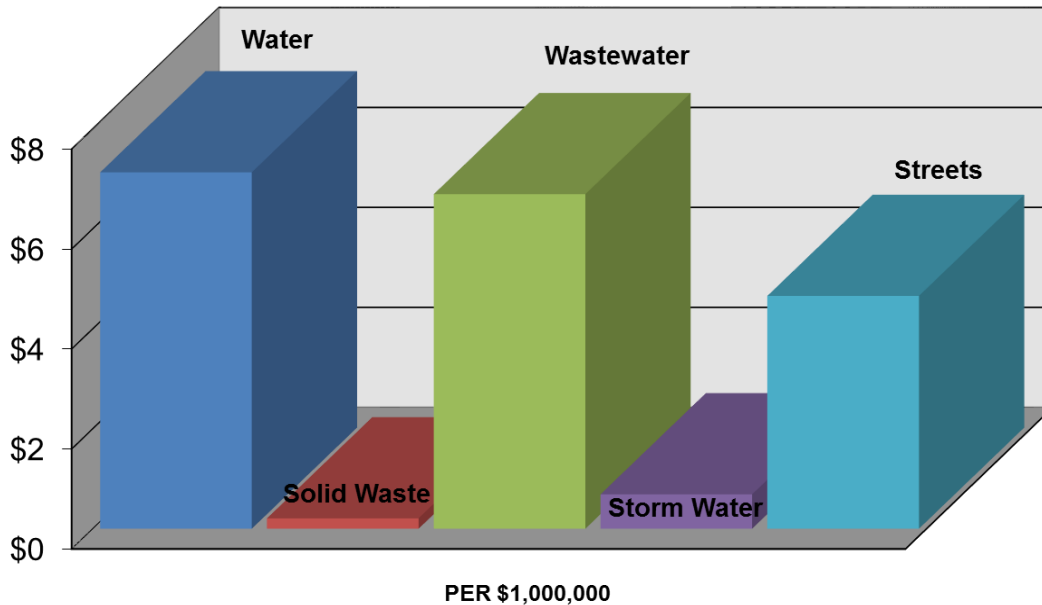
This chart shows the distribution of resources for the utility operating programs for the FY'16 and FY'17 Actual Budgets, FY'18 Budget, FY'19 Recommended, FY'19 Adopted and the FY'20 Projected Budget.

A description of each category is found in the Budget Process & Financial Policies section under Revenue Sources.

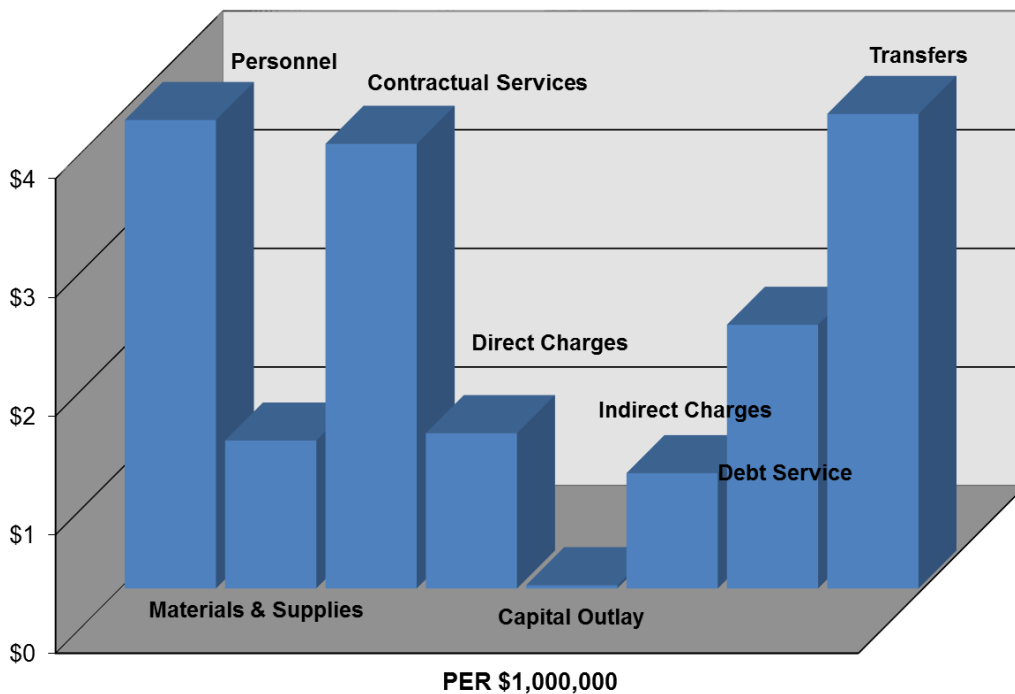
## Utility Program Expenditures

For the Adopted FY'19 Budget

### Program Expenditures



### Expenditure Categories



These charts show the distribution of expenditures for each program and category of expenditures in the utility operating budget for the FY'19 Adopted Budget. These expenditure charts do not include contingencies or ending fund balances. The history and current expenditures for the programs are found in the program summary pages through the document.

**HISTORY OF GENERAL FUND RESOURCES**

	ACTUAL FY '16 \$	ACTUAL FY '17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	ADOPTED BUDGET FY'19 \$	PROJECTED FY'20 \$
<b>Designated Resources</b>						
<i>Beginning Balance</i>	11,722,740	12,127,852	9,586,493	8,886,030	8,886,030	7,395,211
<b>General Operations</b>						
Business Taxes	288,458	288,703	285,000	290,000	290,000	290,000
Franchise Taxes	3,150,863	3,305,461	3,169,214	3,384,687	3,384,687	3,400,591
Fees in Lieu of Franchise	607,109	608,432	610,000	640,500	640,500	672,525
Licenses	10,060	7,425	8,750	5,500	5,500	5,500
State Rev. Sharing	331,986	368,085	374,553	386,489	386,489	394,219
State Cigarette Tax	48,071	46,549	44,040	45,000	45,000	45,000
State Liquor Tax	523,444	562,330	559,035	590,446	590,446	602,255
Other Misc.	780,946	939,129	2,437,000	5,000	5,000	5,000
Investment Interest	105,846	147,164	90,000	144,000	144,000	144,000
<b>Total General Operations</b>	<b>5,846,783</b>	<b>6,273,279</b>	<b>7,577,592</b>	<b>5,491,622</b>	<b>5,491,622</b>	<b>5,559,090</b>
<b>Public Safety</b>						
Property Taxes	16,849,481	17,384,754	17,491,290	18,683,034	18,683,034	19,086,028
Grants & Intergovernmental	656,392	733,159	800,154	844,978	844,978	864,042
Fees & Chg.'s for Services	190,706	197,152	180,000	195,000	195,000	195,000
Other Misc.	473,608	621,174	687,450	638,540	638,540	713,100
<b>Total Public Safety</b>	<b>18,170,187</b>	<b>18,936,239</b>	<b>19,158,894</b>	<b>20,361,552</b>	<b>20,361,552</b>	<b>20,858,170</b>
<b>Development</b>						
<i>Build. &amp; Safety Beg. Bal. *</i>	<i>747,270</i>	<i>1,089,688</i>	<i>1,178,486</i>	<i>1,469,483</i>	<i>1,469,483</i>	<i>1,351,270</i>
Building and Safety *	827,717	812,508	563,700	625,090	625,090	625,090
Planning	166,489	149,342	115,470	119,177	119,177	119,177
<i>Economic Beg. Balance *</i>	<i>74,878</i>	<i>99,999</i>	<i>67,753</i>	<i>103,260</i>	<i>103,260</i>	<i>11,415</i>
Economic Development	144,253	183,377	182,900	190,700	190,700	192,300
<i>Tourism Beg. Balance *</i>	<i>75,785</i>	<i>21,795</i>	<i>30,745</i>	<i>0</i>	<i>0</i>	<i>0</i>
Tourism Promotion*	357,480	471,540	457,500	477,600	477,600	481,600
Downtown Development	174,633	222,895	198,950	203,250	203,250	204,850
<b>Total Development</b>	<b>2,568,505</b>	<b>3,051,144</b>	<b>2,795,504</b>	<b>3,188,560</b>	<b>3,188,560</b>	<b>2,985,702</b>
<b>Parks</b>						
Parks Maintenance	218,552	282,525	263,100	283,750	283,750	285,950
Aquatics	0	3,800	2,000	1,000	1,000	1,000
Recreation	371	511	400	400	400	400
<b>Total Parks</b>	<b>218,923</b>	<b>286,836</b>	<b>265,500</b>	<b>285,150</b>	<b>285,150</b>	<b>287,350</b>
<b>Total General Fund</b>	<b>38,527,138</b>	<b>40,675,349</b>	<b>39,383,983</b>	<b>38,212,914</b>	<b>38,212,914</b>	<b>37,085,523</b>

\*Building & Safety, Economic Development and Tourism carry their own restricted fund balance within the General Fund.

**HISTORY OF GENERAL FUND REQUIREMENTS**

	ACTUAL FY '16 \$	ACTUAL FY '17 \$	BUDGET FY'18 \$	MANAGER RECOMMEND FY'19 \$	ADOPTED BUDGET FY'19 \$	PROJECTED FY'20 \$
<b>Requirements</b>						
Mayor and Council	214,969	214,582	280,028	293,203	293,203	287,663
General Operations						
Personnel Services	0	0	0	0	0	0
Contractual/Prof Svcs.	1,206,660	1,153,797	1,195,000	74,000	74,000	74,000
Direct Charges	143,044	89,290	89,290	81,710	81,710	81,710
Contingencies	0	0	3,000,000	2,000,000	2,000,000	2,000,000
Transfers Out	2,062,544	4,280,984	3,330,000	700,000	700,000	455,000
<i>Ending Fund Balance</i>	<u>12,127,852</u>	<u>10,153,456</u>	<u>3,485,316</u>	<u>5,332,211</u>	<u>5,395,211</u>	<u>3,882,050</u>
<b>Total General Operations</b>	<b><u>15,540,100</u></b>	<b><u>15,677,528</u></b>	<b><u>11,099,606</u></b>	<b><u>8,187,921</u></b>	<b><u>8,250,921</u></b>	<b><u>6,492,760</u></b>
Public Safety						
Police Division	9,080,905	10,189,101	11,521,647	11,783,248	11,783,248	12,608,782
Support Division	2,826,810	3,078,430	3,717,242	4,128,549	4,065,549	3,928,690
Fire Rescue Division	5,537,814	5,605,834	6,335,324	6,825,549	6,825,549	6,861,777
Crisis Support Services	43,498	93,542	96,300	96,300	96,300	96,300
Street Lighting	0	0	0	0	0	0
Sobering Center	130,000	130,000	130,000	130,000	130,000	130,000
<b>Total Public Safety</b>	<b><u>17,619,027</u></b>	<b><u>19,096,908</u></b>	<b><u>21,800,513</u></b>	<b><u>22,963,646</u></b>	<b><u>22,900,646</u></b>	<b><u>23,625,549</u></b>
Development						
Building and Safety *	485,299	533,533	1,742,186	2,094,573	2,094,573	1,976,360
<i>Build. &amp; Safety End. Bal. *</i>	<i>1,089,688</i>	<i>1,368,662</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Planning	695,826	692,680	958,817	952,404	952,404	986,877
Economic Development	119,133	161,368	221,253	281,745	281,745	279,873
<i>Economic End. Balance*</i>	<i>99,999</i>	<i>122,008</i>	<i>29,400</i>	<i>11,415</i>	<i>11,415</i>	<i>0</i>
Tourism Promotion*	411,470	543,308	468,777	479,262	479,262	482,551
<i>Tourism End. Balance*</i>	<i>21,795</i>	<i>-49,973</i>	<i>19,468</i>	<i>0</i>	<i>0</i>	<i>0</i>
Downtown Development	411,456	459,126	513,946	512,014	512,014	503,543
<b>Total Development</b>	<b><u>3,334,666</u></b>	<b><u>3,830,712</u></b>	<b><u>3,953,847</u></b>	<b><u>4,331,413</u></b>	<b><u>4,331,413</u></b>	<b><u>4,229,204</u></b>
Parks						
Parks Maintenance	1,585,434	1,616,630	1,968,675	2,146,850	2,146,850	2,154,999
Aquatics	84,090	82,191	121,575	124,666	124,666	125,187
Recreation	148,852	156,798	159,739	165,215	165,215	170,161
<b>Total Parks</b>	<b><u>1,818,376</u></b>	<b><u>1,855,619</u></b>	<b><u>2,249,989</u></b>	<b><u>2,436,731</u></b>	<b><u>2,436,731</u></b>	<b><u>2,450,347</u></b>
<b>Total General Fund</b>	<b><u>38,527,138</u></b>	<b><u>40,675,349</u></b>	<b><u>39,383,983</u></b>	<b><u>38,212,914</u></b>	<b><u>38,212,914</u></b>	<b><u>37,085,523</u></b>

\*Building & Safety, Economic Development and Tourism are the only departments in the General Fund that can potentially carry their own restricted fund balance.

