

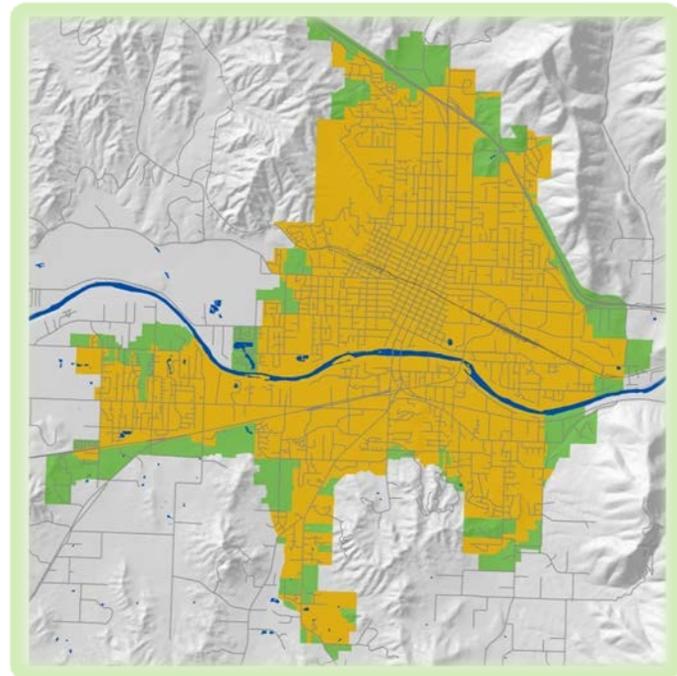
# City of Grants Pass, Oregon

## Adopted Operating & Capital Budget

Fiscal Year 2015-2016



Esri User Conference 2014  
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**City of Grants Pass  
Operating/Capital Budget  
Fiscal Year 2016**

PRESENTED TO MAYOR DARIN FOWLER, COUNCIL MEMBERS  
AND LAY MEMBERS OF THE BUDGET COMMITTEE

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FERRIS SIMPSON

FRANK MORIN

JAMES DEHOOG

JOHN RALL

SHAUN CURRY

TOM BRANDES

LISA FOGELQUIST

PRESENTED BY

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CITY MANAGER / BUDGET OFFICER

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HUMAN RESOURCES

MARK BARTHOLOMEW

CITY ATTORNEY

LORA GLOVER

PARKS & COMMUNITY

TERRY HAUGEN

DEVELOPMENT PUBLIC WORKS



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Grants Pass  
Oregon**

For the Fiscal Year Beginning

**July 1, 2014**

A handwritten signature in black ink, appearing to read 'Jeffrey R. Emery'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the **City of Grants Pass, Oregon** for its annual budget for the fiscal year beginning **July 1, 2014**.

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

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

## Location Guides

To facilitate the reader's ability to locate information by area of interest we present the following in this section:

1. *Table of Contents by Budget Program*  
(Standard table of contents by numerical page number)
2. *Table of Contents by Department*  
(Programs and activities listed by Organizational Department)
3. *Alphabetical Index*  
(Programs, activities, and noteworthy schedules and appendix items)

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July 14, 2015

Citizens of Grants Pass  
Mayor Darin Fowler and City Council Members  
Budget Committee Members  
City Staff



## Budget Message for Fiscal Year 2015-16

### **BUDGET OVERVIEW**

I am pleased to present to you the balanced budget for the Fiscal Year 2015-16 (FY'16). This year's budget planning process and resulting Strategic Plan and Work Plan incorporate input from all stakeholders. Meetings with each of these key groups were held prior to the Council's prioritizing work plan items and prior to budget preparation. Our budget and planning process allows Citizens, Elected Officials, Committee and Commission members, and Staff an opportunity to contribute to the goal setting and strategic planning process. Council had an opportunity to hear about all the community's suggestions prior to prioritizing the resulting work plan items.

In an effort to make the budget a more effective communication and planning tool, this message provides a broad overview of this year's budget considerations. Followed by this message are the key financial budget summaries and some key financial factors affecting this year's budget. For an understanding of how the budget is assembled each year, the budget format, financial policies, and how to read the budget, please see the section "Budget Process & Financial Policies" that starts on page 87. Throughout the program budget narratives you will see a uniform format for the reporting of performance measures in each of the operating departments as the budget is more than just a financial summary of operations.

The City of Grants Pass budget document is prepared in accordance with best practices established by the Government Finance Officers Association (GFOA) to receive their Distinguished Budget Presentation Award. The City's budget document has received this award for the past 30 years. This award program is considered the gold standard for budget reporting and the City of Grants Pass has a longer history of participating in this budget award program than just about any other public agency in Oregon.

Our City budget is made up of three main pieces: General Fund, Enterprise Funds and Capital Improvement Funds. There are some special revenue funds that collect certain restricted

revenues and some internal service funds that provide support services to City operating and capital programs.

The General Fund makes up 30% of the City's FY'16 budget. The General Fund is made up primarily of property tax, state-shared revenue, franchise (right-of-way) taxes on utilities, and various licenses, permits, and fines. 66.5% of the General Fund revenue comes from property tax revenue, made up of both a permanent rate and a local option levy, and all of which is dedicated exclusively to Public Safety divisions. The General Fund finances many other basic services, including Parks and Recreation, Development, and others. The General Fund has the City's only discretionary revenue sources, which currently account for annual revenues of approximately \$4.9 million that are shared by all General Fund programs.

Close to 25% of the City's total budget comes from Enterprise Funds, which include the Water and Wastewater Utilities. Almost no tax dollars support the Enterprise Funds because they are designed to be self-supporting through user fees. Users of these programs pay fees that support all the costs associated with delivering these services, and these fees cannot be used for any other purpose.

Capital Construction Funds account for approximately 20% of the total budget, a slightly lower percentage amount than last year's 22% due to major projects that were underway in FY'15.

Special revenue funds such as Transportation, Transient Room Taxes, and others account for approximately 7% of the budget, and the remainder of the total budget comes from Debt Service Funds, Internal Service Funds, and the Trust Fund.

### **Similar service without increasing tax levy rate**

Thanks in part to Citizens' support and successful past financial planning, Council directed staff to present a budget that will provide the same level of service for all operating divisions. With a growing City the same level of service often requires additional staffing in certain years to keep up with the workload. This year, there are staffing additions in Public Safety following the results of a performance audit and strategic planning effort that reviewed each division of Public Safety and was completed in 2014. Thanks in part to growth in the City and the annexation approved by voters in November of 2014; the City's General Fund will maintain a well balanced budget while providing the resources for certain staffing additions in Public Safety that resulted from the performance audit. Staffing increases in Public Safety can be managed through the FY'16 budget and through the term of the current Public Safety levy without changing the City's tax rates.

We owe this responsible budget and proactive financial planning in part to previous Councils and staff who prepared for the future. A few examples of the actions taken include: 1) creation of the intern program which provides college interns to assist firefighters; 2) the layoff of eight employees at the beginning of the construction industry downturn; 3) use of Community Service Officers to relieve police officers of more routine duties; 4) staff

participation in health insurance planning and cost sharing; 5) minimal cost of living increases in recent years for managers, supervisors, and the City's four unions; 6) staff working hard to turn back budgetary savings from operating budgets each year; 7) a successful annexation to recognize areas in the City's Urban Growth Boundary already being served by City services; 8) a continual and ongoing effort to assess and ensure operations are effective and efficient. Without these past actions, the City would not be able to continue to provide the same level of services in coming years without significant adjustments to annual revenue sources.

### **Voter approved levy**

This budget document includes the resources that the voters authorized through passage of the Four-Year Public Safety Levy in November of 2013. The approved levy provides an estimated \$5.0 million in FY'16 for City Public Safety operations. While all property taxes are dedicated to Public Safety, the temporary local option levy was set to expire June 30, 2014 before the vote on the new levy. The overwhelming support for the Public Safety Levy in this last election demonstrates the community's desire for quality services.

With General Fund support, the budget for FY'16 continues the high level of Public Safety services. The four-year levy starting in FY'15 was set at the same rate as the previous three-year levy. At the end of this next levy period, the City will have operated at the same Public Safety levy rate for a period of nine years. The resources provided by the levy should be sufficient to maintain current services through Fiscal 2018 in combination with a slight drawdown of General Fund reserves. If General Fund operations, including Public Safety divisions, continue working hard to return savings back to the General Fund each year, the balance drawdown won't be severe and the General Fund will continue to be within the City's financial policy guidelines at the end of the current four year levy.

### **Residents appreciate City services**

The empirical and statistical data gathered from the citizens of Grants Pass indicate that the residents appreciate the services provided by the City. Both the last vote for Public Safety Funding and past annual surveys demonstrated the community's desire to have City services maintained at the current service level. Phone surveys have been completed in recent years and show similar satisfaction results.

This budget has been prepared with an eye toward continuing to provide the high quality services the City has delivered over the years while acknowledging the more fiscally conservative stance that the local economy demands. Inflationary pressures on operations will not always match up evenly each year with revenue growth. The continuation of long-term financial planning is key to maintaining the services our Citizens expect today and in keeping the City's funds within established financial policy guidelines. Budget projections for the second year in FY'17 are incorporated into the budget book for informational purposes and to help plan for operations beyond FY'16.

**Budget based on Council goals**

Grants Pass is a strategically motivated municipality, whose direction is annually defined and affirmed by the Governing Body through a series of goal statements that reflect the values of the community. Council establishes the goals used to formulate the Strategic Plan. This year “Keep Citizens Safe” was placed as the first goal on the Strategic Plan list as it has been and continues to be the City’s top priority.

The Strategic Plan serves as the foundation upon which the budget is developed. Through the Strategic Planning process, Council prioritized the potential work plan items that will help the City make those goals and objectives a reality. This operating and capital budget places an emphasis on the higher priority work plan items in the 2015-2016 Strategic Plan as prioritized by the City Council. Financial resources, if needed, are provided to projects and objectives identified as high priorities by the City Council.

**Budget guidelines**

The executive team and staff were given some specific guidelines for preparing the FY’16 budget. With limited growth in resources and expected cost inflation pressures in many of the most routine operational expenditures, general directions included the need to hold the line where possible on personnel and other expenditures. Increases to staffing levels were only considered if necessary to maintain service levels to the City. This year, staffing additions have been funded to maintain service levels in Public Safety, Engineering, and some very small increases to hours worked for some part-time staffing in other operating divisions. Represented in the budget are a high number of approved but unfunded staff positions that mostly date back to staffing reductions that took place a number of years ago between 2008 and 2011. Unfunded positions allow the City to more quickly react to demand for additional services throughout the year if additional funding and staffing levels are approved by the City Council in the middle of a fiscal year. The single addition to FTE in the Engineering division in this budget is an example of a position that was formerly approved but unfunded, and is now funded again due to the level of work required in that division in coming years.

**Budget changes overview**

The budget book presents the last two years of actual budget results, the current fiscal year budget, the budget for the next fiscal year, and the fiscal year projection two years from now. For review of this budget it’s important to understand the major budget or operational changes that occurred or that have been recommended between the fiscal years of FY’13 and FY’17.

The total budget, which includes all internal service funds, carry-over balances, contingency balances, and capital project resources, is \$119,848,804, an increase to the current year’s total revised budget of \$114,268,520. Of the \$5.6 million total budget increase, the majority of the change is due to higher Capital Construction activity going on in the Water and

Wastewater Enterprise funds in the next year. Total Fund budget tables can be found in the appendix of the budget book, while operating budget summaries and other total budget summaries can be found in the tables following this message.

The FY'16 Operating Budget, excluding contingencies, debt service, and transfers out to capital projects, totals \$35,529,711. This is up approximately \$1.5 million from the current year's Adopted Operating Budget total of \$34,043,241, or a 4.4% increase year over year. Some factors heavily impacting inflation and other increases to the Operating Budget this year include an increase to health insurance rates, staff additions in Public Safety, bargaining unit salary schedule adjustments as a result of competitive wage studies and higher utility/water costs in the Parks system. It's important to note that revenues and expenditures are increasing in part this year, particularly in the General Fund, due to the annexation that was approved in November of 2014. The annexation effectively has added almost 5% to the population and size of the City, which causes both revenues to go up and expenditures to go up as Public Safety and other departments serve a larger City. The timing of staffing additions in Public Safety is coincidental to the annexation and more due to results of last year's Public Safety performance audit. Over time both revenues and expenditures will increase if the City's size and population increases.

In terms of budget changes that relate to previous years, in FY'13, effective January 1<sup>st</sup> of 2013, the City operational departments were reorganized in an attempt to provide better customer service and be as financially responsible as possible. With the retirement of the Director of Parks and Community Services, there was an opportunity to evaluate the wide range of services under this former department. Department Directors embraced this opportunity to reorganize service delivery in a more efficient way as shown in the following changes two years ago:

- Administration: Took over the leadership of Property Management, Information Technology, Tourism, and Downtown
- Finance: Took over the leadership of Fleet Maintenance, Equipment Replacement, and Grant Management
- Community Development: Took over the leadership of Parks & Recreation and renamed the department Parks and Community Development

This reorganization provided a net reduction to FTE (full time equivalent staffing) and as you read this year's budget and budget history for the last two years this will help explain some of the budget changes shown between FY'13 and FY'17. The reorganization also provided a net reduction to City-wide expenditure budgets as compared to what the operating budget would have been without these changes.

The Department of Public Safety had one major budget reorganization two years ago and has another change that was implemented in FY'15. Starting in FY'14, the "field" division was separated into Police and Fire Rescue services. Starting in FY'15, the Street Lighting division was moved from Public Safety to the Transportation/Street Utility Fund and a new division, Sobering Center, was added to Public Safety to accomplish one of the City Council's

highest ranked Strategic Plan objectives. The General Fund's revenues still support the Street Lighting division like it has in the past. The City's Public Safety divisions, as presented in the budget, are now the Police Division, Fire Rescue Division, Support Division, the Crisis Support Services Division, and the newest division Sobering Center.

Josephine County's criminal justice system in recent years has been unable to provide services to the City's Public Safety Department at a level that our Police Division requires in order to operate effectively. In response to the County's service level, the City entered into a contract with the County in FY'14 for the exclusive rental of up to 30 jail beds in the County's adult jail. With the operational efficiencies and success of this contract in the first year, the City extended a similar contract into FY'15 and approved a jail services utility fee beginning in FY'15 to provide the revenues to cover this contract cost. Operating cost increases for the General Fund, General Program Operations will show an increase of nearly \$1 million per year starting in FY'14. As the jail services contract and jail services utility fees were extended to continue through FY'16, this budget continues this operational expenditure.

Starting in FY'14 the Wastewater Utility Fund include activity from the former Redwood Sanitary Sewer Service District (consolidated with the City Wastewater Services effective the beginning of FY'14) so both revenues and expenditures for Wastewater will not be comparable to FY'13. Finally, the Jo-Gro Wastewater division was closed down in the middle of FY'14. Therefore, beginning in FY'15 there will be no Jo-Gro division financial activity and instead higher contractual expenditures in the Wastewater Treatment division to account for shipping the solids from the treatment process to the landfill.

## **PREPARING FOR TODAY AND THE FUTURE**

### **Public Safety**

The construction of new fire and police facilities has been executed with foresight and efficiency and completed during early FY'11. The voters approved the bond levy that paid for these facilities, a training tower, and three new fire trucks. In four years from now this bond will be paid in full. These facilities will help provide more effective and efficient Public Safety services to our community for decades to come. The City has the critical tools necessary to achieve emergency response times that meet national standards, particularly in the southern sectors of our community without having a major impact on capital needs in the current Public Safety levy term. This project, along with the historic approval of Public Safety Local Option Levies to provide for annual operations, demonstrates the value that the community continues to place on Public Safety services. Including the property tax levy for the bonded debt, the total FY'15 property tax rate for City residents was relatively unchanged and will remain nearly flat for this budget period and the next three years. The permanent property tax rate of \$4.1335 cannot be increased under current State law and for the near-term the local option levy and permanent property tax rate will continue to provide the majority of the funding needed for Public Safety.

Public Safety programs have been supported in the past almost entirely by property taxes, dedicated revenues, and through the use of resources set aside in reserve. There are two noteworthy impacts of this financing practice. First, historically, Public Safety has not drawn significantly on other General Fund resources that have been used for other public services and second, all property taxes will continue to be dedicated to Public Safety services. This year, similar to FY'15, other General Fund resources must be directed to Public Safety programs to continue the current level of services. Without redirecting approximately \$1.38 million of General Fund resources to Public Safety functions, there would have been cuts roughly equivalent to at least five police officer equivalent positions from the FY'16 budgeted staffing levels. These positions would not use the whole General Fund resource allocation, but rather reflect approximately how many positions would have to be eliminated to avoid drawing down the General Fund ending balance in a typical year. Budgets are never fully spent unless unplanned needs surface throughout the year because the budget reflects full capacity for the whole year based on approved staffing levels.

With such a large part of the Public Safety budget resources provided by property taxes, Public Safety will have to rely on other General Fund support dollars to maintain level of services through the current levy period. With the desire to ensure effectiveness and efficiencies in Public Safety operations, the City Council in FY'14 approved a strategic plan project for all of Public Safety. Managed by the Council's new PAVE Committee (Performance Audit, Visioning and Enhancement Committee), the Public Safety strategic planning project began in March of 2014 and was completed in the fall of 2014. This project provided a comprehensive analysis of the City's Public Safety operations today. This study and resulting prioritized recommendations became the basis for some high priority City Work Plan items for this year and for staffing additions budgeted in Public Safety for the FY'16 budget. To maintain level of services and address some high priority audit recommendations, staffing additions in this budget according to this year's Work Plan include, as stated by the Work Plan, "Add a Sergeant and two officers to establish a Special Detail" and "Add two additional dispatchers (one possibly funded by the 911 Agency) to cut down on overtime and burn out."

The primary near-term budgetary and operational consideration for the Grants Pass Department of Public Safety will be to consider alternatives to the temporary local option Public Safety levy and to evaluate the City's interaction with the County's criminal justice system. While the levy is in place and able to provide funding for the City's Public Safety divisions through Fiscal 2018, there is a renewed desire to consider alternatives to this funding mechanism. Any major changes to funding sources for City Public Safety will take some time for proper evaluation and may take as long as two years from start to finish. The City's Police division relies heavily on the Josephine County criminal justice system as do the rest of the Public Safety agencies in Josephine County. Any change in County Criminal justice funding and service levels will have a direct effect on the City's ongoing Public Safety planning efforts.

**Parks & Community Development Department Remains Busy**

Development divisions such as Building Services and Planning Services continue to budget for relatively steady levels of activity, but certainly nowhere near the levels seen prior to the national and regional building recession seen between 2009 and 2012. The City has realized a significant increase in development activity in the last few years. Both residential and commercial development activity has picked up significantly. A temporary reduction in the City's System Development Charge fees for Transportation charges and Parks systems charges has spurred a high level of commercial development activity in FY'15, some of which will carry over to FY'16. For the first time in a number of years, some major projects related to new subdivisions are underway and will carry over to the next fiscal year.

Engineering, a division of the Parks & Community Development Department, has an adopted budget that includes funding for an additional engineering technician position in the FY'16 budget to keep up with the higher level of external development projects coming in and largely to keep up with the higher amounts of internal Public Works projects ongoing this year and in coming years. There are slightly more capital project resources available to the City's Transportation, Water, and Wastewater systems to tackle the long list of City infrastructure replacement plans and other new infrastructure projects. Like most other medium sized and larger Cities, maintaining and replacing aging infrastructure will be a big focus in this budget and for many years to come and there is a much higher need for internal engineering related services. In calendar year 2012 the Engineering division provided services to 21 capital and developer projects, in 2013 Engineering worked through 29 projects, in 2014 Engineering worked on 45 projects, and as of April 2015 Engineering had already worked on 29 projects in 2015 even though we're only four months into the calendar year. This higher level of activity, for both internal City infrastructure projects and external developer projects, is expected for many years to come as the City continues to emphasize the maintenance and replacement of aging utility and transportation infrastructure.

The Building and Safety Division wisely maintained restricted reserves from prior years and is thus able to manage the lower revenues from permit activity without requesting significant support from the General Fund. Fiscal 2014 was the first year in a number of years where General Fund support was not added to the Building division, Building continued in FY'15 without a General Fund subsidy, and this budget continues Building operating on its own reserves. Prompt actions such as changes to staffing levels when the building recession hit has helped ensure that restricted reserves last as long as possible during this period of the building cycle and will allow management to respond quickly when service demands pick up even more. Previous to FY'14 a \$50,000 annual General Fund transfer (subsidy) to the Building division was in place to ensure Building had enough reserves to last at least three years into the future without further drawing on the General Fund's balance. Shutting down the Building and Safety department and turning this required program over to the State would be a decision that by law could not be reversed in short order if activity picked up. Currently, this division of the Community Development department remains with only two full-time funded employees and uses contractors to help

meet service demands. The Building division is expected to draw on its own reserves both in FY'15 and in FY'16, but for now we can take a wait and see approach before recommending reinstating General Fund subsidies to Building Services in future years.

### **Financial policies incorporated into the Budget**

The FY'16 budget has a General Fund contingency of \$2,000,000 excluding Building's restricted resources / requirements, which is about 8% of the annual General Fund operating budget and slightly in excess of the typical 5% General Fund operating expenditure budget to allow the Council the flexibility to respond to unplanned service or other emergencies during the year. For example, the County's Criminal Justice services that the City relies on have been cut back significantly in the last three years due to funding challenges at the County level. This larger contingency should provide Council with the resources to deal with emergencies in combination with contingencies available in other funds. Contingencies cannot be transferred to other appropriation categories in any dollar amount without Council's approval in a budget adjustment during the fiscal year. Staff will not be recommending that the Council transfer any funds out of the contingency category in the General Fund in coming years to make sure the General Fund's ending fund balance remains compliant with the City's internal financial policy within the period of the current Public Safety levy that ends in Fiscal 2018. Contingencies can only be appropriated for use by the City upon approval by the City Council, and are one-time reserves that cannot be repeatedly used without building them up again.

The contingency is considered part of the ending fund balance in the General Fund and other funds such as the Water Fund or the Wastewater Fund. A slightly higher amount allocated to the contingency category just provides the City with additional financial flexibility throughout the year and doesn't imply higher planned spending throughout the year. In fact, during the budget process the City never plans to spend any of the balances allocated and appropriated in the contingency category. Contingency is merely a designation of ending fund balance or planned carryover balances into the following fiscal year, but can be used in the case of an emergency or unplanned need if transfers out of contingency are approved by the City Council. Contingencies are used to measure the adequacy of a fund's beginning and ending fund balance as shown in the budget to ensure each of the funds are meeting the City's internal financial policy requirements.

In FY'10 Council adopted a new financial policy target for the proper range of beginning fund balances for the General Fund, and the Council acted in FY'12 to address financial policies regarding contingencies and ending fund balances in the utility operating funds and certain other funds. These financial policies, along with other financial policies can be found in the Budget Process and Financial Policies section towards the beginning of the budget book. These financial policies are key to understanding the financial management of the City and the resulting budget.

Financial policy updates that went into effect three years ago included the policy revision that governmental operations should strive to contribute resources to equipment

replacement funds over time for major capital assets; and that the City's utility funds should be setting aside at least enough resources per year (at a minimum) to match depreciation costs as measured in the City's annual financial report. Depreciation is not recorded as a budgetary transaction, but it is a true cost of doing business that must be recognized through transfers out of utility operating funds to utility capital project funds. Previous to recent years, the utilities were not setting aside quite enough funds from operations to cover the cost of infrastructure depreciation over time, which may result in higher unexpected infrastructure projects and more severe utility rate changes in the future. For this reason, all resources in excess of the utility's recommended minimum 25% contingency balance are being transferred to the utility's capital projects fund each year as 25% is the minimum operating fund balance for the utility operating funds per the financial policies.

## **CHALLENGES AHEAD**

### **Public Safety challenges and General Fund fiscal health**

One of the most significant challenges facing Grants Pass is the need for a secure financial funding resource for Public Safety services. While a local option tax can provide secure funding after it is approved; the time, effort, and the uncertainty of it passing all have costs to the City and impacts on retention, recruitment, and stability within a department that is already extremely busy with a heavy call load, particularly in Police operations. For example, it takes nearly five years for a new officer to become trained and sufficiently experienced on the job. The need for Fire and Police services is constant and it is a far better practice to ensure that funding of the services is more secure as well. The Public Safety strategic plan project completed in 2014 provided the City with a solid analysis of operating conditions, has helped plan for the City's future Public Safety needs, and became the basis for the new Public Safety staffing positions included in the FY'16 budget.

While the City continues to struggle with addressing the staffing need of the Police and Fire Rescue divisions, the implementation of the new Computer Aided Dispatch system and new Mobile Data Terminals is slowly providing operational efficiencies to Public Safety as implementation and trouble-shooting has been mostly completed on the new systems. Other technology projects such as E-ticketing, officer cameras, and new wireless technology for evidence recording are benefitting operational efficiencies to a smaller degree.

As previously stated, Public Safety concerns are affected by the County. The County's federal funding continues to decline and the smaller amounts the County is expected to receive from federal sources in the next two years is again not sufficient to provide adequate jail services nor is it sufficient to reopen the County's Juvenile Justice treatment and detention facility. The County has cut back criminal justice program services significantly during 2012 as a result of lower federal funding levels and the County residents turned down a property tax levy in each of the last three years for these services. As all parts of the City and County rely on services such as the Adult Jail, the District Attorney, and Juvenile Justice, the future local, state, and federal funding decisions that affect the County will continue to affect the City's Public Safety department in a significant way.

The good news is that the planned and projected drawdown of General Fund's balance in FY'15 and FY'16 is lower than the drawdown amount planned when the City set the amount for the current Public Safety levy in 2013. Excluding some discretionary funding from the General Fund budgeted to be transferred to the highest priority transportation and general governmental capital projects this year, General Fund operations are not drawing on General Fund reserves in FY'16 as long as the typical amount of budgetary savings are turned back to the general fund (average 5% of budgeted operating expenditures for the General Fund each year). This is due to reliable revenues, increases in total property tax assessed values slightly higher than original projections, and mostly due to cost controls and staff successfully controlling budgeted expenditures in Public Safety and other departments. Using historical savings amount, the General Fund's ending balance at the end of FY'16 should be about 38% of annual operating expenditures, well within the City's internal Financial Policy range of 30% to 40%.

### **Staffing and financial resources for an expanding Park System**

One of the highest needs in the parks system of the City is additional soccer fields as discussed when the City completed its Parks Master Plan a few years ago. Design is nearing completion on a soccer complex that would be located next to Allendale Elementary on property both owned by the school district and the City on both sides of Allen Creek near the school. In order to make this complex a reality, significant private fundraising efforts or public-private partnerships will have to be further developed for both purposes of building the complex and maintaining the complex in the future.

### **Utility Infrastructure**

Significant upgrades to utility infrastructure are ahead for all the City's utility systems. In the last year, the City officially began planning for the replacement of the aging Water Treatment Plant facility. This is the sole source of water for most of the City and for long-term cost effectiveness and other reasons; the new water plant will be built at a new location within approximately a half of a mile from the current water plant (final site still to be determined). Part of the challenge was that upgrades that are needed at the old Water Plant today can't proceed without significant investments in the seismic protection built into the facility (under current commercial building codes). And the old plant would have a limited lifetime even if these significant and costly improvements were made.

There is an expansion necessary to the Wastewater Restoration Plant on the short-term horizon and routine maintenance and upgrades to an aging Water, Wastewater, Street, and Storm Drain infrastructure systems are necessary regardless of the level of growth in the community. Accompanying an aging utility infrastructure is a significant financial obligation to replace the pipes, streets, pump stations, reservoirs, and plants that serve the City's basic water and transportation needs. Due to many years in the past of not collecting enough resources to replace aging infrastructure, utility rates will need to be reviewed and adjusted on a regular basis to keep up with the City's infrastructure needs without relying too heavily on costly long-term borrowing. The City is a highly rated bond issuer, but even low bond

interest rates in today's low interest environment add significant costs to utility capital projects over time.

The City's PAVE Committee (and former Audit Committee) have a work plan to facilitate rotating performance audits and operational planning reports for various City departments and divisions. In 2014, the City Council decided that the next Department/Division(s) to participate in the PAVE review would be the City's Water and Wastewater Utilities. Some of the drivers for selecting the Water and Wastewater Utilities for a PAVE project at this time are the need to expand the Wastewater Treatment Plant, build a new Water Treatment Plant, and the resulting need to evaluate the efficiency of current operations and the financial and service delivery options for building and operating these new facilities. This project will provide a comprehensive review of all the operating divisions of the Water and Wastewater utilities and help planning efforts for these major infrastructure projects. This PAVE project began in April of 2015 and is expected to be completed before the end of calendar 2015.

### **Personnel Services**

The City is largely a service organization and therefore personnel expenditures make up the largest single share of operating expenditure categories. Personnel service's expenditures, which are comprised primarily of wages and fringe benefits, account for 54% of operating expenditures in the total City budget and 64% in the General Fund operating budget.

### **Addressing PERS funding**

As anticipated, employee benefit costs continue to be a large factor in operating expenses. Like other Oregon public agencies, the City of Grants Pass experienced an increase in rates paid to the Public Employees Retirement System (PERS) effective July 1, 2011 and another large rate increase was originally set to occur July 1, 2013. During the 2013 session the legislature made some changes to the cost side of the system and made some changes to the rate increase cycle that essentially deferred the next potential rate increase for two more years to July 1, 2015. The City of Grants Pass assesses PERS rates to departments at a slightly different rate than the rate actually paid into the system to manage the large rate changes that can occur every two years. The change made by the legislature in 2013 will allow the City's internally billed PERS rates to stay the same through at least Fiscal 2018 in combination with the use of some of the internal PERS reserves.

Unless the PERS investment portfolio sees extraordinary returns in coming years, the City's internal PERS reserves are still needed to offset future rate increases. As PERS is a hot topic for almost all public agencies in Oregon, City staff developed a PERS section for the budget book last year for the Public, the Budget Committee, and the Council to see more closely how PERS rates affect the City's operating budgets and the basics on how the PERS system works. This new section in the budget book is at the end of the book right before the appendix section.

**Managing health care costs**

The City has a choice of two health care packages effective January 2007. Employees (except the Teamsters union) can select either a standard existing plan or a plan in association with an HRA/VEBA account funded by the City. There was a significant increase in the number of participants in the HRA/VEBA plan in the last six years, with almost 90% of eligible employees taking advantage of the opportunity to have monies placed in a tax-deferred account for future out-of-pocket costs, assuming a greater share of co-pays and expenses. This move, approved by the Council, saves the City money compared to traditional taxable benefits and strengthens management's goal of achieving greater employee ownership in managing health care costs.

The City was originally facing in excess of a 20% annual increase to health insurance premiums for calendar year 2015. The City's health insurance agent, in combination with annually working with the City's Health Insurance Committee (staffed by management and union representatives), was able to negotiate this down, and within budget parameters, to slightly less than a 7% increase. The typical experience in the City and most other major public and private businesses is an average annual rate increase of almost 10% each year in the last decade. In recent years, plan changes have been made and staff has worked hard with the City's agent to target changes to rates that are more affordable and sustainable. In the future budget periods, presented in this budget, rate increases of 10% per calendar year have been factored in for periods after calendar 2015 in order to prepare for potential continued increases in the cost of medical services and the resulting health insurance premium increases.

**Negotiating with labor organizations**

Staff and Council continue to work hard in negotiations when it comes to changes to salary and benefit schedules with the four bargaining units. A change made to the City's main insurance plans began January 1, 2013 and will save the City over \$200,000 per year as compared to the rate increase without the plan change. Starting January 1, 2015 the annual health insurance rate increase was slightly less than budgeted. Additionally, all bargaining units accepted a cost sharing agreement to future increases in health insurance in the last two years.

After a number of years of minimal or no COLAs (cost of living adjustments) for all City employees, some changes to salary schedules have been made to keep the City's compensation levels competitive with market salaries for these specific positions. The City's wage and salary schedules must be competitive with the market in order to recruit and retain high quality professional employees.

In the next year, the City will be negotiating with at least three of the four unions/bargaining groups for the full contract. The unions/bargaining groups include GPEA (Grants Pass Employees Association), GPPA (Grants Pass Police Association), IAFF (International Association of Firefighters), and the Teamsters Local Union. Full contract discussions are now underway with GPEA and will be underway soon with the Fire and Police unions. A

Teamsters contract was successfully completed in the last year with some modifications to job classifications and salary ranges to remain competitive in the market for these Water, Wastewater, Parks, Streets, and other positions.

While changes to salary schedules have been within nationally reported inflation figures in recent years, costs impacting all union negotiations are the rising costs of PERS rates and health insurance rates. During periods where PERS rates are rising, costs for each employee group are rising an estimated 2% to 3% on average each year even before a cost of living adjustment or market adjustment is considered for salary schedules. As these increases to PERS rates and health insurance rates are expected to continue many years into the future, wage negotiations that affect future costs will need to factor in PERS and health insurance rate considerations. The personnel budgets for FY'16 and the projected FY'17 year presented in this budget book factor in the potential for market adjustments (to keep up with inflation and the market for similar positions). In summary, salary schedule adjustments, insurance, and PERS are the primary reason for changes to operating budgets for all departments as personnel makes up the largest category of operating expenses for a service organization like the City of Grants Pass.

It will be important to continue working hard at successful negotiations with the bargaining units and to provide competitive compensation packages to attract and retain qualified and motivated employees. We must ensure total operational costs per capita don't increase faster than acceptable inflation rates and must keep a well balanced budget that doesn't sacrifice service levels our citizens' demand.

## **CONCLUSION**

The City of Grants Pass is an innovative organization that is focused on value. Our elected officials and employees demonstrate a willingness to seek and create alternative solutions to problems. This was certainly demonstrated in recent years as Staff embraced the City Departments' reorganization and necessary changes to health insurance plans. Staff is embracing changes to systems and the PAVE (performance audit, visioning and enhancement) process in order to provide services to our citizens in the most effective and efficient manner. The knowledge and years of experience of our employees will continue to help Grants Pass succeed. Through this budget, we are recognizing the needs of today and of the future by planning strategically and implementing measurable objectives. With the Council adopted and prioritized Strategic Plan, staff will be able to direct their energies, skills, and talents, in applying the budgeted financial resources to make measurable progress toward achieving those goals.

Throughout the narrative pages of the operating divisions presented in this budget, you will see a uniform format of presenting some of these performance measures. There is much more to the budget than just the financial figures associated with maintaining the level of services our citizens expect. In each operating division, you will see at least one output measure, one efficiency measure, and one effectiveness measure that helps describe some of the operating conditions that affect the budget. These measures are important to

monitor over time and important to achieving our goals. You will see examples of the City's Strategic Plan and resulting Work Plan items in the narrative text of operating divisions for specific goals and objectives that will be the responsibility of that department or division.

This budget recognizes the economic reality of today and enhances the efficiency of City operations. While this budget provides the same level of services as the past year, tough decisions are quickly approaching as the City is not immune to today's economic environment. There continues to be a need for a coordinated effort by Staff and Council to avoid cuts to the level of City services and to avoid depleting the City's necessary operating reserves that it maintains today. Reserves and contingencies must be maintained both for the seasonality of cash flow and for emergencies the City may face throughout its utility and governmental operations.

Throughout the organization the pressure is growing as demand for services is outstripping our ability to safely respond and resources in the utility funds are not adequate to keep up with infrastructure replacement and upgrade needs. In the intermediate-term, major upgrades are necessary to both the Water Treatment Plant and the Wastewater Restoration Plant. We will have to continue to explore potential changes to employee benefit structures through the bargaining process to make sure we're all on the same page of providing fair and competitive wages in combination with a reasonable sharing of benefit costs. We will need to continue working together successfully to evaluate benefits with a focus on those that are under our control at the local level such as health insurance costs. Where appropriate, we must study alternative service delivery methods to make sure the City's services are competitive, effective, and efficient.

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

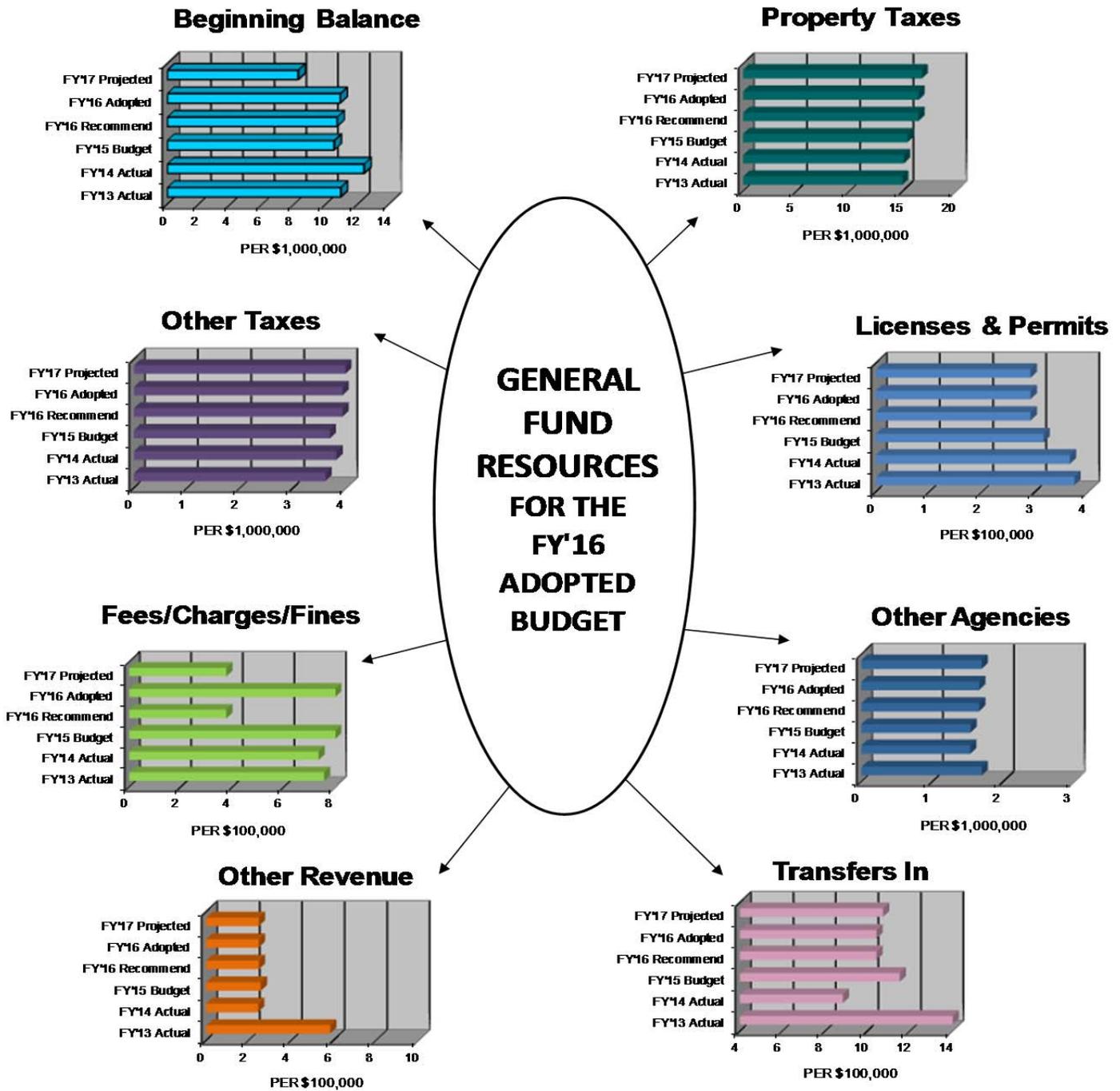
Respectfully submitted,



Aaron K. Cubic, City Manager

## Quick Facts

<b><u>Adopted FY'16</u></b>	<b><u>Operating &amp; Other</u></b>
<b><u>Where The Money Comes From:</u></b>	
Property taxes	\$ 17,591,050
Business taxes	275,000
Transient room taxes	1,254,500
Franchise fees	3,076,544
Other governments	7,531,253
Licenses and permits	303,460
User fees and charges	24,669,574
Fee in lieu of franchise	573,444
System development charges	617,000
All other revenues	6,998,208
Carryover/beginning balance	<u>45,517,671</u>
<b>Total Resources</b>	<b><u>\$ 108,407,704</u></b>
Transfers in	11,441,100
<b><u>Where The Money Goes:</u></b>	
Personnel services	\$ 24,850,763
Materials and supplies	2,146,450
Contractual services	13,131,973
Direct charges for services	2,720,379
Capital outlay	38,053,855
Indirect charges	3,368,294
Debt service	4,152,483
Contingencies/reserves	8,449,630
Un-appropriated ending balance	<u>11,533,877</u>
<b>Total Requirements</b>	<b><u>\$ 108,407,704</u></b>
Transfers out	11,441,100
<b><u>Other Facts:</u></b>	
Permanent staffing (funded full time equivalencies)	225.375
Temporary staffing (funded full time equivalencies)	11.09
Bonded Debt outstanding (June 30, 2015 est.)	\$ 11,380,000
Property tax rate (per \$1,000 assessed value)	
Permanent rate levy	\$ 4.1335
Public safety operating levy	\$ 1.7900
Bonded debt (2015-16 estimate)	\$ 0.3916



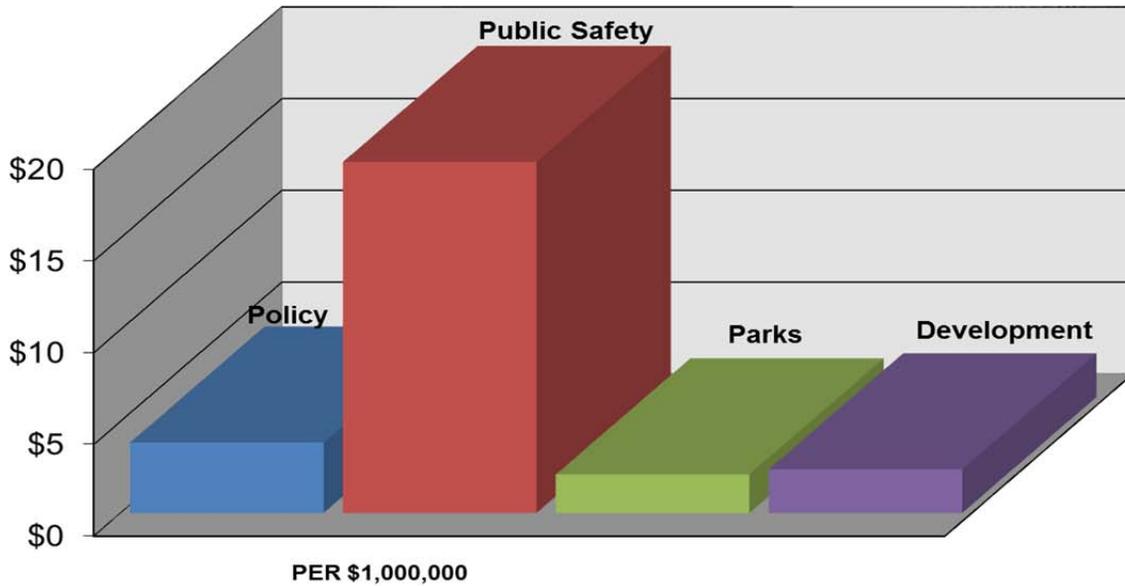
This chart shows the distribution of resources for the general fund for the FY'13 and FY'14 Actual Budgets, FY'15 Budget, FY'16 Recommended Budget, FY'16 Adopted Budget and the FY'17 Projected Budget.

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

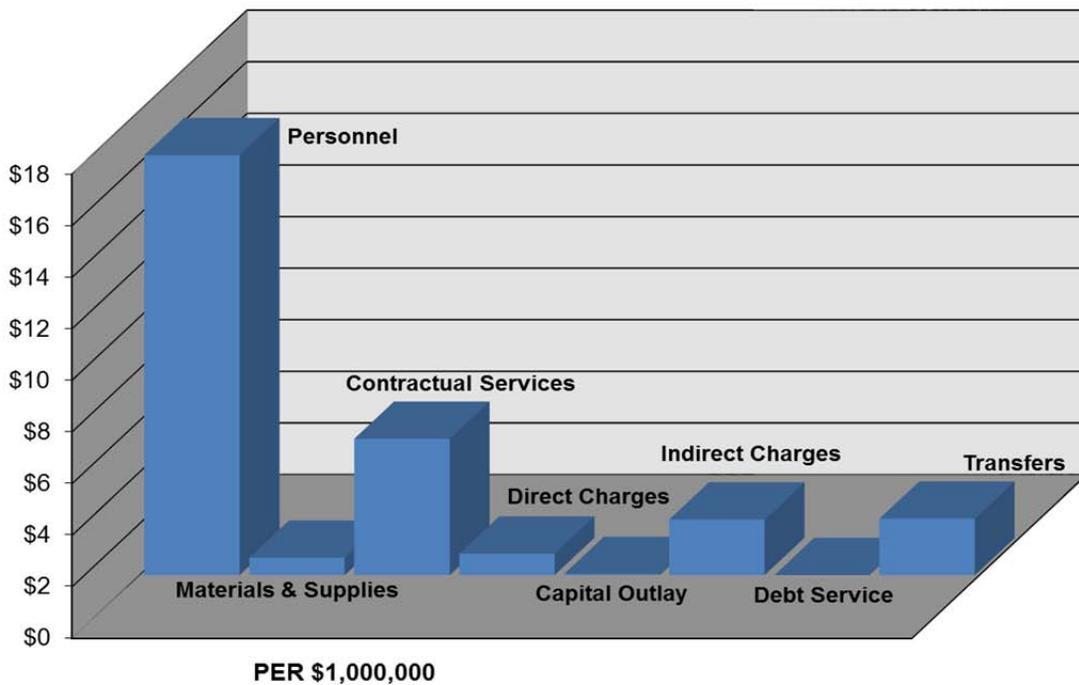
# General Program Expenditures

For the Adopted FY'16 Budget

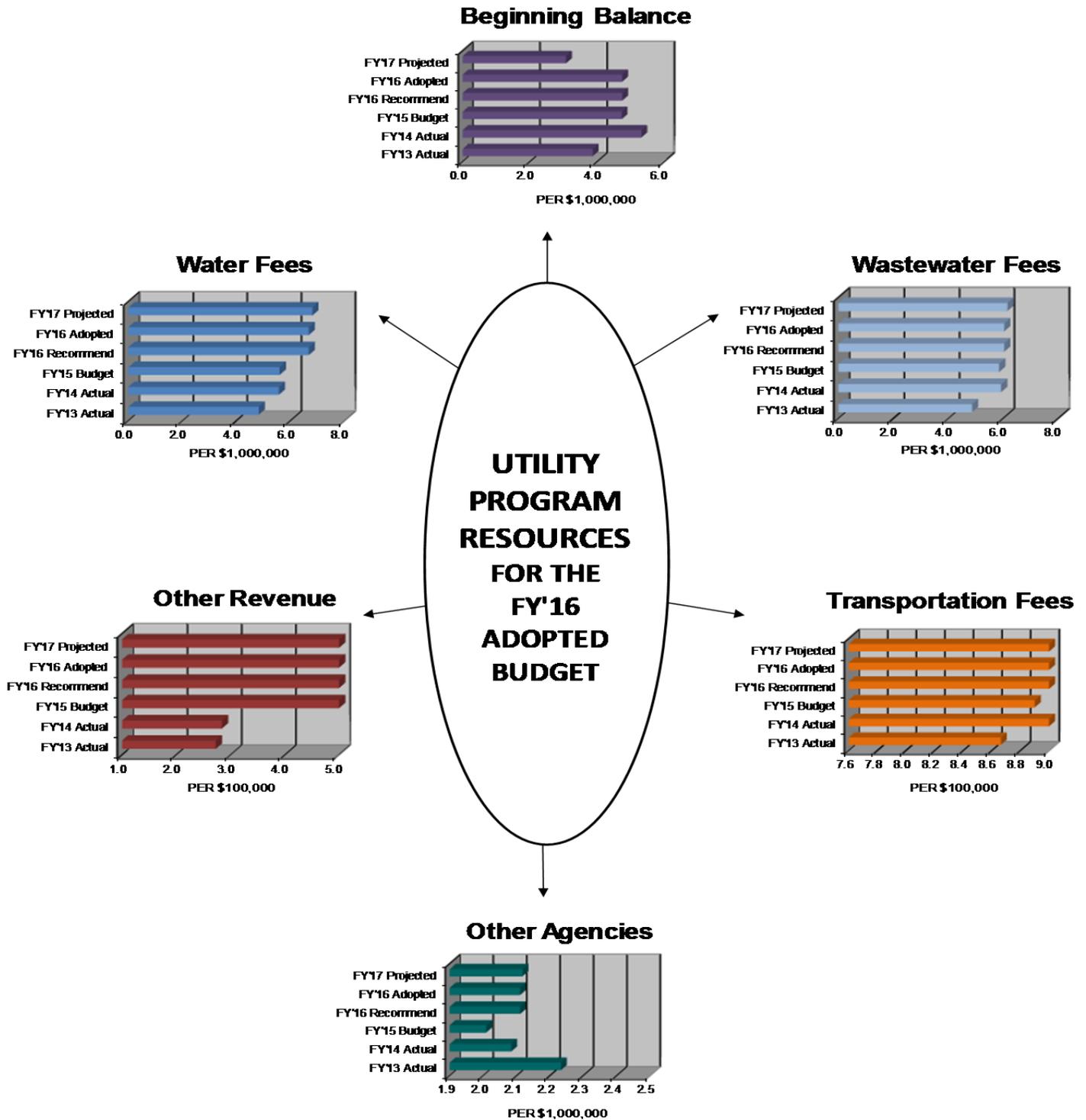
## Program Expenditures



## Expenditure Categories



These charts show the distribution of expenditures for each program and category of expenditures in the general operating budget for the FY'16 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.