\*\*Additional information on changes in ending fund balance can be found in Appendix G & H.

Summary of Requirements by Fund and Activity

	ACTUAL FY'16	ACTUAL FY'17	BUDGET FY'18	MANAGER RECOMMEND FY'19	ADOPTED BUDGET FY'19	PROJECTED FY'20
General Fund						
Mayor and Council	214,969	214,582	280,028	293,203	293,203	287,663
Development						
Planning	695,826	692,680	958,817	952,404	952,404	986,877
Building and Safety	1,574,987	1,902,195	1,742,186	2,094,573	2,094,573	1,976,360
Economic Development	219,131	283,376	250,653	293,160	293,160	279,873
Downtown Development	411,456	459,126	513,946	512,014	512,014	503,543
Tourism Promotion	433,265	493,335	488,245	479,262	479,262	482,551
Total Development	3,334,665	3,830,712	3,953,847	4,331,413	4,331,413	4,229,204
Parks						
Parks Maintenance	1,585,434	1,616,629	1,968,675	2,146,850	2,146,850	2,154,999
Aquatics	84,090	82,191	121,575	124,666	124,666	125,187
Recreation	148,852	156,798	159,739	165,215	165,215	170,161
Total Parks	1,818,376	1,855,618	2,249,989	2,436,731	2,436,731	2,450,347
Public Safety						
Police Division	9,080,905	10,189,101	11,521,647	11,783,248	11,783,248	12,608,782
Support Division	2,826,810	3,078,430	3,717,242	4,128,549	4,065,549	3,928,690
Fire Rescue Division	5,537,815	5,605,834	6,335,324	6,825,549	6,825,549	6,861,777
Crisis Support Services	43,498	93,542	96,300	96,300	96,300	96,300
Sobering Center	130,000	130,000	130,000	130,000	130,000	130,000
Total Public Safety	17,619,029	19,096,908	21,800,513	22,963,646	22,900,646	23,625,549
General Program Operations	15,540,100	15,677,528	11,099,606	8,187,921	8,250,921	6,492,760
<b>Total General Fund</b>	<b>38,527,137</b>	<b>40,675,348</b>	<b>39,383,983</b>	<b>38,212,914</b>	<b>38,212,914</b>	<b>37,085,523</b>
Management Services	640,332	686,820	723,653	675,200	675,200	686,401
Finance Services	1,632,530	1,666,876	1,809,120	1,833,406	1,833,406	1,878,784
Legal Services	284,717	308,860	317,670	291,156	291,156	291,318
Human Resources	460,176	498,249	512,286	555,519	555,519	558,895
General Program Operations	1,558,940	1,406,999	1,477,171	1,722,973	1,722,973	1,609,265
Total Administrative Fund	4,576,694	4,567,804	4,839,900	5,078,254	5,078,254	5,024,663
Transient Room Tax	1,421,458	1,675,737	1,586,050	1,652,950	1,652,950	1,666,750
Industrial & Downtown Loan	949,599	959,333	966,600	909,600	909,600	460,200
Community Dev Block Grant	226,525	260,324	506,000	497,000	497,000	400,000
Total Special Revenue Funds	2,597,582	2,895,394	3,058,650	3,059,550	3,059,550	2,526,950
Debt Service - Bancroft	187,842	197,635	675,826	592,000	592,000	592,000
Debt Service - General Obligation	1,171,137	1,211,214	1,219,600	800,800	800,800	25,500
Total Debt Service Funds	1,358,979	1,408,849	1,895,426	1,392,800	1,392,800	617,500
Lands & Buildings Projects	5,819,626	8,789,861	15,492,412	12,288,866	12,288,866	2,956,865
Total Construction Funds	5,819,625	8,789,861	15,492,412	12,288,866	12,288,866	2,956,865
Environmental Waste Fees Fund	344,126	422,411	361,000	400,000	400,000	423,000
Agency Fund	201,756	208,993	232,365	223,300	223,300	213,100
Total Agency Funds	545,882	631,404	593,365	623,300	623,300	636,100



Summary of Requirements by Fund and Activity

	ACTUAL FY'16	ACTUAL FY'17	BUDGET FY'18	MANAGER RECOMMEND FY'19	ADOPTED BUDGET FY'19	PROJECTED FY'20
Water Treatment	1,594,821	1,561,342	1,770,866	1,769,541	1,769,541	1,796,900
Water Distribution	1,123,506	1,262,545	1,524,055	1,556,067	1,556,067	1,579,263
Customer Service	358,296	353,080	400,171	401,601	401,601	405,767
Debt Service	506,550	503,792	506,520	506,360	506,360	506,700
General Program Operations	6,124,149	4,933,382	3,651,956	4,065,608	4,065,608	3,973,078
Water Construction Projects	8,724,195	11,809,775	11,873,485	14,434,324	14,434,324	4,021,533
<b>Total Water Fund</b>	<b>18,431,517</b>	<b>20,423,915</b>	<b>19,727,053</b>	<b>22,733,501</b>	<b>22,733,501</b>	<b>12,283,241</b>
Wastewater Collection	678,957	692,323	867,328	901,737	901,737	914,372
Wastewater Treatment	2,120,468	2,085,420	2,330,099	2,509,709	2,509,709	2,555,695
Customer Service	389,612	397,281	443,787	362,783	362,783	365,889
Debt Service	931,485	489,854	486,063	1,716,213	1,716,213	1,717,213
General Program Operations	4,844,622	5,489,097	3,957,250	2,568,459	2,568,459	3,037,940
Wastewater Construction	8,377,379	10,631,112	24,036,915	13,531,759	13,531,759	2,301,979
<b>Total Wastewater Fund</b>	<b>17,342,524</b>	<b>19,785,087</b>	<b>32,121,442</b>	<b>21,590,660</b>	<b>21,590,660</b>	<b>10,893,088</b>
Solid Waste Field Operations	32,404	31,032	40,891	37,106	37,106	38,581
Post Closure Operations	92,717	75,928	165,550	165,550	165,550	165,550
General Program Operations	233,903	247,704	257,753	277,582	277,582	287,801
Solid Waste Construction	1,434,125	1,462,962	1,338,973	1,289,616	1,289,616	503,316
<b>Total Solid Waste Fund</b>	<b>1,793,149</b>	<b>1,817,627</b>	<b>1,803,167</b>	<b>1,769,854</b>	<b>1,769,854</b>	<b>995,248</b>
Street & Drainage Maintenance	1,251,885	1,137,224	1,522,358	1,177,551	1,177,551	1,196,889
Customer Service	171,191	196,752	216,081	202,519	202,519	203,777
General Program Operations	3,047,394	3,172,081	2,370,254	3,649,070	3,649,070	3,142,817
Street Lighting	307,558	313,126	335,000	335,000	335,000	335,000
Transportation Projects	8,555,401	8,017,547	6,012,070	7,545,577	7,545,577	3,715,795
<b>Total Streets Utility Fund</b>	<b>13,333,429</b>	<b>12,836,730</b>	<b>10,455,763</b>	<b>12,909,717</b>	<b>12,909,717</b>	<b>8,594,278</b>
Storm Water Maintenance	0	0	50,000	510,758	510,758	517,987
Customer Service	0	0	0	118,556	118,556	123,915
General Program Operations	0	0	50,000	140,686	140,686	1,239,984
Stormwater & Open Space Projects	556,553	609,848	634,014	722,941	722,941	1,413,797
<b>Total Storm Water Utility Fund</b>	<b>556,553</b>	<b>609,848</b>	<b>734,014</b>	<b>1,492,941</b>	<b>1,492,941</b>	<b>3,295,683</b>
Community Develop. Mgmt.	1,070,843	1,128,971	1,261,666	1,105,389	1,105,389	1,138,030
Engineering Services	1,798,666	1,821,742	1,305,947	1,383,750	1,383,750	1,294,008
Property Management Svc's	1,065,860	1,113,736	1,119,838	994,837	994,837	861,873
Information Technology	970,624	1,015,965	1,209,241	1,255,813	1,255,813	1,344,414
Garage Services	1,286,835	1,095,798	1,078,593	1,108,596	1,108,596	1,122,033
Equipment Replacement Svc's	4,380,060	4,341,766	3,444,040	4,494,399	4,494,399	2,843,320
Insurance	5,004,444	5,402,480	5,499,078	5,343,157	5,343,157	2,541,435
<b>Total Support Services Funds</b>	<b>15,577,332</b>	<b>15,920,459</b>	<b>14,918,403</b>	<b>15,685,941</b>	<b>15,685,941</b>	<b>11,145,113</b>
<b>Total All Funds</b>	<b>120,460,403</b>	<b>130,362,325</b>	<b>145,023,578</b>	<b>136,838,298</b>	<b>136,838,298</b>	<b>96,054,252</b>

Operating Budget										
Summary of Resources by Program & Source for Fiscal Year 2020 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	1,362,685	707,539	81,886	1,170,258	1,366,459	273,182	4,962,009
Current Revenues										
Property Taxes	0	19,086,028	0	0	0	0	0	0	0	19,086,028
Taxes Other than Property	0	25,000	0	0	0	0	0	0	0	25,000
Licenses & Permits	0	0	0	421,740	10,000	0	0	0	2,500	434,240
Fines & Forfeitures	0	195,000	0	9,000	0	0	0	0	0	204,000
Revenue From Other Agencies	0	864,042	3,600	5,000	2,850,000	0	0	0	15,000	3,737,642
Use of Assets	0	0	0	18,000	3,500	0	10,000	10,500	700	42,700
Fees & Charges	0	91,500	0	310,427	968,444	1,800,000	7,028,200	7,200,150	165,550	17,564,271
Other Revenue	0	292,300	33,950	2,650	4,000	0	41,250	6,000	30,000	410,150
Direct Charges for Service	0	0	0	0	0	0	12,000	8,000	0	20,000
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	304,300	249,800	856,200	335,000	0	0	0	5,000	1,750,300
<b>Total Current Revenues</b>	<b>0</b>	<b>20,858,170</b>	<b>287,350</b>	<b>1,623,017</b>	<b>4,170,944</b>	<b>1,800,000</b>	<b>7,091,450</b>	<b>7,224,650</b>	<b>218,750</b>	<b>43,274,331</b>
Total Prog. Gen. Res.	0	20,858,170	287,350	2,985,702	4,878,483	1,881,886	8,261,708	8,591,109	491,932	48,236,340
General Support Resources	6,780,423	2,767,379	2,162,997	1,243,502	0	0	0	0	0	12,954,301
<b>Total Resources</b>	<b>6,780,423</b>	<b>23,625,549</b>	<b>2,450,347</b>	<b>4,229,204</b>	<b>4,878,483</b>	<b>1,881,886</b>	<b>8,261,708</b>	<b>8,591,109</b>	<b>491,932</b>	<b>61,190,641</b>
General Support Resources										
Beginning Balance	7,395,211									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,690,591									
Fees in Lieu of Franchise	672,525									
Licenses & Permits	5,500									
Fines & Forfeitures	0									
Revenue From Other Agencies	1,041,474									
Use of Assets	144,000									
Fees & Charges	0									
Other Revenue	5,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
<b>Total Current Revenues</b>	<b>5,559,090</b>									
<b>Total General Support Resources</b>	<b>12,954,301</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2020 Projected										
	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	17,442,640	744,412	1,399,575	666,038	121,199	1,680,549	1,538,298	28,468	23,621,179
Materials and Supplies	25,000	513,884	149,200	53,750	135,945	24,650	611,127	467,470	6,400	1,987,426
Contractual Services	261,500	3,036,095	1,147,744	919,130	768,240	395,290	1,048,645	1,458,023	129,933	9,164,600
Direct Charges for Services	132,473	49,895	179,591	361,760	364,874	100,763	462,159	385,365	25,030	2,061,910
Capital Outlay	0	92,000	8,000	0	0	0	15,000	12,000	0	127,000
Indirect Charges	24,400	1,981,035	211,400	260,000	149,300	60,500	370,000	389,000	19,100	3,464,735
<b>Operating Expenditures</b>	<b>443,373</b>	<b>23,115,549</b>	<b>2,440,347</b>	<b>2,994,215</b>	<b>2,084,397</b>	<b>702,402</b>	<b>4,187,480</b>	<b>4,250,156</b>	<b>208,931</b>	<b>40,426,850</b>
Other Requirements										
Debt Service	0	510,000	0	0	0	0	506,700	1,717,213	0	2,733,913
Transfers Out	455,000	0	10,000	5,000	2,050,000	1,000,000	2,400,000	900,000	0	6,820,000
<b>Total Other Expenditures</b>	<b>455,000</b>	<b>510,000</b>	<b>10,000</b>	<b>5,000</b>	<b>2,050,000</b>	<b>1,000,000</b>	<b>2,906,700</b>	<b>2,617,213</b>	<b>0</b>	<b>9,553,913</b>
Contingencies	2,000,000	0	0	1,229,989	744,086	179,484	1,167,528	1,723,740	283,001	7,327,828
Ending Balance	3,882,050	0	0	0	0	0	0	0	0	3,882,050
<b>Total Requirements</b>	<b>6,780,423</b>	<b>23,625,549</b>	<b>2,450,347</b>	<b>4,229,204</b>	<b>4,878,483</b>	<b>1,881,886</b>	<b>8,261,708</b>	<b>8,591,109</b>	<b>491,932</b>	<b>61,190,641</b>

Operating Budget Summary of Resources by Program & Source for Fiscal Year 2019 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	1,572,743	1,368,196	0	1,307,727	1,364,251	261,488	5,874,405
Current Revenues										
Property Taxes	0	18,683,034	0	0	0	0	0	0	0	18,683,034
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	421,740	10,000	0	0	0	2,500	434,240
Fines & Forfeitures	0	195,000	0	9,000	0	0	0	0	0	204,000
Revenue From Other Agencies	0	844,978	3,600	5,000	2,675,000	0	0	0	15,000	3,543,578
Use of Assets	0	0	0	18,000	3,500	0	10,000	10,500	700	42,700
Fees & Charges	0	91,500	0	310,427	968,444	770,000	6,928,200	6,670,150	165,550	15,904,271
Other Revenue	0	270,440	33,950	2,650	4,000	0	41,250	6,000	30,000	388,290
Direct Charges for Service	0	0	0	0	0	0	12,000	8,000	0	20,000
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	276,600	247,600	849,000	335,000	0	0	0	5,000	1,713,200
<b>Total Current Revenues</b>	<b>0</b>	<b>20,361,552</b>	<b>285,150</b>	<b>1,615,817</b>	<b>3,995,944</b>	<b>770,000</b>	<b>6,991,450</b>	<b>6,694,650</b>	<b>218,750</b>	<b>40,933,313</b>
Total Prog. Gen. Res.	0	20,361,552	285,150	3,188,560	5,364,140	770,000	8,299,177	8,058,901	480,238	46,807,718
General Support Resources	8,544,124	2,539,094	2,151,581	1,142,853	0	0	0	0	0	14,377,652
<b>Total Resources</b>	<b>8,544,124</b>	<b>22,900,646</b>	<b>2,436,731</b>	<b>4,331,413</b>	<b>5,364,140</b>	<b>770,000</b>	<b>8,299,177</b>	<b>8,058,901</b>	<b>480,238</b>	<b>61,185,370</b>
General Support Resources										
Beginning Balance	8,886,030									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,674,687									
Fees in Lieu of Franchise	640,500									
Licenses & Permits	5,500									
Fines & Forfeitures	0									
Revenue From Other Agencies	1,021,935									
Use of Assets	144,000									
Fees & Charges	0									
Other Revenue	5,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	5,491,622									
<b>Total General Support Resources</b>	<b>14,377,652</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget Summary of Requirements by Program & Major Object for Fiscal Year 2019 Adopted										
	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	16,958,576	728,929	1,355,315	653,649	115,340	1,642,560	1,510,140	26,993	22,991,502
Materials and Supplies	30,940	519,798	152,100	53,025	134,445	24,650	606,677	474,570	6,400	2,002,605
Contractual Services	261,500	2,996,459	1,156,668	925,075	762,791	393,920	1,040,529	1,420,460	129,933	9,087,335
Direct Charges for Services	132,473	48,895	171,334	352,218	358,416	95,404	452,793	377,059	25,030	2,013,622
Capital Outlay	0	385,400	8,000	20,000	0	0	15,000	12,000	0	440,400
Indirect Charges	24,000	1,961,518	209,700	258,095	147,300	58,800	365,000	382,000	18,700	3,425,113
<b>Operating Expenditures</b>	<b>448,913</b>	<b>22,870,646</b>	<b>2,426,731</b>	<b>2,963,728</b>	<b>2,056,601</b>	<b>688,114</b>	<b>4,122,559</b>	<b>4,176,229</b>	<b>207,056</b>	<b>39,960,577</b>
Other Requirements										
Debt Service	0	30,000	0	0	0	0	506,360	1,716,213	0	2,252,573
Transfers Out	700,000	0	10,000	5,000	2,600,000	0	2,500,000	800,000	0	6,615,000
<b>Total Other Expenditures</b>	<b>700,000</b>	<b>30,000</b>	<b>10,000</b>	<b>5,000</b>	<b>2,600,000</b>	<b>0</b>	<b>3,006,360</b>	<b>2,516,213</b>	<b>0</b>	<b>8,867,573</b>
Contingencies	2,000,000	0	0	1,351,270	707,539	81,886	1,170,258	1,366,459	273,182	6,950,594
Ending Balance	5,395,211	0	0	11,415	0	0	0	0	0	5,406,626
<b>Total Requirements</b>	<b>8,544,124</b>	<b>22,900,646</b>	<b>2,436,731</b>	<b>4,331,413</b>	<b>5,364,140</b>	<b>770,000</b>	<b>8,299,177</b>	<b>8,058,901</b>	<b>480,238</b>	<b>61,185,370</b>

Operating Budget										
Summary of Resources by Program & Source for Fiscal Year 2019 Approved										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	1,572,743	1,368,196	0	1,307,727	1,364,251	261,488	5,874,405
Current Revenues										
Property Taxes	0	18,683,034	0	0	0	0	0	0	0	18,683,034
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	421,740	10,000	0	0	0	2,500	434,240
Fines & Forfeitures	0	195,000	0	9,000	0	0	0	0	0	204,000
Revenue From Other Agencies	0	844,978	3,600	5,000	2,675,000	0	0	0	15,000	3,543,578
Use of Assets	0	0	0	18,000	3,500	0	10,000	10,500	700	42,700
Fees & Charges	0	91,500	0	310,427	968,444	770,000	6,928,200	6,670,150	165,550	15,904,271
Other Revenue	0	270,440	33,950	2,650	4,000	0	41,250	6,000	30,000	388,290
Direct Charges for Service	0	0	0	0	0	0	12,000	8,000	0	20,000
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	276,600	247,600	849,000	335,000	0	0	0	5,000	1,713,200
<b>Total Current Revenues</b>	<b>0</b>	<b>20,361,552</b>	<b>285,150</b>	<b>1,615,817</b>	<b>3,995,944</b>	<b>770,000</b>	<b>6,991,450</b>	<b>6,694,650</b>	<b>218,750</b>	<b>40,933,313</b>
Total Prog. Gen. Res.	0	20,361,552	285,150	3,188,560	5,364,140	770,000	8,299,177	8,058,901	480,238	46,807,718
General Support Resources	8,544,124	2,539,094	2,151,581	1,142,853	0	0	0	0	0	14,377,652
<b>Total Resources</b>	<b>8,544,124</b>	<b>22,900,646</b>	<b>2,436,731</b>	<b>4,331,413</b>	<b>5,364,140</b>	<b>770,000</b>	<b>8,299,177</b>	<b>8,058,901</b>	<b>480,238</b>	<b>61,185,370</b>
General Support Resources										
Beginning Balance	8,886,030									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,674,687									
Fees in Lieu of Franchise	640,500									
Licenses & Permits	5,500									
Fines & Forfeitures	0									
Revenue From Other Agencies	1,021,935									
Use of Assets	144,000									
Fees & Charges	0									
Other Revenue	5,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	5,491,622	*								
<b>Total General Support Resources</b>	<b>14,377,652</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2019 Approved										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	16,958,576	728,929	1,355,315	653,649	0	1,642,560	1,510,140	26,993	22,876,162
Materials and Supplies	30,940	519,798	152,100	53,025	134,445	115,340	606,677	474,570	6,400	2,093,295
Contractual Services	261,500	2,996,459	1,156,668	925,075	762,791	24,650	1,040,529	1,420,460	129,933	8,718,065
Direct Charges for Services	132,473	48,895	171,334	352,218	358,416	393,920	452,793	377,059	25,030	2,312,138
Capital Outlay	0	385,400	8,000	20,000	0	95,404	15,000	12,000	0	535,804
Indirect Charges	24,000	1,961,518	209,700	258,095	147,300	58,800	365,000	382,000	18,700	3,425,113
<b>Operating Expenditures</b>	<b>448,913</b>	<b>22,870,646</b>	<b>2,426,731</b>	<b>2,963,728</b>	<b>2,056,601</b>	<b>688,114</b>	<b>4,122,559</b>	<b>4,176,229</b>	<b>207,056</b>	<b>39,960,577</b>
Other Requirements										
Debt Service	0	30,000	0	0	0	0	506,360	1,716,213	0	2,252,573
Transfers Out	700,000	0	10,000	5,000	2,600,000	0	2,500,000	800,000	0	6,615,000
<b>Total Other Expenditures</b>	<b>700,000</b>	<b>30,000</b>	<b>10,000</b>	<b>5,000</b>	<b>2,600,000</b>	<b>0</b>	<b>3,006,360</b>	<b>2,516,213</b>	<b>0</b>	<b>8,867,573</b>
Contingencies	2,000,000	0	0	1,351,270	707,539	81,886	1,170,258	1,366,459	273,182	6,950,594
Ending Balance	5,395,211	0	0	11,415	0	0	0	0	0	5,406,626
<b>Total Requirements</b>	<b>8,544,124</b>	<b>22,900,646</b>	<b>2,436,731</b>	<b>4,331,413</b>	<b>5,364,140</b>	<b>770,000</b>	<b>8,299,177</b>	<b>8,058,901</b>	<b>480,238</b>	<b>61,185,370</b>

Operating Budget										
Summary of Resources by Program & Source for Fiscal Year 2019 Recommended										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	1,572,743	1,368,196	0	1,307,727	1,364,251	261,488	5,874,405
Current Revenues										
Property Taxes	0	18,683,034	0	0	0	0	0	0	0	18,683,034
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	421,740	10,000	0	0	0	2,500	434,240
Fines & Forfeitures	0	195,000	0	9,000	0	0	0	0	0	204,000
Revenue From Other Agencies	0	844,978	3,600	5,000	2,675,000	0	0	0	15,000	3,543,578
Use of Assets	0	0	0	18,000	3,500	0	10,000	10,500	700	42,700
Fees & Charges	0	91,500	0	310,427	968,444	770,000	6,928,200	6,670,150	165,550	15,904,271
Other Revenue	0	270,440	33,950	2,650	4,000	0	41,250	6,000	30,000	388,290
Direct Charges for Service	0	0	0	0	0	0	12,000	8,000	0	20,000
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	276,600	247,600	849,000	335,000	0	0	0	5,000	1,713,200
<b>Total Current Revenues</b>	<b>0</b>	<b>20,361,552</b>	<b>285,150</b>	<b>1,615,817</b>	<b>3,995,944</b>	<b>770,000</b>	<b>6,991,450</b>	<b>6,694,650</b>	<b>218,750</b>	<b>40,933,313</b>
Total Prog. Gen. Res.	0	20,361,552	285,150	3,188,560	5,364,140	770,000	8,299,177	8,058,901	480,238	46,807,718
General Support Resources	8,481,124	2,602,094	2,151,581	1,142,853	0	0	0	0	0	14,377,652
<b>Total Resources</b>	<b>8,481,124</b>	<b>22,963,646</b>	<b>2,436,731</b>	<b>4,331,413</b>	<b>5,364,140</b>	<b>770,000</b>	<b>8,299,177</b>	<b>8,058,901</b>	<b>480,238</b>	<b>61,185,370</b>
General Support Resources										
Beginning Balance	8,886,030									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,674,687									
Fees in Lieu of Franchise	640,500									
Licenses & Permits	5,500									
Fines & Forfeitures	0									
Revenue From Other Agencies	1,021,935									
Use of Assets	144,000									
Fees & Charges	0									
Other Revenue	5,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	5,491,622	*								
<b>Total General Support Resources</b>	<b>14,377,652</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2019 Recommended										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services										
	0	16,958,576	728,929	1,355,315	653,649	115,340	1,642,560	1,510,140	26,993	22,991,502
Materials and Supplies										
	30,940	519,798	152,100	53,025	134,445	24,650	606,677	474,570	6,400	2,002,605
Contractual Services										
	261,500	2,996,459	1,156,668	925,075	762,791	393,920	1,040,529	1,420,460	129,933	9,087,335
Direct Charges for Services										
	132,473	48,895	171,334	352,218	358,416	95,404	452,793	377,059	25,030	2,013,622
Capital Outlay										
	0	448,400	8,000	20,000	0	0	15,000	12,000	0	503,400
Indirect Charges										
	24,000	1,961,518	209,700	258,095	147,300	58,800	365,000	382,000	18,700	3,425,113
<b>Operating Expenditures</b>	<b>448,913</b>	<b>22,933,646</b>	<b>2,426,731</b>	<b>2,963,728</b>	<b>2,056,601</b>	<b>688,114</b>	<b>4,122,559</b>	<b>4,176,229</b>	<b>207,056</b>	<b>40,023,577</b>
Other Requirements										
Debt Service										
	0	30,000	0	0	0	0	506,360	1,716,213	0	2,252,573
Transfers Out										
	700,000	0	10,000	5,000	2,600,000	0	2,500,000	800,000	0	6,615,000
<b>Total Other Expenditures</b>	<b>700,000</b>	<b>30,000</b>	<b>10,000</b>	<b>5,000</b>	<b>2,600,000</b>	<b>0</b>	<b>3,006,360</b>	<b>2,516,213</b>	<b>0</b>	<b>8,867,573</b>
Contingencies										
	2,000,000	0	0	1,351,270	707,539	81,886	1,170,258	1,366,459	273,182	6,950,594
Ending Balance										
	5,332,211	0	0	11,415	0	0	0	0	0	5,343,626
<b>Total Requirements</b>	<b>8,481,124</b>	<b>22,963,646</b>	<b>2,436,731</b>	<b>4,331,413</b>	<b>5,364,140</b>	<b>770,000</b>	<b>8,299,177</b>	<b>8,058,901</b>	<b>480,238</b>	<b>61,185,370</b>