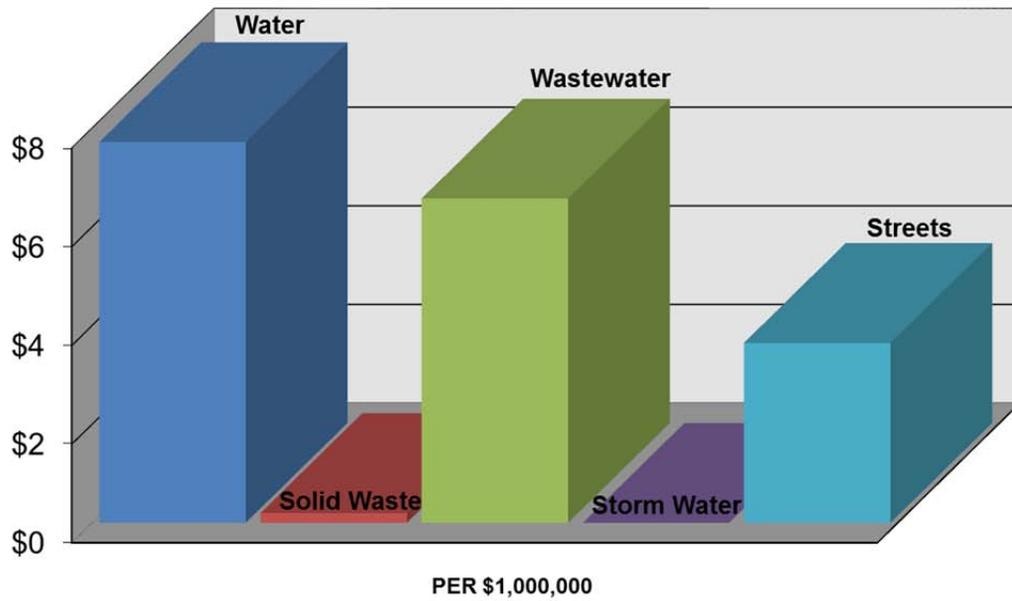
This chart shows the distribution of resources for the utility operating programs for the FY'13 and FY'14 Actual Budgets, FY'15 Budget, FY'16 Recommended Budget, FY'16 Adopted Budget and the FY'17 Projected Budget.

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

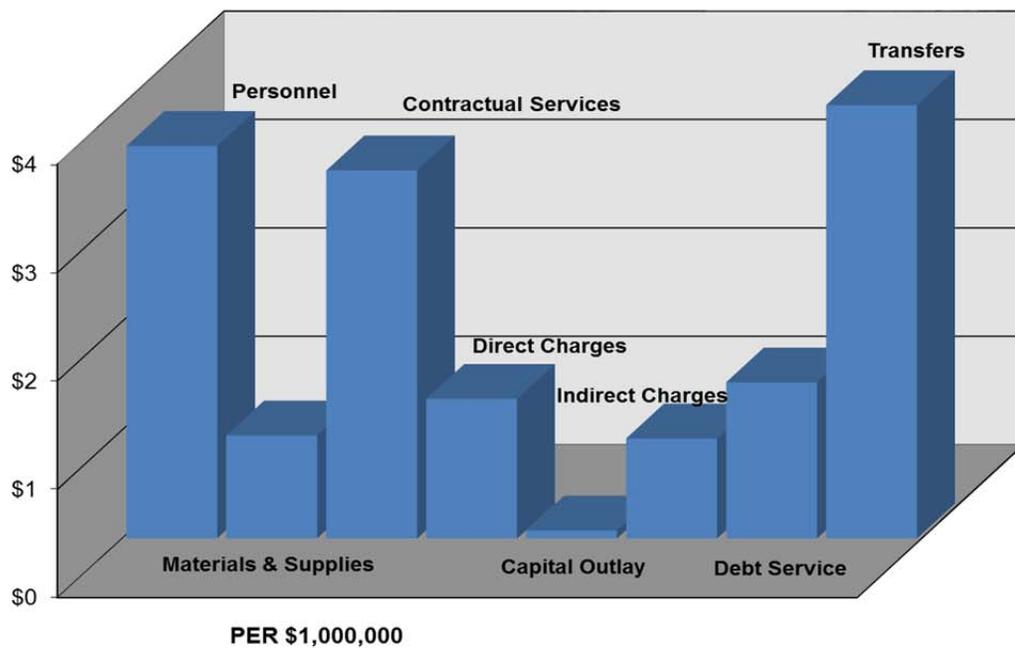
# Utility Program Expenditures

For the Adopted FY'16 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'16 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'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	ADOPTED BUDGET FY'16 \$	PROJECTED FY'17 \$
<b>Designated Resources</b>					
<i>Beginning Balance</i>	10,446,858	11,807,366	9,885,764	10,309,254	7,859,338
<b>General Operations</b>					
Business Taxes	285,867	279,291	275,000	277,300	277,300
Franchise Taxes	2,796,513	2,971,009	2,839,900	3,073,644	3,112,910
Fees in Lieu of Franchise	520,488	558,902	568,500	573,444	584,913
Licenses	7,238	8,915	6,940	6,940	6,940
State Rev. Sharing	315,257	333,087	335,600	358,573	365,745
State Cigarette Tax	49,296	46,823	39,000	42,524	39,253
State Liquor Tax	462,447	487,519	490,100	524,822	535,318
Other Misc.	458,322	5,830	901,600	777,600	5,600
Investment Interest	78,857	79,438	71,500	70,500	70,500
<b>Total General Operations</b>	<b>4,974,285</b>	<b>4,770,814</b>	<b>5,528,140</b>	<b>5,705,347</b>	<b>4,998,479</b>
<b>Public Safety</b>					
Property Taxes	14,969,837	15,100,860	15,480,030	16,494,350	16,792,871
Grants & Intergovernmental	779,788	663,897	672,304	730,784	751,283
Fees & Chg.'s for Services	244,533	263,592	234,000	40,450	40,450
Other Misc.	943,675	520,698	579,900	489,650	495,250
<b>Total Public Safety</b>	<b>16,937,833</b>	<b>16,549,047</b>	<b>16,966,234</b>	<b>17,755,234</b>	<b>18,079,854</b>
<b>Development</b>					
<i>Build. &amp; Safety Beg. Bal. *</i>	467,632	564,860	600,508	505,787	367,115
Building and Safety *	573,685	509,635	435,100	391,590	391,590
Planning	91,855	88,613	77,840	77,840	77,840
Economic Development	129,133	121,632	159,400	144,200	148,500
<i>Tourism Beg. Balance *</i>	9,736	29,124	29,553	84,185	25,050
Tourism Promotion*	326,912	302,161	399,800	358,100	368,900
Downtown Development	152,999	140,370	172,250	164,610	168,910
<b>Total Development</b>	<b>1,751,952</b>	<b>1,756,395</b>	<b>1,874,451</b>	<b>1,726,312</b>	<b>1,547,905</b>
<b>Parks</b>					
Parks Maintenance	201,315	190,614	232,325	211,425	217,025
Aquatics	1,397	13	0	0	0
Recreation	672	658	400	600	600
<b>Total Parks</b>	<b>203,384</b>	<b>191,285</b>	<b>232,725</b>	<b>212,025</b>	<b>217,625</b>
<b>Total General Fund</b>	<b>34,314,312</b>	<b>35,074,906</b>	<b>34,487,314</b>	<b>35,708,172</b>	<b>32,703,201</b>

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

## HISTORY OF GENERAL FUND REQUIREMENTS

	ACTUAL FY' 13 \$	ACTUAL FY' 14 \$	BUDGET FY' 15 \$	ADOPTED BUDGET FY' 16 \$	PROJECTED FY' 17 \$
<b>Requirements</b>					
Mayor and Council	203,408	216,429	297,135	291,328	292,447
General Operations					
Personnel Services	185,085	0	0	0	0
Contractual/Prof Svcs.	219,040	1,040,045	1,167,400	1,250,200	198,200
Direct/Indirect Charges	87,140	130,995	138,928	143,040	143,751
Contingencies	0	0	1,792,200	2,000,000	2,000,000
Debt Service	0	0	0	0	0
Transfers Out	1,001,895	1,181,339	2,029,700	2,155,500	1,060,200
<i>Ending Fund Balance**</i>	11,807,366	11,163,397	6,075,502	5,859,338	4,916,344
<b>Total General Operations</b>	<b>13,300,526</b>	<b>13,515,777</b>	<b>11,203,530</b>	<b>11,408,078</b>	<b>8,318,495</b>
Public Safety					
Police Division	12,638,943	8,489,981	9,367,099	9,789,031	9,917,064
Support Division	3,626,109	2,867,145	3,000,117	3,340,430	3,433,554
Fire Rescue Division	0	5,333,137	5,664,603	5,835,992	5,866,886
Crisis Support Services	41,475	42,180	44,000	44,500	46,000
Street Lighting	299,461	296,483	0	0	0
Sobering Center	0	0	130,000	130,000	130,000
<b>Total Public Safety</b>	<b>16,605,988</b>	<b>17,028,927</b>	<b>18,205,819</b>	<b>19,139,953</b>	<b>19,393,504</b>
Development					
Building and Safety *	476,457	468,708	1,035,608	897,377	758,705
<i>Build. &amp; Safety End. Bal. *</i>	564,860	605,787	0	0	0
Planning	668,752	684,830	818,131	834,211	810,741
Economic Development	174,259	79,785	170,665	176,769	180,620
Tourism Promotion*	307,524	300,658	345,168	417,235	393,602
<i>Tourism End. Balance*</i>	29,124	30,626	84,185	25,050	348
Downtown Development	343,206	367,406	382,730	416,514	420,663
<b>Total Development</b>	<b>2,564,182</b>	<b>2,537,801</b>	<b>2,836,487</b>	<b>2,767,156</b>	<b>2,564,679</b>
Parks					
Parks Maintenance	1,416,271	1,537,224	1,662,921	1,820,939	1,849,424
Aquatics	92,914	101,984	125,288	125,418	126,697
Recreation	131,022	136,766	156,134	155,300	157,955
<b>Total Parks</b>	<b>1,640,207</b>	<b>1,775,973</b>	<b>1,944,343</b>	<b>2,101,657</b>	<b>2,134,076</b>
<b>Total General Fund</b>	<b>34,314,312</b>	<b>35,074,906</b>	<b>34,487,314</b>	<b>35,708,172</b>	<b>32,703,201</b>

\*Building & Safety and Tourism are the only departments within the General Fund that 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'13	ACTUAL FY'14	BUDGET FY'15	RECOMMEND BUDGET FY'16	COMMITTEE APPROVED FY'16	COUNCIL ADOPTED FY'16	PROJECTED FY'17
General Fund							
Mayor and Council	203,408	216,429	297,135	291,328	291,328	291,328	292,447
Development							
Planning	668,752	684,830	818,131	834,211	834,211	834,211	810,741
Building and Safety	1,041,317	1,074,495	1,035,608	897,377	897,377	897,377	758,705
Economic Development	174,259	79,785	170,665	176,769	176,769	176,769	180,620
Tourism Promotion	336,648	331,285	429,353	442,285	442,285	442,285	393,950
Downtown Development	343,206	367,405	382,730	416,514	416,514	416,514	420,663
Total Development	2,564,182	2,537,800	2,836,487	2,767,156	2,767,156	2,767,156	2,564,679
Parks							
Parks Maintenance	1,416,271	1,537,225	1,662,921	1,820,939	1,820,939	1,820,939	1,849,424
Aquatics	92,914	101,984	125,288	125,418	125,418	125,418	126,697
Recreation	131,021	136,766	156,134	155,300	155,300	155,300	157,955
Total Parks	1,640,206	1,775,975	1,944,343	2,101,657	2,101,657	2,101,657	2,134,076
Public Safety							
Police Division	12,638,943	8,489,981	9,367,099	9,789,031	9,789,031	9,789,031	9,917,064
Support Division	3,626,109	2,867,146	3,000,117	3,340,430	3,340,430	3,340,430	3,433,554
Fire Rescue Division	0	5,333,136	5,664,603	5,835,992	5,835,992	5,835,992	5,866,886
Crisis Support Services	41,475	42,180	44,000	44,500	44,500	44,500	46,000
Street Lighting	299,461	296,483	0	0	0	0	0
Sobering Center	0	0	130,000	130,000	130,000	130,000	130,000
Total Public Safety	16,605,988	17,028,926	18,205,819	19,139,953	19,139,953	19,139,953	19,393,504
General Program Operations	13,300,526	13,515,776	11,203,530	10,436,078	10,436,078	11,408,078	8,318,495
<b>Total General Fund</b>	<b>34,314,310</b>	<b>35,074,906</b>	<b>34,487,314</b>	<b>34,736,172</b>	<b>34,736,172</b>	<b>35,708,172</b>	<b>32,703,201</b>
Management Services	686,830	635,483	671,851	706,313	706,313	706,313	708,114
Administrative Services	1,386,348	1,467,088	1,671,751	1,738,814	1,738,814	1,738,814	1,775,203
Legal Services	243,730	232,924	310,954	310,271	310,271	310,271	311,331
Human Resources	443,309	455,578	525,172	505,104	505,104	505,104	521,194
General Program Operations	913,556	1,056,038	800,714	1,045,423	1,045,423	1,045,423	772,323
Total Administrative Fund	3,673,773	3,847,111	3,980,442	4,305,925	4,305,925	4,305,925	4,088,165
Transient Room Tax	1,084,774	1,111,789	1,384,000	1,254,500	1,254,500	1,254,500	1,290,700
Community Dev Block Grant	960,321	812,512	845,844	520,448	520,448	520,448	318,138
Housing & Economic Dev.	951,115	933,851	987,885	990,284	990,284	990,284	694,969
Total Special Revenue Funds	2,996,210	2,858,152	3,217,729	2,765,232	2,765,232	2,765,232	2,303,807
Debt Service - General Obligation	1,120,720	1,100,695	1,121,200	1,151,600	1,151,600	1,151,600	1,185,100
Debt Service - Bancroft	332,611	194,380	935,574	759,480	759,480	759,480	751,480
Total Debt Service Funds	1,453,331	1,295,075	2,056,774	1,911,080	1,911,080	1,911,080	1,936,580
Lands & Buildings Projects	5,863,923	5,481,643	12,970,694	11,041,432	11,041,432	11,041,432	1,947,639
Total Construction Funds	5,863,923	5,481,643	12,970,694	11,041,432	11,041,432	11,041,432	1,947,639
Environmental Waste Fees Fund	255,845	269,403	251,000	281,000	281,000	281,000	287,000
Agency Fund	203,009	199,320	207,869	204,318	204,318	204,318	188,818
Total Agency Funds	458,854	468,723	458,869	485,318	485,318	485,318	475,818

## Summary of Requirements by Fund and Activity

	ACTUAL FY'13	ACTUAL FY'14	BUDGET FY'15	RECOMMEND BUDGET FY'16	COMMITTEE APPROVED FY'16	COUNCIL ADOPTED FY'16	PROJECTED FY'17
Water Treatment	1,529,965	1,559,211	1,695,164	1,698,880	1,698,880	1,698,880	1,743,486
Water Distribution	1,045,378	1,057,045	1,310,484	1,357,191	1,357,191	1,357,191	1,407,628
Customer Service	391,059	369,228	366,960	367,361	367,361	367,361	374,151
Debt Service	36,404	506,624	504,770	507,170	507,170	507,170	504,420
General Program Operations	3,306,097	4,629,028	3,702,802	4,940,438	4,940,438	4,940,438	3,987,668
Water Debt Reserve Fund	0	0	0	0	0	0	0
Water Construction Projects	7,970,398	6,288,058	3,872,568	7,053,468	7,053,468	7,053,468	3,175,597
<b>Total Water Fund</b>	<b>14,279,301</b>	<b>14,409,194</b>	<b>11,452,748</b>	<b>15,924,508</b>	<b>15,924,508</b>	<b>15,924,508</b>	<b>11,192,950</b>
Wastewater Collection	664,654	642,126	777,652	797,981	797,981	797,981	826,179
Wastewater Treatment	1,653,176	1,765,760	2,278,209	2,308,712	2,308,712	2,308,712	2,345,817
Jo-Gro	609,560	461,440	0	0	0	0	0
Customer Service	264,006	389,728	408,653	418,989	418,989	418,989	428,090
Debt Service	492,015	939,362	941,963	933,713	933,713	933,713	491,063
General Program Operations	3,129,275	3,628,412	3,438,105	3,372,036	3,372,036	3,372,036	3,369,597
Wastewater Debt Reserve Fund	0	0	0	0	0	0	0
Wastewater Construction	4,393,468	4,884,788	5,437,462	6,098,896	6,098,896	6,098,896	2,732,593
<b>Total Wastewater Fund</b>	<b>11,206,154</b>	<b>12,711,616</b>	<b>13,282,044</b>	<b>13,930,327</b>	<b>13,930,327</b>	<b>13,930,327</b>	<b>10,193,339</b>
Solid Waste Field Operations	13,374	12,974	25,644	37,370	37,370	37,370	31,201
Post Closure Operations	53,898	22,494	127,470	155,890	155,890	155,890	160,230
General Program Operations	172,175	198,102	207,004	221,803	221,803	221,803	239,952
Solid Waste Construction	1,382,288	1,392,859	1,541,976	1,467,848	1,467,848	1,467,848	1,506,848
<b>Total Solid Waste Fund</b>	<b>1,621,735</b>	<b>1,626,429</b>	<b>1,902,094</b>	<b>1,882,911</b>	<b>1,882,911</b>	<b>1,882,911</b>	<b>1,938,231</b>
Street & Drainage Maintenance	1,044,084	1,118,521	1,327,022	1,351,069	1,351,069	1,351,069	1,356,683
Customer Service	52,766	168,834	175,053	179,866	179,866	179,866	183,157
General Program Operations	2,462,619	2,596,263	2,086,680	2,179,991	2,179,991	2,179,991	1,981,493
Street Lighting	0	0	367,100	385,500	385,500	385,500	395,200
Transportation Projects	11,164,092	11,322,577	11,744,699	12,475,201	12,475,201	12,475,201	4,530,886
<b>Total Streets Utility Fund</b>	<b>14,723,561</b>	<b>15,206,195</b>	<b>15,700,554</b>	<b>16,571,627</b>	<b>16,571,627</b>	<b>16,571,627</b>	<b>8,447,419</b>
Storm Water Maintenance	0	0	0	0	0	0	0
Customer Service	0	0	0	0	0	0	0
General Program Operations	10,563	10,563	146,563	0	0	0	0
Stormwater & Open Space Projects	923,116	631,303	344,549	407,310	407,310	407,310	174,578
<b>Total Storm Water Utility Fund</b>	<b>933,679</b>	<b>641,866</b>	<b>491,112</b>	<b>407,310</b>	<b>407,310</b>	<b>407,310</b>	<b>174,578</b>
Garage	1,056,852	1,108,819	1,670,892	1,700,713	1,700,713	1,700,713	1,103,057
Equipment Replacement	4,048,833	4,404,463	3,672,008	3,840,283	3,840,283	3,840,283	2,977,903
Information Technology	652,595	769,073	897,143	850,592	850,592	850,592	893,117
Property Management	779,443	836,838	838,194	952,244	952,244	952,244	899,570
Engineering	924,004	906,756	912,826	1,125,308	1,125,308	1,125,308	1,019,119
Community Development Mgmt.	1,168,160	1,166,270	1,247,059	1,165,449	1,165,449	1,165,449	1,156,212
Insurance	4,260,476	4,621,655	5,030,024	5,280,373	5,280,373	5,280,373	5,290,746
<b>Total Support Services Funds</b>	<b>12,890,363</b>	<b>13,813,874</b>	<b>14,268,146</b>	<b>14,914,962</b>	<b>14,914,962</b>	<b>14,914,962</b>	<b>13,339,724</b>
<b>Total All Funds</b>	<b>104,415,194</b>	<b>107,434,784</b>	<b>114,268,520</b>	<b>118,876,804</b>	<b>118,876,804</b>	<b>119,848,804</b>	<b>88,741,451</b>

Operating Budget Summary of Resources by Program & Source for Fiscal Year 2017 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	392,165	448,633	0	1,150,503	1,255,346	218,053	3,464,700
Current Revenues										
Property Taxes	0	16,792,871	0	0	0	0	0	0	0	16,792,871
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	284,020	10,000	0	0	0	2,500	296,520
Fines & Forfeitures	0	131,000	0	10,000	0	0	0	0	0	141,000
Revenue From Other Agencies	0	751,283	3,600	0	2,101,100	0	0	0	17,000	2,872,983
Use of Assets	0	0	0	2,250	3,500	0	12,000	3,000	900	21,650
Fees & Charges	0	40,450	0	196,020	954,100	0	6,806,750	6,148,500	160,230	14,306,050
Other Revenue	0	143,950	22,725	2,550	4,000	0	37,100	42,000	27,700	280,025
Direct Charges for Service	0	0	0	0	0	0	11,000	11,900	0	22,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	220,300	191,300	660,900	395,200	0	0	0	5,000	1,472,700
<b>Total Current Revenues</b>	<b>0</b>	<b>18,079,854</b>	<b>217,625</b>	<b>1,155,740</b>	<b>3,467,900</b>	<b>0</b>	<b>6,866,850</b>	<b>6,205,400</b>	<b>213,330</b>	<b>36,206,699</b>
Total Prog. Gen. Res.	0	18,079,854	217,625	1,547,905	3,916,533	0	8,017,353	7,460,746	431,383	39,671,399
General Support Resources	8,610,942	1,313,650	1,916,451	1,016,774	0	0	0	0	0	12,857,817
<b>Total Resources</b>	<b>8,610,942</b>	<b>19,393,504</b>	<b>2,134,076</b>	<b>2,564,679</b>	<b>3,916,533</b>	<b>0</b>	<b>8,017,353</b>	<b>7,460,746</b>	<b>431,383</b>	<b>52,529,216</b>
General Support Resources										
Beginning Balance	7,859,338									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,390,810									
Fees in Lieu of Franchise	584,913									
Licenses & Permits	6,940									
Fines & Forfeitures	0									
Revenue From Other Agencies	940,316									
Use of Assets	70,500									
Fees & Charges	0									
Other Revenue	5,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,998,479									
<b>Total General Support Resources</b>	<b>12,857,817</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget Summary of Requirements by Program & Major Object for Fiscal Year 2017 Projected										
	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	15,035,522	634,136	948,731	716,153	0	1,545,429	1,360,303	19,706	20,259,980
Materials and Supplies	25,600	413,686	143,175	35,100	73,862	0	505,377	388,880	6,420	1,592,100
Contractual Services	391,200	2,136,438	983,081	705,727	1,004,567	0	1,022,349	1,358,116	105,495	7,706,973
Direct Charges for Services	190,598	43,171	170,912	436,298	391,537	0	403,810	467,787	45,210	2,149,323
Capital Outlay	0	18,000	9,000	0	0	0	71,000	50,000	0	148,000
Indirect Charges	27,000	1,746,687	193,772	211,281	179,000	0	364,890	372,330	17,720	3,112,680
<b>Operating Expenditures</b>	<b>634,398</b>	<b>19,393,504</b>	<b>2,134,076</b>	<b>2,337,137</b>	<b>2,365,119</b>	<b>0</b>	<b>3,912,855</b>	<b>3,997,416</b>	<b>194,551</b>	<b>34,969,056</b>
Other Requirements										
Debt Service	0	0	0	0	0	0	504,420	491,063	0	995,483
Transfers Out	1,060,200	0	0	5,000	1,139,000	0	2,460,000	1,853,000	0	6,517,200
<b>Total Other Expenditures</b>	<b>1,060,200</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>1,139,000</b>	<b>0</b>	<b>2,964,420</b>	<b>2,344,063</b>	<b>0</b>	<b>7,512,683</b>
Contingencies	2,000,000	0	0	222,194	412,414	0	1,140,078	1,119,267	236,832	5,130,785
Ending Balance	4,916,344	0	0	348	0	0	0	0	0	4,916,692
<b>Total Requirements</b>	<b>8,610,942</b>	<b>19,393,504</b>	<b>2,134,076</b>	<b>2,564,679</b>	<b>3,916,533</b>	<b>0</b>	<b>8,017,353</b>	<b>7,460,746</b>	<b>431,383</b>	<b>52,529,216</b>

Operating Budget Summary of Resources by Program & Source for Fiscal Year 2016 Adopted										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	589,972	662,426	0	2,136,390	1,738,431	208,823	5,336,042
Current Revenues										
Property Taxes	0	16,494,350	0	0	0	0	0	0	0	16,494,350
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	284,020	10,000	0	0	0	2,500	296,520
Fines & Forfeitures	0	131,000	0	10,000	0	0	0	0	0	141,000
Revenue From Other Agencies	0	730,784	3,600	0	2,095,600	0	0	0	15,000	2,844,984
Use of Assets	0	0	0	2,250	3,500	0	12,000	11,500	650	29,900
Fees & Charges	0	40,450	0	196,020	935,400	0	6,674,750	6,027,600	155,890	14,030,110
Other Revenue	0	143,950	22,725	2,550	4,000	0	36,900	42,000	27,200	279,325
Direct Charges for Service	0	0	0	0	0	0	11,000	11,900	0	22,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	214,700	185,700	641,500	385,500	0	0	0	5,000	1,432,400
<b>Total Current Revenues</b>	<b>0</b>	<b>17,755,234</b>	<b>212,025</b>	<b>1,136,340</b>	<b>3,434,000</b>	<b>0</b>	<b>6,734,650</b>	<b>6,093,000</b>	<b>206,240</b>	<b>35,571,489</b>
Total Prog. Gen. Res.	0	17,755,234	212,025	1,726,312	4,096,426	0	8,871,040	7,831,431	415,063	40,907,531
General Support Resources	11,699,406	1,384,719	1,889,632	1,040,844	0	0	0	0	0	16,014,601
<b>Total Resources</b>	<b>11,699,406</b>	<b>19,139,953</b>	<b>2,101,657</b>	<b>2,767,156</b>	<b>4,096,426</b>	<b>0</b>	<b>8,871,040</b>	<b>7,831,431</b>	<b>415,063</b>	<b>56,922,132</b>
General Support Resources										
Beginning Balance	10,309,254									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,351,544									
Fees in Lieu of Franchise	573,444									
Licenses & Permits	6,940									
Fines & Forfeitures	0									
Revenue From Other Agencies	925,919									
Use of Assets	70,500									
Fees & Charges	772,000									
Other Revenue	5,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	5,705,347									
<b>Total General Support Resources</b>	<b>16,014,601</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget Summary of Requirements by Program & Major Object for Fiscal Year 2016 Adopted										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	14,713,670	632,096	932,105	723,501	0	1,537,584	1,343,561	18,962	19,901,479
Materials and Supplies	25,400	476,011	137,250	36,450	74,462	0	483,127	387,180	6,420	1,626,300
Contractual Services	1,443,200	2,146,730	963,325	729,744	979,338	0	966,524	1,347,536	103,366	8,679,763
Direct Charges for Services	188,968	41,589	168,981	434,786	383,192	0	396,922	458,055	50,312	2,122,805
Capital Outlay	0	38,000	9,000	0	0	0	61,500	13,400	0	121,900
Indirect Charges	27,000	1,723,953	191,005	211,906	177,300	0	354,710	373,640	17,950	3,077,464
<b>Operating Expenditures</b>	<b>1,684,568</b>	<b>19,139,953</b>	<b>2,101,657</b>	<b>2,344,991</b>	<b>2,337,793</b>	<b>0</b>	<b>3,800,367</b>	<b>3,923,372</b>	<b>197,010</b>	<b>35,529,711</b>
Other Requirements										
Debt Service	0	0	0	0	0	0	507,170	933,713	0	1,440,883
Transfers Out	2,155,500	0	0	30,000	1,310,000	0	3,413,000	1,719,000	0	8,627,500
<b>Total Other Expenditures</b>	<b>2,155,500</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>1,310,000</b>	<b>0</b>	<b>3,920,170</b>	<b>2,652,713</b>	<b>0</b>	<b>10,068,383</b>
Contingencies	2,000,000	0	0	367,115	448,633	0	1,150,503	1,255,346	218,053	5,439,650
Ending Balance	5,859,338	0	0	25,050	0	0	0	0	0	5,884,388
<b>Total Requirements</b>	<b>11,699,406</b>	<b>19,139,953</b>	<b>2,101,657</b>	<b>2,767,156</b>	<b>4,096,426</b>	<b>0</b>	<b>8,871,040</b>	<b>7,831,431</b>	<b>415,063</b>	<b>56,922,132</b>

Operating Budget Summary of Resources by Program & Source for Fiscal Year 2016 Approved										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	589,972	662,426	0	2,136,390	1,738,431	208,823	5,336,042
Current Revenues										
Property Taxes	0	16,494,350	0	0	0	0	0	0	0	16,494,350
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	284,020	10,000	0	0	0	2,500	296,520
Fines & Forfeitures	0	131,000	0	10,000	0	0	0	0	0	141,000
Revenue From Other Agencies	0	730,784	3,600	0	2,095,600	0	0	0	15,000	2,844,984
Use of Assets	0	0	0	2,250	3,500	0	12,000	11,500	650	29,900
Fees & Charges	0	40,450	0	196,020	935,400	0	6,674,750	6,027,600	155,890	14,030,110
Other Revenue	0	143,950	22,725	2,550	4,000	0	36,900	42,000	27,200	279,325
Direct Charges for Service	0	0	0	0	0	0	11,000	11,900	0	22,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	214,700	185,700	641,500	385,500	0	0	0	5,000	1,432,400
<b>Total Current Revenues</b>	<b>0</b>	<b>17,755,234</b>	<b>212,025</b>	<b>1,136,340</b>	<b>3,434,000</b>	<b>0</b>	<b>6,734,650</b>	<b>6,093,000</b>	<b>206,240</b>	<b>35,571,489</b>
Total Prog. Gen. Res.	0	17,755,234	212,025	1,726,312	4,096,426	0	8,871,040	7,831,431	415,063	40,907,531
General Support Resources	10,727,406	1,384,719	1,889,632	1,040,844	0	0	0	0	0	15,042,601
<b>Total Resources</b>	<b>10,727,406</b>	<b>19,139,953</b>	<b>2,101,657</b>	<b>2,767,156</b>	<b>4,096,426</b>	<b>0</b>	<b>8,871,040</b>	<b>7,831,431</b>	<b>415,063</b>	<b>55,950,132</b>
General Support Resources										
Beginning Balance	10,109,254									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,351,544									
Fees in Lieu of Franchise	573,444									
Licenses & Permits	6,940									
Fines & Forfeitures	0									
Revenue From Other Agencies	925,919									
Use of Assets	70,500									
Fees & Charges	0									
Other Revenue	5,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,933,347 *									
<b>Total General Support Resources</b>	<b>15,042,601</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget Summary of Requirements by Program & Major Object for Fiscal Year 2016 Approved										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	14,713,670	632,096	932,105	723,501	0	1,537,584	1,343,561	18,962	19,901,479
Materials and Supplies	25,400	476,011	137,250	36,450	74,462	0	483,127	387,180	6,420	1,626,300
Contractual Services	471,200	2,146,730	963,325	729,744	979,338	0	966,524	1,347,536	103,366	7,707,763
Direct Charges for Services	188,968	41,589	168,981	434,786	383,192	0	396,922	458,055	50,312	2,122,805
Capital Outlay	0	38,000	9,000	0	0	0	61,500	13,400	0	121,900
Indirect Charges	27,000	1,723,953	191,005	211,906	177,300	0	354,710	373,640	17,950	3,077,464
<b>Operating Expenditures</b>	<b>712,568</b>	<b>19,139,953</b>	<b>2,101,657</b>	<b>2,344,991</b>	<b>2,337,793</b>	<b>0</b>	<b>3,800,367</b>	<b>3,923,372</b>	<b>197,010</b>	<b>34,557,711</b>
Other Requirements										
Debt Service	0	0	0	0	0	0	507,170	933,713	0	1,440,883
Transfers Out	2,155,500	0	0	30,000	1,310,000	0	3,413,000	1,719,000	0	8,627,500
<b>Total Other Expenditures</b>	<b>2,155,500</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>1,310,000</b>	<b>0</b>	<b>3,920,170</b>	<b>2,652,713</b>	<b>0</b>	<b>10,068,383</b>
Contingencies	2,000,000	0	0	367,115	448,633	0	1,150,503	1,255,346	218,053	5,439,650
Ending Balance	5,859,338	0	0	25,050	0	0	0	0	0	5,884,388
<b>Total Requirements</b>	<b>10,727,406</b>	<b>19,139,953</b>	<b>2,101,657</b>	<b>2,767,156</b>	<b>4,096,426</b>	<b>0</b>	<b>8,871,040</b>	<b>7,831,431</b>	<b>415,063</b>	<b>55,950,132</b>

Operating Budget Summary of Resources by Program & Source for Fiscal Year 2016 Recommended										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	589,972	662,426	0	2,136,390	1,738,431	208,823	5,336,042
Current Revenues										
Property Taxes	0	16,494,350	0	0	0	0	0	0	0	16,494,350
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	284,020	10,000	0	0	0	2,500	296,520
Fines & Forfeitures	0	131,000	0	10,000	0	0	0	0	0	141,000
Revenue From Other Agencies	0	730,784	3,600	0	2,095,600	0	0	0	15,000	2,844,984
Use of Assets	0	0	0	2,250	3,500	0	12,000	11,500	650	29,900
Fees & Charges	0	40,450	0	196,020	935,400	0	6,674,750	6,027,600	155,890	14,030,110
Other Revenue	0	143,950	22,725	2,550	4,000	0	36,900	42,000	27,200	279,325
Direct Charges for Service	0	0	0	0	0	0	11,000	11,900	0	22,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	214,700	185,700	641,500	385,500	0	0	0	5,000	1,432,400
<b>Total Current Revenues</b>	<b>0</b>	<b>17,755,234</b>	<b>212,025</b>	<b>1,136,340</b>	<b>3,434,000</b>	<b>0</b>	<b>6,734,650</b>	<b>6,093,000</b>	<b>206,240</b>	<b>35,571,489</b>
Total Prog. Gen. Res.	0	17,755,234	212,025	1,726,312	4,096,426	0	8,871,040	7,831,431	415,063	40,907,531
General Support Resources	10,727,406	1,384,719	1,889,632	1,040,844	0	0	0	0	0	15,042,601
<b>Total Resources</b>	<b>10,727,406</b>	<b>19,139,953</b>	<b>2,101,657</b>	<b>2,767,156</b>	<b>4,096,426</b>	<b>0</b>	<b>8,871,040</b>	<b>7,831,431</b>	<b>415,063</b>	<b>55,950,132</b>
General Support Resources										
Beginning Balance	10,109,254									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,351,544									
Fees in Lieu of Franchise	573,444									
Licenses & Permits	6,940									
Fines & Forfeitures	0									
Revenue From Other Agencies	925,919									
Use of Assets	70,500									
Fees & Charges	0									
Other Revenue	5,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,933,347	*								
<b>Total General Support Resources</b>	<b>15,042,601</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget Summary of Requirements by Program & Major Object for Fiscal Year 2016 Recommended										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	14,713,670	632,096	932,105	723,501	0	1,537,584	1,343,561	18,962	19,901,479
Materials and Supplies	25,400	476,011	137,250	36,450	74,462	0	483,127	387,180	6,420	1,626,300
Contractual Services	471,200	2,146,730	963,325	729,744	979,338	0	966,524	1,347,536	103,366	7,707,763
Direct Charges for Services	188,968	41,589	168,981	434,786	383,192	0	396,922	458,055	50,312	2,122,805
Capital Outlay	0	38,000	9,000	0	0	0	61,500	13,400	0	121,900
Indirect Charges	27,000	1,723,953	191,005	211,906	177,300	0	354,710	373,640	17,950	3,077,464
<b>Operating Expenditures</b>	<b>712,568</b>	<b>19,139,953</b>	<b>2,101,657</b>	<b>2,344,991</b>	<b>2,337,793</b>	<b>0</b>	<b>3,800,367</b>	<b>3,923,372</b>	<b>197,010</b>	<b>34,557,711</b>
Other Requirements										
Debt Service	0	0	0	0	0	0	507,170	933,713	0	1,440,883
Transfers Out	2,155,500	0	0	30,000	1,310,000	0	3,413,000	1,719,000	0	8,627,500
<b>Total Other Expenditures</b>	<b>2,155,500</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>1,310,000</b>	<b>0</b>	<b>3,920,170</b>	<b>2,652,713</b>	<b>0</b>	<b>10,068,383</b>
Contingencies	2,000,000	0	0	367,115	448,633	0	1,150,503	1,255,346	218,053	5,439,650
Ending Balance	5,859,338	0	0	25,050	0	0	0	0	0	5,884,388
<b>Total Requirements</b>	<b>10,727,406</b>	<b>19,139,953</b>	<b>2,101,657</b>	<b>2,767,156</b>	<b>4,096,426</b>	<b>0</b>	<b>8,871,040</b>	<b>7,831,431</b>	<b>415,063</b>	<b>55,950,132</b>

Operating Budget Summary of Resources by Program & Source for Fiscal Year 2015 Budget										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	630,061	687,503	10,563	1,913,280	1,933,582	187,406	5,362,395
Current Revenues										
Property Taxes	0	15,480,030	0	0	0	0	0	0	0	15,480,030
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	308,700	10,000	0	0	0	2,500	321,200
Fines & Forfeitures	0	200,800	0	7,700	0	0	0	0	0	208,500
Revenue From Other Agencies	0	672,304	3,600	0	1,994,752	0	0	0	15,000	2,685,656
Use of Assets	0	0	0	2,500	3,500	0	12,000	11,500	650	30,150
Fees & Charges	0	234,000	0	210,240	890,000	0	5,597,750	5,845,600	127,470	12,905,060
Other Revenue	0	144,300	23,325	4,550	3,000	0	36,750	42,000	22,092	276,017
Direct Charges for Service	0	0	0	0	0	0	20,400	11,900	0	32,300
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	234,800	205,800	710,700	367,100	136,000	0	0	5,000	1,659,400
<b>Total Current Revenues</b>	<b>0</b>	<b>16,966,234</b>	<b>232,725</b>	<b>1,244,390</b>	<b>3,268,352</b>	<b>136,000</b>	<b>5,666,900</b>	<b>5,911,000</b>	<b>172,712</b>	<b>33,598,313</b>
Total Prog. Gen. Res.	0	16,966,234	232,725	1,874,451	3,955,855	146,563	7,580,180	7,844,582	360,118	38,960,708
General Support Resources										
Beginning Balance	11,500,665	1,239,585	1,711,618	962,036	0	0	0	0	0	15,413,904
<b>Total Resources</b>	<b>11,500,665</b>	<b>18,205,819</b>	<b>1,944,343</b>	<b>2,836,487</b>	<b>3,955,855</b>	<b>146,563</b>	<b>7,580,180</b>	<b>7,844,582</b>	<b>360,118</b>	<b>54,374,612</b>
General Support Resources										
Beginning Balance	9,885,764									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,115,500									
Fees in Lieu of Franchise	568,500									
Licenses & Permits	6,940									
Fines & Forfeitures	0									
Revenue From Other Agencies	864,700									
Use of Assets	71,500									
Fees & Charges	891,000									
Other Revenue	10,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	5,528,140	*								
<b>Total General Support Resources</b>	<b>15,413,904</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget Summary of Requirements by Program & Major Object for Fiscal Year 2015 Budget										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	13,941,868	615,043	938,438	691,585	0	1,473,360	1,299,976	18,440	18,978,710
Materials and Supplies	21,800	403,886	133,250	34,600	65,762	0	482,527	373,530	6,420	1,521,775
Contractual Services	1,368,900	2,133,558	848,248	642,446	973,538	0	958,678	1,352,808	85,274	8,363,450
Direct Charges for Services	185,763	39,250	156,332	418,999	388,160	0	398,018	444,850	31,330	2,062,702
Capital Outlay	0	48,000	15,800	0	0	0	82,250	17,400	0	163,450
Indirect Charges	27,000	1,639,257	175,670	205,577	175,600	0	349,130	366,690	14,230	2,953,154
<b>Operating Expenditures</b>	<b>1,603,463</b>	<b>18,205,819</b>	<b>1,944,343</b>	<b>2,240,060</b>	<b>2,294,645</b>	<b>0</b>	<b>3,743,963</b>	<b>3,855,254</b>	<b>155,694</b>	<b>34,043,241</b>
Other Requirements										
Debt Service	0	0	0	0	0	146,205	504,770	941,963	0	1,592,938
Transfers Out	2,029,700	0	0	5,000	1,201,952	0	2,224,177	1,782,392	0	7,243,221
<b>Total Other Expenditures</b>	<b>2,029,700</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>1,201,952</b>	<b>146,205</b>	<b>2,728,947</b>	<b>2,724,355</b>	<b>0</b>	<b>8,836,159</b>
Contingencies	1,792,000	0	0	507,242	459,258	358	1,107,270	1,264,973	204,424	5,335,525
Ending Balance	6,075,502	0	0	84,185	0	0	0	0	0	6,159,687
<b>Total Requirements</b>	<b>11,500,665</b>	<b>18,205,819</b>	<b>1,944,343</b>	<b>2,836,487</b>	<b>3,955,855</b>	<b>146,563</b>	<b>7,580,180</b>	<b>7,844,582</b>	<b>360,118</b>	<b>54,374,612</b>

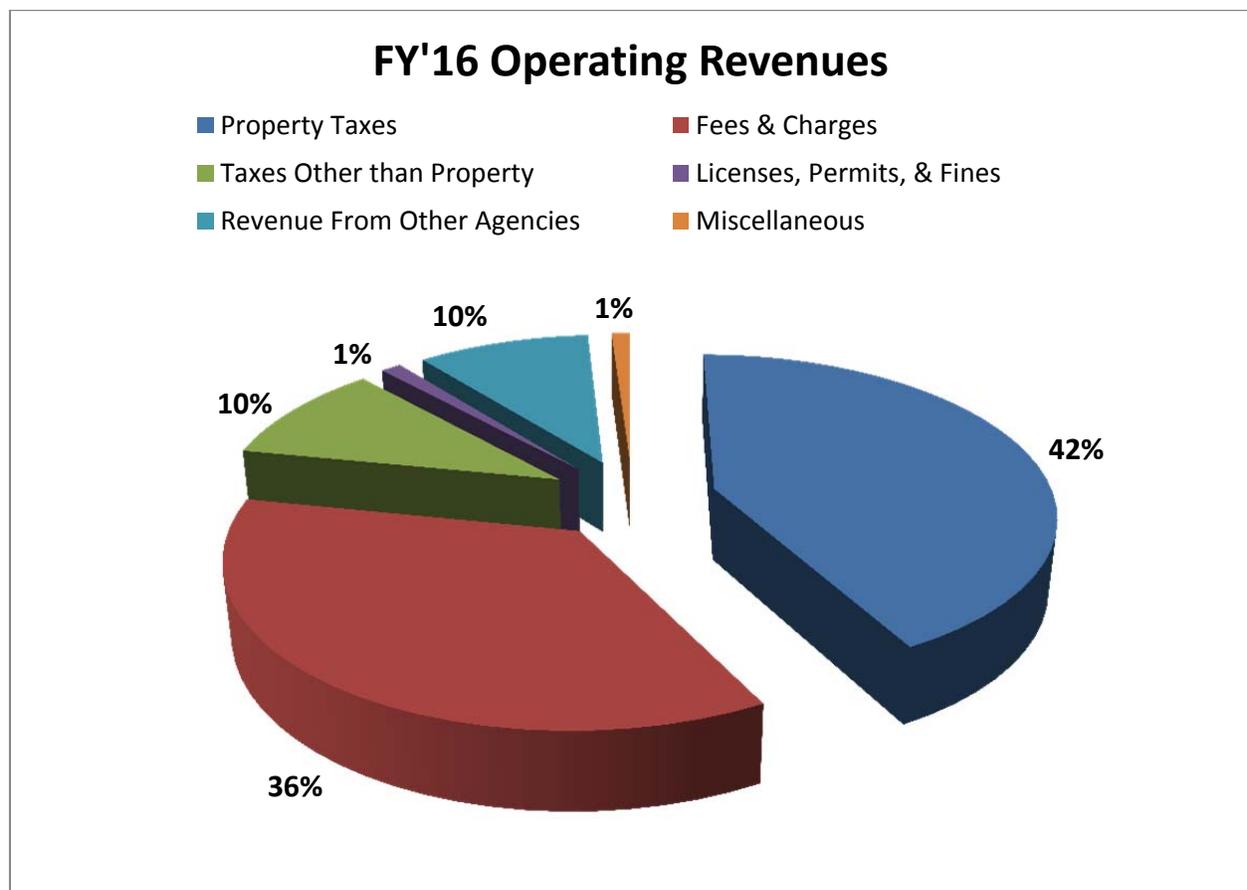
Operating Budget Summary of Resources by Program & Source for Fiscal Year 2014 Actual										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	593,984	891,013	10,563	2,465,633	1,836,455	113,579	5,911,227
Current Revenues										
Property Taxes	0	15,100,860	0	0	0	0	0	0	0	15,100,860
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	355,882	8,715	0	0	0	2,720	367,317
Fines & Forfeitures	0	214,572	0	9,351	0	0	0	0	0	223,923
Revenue From Other Agencies	0	663,897	3,600	0	2,073,418	0	0	0	11,000	2,751,915
Use of Assets	0	0	0	3,283	4,483	0	15,270	26,002	918	49,956
Fees & Charges	0	263,592	0	247,154	901,729	0	5,570,929	5,917,304	79,753	12,980,461
Other Revenue	0	115,626	32,175	8,566	4,260	0	58,074	34,990	20,600	274,291
Direct Charges for Service	0	0	0	0	0	0	11,025	12,077	0	23,102
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	190,499	155,509	538,174	0	0	205	0	5,000	889,387
<b>Total Current Revenues</b>	<b>0</b>	<b>16,549,046</b>	<b>191,284</b>	<b>1,162,410</b>	<b>2,992,605</b>	<b>0</b>	<b>5,655,503</b>	<b>5,990,373</b>	<b>119,991</b>	<b>32,661,212</b>
Total Prog. Gen. Res.	0	16,549,046	191,284	1,756,394	3,883,618	10,563	8,121,136	7,826,828	233,570	38,572,439
General Support Resources	13,732,205	479,880	1,584,691	781,406	0	0	0	0	0	16,578,182
<b>Total Resources</b>	<b>13,732,205</b>	<b>17,028,926</b>	<b>1,775,975</b>	<b>2,537,800</b>	<b>3,883,618</b>	<b>10,563</b>	<b>8,121,136</b>	<b>7,826,828</b>	<b>233,570</b>	<b>55,150,621</b>
General Support Resources										
Beginning Balance	11,807,366									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,250,789									
Fees in Lieu of Franchise	558,902									
Licenses & Permits	8,915									
Fines & Forfeitures	0									
Revenue From Other Agencies	867,429									
Use of Assets	79,438									
Fees & Charges	0									
Other Revenue	5,343									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,770,816	*								
<b>Total General Support Resources</b>	<b>16,578,182</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget Summary of Requirements by Program & Major Object for Fiscal Year 2014 Actual										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	13,190,079	573,640	892,664	561,162	0	1,227,188	1,216,643	10,560	17,671,936
Materials and Supplies	13,047	309,144	120,994	39,687	65,631	0	432,162	372,630	1,869	1,355,164
Contractual Services	1,179,397	1,991,741	770,690	449,777	519,418	0	888,961	1,256,361	51,529	7,107,874
Direct Charges for Services	159,958	21,570	137,161	340,789	375,327	0	392,391	427,173	23,108	1,877,477
Capital Outlay	0	0	12,292	1,197	10,000	0	53,225	558	744	78,016
Indirect Charges	35,067	1,516,392	161,198	172,273	153,170	0	309,115	345,526	8,781	2,701,522
<b>Operating Expenditures</b>	<b>1,387,469</b>	<b>17,028,926</b>	<b>1,775,975</b>	<b>1,896,387</b>	<b>1,684,708</b>	<b>0</b>	<b>3,303,042</b>	<b>3,618,891</b>	<b>96,591</b>	<b>30,791,989</b>
Other Requirements										
Debt Service	0	0	0	0	801	0	506,624	939,362	0	1,446,787
Transfers Out	1,181,339	0	0	5,000	1,307,438	0	1,333,000	1,034,000	0	4,860,777
<b>Total Other Expenditures</b>	<b>1,181,339</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>1,308,239</b>	<b>0</b>	<b>1,839,624</b>	<b>1,973,362</b>	<b>0</b>	<b>6,307,564</b>
Contingencies	0	0	0	0	0	0	0	0	0	0
Ending Balance	11,163,397	0	0	636,413	890,671	10,563	2,978,470	2,234,575	136,979	18,051,068
<b>Total Requirements</b>	<b>13,732,205</b>	<b>17,028,926</b>	<b>1,775,975</b>	<b>2,537,800</b>	<b>3,883,618</b>	<b>10,563</b>	<b>8,121,136</b>	<b>7,826,828</b>	<b>233,570</b>	<b>55,150,621</b>

Operating Budget										
Summary of Resources by Program & Source for Fiscal Year 2013 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	477,368	685,007	10,563	1,429,081	1,636,013	112,483	4,350,515
Current Revenues										
Property Taxes	0	14,969,837	0	0	0	0	0	0	0	14,969,837
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	366,451	13,674	0	0	0	2,580	382,705
Fines & Forfeitures	0	252,478	0	7,805	0	0	0	0	0	260,283
Revenue From Other Agencies	0	779,788	3,600	3,100	1,982,677	0	0	239,638	11,000	3,019,803
Use of Assets	0	0	0	3,149	2,789	0	10,109	8,794	652	25,493
Fees & Charges	0	244,533	0	251,585	866,377	0	4,826,670	4,858,821	90,187	11,138,173
Other Revenue	0	75,998	34,273	16,495	8,945	0	28,863	49,925	17,545	232,044
Direct Charges for Service	0	0	0	0	0	0	14,180	19,495	0	33,675
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	615,198	165,511	625,999	0	0	0	0	5,000	1,411,708
<b>Total Current Revenues</b>	<b>0</b>	<b>16,937,832</b>	<b>203,384</b>	<b>1,274,584</b>	<b>2,874,462</b>	<b>0</b>	<b>4,879,822</b>	<b>5,176,673</b>	<b>126,964</b>	<b>31,473,721</b>
Total Prog. Gen. Res.	0	16,937,832	203,384	1,751,952	3,559,469	10,563	6,308,903	6,812,686	239,447	35,824,236
General Support Resources	13,503,934	(331,844)	1,436,822	812,230	0	0	0	0	0	15,421,142
<b>Total Resources</b>	<b>13,503,934</b>	<b>16,605,988</b>	<b>1,640,206</b>	<b>2,564,182</b>	<b>3,559,469</b>	<b>10,563</b>	<b>6,308,903</b>	<b>6,812,686</b>	<b>239,447</b>	<b>51,245,378</b>
General Support Resources										
Beginning Balance	10,446,858									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,083,017									
Fees in Lieu of Franchise	520,488									
Licenses & Permits	7,238									
Fines & Forfeitures	0									
Revenue From Other Agencies	910,707									
Use of Assets	78,857									
Fees & Charges	0									
Other Revenue	3,977									
Loan Repayment	370,000									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,974,284 *									
<b>Total General Support Resources</b>	<b>15,421,142</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2013 Actual										
	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans- portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	185,085	12,733,456	594,551	910,164	540,057	0	1,273,013	1,336,643	10,052	17,583,021
Materials and Supplies	22,703	345,229	125,830	21,410	55,606	0	417,288	351,910	1,388	1,341,364
Contractual Services	337,742	1,957,007	717,401	441,530	483,800	0	785,640	1,148,621	59,795	5,931,536
Direct Charges for Services	130,651	37,500	48,132	413,930	263,024	0	445,221	330,578	29,743	1,698,779
Capital Outlay	0	15,037	5,182	0	0	0	62,509	24,542	13,448	120,718
Indirect Charges	18,492	1,474,729	149,110	178,164	134,266	0	298,868	329,070	11,442	2,594,141
<b>Operating Expenditures</b>	<b>694,673</b>	<b>16,562,958</b>	<b>1,640,206</b>	<b>1,965,198</b>	<b>1,476,753</b>	<b>0</b>	<b>3,282,539</b>	<b>3,521,364</b>	<b>125,868</b>	<b>29,269,559</b>
Other Requirements										
Debt Service	0	0	0	0	856	0	36,404	492,015	0	529,275
Transfers Out	1,001,895	43,030	0	5,000	1,190,847	0	524,327	962,852	0	3,727,951
<b>Total Other Expenditures</b>	<b>1,001,895</b>	<b>43,030</b>	<b>0</b>	<b>5,000</b>	<b>1,191,703</b>	<b>0</b>	<b>560,731</b>	<b>1,454,867</b>	<b>0</b>	<b>4,257,226</b>
Contingencies	0	0	0	0	0	0	0	0	0	0
Ending Balance	11,807,366	0	0	593,984	891,013	10,563	2,465,633	1,836,455	113,579	17,718,593
<b>Total Requirements</b>	<b>13,503,934</b>	<b>16,605,988</b>	<b>1,640,206</b>	<b>2,564,182</b>	<b>3,559,469</b>	<b>10,563</b>	<b>6,308,903</b>	<b>6,812,686</b>	<b>239,447</b>	<b>51,245,378</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, which are of course linked not only to new development but can be impacted by a down turn in the overall market value, many annual fee changes are linked to national CPI-U changes and the largest component 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**

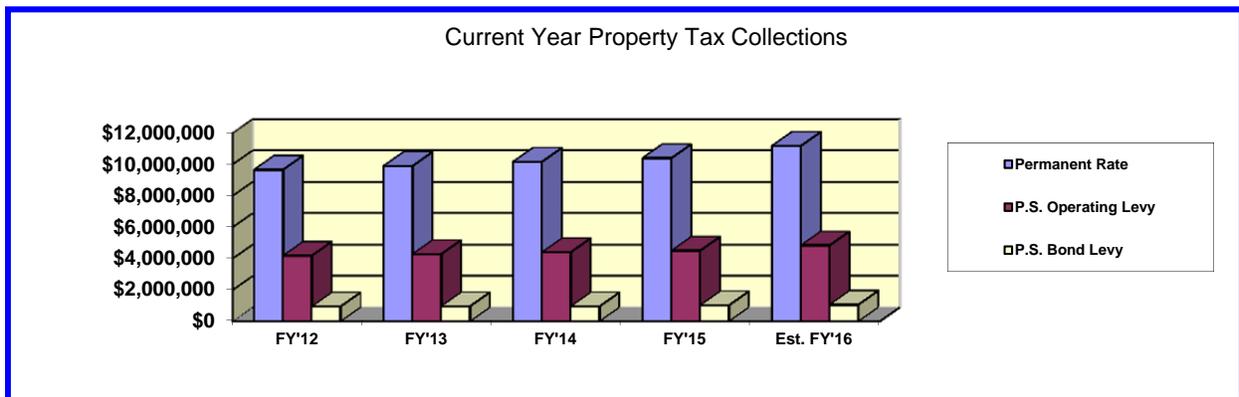
The compilation of this one-year operating budget and second year budget projection reflects the key revenue sources outlined below. At the end of this “Key Revenue Details” section is a recap of major revenues and the basis of estimate used.

**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’16 budget close to 85% 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.

In November of 2013 the levy was renewed at the same rate of \$1.79 per \$1,000 of assessed valuation for a period of four years starting in FY’15 and this levy will contribute close to \$5.0 million to the Public Safety resources required for operations next year. 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 an additional reliance on the General Fund budgeted at \$1.4 million this year.

This budget reflects the use of resources other than property taxes to support Public Safety for the short-term, a necessity in order to provide a similar level of service as directed by the City Council. The estimated combined tax rate for the permanent levy, the Public Safety Levy, and the Public Safety Bonded Debt will be similar to the rate in recent years at an estimated \$6.3232/\$1,000 assessed valuation. 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 facilities can change slightly from year to year.



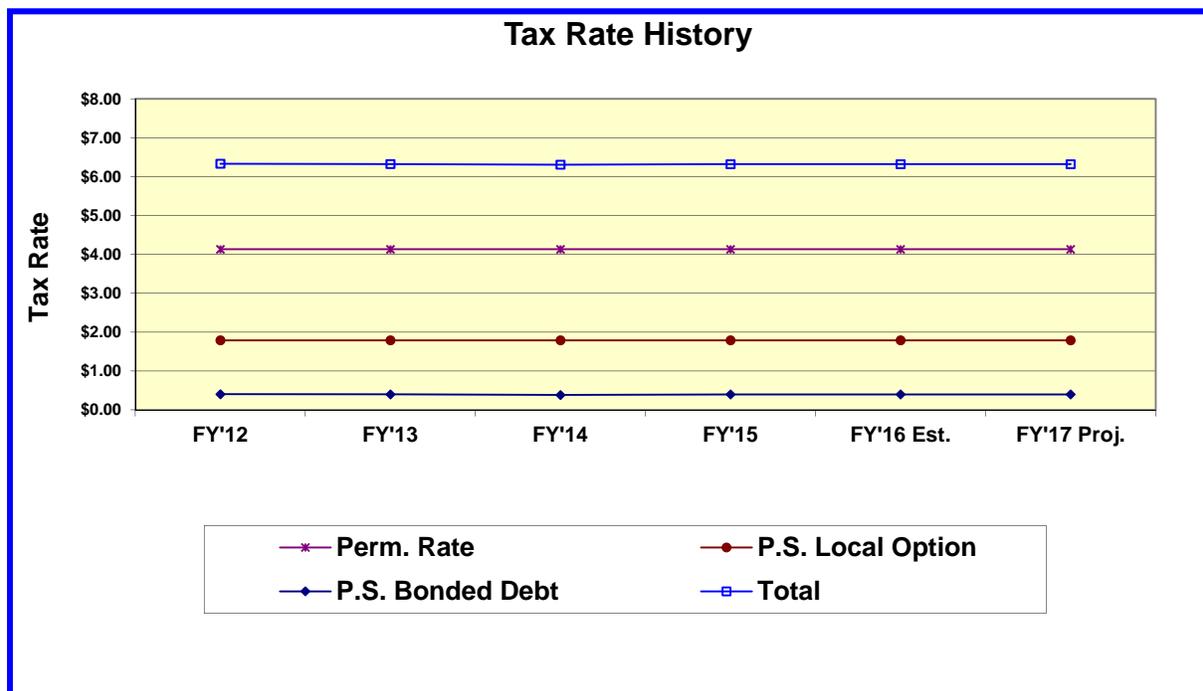
Grants Pass’ total taxable values continue to increase slightly, partially the result of moderate amounts of new construction and partially a small increase in assessed values on existing properties. Increases in assessed valuation on existing properties is generally capped at 3% per year, but due to significant declines in real market values and in some cases assessed values,

certain properties could see assessments increase more than 3% in a given year if the property market sees significant and continued increases in the future. This 3% annual restriction in the past has resulted in assessed valuations being significantly lower than true market value, and on average they are still below total market values.

Total assessed values rose approximately 3.66% in FY'15 and are estimated to increase about 6.2% in FY'16 due in part to a large annexation approved in November of 2014, new construction, and a modest amount of projected assessed value increases on existing properties. The annexation alone will add about 3.7% to assessed values for FY'16. 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**

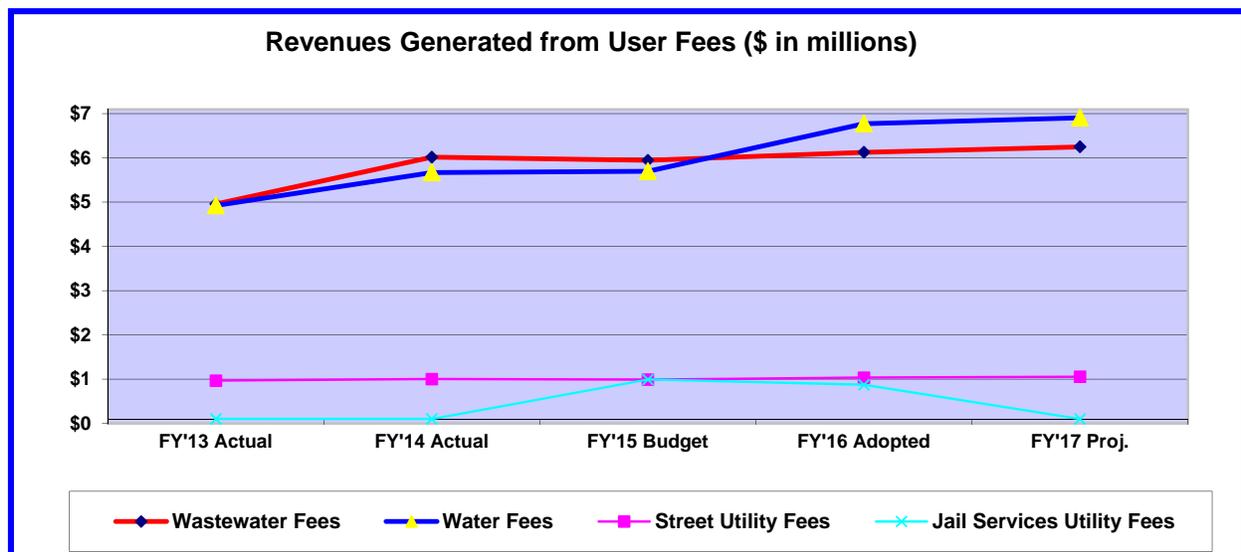
This budget document includes the resources that the voters authorized through passage of the Four-Year Public Safety Levy in November of 2013. The approved levy provides an estimated \$5.0 million in FY'16 for City Public Safety operations. While all property taxes are dedicated to Public Safety, the temporary local option levy was set to expire June 30, 2014 before the vote on the new levy. The overwhelming support for the Public Safety Levy in this last election demonstrates the community's desire for quality services. Therefore, the current fiscal year budget, the FY'16 budget, and the FY'17 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 \$3.07 million in FY'16 and this is the second largest revenue source for the General Fund. This amount is relatively stable from year to year, but due to the recession and less use of traditional utilities such as land-based phone lines, the revenue projection is built around mostly stable or flat local economic growth to be conservative. The total amount is increasing slightly more than normal this year due to the annexation approved in the current fiscal year that added close to 4% to the City's population and to the City's developed properties. When the City annexes properties, many of whom are already being served by one or more City utility or other services, new revenues are provided from telephone, electric, gas, garbage, and cable television services as well as increases from state gas tax revenues and other state revenue sharing amounts. Diminished growth in land based telephones compared to cell phones has resulted in an adverse impact on telecommunications franchise fees, but most other franchise revenue sources are relatively stable and in many cases increasing slightly as user rates and charges for those services increase. Historical trends, proposed rate increases or decreases by the utilities, and additional consumers, are taken into consideration when estimating franchise fee revenues. Fee changes such as the rate changes implemented by Pacific Power and Avista in the last year is the primary reason franchise revenues are projected to be up more than what the annexation alone will contribute to total revenues. Costs and revenues such as the franchise/ROW taxes both increase as the City serves a larger area and a higher population.

**User Fees and Charges**



Revenue estimates for Utility user fees:

	Wastewater	Water	Street	Jail Services
Actual FY'13	\$4,858,823	\$4,826,670	\$866,378	\$0
Actual FY'14	5,917,305	5,571,134	901,743	0
Budget FY'15	5,845,600	5,597,750	890,000	891,000
Adopted FY'16	6,027,600	6,674,750	935,400	772,000

The foregoing chart reflects revenue estimates for wastewater, water, street, and the new Jail Services Utility fee that began during FY'15. Sewer fees are showing an increase since FY'13 due largely to the Redwood Sanitary Sewer Service District that was consolidated with the City of Grants Pass Wastewater utility at the end of FY'13. Water revenues reflect the proactive steps taken by Council in 2012 to increase rates and better prepare for major capital project funding needs coming up in the short-term and intermediate-term. Recognizing that the City was facing a bond offering in the short-term for a new reservoir and much higher dollar infrastructure needs in the next 5-10 years, Council increased water rates by phasing in increases to base rates on January 1, 2013 and January 1, 2014. The full effect of this change is now being seen in FY'15 along with slightly higher water revenues and water use due to hot and dry conditions in the peak summer demand periods. Otherwise, increases are largely a result of consumer price index changes applied to all of the utility rates each January 1<sup>st</sup>.

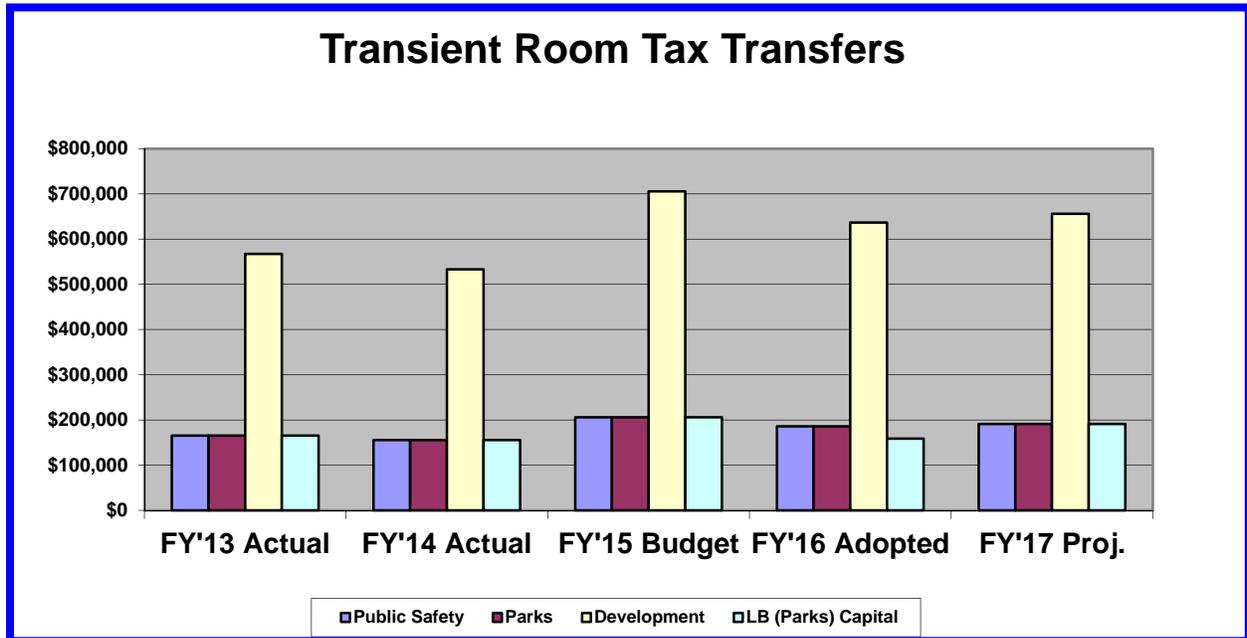
### **Revenues from Other Agencies**

Revenues from other agencies are generally on track with estimates for FY'15 and projected to be close to flat in FY'15. There are not many grants that support ongoing operations and in this budget most of the grants are related to capital projects and not operating revenues. Revenues from the State of Oregon for Liquor Tax, Cigarette Tax, and Revenue Sharing, which make up the largest share of revenue from other agencies in the General Fund, are projected to increase slightly in FY'16 due to a higher population after the 2014 annexation. State Gas Tax is projected to provide intergovernmental revenue of \$2.095 million in FY'16 for the Transportation/Streets maintenance and projects, up close to \$100,000 due largely to a higher population after the recent annexation. Per capita estimates for 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.

### **Transfers In**

Transient Room Tax revenues are distributed among Development (which includes Tourism), Public Safety, and Parks as well as the Lands and Building Capital program for use in parks projects. Percentage distributions from the Transient Room Tax Fund are projected at approximately \$1.2 million, of which approximately \$1.0 million will be directed to operations and almost \$200,000 will be directed to Parks Capital projects. The combined total is down slightly from the FY'15 transfer budget but only because there were more funds carried over from previous years for one-time distributions in FY'15. Current year transient room tax revenues have increased slightly each year for a number of years now. While there are many

factors, including weather, the cost of travel, forest fires, etc. that affect tourism in our region, we believe that Grants Pass tourism will continue to hold its own compared to peers in spite of current economic conditions and projections of limited growth in tourism nationwide. Our tourism is supported by growing out-of-town participation in community events like “Boatnik,” “Back to the 50’s,” “Art along the Rogue,” and perhaps by our proximity to California tourists, many of which elect to visit our region instead of more distant destinations.



## FY'16 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 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	\$16,494,350	92.9%	5 year historical trends, new construction estimate from Building division together with information from Josephine County Assessor's office
General	Development	<b>Permits &amp; Licenses</b>	\$284,020	23.3%	Estimated # of residential, industrial and commercial building permits issued
General	Policy & Legislation	<b>Taxes other than Property</b> (Right of Way, Franchise, & Business Taxes)	\$3,351,594	58.74%	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 the City receives monthly distributions	\$2,095,600	61.0%	Historical growth trends together with per capita revenue projections received from state
Transportation	Transportation	<b>Street Utility Fees</b> (monthly City utility bill)	\$935,400	27.2%	Current accounts plus CPI
Water	Water	<b>User Fees &amp; Charges</b> (monthly City utility bill)	\$6,674,750	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)	\$5,997,000	98.4%	Historical growth in # of accounts together with projected housing starts

**Property Tax Analysis**

		<i>Actual FY'13</i>	<i>Actual FY'14</i>	<i>Budget FY'15</i>	<i>Adopted FY'16</i>	<i>Projected FY'17</i>
Assessed Value-Taxable Base	(a)	\$2,560,620,162	\$2,624,936,968	\$2,720,898,957	\$2,889,958,000	\$2,943,857,000
Permanent Tax Rate *	(b)	4.1335	4.1335	4.1335	4.1335	4.1335
Anticipated Levy from Permanent Tax Rate (a) x (b) + Tax Roll Corrections	(c)	10,584,705	10,852,957	11,246,836	11,945,641	12,168,433
Public Safety Local Option Tax*	(d)	1.79	1.79	1.79	1.79	1.79
Anticipated Levy on Taxable Base from Local Option Tax (a) x (d)	(e)	4,583,512	4,698,638	4,870,411	5,173,025	5,269,504
Public Safety Estimated Debt Rate*	(f)	0.4015	0.3857	0.3997	0.3916	0.3978
Anticipated Levy for Bonded Debt	(g)	1,028,089	1,012,439	1,087,544	1,131,658	1,171,123
Total Anticipated Taxes Lines (c) + (e) + (g)	(h)	\$16,196,306	\$16,564,034	\$17,204,791	\$18,250,324	\$18,609,060

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

	<i>Tax Certification</i>	<i>Collections</i>	<i>Rate</i>
<b><u>FY'13 Actual</u></b>			
Permanent Rate Revenues	\$10,584,705	\$9,893,387	4.1335
Public Safety Operating Levy	4,583,512	4,284,302	1.7900
Public Safety Bonded Debt	1,028,089	960,980	0.4015
Total Actual	\$16,196,306	\$15,138,669	6.3250

<b><u>FY'14 Actual</u></b>			
Permanent Rate Revenues	\$10,852,957	\$10,147,515	4.1335
Public Safety Operating Levy	4,698,638	4,393,227	1.7900
Public Safety Bonded Debt	1,012,439	946,630	0.3857
Total Estimated	\$16,564,034	\$15,487,372	6.3092

<b><u>FY'15 Budget</u></b>			
Permanent Rate Revenues	\$11,246,836	\$10,515,792	4.1335
Public Safety Operating Levy	4,870,411	4,553,834	1.7900
Public Safety Bonded Debt	1,087,544	1,016,854	0.3997
Total Estimated	\$17,204,791	\$16,086,480	6.3232

<b><u>FY'16 Adopted</u></b>			
Permanent Rate Revenues	11,945,641	\$11,169,174	4.1335
Public Safety Operating Levy	5,173,025	4,836,778	1.7900
Public Safety Bonded Debt	1,131,658	1,058,100	0.3916
Total Estimated	\$18,250,324	\$17,064,052	6.3151

<b><u>FY'17 Projected</u></b>			
Permanent Rate Revenues	12,168,433	\$11,377,485	4.1335
Public Safety Operating Levy	5,269,504	4,926,986	1.7900
Public Safety Bonded Debt	1,171,123	1,095,000	0.3978
Total Estimated	\$18,609,060	\$17,399,471	6.3213

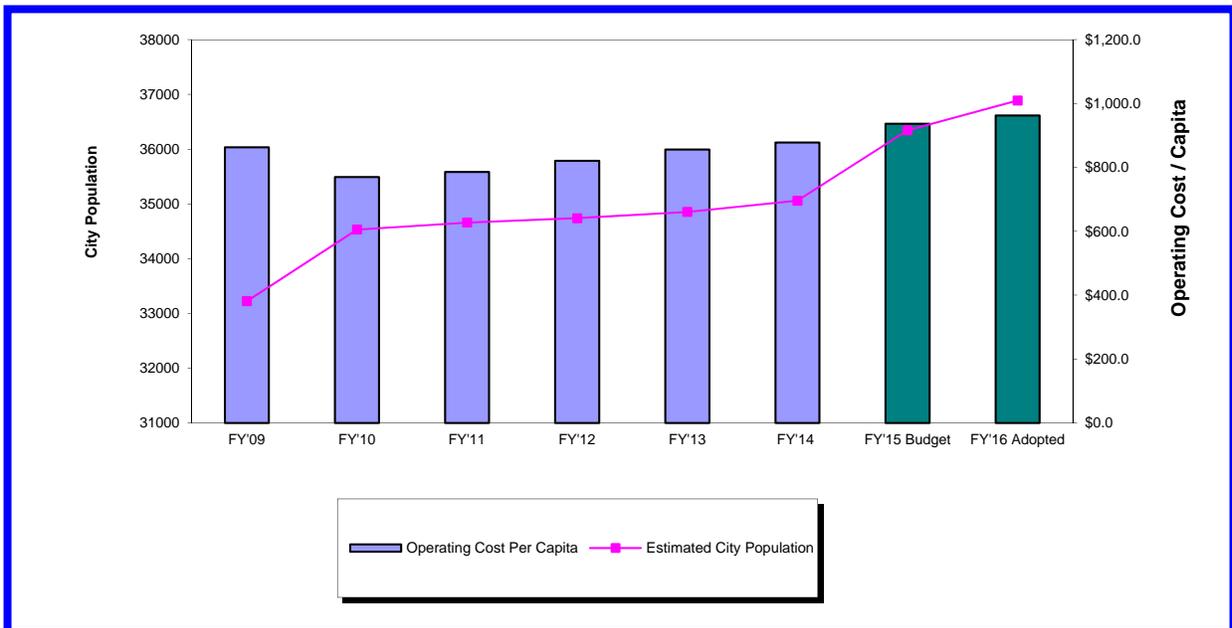
**OPERATING COST TRENDS**

This year’s operating budget is increasing by approximately \$1.5 million or 4.4% of the total revised operating budget for FY’15. As discussed in the budget message, the primary factors in changes include added staffing in the Public Safety Police Division, market study wage and salary adjustments, changes to health insurance rates, and increased utility and water costs in Parks and other operating divisions.

**Operating costs per capita less than inflation**

Due to growth in the total adopted operational budget this year in line with population increases, the increase over the years is expected to stay less than inflation on average when measured on a per capita basis. 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.

Over a longer time period, it is important to manage expenses to ensure the cost per capita of operations, for a full service City such as Grants Pass, do not increase more than the rate of inflation. This ensures growth is being managed appropriately and within reasonable resources. The graph and table below show representation of operating costs per capita, including budget numbers for FY’15 and FY’16. Actual numbers for FY’15 and FY’16 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.



Using Fiscal 2006 as the base year, the total cost per citizen of providing all the basic City services (Police, Fire, Water, Wastewater, Transportation, Legislation, Parks, Development, and Other Services) has not exceeded inflation for actual results as measured by the national CPI index 10-year average through FY'13. Using the average inflation rate of 2.27% in the last decade and using FY'06 as the base year, the FY'16 budget estimated operating costs per capita are close to the compounded effect of inflation since 2006 and actual results after the next budget year is finished should continue to be below inflation (since budgets are never fully spent). The jump from actual to budget is always not an even comparison since budgets are not fully spent, and a new jail services contract for close to \$1 million per year paid out of the general fund starting in FY'14 is partially why there is an even larger jump between the most recent actual year and the FY'15 / FY'16 budget periods.

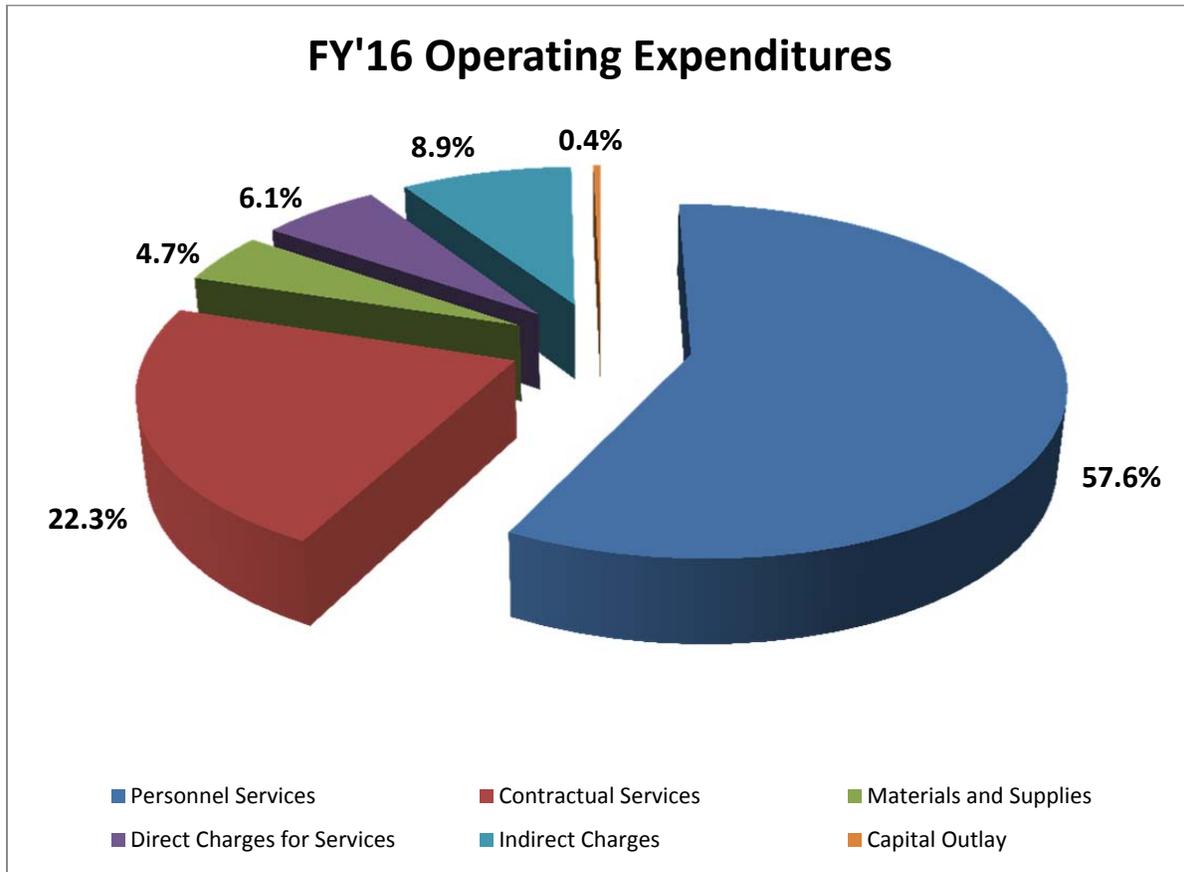
	<b><u>FY'12 *</u></b>	<b><u>FY'13 *</u></b>	<b><u>FY'14</u></b>	<b><u>FY'15 Budget</u></b>	<b><u>FY'16 Adopted</u></b>
Estimated City Population	34,740	34,855	35,060	36,345	36,890
Operating Cost	\$28,510,070	\$29,850,463	\$30,791,989	\$34,043,241	\$35,529,711
<b>Actual Op. Cost / Capita</b>	<b>\$821</b>	<b>\$856</b>	<b>\$878</b>	<b>\$937</b>	<b>\$963</b>
Cost / Capita If Matched Avg. Inflation	\$865	\$884	\$904	\$925	\$946
<b>* Costs include RSSSD costs before consolidated in FY'14</b>					

Growth in revenues and expenditures per capita will never exactly match the national or regional consumer price index; however the budgeted FY'16 operating expenditure increase compared to the previous year's budget is slightly under recently reported CPI figures.

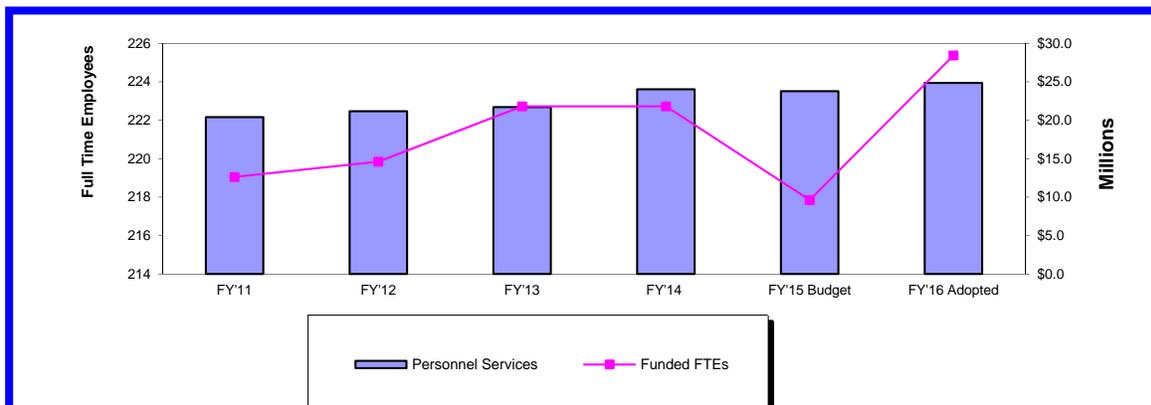
In some cases, such as in the City operated Water and Wastewater utilities, certain major expenses such as electricity are tending to rise faster than nationally reported inflation figures. Increased mandated and contractual obligations for personnel costs and items such as energy costs continue to have an effect on budgets throughout City governmental and utility operations. While nationally reported CPI changes remain in the 1.0% to 2.0% range, the cost of electricity has increased much more than 50% in the last decade. Other types of energy costs such as fuel have risen significantly in recent years and the state mandated costs of the PERS system are increasing over time. Without revenue increases to match the increased costs of providing services, these budget pressures are going to grow more acute and while the City of Grants Pass is not unique in this regard, the further out we look at our budget forecast in coming years the more limited our financial flexibility becomes.

**Operating Costs by Classification Category**

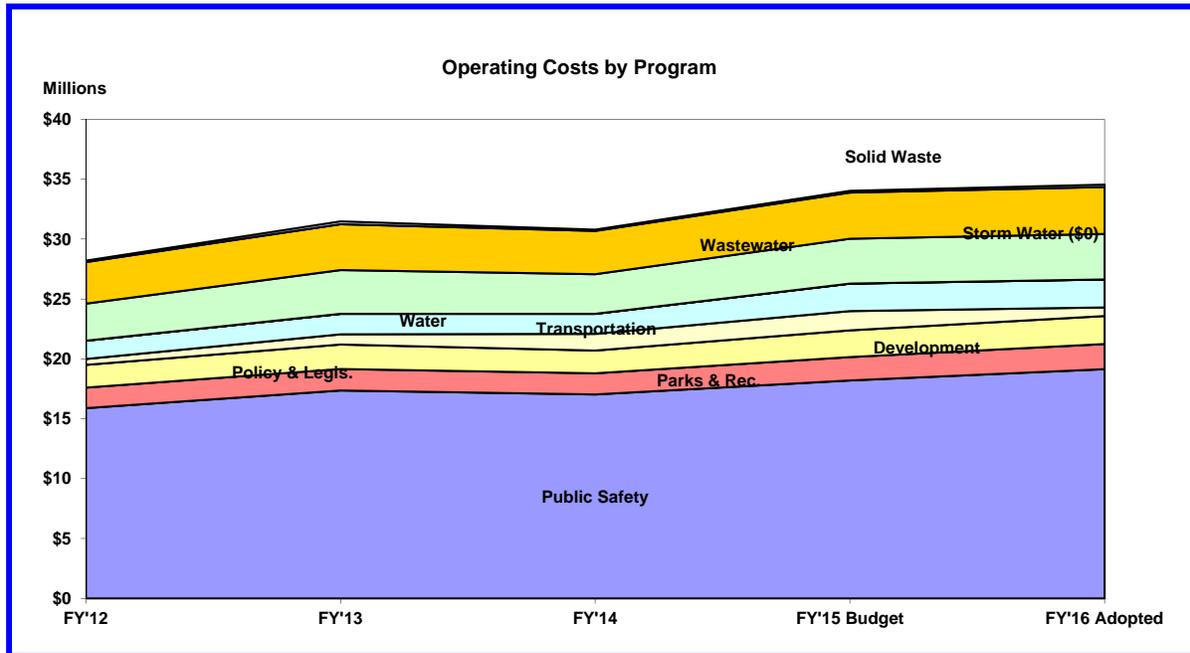
As you can see from the following chart, public service is about people serving people. Fifty-seven percent of the City’s operating expenditures are personnel costs. This is followed by contractual services at 22.3%.



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, General Accounting, Accounts Payable and Receivables, Utilities Billing, Payroll, Human Resources, and General Programs), Insurance, Benefits, and Information Technology. Use of these funds helps in identifying the true cost of program operations and can centralize specific operations to help reduce expenses and increase efficiencies. 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.

Personnel services is showing an increase of close to \$0.9 million largely due to the staffing additions in Public Safety and other smaller changes such as market salary adjustments and higher health insurance costs. Internally billed PERS rates will be relatively stable during the next few years and more information on the City’s participation in the Oregon Public Employee Retirement System (PERS) can be found in the separate budget book section right before the appendix.

**Staffing Changes**

The FY’16 staffing changes are mainly due to recommendations from the Public Safety PAVE (Performance Audit, Visioning and Enhancement) project completed in 2014. During goal setting Council identified several of the audit staffing recommendations as a priority. This budget reflects the addition of one Sergeant, two police officers, two dispatchers and one call taker. Additionally, the budget includes certain staffing additions in Human Resources by 0.35 (Office Assistant increased 0.10 and Personnel Technician increased 0.25) and an increase of 0.075 to an Office Assistant in Parks and Community Development. The net

difference in funded positions for FY'16 with all of these changes is an increase of 6.425 funded FTE (Full Time Equivalent positions).

As a result of reductions in revenue, reduction in service needs, or efficiencies found through regular operational reviews, positions that do not have funding included in the Budget are shown below. Should activity significantly increase during the fiscal year in any of the City's departments, a supplemental budget could be brought before the Council that would recognize the staffing needs for the unanticipated increase in service demand and/or revenues.

<b>Summary of FY'16 Unfunded Personnel Positions</b>			
Activity	Program	Title	# of Positions
Finance	Administrative Services	Accounting Tech (1.5)	2.50
	Fleet	Assistant Finance Director	
Wastewater	Wastewater Treatment	Utility Worker	2.00
Parks & Community Development	Support	Office Assistant	1.00
Planning	Development	Planner III	7.00
		Department Support Tech	
		Associate Planner (2) Assistant Planner (3)	
Building	Development	Residential Building Insp.	5.00
		Plans Examiner II (2)	
		Office Assistant I Building Inspector I	
Engineering	Support	Utility Engineer Engineering Technician	2.00
Parks	Parks	Urban Forester (0.5)	0.50
Streets	Transportation	Urban Forester	0.50
		<b>Total</b>	<b>20.50</b>

## Staff Allocation

<i>Department/Activity</i>	Budget FY'13	Budget FY'14	Budget FY'15	Recommend FY'16	Adopted FY'16	Projected FY'17
<b>Administration</b>						
<i>Management</i>	6.975	4.575	5.075	5.075	5.075	5.075
<i>Legal</i>	2.550	2.500	2.500	2.500	2.500	2.500
<i>Information Services</i>	5.900	6.050	5.700	5.700	5.700	5.700
<i>General Insurance</i>	0.350	0.350	0.350	0.350	0.350	0.350
<i>Economic</i>	1.000	1.000	1.000	1.000	1.000	1.000
<i>Tourism Promotion</i>	1.850	1.825	0.075	0.075	0.075	0.075
<i>Downtown</i>	1.550	1.525	1.675	2.075	2.075	2.075
<i>Property Management</i>	2.100	2.050	2.400	2.000	2.000	2.000
	22.275	19.875	18.775	18.775	18.775	18.775
<b>Parks &amp; Community Develop.</b>						
<i>Management</i>	10.000	10.650	10.650	9.725	9.725	9.725
<i>Engineering</i>	7.500	7.500	7.500	8.500	8.500	8.500
<i>Planning</i>	11.000	10.900	10.900	11.000	11.000	11.000
<i>Building &amp; Safety</i>	7.000	7.100	7.100	7.000	7.000	7.000
<i>Park Maintenance</i>	8.200	7.050	7.050	7.050	7.050	7.050
<i>Aquatics</i>	0.400	0.350	0.350	0.350	0.350	0.350
<i>Recreation</i>	0.150	0.150	0.150	0.150	0.150	0.150
	44.250	43.700	43.700	43.775	43.775	43.775
<b>Finance</b>						
<i>Finance</i>	16.000	17.250	17.300	17.050	17.050	17.050
<i>Garage Operations</i>	3.050	3.000	2.950	3.950	3.950	3.950
<i>Equipment</i>	0.700	0.750	0.750	0.000	0.000	0.000
	19.750	21.000	21.000	21.000	21.000	21.000
<b>Human Resources</b>						
<i>Human Resources</i>	2.855	3.080	3.030	3.280	3.280	3.280
<i>Workers</i>	0.370	0.445	0.595	0.695	0.695	0.695
	3.225	3.525	3.625	3.975	3.975	3.975
<b>Public Works</b>						
<i>Water Treatment</i>	6.460	6.460	6.460	6.460	6.460	6.460
<i>Water Distribution</i>	8.800	8.800	8.800	8.800	8.800	8.800
<i>Wastewater Collection</i>	5.660	5.660	5.660	5.660	5.660	5.660
<i>Wastewater Treatment</i>	9.210	9.210	10.460	10.460	10.460	10.460
<i>JO-GRO™</i>	4.310	4.310	0.000	0.000	0.000	0.000
<i>Capital Projects</i>	1.000	1.000	1.000	1.000	1.000	1.000
<i>Solid Waste</i>	0.100	0.100	0.160	0.160	0.160	0.160
<i>Storm Water</i>	0.000	0.000	0.000	0.000	0.000	0.000
<i>Street Maintenance</i>	8.060	8.060	8.060	8.060	8.060	8.060
	43.600	43.600	40.600	40.600	40.600	40.600
<b>Public Safety</b>						
<i>Police Division</i>	80.000	55.250	55.250	57.650	57.650	57.650
<i>Support Division</i>	31.875	24.700	24.700	28.000	28.000	28.000
<i>Fire Rescue Division</i>	0.000	31.800	31.800	32.100	32.100	32.100
	111.875	111.750	111.750	117.750	117.750	117.750
<b>Total</b>	244.975	243.450	239.450	245.875	245.875	245.875
<b>Unfunded</b>	(22.300)	(20.700)	(21.600)	(20.500)	(20.500)	(20.500)
<b>Net Funded Positions</b>	222.675	222.750	217.850	225.375	225.375	225.375

**Other Key Expenditure Details**

Materials & supplies are budgeted to be up slightly for the next year while contractual services are budgeted for a significant decrease in total due to removing the temporary contract with Josephine County for jail services. The capital outlay classification within operating budgets is minimal as compared to capital project fund appropriations and any purchase in operations for equipment or otherwise that is a tangible asset with a useful life of more than two years and a price of more than \$5,000 is considered a capital asset and capital purchase. Direct charges for services and indirect charges for services come mainly from Internal Service Funds that provide services and pay for certain costs that apply to all operational programs. There are minimal changes in direct and indirect charges. Internal Service Funds include Fleet, Engineering, Property Management, Information Technology, Administrative Services, and others.

Operating transfers out are up \$1.4 million in FY'16. One of the largest contribution factors is the Water Fund and Wastewater Fund increasing the contribution to upcoming capital needs. Transfers out of the General Fund to Capital funds are also increasing by a small amount due to identified savings from the previous year that can be used to bolster high priority capital project funding. This is in response to projects in the Strategic Plan that require capital resources and matching up available one time resources with one time capital expenditures. Following this section is the Capital Budget Summary.

**Capital allocations**

The General Fund FY'16 capital transfer allocation follows the same methodology used in the previous year budget allocations. What follows is a brief description of this capital project funding allocation method specific to the General Fund.

In Fiscal 2010, the General Fund achieved the targeted budgetary fund balance policy of 30% to 40% of annual expenditures by ending the year near the middle of that target range. This range was set to avoid having to borrow funds between July and November/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. This leaves the General Fund with a 5% minimum contingency and the necessary 30% minimum carryover balance from year to year. This also follows policy suggestions to match up one time resources with one time expenditures.

Once those savings are identified and in the bank from previously closed fiscal periods, they can then be appropriated for the highest priority capital purposes or partially saved for future periods to help reduce the potential need to increase property tax or other fees. The Council, Budget Committee, and Citizens can continue to help prioritize these capital expenditures after the fiscal year is closed and the actual savings amounts (if any) are known. Therefore, the bulk of the amount budgeted to be transferred to high priority capital projects in the FY'15 budget related to the actual savings in FY13 and the bulk of the General Fund capital transfers in this budget relate to actual General Fund savings in FY'14.

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

As long as General Fund operating divisions continue to spend 4-6% less than adopted operating budgets each year on average, the General Fund should end FY'16 with a budgetary fund balance of at least 35% to 40% of annual General Fund operating expenditures, a balance in line with the City's Financial Policies. Assuming the City's real estate market values don't decline significantly from where they are today, this should be a General Fund balance sufficient to keep the same property tax rates and similar operating service levels for at least the next three years during the term of the voter approved Public Safety Levy. This was by design in the financial planning for the levy terms. However, if recent savings trends do not continue, or unanticipated financial needs surface, transfers to

capital projects may need to be reduced significantly in future years in order to keep the General Fund balance within financial policy guidelines.