Operating Budget										
Summary of Resources by Program & Source for Fiscal Year 2018 Budget										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	1,276,984	1,031,570	0	1,212,181	1,764,877	245,444	5,531,056
Current Revenues										
Property Taxes	0	17,491,290	0	0	0	0	0	0	0	17,491,290
Taxes Other than Property	0	25,000	0	0	0	0	0	0	0	25,000
Licenses & Permits	0	0	0	387,500	10,000	0	0	0	2,500	400,000
Fines & Forfeitures	0	180,000	0	10,000	0	0	0	0	0	190,000
Revenue From Other Agencies	0	800,154	3,600	5,000	2,100,748	0	0	0	15,000	2,924,502
Use of Assets	0	0	0	11,500	3,500	0	10,000	10,500	700	36,200
Fees & Charges	0	76,800	0	288,570	958,875	100,000	6,578,200	6,295,150	165,550	14,463,145
Other Revenue	0	319,450	24,700	2,650	4,000	0	41,187	6,000	30,000	427,987
Direct Charges for Service	0	0	0	0	0	0	12,000	8,000	0	20,000
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	266,200	237,200	813,300	335,000	0	0	0	5,000	1,656,700
<b>Total Current Revenues</b>	<b>0</b>	<b>19,158,894</b>	<b>265,500</b>	<b>1,518,520</b>	<b>3,412,123</b>	<b>100,000</b>	<b>6,641,387</b>	<b>6,319,650</b>	<b>218,750</b>	<b>37,634,824</b>
Total Prog. Gen. Res.	0	19,158,894	265,500	2,795,504	4,443,693	100,000	7,853,568	8,084,527	464,194	43,165,880
General Support Resources	11,379,634	2,641,619	1,984,489	1,158,343	0	0	0	0	0	17,164,085
<b>Total Resources</b>	<b>11,379,634</b>	<b>21,800,513</b>	<b>2,249,989</b>	<b>3,953,847</b>	<b>4,443,693</b>	<b>100,000</b>	<b>7,853,568</b>	<b>8,084,527</b>	<b>464,194</b>	<b>60,329,965</b>
General Support Resources										
Beginning Balance	9,586,493									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,454,214									
Fees in Lieu of Franchise	610,000									
Licenses & Permits	8,750									
Fines & Forfeitures	0									
Revenue From Other Agencies	977,628									
Use of Assets	90,000									
Fees & Charges	972,000									
Other Revenue	5,000									
Loan Repayment	1,460,000									
Unspent Contingency	0									
Transfers In	0									
<b>Total Current Revenues</b>	<b>7,577,592</b>									*
<b>Total General Support Resources</b>	<b>17,164,085</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2018 Budget										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	16,358,398	716,464	1,210,748	770,438	0	1,619,894	1,452,007	26,709	22,154,658
Materials and Supplies	27,500	475,480	157,200	54,520	97,720	0	622,677	425,570	6,400	1,867,067
Contractual Services	1,376,000	2,781,508	995,264	886,579	1,037,506	50,000	1,047,825	1,307,390	129,270	9,611,342
Direct Charges for Services	135,218	50,864	176,261	459,956	347,208	0	433,746	474,947	29,062	2,107,262
Capital Outlay	0	176,500	0	0	0	0	0	0	0	176,500
Indirect Charges	25,600	1,957,763	204,800	261,043	173,500	0	382,100	376,500	19,500	3,400,806
<b>Operating Expenditures</b>	<b>1,564,318</b>	<b>21,800,513</b>	<b>2,249,989</b>	<b>2,872,846</b>	<b>2,426,372</b>	<b>50,000</b>	<b>4,106,242</b>	<b>4,036,414</b>	<b>210,941</b>	<b>39,317,635</b>
Other Requirements										
Debt Service	0	0	0	0	0	0	506,520	486,063	0	992,583
Transfers Out	3,330,000	0	0	25,600	1,260,000	0	2,080,000	2,400,000	0	9,095,600
<b>Total Other Expenditures</b>	<b>3,330,000</b>	<b>0</b>	<b>0</b>	<b>25,600</b>	<b>1,260,000</b>	<b>0</b>	<b>2,586,520</b>	<b>2,886,063</b>	<b>0</b>	<b>10,088,183</b>
Contingencies	3,000,000	0	0	1,006,533	757,321	50,000	1,160,806	1,162,050	253,253	7,389,963
Ending Balance	3,485,316	0	0	48,868	0	0	0	0	0	3,534,184
<b>Total Requirements</b>	<b>11,379,634</b>	<b>21,800,513</b>	<b>2,249,989</b>	<b>3,953,847</b>	<b>4,443,693</b>	<b>100,000</b>	<b>7,853,568</b>	<b>8,084,527</b>	<b>464,194</b>	<b>60,329,965</b>

Operating Budget										
Summary of Resources by Program & Source for Fiscal Year 2017 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	1,211,482	1,333,201	0	2,386,840	2,773,126	168,060	7,872,709
Current Revenues										
Property Taxes	0	17,384,754	0	0	0	0	0	0	0	17,384,754
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	549,247	11,756	0	0	0	0	561,003
Fines & Forfeitures	0	197,152	0	12,303	0	0	0	0	0	209,456
Revenue From Other Agencies	0	733,159	0	0	2,193,477	0	0	11,736	15,000	2,953,372
Use of Assets	0	0	0	13,916	4,219	0	4,666	9,657	1,391	33,850
Fees & Charges	0	126,817	0	408,751	961,194	0	6,190,415	6,331,116	138,533	14,156,825
Other Revenue	0	220,855	42,334	17,150	2,209	0	32,219	14,297	26,681	355,746
Direct Charges for Service	0	0	0	0	0	0	0	14,043	0	14,043
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	273,502	244,502	838,293	313,126	0	0	0	5,000	1,674,424
<b>Total Current Revenues</b>	<b>0</b>	<b>18,936,239</b>	<b>286,836</b>	<b>1,839,662</b>	<b>3,485,981</b>	<b>0</b>	<b>6,227,300</b>	<b>6,380,849</b>	<b>186,605</b>	<b>37,343,472</b>
Total Prog. Gen. Res.	0	18,936,239	286,836	3,051,144	4,819,182	0	8,614,140	9,153,975	354,665	45,216,181
General Support Resources	15,892,110	160,669	1,568,782	779,569	(0)	0	0	(0)	(0)	18,401,130
<b>Total Resources</b>	<b>15,892,110</b>	<b>19,096,908</b>	<b>1,855,618</b>	<b>3,830,712</b>	<b>4,819,182</b>	<b>0</b>	<b>8,614,140</b>	<b>9,153,975</b>	<b>354,665</b>	<b>63,617,310</b>
General Support Resources										
Beginning Balance	12,127,852									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,594,164									
Fees in Lieu of Franchise	608,432									
Licenses & Permits	7,425									
Fines & Forfeitures	0									
Revenue From Other Agencies	976,964									
Use of Assets	147,164									
Fees & Charges	920,836									
Other Revenue	18,293									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	6,273,279	*								
<b>Total General Support Resources</b>	<b>18,401,131</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2017 Actual										
	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	14,674,652	589,710	774,908	579,642	0	1,387,465	1,335,362	18,277	19,360,017
Materials and Supplies	19,485	394,985	96,082	34,845	87,445	0	459,940	345,461	995	1,439,237
Contractual Services	1,283,460	2,200,081	840,292	787,746	824,866	0	868,727	1,070,062	135,802	8,011,036
Direct Charges for Services	135,218	33,382	160,941	422,494	323,627	0	384,352	441,917	16,998	1,918,929
Capital Outlay	0	78,813	57	13,010	0	0	85,229	0	0	177,108
Indirect Charges	19,507	1,714,995	168,537	202,012	150,045	0	328,426	328,915	17,207	2,929,644
<b>Operating Expenditures</b>	<b>1,457,670</b>	<b>19,096,908</b>	<b>1,855,618</b>	<b>2,235,015</b>	<b>1,965,625</b>	<b>0</b>	<b>3,514,140</b>	<b>3,521,717</b>	<b>189,280</b>	<b>33,835,972</b>
Other Requirements										
Debt Service	0	0	0	0	0	0	503,792	489,854	0	993,646
Transfers Out	4,280,984	0	0	155,000	1,665,000	0	3,560,000	3,143,300	0	12,804,284
<b>Total Other Expenditures</b>	<b>4,280,984</b>	<b>0</b>	<b>0</b>	<b>155,000</b>	<b>1,665,000</b>	<b>0</b>	<b>4,063,792</b>	<b>3,633,154</b>	<b>0</b>	<b>13,797,930</b>
Contingencies	0	0	0	0	0	0	0	0	0	0
Ending Balance	10,153,456	0	0	1,440,697	1,188,557	0	1,036,209	1,999,104	165,385	15,983,408
<b>Total Requirements</b>	<b>15,892,110</b>	<b>19,096,908</b>	<b>1,855,618</b>	<b>3,830,712</b>	<b>4,819,182</b>	<b>0</b>	<b>8,614,140</b>	<b>9,153,975</b>	<b>354,665</b>	<b>63,617,310</b>