Under proper financial and budgeting policies of matching one-time resources with one-time expenditures to maintain a sustainable budget, the adopted budget allocates capital to certain City-wide information technology, Public Works and other high-priority Parks and other projects found in the Council's adopted Strategic Plan and Work Plan for 2015-16. This year, almost \$1.0 million was budgeted to be transferred to Transportation Capital, Water Capital, Wastewater Capital, and other Public Works related project needs to match Public Works capital contributions more closely with annual fee in lieu of franchise tax revenues from City owned utilities and to take on a high priority street project on Terry Lane. While most of the Parks related capital facility needs will be accommodated by restricted funding sources such as grants and the Transient Room Tax-LB capital allocation, smaller parks projects such as working with School District 7 to construct school/parks projects has been included in General Fund capital transfers.

Real efficiencies and effectiveness measures will be impacted by information technology projects ongoing today and continued in the FY'16 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 staffing needs in the future. The use of technology across various operations to increase efficiencies was a big theme in the budgets in the last few years and continues to be a prominent consideration in the adopted FY'16 budget along with a growing list of high priority Public Works infrastructure capital projects.

### **Operating Transfers to Capital Projects**

	<b>FY'13</b>	<b>FY'14</b>	<b>FY'15 Budget</b>	<b>FY'16 Adopted</b>
Transportation	1,190,847	1,307,438	1,201,952	1,310,000
Water	524,327	1,333,000	2,224,177	3,413,000
Wastewater	951,750	1,034,000	1,782,392	1,719,000

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). Each of the three utility systems noted above has annual depreciation costs of nearly \$1 million or more per year and in the near term these funds are close to or in excess to the minimum capital transfer.

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. Utility and SDC rate studies are on the horizon for the Water and Wastewater utilities in coming years as large plant infrastructure projects are beginning in the next year that will require adjustments to user rates. 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.

For example, the two relatively new Public Safety stations built through a general obligation bond about 6 years ago have operational impacts that are addressed through the budget process. Beginning in FY'07 additional personnel were planned and budgeted to staff the two new public safety stations. In FY'08 there were additional hires, and though not directly related, there were other Public Safety positions approved in the FY'09 budget. Salary and benefits together with the associated costs of equipment, uniforms, and operating supplies have been incorporated into the operating budget for Public Safety each year. The City weighs the total cost (the capital cost and the on-going operational cost) against the anticipated benefits when evaluating capital projects.

Continuing the operation and maintenance all of the City's Public Safety facilities throughout this next fiscal year were among the key purposes of the 2010 local option levy election and the levy election in November 2013 that was a renewal of this levy at the same rate. The resources historically provided by voter approved levy funds are so significant that the face of Public Safety and of the City as a whole would be dramatically different if those resources are not renewed in full in the future. But as a result of the new facilities and the levy, Police and Fire can respond to emergencies and many other non-emergency calls within recommended time frames and can continue to respond to all calls for service.

Each of the 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 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
Business Software and E-Permitting	The City's Financial Software (ERP) System is nearly 19 years old and is becoming obsolete. Newer web based systems integrated across the City's operating departments will better serve both customers and staff.	<ul style="list-style-type: none"> <li>• The total project budget is \$1.25 million including data conversion, training, and implementation costs.</li> <li>• Annual software maintenance costs are expected to increase by about \$45,000 per year with the significantly higher and advanced system capabilities and additional modules that will be used with the new system that are not in place today.</li> <li>• The Capital Project is largely funded by the general fund while the Administrative Services, PCD Management, and Information Technology Funds will pay the annual maintenance costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Newer system will create significant staffing efficiencies through avoiding duplicated administrative work and make it easier for customers to do business with the City online (there is a significant return on investment in the long-term).</li> <li>• Less training time required from a more modern web based financial software system.</li> </ul>
Fruitdale Park Restroom	The City is adding a restroom to this park because there are no existing restroom facilities at this park. The current park is used widely by youth who play soccer and play on the playground structure.	<ul style="list-style-type: none"> <li>• The one time capital cost is \$150,000 and the ongoing annual maintenance costs will add approximately \$5,000 per year.</li> <li>• Maintenance costs will impact the General Fund operating budget via the Parks Maintenance division.</li> </ul>	Will impact user satisfaction in the park and will allow more overall park use to keep up with demand.
Redundant Disk Backup System	Creating redundant IT and electronic record storage capabilities.	<ul style="list-style-type: none"> <li>• One-time cost of approximately \$80,000.</li> <li>• Ongoing annual maintenance and licensing costs will also increase slightly (paid by the Information Technology Fund).</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced risk of loss of records.</li> <li>• Reduced risk of down time in operations that rely heavily on the City's IT infrastructure.</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>

Project	Description	Future Costs Estimate	Future Savings
Water Treatment Plant Upgrade	After the recent Facility Plan Update, 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 design effort has recently started in earnest.	<ul style="list-style-type: none"> <li>• Projected maintenance cost differentials will be reviewed over the next 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>
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>• 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.

# City of Grants Pass Strategic Plan

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© City of Grants Pass

# Grants Pass Strategic Plan

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## Why a Strategic Plan

I am pleased to present the Grants Pass 2015-2016 Strategic Plan. A strategic plan helps an organization perform at a high level by defining expectations and aligning resources. It provides a clear course of action for achieving positive results. A strategic plan also provides an opportunity for Council, the community and staff to all see the routes to be taken to achieve our goals; providing an opportunity for an alignment of resources to achieve a common goal.

One thing I recognized during the strategic planning process is the secondary benefit of building stronger relations between members of Council, the community and staff. This was accomplished by involving everyone in the process of setting a course to accomplish our dreams.

This was a rewarding process that I look forward to continuing as we follow our charted course. As an organization, we are committed to the implementation of the Strategic Plan. The City's Strategic Plan will be used to establish clear staff expectations and help align department resources with common goals.

### Grants Pass Strategic Plan

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Strategic Planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"

### The Importance of Strategic Planning

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Where should City government focus its priorities? What role does the City have in addressing the community's most pressing challenges? How well is Grants Pass, as a city government, doing in its role to meet those challenges?

One way to try and answer these questions is through strategic planning. This process and how these questions are answered become our roadmap to the future.

Strategic planning provides the framework for:

- Providing the community with the means to participate in establishing the vision and direction of the City.
- Establishing a process for review of and improvement in services managed by the City.
- Establishing the foundation for budgeting appropriate resources for specific outcomes.

The Strategic Plan is not a static document or process. It must change to reflect the changing community. Updates or periodic reviews can occur annually or every other year.

## **The Planning Framework**

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City Council expressed a desire to incorporate the goals of the community in their decision making process. An important part of the strategic planning process is public input; this was done through the City holding a community goal setting forum, reports from non-profits and community organizations. The Council also received goals from their advisory committees and commissions and City departments. Council also submitted and discussed their own goals for the City along with discussions of long range issues and Council effectiveness.

## **Strategic Plan**

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The Strategic Plan demonstrates how the City intends to achieve the broader goals established through policy. The Plan encourages teamwork and establishes clear targets for what needs to be accomplished and helps a city realize the community's vision and to accomplish a city's mission.

Strategic planning is a method that puts employees, management and Council on one page around common goals and objectives. The strategic planning process begins with Council setting broad, organizational goals that will serve the City for many years. Then, objectives and actions are attached to the organizational goals.

### ***Mission of Council:***

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

### ***Vision:***

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

### ***Strategic Goals:***

Our Strategic Plan has eight goals, which reflect the City's Mission and Vision.

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

To achieve our goals we have defined specific areas of focus and activities through objectives and actions. The following is a list of the Council's highest priorities:

- Explore Police Station options
- Explore alternative funding options to property taxes that equitably allocates the cost of services
- Identify annexation areas for 2015
- Include Back to the 50s and Christmas Tree Lighting to Tourism Contract
- Tree lights downtown year-round
- Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5
- Partner with homeless/transient service providers to explore the feasibility of a centralized service delivery location which is most compatible with the community
- Add a Sergeant and two officers to establish a Special Detail
- Participate in the pursuit of a Sobering Center
- Water Treatment – Acquire portable water treatment equipment to provide drinking water if WTP is damaged and unable to produce water
- Develop gateway signage and landscaping
- Update/improve Development Code

Objectives and actions are prioritized to show weight of importance by number of asterisks (\*).

The final link to the Strategic Plan is the City's Fiscal Year Budget and Capital Improvement Program. The Budget is the document that provides the allocation of resources necessary to implement the objectives and actions in the Strategic Plan.

I look forward to reporting our success in the coming months and to next year's plan review where we can continue our focus on long range planning to extend our plan to a five-year period.



Aaron K. Cubic  
City Manager

# Mission of Council

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To represent all of the citizens by proving leadership policies, ordinances and decisions necessary to meeting citizen needs and desires.

# Council Vision

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

# Strategic Goals

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Our Strategic Plan has eight goals, which reflect the City's Mission and Vision.

- Keep Citizens Safe
- Provide Cooperative Shared Leadership Involving Council, Staff and Community
- Encourage Economic Prosperity
- Expand Tourism and Cultural Opportunities
- Promote Healthy Neighborhoods
- Facilitate Sustainable, Manageable Growth
- Maintain, Operate, and Expand our Infrastructure to Meet Community Needs
- Preserve and Enjoy our Natural Resources

# Keep Citizens Safe

## Leadership Objectives:

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- **Improve preparedness for emergencies**
- **Explore creation of a Municipal Court**
- **Enhance a safe and secure environment**
- **Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach**

## Leadership Actions:

---

### **Objective 1: Improve preparedness for emergencies.**

Action 1: Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters\*

### **Objective 2: Explore creation of a Municipal Court.\***

### **Objective 3: Enhance a safe and secure environment.**

Action 1: Participate in the pursuit of a Sobering Center\*\*\*

Action 2: Add a Sergeant and two officers to establish a Special Detail (ICMA)\*\*\*

Action 3: Fully operate public safety shift positions at the targeted service levels\*\*

Action 4: Expand use of video cameras on City grounds\*\*

Action 5: Expand use of video cameras on City grounds to all City Parking Lots\*\*

Action 6: Add a drug-sniffing canine\*\*

Action 7: Proactive neighborhood patrols\*

Action 8: Seek more grant funding for Firewise Program\*

Action 9: Increase Pro-active time for police through technology\*

Action 10: Increase lighting along railroad tracks on 4<sup>th</sup> & 9<sup>th</sup> Streets

Action 11: Expand use of community video cameras throughout the city

Action 12: Expand use of officer worn cameras

### **Objective 4: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.**

Action 1: Partner with homeless/transient service providers to explore the feasibility of a centralized service delivery location which is most compatible with the community\*\*\*

# Provide Cooperative, Shared Leadership Involving Council, Staff and Community

## *Leadership Objectives:*

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- ***Provide leadership training***
- ***Develop and implement community communication strategies***
- ***Ensure efficiency and effectiveness in City operations***
- ***Provide outstanding customer service in all areas of operations***
- ***Explore alternative funding options to property taxes that equitably allocates the cost of services***

## *Leadership Actions:*

---

### ***Objective 1: Provide leadership training.***

- Action 1: Provide opportunities for Councilor training
- Action 2: Provide opportunities for Committee training
- Action 3: Provide LEADS training

### ***Objective 2: Develop and implement community communication strategies.***

- Action 1: Hold Quarterly Town Hall meetings\*\*
- Action 2: Implement a City leadership walkabout program\*\*
- Action 3: Encourage and seek out younger generation to volunteer on City committees\*\*
- Action 4: Create/improve volunteer program and recognition\*
- Action 5: Continue to explore greater use of volunteer assistance for park maintenance\*
- Action 6: Open doors and improve communication with City, other groups and Commissions\*
- Action 7: Encourage public participation utilizing outreach forums and neighborhood watch meetings\*
- Action 8: Promote and create information programs for Cable TV with monthly frequency\*

### ***Objective 3: Ensure efficiency and effectiveness in City operations.***

- Action 1: The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value\*\*
- Action 2: Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, Refuse Haulers)\*\*
- Action 3: Improve dispatch/records operations to improve efficiency and customer service (ICMA)\*\*
- Action 4: Explore the pursuit of Lexipol as a replacement for CALEA to meet law enforcement policy/ training needs (ICMA)\*\*

## Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Action 5: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies\*
- Action 6: Proactive code enforcement\*
- Action 7: Select a new financial software program and plan for new software implementation\*
- Action 8: Continue to provide quarterly financial summary reports\*
- Action 9: Upgrade heating/cooling system in the Municipal Building\*
- Action 10: Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations\*
- Action 11: Continue progress reflecting recommendations from strategic plans developed through PAVE\*
- Action 12: Address highest priority recommendations from the 2012 Fleet Performance Audit\*
- Action 13: Address Fire Fleet Needs by exploring Wildland Fleet readiness\*
- Action 14: Utilize new CAD system for Intelligence-Led Policing (ILP) for more efficient policing and problem solving model\*
- Action 15: Dark fiber connection from City Hall to Hillcrest (high-speed, secure, emergency backup, and continuity)\*
- Action 16: Expand wireless network capabilities at City facilities\*
- Action 17: Upgrade to a redundant\replicated disk based backup system\*
- Action 18: Expand Tyler Munis system for employee self-service
- Action 19: Expand NEOGOV program for electronic notification and communication with applicants
- Action 20: Convert Clerk Aide position to that of a Records Call Taker for improved efficiency
- Action 21: Add two additional dispatchers (one possibly funded by the 911 Agency) to cut down on overtime and burn out (ICMA)
- Action 22: Explore adding an additional Wildland Suppression vehicle to address our Wildland fire risk
- Action 23: Develop timely reports from new CAD system that patrol shifts can utilize to identify crime trends in their beats and thus utilize problem oriented policing strategies
- Action 24: Create Crime Analyst position and eliminate Investigative Specialist position (ICMA)

### ***Objective 4: Provide outstanding customer service in all areas of operations.***

- Action 1: Provide centralized point of contact with standardized information\*
- Action 2: Continually build citizen trust\*

### ***Objective 5: Explore alternative funding options to property taxes that equitably allocates the cost of services.\*\****

# Encourage Economic Prosperity

## *Leadership Objectives:*

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- ***Facilitate an environment to encourage business prosperity and economic opportunities***
- ***Streamline development process***
- ***Develop an Economic Development Plan***
- ***Coordinate and collaborate partnerships to enhance economic opportunities***

## *Leadership Actions:*

---

### ***Objective 1: Facilitate an environment to encourage business prosperity and economic opportunities.***

- Action 1: Prepare funding package to resolve sewer issues in Spalding Park\*\*
- Action 2: Develop business loan program incorporating a job creation forgiveness element\*
- Action 3: Find solutions for business development and remodeling\*
- Action 4: Prepare CDBG consolidated plan under new status as an entitlement community\*
- Action 5: Encourage businesses to develop jobs in and around the City\*

### ***Objective 2: Streamline development process.***

- Action 1: Implement an E-Permitting system for building and planning\*\*\*
- Action 2: Create a fast-track land use process for job creating industrial development and building permits\*
- Action 3: Continue education and transparency of development process for applicants\*

### ***Objective 3: Develop an Economic Development Plan.***

- Action 1: Help establish a business incubator\*\*
- Action 2: Retention & expansion (grant/loan programs)\*
- Action 3: Vocational training for high school and college students focused on local industry needs\*

### ***Objective 4: Coordinate and collaborate partnerships to enhance economic opportunities.***

- Action 1: Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development\*\*\*

# Expand Tourism and Cultural Opportunities

## Leadership Objectives:

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- **Increase opportunities to promote character and community spirit**
- **Provide an environment to help preserve and enhance Grants Pass' historical assets**
- **Increase recreational and cultural opportunities**

## Leadership Actions:

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### **Objective 1: Increase opportunities to promote character and community spirit.**

- Action 1: Develop gateway signage and landscaping\*\*\*
- Action 2: Tree lights downtown year-round\*\*\*
- Action 3: Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5\*\*\*
- Action 4: Review and refresh the City's "Branding and Marketing"\*\*\*
- Action 5: Promote City Rebranding/Brand Refreshing throughout the City\*\*
- Action 6: Update/create a new CoPA Master Plan\*
- Action 7: Redwood Empire sign restoration\*
- Action 8: Exterior renovation of Visitor's Center\*

### **Objective 2: Provide an environment to help preserve and enhance Grants Pass' historical assets.**

- Action 1: Evaluate expanding the Historic District\*
- Action 2: Update historic inventory\*

### **Objective 3: Increase recreational and cultural opportunities.**

- Action 1: Include Back to 50s & Christmas Tree lighting to Tourism contract\*\*\*
- Action 2: Improve access points to the river with paved trails and kiosks containing maps and historical information\*
- Action 3: Increase role in Special Events\*

# Facilitate Sustainable, Manageable Growth

## *Leadership Objectives:*

---

- **Identify and implement appropriate sustainability practices**
- **Develop proactive solutions to community development challenges**
- **Review annexation policy and identify areas for annexation**

## *Leadership Actions:*

---

### **Objective 1: Identify and implement appropriate sustainability practices.\***

Action 1: Incorporate sustainable construction methods into Public Works construction projects as feasible\*

### **Objective 2: Develop proactive solutions to community development challenges.**

Action 1: Create generic engineered design details for carports and covered patios for use by property owners submitting building permits\*\*\*

Action 2: Develop building safety/inspection/permits processes\*\*

Action 3: Create generic fill-in-the-blanks plans for detached garages/shops for use by property owners at no charge\*\*

Action 4: Create an online permit application, inspection request, inspection results, inspection scheduling\*\*

Action 5: Review and revise Development Code\*

Action 6: Reduce barriers to development\*

Action 7: Increase customer service and satisfaction\*

Action 8: Evaluate DDA and AFD process to determine best practices for the City and property owners and clean up old DDA and AFD records on properties – possibly convert to a fee-in-lieu system\*

Action 9: Review and revise inspection policies and procedures\*

Action 10: Initiate “highway-dependent” industrial land text amendment (i.e., no mini-storage on prime industrial land)\*

### **Objective 3: Review annexation policy and identify areas for annexation.**

Action 1: Identify annexation areas for 2015\*\*\*

Action 2: Analyze/initiate charter amendment for annexation procedures\*

# Promote Healthy Neighborhoods

## Leadership Objectives:

---

- **Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek**
- **Improve trails to provide walking/biking transportation alternatives and recreation potential**

## Leadership Actions:

---

### **Objective 1: Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek.**

- Action 1: Improve dangerous/problem pedestrian crossings with improved lighting, striping and pedestrian signals\*\*\*
- Action 2: Complete Tussing Park Phase II by installing restrooms\*\*
- Action 3: Evaluate improving/expanding soccer fields through a Soccer Task Force\*\*
- Action 4: Promote local developers/contractors\*\*
- Action 5: Utilize local developers\*
- Action 6: Promote re-use of vacant properties for community gardens or use empty planter strips\*
- Action 7: Apply for Bike and/or Walk Friendly designation\*
- Action 8: Honor John Reinhart with Volunteer of the Year Award\*
- Action 9: Improve trails to provide walking/biking transportation alternatives and recreation potential\*
- Action 10: Support and improve current parks\*
- Action 11: Focus on clean-up efforts in areas of blight\*
- Action 12: Develop a vista point at the end of 8<sup>th</sup> Street\*

### **Objective 2: Improve trails to provide walking/biking transportation alternatives and recreation potential.\***

- Action 1: Add hard surface trails at Reinhart Volunteer Park and Morrison Park\*

# Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

## Leadership Objectives:

---

- **Plan and develop infrastructure**
- **Ensure water infrastructure needs are met**
- **Ensure sewer infrastructure needs are met**
- **Ensure transportation infrastructures needs are met**
- **Ensure storm facility infrastructure needs are met**
- **Ensure bicycle/pedestrian path needs are met**
- **Improve access to Municipal Building**

## Leadership Actions:

---

### **Objective 1: Plan and develop infrastructure.**

- Action 1: Explore Police Station options<sup>\*\*\*</sup>
- Action 2: Complete Sewer Master Plan<sup>\*\*\*</sup>
- Action 3: Complete Water Master Plan<sup>\*\*\*</sup>
- Action 4: Water Treatment - Acquire portable water treatment equipment to provide drinking water if WTP is damaged and unable to produce water<sup>\*\*\*</sup>
- Action 5: Comprehensive Water Treatment/Wastewater funding strategy<sup>\*\*</sup>
- Action 6: Establish SDC fees at level that promotes economic development and infrastructure<sup>\*\*</sup>
- Action 7: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites<sup>\*</sup>
- Action 8: Water Distribution and Wastewater Collection - Evaluate relocation or abandonment of old water mains that could cause considerable damage to private property if they failed<sup>\*</sup>
- Action 9: Complete Storm Drain Master Plan and consider funding option<sup>\*</sup>
- Action 10: Ensure the City's infrastructure needs are met and maintained in as timely a fashion as possible, so its cost is spread out over many years to keep the burden on residents as low as possible. (sewer, water, storm, transportation, parks, buildings)<sup>\*</sup>
- Action 11: Explore use of sales and gas tax<sup>\*</sup>
- Action 12: Downtown Hardscape Improvements<sup>\*</sup>

### **Objective 2: Ensure water infrastructure needs are met.**

- Action 1: Acquire a portable generator for remote pump stations that do not have a stationary generator onsite<sup>\*\*</sup>
- Action 2: Complete projects as part of small main replacement<sup>\*</sup>
- Action 3: Initiate the process to replace the Water Treatment Plant<sup>\*</sup>
- Action 4: Complete the update to the Water Emergency Operations Plan
- Action 5: Initiate the process of acquiring property for a new Water Treatment Plant

# Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Action 6: Complete a flow analysis of the Rogue River adjacent to the Water Treatment intake structure

## **Objective 3: Ensure sewer infrastructure needs are met.**

Action 1: Upgrade sewer lines\*

Action 2: Evaluate Wastewater Treatment Plant expansion\*

Action 3: Design and construct the necessary Webster Wastewater Pump Station No. 1 improvement project

Action 4: Initiate upgrades to the Water Restoration Plant SCADA hardware and software

## **Objective 4: Ensure transportation infrastructure needs are met.**

Action 1: Interconnect bicycles\*\*

Action 2: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council\*

Action 3: Design, bid and construct the Drury Lane project\*

Action 4: Interconnect trails\*

Action 5: Work with ODOT to construct cycle-tract on 6<sup>th</sup> Street\*

Action 6: 5<sup>th</sup> & H Street Parking lot improvements\*

Action 7: Complete Transportation Master Plan

Action 8: Complete the second five-year implementation plan for the TMDL

Action 9: Establish criteria for the installation of rectangular rapid flashing beacons (RRFBs) in Grants Pass

Action 10: Construct the Eastern Avenue road improvements

Action 11: Design the Allen Creek Road project

## **Objective 5: Ensure storm facility infrastructure needs are met.**

Action 1: Initiate the preparation of a storm water implementation plan following adoption of the Storm Water Master Plan

Action 2: Create and initiate the Storm Water utility

## **Objective 6: Ensure bicycle/pedestrian path needs are met.\***

Action 1: Provide additional resources to extend bike lane designations\*

## **Objective 7: Improve access to Municipal Building.\***

Action 1: Municipal seismic improvement project (Council Chambers)\*

# Preserve and Enjoy our Natural Resources

## *Leadership Objectives:*

---

- ***Improve Parkland through private / public partnerships***
- ***Ensure park infrastructure needs are met***

## *Leadership Actions:*

---

### ***Objective 1: Improve Parkland through private / public partnerships.***

- Action 1: Develop soccer complex through partnership with Soccer Club\*
- Action 2: Trails at Riverside school in conjunction with Portola Park\*

### ***Objective 2: Ensure park infrastructure needs are met.***

- Action 1: Install full Riverside Park playground system\*\*\*
- Action 2: Evaluate options at Reinhart Park for converting irrigation system to prevent future issues with pumping water from the River\*\*
- Action 3: Continually identify and implement additional off-street pedestrian and bikeway opportunities\*\*
- Action 4: Add restroom at Fruitdale Park\*\*
- Action 5: Improve Mountain Bike Park by maintaining trails, adding bike station with clean out, parking, jumps and general maintenance\*
- Action 6: Continue to support the Allen Creek Soccer Complex design and fundraising\*
- Action 7: Improve Loveless Park with dirt pump track, seating areas, restroom, bike station, sidewalk and skills area\*
- Action 8: Complete improvements at Redwood Park by adding a shelter\*
- Action 9: Replace aged gazebo at Lawnridge Park\*
- Action 10: Add portable goals at Reinhart Volunteer Park and Gilbert Park\*
- Action 11: Replace gazebo at Lawnridge Park\*
- Action 12: 'Limb up' trees for better accessibility\*
- Action 13: Create design for Hillcrest Park Reserve for future park use\*

**WHERE THE ROGUE RIVER RUNS**



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### Overview

Grants Pass is located in the “Sun Belt” of Southern Oregon astride the banks of the Rogue River, one of America’s premier white water rivers. Nestled among a series of mountains giving the valley a scenic backdrop, Grants Pass is situated in Southwestern Oregon on the Interstate 5. With a current estimated population of 36,398, it is the county seat of Josephine County and serves as the major commercial center for the county population of more than 82,713.

Grants Pass and its surrounding valleys have a colorful past forged by Native Americans, trappers, loggers, gold panners, celebrities, and writers who were attracted to the river and who contributed to its legends. The first inhabitants of the region were the Takilma and Shasta tribes, frequently referred to by Hudson Bay trappers as "The Rogues" because of their willingness to fight for their rights. Josephine County was named for Josephine Rollins Ort, who came to the Illinois Valley with her father in 1851 and was credited with the first discovery of gold in Southern Oregon. The promise of gold caused Grants Pass, named to honor General Ulysses S. Grant's success at Vicksburg, to grow quickly. Farming began in order to meet the miner’s needs. Besides gold, timber was a major product of the county. From cigars and bricks, to pine needles, industry in Grants Pass started to boom. Well established by the 1900’s, the commercial salmon fleets added one more reason to draw people to the area. Recreational salmon fishing still draws people to the community.

The community is very volunteer oriented. Public and private enterprise working in unison with citizens completed a ten-year project of building a 50-acre community park “for all ages.” Reinhart Volunteer Park boasts baseball diamonds, soccer fields, horseshoes pits, basketball and tennis courts, passive trails, viewing ponds, playgrounds, and picnic and shelter areas created through thousands of volunteer hours and donated services. This volunteer spirit continued with the 8.37 acre Morrison Centennial Park. This park, dedicated in February 2005, was created by volunteers on donated land. Volunteers continue to work on both new and older projects such as Redwood Park and on adding adjacent property to Reinhart Volunteer Park. These projects, along with many others too numerous to list, exemplify the pride of the local citizens.

Rogue Community College is a two year accredited public community college and provides excellent educational opportunities to all in the community. It boasts a population of more than 10,000 full and part-time students. The college caters not only to transfer programs but also offers technical and vocational programs, adult basic education, and recreational learning. Southern Oregon University, one of nine state university campuses, is located just 40 miles south of Grants Pass in Ashland. School District #7, serving students within the city limits, provides education to 5,853 students at ten school sites made up of six elementary schools, two middle schools, one high school, and one alternative school. There are also over 10 private and parochial schools in Josephine County.

The Rogue River provides many recreational opportunities such as: jet-boat trips, rafting, kayaking, fishing, water skiing, swimming, hiking, and gold panning. Nearby mountains provide high-mountain recreation, including snow skiing at Mt. Ashland. Other scenic attractions include Crater Lake National Park, Oregon Caves National Monument, and the Redwoods that stretch from San Francisco to Southern Oregon. Cultural activities include the Oregon Shakespeare Festival in Ashland and the historic town of Jacksonville.



**Economy**

Once a timber based community, manufacturing, tourism, recreation, and service industries now provide the major sources of employment. Josephine County's reliance on logging and timber products manufacturing has decreased over the past three decades. And, while the county's industrial base has diversified to include technology, medical care, tourism, retirement services, manufacturing, retail trade and other service sectors, the wood products industry is still a major force in the county. A state economist has determined Josephine County to rank highest among non-metro Oregon counties in terms of economic diversification.

The civilian labor force component made a positive contribution across all areas, perhaps suggesting that the post-recession decline in the labor force is drawing to a close and marking the beginning of an accelerated pace of activity going forward. Unemployment rates have declined to the point that their contribution is generally positive across most regions. Still, unemployment remains somewhat elevated, 1-2% above State unemployment in the Rogue Valley area. Measures of activity have improved for most regions since July of last year; the Rogue Valley measure has been decreasing.

Josephine County total payroll employment rose by 160 jobs in March. Leisure and hospitality had the largest increase, gaining 130 jobs over the month. Manufacturing gained 40 jobs. Financial activities gained 20 jobs over the month. Government employment rose by 40 jobs, with a gain of 20 on both state government and Federal government education.

The seasonally adjusted rate in March 2015 was 7.4 percent, down from 9.7 percent in March 2014.

Since March 2014 to current, total payroll employment rose by 1290. Manufacturing had the largest over the year increase, gaining 400 jobs, 60 of those in wood product manufacturing. Increases were also estimated in Leisure and hospitality (+340), Education and health services (+260), Retail trade (+210), Trade, transportation, and utilities (+190), Professional Services (+120), and information employment was unchanged. Local government decreased by 120 jobs over the year in Josephine County. Other industries shedding jobs over the year included local education (-100), Wholesale trade (-60), Construction (-60) and Mining and logging (-30).



Details at a Glance

**Location:**

Southern Oregon off of I-5, Exit No. 55 & No. 58, 68 miles south of Roseburg and 6 miles north of Rogue River, 240 miles south of Portland and 407 miles north of San Francisco.

**Date of Incorporation:** 1887

**Climate (2014):**

Average Temperature:	High	Low
July	93°	61°
January	48°	34°

Annual Precipitation 26.9

**Elevation:** 960'

**Population:**

Year	Amount	% Increase
2014	34,855	.3
2013	34,740	.2
2012	34,660	.4
2011	34,533	3.9
2010	33,225	0
2009	33,225	3
2008	32,260	1.6
2007	31,740	2.6
2006	30,930	18.6
2005	26,085	2.6
2004	25,423	3.9
2003	24,470	2.5
2002	23,870	.9
2001	23,670	2.2
2000	23,170	32.4
1990	17,503	16.5
1980	15,032	20.7
1970	12,455	23.1
1960	10,118	

**Taxes (2014):**

Sales tax	None
Consolidated property tax rate per \$1,000 assessed value	\$12.58

**Education (March 31, 2015):**

Grants Pass School District #7	
Attendance centers	10
Total enrollment	5,853

**Elections (November 2014):**

Registered voters	12,068
Ballots cast	8,004
Percentage voted	66.32%

**Fire Protection:**

Stations	3
Employees	30
Interns	9

**Police Protection:**

Employees (sworn)	50
Volunteers (auxiliary)	16
Volunteer hours	2,835

**Recreation and Culture:**

Parks	17
Green spaces/trails	9
Museums	2
Swimming pool	1

**Assessed Property Value:**

In thousands of dollars	
2014	\$2,720,899
2013	\$2,624,937
2012	\$2,560,620
2011	\$2,508,736
2010	\$2,409,615
2009	\$2,318,500
2008	\$2,207,029
2007	\$2,065,308
2006	\$1,728,992
2005	\$1,446,214

Details at a Glance

2010 Census Information Zip Code 97526

**Age Composition\*:**

Under 5 years	1,786	(5.2%)
5 to 19 years	6,393	(18.7%)
20 to 44 years	8,665	(25.3%)
45 to 64 years	10,061	(29.4%)
65+ years	7,300	(21.3%)

\*Based on population of 34,205 -  
Census 2010 Demographic  
Profiles

**Median Age:**

2010	45.6
2000	38
1990	37
1980	32
1970	36
1960	34

**2010 Housing Occupancy:**

Total housing units:	15,422
Occupied units	14,178
Rental vacancy rate	6.6%

**Housing Units:**

Year	Amount	% Increase
2010	15,561	57
2000	9,885	32
1990	7,480	22
1980	6,117	36
1970	4,491	

**2010 Housing Tenure:**

Occupied housing units:	14,178
Owner occupied	8,931
Renter occupied	5,247

**Income in 2010:**

Median Household Income	\$34,652
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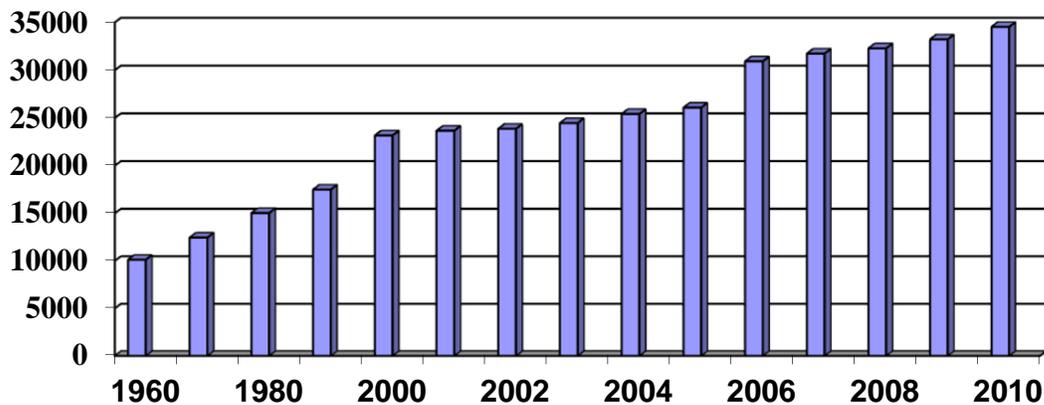
**Mortgage:**

Median Monthly Owner Costs	\$1,478
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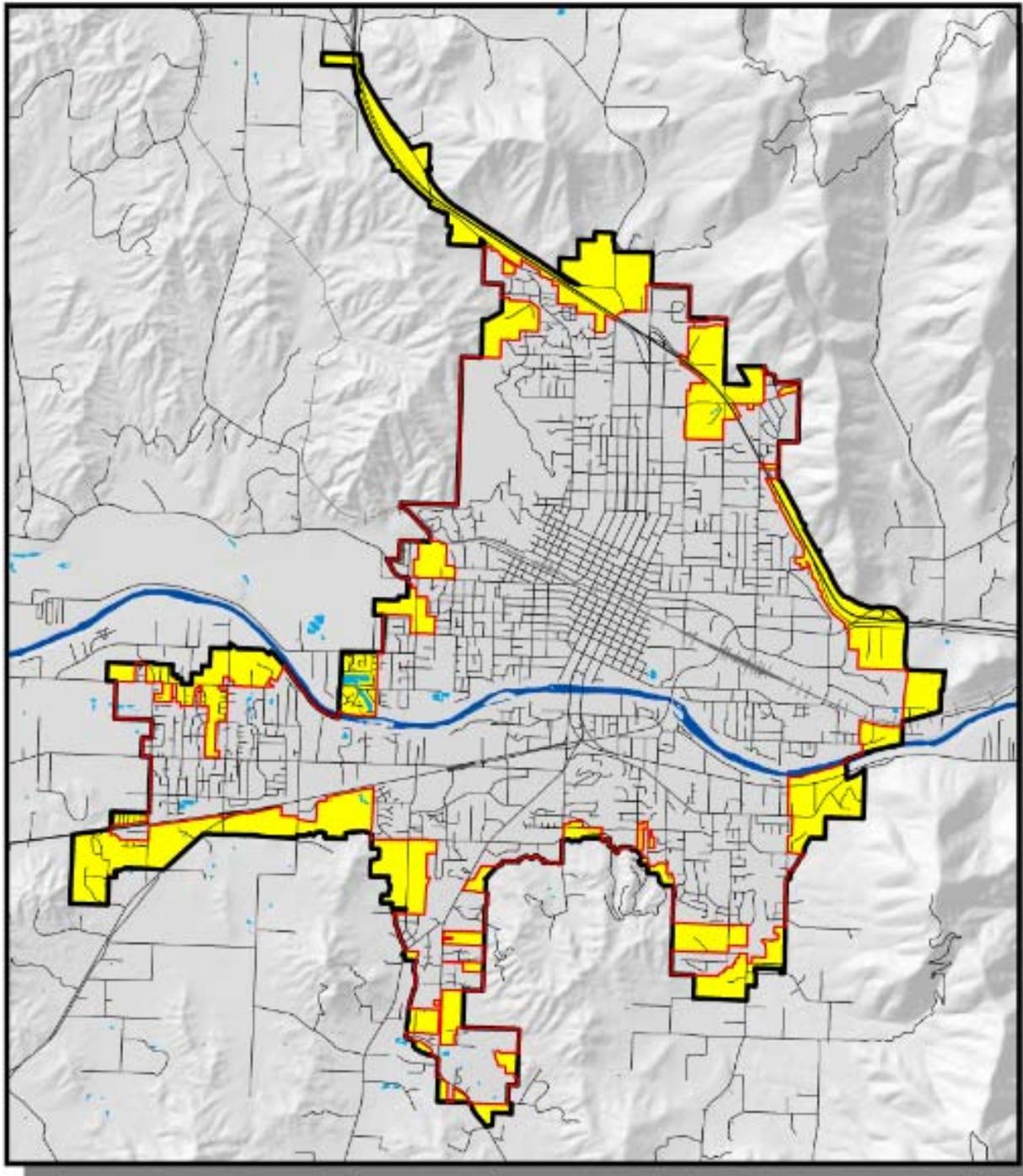
**Gross Rent:**

Median Gross Rent	\$775
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Population Growth



Map of the City of Grants Pass and the Urban Growth Boundary Area



LEGEND

 City Limits

 Urban Growth Boundary (UGB)

 Area Between UGB & City Limits

 Streets

 Railroads

 Lake or Pond

 Rogue River



1 in = 1 mile

The City of Grants Pass, incorporated in 1887, is a home rule charter city. This charter is the basic law under which the City operates. Amendments to the charter can only be made by a vote of the people and can be placed on the ballot by the Council or by the voters through an initiative process.

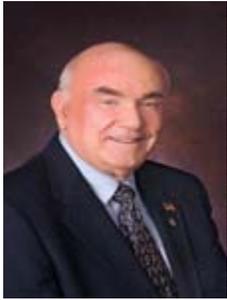
Ordinances enacted by the City Council also govern the city. The Council can change an ordinance at any time or the voters of Grants Pass can initiate an ordinance change. City ordinances become effective 30 days after they are passed by the Council and approved by the Mayor. Emergency measures needed for the health, peace and safety of the city are effective immediately following a favorable vote by two thirds of the Council.

The Mayor is the formal representative of the City of Grants Pass and is elected to a four-year term by the voters at large on a non-partisan ballot. The Mayor presides over Council meetings and does not vote, except in the case of a tie. The Mayor can veto any Council decision, but a two-thirds vote of the Council can override the veto.

The City Council is composed of eight councilors elected to four-year terms on a non-partisan ballot. One councilor is elected from each of the eight wards in the city, with one-half of the Council elected every two years. New wards may be created or the boundaries of wards may be changed by Council action. The Council's authority extends over all the City's powers and sets the policies by which the City serves its citizens. The Council takes official action at regular Council meetings, which are open to the public. The Mayor may call a special meeting, provided that the public is given 24-hour notice.

Since Grants Pass operates under the council-manager form of government, the Council is responsible for selecting a City Manager. The City Manager is responsible for the business, financial, and property transactions of the City, as well as preparation of the annual budget, appointment and supervision of personnel, enforcement of City ordinances, and the organization and general management of City departments. As chief administrator, the City Manager has no vote in the Council, but may take part in discussions of matters coming before the legislative body.

Roy Lindsay  
Term 1/5/14-12/31/18  
**WARD 1**



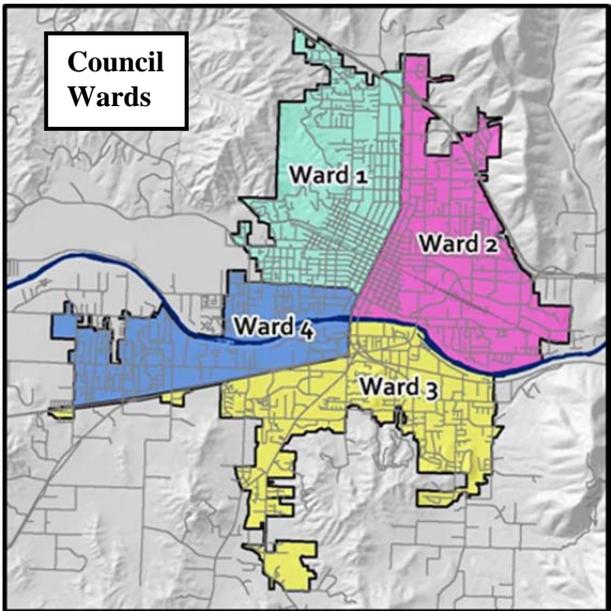
Darin Fowler  
Term 1/1/13-12/31/16  
**MAYOR**



Dan DeYoung  
Term 4/7/10-12/31/16  
**WARD 1**



Jim Goodwin  
Term 2/25/13-12/31/18  
**WARD 4**



Lily Morgan  
Term 4/7/10-12/31/16  
**WARD 2**



Mark Gatlin  
Term 1/7/13-12/31/16  
**WARD 4**



Rick Riker  
Term 1/3/11-12/31/18  
**WARD 2**



Dennis Roler  
Term 1/5/14-12/31/18  
**WARD 3**



Ken Hannum  
Term 1/7/13-12/31/16  
**WARD 3**



The citizens of Grants Pass are the most important part of the City organization. Councilors are elected by the citizens to represent their interests on the Council, and City services are directed to meet their needs. Public hearings are routinely held so that citizens can contribute to the planning and budgeting process of the City.

Another way for citizens to have input in how the City is governed is through the City's advisory groups. The City of Grants Pass uses two types of advisory groups. The first is the standing committee. The Mayor and City Council appoint citizens to serve on six standing committees:

- Budget Committee
- PAVE Committee
- Urban Area Planning Commission
- Grants Pass Parks Advisory Board
- Historic Buildings and Sites Commission
- Bikeways & Walkways Committee
- Committee on Public Art
- Industrial Development Loan Review Committee
- Micro Enterprise Loan Review Board
- Tourism Advisory Committee
- Urban Tree Advisory Committee
- Solid Waste Agency

These committees make recommendations to the City Council on policy issues and advise City staff on certain operational matters.

The second type of advisory group is the ad hoc committee. The City Council appoints ad hoc committees to study and make recommendations on specific issues. These committees disband when the assigned task is completed. Currently the City has the following Ad Hoc Committee(s).

- Urban Renewal Task Force
- Allen Creek Soccer Task Force
- Downtown Parking Task Force

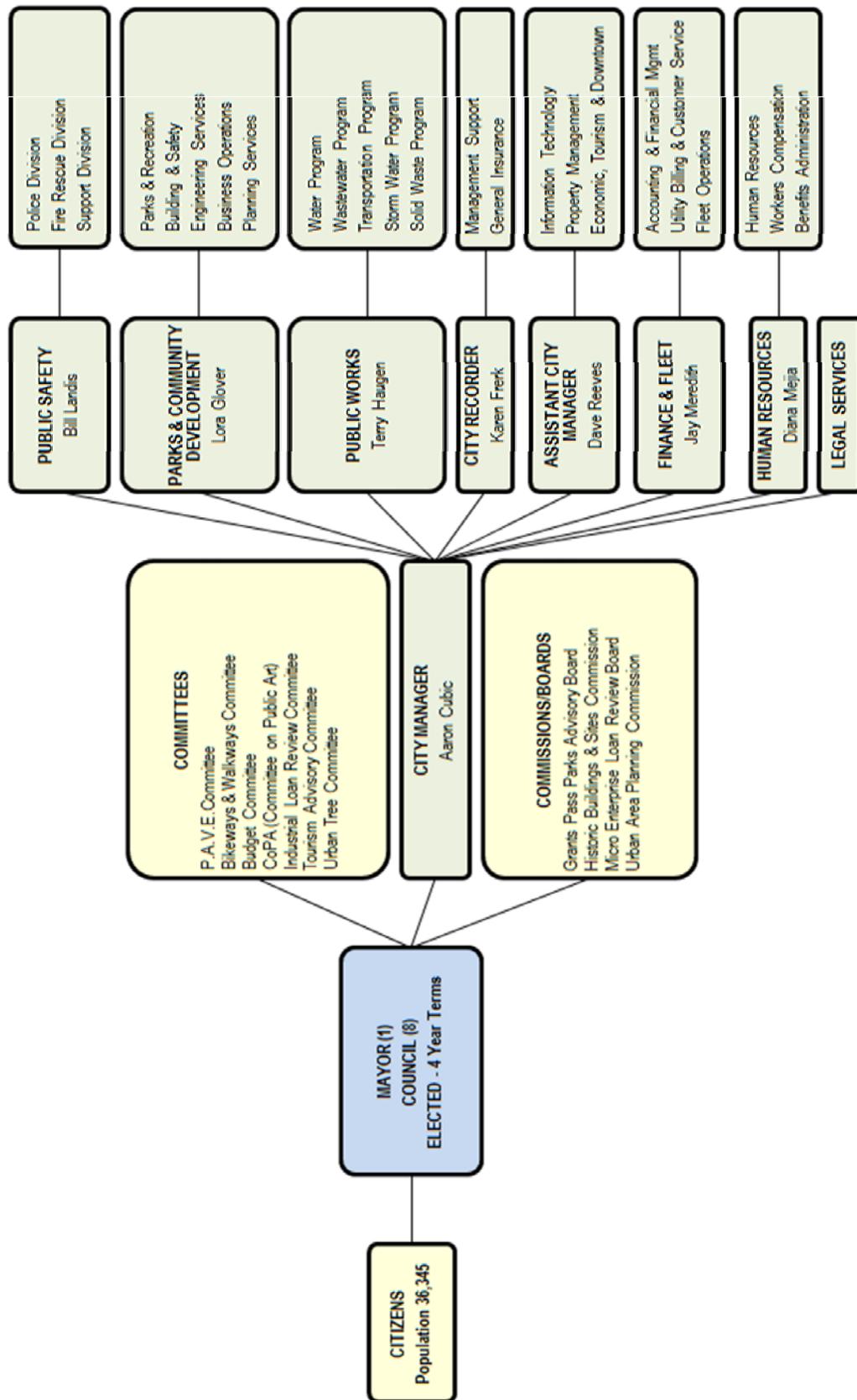
The Organization Chart for the City of Grants Pass displays the full time equivalencies and the methods of reporting for the City organization. Your local government is a broad mix of services. We operate three independent utilities: Solid Waste, Water, and Wastewater. The governmental side of our organization is dominated by Public Safety, delivering a range of law enforcement, fire, and preventive services. The management of growth and development is vested in our Community Development Department. Street maintenance and drainage systems are provided by Public Works. Park maintenance, together with the downtown and tourism programs, is administered by Parks and Community Services. The third part of our community promotional system, Economic Development, is located in the City Manager's office.

The organization is divided into five major divisions; Public Safety, Administrative Services, Community Development, Parks and Community Services, and Public Works. The directors for these major responsibilities, along with the City Attorney, Assistant City Manager and the City Manager, constitute the Executive Management team for the City. The City Manager and this team meet routinely to coordinate the delivery of services and analyze issues for the City Council's decision making.

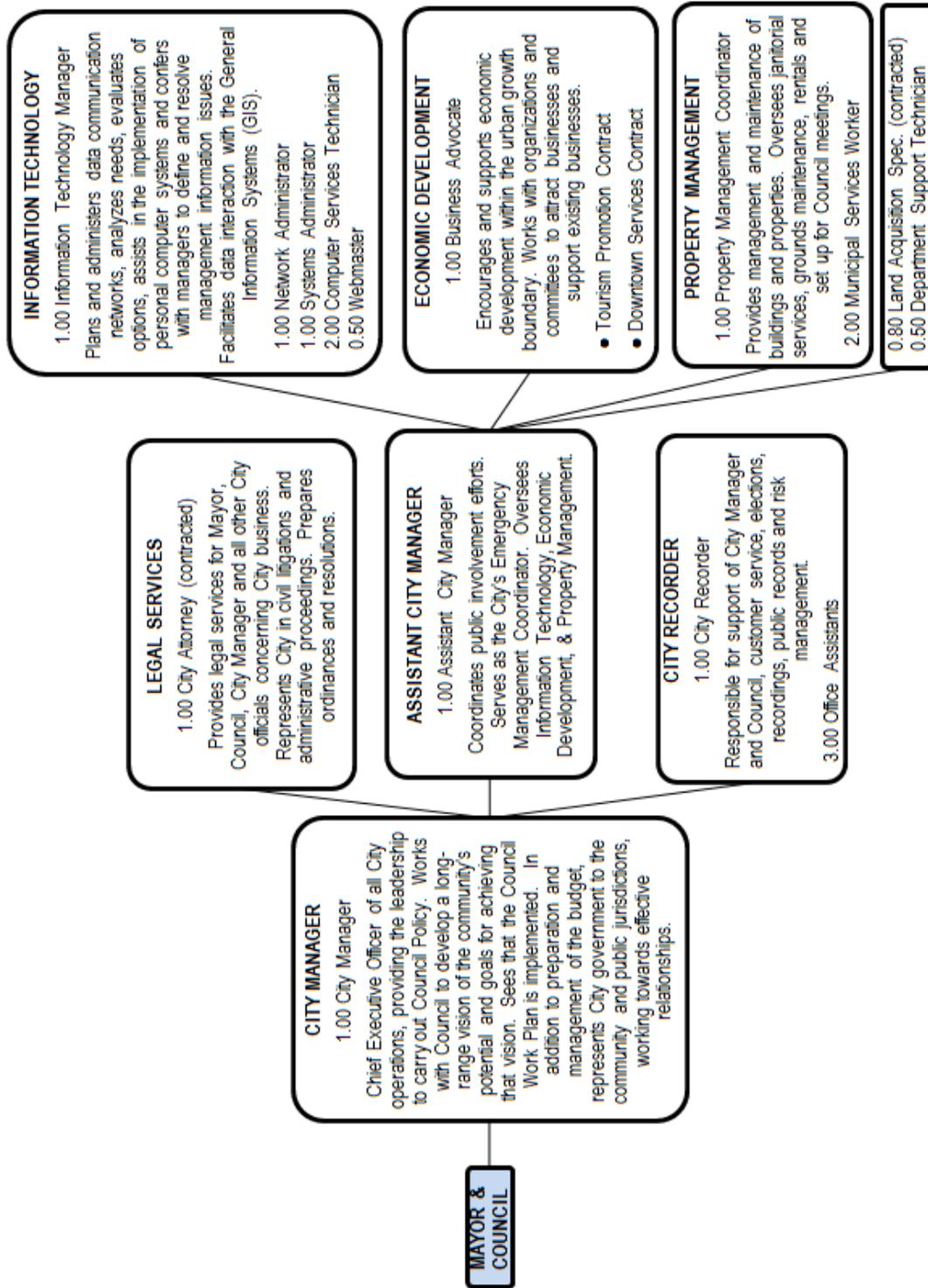
The following organization charts show each department and its permanent personnel. We extensively use volunteers, contractors, and on-call/seasonal personnel that are not shown in the organization chart. A great example is Public Safety where dozens of full-time job equivalents are created in the many services provided by the department through firefighting interns, on-call personnel for office and dispatching services, and countless hours of volunteer support for the Public Safety Academy and Auxiliary Services.

The City of Grants Pass is a dynamic organization. We are constantly working to develop better ways to coordinate services and assure our residents the best possible services delivered in a way that makes sense and meets the needs of most of our citizens.

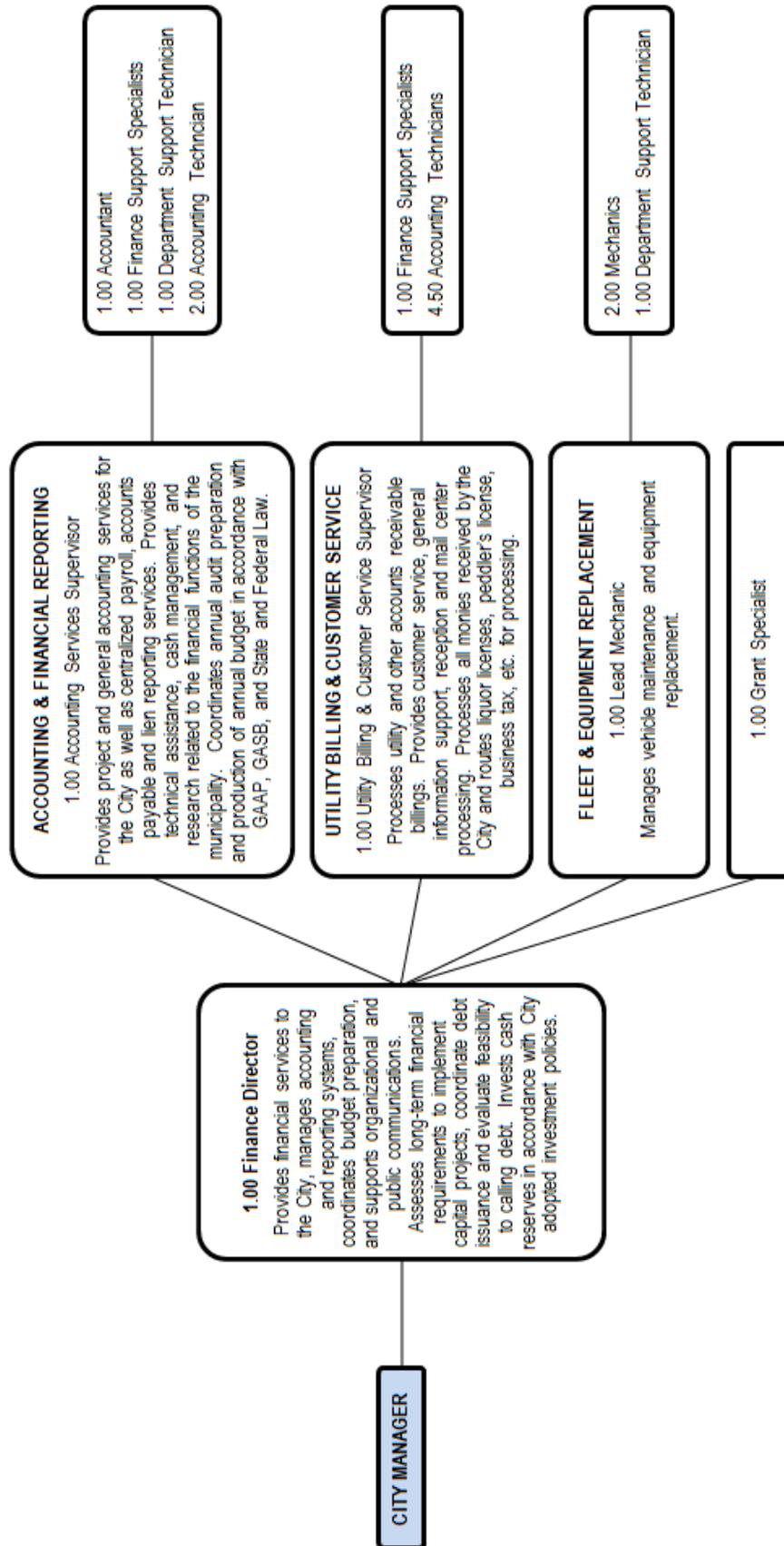
**CITY OF GRANTS PASS ORGANIZATIONAL CHART**



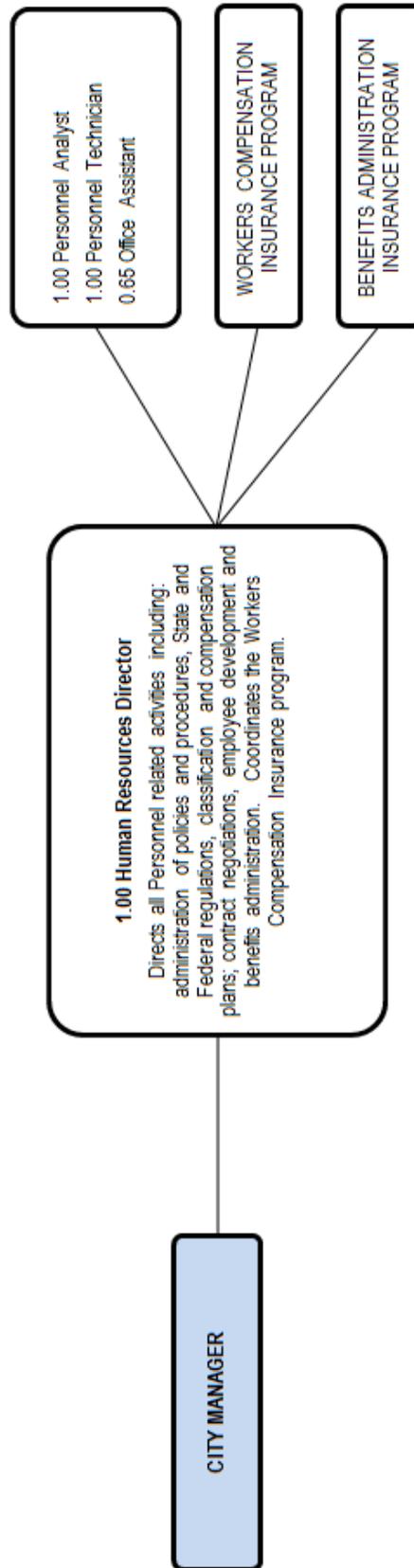
**Administration**



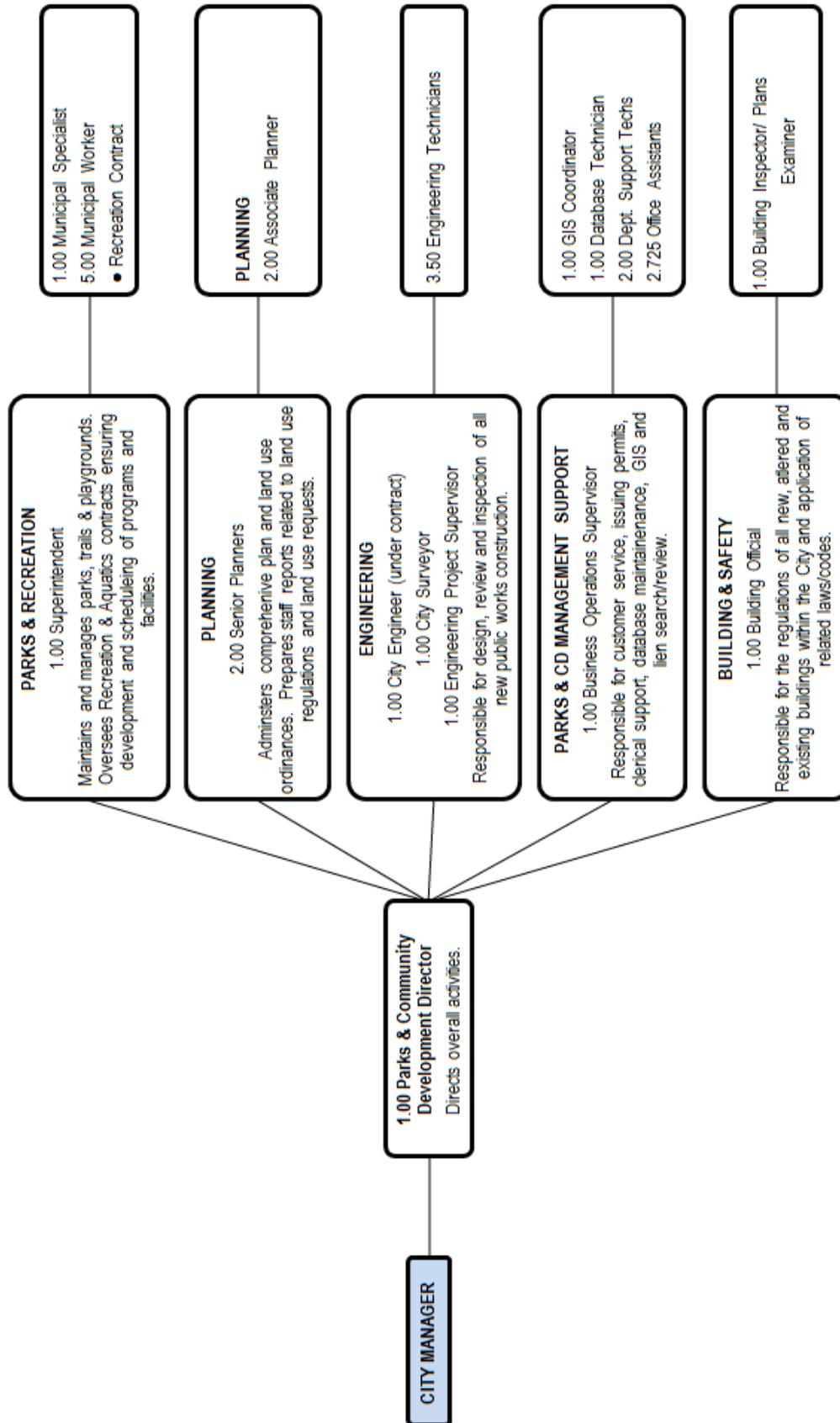
**Finance & Fleet**

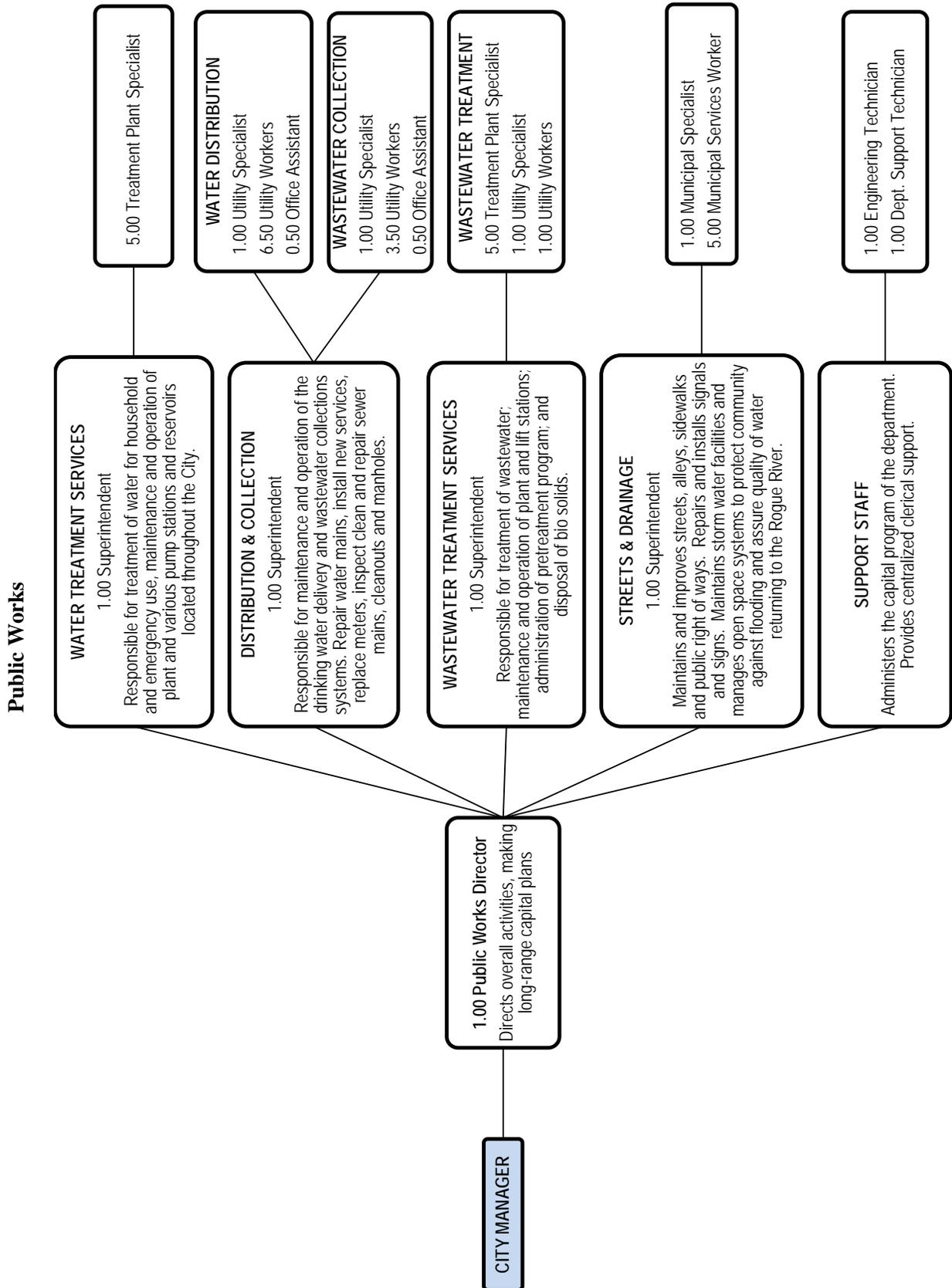


**Human Resources**

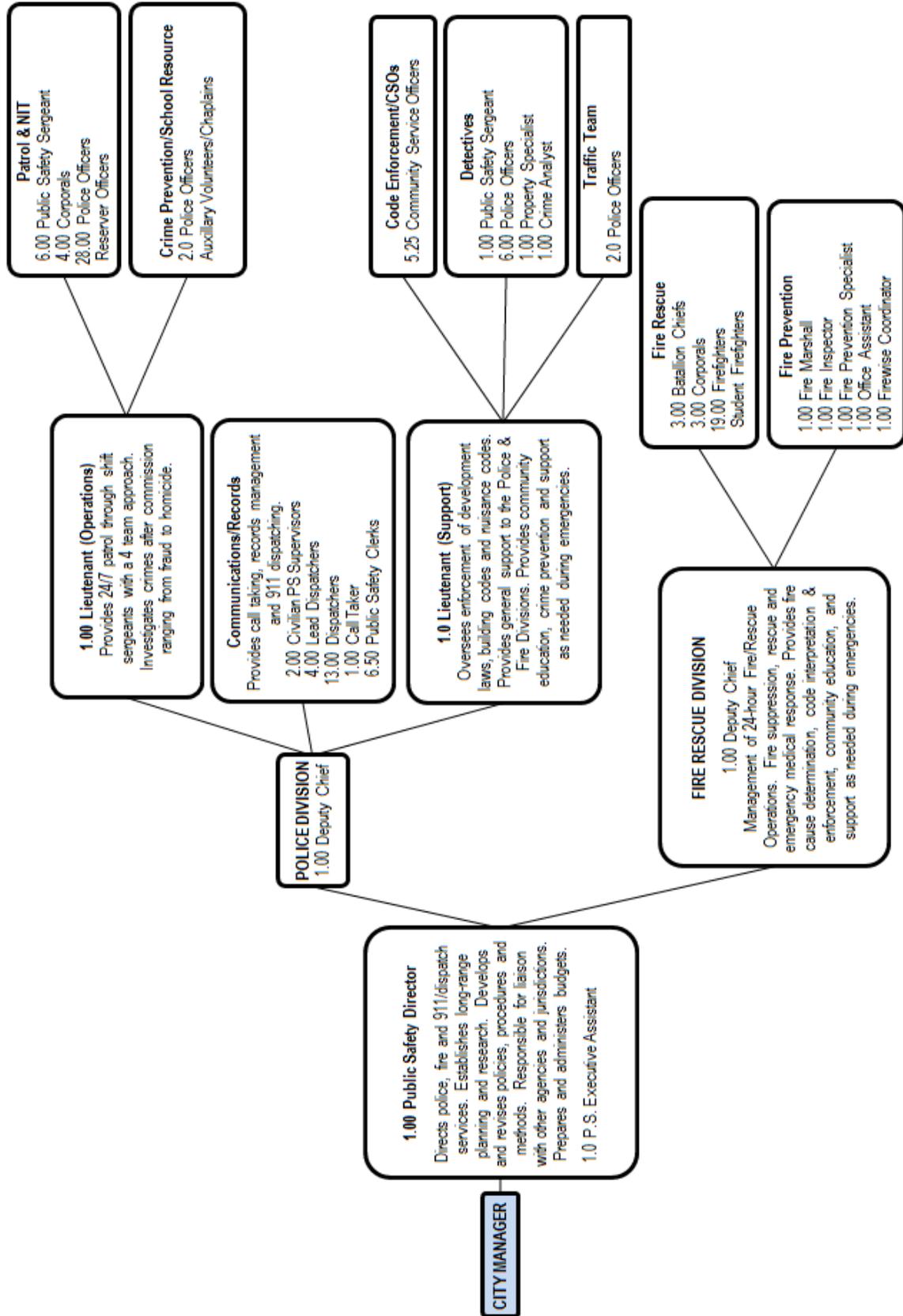


**Parks & Community Development**





**PUBLIC SAFETY**



**WHERE THE ROGUE RIVER RUNS**



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**Budget Format Overview**

The Budget is divided into programs and activities. The Budget format displays each program with the revenues dedicated to that program and the appropriations for planned expenditures in the activities that constitute each program area. We further group the programs by the nature of their purpose – General Government and Business activities, respectively. Oregon Local Budget Law establishes standard procedures, citizen involvement and public disclosure. Adopted no later than June 30 for the ensuing fiscal year, the budget must disclose each fund and show requirements and resources balanced.

The City Council groups the programs generally as follows:

**General Government Activities****The General Fund Group**

This group includes Policy and Legislation, Public Safety, Parks, Development and the Solid Waste programs. The general fund group is funded through dedicated and non-dedicated revenue sources. All property taxes in the City are dedicated to Public Safety. The non-dedicated revenue sources, including franchise fees, general licenses/permits, state-shared revenues and miscellaneous general revenues, provide funding for the other activities of the General Fund Group.

The capital projects supporting the General Fund Group are all contained in the Capital Budget. The reader is alerted to the interaction of fund groups in the Capital Projects fund. Transfers and allocations from Support, Auxiliary, and General Fund and outside sources combine to undertake identified capital projects.

**Business Activities****The Enterprise Group**

The Enterprise Group includes Water Utility, Wastewater Utility, Storm Water/Open Space and the Transportation programs. Our historic utilities rely on revenues generated from user fees to pay costs of programs. Although the Street Utility and Storm Water/Open Space Funds are technically special revenue funds and are audited as special revenue, they are included in the Enterprise Group as they are funded through user rates. All capital outlay projects are included within each enterprise program in a separate capital projects fund specific to the utility.

The Street Utility was created in FY'02. The utility combines funds from the State gasoline tax with anticipated user fees on residential, commercial and industrial properties in the City. The Street Utility utilizes a fund transfer from general resources to augment capital investments in transportation systems.

**Non-Operating and Support Activities****The Internal Service Group**

**Administrative Services** is a group of activities funded from an 8% overhead on all operating activities and a 2% fee on capital project construction and includes Management, Finance, Legal, Human Resources and General Program Operations. The internal service group costs are all contained in the base operating costs of the City and are not independently analyzed in many of the operating cost reports and summaries.

**Support Services** is a group of activities that directly bill operating activities for support. These include community development management, property management, garage operations, equipment replacement, insurance and information systems. Information systems are funded by a 2% overhead on all operating activities. These costs are restatements of costs in the operating budget and are not restated in many of the operating cost reports and summaries.

**Auxiliary Services** include transient room tax, debt service, community development block grants, environment fees and trust funds.

Capital outlay for each of these groups is contained directly in the fund or transferred to the Lands and Buildings Capital Projects Fund.

**Overview of Budget Process**

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

Beginning in 2002, our staff initiated a two-year budget process compiling data for the current fiscal year as well as a projection for the next fiscal year. This multi-year process alternated every other year. Beginning, with the fiscal year 2014 budget process, management is presenting a second year projection every year. The process began with early requests and anticipations from staff. These were reviewed by management, refined and reduced by the finance staff and the department directors, and reviewed and altered by your Budget Officer before the document was prepared for presentation in the 2013-2014 public budget hearings.

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

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

Our process usually includes the use of a discretionary set of recommended capital investments based on the Council adopted Strategic Plan and the resulting work plan items from the Strategic Plan. While the ultimate approval of these projects rests with the City Council, the Council and Budget Committee also generally take a field trip into the community and engage in discussions and questions about the potential positive and negative impacts of postponing facility expansions or delaying critical rehabilitation work to provide other avenues of information critical to the process. Funding to capital projects in the recommended budget is generally based on a prioritization process by the City Council that happens before the budget is created.

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

**Changes to Budget Appropriations**

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

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

If adjustments to expenditure appropriations result in an increase of more than 10% of the budget fund, the Council must prepare and publish a supplemental budget. A public hearing must be held prior to adoption of the supplemental budget but the Budget Committee is not required to participate in this supplemental budget process.

**Year Round**

- Management monitors & manages spending and revenue receipts, adjusting as needed, in order to ensure a sound beginning fund balance
- Mayor & City Council review monthly & quarterly financial reports
- Council invites citizens to attend Council, Board & Committee meetings ⓘ
- City administration, financial planning staff & departments provide updates on current and long-term items related to the Strategic Plan, facility plans, & new infrastructure issues

**November through December**

- Annual audit and update of beginning fund balances versus budgeted provided to Council
- First Quarter financial review: Council invites Budget Committee and citizens ⓘ

**December through January**

- Council Goal Setting & Work Plan development: Council invites advisory boards, commissions, committees & other stakeholders to provide input ⓘ
- City Manager appointed as Budget Officer, budget expectations based on Council's Strategic Plan provided to program managers
- Council & management review and reaffirm fiscal policies ⓘ

**January through February**

- Budget Committee orientation conducted
- City Manager conducts 6-month review of current year budget
- Staff prepares new year budget recommendations
- Finance Department prepares revenue projections

**February through April**

- Budget Officer and Finance Director review department recommendations
- Departments incorporate revisions

**April through May**

- Budget Committee meets as needed
  - Elects chair
  - Adopts review schedule
  - Receives public testimony ⓘ

**May through June**

- Budget Committee votes to send Committee Approved Budget to Council
- Publish Hearing Notice & Summary (5-30 Days)
- Council holds budget hearing, adopts budget ⓘ

**July**

- New budget takes affect
- Submit Levy to Assessor & File Appropriations (By July 15)
- Submit Adopted Budget to the Government Finance Officers Association Distinguished Budget Award program to ensure prepared in accordance with best practices in citizen involvement and transparency



ⓘ *Opportunity for citizen input*

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

Our budget begins with the *Budget Message / Financial Summary* section where key budget changes and drivers are discussed and summaries and charts are presented to help the reader understand the total budget. This section provides an overview of the budget including where resources come from and their appropriation, a historic look at the summarized budget, and the financial policies that guide the annual budget process.

There is a separate section towards the beginning of the budget book for the Council's *Strategic Plan* which staff uses to set anticipated goals and performance measures which drive the budget creation. The Strategic Plan also prioritizes and guides the special capital and other projects that are to be a focus of available capital dollars and staff time in the two years presented in the budget. The Strategic Plan is followed by the section *City Overview* where readers can learn more about the City, its government processes, and its organizational make-up. In this section, readers have the opportunity to learn specifically about the budget process and key financial policies.

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

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

General Support is the total of the Business Tax revenues, Franchise Fees, State Shared Revenues, and miscellaneous revenues generated by the City generally. The total of all general resources can be found in the *Summary of Resources and Expenditures - Operating Budget*, in the Financial Summaries immediately following the Budget Message in the first part of the budget book. These are the monies we utilize to offset those costs of service provisions that are not generated by a specific activity. General Support resources are shared by all operating divisions in the General Fund to some extent and can also be used as discretionary resources for capital projects.

Following the program overview, each activity is presented with an activity analysis that shows the basic function of the activity, highlights in the budget, and the indicators of performance that can be expected from the activity. Each performance measurement references the Strategic Plan Goal which it supports. The Goals are found in the Strategic Plan section of this book.

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

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

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

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

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

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

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

The Auxiliary Services section accounts for general debt, local improvement district debt, trust proceeds, and special reportable accounts such as Transient Room Tax. Several of our activities are from an exclusive financing source, and are expendable for identified purposes only. A check of the activity description provides the intent of the activity.

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

**BUDGET BASICS**

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

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

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

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

Many people rely on you, as an elected or appointed official, to see that the annual budget is prepared correctly. State officials check to see that the budget is prepared and administered according to law, and citizens in your district check to see that programs they want and need are adequately funded. This makes budgeting in Oregon a joint effort between the people affected by the budget and the appointed and elected officials responsible for providing the services.

To give the public ample opportunity to participate in the budgeting process, local budget law requires that a budget officer be appointed and a budget committee be formed. The budget officer draws together necessary information and prepares the first draft of the budget. The budget committee then reviews and revises the proposed budget before it is formally approved. Notices are published, budgets are made available for public review, and at least two opportunities for public comment are provided. These requirements encourage public participation in the budget-making process and give public exposure to budgeted programs and fiscal policies before their adoption.

Naturally, citizen involvement varies from one community to the next. If the patrons in your district are active and involved, you may find citizens asking for information not specifically required under local budget law. It is up to your local government to prepare a budget that clearly outlines its fiscal policies and is satisfactory to the voters of the district. If you can make your budget clear and concise, you'll find that taxpayers have a better understanding of the purposes for which their tax dollars are spent. You may also find the citizen input informative and beneficial.

*What is a budget?*

A budget is a financial plan containing estimates of expenditures and revenues for a single fiscal year (July 1 through June 30).

Besides outlining programs for the coming year, the budget controls the local government's spending authority. Since the budgeting process encourages citizen input, the budget is also a vehicle for obtaining public opinion about proposed programs and fiscal policies of your district.

The content and detail of each budget will vary substantially because of differences in the purpose, size, and complexity of local governments.

*Who is on the budget committee?*

The budget committee consists of the members of the local governing body (City Council Members) and an equal number of citizens at large. The citizens are appointed by the governing body and serve terms of three years. Terms are staggered so that about one-third of the appointed terms end each year.

**The budget cycle**

Budgeting is not something you do once a year. It's a continuous operation, and it takes 12 months to complete a cycle. The budgeting process is actually in three parts: The budget is prepared, approved, and finally adopted. Your budget must be prepared far enough in advance so that it can be adopted before June 30. After approving the budget, the governing body adopt the budget and will make the necessary appropriations and certify the tax levy to the county assessor.

To simplify this rather complex process, we've divided budgeting into nine steps.

**Preparing the budget**

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

**Approving the budget**

3. **Budget officer publishes notice.** When the proposed budget and the budget message are anticipated to be ready, the budget officer publishes a "Notice of Budget Committee Meeting." If notice is only published in a newspaper of general circulation, it must be published at least twice, 5 to 30 days before the scheduled budget committee meeting date. The notice may be published once in a newspaper (5 to 30 days prior to the scheduled budget committee meeting) as long as it is also published on the local government's website at least 10 days before the meeting. The newspaper notice must include the website address. If notice is hand delivered or mailed, only one notice is required not later than 10 days prior to the meeting.
4. **Budget committee meets.** At least one meeting must be held to 1) receive the budget message and budget document, and 2) hear the public. The budget officer provides a copy of the proposed budget to each member of the budget committee. The copies may be distributed any time before the advertised budget committee meeting. It is also acceptable to wait and distribute the budget at the advertised meeting. When the budget is given to the budget committee, it becomes a public record and must be made available to the public.

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

At the budget committee meeting, the budget message is delivered. The budget message explains the proposed budget and significant changes in the local government's financial position. At this meeting, the budget committee may provide members of the public the opportunity to ask questions

about or comment on the budget. If public comment is not allowed at this meeting, the budget committee must provide the public with the opportunity at subsequent meetings.

After the initial meeting, if needed, the budget committee may meet as many times as needed to revise and approve the budget. If two or more meetings are held to take comment from the public, only the first meeting to do so must meet the publication requirements explained in step 3. Notice of additional meetings for this or any other purpose may be provided in the same time frame and manner as notices of meetings of the governing body. Notice of other meetings of the budget committee must be provided as required by Oregon public meeting law. All meetings are open to the public.

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

### Advertising and holding hearings

6. **Budget summary and notice of budget hearing published.** After the budget is approved, a budget hearing must be held by the governing body. The budget officer must publish a summary of the budget approved by the budget committee and notice of budget hearing 5 to 30 days before the scheduled hearing. This information must either appear in a newspaper of general circulation, be mailed, or be hand delivered.

If no newspaper is published in your district and estimated expenditures for the ensuing year do not exceed \$100,000, you may provide the budget summary and notice of budget hearing by posting it in three conspicuous places within the district for at least 20 days prior to the date of the hearing.

7. **Budget hearing held.** The budget hearing must be held by the governing body on the date specified on the public notices.

The purpose of the hearing is to receive citizens' testimony on the budget approved by the budget committee. Additional hearings may be held. All hearings are open to the public.

### Adopting the budget

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

After the budget hearing, and after considering relevant testimony, the governing body adopts the budget.

**It should not be formally adopted until the latter part of June** so last-minute revisions to revenue or expenditure estimates can be incorporated.

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

9. **Budget filed and levy certified.** The final step in the budget cycle is to certify any necessary property tax levy.

Districts levying a property tax must submit to the county assessor's office on or before July 15:

- Two copies of notice of levy and the categorization certification, and
- Two copies of the adopted resolutions.

Each local government that does not levy a property tax must send a copy of the resolution adopting its budget and making appropriations to the Department of Revenue on or before July 15. Others send a copy of the complete budget to the county clerk.

The section titled "Oregon Budget Law" is generally an excerpt taken from the Oregon Department of Revenue publication *Local Budgeting in Oregon 2012 Edition*.

**RESOLUTION NO. 15-6334**

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS ADOPTING THE BUDGET AND MAKING APPROPRIATIONS FOR FISCAL YEAR 2015-2016.**

**RESOLUTION ADOPTING THE FY'16 BUDGET**

**WHEREAS** the City of Grants Pass hereby adopts a budget for Fiscal Year 2015-2016 in the sum of \$119,848,804 now on file at the Grants Pass Municipal Building.

**RESOLUTION MAKING APPROPRIATIONS**

**NOW, THEREFORE, BE IT RESOLVED**, that the amounts for the fiscal year beginning July 1, 2015 and for the purposes shown below are hereby appropriated as follows:

General Fund

Mayor and Council	291,328	
Public Safety Police Division	9,789,031	
Public Safety Support Division	3,340,430	
Public Safety Fire Rescue Division	5,835,992	
Crisis Support Services	44,500	
Sobering Center	130,000	
Park Maintenance Services	1,820,939	
Aquatic Services	125,418	
Recreation Services	155,300	
Planning Services	829,211	
Building and Safety Services	530,262	
Economic Development Services	176,769	
Downtown Development Services	416,514	
Tourism Promotion Services	392,235	
General Program Operations	1,393,240	
Inter-fund Transfers	2,185,500	
Contingency	<u>2,367,115</u>	
 Total General Fund Appropriation		<u>\$29,823,784</u>

Transportation Fund

Street & Drainage Maintenance	1,351,069	
Customer Services	179,866	
Street Lighting	385,500	
General Program Operations	421,358	
Inter-fund Transfers	1,310,000	
Contingency	<u>448,633</u>	
 Total Street Utility Fund Appropriation		<u>\$4,096,426</u>

Transportation Projects Fund

Capital Outlay	12,385,201
Inter-fund Transfers	<u>90,000</u>

Total Transportation Projects Fund Appropriation \$12,475,201

Storm Water and Open Space Fund

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

Total Storm Water and Open Space Appropriation \$0

Storm Water & Open Space Projects Fund

Capital Outlay	407,310
Inter-fund Transfers	<u>0</u>

Total Storm Water & Open Space Projects Fund Appropriation \$407,310

Water Fund

Water Treatment	1,698,880
Water Distribution	1,357,191
Customer Services	367,361
Debt Services	507,170
General Program Operations	376,935
Inter-fund Transfers	3,413,000
Contingency	<u>1,150,503</u>

Total Water Fund Appropriation \$8,871,040

Water Projects Fund

Capital Outlay	<u>7,053,468</u>
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Total Water Projects Fund Appropriation \$7,053,468

Wastewater Fund

Wastewater Collection	797,981
Wastewater Treatment	2,308,712
Customer Services	418,989
Debt Service	933,713
General Program Operations	397,690
Inter-fund Transfers	1,719,000
Contingency	<u>1,255,346</u>

Total Wastewater Fund Appropriation \$7,831,431

<u>Wastewater Projects Fund</u>		
Capital Outlay	6,098,896	
Total Wastewater Projects Fund Appropriation		<u>\$6,098,896</u>
 <u>Solid Waste Fund</u>		
Field Operations	37,370	
Post Closure Operations	155,890	
General Program Operations	3,750	
Contingency	<u>218,053</u>	
Total Solid Waste Fund Appropriation		<u>\$415,063</u>
 <u>Solid Waste Projects Fund</u>		
Capital Outlay	1,438,848	
Inter-fund Transfers	<u>29,000</u>	
Total Solid Waste Projects Fund Appropriation		<u>\$1,467,848</u>
 <u>Administrative Services Fund</u>		
Management Services	706,313	
Finance Services	1,738,814	
Legal Services	310,271	
Human Resources	505,104	
General Program Operations	377,964	
Inter-fund Transfers	150,000	
Contingency	<u>517,459</u>	
Total Administrative Fund Appropriation		<u>\$4,305,925</u>
 <u>Support Services Fund</u>		
Community Development Management Services	1,041,786	
Engineering Services	944,039	
Property Management Services	729,670	
Information Technology	828,835	
Inter-fund Transfers	40,000	
Contingency	<u>509,263</u>	
Total Support Services Fund Appropriation		<u>\$4,093,593</u>
 <u>Fleet Operations Fund</u>		
Garage Operations	1,011,073	
Equipment Replacement	1,454,200	
Inter-fund Transfers	600,000	
Contingency	<u>389,640</u>	
Total Fleet Operations Fund Appropriation		<u>\$3,454,913</u>

<u>Insurance Fund</u>		
Workers' Compensation Insurance Services	465,844	
General Insurance Service	609,538	
Benefits Administration	45,997	
Contingency	<u>812,406</u>	
Total Insurance Fund Appropriation		<u>\$1,933,785</u>
<u>Transient Room Tax Fund</u>		
Materials & Services	10,900	
Contingency	50,000	
Inter-fund Transfers	<u>1,193,600</u>	
Total Transient Room Tax Fund Appropriation		<u>\$1,254,500</u>
<u>Debt Service/Bancroft Fund</u>		
Materials & Services	18,000	
Debt Service	150,000	
Inter-fund Transfers	500,000	
Contingency	<u>91,480</u>	
Total Debt Service/Bancroft Bond Appropriation		<u>\$759,480</u>
<u>Debt Service/General Obligation Bond</u>		
Debt Service	<u>1,101,600</u>	
Total Debt Service/General Obligation Bond Appropriation		<u>\$1,101,600</u>
<u>Industrial &amp; Downtown Loan Fund</u>		
Materials & Services	350,000	
Contingency	635,284	
Inter-fund Transfers	<u>5,000</u>	
Total Downtown & Industrial Loan Fund Appropriation		<u>\$990,284</u>
<u>Community Development Block Grant Fund</u>		
Materials & Services	310,000	
Inter-fund Transfers	206,000	
Contingency	<u>4,448</u>	
Total Community Development Block Grant Appropriation		<u>\$520,448</u>
<u>Environmental Waste Fees Fund</u>		
Materials & Services	<u>281,000</u>	
Total Environmental Waste Fees Fund Appropriation		<u>\$281,000</u>

<u>Agency Fund</u>		
Materials & Services		<u>37,500</u>
Total Agency Fund Appropriation		<u>\$37,500</u>
<u>Lands and Building Projects Fund</u>		
Capital Outlay		9,581,432
Debt Service		<u>1,460,000</u>
Total Lands & Buildings Projects Fund Appropriation		<u>\$11,041,432</u>
<b>Total Appropriations, All Funds</b>		<b><u>108,314,927</u></b>
<i>Total Un-appropriated Amounts, All Funds</i>		<u>11,533,877</u>
<u>Total Budget</u>		<u>119,848,804</u>

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Grants Pass that the budget for fiscal year 2015-2016 is hereby adopted and appropriations are authorized by the Council.

**EFFECTIVE DATE** of this Resolution shall be immediate upon its passage by the City Council and approval by the Mayor.

**ADOPTED** by the Council of the City of Grants Pass, Oregon, in regular session this 17<sup>th</sup> day of June, 2015.

**SUBMITTED** to and *[Signature]* by the Mayor of the City of Grants Pass, Oregon, this 19 day of June, 2015 to be effective on the date indicated as adopted by the City Council.

*[Signature]*  
Darin Fowler, Mayor

**ATTEST:**  
*[Signature]*  
Karen Frerk, City Recorder

Date submitted to Mayor: 6/19/15

Approved as to Form, Mark Bartholomew, City Attorney *[Signature]*

**RESOLUTION NO. 15-6333**

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS  
LEVYING TAXES AND CATEGORIZING TAXES FOR FISCAL YEAR 2015-2016**

**RESOLUTION LEVYING AD VALOREM TAXES AND CATEGORIZING TAXES**

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

1. At the rate of \$4.1335 per \$1,000 of assessed value for the General Fund Permanent Rate Levy; and
2. At the rate of \$1.7900 per \$1,000 of assessed value for the General Fund/Public Safety Local Option Levy; and
3. \$1,131,658 total bond levy for the Debt Service Fund/Public Safety General Obligation Bond.

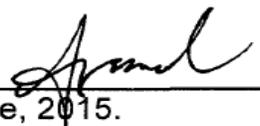
**AND**, that these taxes are hereby imposed and categorized for tax year 2015-2016 upon the assessed value of all taxable property within the City as follows:

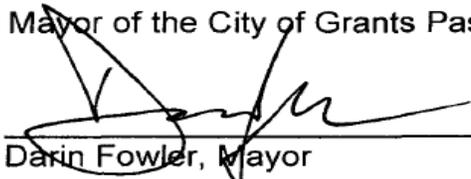
**CATEGORIZING TAXES**

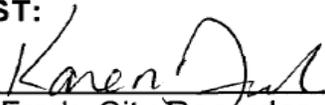
	Subject to the General Government Limitation	Excluded from the Limitation
General Fund Permanent Tax Rate Levy	\$4.1335/\$1,000	-0-
General Fund/Public Safety Local Option Levy	\$1.7900/\$1,000	-0-
Debt Service Fund/Public Safety General Obligation Bond (total bond levy)	\$ -0-	\$ 1,131,658

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

**ADOPTED** by the Council of the City of Grants Pass, Oregon, in regular session this 17<sup>th</sup> day of June 2015.

**SUBMITTED** to and  by the Mayor of the City of Grants Pass, Oregon, this 17 day of June, 2015.

  
Darin Fowler, Mayor

**ATTEST:**  
  
Karen Frerk, City Recorder

Date submitted to Mayor: 6/19/15

Approved as to Form, Mark Bartholomew, City Attorney 

**GENERAL SUPPORT RESOURCES:** *are those revenues that can be allocated to any program according to need.*

### Property Tax

Property Tax: is a tax levied against all taxable land and structures in the City. The tax requirement is based on the assessed value of the property. Approximately 93 percent of the tax levy is collected in the current fiscal year and the balance is collected over the next several years as delinquent taxes.

Delinquent Taxes: are those taxes that are not paid in the fiscal year in which they were levied.

### Taxes Other Than Property

Franchise: is a tax collected from public service agencies for the use of the City owned right-of-way. The major franchise agreements are for electric, gas, cable television, garbage collection and telephone.

Business License: a tax levied against all businesses operating within the City based on the number of employees.

### Licenses and Permits

Liquor License: a license required of all establishments serving alcoholic beverages.

Peddlers License: a license required of all retailers temporarily marketing goods and services in the city.

### Revenue from Other Agencies

State Revenue sharing: a dedicated portion of state liquor tax, which is distributed to local governments to be used at their discretion. It is distributed on the bases of population and the local taxing effort.

Cigarette Tax: a state shared revenue collected through a state tax on the sale of cigarettes. It is distributed to cities on the basis of population.

Liquor Tax: a state shared revenue collected through a state tax on the sale of alcoholic beverages. It is distributed to cities on the basis of population.

### Use of Assets

Interest: is earned on temporarily idle funds in accordance with the investment policy adopted by Council. These funds are made available when the income is received, before it needs to be dispersed.

### Fees and Charges

Business License Transfer Fee: is charged to businesses that are transferring their business license to another location or business name.

Environmental Program Fee: is paid by the Solid Waste franchise haulers on each ton of refuse collected to be used for environmental clean-up.

### Other Revenue

These revenues are ones not appropriately charged elsewhere.

**PROGRAM GENERATED RESOURCES:** *are those revenues that are directly attributable to programs, efforts or activities. They are allocated to that program.*

Taxes: are those property taxes which are collected and allocated for a specific program. This includes special levies, bonded debt and other program taxes.

Licenses and Permits: are those fees required by programs. A majority are for the various building permits.

Fines and forfeitures: are those fines collected by programs, primarily parking and court fines.

Revenue from other Agencies: are those revenues collected for services to other agencies, primarily the 911 Agency that serves the whole County.

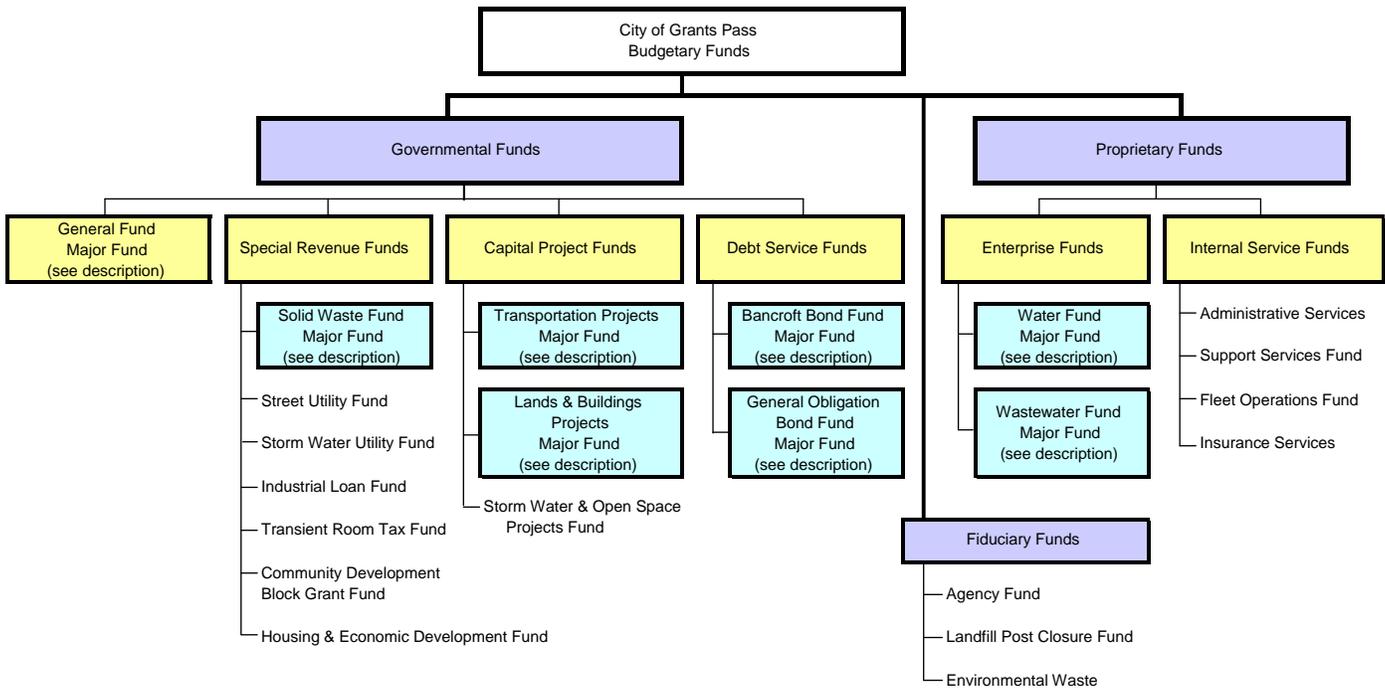
Use of Assets: are the revenues from rent or sale of city property and interest on funds.