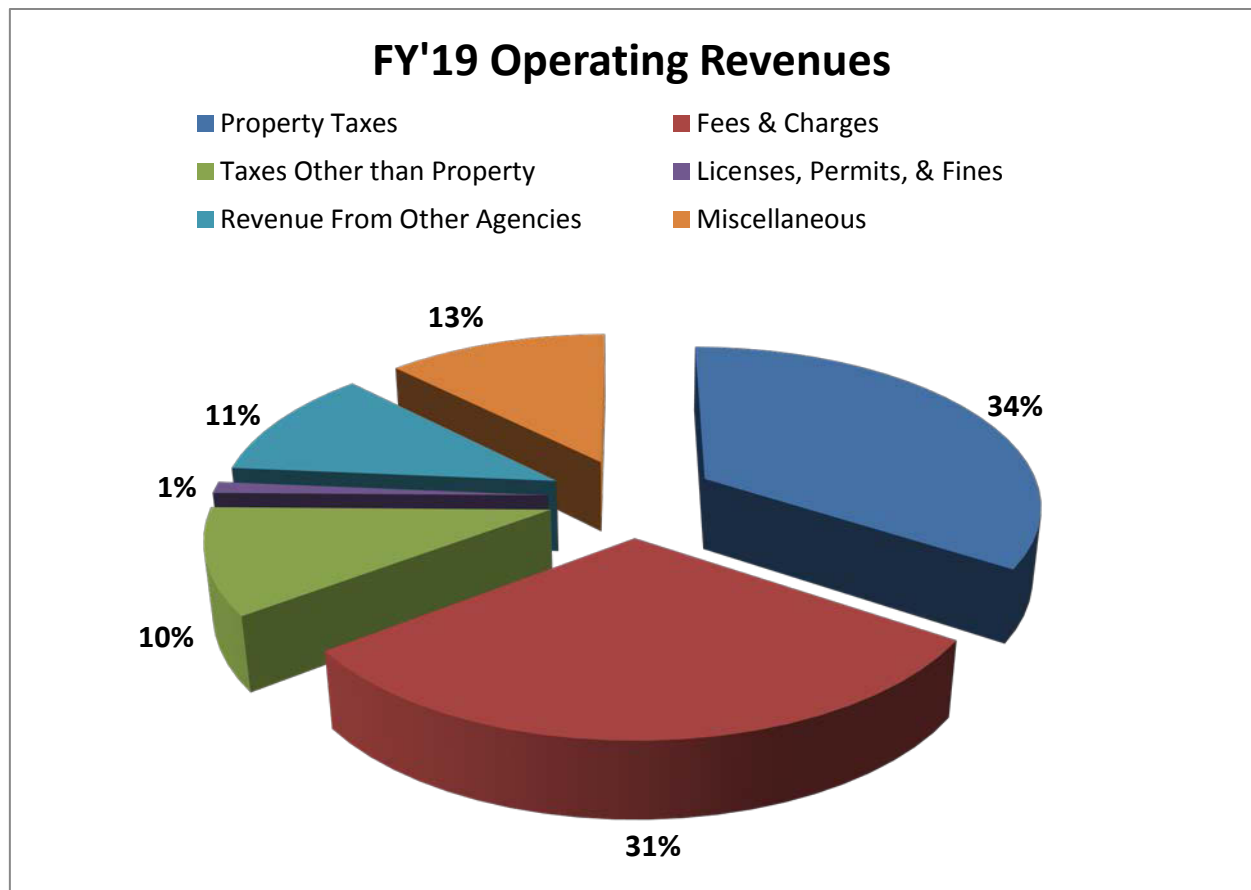
Operating Budget										
Summary of Resources by Program & Source for Fiscal Year 2016 Actual										
	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	897,933	1,360,714	0	3,426,377	2,638,999	173,164	8,497,187
Current Revenues										
Property Taxes	0	16,849,481	0	0	0	0	0	0	0	16,849,481
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	625,281	11,581	0	0	0	0	636,862
Fines & Forfeitures	0	190,706	0	13,952	0	0	0	0	0	204,658
Revenue From Other Agencies	0	656,391	3,600	0	2,155,478	0	0	0	15,000	2,830,469
Use of Assets	0	0	0	6,618	3,968	0	8,085	16,986	1,227	36,883
Fees & Charges	0	135,662	0	373,752	932,477	0	6,220,916	6,265,563	138,007	14,066,377
Other Revenue	0	123,275	29,652	9,383	6,252	0	51,756	32,052	26,626	278,996
Direct Charges for Service	0	0	0	0	0	0	188	11,545	0	11,733
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	214,671	185,671	641,587	307,558	0	0	0	5,000	1,354,487
<b>Total Current Revenues</b>	<b>0</b>	<b>18,170,187</b>	<b>218,923</b>	<b>1,670,572</b>	<b>3,417,314</b>	<b>0</b>	<b>6,280,945</b>	<b>6,326,146</b>	<b>185,860</b>	<b>36,269,947</b>
Total Prog. Gen. Res.	0	18,170,187	218,923	2,568,505	4,778,028	0	9,707,322	8,965,145	359,024	44,767,134
General Support Resources										
Beginning Balance	15,755,069	(551,159)	1,599,452	766,160	0	0	0	(0)	(0)	17,569,522
<b>Total Resources</b>	<b>15,755,069</b>	<b>17,619,029</b>	<b>1,818,376</b>	<b>3,334,665</b>	<b>4,778,028</b>	<b>0</b>	<b>9,707,322</b>	<b>8,965,145</b>	<b>359,024</b>	<b>62,336,656</b>
General Support Resources										
Beginning Balance	11,722,740									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,439,321									
Fees in Lieu of Franchise	607,109									
Licenses & Permits	10,060									
Fines & Forfeitures	0									
Revenue From Other Agencies	903,501									
Use of Assets	105,846									
Fees & Charges	770,651									
Other Revenue	10,294									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	5,846,782	*								
<b>Total General Support Resources</b>	<b>17,569,522</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2016 Actual										
	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services										
Personnel Services	0	13,706,407	589,402	841,970	639,600	0	1,342,979	1,259,155	17,738	18,397,251
Materials and Supplies										
Materials and Supplies	14,158	319,436	106,015	25,919	90,542	0	393,786	336,919	2,943	1,289,718
Contractual Services										
Contractual Services	1,342,005	1,970,840	808,671	696,723	865,302	0	877,107	1,174,008	128,567	7,863,223
Direct Charges for Services										
Direct Charges for Services	188,968	25,014	135,770	338,378	373,332	0	383,363	431,884	24,357	1,901,066
Capital Outlay										
Capital Outlay	0	12,754	13,284	0	0	0	88,052	1,175	0	115,266
Indirect Charges										
Indirect Charges	19,543	1,584,577	165,233	190,193	166,051	0	315,646	338,392	17,358	2,796,993
<b>Operating Expenditures</b>	<b>1,564,673</b>	<b>17,619,029</b>	<b>1,818,376</b>	<b>2,093,183</b>	<b>2,134,827</b>	<b>0</b>	<b>3,400,932</b>	<b>3,541,533</b>	<b>190,964</b>	<b>32,363,517</b>
Other Requirements										
Debt Service	0	0	0	0	0	0	506,550	931,485	0	1,438,035
Transfers Out	2,062,544	0	0	30,000	1,310,000	0	3,413,000	1,719,000	0	8,534,544
<b>Total Other Expenditures</b>	<b>2,062,544</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>1,310,000</b>	<b>0</b>	<b>3,919,550</b>	<b>2,650,485</b>	<b>0</b>	<b>9,972,579</b>
Contingencies										
Contingencies	0	0	0	0	0	0	0	0	0	0
Ending Balance	12,127,852	0	0	1,211,482	1,333,201	0	2,386,840	2,773,126	168,060	20,000,561
<b>Total Requirements</b>	<b>15,755,069</b>	<b>17,619,029</b>	<b>1,818,376</b>	<b>3,334,665</b>	<b>4,778,028</b>	<b>0</b>	<b>9,707,322</b>	<b>8,965,145</b>	<b>359,024</b>	<b>62,336,656</b>



**Overview**

As the following chart shows, the largest operating revenue sources for the City are property taxes and user fees and charges (user fees are mostly water and wastewater revenue). In the following pages the basis of estimates for major revenues sources is provided as well as revenue trends. Of special note is that many of the major revenue sources are directly tied to the performance of the housing market. In addition to property taxes, many annual fee changes are linked to national CPI-U changes and one of the largest components of determining CPI is housing costs.

Having many major revenues so directly tied to growth or declines in the housing market poses a potential risk for the City if the expenditure side of the budget and changes to expenditures are disconnected or exceed CPI changes. In the key expenditure details that follow this section, you will find an analysis of changes to operating costs per capita in recent years as compared to CPI. A per capita change to operating budgets is an appropriate measure to review because the City’s budget will naturally grow as the City’s population grows.



**OPERATING REVENUE TRENDS**

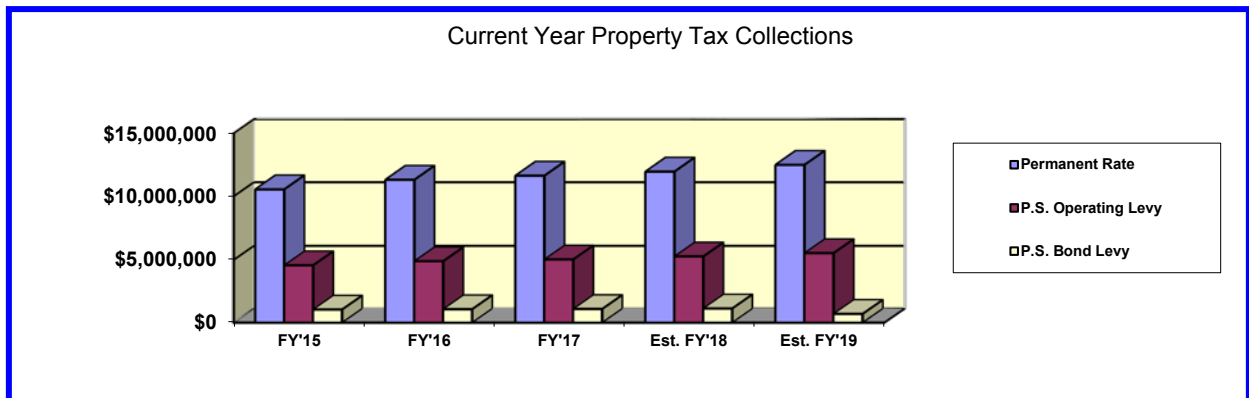
The compilation of this one-year operating budget and second year budget projection reflects the key revenue sources outlined below. At the end of this “Key Revenue Details” section is a recap of major revenues and the basis of estimate used.

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

All of the property taxes received from the City’s permanent rate as well as the local option levy recorded as revenue for the General Fund are dedicated to Public Safety each year. In the FY’19 budget close to 81% of the resources dedicated to Public Safety will have come from property taxes and Public Safety is the largest single operating department of the City.

The Local Option Levy was renewed in November of 2017 at the same rate of \$1.79 per \$1,000 of assessed valuation for a period of three years starting in FY’19 and this levy will contribute close to \$5.7 million to the Public Safety resources required for operations in the FY’19 budget. In time, slightly more than 97% of property tax levies are collected due to the 3% discounts available for paying the tax in a timely manner. That resource, along with the permanent property tax rate and other restricted or dedicated Public Safety resources, is anticipated to fund the majority of the City’s Public Safety program with a reliance on the General Fund budgeted at \$2.6 million for the FY’19 budget.

The estimated combined tax rate for the permanent levy, the Public Safety Levy, and the Public Safety Bonded Debt will be slightly lower in FY’19 compared to the rate in recent years due to the final year of paying the Bond debt in FY’19. The bond rate goes away completely in FY’20. The permanent rate and levy rate that support Public Safety operations doesn’t change from year to year, but the bond rate for the Public Safety facility bond can change slightly from year to year. Also see the property tax analysis table later in this section.



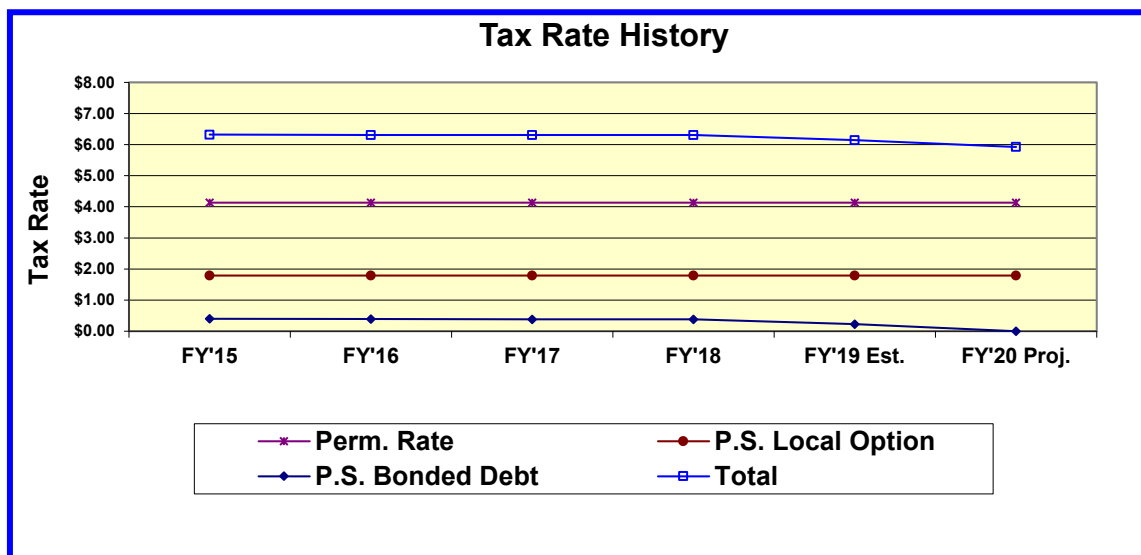
Grants Pass’ total taxable (assessed) values have historically increased slightly each year, partially the result of moderate amounts of new construction and partially a small increase in assessed values on existing properties. With the adoption of a new Urban Renewal Agency (URA) in 2016, as it relates to the City’s permanent property tax rate only the assessed value growth outside the new URA area will result in increased revenue to Public Safety. The URA

doesn't affect the Public Safety facility bond or the Public Safety local option levy, and the URA makes up approximately 18% of the land within the City. Increases in assessed valuation on existing properties is generally capped at 3% per year per state law, but due to significant declines in real market values and in some cases assessed values, certain properties could see assessments increase more than 3% in a given year if the property market sees significant and continued increases in the future. This 3% annual restriction in the past has often resulted in assessed valuations being significantly lower than true market value at times, and on average they are still slightly below total market values.

Total assessed values rose approximately 4.7% in FY'18 and total assessed value in the City is budgeted to increase by 5.06% in FY'19 including both new construction and increases in assessed values on existing properties. FY'19 is the second year that total revenues from the City's permanent property tax rate will be impacted by the new Urban Renewal Agency (URA). Revenues from the Public Safety Local Option Levy and the Public Safety Facility bond won't be impacted by the new URA and only revenues from the City's permanent rate will be impacted by the incremental growth in assessed values within the URA area. A separate budget is prepared by the URA with significant additional information about the tax incremental finance revenues and how those are directed to various projects that were included in the URA plan. Historical trends together with updated data furnished by the Josephine County Assessor's office and construction valuation reports from the previous calendar year are used to project assessed values. The number of building permits and respective valuations along with local housing market conditions are also factored into the equation.