Fees and charges: are the charges for services provided by programs. A majority of these revenues are in the Water, Wastewater, Solid Waste, Streets and Storm Water Utility programs.

Other Revenues: are those revenues which cannot be appropriately charged elsewhere.

Direct Charges for Services: are the charges from one operating program to another program for services.

Transfers: are interfund accounting transactions made only on Council approval. Generally, they are transfers of resources from an operating fund to a capital projects fund or from a special revenue fund to an operating fund.



A key function of fund accounting is to segregate resources. With governments having too many funds to include information on each individual fund, GAAP has required that governmental fund data be presented separately for each individual *major* governmental fund (definition of major fund is found in the glossary). By definition, the general fund is always considered a major fund. The City’s audited financial statement also considers the Solid Waste Fund, the Bancroft Fund, the Transportation Projects Fund (found in the Street Utility Fund) and the Lands and Buildings Projects Fund, major governmental funds.

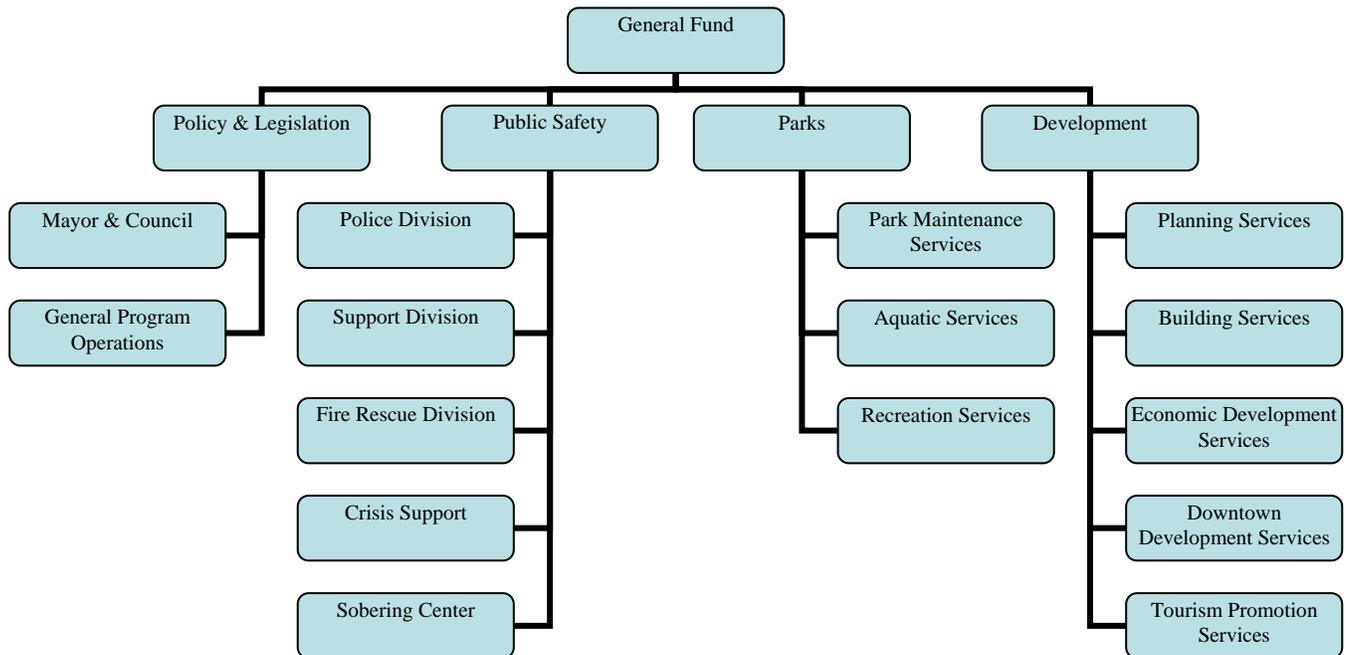
Governmental funds use a current financial resources measurement focus and the modified accrual basis of accounting. This means revenues are recognized when measurable and available. Expenditures are recognized when a current liability is incurred. Long-term liabilities such as debt service expenditures, as well as expenditures related to compensated absences and claims and judgments are recorded only when payment is due.

Proprietary and fiduciary funds use the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of a related cash flows. The enterprise proprietary funds are also subject to the classification standards for major funds. Currently the City presents both the Water and Wastewater funds as major funds.

Individual funds are described below by fund type. The definition of each major governmental fund has been included in the appropriate fund type.

**General Fund**

This fund accounts for all financial resources except those to be accounted for in another fund. Resources include beginning fund balance, taxes, licenses and permits, intergovernmental revenue, fines and forfeitures, charges for services, interest on investments, miscellaneous revenues and inter-fund transfers. Expenditures are for the programs of Policy & Legislation, Public Safety, Parks and Development. Activities include: Mayor & Council, Public Safety Police Division, Public Safety Fire Division, Public Safety Support Division, Crisis Support, Street Lighting, Park Maintenance, Aquatics, Recreation, Planning, Building and Safety, Economic Development, Tourism and Downtown. This fund uses the modified accrual method of accounting.



**Special Revenue Funds**

Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Special revenue funds account for transactions using the modified accrual method of accounting.

***Community Development Block Grant Fund.*** This fund was created in the nineteen-seventies to account for Block Grants, both HUD and State funded and related expenditures.

***Housing and Economic Development Fund.*** This fund accounts for the activity of the Industrial Loan and Downtown Loan programs.

***Solid Waste Fund.*** This fund accounts for the administration of franchise collection service for solid waste, planning, development and oversight responsibilities for closure and post-closure activities at the landfill and recycling programs.

***Storm Water Utility Fund.*** This new fund will account for revenues from a yet to be adopted storm water utility fee. Once adopted, initial expenditures will be for implementation and administration costs associated with the billing and collection of fees. Once established, revenues are anticipated to be sufficient to provide for maintenance and repair of storm drain facilities.

***Street Utility Fund.*** Formerly called State Gas Tax, this fund accounts for revenues from the state road tax, street utility fees, charges for services and miscellaneous sources. Expenditures are for the maintenance, repair and surfacing of streets and administrative costs associated with the billing and collecting of fees.

***Transient Room Tax Fund.*** This fund was created in 1982 to account for the receipt and disbursement of room tax revenues.

### **Capital Projects Funds**

Capital improvement funds are established to account for financial resources that are used for the acquisition or construction of major capital facilities (other than those financed by enterprise funds, internal service funds, special assessment funds and trust funds). Capital projects funds use the modified accrual method of accounting.

***Lands and Building Projects Fund.*** This fund accounts for the purchase of property, construction of buildings and major repair and replacement projects for the City's parkland and facilities. Revenues are derived from grants, donations, sale of assets and transfers from various funds.

***Transportation Projects Fund.*** This fund accounts for new construction, major repair and maintenance of road surfaces, sidewalks, traffic control devices and bike paths. Revenues are dependent upon the street utility fees and state gas tax, as well as system development charges, grants and transfers from various funds.

***Storm Water and Open Space Projects Fund.*** This fund accounts for the planning, acquisition and capital development of facilities to accommodate and control storm water runoff. Revenues will be derived from anticipated system development charges and storm water utility fees.

### **Debt Service Funds**

The Debt Service Fund accounts for the accumulation of receipts from property owners to satisfy assessments against their property for improvement projects such as street construction and water line installation. Expenditures and revenues are accounted for on the modified accrual method of accounting.

***Bancroft Bonds.*** These revenues come from Bancroft (Local Improvement District) bonded assessments. They are expended for the retirement of local improvement district bonded debt principal and interest until such debts have been fulfilled.

***General Obligation Bonds.*** These revenues come from levied property taxes. They are expended for the retirement of general obligation bonded debt principal and interest until such debts have been fulfilled.

**Enterprise Funds**

Enterprise Funds account for operations: (a) that are financed and operated in a manner similar to private business enterprise, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriated for capital maintenance, public policy, management control, accountability, or other purposes. Enterprise funds use full accrual basis of accounting for financial statement presentations. However, the enterprise activities use a modified accrual basis of accounting for budgetary purposes. This assures budgetary compliance with such expenditures as capital construction and acquisition, as well as debt principal transactions.

***Water Fund.*** This fund accounts for water operations. Revenues are from sales of water, system development charges, other charges for services and miscellaneous sources. Expenditures are for water treatment, water distribution, customer service, debt service and general operations. In addition, the Water Capital Projects Fund is included in this presentation.

***Wastewater Fund.*** This fund accounts for wastewater treatment and collection, JO-GRO™, customer service, debt retirement and general program operations. Revenues are from charges for services, interest on investments, fees and miscellaneous sources. System development fees are shown separately in the Wastewater Capital Projects Fund.

**Internal Service Funds**

Internal service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. Internal service funds use full accrual accounting methods for financial statement presentations as well as for budgetary purposes.

***Administrative Services Fund.*** This fund is divided into Management, Legal, Finance, Human Resources and General Program operations. Expenditures are for personnel, materials, services and capital outlay for these activities. These functions are supported by a fixed administrative charge of 8% on all operating activities and 2% on all capital projects construction.

***Insurance Services Funds.*** These funds account for the payment of workers' compensation, general insurance and health insurance premiums to insurers and for the fees charged for those services to other City activities.

***Fleet Operation Funds.*** These funds account for the maintenance and operation of City equipment and the collection of user charges for services received. A portion of the user fees is used to build a reserve for equipment replacement.

***Support Services Funds.*** These funds account for direct management services provided to planning, developing, operating and maintaining City facilities and for the collection of charges for services for those activities. Activities include the maintenance of eleven buildings, eleven parking lots and of the downtown core area. In addition, engineering and project administration are accounted for in this fund. Information Technology is supported in this fund by a 2% charge on all operating activities.

**Fiduciary Funds**

Fiduciary funds account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or governmental units and/or other funds. These include (a) expendable trust funds, (b) non-expendable trust funds, (c) pension trust funds and (d) agency funds. Fiduciary funds use the modified accrual basis of accounting.

***Agency Fund.*** This fund accounts for funds received which are held in trust pending final disposition. Revenue sources include: retainage on capital construction projects, grants and deposits.

***Landfill - Post-Closure Fund.*** This fund accounts for monies being accumulated and held in reserve for anticipated costs for the monitoring and maintenance requirements of the landfill for at least thirty years following closure.

***Environmental Waste Fees Fund.*** This fund accounts for fees received from the Environmental Program Fee (EPF) and must be used for environmental cleanups at solid waste sites and other solid waste program activities.

**Component Units**

The audited financial statements of the City include all of the above mentioned funds in addition to a discreetly presented component unit, an entity for which the City is considered to be financially accountable. Component units are legally separate entities. Each conducts a budget process similar to the City, identifying resources and needs, adopting its own budget.

***Josephine County-City of Grants Pass Solid Waste Agency (Discretely Presented).*** This fund accounts for revenues and capital expenditures related to clean-up of former waste sites. Franchise fees and debt issuance are the primary source of revenue. It uses modified accrual basis of accounting for budgetary purposes.

**REVIEWED AND ADOPTED BY THE COUNCIL NOVEMBER 2, 2011**

These policies have been developed to:

1. Provide financial stability for the city;
2. Ensure that the financial system is administered fairly; and
3. Provide for the interests of both present and future Citizens of our community.

**REVENUE****Flexibility**

1. The City will maintain a diversified income base in order to minimize the short run impact of fluctuations in any one income source.

Discussion: A diversified revenue base will protect the City from over dependence on any single revenue source. Any one revenue source can be subject to economic fluctuations, voter attitudes, or user preference. A diversified revenue base, therefore, provides stability in both the short and long-term.

2. The City will seek to utilize income sources that are available for general expenditures and will not normally designate income sources for specific purposes. The Council may, however, choose to earmark certain income for specific purposes after determining that such action would serve a public policy purpose that is more important than the loss of fiscal flexibility.

Discussion: Designating (earmarking) revenues limits flexibility. Although, occasionally, public policy will dictate that this be done, it is more appropriate to keep as many revenue sources as possible available for all types of legitimate general expenditures rather than for special purposes.

**FINANCIAL BURDEN**

1. The City will consider the overlapping tax burden created by multiple taxing jurisdictions on City property owners when it establishes property tax levels.

Discussion: The City wishes to continue to be responsible in its requests for property tax funding, cognizant that City property owners pay taxes to other local jurisdictions and that City services are only a part of the total tax supported service package.

2. The City will provide for an equitable sharing of the costs of services by charging the direct beneficiaries fees, which will recover all or a portion of the costs to provide those services. These fees will be reviewed periodically to ensure that they remain equitable, as appropriate.

Discussion: Many City services directly benefit selected individuals. When these services are subsidized by tax dollars, those resources are not available for general City services. With discretionary services, the customer has the opportunity to determine the level of services desired, and part of his/her decision could be made through the market pricing system.

3. The City will use non-recurring income for capital projects and other one-time expenses so that no long-term financial burden is placed on the organization.

Discussion: Revenue from outside sources should not be used to build programs that the City will not be able to support if that revenue should cease to exist. Rather, such funds should be used for projects that can be rapidly halted without severe disruption if the source should disappear.

**BUDGET POLICIES**

Goals and Services

1. The City organization will carry out the Council’s goals and policies through a service delivery system financed through the Operating and Capital Budgets.

Discussion: The Council has the authority and responsibility to adopt City goals. The City organization is committed to implementing the Council goals through the budgeting process.

2. The City will routinely evaluate its service delivery system in terms of established efficiency and effectiveness criteria to determine whether a service or project should be provided by City staff or by contract.

Discussion: A number of the services performed by the City can also be provided by the private sector. The decision regarding whether to perform a service with City staff or by contract involves evaluating cost, quality of service, continuity of service, response time, conformance with regulatory requirements and a variety of other considerations. The City routinely tests the market to determine if a service can and should be provided through a contractor rather than through the use of City staff.

Fund Balances

1. The City will maintain adequate fund balances to meet seasonal cash flow, support a good credit rating, to have resources to meet emergency or unanticipated expenses, and to have sufficient resources to begin the next fiscal year. The budget shall provide for an appropriate beginning/ending fund balance.

Discussion: An adequate fund balance should be sufficient to provide for any anticipated cyclical variations in revenues and expenditures, and to provide working capital for ongoing operations for a period of at least 120 days. In the General fund, because of the cyclical nature of property taxes, the majority of which are not received until November, the targeted beginning balance should be between 30% to 40% of the budget’s annual expenditures. The fund balance shall be exclusive of all reserves not anticipated to be readily available for use in emergencies and contingencies. The following fund balance guidelines shall be used for specific City operational funds:

<b><u>Fund Name</u></b>	<b><u>Ending Fund Balance Target Range</u></b>
General Fund	30% to 40% of expenditures
Utility Funds (operating funds only)	25% to 35% of expenditures
Administrative Services Fund	15% to 25% of expenditures
Information Technology Fund	15% to 25% of expenditures
Garage Operations Fund	25% to 35% of expenditures
Engineering Services Fund	25% to 35% of expenditures
Property Management Fund	10% to 20% of expenditures

Generally, the fund balance levels are dictated by:

1. Cash flow requirements to support operating expenses;
2. Relative rate stability from year to year for enterprise funds;
3. Susceptibility to emergency or unanticipated expenditure;
4. Credit worthiness and capacity to support debt service requirements;
5. Legal or regulatory requirements affecting revenues, disbursements and fund balances; and
6. Reliability of outside revenues.

Should the fund balance fall below an appropriate level (i.e. 30% of requirement in the General fund) a plan for expenditure reductions and/or revenue increases shall be submitted to the City Council via the City Manager. In the event the fund balance is above an appropriate target (i.e. 40% in the General fund) the difference may be used to fund the following activities: Following the budget process the balance can be used for one-time capital expenditures that do not increase ongoing City costs; one-time debt defeasance, and/or other one-time costs. For Utility operating funds, generally the entire fund balance will be considered a contingency balance and a fund balance in excess of 35% of annual expenditures would lead to future budget provisions of additional transfers to the Utility's capital project fund. If, at the end of a fiscal year, the fund balance falls below the targeted level, then the City shall attempt to rebuild the balance within a period of three fiscal years.

The City's projected ending fund balance should include any known un-utilized contingency along with any un-appropriated ending fund balance and the balance available in excess of operational costs for the year.

## **FINANCIAL PLANNING**

1. The City will estimate operating income and expenses over a three-year horizon and update those projections annually.

Discussion: Long-term financial planning is a tool which can aid the City organization in making more informed decisions which can affect the community's future and the City's ability to provide services on a long-term basis.

2. Each fund will maintain a contingency account to meet unanticipated requirements during the fiscal year, as appropriate.

Discussion: The Budget is prepared 6 to 18 months prior to implementation. The range of City services and the environment in which they are delivered make it difficult to anticipate every expenditure requirement. The contingency can also be used as a planning tool to buffer the impact of receiving revenue at a level that is lower than the budget projected. Therefore, contingency funds are established to meet emergency requirements necessary to maintain the service delivery system. Amounts provided in contingency will depend upon the size and expenditure characteristics of each fund.

**DEBT MANAGEMENT POLICIES**

1. Debt incurred to finance capital improvements will be repaid within the useful life of the project.

Discussion: Debt is most appropriately used when large capital facilities with long lives are financed to spread the costs over the period in which future residents will use those facilities. Today's taxpayers (or rate payer) need not pay for benefits enjoyed by others in the future, nor should current residents burden their successors with costs for facilities that have outlived their usefulness.

2. General obligation debt issued by the City will not exceed 3% of the total market value of property in the City.

Discussion: This is consistent with State law. Compliance ensures that the City will not be overburdened with long-term debt.

3. Debt will not be used to pay current operating expenses, unless borrowed funds can be obtained at an interest rate that is lower than the City could earn on its own invested funds (arbitrage).

Discussion: Debt should not be used to finance ongoing operations, a sign that the City is financially over committed. However, borrowing when financial market conditions are favorable can be considered financially prudent.

4. The City will maintain good communication with bond rating agencies about its financial condition in order to maintain and improve its ability to borrow money at favorable interest rates.

Discussion: To maintain and improve its bond rating, the City will follow a policy of full disclosure to Bond Rating Agencies. All significant financial reports affecting the City will be forwarded to the Rating Agencies.

**CAPITAL IMPROVEMENT POLICIES**

1. The City will prepare a five-year Capital Improvements Plan and a one-year Capital Improvements Budget.

Discussion: Multi-year capital improvement plans ensure that financing programs for capital construction are in place.

2. The Operating Budget will provide for adequate maintenance and the regular replacement of capital plant and equipment.

Discussion: Deferring maintenance on the City's assets causes accelerated deterioration. This is more expensive in the long-term and adversely affects the City's productivity.

3. The City will recognize the cost of equipment and infrastructure depreciation through the maintenance of the Equipment Replacement Fund for vehicle and other major equipment needs. Regular contributions will also be transferred to Capital Project Funds for future equipment and infrastructure needs.

Discussion: Regular contributions to Capital Project Funds and the Equipment Replacement Fund can help prepare the City for future capital expenditures and can help limit the amount of debt required for future capital expenditures. All City vehicles will be tracked through the Equipment Replacement Fund to prepare for their eventual replacement.

For City Governmental Funds, when a future capital need is identified, resource contributions will be made to the Capital Project Fund or Equipment Replacement Fund to provide for the majority of the estimated purchase cost by the planned year of purchase. Generally Governmental Funds will plan for all future capital purchase needs for projects or equipment with costs in excess of \$100,000.

For Utility Funds, depreciation costs as measured in the City's Comprehensive Annual Financial Report shall be used to judge the adequacy of annual contributions to equipment replacement and capital project funds. Transfers from Utility operating funds to Utility capital project funds each year should be equal to or greater than the Utility's annual depreciation costs as measured in the City's annual audited financial report.

### **FINANCIAL MANAGEMENT POLICIES**

1. The City will maintain an accounting system that is consistent with generally accepted accounting practices for local governments in order to (1) promote an atmosphere of trust in its financial management system and to (2) provide full disclosure of its financial condition.

Discussion: The City maintains a financial information system to monitor and report on income and expenditures for all municipal programs. Regular financial reports are given to the Council and management staff.

2. Each year, an independent public accounting firm will perform an audit and issue an opinion and recommendations regarding the financial practices of the City. Staff will prepare a response to nay recommendations made by the auditor and provide progress reports on any actions regarding those recommendations.

Discussion: An independent audit of City financial records is a State requirement. In addition, the City will use the expertise of the independent audit firm to improve financial operations.

### **INVESTMENTS**

1. The City's investments will be authorized and controlled by written investment policies that address diversification, liquidity, maturity, return and staff capabilities.

Discussion: The City has and will maintain an investment policy approved by the State Treasurer's Office to guide investment decisions. Quarterly reports will be prepared for the Council to measure the portfolio performance against the investment policy.

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# POLICY AND LEGISLATION

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## ACTIVITIES

**\*Mayor & Council**

**\*General Program Operations**

## DESCRIPTION

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

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
General Support	<u>13,503,934</u>	<u>13,732,205</u>	<u>11,500,665</u>	<u>10,727,406</u>	<u>10,727,406</u>	<u>11,699,406</u>	<u>8,610,942</u>
<b>Total Resources</b>	<b><u>13,503,934</u></b>	<b><u>13,732,205</u></b>	<b><u>11,500,665</u></b>	<b><u>10,727,406</u></b>	<b><u>10,727,406</u></b>	<b><u>11,699,406</u></b>	<b><u>8,610,942</u></b>
Requirements							
Mayor and Council	203,408	216,429	297,135	291,328	291,328	291,328	292,447
General Program Operations	<u>13,300,526</u>	<u>13,515,776</u>	<u>11,203,530</u>	<u>10,436,078</u>	<u>10,436,078</u>	<u>11,408,078</u>	<u>8,318,495</u>
<b>Total Requirements</b>	<b><u>13,503,934</u></b>	<b><u>13,732,205</u></b>	<b><u>11,500,665</u></b>	<b><u>10,727,406</u></b>	<b><u>10,727,406</u></b>	<b><u>11,699,406</u></b>	<b><u>8,610,942</u></b>

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

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### **Services Delivered:**

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

The Mayor and Council represent the legislative branch of the City. The Mayor, elected at-large for a four-year term, serves as the chief elected official of the City and presides over the Council meetings. The Council is comprised of eight members, who are elected at-large for overlapping four-year terms, two from each of four separate wards. The Council is the official policy making body for the City and is responsible for the overall direction of the municipality. The Council establishes the vision for the City, sets goals, and approves the City's Strategic Plan and budget. Actions are taken by adopting ordinances and resolutions, authorizing contracts, adopting a City budget and appointing a City Manager.

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

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

**Objective 1: Provide leadership training**

**Objective 2: Implement community communication strategies**

### **Performance Measurements:**

The Council is responsible to the citizens they represent and the voters evaluate acceptable performance.

### **Budget Highlights:**

The budget includes resources for the City newsletter as well as television coverage to include Council meetings, budget meetings, workshops or special meetings. There is also sufficient budget to produce 8-12 special topic programs for cable broadcasting. The Council also supports boards, task forces and committees, including recognition for volunteers. Memberships for the City, like League of Oregon Cities membership, are paid from this department.

### **FY'15 Activity Review:**

The City Council is faced with many opportunities and requirements of varying urgency. The Council adopts City goals and an annual Strategic Plan, which helps in prioritizing the use of time, energy, money and other resources. The Council actively addresses citizen needs through the public process.

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

***Financial Summary***

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
General Support	<u>203,408</u>	<u>216,429</u>	<u>297,135</u>	<u>291,328</u>	<u>291,328</u>	<u>291,328</u>	<u>292,447</u>
<b>Total Resources</b>	<b><u>203,408</u></b>	<b><u>216,429</u></b>	<b><u>297,135</u></b>	<b><u>291,328</u></b>	<b><u>291,328</u></b>	<b><u>291,328</u></b>	<b><u>292,447</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Materials & Supplies	22,703	13,047	21,800	25,400	25,400	25,400	25,600
Contractual/Prof Services	118,702	139,352	201,500	193,000	193,000	193,000	193,000
Direct Charges	43,511	44,418	46,835	45,928	45,928	45,928	46,847
Indirect Charges	<u>18,492</u>	<u>19,612</u>	<u>27,000</u>	<u>27,000</u>	<u>27,000</u>	<u>27,000</u>	<u>27,000</u>
<b>Total Requirements</b>	<b><u>203,408</u></b>	<b><u>216,429</u></b>	<b><u>297,135</u></b>	<b><u>291,328</u></b>	<b><u>291,328</u></b>	<b><u>291,328</u></b>	<b><u>292,447</u></b>

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

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### **Services Delivered:**

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

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate, and Expand our Infrastructure to Meet Community Needs**

- Capital transfers – Utilize one-time resources to invest in parks, water, sewer and transportation projects and other projects that increase the efficiencies and effectiveness of City departments.

### **Budget Highlights:**

Keeping with the City's financial policy of allocating one-time resources and savings to one-time projects, and in alignment with Council's goal to "*Maintain, Operate and Expand our Infrastructure to Meet Community Needs*", the FY'16 budget provides for various capital project transfers. This includes \$595,000 to Transportation, Stormwater, Water and Wastewater projects among other transfers.

Other expenditures in this program include a provision for the City's required annual financial audit as well as funding for the on-going performance audits initiated by Council's PAVE Committee (Performance Audit, Visioning and Enhancement). This program pays Engineering charges for services for non-project support requested by various general fund programs. This program pays for a year-to-year contract with Josephine Community Libraries.

During FY'10, Council implemented a new financial policy establishing a target range for the beginning and ending fund balance for the General Fund. The policy is based on the City's operating needs early in the fiscal year between July and November before the bulk of property tax revenue resources are available. The policy recommends a beginning fund balance of 30-40% of annual expenditures for the General Fund. The General Fund is expected to end FY'15 slightly above this range due to some one-time savings from recent years still being available for use and should end FY'16 in the higher end of that range.

The Recommended FY'15 budget has a general fund contingency of \$2,000,000 which is above the 5% of the expenditures minimum contingency target for the City's General Fund operations (Policy & Legislation, Public Safety, Parks and Development). This contingency meets the recommended and standard minimum of a 5% contingency and should be sufficient to meet un-anticipated events in FY'16. The contingency cannot be transferred to other expenditure categories or used in any dollar amount without Council's specific approval by resolution and will be carried over as a fund balance when not used.

### **FY'15 Activity Review:**

Transfers to capital projects were reduced from the original adopted budget. The City established a Jail Utility Fee which provided budget of \$891,000 to provide jail beds at the Josephine County Adult Jail for City purposes.

## Program: Policy and Legislation – General Program Operations

### Financial Summary

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
General Support	<u>13,300,526</u>	<u>13,515,776</u>	<u>11,203,530</u>	<u>10,436,078</u>	<u>10,436,078</u>	<u>11,408,078</u>	<u>8,318,495</u>
<b>Total Resources</b>	<b><u>13,300,526</u></b>	<b><u>13,515,776</u></b>	<b><u>11,203,530</u></b>	<b><u>10,436,078</u></b>	<b><u>10,436,078</u></b>	<b><u>11,408,078</u></b>	<b><u>8,318,495</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Personnel Services	185,085	0	0	0	0	0	0
Contractual/Prof Services	219,040	1,040,045	1,167,400	278,200	278,200	1,250,200	198,200
Direct Charges	87,140	115,540	138,928	143,040	143,040	143,040	143,751
Indirect Charges	0	15,455	0	0	0	0	0
Transfers Out	<u>1,001,895</u>	<u>1,181,339</u>	<u>1,821,700</u>	<u>2,155,500</u>	<u>2,155,500</u>	<u>2,155,500</u>	<u>1,060,200</u>
<i>Subtotal Expenditures</i>	<i><u>1,493,160</u></i>	<i><u>2,352,379</u></i>	<i><u>3,128,028</u></i>	<i><u>2,576,740</u></i>	<i><u>2,576,740</u></i>	<i><u>3,548,740</u></i>	<i><u>1,402,151</u></i>
Contingencies	0	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Ending Balance	<u>11,807,366</u>	<u>11,163,397</u>	<u>6,075,502</u>	<u>5,859,338</u>	<u>5,859,338</u>	<u>5,859,338</u>	<u>4,916,344</u>
<b>Total Requirements</b>	<b><u>13,300,526</u></b>	<b><u>13,515,776</u></b>	<b><u>11,203,530</u></b>	<b><u>10,436,078</u></b>	<b><u>10,436,078</u></b>	<b><u>11,408,078</u></b>	<b><u>8,318,495</u></b>

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

# PUBLIC SAFETY



## ACTIVITIES

- \*Public Safety – Police Division
- \*Public Safety – Support Division
- \*Public Safety – Fire Rescue Division
- \*Crisis Support Services
- \*Street Lighting
- \*Sobering Center

## DESCRIPTION

The Public Safety Program includes activities to protect the safety of individuals and property in our community. The activities of this program implement a portion of the City Councils work plan. The Public Safety Program is currently funded, in part, by a four-year Public Safety local option levy passed by the voters in November of 2013, for fiscal years FY’15 through FY’18. In addition to the levy, the program utilizes all tax base generated property tax revenues and other general support revenues.

“*Keeping Grants Pass Safe*” reflects Grants Pass Department of Public Safety commitment to provide a safe environment for our community through delivery of professional police, fire and public safety support services. We believe that this is directly tied to the Council goals of “Encouraging Economic Prosperity” and “Expand tourism and cultural opportunities” as well because when our citizens and tourists feel safe they want to spend time and invest in Grants Pass.

### Organizational Core Values:

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

	ACTUAL FY’13 \$	ACTUAL FY’14 \$	BUDGET FY’15 \$	MANAGER RECOMMEND FY’16 \$	COMMITTEE APPROVED FY’16 \$	COUNCIL ADOPTED FY’16 \$	PROJECTED FY’17 \$
Program Generated	16,937,832	16,549,046	16,966,234	17,755,234	17,755,234	17,755,234	18,079,854
General Support	(331,844)	479,880	1,239,585	1,384,719	1,384,719	1,384,719	1,313,650
<b>Total Resources</b>	<b><u>16,605,988</u></b>	<b><u>17,028,926</u></b>	<b><u>18,205,819</u></b>	<b><u>19,139,953</u></b>	<b><u>19,139,953</u></b>	<b><u>19,139,953</u></b>	<b><u>19,393,504</u></b>
Requirements							
Police Division	12,638,943	8,489,981	9,367,099	9,789,031	9,789,031	9,789,031	9,917,064
Support Division	3,626,109	2,867,146	3,000,117	3,340,430	3,340,430	3,340,430	3,433,554
Fire Rescue Division	0	5,333,136	5,664,603	5,835,992	5,835,992	5,835,992	5,866,886
Crisis Support Services	41,475	42,180	44,000	44,500	44,500	44,500	46,000
Street Lighting	299,461	296,483	0	0	0	0	0
Sobering Center	0	0	130,000	130,000	130,000	130,000	130,000
<b>Total Requirements</b>	<b><u>16,605,988</u></b>	<b><u>17,028,926</u></b>	<b><u>18,205,819</u></b>	<b><u>19,139,953</u></b>	<b><u>19,139,953</u></b>	<b><u>19,139,953</u></b>	<b><u>19,393,504</u></b>

## Program: Public Safety – Police Division

### Services Delivered:

The Public Safety Police Operation’s budget is a program-based budget. While the Council goal of “**Keep Citizens Safe**” is a guiding value, law enforcement efforts in our community are defined by our fundamental obligation to enforce local, state and federal law. The Public Safety Department strives to provide a safe environment, while addressing livability issues through the delivery of professional public safety services.

The Police Division is the most visible part of the Public Safety operation. The Police Division includes Police Patrol, Detectives, Community Service Officers, Code and Parking Enforcement, Traffic Enforcement and Crime Prevention and Education. Police services, both uniformed and plain clothes, are provided by officers in marked and unmarked vehicles, police motorcycles, on foot and on bicycles. Detectives are responsible for follow-up investigations on major crimes requiring special training, skills and equipment. Additionally, one detective is assigned to the Rogue Area Drug Enforcement Team. Community Service Officers enforce various codes and ordinances, including parking, transient camps, trash and garbage complaints, as well as violations of the city development code.

### Performance Measurements:

#### Police Division Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
# of locations community camera sited in	1	1	7	6	9	17	17
Citizen public safety academies held	1	1	1	1	1	1	1
Student public safety academies held	1	1	1	1	1	1	1
Bike rodeos held	2	2	1	2	2	2	2
Average weekly hrs. of CSO/Police downtown presence	40	40	40	40	40	40	40
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Maintain CALEA accreditation /Lexipol*	Yes	Yes	Yes	Yes	Yes*	Yes	Yes
Response Time To Priority 1 and 2 Emergency Calls: Dispatch to Arrival (in minutes)	4.02	<5	3.38	<5	<5	<5	<5
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Percentage of V-6 vehicles in Police	80%	87%	80%	87%	87%	87%	87%

\*Exploring conversion of department policy/procedures to Lexipol in 2015-16

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Keep Citizens Safe

##### Objective 3: Enhance a safe and secure environment.

- Action 2: Add a Sergeant and two officers to establish a Special Detail (ICMA). \*\*\*
- Action 4: Expand use of video cameras on City grounds.
- Action 12: Expand the use of officer worn video recording cameras.

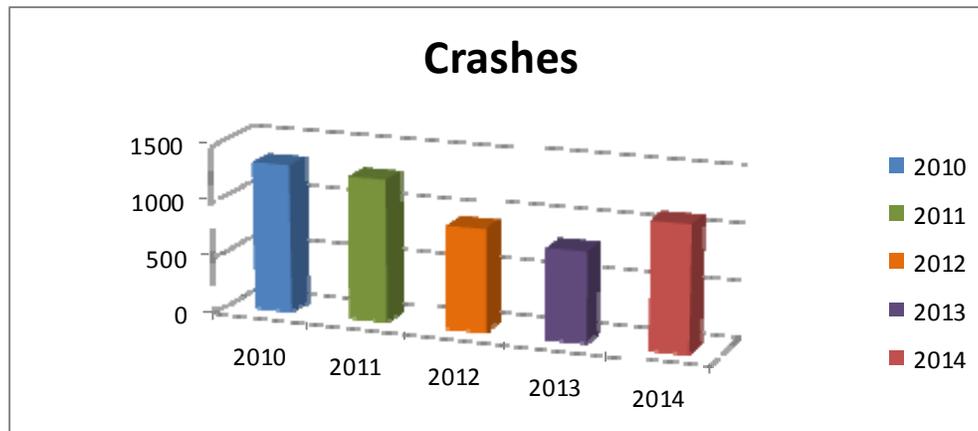
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## Program: Public Safety – Police Division

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### Budget Highlights:

The PAVE audit was completed and the department is currently making plans for changes to follow several recommendations in the report. Staffing and call volume is a priority to ensure calls for service are being handled in a timely manner.



### FY'15 Activity Review:

- ✓ PAVE audit completed and many recommendations now being implemented.
- ✓ GPDPS continued its long-standing relationship with School District #7. The relationship involves multiple components, which include: a contract to partially fund the School Resource Officer (SRO), interaction at all schools with our SRO and Crime Prevention Officer, teaching the Student Public Safety Academy to juniors and seniors and extensive interaction with all district employees regarding dangerous intruders.
- ✓ Technology improvements including downtown cameras have helped with solving and deterring crime. E-ticketing is now being utilized, saving time on traffic stops and improving efficiency.
- ✓ The GPDPS has added another dog to the K-9 team. “Coco” is a drug detection K-9. She and her handler, Detective Ryan Brown are in the process of becoming certified to find narcotics. “Coco” was obtained from the Humane Society. The K-9 program is largely funded by donations from community members.



## Program: Public Safety – Police Division

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
<b>Current Resources</b>							
<b>Activity Generated</b>							
Property Taxes	11,525,975	7,780,392	7,991,900	8,508,452	8,508,452	8,508,452	8,661,746
Federal Grants	159,043	6,711	0	16,000	16,000	16,000	16,000
State Grants	8,177	9,859	7,500	7,500	7,500	7,500	7,500
Local Funding	126,417	70,673	70,600	71,000	71,000	71,000	71,000
Public Safety Fees	244,533	262,400	232,100	40,150	40,150	40,150	40,150
District Court Fines	207,578	184,872	195,800	126,000	126,000	126,000	126,000
Towing Fines	44,900	29,700	5,000	5,000	5,000	5,000	5,000
Other Revenue	75,635	95,188	143,800	143,800	143,800	143,800	143,800
Transfers	<u>615,198</u>	<u>190,499</u>	<u>234,800</u>	<u>214,700</u>	<u>214,700</u>	<u>214,700</u>	<u>220,300</u>
<b>Total Current Revenues</b>	<b><u>13,007,456</u></b>	<b><u>8,630,294</u></b>	<b><u>8,881,500</u></b>	<b><u>9,132,602</u></b>	<b><u>9,132,602</u></b>	<b><u>9,132,602</u></b>	<b><u>9,291,496</u></b>
General Support	<u>(368,513)</u>	<u>(140,313)</u>	<u>485,599</u>	<u>656,429</u>	<u>656,429</u>	<u>656,429</u>	<u>625,568</u>
<b>Total Resources</b>	<b><u>12,638,943</u></b>	<b><u>8,489,981</u></b>	<b><u>9,367,099</u></b>	<b><u>9,789,031</u></b>	<b><u>9,789,031</u></b>	<b><u>9,789,031</u></b>	<b><u>9,917,064</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	9,659,207	6,693,171	7,230,149	7,553,814	7,553,814	7,553,814	7,726,958
Materials & Supplies	320,238	155,744	181,190	238,315	238,315	238,315	185,165
Contractual/Prof Services	1,418,848	858,704	1,065,705	1,066,153	1,066,153	1,066,153	1,062,073
Direct Charges	37,500	10,785	20,500	22,839	22,839	22,839	23,671
Capital Outlay	15,037	0	18,000	18,000	18,000	18,000	18,000
Indirect Charges	1,145,083	771,577	851,555	889,910	889,910	889,910	901,197
Transfers Out	<u>43,030</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>12,638,943</u></b>	<b><u>8,489,981</u></b>	<b><u>9,367,099</u></b>	<b><u>9,789,031</u></b>	<b><u>9,789,031</u></b>	<b><u>9,789,031</u></b>	<b><u>9,917,064</u></b>

## Program: Public Safety – Police Division

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY' 13	FY' 14	FY' 15	RECOMMEND	APPROVED	ADOPTED	FY' 17
	#	#	#	#	#	#	#
Public Safety Director	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Public Safety Sergeants	5.00	6.00	6.00	7.00	7.00	7.00	7.00
Battalion Chief	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Fire Corporals	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Police Corporals	5.00	4.00	4.00	4.00	4.00	4.00	4.00
Police Officers	35.00	36.00	36.00	38.00	38.00	38.00	38.00
Firefighters	19.00	0.00	0.00	0.00	0.00	0.00	0.00
Firewise Coordinator <sup>#</sup>	1.00 <sup>#</sup>	0.00	0.00	0.00	0.00	0.00	0.00
Community Service Officer	5.00	5.25	5.25	5.25	5.25	5.25	5.25
Investigative Specialist	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Crime Analyst	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Property Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
PS Executive Assistant (Previously Support Specialist-Administrative)	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<i>Subtotal</i>	<i>81.00</i>	<i>58.25</i>	<i>58.25</i>	<i>61.25</i>	<i>61.25</i>	<i>61.25</i>	<i>61.25</i>
Public Safety Director							
To: Fire Rescue	0.00	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	0.00	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)
Deputy Chief							
To: Fire Rescue	0.00	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Support	0.00	(0.40)	(0.40)	(0.40)	(0.40)	(0.40)	(0.40)
From: Fire Rescue	0.00	0.10	0.10	0.10	0.10	0.10	0.10
Lieutenant							
To: Fire Rescue	0.00	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	0.00	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)
PS Executive							
To: Fire Rescue	0.00	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	0.00	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
Community Service Officer							
To: Downtown Dev.	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Crime Analyst							
To: Fire Rescue	0.00	(0.00)	(0.00)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	<u>0.00</u>	<u>(0.00)</u>	<u>(0.00)</u>	<u>(0.30)</u>	<u>(0.30)</u>	<u>(0.30)</u>	<u>(0.30)</u>
<i>Subtotal Distributed</i>	<i>(1.00)</i>	<i>(3.00)</i>	<i>(3.00)</i>	<i>(3.60)</i>	<i>(3.60)</i>	<i>(3.60)</i>	<i>(3.60)</i>
<b>Total Positions</b>	<b><u>80.00</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>	<b><u>57.65</u></b>	<b><u>57.65</u></b>	<b><u>57.65</u></b>	<b><u>57.65</u></b>
<sup>#</sup> Temporary (While Grant Lasts)	(1.00)	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Permanent Positions</b>	<b><u>79.00</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>	<b><u>57.65</u></b>	<b><u>57.65</u></b>	<b><u>57.65</u></b>	<b><u>57.65</u></b>
Temporary/Seasonal Hours	<u>1,850</u>	<u>1,300</u>	<u>1,300</u>	<u>1,320</u>	<u>1,320</u>	<u>1,320</u>	<u>1,320</u>

#### *Capital Outlay/By Item:*

In-Car ICOP video Systems/Radios			<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>
<b>Total Capital Outlay</b>			<b><u>18,000</u></b>	<b><u>18,000</u></b>	<b><u>18,000</u></b>	<b><u>18,000</u></b>	<b><u>18,000</u></b>

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## Program: Public Safety – Support Division

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### Services Delivered:

The Public Safety Support Service’s budget is a program-based budget. The Council goal of “**Keep Citizens Safe**” is a guiding value for this division. In addition to providing 911 dispatch and management for the Josephine County 911 Agency, the Public Safety Support Division provides police, fire and ambulance dispatch for the City and seven outside agencies. The division is also responsible for the records operations staff who oversee processing and management of the City’s public safety records, provide non-emergent call-taking and reception for the Department.

### Performance Measurements:

#### Support Division Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of Internal Line calls received in 9-1-1 center	51,916	N/A	46,391	N/A	N/A	N/A	N/A
Number of Emergent calls received in 9-1-1 center	55,289	N/A	56,862	N/A	N/A	N/A	N/A
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
95% of all 911 calls will be answered within 10 seconds from the first ring	97.86%	95%	97.73%	95%	95%	95%	95%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
**9-1-1 center calls per FTE	7,658	7,500	7,943	7,250	7,000	6,500	6,100

\*\*Reducing 911 center call per FTE by reducing the number of calls from internal lines

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- **Action 3:** Improve dispatch/records operations to improve efficiency and customer service (ICMA). \*\*
- **Action 21:** Add two additional dispatchers (one possibly funded by the 911 Agency) to cut down on overtime and burn out (ICMA).

##### Objective 4: Provide outstanding customer service in all areas of operations.

### Budget Highlights:

The Dispatch Center is budgeting for two new dispatch positions and one call-taker position in FY16. We are requesting funding from the 911 Agency to cover the call-taker position. Recent PAVE audit indicated the need for the positions in order to meet a minimum staffing need for the center. Calls for service have increased each year and staffing remained flat. The 911 Board is looking at adding the call-taker position for this next contract period. Added costs for the additional call-taker will be passed to user agencies.

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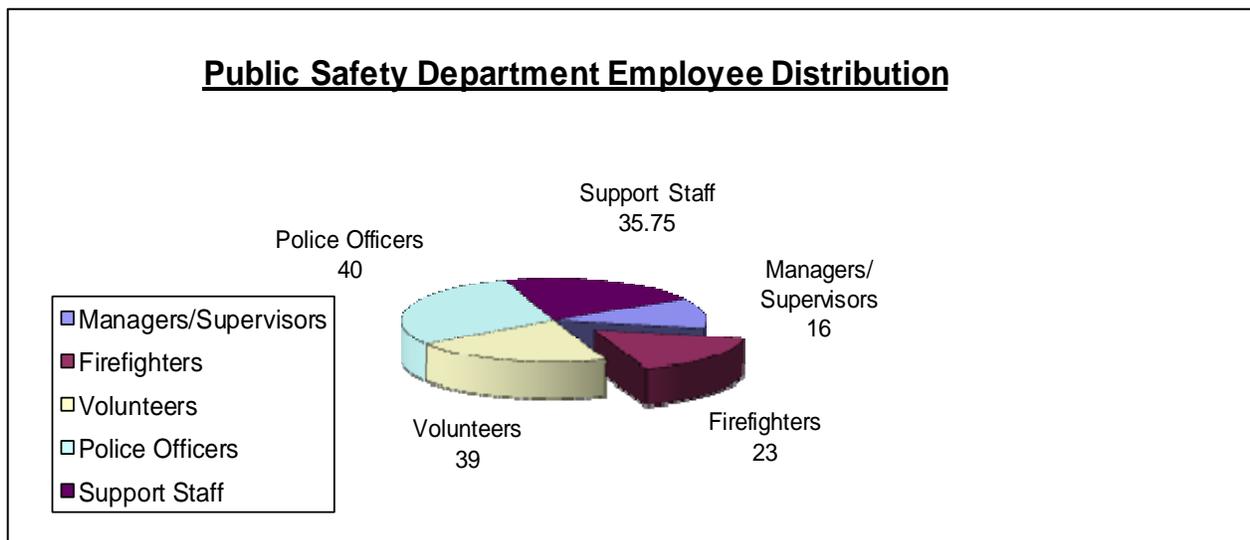
## Program: Public Safety – Support Division

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### FY'15 Activity Review:

- ✓ Phone recording hardware and software updated to a newer modern recording device. All phone and radio traffic is recorded for documentation and training purposes. The new system allows better tracking and retrieval of recordings. This will improve efficiency in the center by allowing supervisors to more easily access call information for critique and review.
- ✓ Staffing has been a tremendous challenge. Currently 3 new dispatchers are in training and 2 more are being selected to start training immediately. Staffing needs are at a critical point in the Call Center, however the new employees are showing they are capable of handling the job.



## Program: Public Safety – Support Division

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
<b>Current Resources</b>							
<b>Activity Generated</b>							
Property Taxes	3,081,319	2,508,134	2,557,500	2,725,494	2,725,494	2,725,494	2,774,821
9-1-1 Dispatch Fees	362,959	373,454	379,100	419,705	419,705	419,705	438,902
9-1-1 Admin Fees	123,192	126,757	128,700	130,175	130,175	130,175	131,477
Other Revenue	<u>363</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><i>Total Current Revenues</i></b>	<b><i>3,567,833</i></b>	<b><i>3,008,345</i></b>	<b><i>3,065,300</i></b>	<b><i>3,275,374</i></b>	<b><i>3,275,374</i></b>	<b><i>3,275,374</i></b>	<b><i>3,345,200</i></b>
General Support	<u>58,276</u>	<u>(141,199)</u>	<u>(65,183)</u>	<u>65,056</u>	<u>65,056</u>	<u>65,056</u>	<u>88,354</u>
<b>Total Resources</b>	<b><u>3,626,109</u></b>	<b><u>2,867,146</u></b>	<b><u>3,000,117</u></b>	<b><u>3,340,430</u></b>	<b><u>3,340,430</u></b>	<b><u>3,340,430</u></b>	<b><u>3,433,554</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	3,074,249	2,425,597	2,518,618	2,797,179	2,797,179	2,797,179	2,889,007
Materials & Supplies	24,991	13,043	24,500	34,100	34,100	34,100	31,800
Contractual/Prof Services	197,223	167,856	184,261	205,658	205,658	205,658	200,607
Indirect Charges	<u>329,646</u>	<u>260,650</u>	<u>272,738</u>	<u>303,493</u>	<u>303,493</u>	<u>303,493</u>	<u>312,140</u>
<b>Total Requirements</b>	<b><u>3,626,109</u></b>	<b><u>2,867,146</u></b>	<b><u>3,000,117</u></b>	<b><u>3,340,430</u></b>	<b><u>3,340,430</u></b>	<b><u>3,340,430</u></b>	<b><u>3,433,554</u></b>

## Program: Public Safety – Support Division

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Public Safety Director	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Deputy Chief	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Fire Marshall	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Fire Prevention Specialist II	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Police Officer	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Fire Inspector	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Support Specialist-Administrative	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Dispatcher	11.000	11.000	11.000	13.000	13.000	13.000	13.000
Lead Dispatcher	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Call taker	0.000	0.000	0.000	1.000	1.000	1.000	1.000
Civilian PS Supervisor	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Prevention Program Office Asst.	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Public Safety Clerk Aide	0.875	0.500	0.500	0.000	0.000	0.000	0.000
Public Safety Clerk	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>6.500</u>	<u>6.500</u>	<u>6.500</u>	<u>6.500</u>
<i>Subtotal</i>	<i>31.875</i>	<i>23.500</i>	<i>23.500</i>	<i>26.500</i>	<i>26.500</i>	<i>26.500</i>	<i>26.500</i>
Public Safety Director							
From: Police	0.000	0.200	0.200	0.200	0.200	0.200	0.200
Deputy Chief							
From: Police	0.000	0.400	0.400	0.400	0.400	0.400	0.400
From: Fire Rescue	0.000	0.100	0.100	0.100	0.100	0.100	0.100
Lieutenant							
From: Police	0.000	0.200	0.200	0.200	0.200	0.200	0.200
PS Executive Assistant (Previously Admin Support Specialist)							
From: Police	0.000	0.300	0.300	0.300	0.300	0.300	0.300
Crime Analyst							
From: Police	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.300</u>	<u>0.300</u>	<u>0.300</u>	<u>0.300</u>
<i>Subtotal Distributed</i>	<i>0.000</i>	<i>1.200</i>	<i>1.200</i>	<i>1.500</i>	<i>1.500</i>	<i>1.500</i>	<i>1.500</i>
<b>Total Positions</b>	<b><u>31.875</u></b>	<b><u>24.700</u></b>	<b><u>24.700</u></b>	<b><u>28.000</u></b>	<b><u>28.000</u></b>	<b><u>28.000</u></b>	<b><u>28.000</u></b>
Temporary/Seasonal Hours	<u>2,300</u>	<u>2,900</u>	<u>2,900</u>	<u>2,900</u>	<u>2,900</u>	<u>2,900</u>	<u>2,900</u>

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## Program: Public Safety – Fire Rescue Division

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### Services Delivered:

The Public Safety Fire Rescue Division’s budget is a program-based budget. The programs are based on the Council goal “**Keep Citizens Safe,**” as well as statutory obligations related to enforcement of various fire codes and ordinances.

Fire Rescue responds from three strategically located Public Safety Stations to a wide variety of incidents including all fires, rescues, crashes, serious medical emergencies, hazardous materials incidents and public calls for assistance. In addition, firefighters provide education to thousands annually. This division also encompasses fire prevention, and fire code enforcement.

### Performance Measurements:

**Fire Rescue Division Performance Measures**

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of fire inspections	1543	1200	1221	1200	1200	1200	1200
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Response Time To Emergency Calls: Dispatch to Arrival (Industry standard under 5 minutes)	3.77	<5	3.55	<5	<5	<5	<5
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Ratio of Student Firefighters to Firefighters	1:2	1:2	1:2	1:2	1:2	1:2	1:2

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### **Keep Citizens Safe**

##### **Objective 3: Enhance a safe and secure environment**

- **Action 8:** Seek more grant funding for Firewise Program.

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City operations**

- **Action 13:** Address Fire fleet needs by exploring Wildland Fleet readiness.

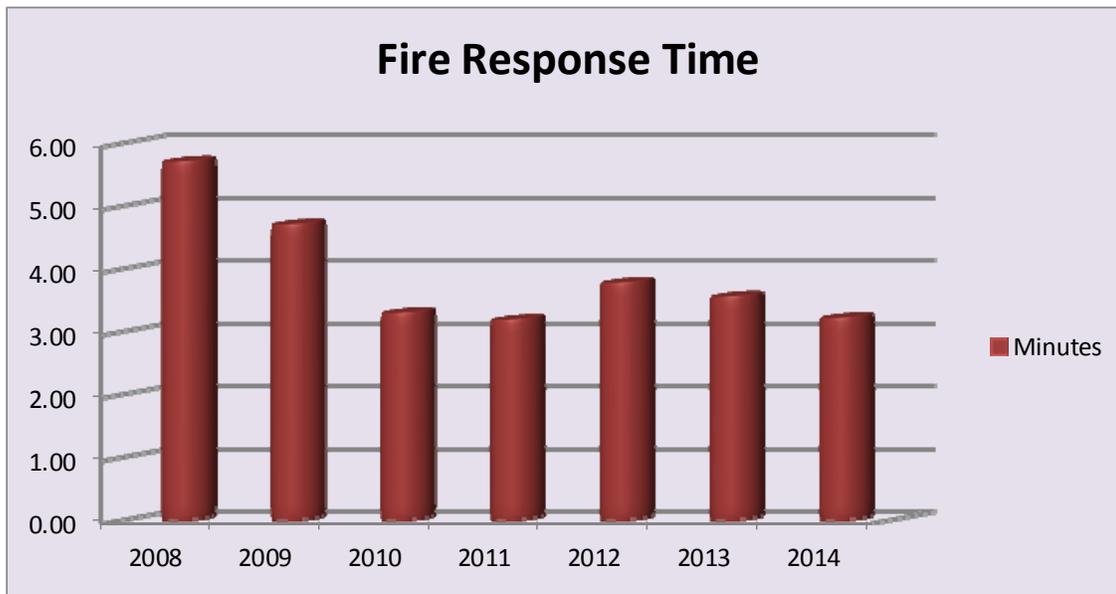
### Budget Highlights:

The PAVE/ audit/ Strategic Plan was completed and now helps us with direction and suggestions with regards to the services provided. A Public Safety Advisory Committee is forming to help with assessing the suggested changes from the PAVE audit report. This will include evaluating responding to medical calls which we believe is necessary based upon the services that are limited in our community. We continue to utilize our pool of Student Firefighters to assist with day-to-day operations. The student firefighters help supplement a staff of professional firefighters who work hard to involve in a variety of activities intended to provide for a safer community. Shift firefighters are heavily involved in fire inspection and education to assist our small staff of fire prevention employees. Additionally, we continue to improve upon the Firewise program which is currently grant funded and dependent on the grant.

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## Program: Public Safety – Fire Rescue Division

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### *FY'15 Activity Review:*

- ✓ We continue to see emergency response times well under the five minute limit to fire incidents. This is directly related to our successful project that placed stations in strategic locations in our community.
- ✓ ICMA audit successfully completed and recommendations are being implemented.
- ✓ The Firewise Program was successful in its continued efforts of public education and safe fire mitigation by helping homeowners remove vegetation or educate them as to the need to reduce fire dangers especially with regard to Wildland interface areas.



## Program: Public Safety – Fire Rescue Division

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
<b>Current Resources</b>							
<b>Activity Generated</b>							
Property Taxes	0	4,413,098	4,887,500	5,215,904	5,215,904	5,215,904	5,310,304
Intergovernmental Revenue	0	76,443	86,404	86,404	86,404	86,404	86,404
Other Revenue	0	20,438	500	150	150	150	150
Public Safety Fees	<u>0</u>	<u>1,192</u>	<u>1,900</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>
<b>Total Current Revenues</b>	<b>0</b>	<b>4,511,171</b>	<b>4,976,304</b>	<b>5,302,758</b>	<b>5,302,758</b>	<b>5,302,758</b>	<b>5,397,158</b>
General Support	<u>0</u>	<u>821,965</u>	<u>688,299</u>	<u>533,234</u>	<u>533,234</u>	<u>533,234</u>	<u>469,728</u>
<b>Total Resources</b>	<b><u>0</u></b>	<b><u>5,333,136</u></b>	<b><u>5,664,603</u></b>	<b><u>5,835,992</u></b>	<b><u>5,835,992</u></b>	<b><u>5,835,992</u></b>	<b><u>5,866,886</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	0	4,071,311	4,193,101	4,362,677	4,362,677	4,362,677	4,419,557
Materials & Supplies	0	140,357	198,196	203,596	203,596	203,596	196,721
Contractual/Prof Services	0	626,518	709,592	700,419	700,419	700,419	697,758
Direct Charges	0	10,785	18,750	18,750	18,750	18,750	19,500
Capital Outlay	0	0	30,000	20,000	20,000	20,000	0
Indirect Charges	<u>0</u>	<u>484,165</u>	<u>514,964</u>	<u>530,550</u>	<u>530,550</u>	<u>530,550</u>	<u>533,350</u>
<b>Total Requirements</b>	<b><u>0</u></b>	<b><u>5,333,136</u></b>	<b><u>5,664,603</u></b>	<b><u>5,835,992</u></b>	<b><u>5,835,992</u></b>	<b><u>5,835,992</u></b>	<b><u>5,866,886</u></b>

**Program: Public Safety – Fire Rescue Division**

**Personnel**

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
Deputy Chief	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Marshall	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Inspector	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Battalion Chief	0.00	3.00	3.00	3.00	3.00	3.00	3.00
Fire Corporals	0.00	3.00	3.00	3.00	3.00	3.00	3.00
Firefighters	0.00	19.00	19.00	19.00	19.00	19.00	19.00
Fire Prevention Specialist II	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Prevention Program Office Asst.	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Firewise Coordinator#	<u>0.00</u>	<u>1.00#</u>	<u>1.00#</u>	<u>1.00#</u>	<u>1.00#</u>	<u>1.00#</u>	<u>1.00#</u>
<i>Subtotal</i>	<i>0.00</i>	<i>31.00</i>	<i>31.00</i>	<i>31.00</i>	<i>31.00</i>	<i>31.00</i>	<i>31.00</i>
Public Safety Director							
From: Police	0.00	0.30	0.30	0.30	0.30	0.30	0.30
Deputy Chief							
To: Police	0.00	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Support	0.00	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
From: Police	0.00	0.10	0.10	0.10	0.10	0.10	0.10
Lieutenant							
From: Police	0.00	0.30	0.30	0.30	0.30	0.30	0.30
PS Executive Assistant (Previously Admin Support Specialist)							
From: Police	0.00	0.30	0.30	0.30	0.30	0.30	0.30
Crime Analyst							
From: Police	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>
<i>Subtotal Distributed</i>	<i>0.00</i>	<i>0.80</i>	<i>0.80</i>	<i>1.10</i>	<i>1.10</i>	<i>1.10</i>	<i>1.10</i>
<b>Total Positions</b>	<b><u>0.00</u></b>	<b><u>31.80</u></b>	<b><u>31.80</u></b>	<b><u>32.10</u></b>	<b><u>32.10</u></b>	<b><u>32.10</u></b>	<b><u>32.10</u></b>
<i>#Temporary (While Grant Lasts)</i>	<i>0.00</i>	<i>(1.00)#</i>	<i>(1.00)#</i>	<i>(1.00)#</i>	<i>(1.00)#</i>	<i>(1.00)#</i>	<i>(1.00)#</i>
<b>Total Permanent Positions</b>	<b><u>0.00</u></b>	<b><u>30.80</u></b>	<b><u>30.80</u></b>	<b><u>31.10</u></b>	<b><u>31.10</u></b>	<b><u>31.10</u></b>	<b><u>31.10</u></b>
Temporary/Seasonal Hours	<u>0.00</u>	<u>100</u>	<u>100</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

***Capital Outlay/By Item:***

Interior Upgrades	20,000	20,000	20,000	20,000	0
Thermal Imager	<u>10,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Capital Outlay</b>	<b><u>30,000</u></b>	<b><u>20,000</u></b>	<b><u>20,000</u></b>	<b><u>20,000</u></b>	<b><u>0</u></b>

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## Program: Public Safety – Crisis Support Services

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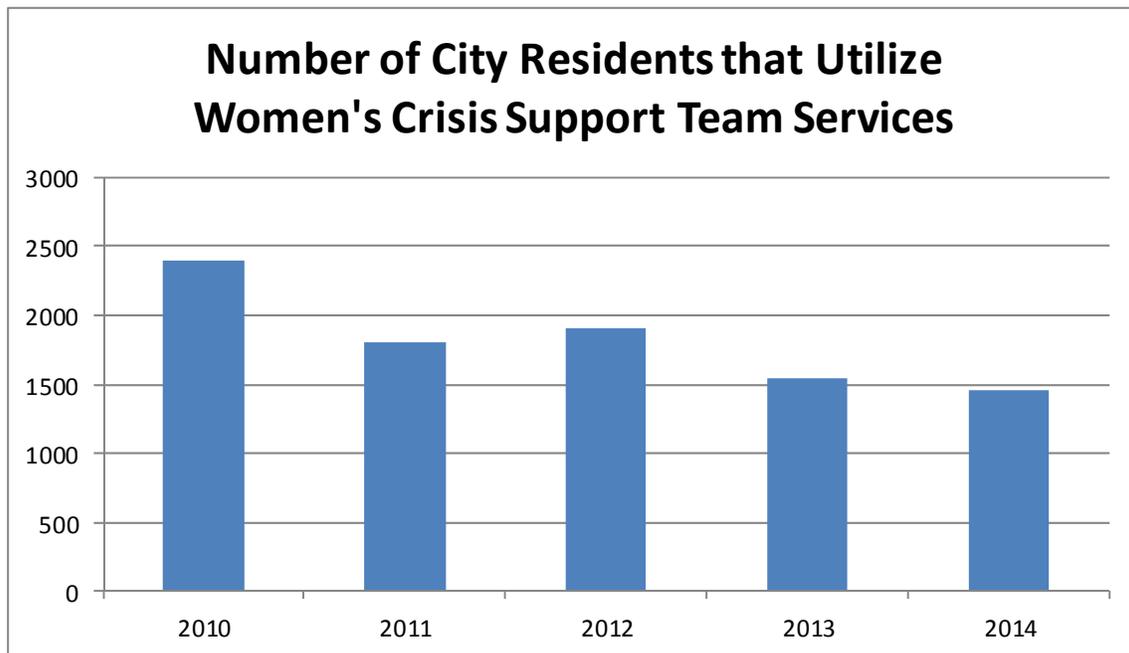
### Services Delivered:

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

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

**Keep Citizens Safe**

**Provide Cooperative, Shared Leadership Involving Council, Staff and Community**



### Budget Highlights:

Funding continues to rise based upon an annual contract with a COLA.

### FY’15 Activity Review:

The department consistently utilized the Crisis Support Team to aid with victims of domestic violence and sexual assault, as well as receiving training in the area of domestic violence.

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## Program: Public Safety – Crisis Support Services

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### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Property Taxes	<u>41,647</u>	<u>43,386</u>	<u>43,130</u>	<u>44,500</u>	<u>44,500</u>	<u>44,500</u>	<u>46,000</u>
<i>Total Current Revenues</i>	<i><u>41,647</u></i>	<i><u>43,386</u></i>	<i><u>43,130</u></i>	<i><u>44,500</u></i>	<i><u>44,500</u></i>	<i><u>44,500</u></i>	<i><u>46,000</u></i>
General Support	<u>(172)</u>	<u>(1,206)</u>	<u>870</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Resources</b>	<b><u>41,475</u></b>	<b><u>42,180</u></b>	<b><u>44,000</u></b>	<b><u>44,500</u></b>	<b><u>44,500</u></b>	<b><u>44,500</u></b>	<b><u>46,000</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	<u>41,475</u>	<u>42,180</u>	<u>44,000</u>	<u>44,500</u>	<u>44,500</u>	<u>44,500</u>	<u>46,000</u>
<b>Total Requirements</b>	<b><u>41,475</u></b>	<b><u>42,180</u></b>	<b><u>44,000</u></b>	<b><u>44,500</u></b>	<b><u>44,500</u></b>	<b><u>44,500</u></b>	<b><u>46,000</u></b>

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**Program: Public Safety – Street Lighting**

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**Services Delivered:**

GPDPS had been responsible for funding the Street Lighting activity in the City for many years. The 2013-2014 budget process directed Street Lighting to be moved to Public Works for budget responsibility which is happening in fiscal 2015.

## Program: Public Safety – Street Lighting

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Property Taxes	<u>320,896</u>	<u>355,850</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Current Revenues</i>	<i><u>320,896</u></i>	<i><u>355,850</u></i>	<i><u>0</u></i>	<i><u>0</u></i>	<i><u>0</u></i>	<i><u>0</u></i>	<i><u>0</u></i>
General Support	<u>(21,435)</u>	<u>(59,367)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Resources</b>	<b><u>299,461</u></b>	<b><u>296,483</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	<u>299,461</u>	<u>296,483</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>299,461</u></b>	<b><u>296,483</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

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## **Program: Public Safety – Sobering Center**

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### **Services Delivered:**

A Sobering Center provides a place for law enforcement to take persons who are highly intoxicated or impaired, which is allowed by law. Many of these persons create nuisance offenses which do not constitute a trip to jail, but would allow for their placement in a Sobering Center.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Keep Citizens Safe**

##### **Objective 5: Enhance a safe and secure environment**

- **Action 1:** Participate in the pursuit of a Sobering Center.

### **Budget Highlights:**

One of Council's top goals was to continue our participation in the efforts to create a Sobering Center in Grants Pass. This will enhance the livability and partner with the private sector to create a center where persons intoxicated or impaired can sober up and perhaps transition to services for help.

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## Program: Public Safety – Sobering Center

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### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Current Resources	0	0	0	0	0	0	0
<i>Total Current Revenues</i>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
General Support	<u>0</u>	<u>0</u>	<u>130,000</u>	<u>130,000</u>	<u>130,000</u>	<u>130,000</u>	<u>130,000</u>
<b>Total Resources</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	<u>0</u>	<u>0</u>	<u>130,000</u>	<u>130,000</u>	<u>130,000</u>	<u>130,000</u>	<u>130,000</u>
<b>Total Requirements</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

# PARKS

## ACTIVITIES

**\*Park Maintenance Services**

**\*Aquatic Services**

**\*Recreation Services**



## DESCRIPTION

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

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

Projects include tennis and basketball repairs and re-surfacing at Gilbert Creek Park and Reinhart Volunteer Park, River Access improvements at Baker, Riverside and Reinhart Volunteer Parks, Portable Goals at Gilbert Creek and Reinhart Volunteer parks, New Restroom Building at Fruitdale Park and Trail rehabilitation at the Allen Creek Trail near Allendale School.

Staff also facilitates volunteer projects in multiple parks and manages the urban forest through the Tree City USA program.

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	203,384	191,284	232,725	212,025	212,025	212,025	217,625
General Support	<u>1,436,822</u>	<u>1,584,691</u>	<u>1,711,618</u>	<u>1,889,632</u>	<u>1,889,632</u>	<u>1,889,632</u>	<u>1,916,451</u>
<b>Total Resources</b>	<b><u>1,640,206</u></b>	<b><u>1,775,975</u></b>	<b><u>1,944,343</u></b>	<b><u>2,101,657</u></b>	<b><u>2,101,657</u></b>	<b><u>2,101,657</u></b>	<b><u>2,134,076</u></b>
Requirements							
Park Maintenance Services	1,416,271	1,537,225	1,662,921	1,820,939	1,820,939	1,820,939	1,849,424
Aquatic Services	92,914	101,984	125,288	125,418	125,418	125,418	126,697
Recreation Services	<u>131,021</u>	<u>136,766</u>	<u>156,134</u>	<u>155,300</u>	<u>155,300</u>	<u>155,300</u>	<u>157,955</u>
<b>Total Requirements</b>	<b><u>1,640,206</u></b>	<b><u>1,775,975</u></b>	<b><u>1,944,343</u></b>	<b><u>2,101,657</u></b>	<b><u>2,101,657</u></b>	<b><u>2,101,657</u></b>	<b><u>2,134,076</u></b>

## Program: Parks – Park Maintenance Services

### Services Delivered:

The Park Maintenance Services promotes healthier individuals and families and a strong community by protecting, preserving and promoting parks, green space and recreation services.

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

### Performance Measurements:

#### Parks Division Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Actual	Est	Est
<b>Outputs</b>							
Acres maintained	195	195	195	195	195	195	195
Number of sites maintained	32	32	32	32	32	32	32
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>
% of residents rating facilities as satisfactory	99%*	80%	97%*	90%	95%	90%	90%
Acres of parkland per 1,000 population	4.98	4.98	4.98	4.98	4.98	4.98	4.98
Playground Structures per 10,000 Pop	3.7	3.7	3.7	3.7	3.7	3.7	3.7
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>
Cost per acre of parks and trails	\$7552	N/A	\$7263	N/A	\$8329	\$8500	\$9222**
Water utility costs per acre of parkland	\$598	N/A	\$515	N/A	\$614	\$675	\$982**

\*From survey cards

\*\*Reinhart Park Irrigation converted to potable water.

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Expand Tourism and Cultural Opportunities

##### Increase recreational and cultural opportunities

- Parks staff will provide maintenance and customer services at all park sites.
- Improve River Access Points in Parks.
- Install a restroom at Fruitdale Park.
- Convert the irrigation system at Reinhart Volunteer Park to City water to improve the reliability of watering and keeping our athletic fields to a higher standard.
- Expand our Weekend Parkway event to include movies in the park.

#### Preserve and Enjoy our Natural Resources

##### Improve Parkland through private/public partnerships

- Develop soccer complex through partnership with Soccer Club.
- Trails at Riverside School in conjunction with Portola Park.

## Program: Parks – Park Maintenance Services

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item Cont'd:

#### Ensure park infrastructure needs are met

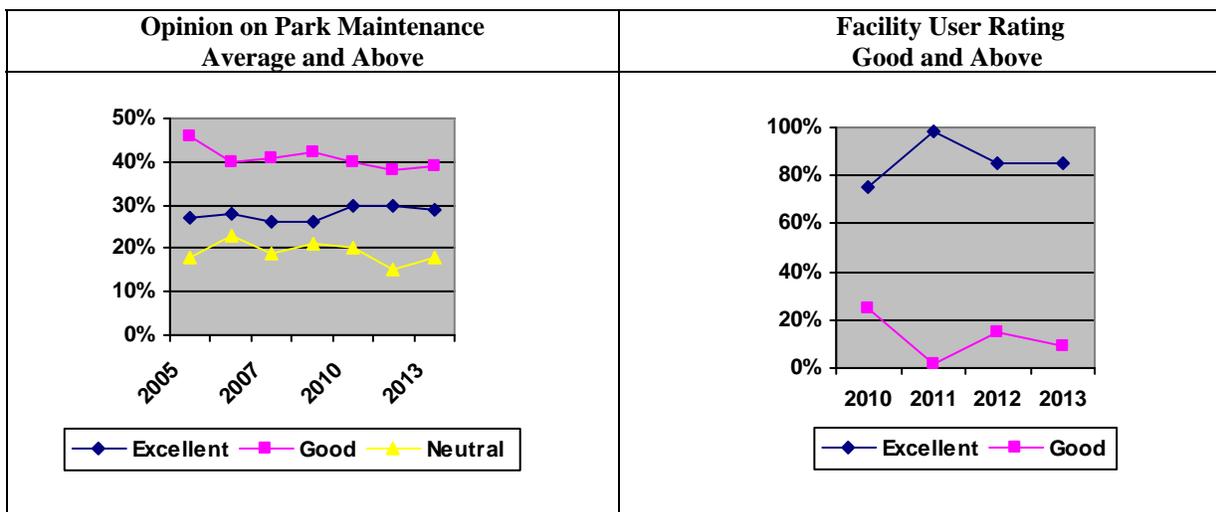
- Evaluate options at Reinhart Park for converting irrigation system to prevent future issues with pumping water from the river.

#### Promote Healthy Neighborhoods

#### Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek

- Rehabilitate tennis courts at Gilbert and Reinhart Volunteer Parks. Repair a large crack on the basketball court at Reinhart Volunteer Park.
- Renovate the two floating fishing docks at Reinhart Volunteer Park.
- Restore the Allen Creek Trail near Allendale School.
- Install portable soccer goals at Gilbert Creek and Reinhart Volunteer Parks.

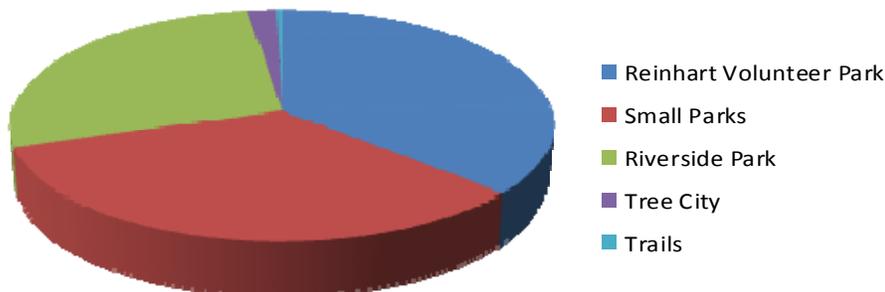
### Community Survey



#### FY'15 Activity Review:

The four baseball/softball fields at Reinhart Volunteer Park were improved. The River Trail and concrete picnic table pads were installed at Riverside Park. River Access points were improved at Tussing, Riverside and Reinhart Volunteer Parks.

### Allocation of Funds for FY'15



## Program: Parks – Park Maintenance Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
<b>Current Resources</b>							
<b>Activity Generated</b>							
State Grants	3,600	3,600	3,600	3,600	3,600	3,600	3,600
Facility Rents	23,059	23,600	14,900	14,900	14,900	14,900	14,900
Other Revenue	9,145	7,904	8,025	7,225	7,225	7,225	7,225
Transfers	<u>165,511</u>	<u>155,509</u>	<u>205,800</u>	<u>185,700</u>	<u>185,700</u>	<u>185,700</u>	<u>191,300</u>
<b>Total Current Revenues</b>	<b><u>201,315</u></b>	<b><u>190,613</u></b>	<b><u>232,325</u></b>	<b><u>211,425</u></b>	<b><u>211,425</u></b>	<b><u>211,425</u></b>	<b><u>217,025</u></b>
General Support	<u>1,214,956</u>	<u>1,346,612</u>	<u>1,430,596</u>	<u>1,609,514</u>	<u>1,609,514</u>	<u>1,609,514</u>	<u>1,632,399</u>
<b>Total Resources</b>	<b><u>1,416,271</u></b>	<b><u>1,537,225</u></b>	<b><u>1,662,921</u></b>	<b><u>1,820,939</u></b>	<b><u>1,820,939</u></b>	<b><u>1,820,939</u></b>	<b><u>1,849,424</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	556,811	532,776	562,741	582,811	582,811	582,811	584,155
Materials & Supplies	111,091	95,536	107,250	111,050	111,050	111,050	116,400
Contractual/Prof Services	575,235	636,210	690,178	792,557	792,557	792,557	809,827
Direct Charges	44,382	133,411	151,832	168,981	168,981	168,981	170,912
Indirect Charges	<u>128,752</u>	<u>139,292</u>	<u>150,920</u>	<u>165,540</u>	<u>165,540</u>	<u>165,540</u>	<u>168,130</u>
<b>Total Requirements</b>	<b><u>1,416,271</u></b>	<b><u>1,537,225</u></b>	<b><u>1,662,921</u></b>	<b><u>1,820,939</u></b>	<b><u>1,820,939</u></b>	<b><u>1,820,939</u></b>	<b><u>1,849,424</u></b>

## Program: Parks – Park Maintenance Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'16	FY'16	FY'16	FY'17
Parks & Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Urban Forester	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
Municipal Service Worker	<u>5.00</u>						
<i>Subtotal</i>	<i>8.00</i>						
Parks and Comm. Service Director							
From: Property Mgmt.	0.40	0.00	0.00	0.00	0.00	0.00	0.00
Parks & Recreation Superintendent							
To: Aquatics	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Recreation	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
Support Specialist-Administrative							
From: Garage	0.15*	0.00	0.00	0.00	0.00	0.00	0.00
Property/Project Coordinator							
From: Property Mgmt	0.05	0.00	0.00	0.00	0.00	0.00	0.00
Municipal Service Worker							
To: Aquatics	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)
From: Property Mgmt	0.05	0.00	0.00	0.00	0.00	0.00	0.00
Office Assistant II							
From: Property Management	0.50*	0.00	0.00	0.00	0.00	0.00	0.00
Urban Forester							
To: Streets	<u>(0.50)</u>						
<i>Subtotal</i>	<i>0.20</i>	<i>(0.95)</i>	<i>(0.95)</i>	<i>(0.95)</i>	<i>(0.95)</i>	<i>(0.95)</i>	<i>(0.95)</i>
<b>Total Positions</b>	<b><u>8.200</u></b>	<b><u>7.050</u></b>	<b><u>7.050</u></b>	<b><u>7.050</u></b>	<b><u>7.050</u></b>	<b><u>7.050</u></b>	<b><u>7.050</u></b>
Total Un-Funded Positions	(0.565)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)
<b>Total Funded Positions</b>	<b><u>7.635</u></b>	<b><u>6.550</u></b>	<b><u>6.550</u></b>	<b><u>6.550</u></b>	<b><u>6.550</u></b>	<b><u>6.550</u></b>	<b><u>6.550</u></b>
Temporary/Seasonal Hours	<u>4,060</u>						

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

Urban Forester	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Office Assistant II	0.050	0.000	0.000	0.000	0.000	0.000	0.000
Admin Support Specialist	0.015	0.000	0.000	0.000	0.000	0.000	0.000

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## Program: Parks – Aquatic Services

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### Services Delivered:

This program manages the Caveman Pool and grounds. The YMCA, under City contract, runs the summer recreation pool program. The Grants Pass Aquatic Club and swim team use the pool under a subcontract with the YMCA. Finally, the City provides pool use to School District 7 in the spring. This activity, along with Parks Maintenance and the Recreation Services, promotes healthier individuals and families and a strong community by protecting, preserving and promoting parks, green space and recreation services

### Performance Measurements:

#### Aquatics Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Actual	Est	Est
<b>Outputs</b>							
Annual attendance	17,332	N/A	9,921	16,000	18,629	16,000	16,000
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of users rating facilities as good or higher	N/A	N/A	N/A	80%*	80%*	80%	80%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>
Aquatics Expenditures per Capita	\$2.89	N/A	\$2.54	N/A	\$2.78	<\$3.00	<\$3.42

\*was unable to acquire data on actuals

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Maintain, Operate and Expand our Infrastructure to Meet Community Needs

- The Pool will continue to be painted on a rotating basis, weather permitting.
- The pool deck lines and letters will be painted.
- The surge tank valve will be replaced.
- A few shower valve handles will be replaced.

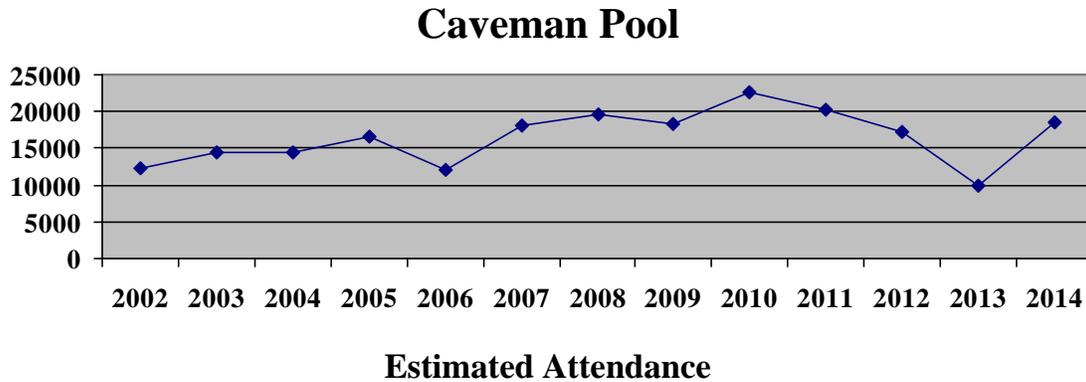
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## Program: Parks – Aquatic Services

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### Budget Highlights:

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



### FY'15 Activity Review:

- The shallow pool was completely sandblasted and repainted.
- New bleachers were installed.
- The filter sand was inspected.

## Program: Parks – Aquatic Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Facility Rents	1,397	0	0	0	0	0	0
Other Revenue	<u>0</u>	<u>13</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Current Revenues</i>	<i>1,397</i>	<i>13</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
General Support	<u>91,517</u>	<u>101,971</u>	<u>125,288</u>	<u>125,418</u>	<u>125,418</u>	<u>125,418</u>	<u>126,697</u>
<b>Total Resources</b>	<b><u>92,914</u></b>	<b><u>101,984</u></b>	<b><u>125,288</u></b>	<b><u>125,418</u></b>	<b><u>125,418</u></b>	<b><u>125,418</u></b>	<b><u>126,697</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	28,288	26,565	34,456	31,226	31,226	31,226	31,538
Materials & Supplies	14,739	25,458	26,000	26,200	26,200	26,200	26,775
Contractual/Prof Services	36,258	28,582	44,442	47,591	47,591	47,591	47,866
Capital Outlay	5,182	12,292	9,000	9,000	9,000	9,000	9,000
Indirect Charges	<u>8,447</u>	<u>9,087</u>	<u>11,390</u>	<u>11,401</u>	<u>11,401</u>	<u>11,401</u>	<u>11,518</u>
<b>Total Requirements</b>	<b><u>92,914</u></b>	<b><u>101,984</u></b>	<b><u>125,288</u></b>	<b><u>125,418</u></b>	<b><u>125,418</u></b>	<b><u>125,418</u></b>	<b><u>126,697</u></b>

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**Program: Parks – Aquatic Services**

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**Personnel**

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
Parks & Recreation Superintendent							
From: Park Maintenance	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Property Management Coordinator							
From: Property Mgmt	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Municipal Service Worker							
From: Property Mgmt	0.05	0.00	0.00	0.00	0.00	0.00	0.00
From: Park Maintenance	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total Positions</b>	<b><u>0.40</u></b>	<b><u>0.35</u></b>	<b><u>0.35</u></b>	<b><u>0.35</u></b>	<b><u>0.35</u></b>	<b><u>0.35</u></b>	<b><u>0.35</u></b>
Part Time/Seasonal Hours	<u>300</u>	<u>300</u>	<u>300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**Capital Outlay/By Item**

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

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## Program: Parks – Recreation Services

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### Services Delivered:

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

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

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

This activity also strives to promote healthier individuals and families and a strong community by protecting, preserving and promoting parks, green space and recreation services.

### Performance Measurements:

#### Recreation Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of reservations processed	241	N/A	2250*	300	2574	2500	2500
Number of participants for youth programs	N/A	N/A	1880	2310	2356	2300	2300
Adult and Youth Sports Team Participants	N/A	N/A	2750	3612	3648	3600	3600
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Est</b>	<b>Goal</b>	<b>Goal</b>
Pavilion reservations	283	N/A	202	220	198	220	220
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Est</b>	<b>Goal</b>	<b>Goal</b>
Recreation Expenditures per Capita	\$3.76	N/A	\$3.89	<\$4.00	<\$4.00	<\$4.50	<\$4.50

\*Reservation total now includes fields.

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Preserve and Enjoy our Natural Resources

##### Encourage use of City resources

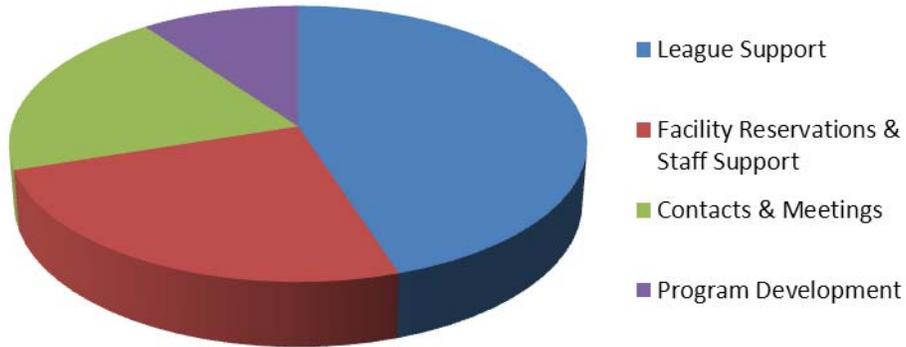
- Program will continue to provide program coordination, league support, and park and field reservation services. This service is currently provided by contract with Recreation Northwest.

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## Program: Parks – Recreation Services

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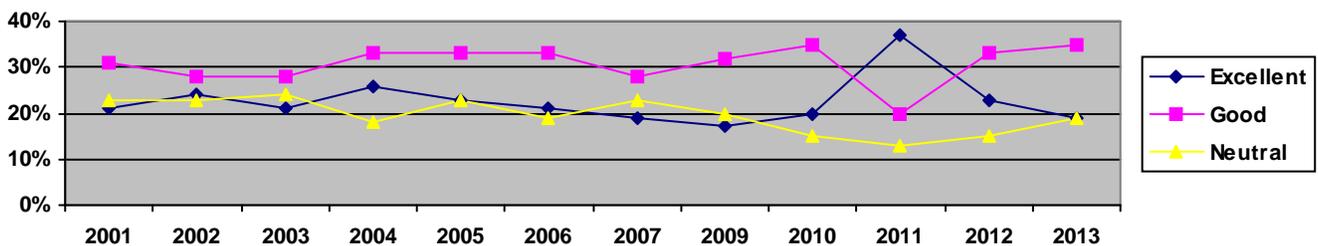
### Recreation Components



### FY'15 Activity Review:

Recreation staff met with officials from Little League, Grants Pass Soccer Club, Softball Association, Senior Softball Leagues, American Legion Baseball, Babe Ruth Baseball, Grants Pass High School, ASA Girl's Fastpitch, Men's Fastpitch League and YMCA on several occasions to discuss current programs and opportunities to facilitate future league needs. The Program also works with local art directors, Boy's & Girl's Club, both school districts and the Grants Pass Community Tennis Association to facilitate their programs. Additional programs include; a 5K run, movie in the park, seasonal hikes, and classes on bird box building, fly casting and fly tying.

### Annual Survey of Citizen Satisfaction with Recreation Services



## Program: Parks – Recreation Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Other Revenue	<u>672</u>	<u>658</u>	<u>400</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>
<b>Total Current Revenues</b>	<b>672</b>	<b>658</b>	<b>400</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
General Support	<u>130,349</u>	<u>136,108</u>	<u>155,734</u>	<u>154,700</u>	<u>154,700</u>	<u>154,700</u>	<u>157,355</u>
<b>Total Resources</b>	<b><u>131,021</u></b>	<b><u>136,766</u></b>	<b><u>156,134</u></b>	<b><u>155,300</u></b>	<b><u>155,300</u></b>	<b><u>155,300</u></b>	<b><u>157,955</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	9,452	14,299	17,846	18,059	18,059	18,059	18,443
Contractual/Prof Services	105,908	105,898	113,628	123,177	123,177	123,177	125,388
Direct Charges	3,750	3,750	4,500	0	0	0	0
Capital Outlay	0	0	6,800	0	0	0	0
Indirect Charges	<u>11,911</u>	<u>12,819</u>	<u>13,360</u>	<u>14,064</u>	<u>14,064</u>	<u>14,064</u>	<u>14,124</u>
<b>Total Requirements</b>	<b><u>131,021</u></b>	<b><u>136,766</u></b>	<b><u>156,134</u></b>	<b><u>155,300</u></b>	<b><u>155,300</u></b>	<b><u>155,300</u></b>	<b><u>157,955</u></b>

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Parks & Rec. Superintendent							
From: Park Maintenance	<u>0.15</u>						
<b>Total Positions</b>	<b><u>0.15</u></b>						

### Capital Outlay/By Item

Interior Upgrades		6,800	0	0	0	0
<b>Total Capital Outlay</b>		<b><u>6,800</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

# DEVELOPMENT

## ACTIVITIES

**\*Planning Services**

**\*Building Services**

**\*Economic Development Services**

**\*Downtown Development Services**

**\*Tourism Promotion Services**

## DESCRIPTION

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

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

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	1,751,952	1,756,394	1,874,451	1,726,312	1,726,312	1,726,312	1,547,905
General Support	<u>812,230</u>	<u>781,406</u>	<u>962,036</u>	<u>1,040,844</u>	<u>1,040,844</u>	<u>1,040,844</u>	<u>1,016,774</u>
<b>Total Resources</b>	<b><u>2,564,182</u></b>	<b><u>2,537,800</u></b>	<b><u>2,836,487</u></b>	<b><u>2,767,156</u></b>	<b><u>2,767,156</u></b>	<b><u>2,767,156</u></b>	<b><u>2,564,679</u></b>
Requirements							
Planning Services	668,752	684,830	818,131	834,211	834,211	834,211	810,741
Building Services	1,041,317	1,074,495	1,035,608	897,377	897,377	897,377	758,705
Economic Development Svc's	174,259	79,785	170,665	176,769	176,769	176,769	180,620
Downtown Development Svc's	343,206	367,405	382,730	416,514	416,514	416,514	420,663
Tourism Promotion Svc's	<u>336,648</u>	<u>331,285</u>	<u>429,353</u>	<u>442,285</u>	<u>442,285</u>	<u>442,285</u>	<u>393,950</u>
<b>Total Requirements</b>	<b><u>2,564,182</u></b>	<b><u>2,537,800</u></b>	<b><u>2,836,487</u></b>	<b><u>2,767,156</u></b>	<b><u>2,767,156</u></b>	<b><u>2,767,156</u></b>	<b><u>2,564,679</u></b>

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## Program: Development – Planning Services

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### Services Delivered:

The Planning Division strives to manage quality growth through the implementation of City regulations and plans, to achieve the long term goals and vision of building a healthy, vibrant community for all the citizens of Grants Pass.

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

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

### Performance Measurements:

#### Planning Division Performance Measures

Indicator	2012-13	2013-14	2014-15	2015-16	2016-17
<b>Outputs</b>	<b>Actual</b>	<b>Actual</b>	<b>Est</b>	<b>Actual</b>	<b>Est</b>
Number of land use application hearings held	46	63	N/A	72	65
Planning daily front counter hours	2	2	N/A	9	9
Community education forums	N/A	2	2	6	3-4
<b>Effectiveness</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Est</b>
% of land use applications completed on time or early	80%	95%	100%	95%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Est</b>
% of sign permits reviewed within two business days	N/A	93%	95%	95%	95%

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

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### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Facilitate Sustainable, Manageable Growth**

##### **Objective 2: Develop proactive solutions to community development challenges**

- Review and revise Development Code
- Initiate “highway-dependent” industrial land text amendment

#### **Encourage Economic Prosperity**

##### **Objective 5: Streamline Development Process**

- Continue education and transparency of development process for applicants.
- Propose Development Code amendments related to objectives outlined in the Urbanization Element of the Comprehensive Plan. Update other Development Code sections and continue working on updates to the Master Plans.

#### **Expand Tourism and Cultural Opportunities**

##### **Objective 3: Provide an environment to help preserve and enhance Grants Pass’s historical assets**

- Update the Historic Landmark Inventory
- Evaluate expanding the Historic District

#### **Maintain, Operate and Expand our Infrastructure to Meet Community Needs**

##### **Objective 4: Ensure transportation infrastructure needs are met**

- Complete Master Transportation Plan

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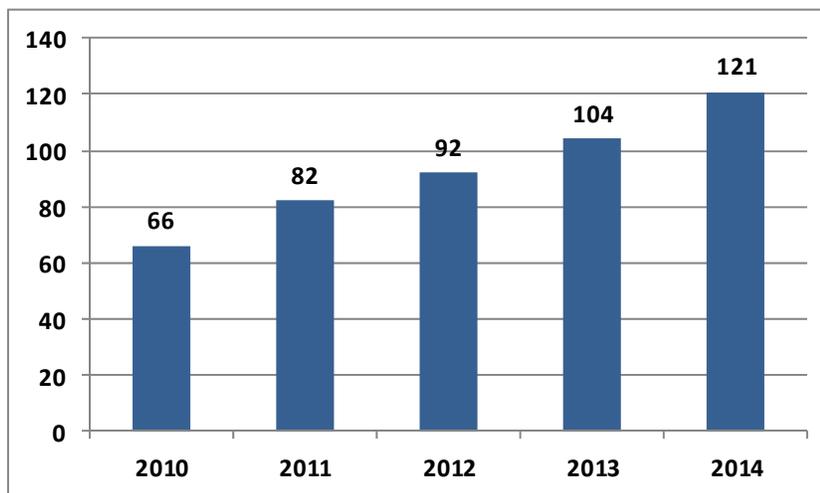
## Program: Development – Planning Services

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### FY'15 Activity Review:

During calendar year 2014, the division received 121 land use applications within the City and the urbanizing area, including: 29 site plan reviews, 2 site plan modifications, 9 lot line adjustments, 1 preliminary PUD, 1 subdivision & PUD final plat, 2 comp plan amendments, 3 land partitions, 6 variances, 16 code amendments, 2 historic reviews, 14 property line vacations, 1 annexation, and 1 UGB amendment. Staff also worked with applicants on 34 pre-applications ~ a service designed to assist the developer in the preparation of project proposals that reflect code requirements.

**Development Permit Applications**



Of the 121 applications processed, fourteen (14) of the applications were decided on by a Hearings Officer, four (4) decided on or recommended by the Historical Buildings and Sites Commission (HBSC), and twenty-one (21) decided on or recommended to the City Council by the Urban Area Planning Commission (UAPC). The City Council deliberated on thirty-three (33) land use hearings. This number does not include other municipal code items considered by the City Council. The high increase for City Council hearings was due to Property Line Vacation applications and various code amendments.

In addition to the land use applications reviewed, the division issued Development Permits and reviewed construction drawings for projects that advanced to commercial and industrial construction. The activity also reviewed and issued permits for 71 single-family dwellings, 8 manufactured homes, 64 residential addition/remodel plans, and 55 commercial addition/remodel plans. Fifty-six (56) sign permits were reviewed and issued. Other administrative applications included; review of 27 Municipal Code amendments, 3 Sign Code Appeals, 1 Sidewalk Café, 10 building and renovation loan fund applications, and 11 Minor Home Occupation permits.

Planning staff is now available for customer assistance during normal business hours. This allows impromptu “pre” pre-app meetings with walk-in customers and inter-department staff.

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## Program: Development – Planning Services

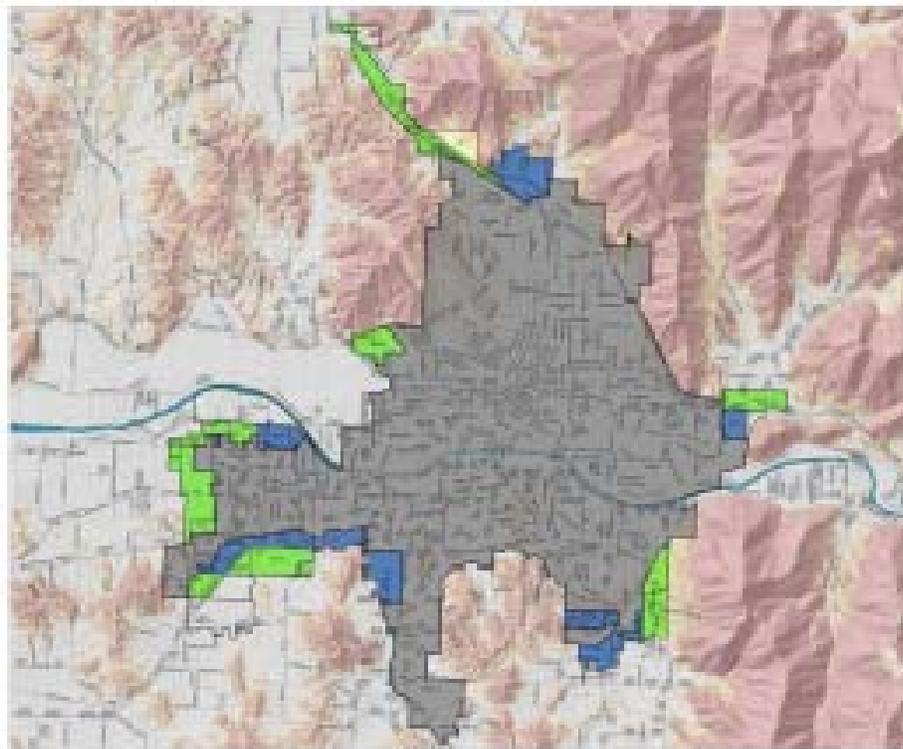
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### *FY'15 Activity Review Cont'd:*

Planning staff has also been involved in various long range planning and economic development projects, to include the Urban Growth Boundary expansion; redevelopment of the Dimmick hospital site; Mid-Rogue MPO (including funding requests for Surface Transportation Program/STP and Congestion Mitigation & Air Quality/CMAQ); SOREDI “Project Box” response; and, the application for “Regionally Significant Industrial Area” (RSIA) designation for the Spalding industrial area. Completed code amendments include establishment of the “G” Street Historical District, Historic District Sign Code amendment, updated Landmark List, and adoption of the Spalding TIA into the Master Transportation Plan.