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

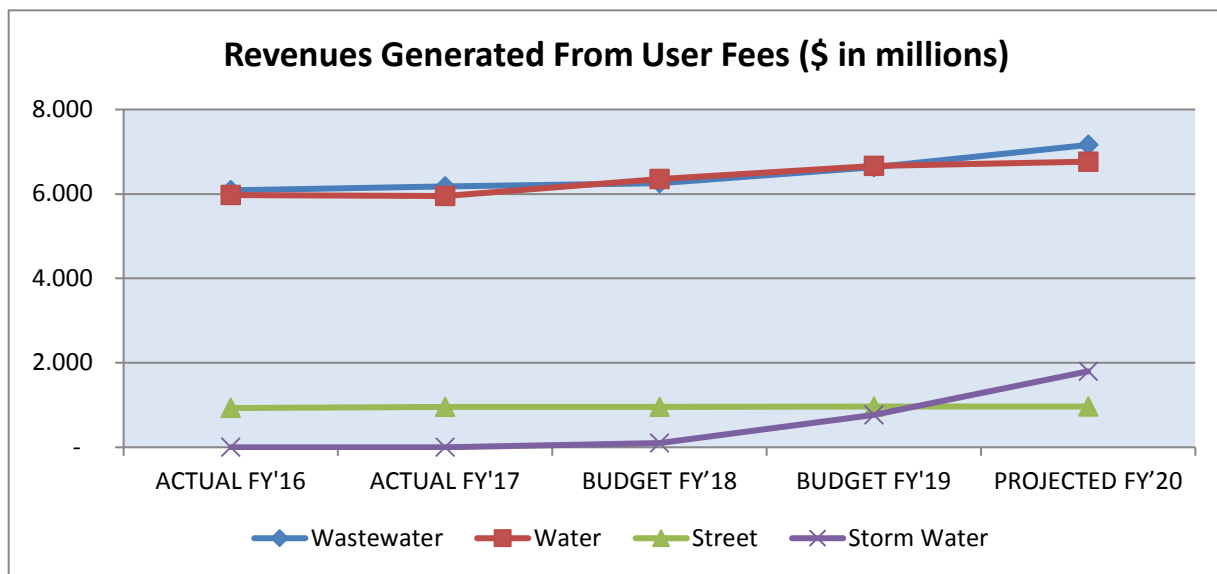
As noted, this budget document includes the resources that the voters authorized through passage of the Three-Year Public Safety Levy in November of 2017. The City has relied on the Public Safety Local Option Levy since 1998. The November 2017 levy renewal received overwhelming support from voters demonstrating the community's desire for quality services. Therefore, the FY'19 budget and the FY'20 budget projection are based on the approved levy at the same rate of \$1.79 per \$1,000 of assessed value.



**Taxes Other than Property**

Franchise fees (Right of Way Privilege Taxes) received from each of the private utilities providing service to municipal residents are estimated to total \$3.4 million in FY'19 and this is the second largest revenue source for the General Fund. This amount is relatively stable from year to year and the City builds the projection based on a small amount of growth in population and developed properties each year, societal changes like declining use of land-based phone lines, and conservative estimates of inflation and how scheduled/pending rate changes identified by the Public Utility Commission will affect revenues. In total, taxes other than property are estimated to increase 6% in FY'19 as compared to the FY'18 budget as the actual revenues are now expected to come in higher than budget in FY'18.

**User Fees and Charges**



**Revenue Estimates for Utility User Fees**

	Wastewater	Water	Street	Storm Water
ACTUAL FY '16	6,086,297	5,976,010	930,262	0
ACTUAL FY'17	6,180,948	5,950,639	959,269	0
BUDGET FY'18	6,255,000	6,350,000	956,875	100,000
PROJECTED FY'19	6,630,000	6,665,000	966,444	770,000
PROJECTED FY'20	7,160,000	6,765,000	966,444	1,800,000

The foregoing chart reflects revenue estimates for wastewater, water, street, and the new Storm Water utility that expected to be implemented in FY'19. Each City utility rate is tied to changes in the CPI index and rates are adjusted accordingly each January 1. The City is in the process of conducting a Utility Rate Study for Water, Wastewater, and Storm Water to ensure future charges sustain operations and provide for necessary capital improvements. As a result of the study, Wastewater rates were changed to increase the rates 7% per year for three years beginning January 1, 2018. The Water and Storm Water rate studies are in the process of being finalized towards the end of FY'18 and into early FY'19.

**Revenues from Other Agencies**

Revenues from other agencies in the operating funds are estimated to be about the same in FY'19 with the exception of the state gas tax revenue sharing in the Street Utility Fund. In the 2017 state legislative session, a major transportation funding package was approved that increases the state gas tax rate in coming years and increases the revenue sharing amounts to Cities and Counties for transportation purposes in coming years. This will result in an increase in transportation revenue of approximately \$0.5 million in FY'19 as compared to actual amounts received in recent years.

The largest portion of other agency revenues to operating funds comes from the State of Oregon. 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 slightly in FY'19 due to changes in State distribution estimates and historical trends of the City's share. Per capita estimates for the various forms of Revenue Sharing and Gas Tax are provided by the state through the League of Oregon Cities and are considered in establishing revenue projections in addition to recent revenue trends with the State revenue sharing disbursements.

In the last year, the City has also began receiving a portion of the State's relatively new Marijuana tax on recreational marijuana sales. The amount of State marijuana tax revenue sharing expected to be received by the City in future years is \$45,000 per year and this amount has been dedicated to the Police division in this budget.

**Transfers In**

The largest component of Operating Transfers in comes from Lodging Tax revenue distributions to Development (which includes Tourism), Public Safety, and Parks. (There is also a distribution to the Lands and Building Capital program for use in parks projects.) Distributions into the General Fund from the Lodging Tax Fund are projected at approximately \$1.3 million in total. Current year Lodging Tax revenues have increased each year since FY'11 and we believe that Grants Pass tourism will continue to hold its own for FY'19. Our tourism is supported by growing out-of-town participation in community events like "Boatnik," "Back to the 50's," "Art along the Rogue," and other new events started in recent years. There is also a new Hampton Inn being built in Grants Pass in 2018 to accommodate a growing amount of visitors.

The budget for the Lodging Tax Fund can be found in the Auxiliary Services section of the budget book. The fund collects all Lodging taxes from local lodging, establishments and distributes them through transfers to the following programs, per state and local law:

- 15.56% to Public Safety.
- 15.56% to Parks Maintenance.
- 30.00% to the Tourism Promotion Division.
- 11.66% to Economic Development.
- 11.66% to Downtown Development.
- 15.56% to the LB Capital Program for the acquisition and development of Park properties, trails, or other tourism facilities.

### FY'19 MAJOR REVENUE SOURCES

The following chart provides a recap of the City's major revenue sources and provides the basis of how the revenue estimates were generated.

Fund	Program	Description	Dollar Amount	% of Program Dedicated Revenues	Basis of Revenue Estimates
General	Public Safety	<b>Property Taxes</b> , Collected by Josephine County and turned over to the City at least monthly	\$18,683,034	91.8%	5 year historical trends, new construction estimate from Building division together with information from Josephine County Assessor's office are analyzed for City versus URA assessed value
General	Development	<b>Permits &amp; Licenses</b>	\$421,740	26.1%	Estimated # of residential, industrial and commercial building permits issued
General	Policy & Legislation	<b>Taxes other than Property</b> (Right of Way, Franchise, & Business Taxes)	\$3,674,687	66.9%	Historical trends together with growth projections and rate increases/decreases approval by state. Also refer to Appendix K.
Transportation	Transportation	<b>State Gas Tax</b> , Collected by the State and distributed monthly to City	\$2,675,000	66.9%	Historical growth trends together with per capita revenue projections received from state
Transportation	Transportation	<b>Street Utility Fees</b> (monthly City utility bill)	\$966,444	24.2%	Current accounts plus CPI
Water	Water	<b>User Fees &amp; Charges</b> (monthly City utility bill)	\$6,928,200	99.1%	Historical growth in # of accounts and utilization, together with projected housing starts
Wastewater	Wastewater	<b>User Fees &amp; Charges</b> (monthly City utility bill)	\$6,670,150	99.6%	Historical growth in # of accounts together with projected housing starts

Property Tax Analysis

		<i>Actual FY'16</i>	<i>Actual FY'17</i>	<i>Budget FY'18</i>	<i>Budget FY'19</i>	<i>Projected FY'20</i>
Assessed Value-Taxable Base for URA Exempt Levies (local option and bonds)	(a)	\$ 2,901,485,719	\$ 3,008,335,565	\$ 3,151,138,925	\$ 3,310,460,000	\$ 3,395,117,000
Assessed Value-Taxable Base for City Permanent Rate	(b)	\$ 2,901,485,719	\$ 3,008,335,565	\$ 3,093,524,104	\$ 3,232,615,000	\$ 3,300,227,000
Permanent Tax Rate *	(c)	4.1335	4.1335	4.1335	4.1335	4.1335
Anticipated Levy from Permanent Tax Rate (b) x (c) + Tax Roll Corrections	(d)	11,995,936	12,440,924	12,787,082	13,362,014	13,641,488
Public Safety Local Option Tax *	(e)	1.7900	1.7900	1.7900	1.7900	1.7900
Anticipated Levy on Taxable Base from Local Option Tax (a) x (e)	(f)	5,193,661	5,384,921	5,640,540	5,925,723	6,077,259
Public Safety Estimated Bond Rate *	(g)	0.3900	0.3866	0.3827	0.2261	-0-
Anticipated Levy for Bonded Debt	(h)	1,131,580	1,163,023	1,205,941	748,342	-0-
Total Anticipated Taxes Lines (d) + (f) + (h)	(i)	\$ 18,321,177	\$ 18,988,868	\$ 19,633,563	\$ 20,036,079	\$ 19,718,747

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

	<i>Tax Certification</i>	<i>Collections</i>	<i>Rate</i>
<b>FY'16 Actual</b>			
Permanent Rate Revenues	\$ 11,995,936	\$ 11,308,548	4.1335
Public Safety Operating Levy	5,193,661	4,897,133	1.7900
Public Safety Bonded Debt	1,131,580	1,069,809	0.3900
Total Estimated	\$ 18,321,177	\$ 17,275,490	6.3135

<b>FY'17 Actual</b>			
Permanent Rate Revenues	\$ 12,440,924	\$ 11,632,264	4.1335
Public Safety Operating Levy	5,384,921	5,034,901	1.7900
Public Safety Bonded Debt	1,163,023	1,087,500	0.3866
Total Estimated	\$ 18,988,868	\$ 17,754,665	6.3101

<b>FY'18 Budget</b>			
Permanent Rate Revenues	\$ 12,787,082	\$ 11,955,921	4.1335
Public Safety Operating Levy	5,640,540	5,273,905	1.7900
Public Safety Bonded Debt	1,205,941	1,127,555	0.3827
Total Estimated	\$ 19,633,563	\$ 18,357,381	6.3062

<b>FY'19 Budget</b>			
Permanent Rate Revenues	\$ 13,362,014	\$ 12,493,483	4.1335
Public Safety Operating Levy	5,925,723	5,540,551	1.7900
Public Safety Bonded Debt	748,342	699,700	0.2261
Total Estimated	\$ 20,036,079	\$ 18,733,734	6.1496

<b>FY'20 Projected</b>			
Permanent Rate Revenues	\$ 13,641,488	\$ 12,754,791	4.1335
Public Safety Operating Levy	6,077,259	5,682,238	1.7900
Public Safety Bonded Debt	0	0	0.0000
Total Estimated	\$ 19,718,747	\$ 18,437,029	5.9235

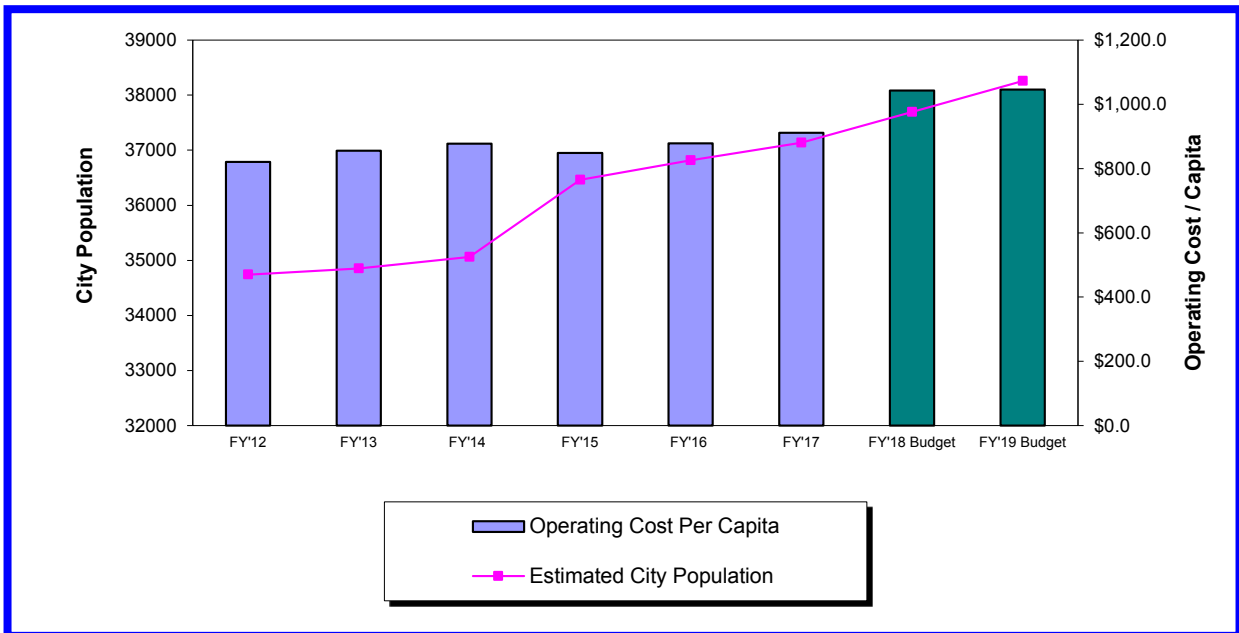
**OPERATING COST TRENDS**

This year’s operating expenditures are increasing by approximately \$0.7 million or 1.8% of the total revised operating budget for FY’18. The vast majority of this change is due to contractual salary schedule changes for the four different bargaining units of the City along with the potential for cost of living adjustments for unrepresented groups. Other categories of expenditures showed both increases and decreases, netting to minimal overall changes. The largest decrease is the contractual services category due to the removal of the jail services contract in the budget as Josephine County voters approved a 5-year levy for the operation of the County Jail and the City no longer has to contract separately for the proper level of jail services to serve the City Police division.

**Operating costs per capita less than inflation**

Growth in operating costs per capita over the years is expected to stay less than inflation on average when measured on a per capita basis after each year is completed. The City’s budget is calculated on a full service capacity basis and savings are experienced each year so the proper measurement comes in after each year has been completed. As the City population grows, naturally the City’s budget will similarly increase as services are provided to a larger population. Measuring the increases per capita is a better measure of whether the expenditure side of the equation is keeping up with standard inflation measures or exceeding the standard CPI. City stakeholders should be aware that the City continues to grow, and the total dollar amount to serve a larger community will also grow over time as long as the City strives to keep the current level of services that citizens expect.

The graph and table below show representation of operating costs per capita, including budget numbers for FY’18 and FY’19. Actual numbers for FY’18 and FY’19 will be below budget (as long as no contingency transfers occur) because programs cannot legally spend more than adopted budget appropriations and always come in under budget.





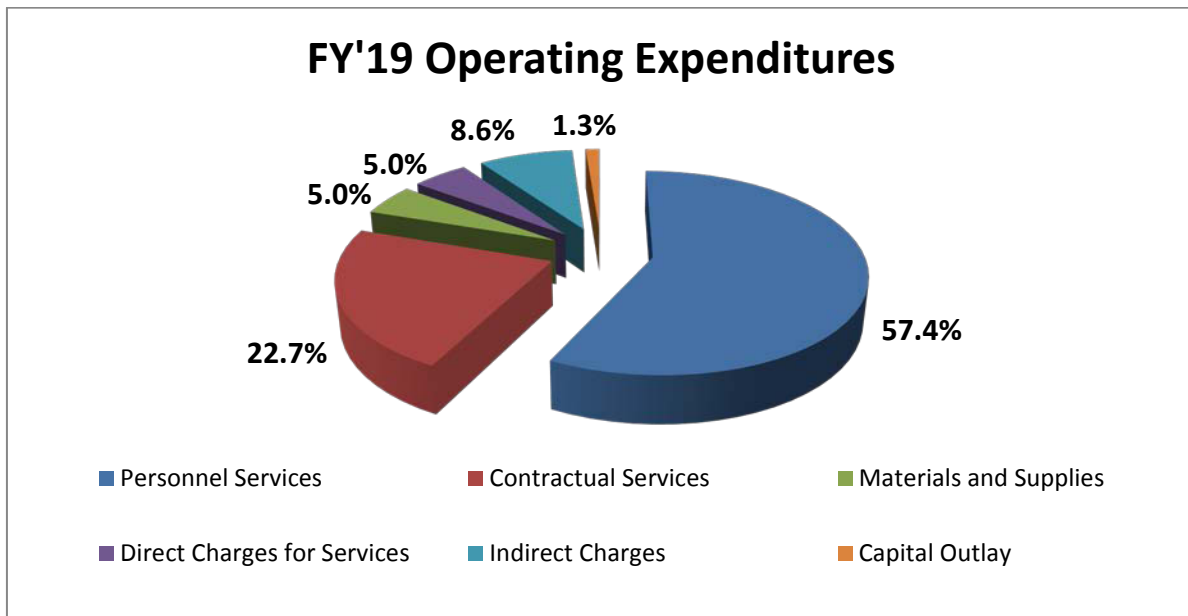
Over a longer time period, it is important to manage expenses to ensure the cost per capita of operations, for a full service City such as Grants Pass, do not increase more than the rate of inflation. This ensures growth is being managed appropriately and within reasonable resources.

Using Fiscal 2006 as the base year, the total cost per citizen of providing all the basic City services (Police, Fire, Water, Wastewater, Transportation, Legislation, Parks, Development, and Other Services) has stayed very close or has been less than inflation for actual results as measured by the national CPI index 10-year average through 2017. Using the average inflation rate of 1.60% in the last decade and using FY'07 as the base year, the FY'19 budget estimated operating costs per capita are close to the compounded effect of inflation since 2007 and actual results after the next budget year is finished should continue to be below inflation or very close to inflation measures (since budgets are never fully spent). The jump from actual to budget is always not an even comparison since budgets are not fully spent.

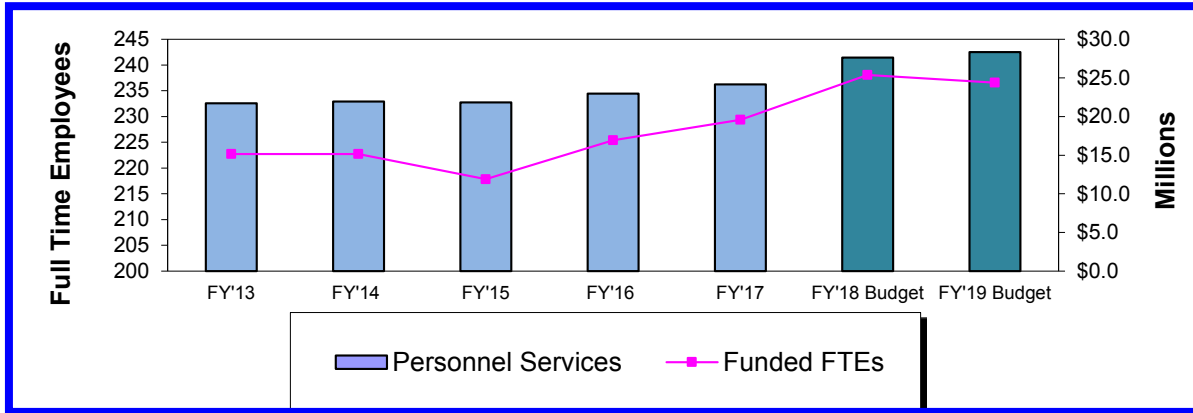
	FY'15	FY'16	FY'17	FY'18 Budget	FY'19 Budget
Estimated City Population	35,060	36,465	37,135	37,692	38,257
Operating Cost	\$30,946,775	\$32,363,516	\$33,835,972	\$39,317,635	\$40,023,577
<b>Actual Op. Cost / Capita</b>	<b>\$ 883</b>	<b>\$ 888</b>	<b>\$ 911</b>	<b>\$ 1,043</b>	<b>\$ 1,046</b>
Cost / Capita If Matched Avg. Inflation (CPI)	\$ 872	\$ 886	\$ 900	\$ 914	\$ 929

**Operating Costs by Classification Category**

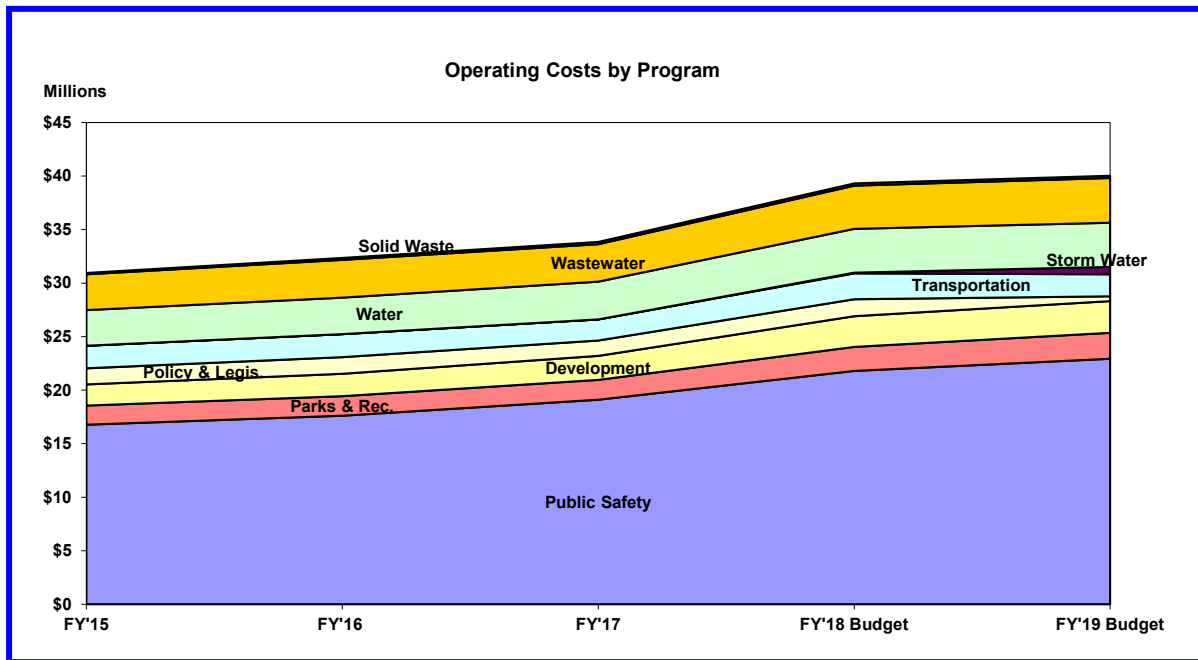
As you can see from the following chart, public service is about people serving people. 57% of the City's operating expenditures are personnel costs. This is followed by contractual services at 23%.



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



**Operating Costs by Program**



The City utilizes internal service funds for: Property Management, Vehicle Maintenance, Vehicle Replacement, Engineering, Community Development Management, Administrative Services (including Management, Legal, Finance/Accounting, and Human Resources), 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. Costs of internal service funds are built into the operating expenditure budget for all operating programs such as the General Fund departments and the Utility Funds.

**Staffing Changes**

With a growing City, the same level of service often requires additional staffing in certain years to keep up with the workload. However, most of those changes to keep up with current growth were recommended and approved last year and this year there is a net reduction of 1.5 FTE (Full Time Equivalent) staffing positions in the FY'19 adopted budget.

The slight reduction in net funded positions is due to a minor department restructuring in the last year. As the Assistant City Manager retired in 2017, the oversight of the divisions previously under the Assistant City Manager moved under the Parks and Community Development Department with the exception of Information Technology and Emergency Management which moved under the City Manager. There was also a part time position in the legal department that is no longer needed today. Thanks in part to this restructuring, the Administrative Services Fund, which provides the services of Management, Finance, Legal, and Human Resources, was able to lower its indirect fee rate to operating departments from 7.6% to 7.1%.

Personnel services in total are projected to increase \$0.7 million in FY'19 as compared to the adopted FY'18 budget. This is largely due to contractual salary schedule changes for the four different bargaining units of the City along with the potential for cost of living adjustments for unrepresented groups. Increasing costs of PERS and health insurance are also factored into budget estimates.

Additional information about the benefits included in the Personnel Services cost category can be found in Appendix N: Benefit Details. This appendix provides details about the benefits offered and a breakdown of the expenditures by program for the two largest benefit costs, Retirement and Insurance. Appendix L details the monthly salary schedule for approved positions and Appendix M shows a representative salary versus benefit cost for common positions. The chart on the following page shows the recent history of total funded positions by department and division.

**Staff Allocation**

<b>Department/Activity</b>	<b>Budget FY'16</b>	<b>Budget FY'17</b>	<b>Budget FY'18</b>	<b>Recommend FY'19</b>	<b>Adopted FY'19</b>	<b>Projected FY'20</b>
<b>Administration</b>						
Management	5.075	5.225	5.225	4.350	4.350	4.350
Legal	2.500	2.500	2.500	2.125	2.125	2.125
Information Services	5.700	5.700	5.900	5.750	5.750	5.750
General Insurance	0.350	0.500	0.500	0.500	0.500	0.500
Economic Development	1.000	1.000	1.000	-	-	-
Tourism Promotion	0.075	0.075	0.075	-	-	-
Downtown	2.075	2.075	2.625	-	-	-
Property Management	2.000	2.000	2.500	-	-	-
	<b>18.775</b>	<b>19.075</b>	<b>20.325</b>	<b>12.725</b>	<b>12.725</b>	<b>12.725</b>
<b>Parks &amp; Community Develop.</b>						
Management	8.725	8.725	8.725	5.980	5.980	5.980
Engineering	6.500	7.500	7.500	8.500	8.500	8.500
Planning	4.000	4.000	5.000	5.725	5.725	5.725
Building & Safety	2.000	2.000	3.000	3.800	3.800	3.800
Park Maintenance	6.550	6.550	7.550	7.425	7.425	7.425
Aquatics	0.350	0.350	0.300	0.300	0.300	0.300
Recreation	0.150	0.150	0.150	0.150	0.150	0.150
Economic Development	-	-	-	1.200	1.200	1.200
Tourism Promotion	-	-	-	0.095	0.095	0.095
Downtown	-	-	-	2.625	2.625	2.625
Property Management	-	-	-	2.525	2.525	2.525
	<b>28.2750</b>	<b>29.275</b>	<b>32.225</b>	<b>38.325</b>	<b>38.325</b>	<b>38.325</b>
<b>Finance</b>						
Finance	14.550	14.450	15.000	15.000	15.000	15.000
<b>Human Resources</b>						
Human Resources	3.280	2.990	2.990	2.990	2.990	2.990
Workers Compensation	0.695	0.685	0.685	0.685	0.685	0.685
	<b>3.975</b>	<b>3.675</b>	<b>3.675</b>	<b>3.675</b>	<b>3.675</b>	<b>3.675</b>
<b>Public Works</b>						
Water Treatment	6.460	6.460	6.510	6.510	6.510	6.510
Water Distribution	8.800	8.800	9.510	9.340	9.340	9.340
Wastewater Collection	5.660	5.660	6.510	6.340	6.340	6.340
Wastewater Treatment	8.460	8.460	8.510	8.510	8.510	8.510
Capital Projects	1.000	1.000	1.000	1.000	1.000	1.000
Solid Waste	0.160	0.160	0.210	0.210	0.210	0.210
Storm Water	-	-	-	1.420	1.420	1.420
Street Maintenance	7.560	7.560	7.610	6.610	6.610	6.610
Garage Operations	3.950	4.050	4.240	4.160	4.160	4.160
	<b>42.050</b>	<b>42.150</b>	<b>44.100</b>	<b>44.100</b>	<b>44.100</b>	<b>44.100</b>
<b>Public Safety</b>						
Police Division	57.650	60.150	61.950	61.950	61.950	61.950
Support Division	28.000	28.500	28.600	28.600	28.600	28.600
Fire Rescue Division	32.100	32.100	32.200	32.200	32.200	32.200
	<b>117.750</b>	<b>120.750</b>	<b>122.750</b>	<b>122.750</b>	<b>122.750</b>	<b>122.750</b>
<b>Total Funded Positions</b>	<b>225.375</b>	<b>229.375</b>	<b>238.075</b>	<b>236.575</b>	<b>236.575</b>	<b>236.575</b>

**Other Key Expenditure Details**

Materials and supplies are budgeted to be up about \$135,000 for all operating departments combined. Most of these increases come from the Public Safety, Transportation, and Storm Water, and Wastewater budgets. Public Safety has various computer and technical supply needs as well as increasing uniform costs. The Wastewater materials and supplies budget is up slightly to prepare for the plant expansion being complete next year. Transportation and Storm Water have increasing maintenance and other supply demands in the next year and FY'19 is the first year of the planned Storm Water utility implementation.

Indirect charges in total are close to flat due to the reduction in the administrative services indirect rate from 7.6% to 7.1%. The Information Technology indirect rate remains at the same rate of 2.4% that it has been at in recent years.

Contractual services are down close to \$0.5 million in total as a result of removing the jail services contract in the General Fund budget. The jail services contract was removed from the budget beginning in FY'19. In 2017 Josephine County voters approved a 5-year levy for the operation of the County Jail and the City no longer has to contract separately for the proper level of jail services to serve the City Police division. Jail services was previously an annual contract for \$972,000 and this decrease was offset by certain other costs, particularly utility costs, increasing next year. Rates for most major utilities are increasing with the exception of natural gas and divisions such as Parks have some increased water use in the next year due to a new irrigation system and a planned new spray park in Riverside Park.

**Capital Allocations and Transfers Out**

The General Fund FY'19 capital transfer allocation follows a similar methodology used in the previous year budget allocations. This methodology is based on maintaining a budgetary fund balance of 30% to 40% of annual expenditures. This range was set to avoid having to borrow funds between July and November/December each fiscal year before the bulk of property taxes are received by the General Fund. This also gives the General Fund the proper contingency and reserves to respond to potential emergencies or other unanticipated financial needs throughout City governmental and utility operations. By continuing to target the middle end of that range at 35%, any one time savings whether through revenue or expenditure differences to budget could then be allocated to the highest priority capital projects.

As planned when determining the Public Safety use of General Support in the next voter approved levy period, General Fund transfers to capital will be significantly lower in future years as compared to recent years. However, some of that lower capital allocation will be made up by the infrastructure projects taken on by the new Grants Pass Urban Renewal Agency (URA) in coming years. While FY'18 is the first year of operations for the new URA, it's off to a relatively strong start and is expected to have total annual tax increment financing revenues of close to \$1 million per year in about two years from now.

As long as General Fund operating divisions continue to spend approximately 6% less than adopted operating budgets each year on average as called for in the City's longer-term plans, the General Fund should end FY'19 right in the middle of the City's Financial Policy range for the General Fund of 30%-40%. This should allow the General Fund to contribute about \$350,000 to \$600,000 of annual discretionary resources to the highest priority capital projects as determined by the Council's annual strategic planning process.

Operating transfers out, mostly made for capital project purposes, are decreasing from the General Fund, increasing slightly from Water and Transportation, and decreasing from Wastewater. The General Fund had a large one time transfer of \$1.4 million to extinguish an interfund loan in FY'18. Transportation transfers to capital and water transfers to capital are increasing slightly due to higher revenues in these areas to be allocated to high priority infrastructure projects. The Wastewater transfers to capital are temporarily lower in FY'19 due to debt service beginning in FY'19 on the new revenue bonds issued in FY'18. Recent increases to Wastewater user rates won't be fully phased in until January of 2020.

The City's financial policies also state that the minimum transfer from the utility operating fund to the capital projects fund should be the annual depreciation cost (a measure of the cost of equipment wearing out over time that needs to be replaced). It should be noted that the minimum policy won't provide enough dollars to capital projects that are necessary to be completed in coming years in Water and Wastewater because there have been many years in the past where capital was underfunded, growth related fees such as system development charges have not kept up with the actual cost of growth related projects, and depreciation is a measure of past cost not future cost. Transfers should be in excess of this minimum policy but these three utilities do not have the financial flexibility to transfer any more than has been budgeted to be transferred.

The Water, Wastewater, and Storm Water utilities are also in the final stages of completing a comprehensive rate study to help ensure annual utility capital project allocations are sufficient to maintain and upgrade infrastructure over time. Due to large plant infrastructure projects like the Wastewater Plant expansion which has commenced, various adjustments to user rates are required. The user rates and SDC rates must be designed to provide cash flow sufficient to replace and build the infrastructure necessary to provide water and wastewater services to the entire City and to pay debt service on bond issues for large capital projects.

### **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 City weighs the total cost (the capital cost and the on-going operational cost) against the anticipated benefits when evaluating capital projects.

Information technology related capital projects have had increasing importance in capital budgets in recent years and in this budget year. Real efficiencies and effectiveness measures will be impacted by information technology projects ongoing today and continued in the FY'18 budget. One-time savings in recent years have been recommended to be used for overdue projects such as the phone system, connectivity among City operating locations, the business software system and e-permitting, the CAD/MDT project, a Microsoft upgrade, Police In Car Cameras, and a Police E-Ticketing project, among other technology intensive capital projects.

Projects such as the Business Software and E-Permitting replacement project have a quick payback to the City through efficiencies that impact total administrative staffing needs. Technology in some cases allows the City to serve a higher number of customers and a growing City without having to increase administrative staff at the same growth rate in the future. These projects may not have directly resulted in immediate reductions to personnel but rather provide long-term efficiencies in administrative and other areas. Technology is also a growing component in more traditional capital projects like the Wastewater Plant expansion and the new Public Safety headquarters and 9-1-1 facility to take advantage of the automation and efficiencies that come with newer technologies.

Each of the following 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 some of 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 & 9-1-1 Headquarters Building	The City is seeking to relocate the 9-1-1 and Public Safety Headquarters to a seismically sound location better suited to meet the needs which have evolved since locating in the Courthouse in 1976. The current facility is a leased facility rather than an owned facility.	<ul style="list-style-type: none"> <li>The one time capital cost is approximately \$7,500,000</li> <li>Maintenance and utility costs will increase slightly as the new facility will be larger than the currently leased space.</li> </ul>	Savings associated with this project can be expressed in terms of more effective access to facilities and the increased likelihood of stable emergency response in the event of an earthquake. After 10 years when the loan is paid off the public safety budget will benefit from operating from an owned facility rather than a leased facility.
Downtown Welcome Center	The City is relocating the downtown welcome center building in order to assist with redevelopment plans for the downtown area and to create additional restroom facilities to serve the downtown.	<ul style="list-style-type: none"> <li>The one time capital cost is expected to be at least \$700,000 but will be paid in large part by the sale of the current facility. The ongoing annual maintenance and utility costs will be similar.</li> </ul>	Will impact the economic health of the downtown.

Project	Description	Future Costs Estimate	Future Savings
Water Treatment Plant Replacement	After the Facility Plan Update and related discussions in 2014-2015, it has been determined that it will be most cost effective in the long-term to build a new Water Plant at a new site to be determined. The planning and review of procurement options has started in earnest.	<ul style="list-style-type: none"> <li>• Master Plan estimated one-time costs at \$56 million.</li> <li>Projected maintenance cost differentials will be reviewed over the next one-two years.</li> <li>• Equipment depreciation costs over 60-100 years.</li> </ul>	<ul style="list-style-type: none"> <li>• Avoids costly repairs to the current facility that won't last as many years into the future due to the age of the current facility.</li> <li>• A new plant will potentially impact staffing requirements and other operating requirements such as chemicals and utility usage in the Water Fund.</li> </ul>
Enhance Riverside Park	The City received a grant from the Oregon Lottery to build a new facility at Riverside Park. The City is combining grant dollars with local dollars to upgrade and provide additional public facilities at this flagship park.	<ul style="list-style-type: none"> <li>• One-time cost of approximately \$800,000 for the new facility and planned adjacent spray park.</li> <li>• Ongoing annual maintenance costs will be similar; however there will be a slight increase in utility costs for the water used in the spray park.</li> </ul>	<ul style="list-style-type: none"> <li>• Better utilization of the park, better facilities for special events in the park, and the potential removal of certain old and deteriorating park equipment.</li> </ul>
Various Road Improvements	There are a number of road improvements in the Transportation Capital Budget.	<ul style="list-style-type: none"> <li>• No significant anticipated change from current maintenance costs.</li> <li>• Any sweeping, utility, patrol, or other related costs will be minimal.</li> </ul>	<ul style="list-style-type: none"> <li>• Most are on the Transportation Master Plan and are designed to provide for current and future demands.</li> <li>• Long-term maintenance costs paid out of the Transportation operating budget will be reduced.</li> </ul>
Various Sewer Main Structural Repairs	Replaces very old structurally deficient sewer pipe in various streets and alleys.	<ul style="list-style-type: none"> <li>• No known increases in operating costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Safety is increased.</li> <li>• Potential environmental problem decreased.</li> <li>• Long-term maintenance cost incurred in the Wastewater operating budget will be reduced.</li> <li>• Structural defects fixed.</li> </ul>
Wastewater Phase 2 Expansion	Expands capacity and meets regulatory requirements.	<ul style="list-style-type: none"> <li>• One time construction costs of approximately \$24 million.</li> <li>Additional utility/energy consumption expected for the Wastewater Fund.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares to meet future regulatory costs and future demand and avoids regulatory risks related to not being able to meet that demand.</li> </ul>

Planning for the future is one of the most important responsibilities the City has. It is important to analyze all of the expected costs along with the benefits related to capital expenditures. We believe in preparing for the future. **The City also produces an annual Capital Budget book with the specifics of each and every capital project and provides additional financial summaries of each capital projects program. Please refer to this separate Capital Budget book on the City's budget section of the website for additional details for capital projects.**