### *Budget Highlights:*

The revenues are projected to increase in the coming year with a rise in planning applications. This is a shift from prior years when the Division was seeing a decline in permit activity. Expenditures account for the funding of additional temporary staff to assist with long range planning, to include expansion of the Urban Growth Boundary and Annexation of properties into the city limits.



## Program: Development – Planning Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
<b>Current Resources</b>							
<b>Activity Generated</b>							
Sign Permits	8,612	8,562	9,500	9,500	9,500	9,500	9,500
State Grants	715	0	0	0	0	0	0
Solid Waste Agency	2,385	0	0	0	0	0	0
Planning Fees	79,943	78,742	68,040	68,040	68,040	68,040	68,040
Other Revenues	<u>200</u>	<u>1,308</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>
<b>Total Current Revenues</b>	<b><u>91,855</u></b>	<b><u>88,612</u></b>	<b><u>77,840</u></b>	<b><u>77,840</u></b>	<b><u>77,840</u></b>	<b><u>77,840</u></b>	<b><u>77,840</u></b>
General Support	<u>576,897</u>	<u>596,218</u>	<u>740,291</u>	<u>756,371</u>	<u>756,371</u>	<u>756,371</u>	<u>732,901</u>
<b>Total Resources</b>	<b><u>668,752</u></b>	<b><u>684,830</u></b>	<b><u>818,131</u></b>	<b><u>834,211</u></b>	<b><u>834,211</u></b>	<b><u>834,211</u></b>	<b><u>810,741</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	326,492	375,444	440,212	418,659	418,659	418,659	423,405
Materials & Supplies	3,598	8,975	8,300	9,650	9,650	9,650	8,350
Contractual/Prof Services	25,660	34,676	41,745	75,980	75,980	75,980	50,651
Direct Charges	247,661	198,932	248,959	249,532	249,532	249,532	250,085
Indirect Charges	60,341	61,803	73,915	75,390	75,390	75,390	73,250
Transfers Out	<u>5,000</u>						
<b>Total Requirements</b>	<b><u>668,752</u></b>	<b><u>684,830</u></b>	<b><u>818,131</u></b>	<b><u>834,211</u></b>	<b><u>834,211</u></b>	<b><u>834,211</u></b>	<b><u>810,741</u></b>

## Program: Development – Planning Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Asst. Parks & CD Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Principal Planner	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Planner	2.00*	2.00*	2.00*	2.00*	2.00*	2.00*	2.00*
Associate Planner	4.00*	4.00*	4.00*	4.00*	4.00*	4.00*	4.00*
Assistant Planner	3.00*	3.00*	3.00*	3.00*	3.00*	3.00*	3.00*
Department Support Technician	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
Permit Tech	<u>0.00</u>						
<i>Subtotal</i>	<i>11.00</i>						
Asst. Parks & CD Director							
To: Building	<u>0.00</u>	<u>(0.10)</u>	<u>(0.10)</u>	<u>(0.00)</u>	<u>(0.00)</u>	<u>(0.00)</u>	<u>(0.00)</u>
<i>Subtotal Distributed</i>	<i>0.00</i>	<i>(0.10)</i>	<i>(0.10)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>	<i>(0.00)</i>
<b>Total Positions</b>	<b><u>11.00</u></b>	<b><u>10.90</u></b>	<b><u>10.90</u></b>	<b><u>11.00</u></b>	<b><u>11.00</u></b>	<b><u>11.00</u></b>	<b><u>11.00</u></b>
Total Un-Funded Positions	(8.00)	(7.00)	(7.00)	(7.00)	(7.00)	(7.00)	(7.00)
<b>Total Funded Positions</b>	<b><u>3.00</u></b>	<b><u>3.90</u></b>	<b><u>3.90</u></b>	<b><u>4.00</u></b>	<b><u>4.00</u></b>	<b><u>4.00</u></b>	<b><u>4.00</u></b>
Temporary/Seasonal Hours	<u>280</u>	<u>280</u>	<u>280</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

<b>*The following is a Recap of Unfunded Positions by Fiscal Year:</b>							
Associate Planner	3.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Planner	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Senior Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00

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## Program: Development – Building Services

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### Services Delivered:

The Building and Safety Division aims to effectively administer the building codes of the State of Oregon and local ordinances to ensure public health, safety & welfare; and to provide the best possible professional services to our customers.

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

### Performance Measurements:

#### Building Division Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of building inspections	3766	N/A	4109	N/A	3800	3800	3800
Number of permits issued	1705	N/A	1592	N/A	1622	1622	1622
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of Single Family Residential Permits Approved within 5 Business Days of Receipt	99%	100%	100%	100%	100%	100%	100%
% of Residential Inspections Completed within 1 Business Day of Request	99%	100%	100%	100%	100%	100%	100%
% of Commercial Inspections Completed within 1 Business Day of Request	99%	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Building Permits Issued per FTE	852	N/A	796	N/A	>912	>912	>912

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### **Objective: Streamline development process**

- **Action 1:** Implement an E-Permitting system for building and planning.

#### **Objective: Develop proactive solutions to community development challenges**

- **Action 1:** Create generic engineering design details for carports and covered patios for use by property owners submitting building permits.
- **Action 3:** Create generic fill-in-the-blanks plans for detached garages/shops for use by property owners at no charge.
- **Action 4:** Create an online permit application, inspection request, inspection results, inspection scheduling.

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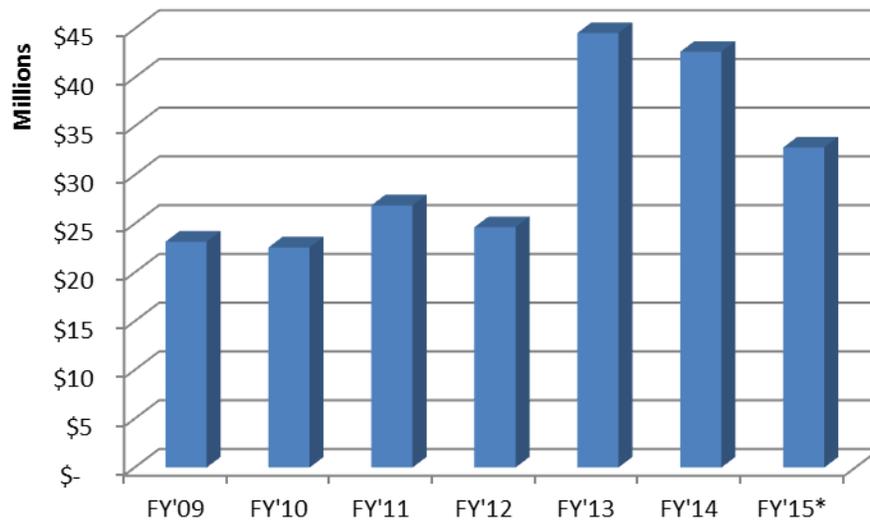
## Program: Development – Building Services

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### Budget Highlights:

FY'16 budgeted expenses are approximately equal to FY'15 budgeted expenses. Budgeted FY'16 revenues have decreased approximately 10% from FY'15. The FY'16 budget maintains 2 existing funded positions, with 5 positions to remain vacant and unfunded.

**Construction Valuation FY'09 – FY'15**



\*7/1/14-3/31/15

### FY'15 Activity Review:

In the first nine months of FY'15 we permitted and provided inspection services for 1,217 permits, compared to 1,270 permits in the first nine months of FY'14. The building construction valuation for the first nine months of FY'15 compared to the same period in FY'14 shows a decrease of approximately 7%.

## Program: Development – Building Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>467,632</u>	<u>564,860</u>	<u>600,508</u>	<u>505,787</u>	<u>505,787</u>	<u>505,787</u>	<u>367,115</u>
Current Resources							
Activity Generated							
Building Permits	190,114	179,250	157,200	141,480	141,480	141,480	141,480
Plumbing Permits	56,283	57,815	45,800	41,220	41,220	41,220	41,220
Mechanical Permits	38,200	42,348	32,400	29,160	29,160	29,160	29,160
Sewer Permits	2,829	2,337	2,700	2,430	2,430	2,430	2,430
Electrical Permits	61,468	56,190	52,300	47,070	47,070	47,070	47,070
Development Charges	171,642	168,412	142,200	127,980	127,980	127,980	127,980
Interest on Investments	3,149	3,283	2,500	2,250	2,250	2,250	2,250
Transfer from General Ops.	<u>50,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Current Revenues</b>	<b><u>573,685</u></b>	<b><u>509,635</u></b>	<b><u>435,100</u></b>	<b><u>391,590</u></b>	<b><u>391,590</u></b>	<b><u>391,590</u></b>	<b><u>391,590</u></b>
<b>Total Resources</b>	<b><u>1,041,317</u></b>	<b><u>1,074,495</u></b>	<b><u>1,035,608</u></b>	<b><u>897,377</u></b>	<b><u>897,377</u></b>	<b><u>897,377</u></b>	<b><u>758,705</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	216,062	225,354	250,207	243,709	243,709	243,709	248,926
Materials & Supplies	1,503	3,485	6,200	6,700	6,700	6,700	6,700
Contractual/Prof Services	71,682	79,824	80,451	83,171	83,171	83,171	83,307
Direct Charges	143,896	117,435	143,474	148,686	148,686	148,686	149,047
Indirect Charges	<u>43,314</u>	<u>42,610</u>	<u>48,034</u>	<u>47,996</u>	<u>47,996</u>	<u>47,996</u>	<u>48,531</u>
<b>Subtotal Expenditures</b>	<b><u>476,457</u></b>	<b><u>468,708</u></b>	<b><u>528,366</u></b>	<b><u>530,262</u></b>	<b><u>530,262</u></b>	<b><u>530,262</u></b>	<b><u>536,511</u></b>
Contingencies	0	0	507,242	367,115	367,115	367,115	222,194
Ending Balance	<u>564,860</u>	<u>605,787</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,041,317</u></b>	<b><u>1,074,495</u></b>	<b><u>1,035,608</u></b>	<b><u>897,377</u></b>	<b><u>897,377</u></b>	<b><u>897,377</u></b>	<b><u>758,705</u></b>

## Program: Development – Building Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'16	FY'16	FY'16	FY'17
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector/Plans Examiner	5.00*	5.00*	5.00*	5.00*	5.00*	5.00*	5.00*
Office Assistant II	<u>1.00*</u>						
<i>Subtotal</i>	<i>7.00</i>						
Asst. Parks & CD Director							
From: Planning	<u>0.00</u>	<u>0.10</u>	<u>0.10</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<i>Subtotal Distributed</i>	<i>0.00</i>	<i>0.10</i>	<i>0.10</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<b>Total Positions</b>	<b><u>7.00</u></b>	<b><u>7.10</u></b>	<b><u>7.10</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>
Total Un-Funded Positions	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)
<b>Total Funded Positions</b>	<b><u>2.00</u></b>	<b><u>2.10</u></b>	<b><u>2.10</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>

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

Building Inspector/Plans Examiner	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00

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## Program: Development – Economic Development Services

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### Services Delivered:

This activity encourages and supports the diversification and growth of the local economy. The primary goal is the creation and retention of quality jobs, new investment attraction and the creation of a healthier business climate. The program focuses on the retention and expansion of existing local businesses and coordinates the marketing of various business development tools, such as the Industrial Loan Fund, Transportation SDC Incentive, Grants Pass Micro-loan program and the Rogue Enterprise Zone. This activity improves the economic vitality of Grants Pass by developing an entrepreneurship culture, helping local businesses expand, and recruiting new traded sector businesses to Grants Pass.

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

### Performance Measurements:

#### Economic Development Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Businesses Approved for Economic Incentive Grants	4	5	2	5	5	5	5
Number of businesses expanded	1	3	3	3	3	3	3
Average monthly contacts with local businesses	5	10	12	10	10	10	10
Business trainings provided	0	4	98	4	4	4	4
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Jobs generated	125	200	179	200	200	200	200
Investment of Capital	\$1 Mill	\$1 Mill	\$3.3 Mill	\$1 Mill	\$1 Mill	\$1 Mill	\$1 Mill

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Encourage Economic Prosperity

##### Objective 1: Facilitate an environment to encourage business prosperity and economic opportunities

- Prepare funding package to resolve sewer issues in Spalding Park.
- Develop business loan program incorporating a job creation forgiveness element.
- Find solutions for business development and remodeling.
- Prepare CDBG consolidated plan under new status as an entitlement community.
- Encourage businesses to develop jobs in and around the City.

##### Objective 2: Streamline development process

- Implement an E-permitting system for building and planning.
- Create a fast-track land use process for job creating industrial development and building permits.
- Continue education and transparency of development process for applicants.

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## **Program: Development – Economic Development Services**

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### **FY'16 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:**

#### **Objective 3: Develop an Economic Development Plan**

- Help establish a business incubator.
- Retention & expansion (grant/loan programs).
- Vocational training for high school and college students focused on local industry needs.

#### **Objective 4: Coordinate and collaborate partnerships to enhance economic opportunities**

- Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development.

Economic development activity helps to define the future of the Community. Immediate return on investment, while important, may not be as important as long-term viability. Having the combined focus of the County and the City, with assistance from the State and other participating agencies such as the Small Business Development Center, RCC and other regional agencies will develop the region and the City as a desirable place to conduct business.

### **Budget Highlights:**

The City is increasing the focus on the customer with the restructuring of the Economic Development Specialist position to the newly created Business Advocate Position.

Both the Economic development and Travel and Tourism will get additional program focus with the joint Josephine County/City Economic Development Plan. The strategic plan will help further define performance measures in these departments.

### **FY'15 Activity Review:**

The City's new Business Advocate is an active partner within our region, working closely with the County, the Chamber of Commerce, SOREDI, Job Council and the Small Business Development Center. In addition, the Advocate partnered with the Downtown management team and the new Travel, Tourism and Downtown Services contractor to promote economic activity in our Downtown.

## Program: Development – Economic Development Services

### Financial Summary

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Current Resources							
Activity Generated							
Transfer from Room Tax	124,133	116,632	154,400	139,200	139,200	139,200	143,500
Transfer from Industrial Loans	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
<b><i>Total Current Revenues</i></b>	<b><i>129,133</i></b>	<b><i>121,632</i></b>	<b><i>159,400</i></b>	<b><i>144,200</i></b>	<b><i>144,200</i></b>	<b><i>144,200</i></b>	<b><i>148,500</i></b>
General Support	<u>45,126</u>	<u>(41,847)</u>	<u>11,265</u>	<u>32,569</u>	<u>32,569</u>	<u>32,569</u>	<u>32,120</u>
<b>Total Resources</b>	<b><u>174,259</u></b>	<b><u>79,785</u></b>	<b><u>170,665</u></b>	<b><u>176,769</u></b>	<b><u>176,769</u></b>	<b><u>176,769</u></b>	<b><u>180,620</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Personnel Services	100,694	10,391	92,934	93,862	93,862	93,862	97,557
Materials & Supplies	59	1,329	200	200	200	200	200
Contractual/Prof Services	53,517	56,578	57,567	63,329	63,329	63,329	63,397
Direct Charges	4,147	4,234	4,464	4,378	4,378	4,378	4,466
Indirect Charges	<u>15,842</u>	<u>7,253</u>	<u>15,500</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
<b>Total Requirements</b>	<b><u>174,259</u></b>	<b><u>79,785</u></b>	<b><u>170,665</u></b>	<b><u>176,769</u></b>	<b><u>176,769</u></b>	<b><u>176,769</u></b>	<b><u>180,620</u></b>

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## Program: Development – Economic Development Services

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### Personnel

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
Economic Development							
Economic Development Specialist	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Business Advocate	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Positions</b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>

### Partner Agencies:



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## Program: Development – Downtown Development Services

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### Services Delivered:

The Downtown Development Services promotes and enhances a vibrant commercial and cultural district with supporting infrastructure, maintenance, security, information exchange, marketing and promotions.

Support for businesses and visitors to the downtown areas. Maintain the public infrastructure including: sidewalks, developed alleyways, public parking lots, street lighting, tree canopy, drinking fountains, benches, bicycle parking and public areas. Provide public restrooms and Parking Enforcement. Merchant surveys in FY2012-13 included: Art Along the Rogue benefits, Cool Yule Shop Local, and Christmas tree and cards business preferences.

The goal is to provide:

- A clean, safe, well-lit, maintained and inviting appearance.
- Appealing sidewalks Activities that attract and benefit area residents, businesses, and visitors.
- A reputation for welcoming and supporting new businesses.
- Creative and fresh places where people will shop, enjoy, remember and return.
- Work closely with downtown businesses to enhance information exchange and working relationships.

### Performance Measurements:

#### Downtown Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of Merchant Surveys	3	3	3	3	3	3	3
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of posted hours downtown restrooms are in clean/working order	96.8%	95%	97%	95%	95%	95%	95%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Community Service Officer Hours in DT	2080	2080	2080	2080	2080	2080	2080

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Keep Citizens Safe

##### Objective 3: Enhance a safe and secure environment

- Expand use of video cameras to all City Parking Lots.

#### Encourage Economic Prosperity

##### Objective 1: Facilitate an environment to encourage business prosperity and economic opportunities

- Find solutions for business development and remodeling.
- Prepare CDBG consolidated plan under new status as an entitlement community.

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## **Program: Development – Downtown Development Services**

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### **FY'16 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:**

#### **Expand Tourism and Cultural Opportunities**

##### **Objective 1: Increase opportunities to promote character and community spirit**

- Develop gateway signage and landscaping.
- Tree lights downtown year-round.
- Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sights and sounds to I-5.
- Review and refresh the City's "Branding and Marketing.
- Promote City rebranding/brand refreshing throughout the City.
- Update/create a new CoPA Master Plan.
- Redwood Empire sign restoration.
- Exterior renovation of Visitor's Welcome Center.

##### **Objective 2: Provide an environment to help preserve and enhance Grants Pass' historical assets**

- Evaluate expanding the Historic District.
- Update the Historic Inventory.

##### **Objective 3: Increase recreational and cultural opportunities.**

- Include Back to 50's & Christmas Tree lighting to Tourism contract.\*\*\*
- Improve access points to the river with paved trails and kiosks containing maps and historical information.\*
- Increase role in Special Events.\*

#### **Maintain, Operate and Expand Our Infrastructure to Meet Community Needs**

##### **Objective 4: Ensure transportation infrastructure needs are met**

- 5<sup>th</sup> & H Street Parking Lot improvements.

### **Budget Highlights:**

Enhancement and maintenance of the downtown physical environment is an ongoing project and priority. The City outsources this service through contracts to help ensure prompt communication on maintenance and service issues, visitor information, and promotional programs with merchants. This is the primary role of the Travel, Tourism and Downtown Services contractor. Additionally, they maintain contact event sponsors for events held in the downtown. The flower basket program and the winter holiday events will be maintained at the current level of funding.

### **FY'15 Activity Review:**

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

## Program: Development – Downtown Development Services

### Financial Summary

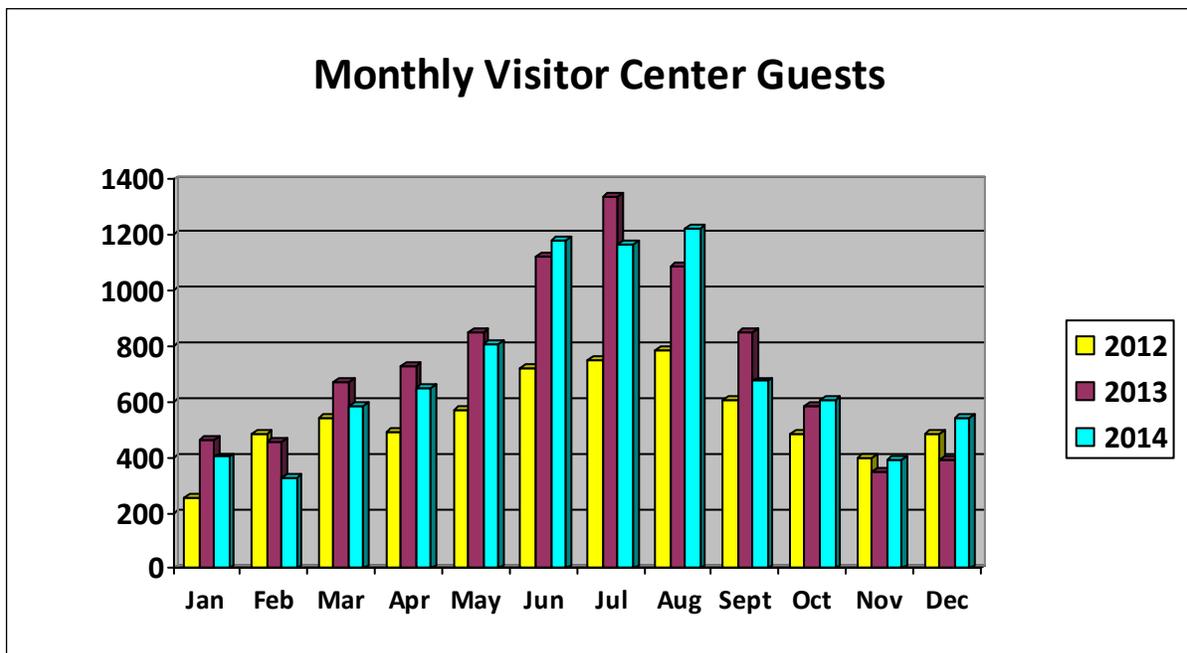
Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Parking Lot Permits	8,345	8,780	8,200	12,560	12,560	12,560	12,560
Reserved Parking Permits	600	600	600	600	600	600	600
Parking Violations	7,805	9,351	7,700	10,000	10,000	10,000	10,000
Other Revenue	12,116	5,007	1,350	2,250	2,250	2,250	2,250
Transfer from Room Tax Fund	<u>124,133</u>	<u>116,632</u>	<u>154,400</u>	<u>139,200</u>	<u>139,200</u>	<u>139,200</u>	<u>143,500</u>
<i><b>Total Current Revenues</b></i>	<i><b>152,999</b></i>	<i><b>140,370</b></i>	<i><b>172,250</b></i>	<i><b>164,610</b></i>	<i><b>164,610</b></i>	<i><b>164,610</b></i>	<i><b>168,910</b></i>
General Support	<u>190,207</u>	<u>227,035</u>	<u>210,480</u>	<u>251,904</u>	<u>251,904</u>	<u>251,904</u>	<u>251,753</u>
<b>Total Resources</b>	<b><u>343,206</u></b>	<b><u>367,405</u></b>	<b><u>382,730</u></b>	<b><u>416,514</u></b>	<b><u>416,514</u></b>	<b><u>416,514</u></b>	<b><u>420,663</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	129,279	139,450	144,330	167,264	167,264	167,264	170,900
Materials & Supplies	13,020	23,627	19,900	19,900	19,900	19,900	19,850
Contractual/Prof Services	153,873	153,043	163,479	182,170	182,170	182,170	182,273
Direct Charges	15,833	16,814	18,271	9,320	9,320	9,320	9,400
Capital Outlay	0	1,197	0	0	0	0	0
Indirect Charges	<u>31,201</u>	<u>33,274</u>	<u>36,750</u>	<u>37,860</u>	<u>37,860</u>	<u>37,860</u>	<u>38,240</u>
<b>Total Requirements</b>	<b><u>343,206</u></b>	<b><u>367,405</u></b>	<b><u>382,730</u></b>	<b><u>416,514</u></b>	<b><u>416,514</u></b>	<b><u>416,514</u></b>	<b><u>420,663</u></b>

## Program: Development – Downtown Development Services

### Personnel

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	COUNCIL PROJECTED FY'17 #
Assistant City Manager							
From: Management	0.000	0.025	0.025	0.025	0.025	0.025	0.025
Community Service Officer							
From: Public Safety Field	0.500	0.500	0.500	0.500	0.500	0.500	0.500
From: Public Safety Field	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Tourism/Downtown Specialist							
From: Tourism	0.250	0.250	0.000	0.000	0.000	0.000	0.000
Property Management Coordinator							
From: Property Management	0.100	0.100	0.100	0.100	0.100	0.100	0.100
Municipal Service Worker							
From: Property Management	0.150	0.150	0.550	0.950	0.950	0.950	0.950
Parks and Comm. Service Director							
From: Property Management	<u>0.050</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<b>Total Positions</b>	<b><u>1.550</u></b>	<b><u>1.525</u></b>	<b><u>1.675</u></b>	<b><u>2.075</u></b>	<b><u>2.075</u></b>	<b><u>2.075</u></b>	<b><u>2.075</u></b>
Temporary/Seasonal Hours	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>



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## Program: Development – Tourism Promotion Services

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### Services Delivered:

The Tourism Promotion Services promotes the City of Grants Pass as a vibrant and vital tourism destination to potential visitors through the implementation of a marketing plan directed by the Tourism Advisory Committee.

This program is responsible for marketing the Grants Pass area and providing tourism and visitor services to increase economic impact to the community. Activities include advertising, maintaining a dynamic website, visitor contact, event promotion, industry training, development of informational materials and public relations. The main Visitor Center is staffed by the Chamber of Commerce and volunteers. The Welcome Center downtown is staffed by Experience Grants Pass, the City’s Travel, Tourism and Downtown services contractor.

### Performance Measurements:

#### Tourism Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of new or expanded events	1	1	1	1	1	1	1
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of tourism industry providers rating department as positive	80%	80%	80%	80%	80%	80%	80%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Utilize local tourism enthusiasts to expand social networking efforts. (Blogging, etc.)	2	2	2	2	2	2	2

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

- Art Along the Rogue (AATR) 13<sup>th</sup> year: committee continues to look at methods to enhance the event while keeping the focus on Street Painting, Music and a family atmosphere.
- Amazing May, Back to the 50’s, AATR, Grants Pass Half Marathon and Holiday events will continue to be promoted through websites and social media.
- Annual Hospitality Training, quarterly volunteer meetings and hospitality staff briefings will continue with efforts to maximize print and web exposure through cooperative opportunities available through SOVA (Southern Oregon Visitors Association), Travel Oregon and local tourism entities. Additional efforts will continue to shift towards website and social media marketing.
- Branding is receiving special focus as it is a key element in identifying and promoting the City.

### Expand Tourism and Cultural Opportunities

#### Objective 1: Increase opportunities to promote character and community spirit

- Develop gateway signage and landscaping.
- Tree lights downtown year-round.
- Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5.\*\*\*

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## **Program: Development – Tourism Promotion Services**

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### **FY'16 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:**

#### **Expand Tourism and Cultural Opportunities**

##### **Objective 1: Increase opportunities to promote character and community spirit**

- Review and refresh the City's "Branding and Marketing".\*\*
- Promote City Rebranding/Brand Refreshing throughout the City.\*\*
- Update/create a new CoPA Master Plan.\*
- Redwood Empire sign restoration.\*
- Exterior renovation of Visitor's Center.\*

##### **Objective 3: Increase recreational and cultural opportunities**

- Include Back to 50's & Christmas Tree lighting to Tourism contract.\*\*\*
- Improve access points to the river with paved trails and kiosks containing maps and historical information.\*
- Increase role in Special Events.\*

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City operations**

- The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value.\*\*

### **Budget Highlights:**

Projected revenues are forecast to increase slightly in FY'16. This program is provided under contract to Experience Grants Pass. Revenue in excess of the contract requirements is used to promote tourism activities in Grants Pass.

Branding implementation is an important focus for all sectors in the City, including the City itself, Downtown businesses and our citizens.

Both the Economic development and Travel and Tourism will get additional program focus with the joint Josephine County/City Economic Development Plan. The strategic plan will help further define performance measures in these departments.

### **FY'15 Activity Review**

The Travel, Tourism and Downtown services, under the new contractor, continues to work with the other associations and marketing associates to promote, develop, advertising and coach associates to enhance the experience of coming to Grants Pass. Significant effort is going into the development and launch of the new tourism website. A bi-monthly newsletter is produced and distributed. Social media activities such as Facebook, YouTube, etc. have become an important part of the marketing activities. Art along the Rogue, our fall premiere season event, was again extremely well received by the community and visitors. Attendance for this event continues to grow.

## Program: Development – Tourism Promotion Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>9,736</u>	<u>29,124</u>	<u>29,553</u>	<u>84,185</u>	<u>84,185</u>	<u>84,185</u>	<u>25,050</u>
Current Resources							
Activity Generated							
Sales	3,627	2,251	2,900	0	0	0	0
Transfer from Room Tax	319,200	299,910	396,900	358,100	358,100	358,100	368,900
Other Transfers	3,533	0	0	0	0	0	0
Other Revenue	<u>552</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Current Revenues</b>	<b><u>326,912</u></b>	<b><u>302,161</u></b>	<b><u>399,800</u></b>	<b><u>358,100</u></b>	<b><u>358,100</u></b>	<b><u>358,100</u></b>	<b><u>368,900</u></b>
<b>Total Resources</b>	<b><u>336,648</u></b>	<b><u>331,285</u></b>	<b><u>429,353</u></b>	<b><u>442,285</u></b>	<b><u>442,285</u></b>	<b><u>442,285</u></b>	<b><u>393,950</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	137,637	142,025	10,755	8,611	8,611	8,611	7,943
Materials & Supplies	3,230	2,271	0	0	0	0	0
Contractual/Prof Services	136,798	125,656	299,204	325,094	325,094	325,094	326,099
Direct Charges	2,393	3,374	3,831	22,870	22,870	22,870	23,300
Indirect Charges	27,466	27,333	31,378	35,660	35,660	35,660	36,260
Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b><u>307,524</u></b>	<b><u>300,659</u></b>	<b><u>345,168</u></b>	<b><u>417,235</u></b>	<b><u>417,235</u></b>	<b><u>417,235</u></b>	<b><u>393,602</u></b>
Ending Balance	<u>29,124</u>	<u>30,626</u>	<u>84,185</u>	<u>25,050</u>	<u>25,050</u>	<u>25,050</u>	<u>348</u>
<b>Total Requirements</b>	<b><u>336,648</u></b>	<b><u>331,285</u></b>	<b><u>429,353</u></b>	<b><u>442,285</u></b>	<b><u>442,285</u></b>	<b><u>442,285</u></b>	<b><u>393,950</u></b>

## Program: Development – Tourism Promotion Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13 #	FY'14 #	FY'15 #	FY'16 #	FY'16 #	FY'16 #	FY'17 #
Tourism/Downtown Specialist	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II	<u>1.000</u>	<u>1.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<i>Subtotal</i>	<i>2.000</i>	<i>2.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>
Assistant City Manager							
From: Management	0.000	0.025	0.025	0.025	0.025	0.025	0.025
Parks and Comm. Service Director							
From: Property Management	0.050	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II							
From: Property Management	0.050*	0.000	0.000	0.000	0.000	0.000	0.000
From: Management	0.000	0.050*	0.050	0.050	0.050	0.050	0.050
Tourism/Downtown Specialist							
To: Downtown	<u>(0.250)</u>	<u>(0.250)</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<i>Subtotal Distributed</i>	<i>(0.150)</i>	<i>(0.175)</i>	<i>0.075</i>	<i>0.075</i>	<i>0.075</i>	<i>0.075</i>	<i>0.075</i>
<b>Total Positions</b>	<b><u>1.850</u></b>	<b><u>1.825</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>
Total Un-Funded Positions	(0.005)	(0.005)	0.000	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>1.845</u></b>	<b><u>1.820</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>	<b><u>0.075</u></b>

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

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



© City of Grants Pass

# TRANSPORTATION

## ACTIVITIES

- \*Street and Drainage Maintenance
- \*Customer Services
- \*General Program Operations
- \*Street Lighting
- \*Capital Construction



## DESCRIPTION

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

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	<u>14,723,561</u>	<u>15,206,195</u>	<u>15,700,554</u>	<u>16,571,627</u>	<u>16,571,627</u>	<u>16,571,627</u>	<u>8,347,419</u>
<b>Total Resources</b>	<b><u>14,723,561</u></b>	<b><u>15,206,195</u></b>	<b><u>15,700,554</u></b>	<b><u>16,571,627</u></b>	<b><u>16,571,627</u></b>	<b><u>16,571,627</u></b>	<b><u>8,347,419</u></b>
Requirements							
Street & Drainage Maint.	1,044,084	1,118,521	1,327,022	1,351,069	1,351,069	1,351,069	1,356,683
Customer Services	52,766	168,834	175,053	179,866	179,866	179,866	183,157
General Program Operations	2,462,619	2,596,263	2,086,680	2,179,991	2,179,991	2,179,991	1,981,493
Street Lighting	0	0	367,100	385,500	385,500	385,500	395,200
Capital Construction	<u>11,164,092</u>	<u>11,322,577</u>	<u>11,744,699</u>	<u>12,475,201</u>	<u>12,475,201</u>	<u>12,475,201</u>	<u>4,430,886</u>
<b>Total Requirements</b>	<b><u>14,723,561</u></b>	<b><u>15,206,195</u></b>	<b><u>15,700,554</u></b>	<b><u>16,571,627</u></b>	<b><u>16,571,627</u></b>	<b><u>16,571,627</u></b>	<b><u>8,347,419</u></b>

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

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### **Services Delivered:**

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

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

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

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

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

## Program: Transportation/Street Utility

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>685,006</u>	<u>891,013</u>	<u>687,503</u>	<u>662,426</u>	<u>662,426</u>	<u>662,426</u>	<u>448,633</u>
Current Resources							
Activity Generated							
Gas Tax Allocation	1,898,025	1,988,767	1,994,752	2,095,600	2,095,600	2,095,600	2,101,100
Interest	2,789	4,483	3,500	3,500	3,500	3,500	3,500
Permit Fees	13,674	8,715	10,000	10,000	10,000	10,000	10,000
Revenue Other Agencies	84,652	84,651	0	0	0	0	0
Transportation Fees	866,377	901,729	890,000	935,400	935,400	935,400	954,100
Other Revenue	8,946	4,260	3,000	4,000	4,000	4,000	4,000
Trans from Gen Fund	0	0	367,100	385,500	385,500	385,500	395,200
Capital Construction	<u>11,164,092</u>	<u>11,322,577</u>	<u>11,744,699</u>	<u>12,475,201</u>	<u>12,475,201</u>	<u>12,475,201</u>	<u>4,430,886</u>
<b>Total Current Revenues</b>	<b><u>14,038,555</u></b>	<b><u>14,315,182</u></b>	<b><u>15,013,051</u></b>	<b><u>15,909,201</u></b>	<b><u>15,909,201</u></b>	<b><u>15,909,201</u></b>	<b><u>7,898,786</u></b>
<b>Total Resources</b>	<b><u>14,723,561</u></b>	<b><u>15,206,195</u></b>	<b><u>15,700,554</u></b>	<b><u>16,571,627</u></b>	<b><u>16,571,627</u></b>	<b><u>16,571,627</u></b>	<b><u>8,347,419</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	FY'17
	\$	\$	\$	\$	\$	\$	\$
Streets & Drainage Maint.	1,044,084	1,118,521	1,327,022	1,351,069	1,351,069	1,351,069	1,356,683
Customer Services	52,766	168,834	175,053	179,866	179,866	179,866	183,157
General Operations	245,637	244,183	249,870	244,058	244,058	244,058	251,079
Street Lighting	0	0	367,100	385,500	385,500	385,500	395,200
Capital Construction	11,164,092	11,322,577	11,744,699	12,385,201	12,385,201	12,385,201	4,430,886
Indirect Charges	134,266	153,170	175,600	177,300	177,300	177,300	179,000
Transfers Out	1,190,847	1,307,438	1,201,952	1,400,000	1,400,000	1,400,000	1,139,000
Debit Services	<u>856</u>	<u>801</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b><u>13,832,548</u></b>	<b><u>14,315,524</u></b>	<b><u>15,241,296</u></b>	<b><u>16,122,994</u></b>	<b><u>16,122,994</u></b>	<b><u>16,122,994</u></b>	<b><u>7,935,005</u></b>
Contingencies	0	0	459,258	448,633	448,633	448,633	412,414
Ending Balance	<u>891,013</u>	<u>890,671</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>14,723,561</u></b>	<b><u>15,206,195</u></b>	<b><u>15,700,554</u></b>	<b><u>16,571,627</u></b>	<b><u>16,571,627</u></b>	<b><u>16,571,627</u></b>	<b><u>8,347,419</u></b>

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## Program: Transportation – Street and Drainage Maintenance

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### Services Delivered:

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

### Performance Measurements:

#### Streets Division Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Actual	Est	Est
<b>Outputs</b>							
Miles of streets to maintain	167	N/A	167	N/A	167	170	170
Asphalt digouts/repairs made on segments	25	20	32	20	23	20	20
School crosswalk to maintain	84	84	85	85	85	85	85
Number of street segments crack sealed	31	25	60	25	55	35	35
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Percent of asphalt repairs maintaining City standards one year after completion.	98	95	100	95	95	95	95
Percent of signs inspected per year for readability and retro reflectivity	25	20	30	20	25	20	20
Percent of School crosswalks maintained each year before school starts	100	100	100	100	100	100	100
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Sq. feet of asphalt repairs per man-hour	22	20	25	20	22	20	20
Feet of roadway cracks sealed per man-hour	55	40	45	40	53	40	40

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Maintain, Operate, and Expand our Infrastructure

##### **Objective 4: Ensure transportation infrastructure needs are met**

- Continue major street maintenance preparation and repairs, including crack sealing, digout & repair of failed pavement and continue role in inspections of utility cuts in existing streets.
- Overlay and reconstruction program will continue.
- Sweeping will continue to be provided by contract.
- Traffic signs will be repaired or replaced as necessary to meet retro-reflectivity requirements.
- Traffic pavement markings will be enhanced.
- Design of the Eastern Avenue project will be completed.

##### **Objective 5: Ensure storm facility infrastructure needs are met**

- Storm water quality manhole, bio-swale and detention pond maintenance plans will be developed.
- Storm water capital improvement plan will be developed as part of the master planning efforts.

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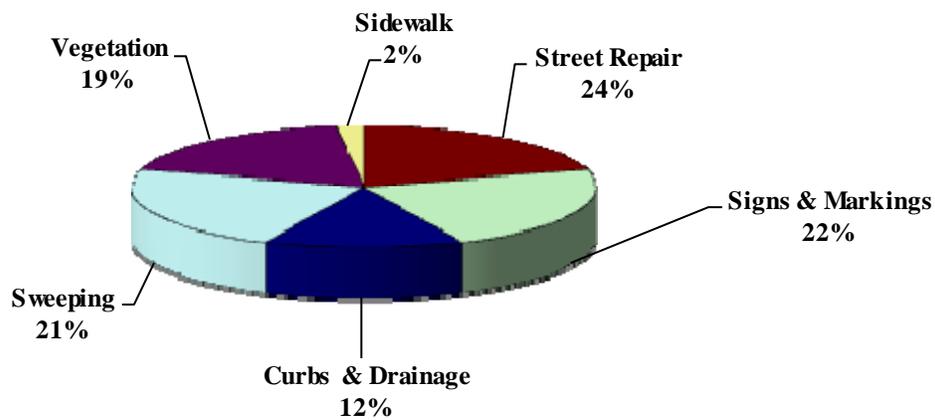
## Program: Transportation – Street and Drainage Maintenance

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### Budget Highlights:

The FY'16 budget includes \$22,100 for contracted street repairs and \$38,500 for curb, gutter and other drainage repairs and improvements. The budget includes \$16,750 for sign fabrication, \$8,000 for ramp installation, \$30,700 for traffic painting and markings, \$15,000 for alley maintenance and \$158,485 for street sweeping.

### Street and Drainage Activities



Actual Expenditures FY'14

### FY'15 Activity Review:

Digouts and skin patches were completed on 23 street segments. Crack sealing was completed on 55 segments, two new pedestrian access ramps were installed and 223 feet of hazardous sidewalk was repaired. Several drainage issues were addressed, including installation of 40 feet of new drain line at 10<sup>th</sup> and Madrone and replacement of 386 feet of damaged curb and gutter. Installed pavement markings and striping on many streets throughout the City. All school zone crosswalks were repainted before the first day of school. Continued field investigations of storm drain lines and manholes and upgrading the existing drain maps. Installed 90 new street signs and 581 traffic signs were replaced. Ongoing enforcement of street cut standards within the right-of way, continues to improve the quality of repairs.

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

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**Financial Summary**

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	540,057	561,162	691,585	723,501	723,501	723,501	716,153
Materials & Supplies	55,606	65,631	65,762	74,462	74,462	74,462	73,862
Contractual/Prof Services	448,421	481,728	567,675	553,106	553,106	553,106	566,668
Direct Charges	0	0	2,000	0	0	0	0
Capital Outlay	<u>0</u>	<u>10,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,044,084</u></b>	<b><u>1,118,521</u></b>	<b><u>1,327,022</u></b>	<b><u>1,351,069</u></b>	<b><u>1,351,069</u></b>	<b><u>1,351,069</u></b>	<b><u>1,356,683</u></b>

## Program: Transportation – Street and Drainage Maintenance

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Street Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Services Worker	<u>5.00</u>						
<i>Subtotal</i>	<i>7.00</i>						
Public Works Director							
From: Water Treatment Services	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Property Management Coordinator							
From: Property Mgmt.	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Dept. Support Technician							
From: Water Treatment Services	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Urban Forester							
From: Parks	<u>0.50*</u>						
<i>Subtotal Distributed</i>	<i>1.06</i>						
<b>Total Positions</b>	<b><u>8.06</u></b>						
Total Un-Funded Positions	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
<b>Total Funded Positions</b>	<b><u>7.56</u></b>						
Temporary/Seasonal Hours	<u>3.168</u>						

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

Urban Forester	0.50	0.50	0.50	0.50	0.50	0.50	0.50
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## Program: Transportation – Customer Services

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### Services Delivered:

The Customer Service Department provides support to the individual utilities to include billing, collection, and timely courteous responses to the needs of individual customers regarding their City utility account.

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

### Performance Measurements:

#### Street Utility Customer Service Performance Measures

Indicator	2012-13		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>	<b>Actual</b>	<b>Est</b>	<b>Actual</b>	<b>Est</b>	<b>Est</b>	<b>Est</b>	<b>Est</b>
# of transportation utility customers	11,960	N/A	12029	12,000	12,000	12,000	12,000
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Uncollectable accounts as a % of revenue	0.10%	<1%	0.00%	<1%	<1%	<1%	<1%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Finance Direct Charges per Trans. Cust.	\$.30	<\$1.00	\$.82	<\$1.00	<\$1.00	<\$1.00	<\$1.00

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- The Street Utility Fee will be billed to an estimated 12,029 customers monthly. Records will be maintained, including the discontinuation and re-connection of municipal utility service, prompting a similar change in the Street Utility Fee.

The City of Grants Pass Utility Customer Service Department serves approximately 12,029 transportation utility customers. The goal of the department is to provide excellent customer service to the citizens of Grants Pass. Cost per account for the transportation utility includes costs associated with direct salaries, employee benefits, annual transportation audit, account activation, account maintenance, bill preparation, bill delivery, receipt and processing of payments, collection of delinquent accounts, account write-offs for uncollectable debt, work order generation, and dispatching of field crew worker assigned to customer service to individual customers for various assistance needs. The Customer Service Department strives to provide these services at less than \$1.00 per customer per month. In addition, with the use of effective communication and the enforcement of municipal code far less than 1% of accounts are turned over to collections in final delinquency.

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## Program: Transportation – Customer Services

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### **Budget Highlights:**

This budget includes a utility audit and bill stuffing services while maintaining current staffing for the office. Customers will continue to receive the same level of service from the customer service office including multiple payment acceptance methods, availability of customer service staff to answer questions regarding service and billing, and timely bill generation with delivery via email or first class mail. In addition, the staff will participate in the implementation of the Munis utility billing software with the goal of improving service delivery and efficiency.

### **FY'15 Activity Review:**

The Customer Service office generated approximately 148,355 utility billings during FY'15 and receipted approximately 145,094 utility payments through a variety of collection methods including: in person, online from individual financial institutions, via mail (including payments forwarded from community drop boxes), online via the City website or drafted from individual bank accounts per customer request. An important statistic which highlights the level of customer interaction by the office is that approximately 20% of the City utility accounts transfer to a new account holder on an annual basis. All new accounts require individual customer information, account activation, and accuracy review to ensure accurate billing information.

### **Financial Summary**

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	35,379	37,690	38,763	39,732	39,732	39,732	41,699
Direct Charges	<u>17,387</u>	<u>131,144</u>	<u>136,290</u>	<u>140,134</u>	<u>140,134</u>	<u>140,134</u>	<u>141,458</u>
<b>Total Requirements</b>	<b><u>52,766</u></b>	<b><u>168,834</u></b>	<b><u>175,053</u></b>	<b><u>179,866</u></b>	<b><u>179,866</u></b>	<b><u>179,866</u></b>	<b><u>183,157</u></b>

## Program: Transportation – General Program Operations

### Services Delivered:

The Transportation Program provides safe, well-maintained street, bike, pedestrian and drainage systems through a systematic and cost-effective maintenance program.

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

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

The contingency funds available in General Program Operations are utilized only with direct City Council authorization. The ending fund balance appropriation may not be altered during the fiscal year. The appropriations for projects are transferred to the capital projects funds as soon as they are available. FY'16 is budgeted to transfer \$1,310,000 to projects, all of which is from Gas Tax.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	0	0	0	1,000	1,000	1,000	1,000
Direct Charges	245,637	244,183	249,870	243,058	243,058	243,058	250,079
Indirect Charges	134,266	153,170	175,600	177,300	177,300	177,300	179,000
Transfers Out	1,190,847	1,307,438	1,201,952	1,310,000	1,310,000	1,310,000	1,139,000
Debt Service	<u>856</u>	<u>801</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<b><i>1,571,606</i></b>	<b><i>1,705,592</i></b>	<b><i>1,627,422</i></b>	<b><i>1,731,358</i></b>	<b><i>1,731,358</i></b>	<b><i>1,731,358</i></b>	<b><i>1,569,079</i></b>
Contingencies	0	0	459,258	448,633	448,633	448,633	412,414
Ending Balance	<u>891,013</u>	<u>890,671</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>2,462,619</u></b>	<b><u>2,596,263</u></b>	<b><u>2,086,680</u></b>	<b><u>2,179,991</u></b>	<b><u>2,179,991</u></b>	<b><u>2,179,991</u></b>	<b><u>1,981,493</u></b>

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## Program: Transportation – Street Lighting

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### Services Delivered:

The Street and Drainage Maintenance Division is responsible for funding the Street Lighting activity in the City. The provision of lighting streets is a feature that impacts all aspects of our community including safety, livability, tourism and economic development.

The Street Lighting program is funded by the General Fund. Pacific Power and Light (PP&L) repairs, maintains and responds to problem issues following requests from the City or its citizens. PP&L completes installation of new lights based upon multiple triggers like new subdivisions and areas determined to need lighting installed.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	
	\$	\$	\$	FY'16	FY'16	FY'16	FY'17
				\$	\$	\$	\$
Contractual/Prof Services	<u>0</u>	<u>0</u>	<u>367,100</u>	<u>385,500</u>	<u>385,500</u>	<u>385,500</u>	<u>395,200</u>
<b>Total Requirements</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>367,100</u></b>	<b><u>385,500</u></b>	<b><u>385,500</u></b>	<b><u>385,500</u></b>	<b><u>395,200</u></b>

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

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### **Services Delivered:**

This activity accounts for planning, engineering and all construction of major transportation system improvements in order to provide safe, well-maintained street, bike, pedestrian and drainage systems.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate, and Expand our Infrastructure**

##### **Objective 4: Ensure transportation infrastructure needs are met**

**Action 1:** Interconnect bicycles.

**Action 2:** Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council.

- The project is scheduled for bidding and construction in the second half of FY' 16.

**Action 3:** Design, bid and construct the Drury Lane project.

- Complete Drury Lane reconstruction.

**Action 4:** Interconnect trails.

**Action 10:** Construct the Eastern Avenue street improvements.

**Action 11:** Design the Allen Creek Road project.

- Work will proceed when City Council and Josephine County Commissioner approvals have been completed.

##### **Other Management Action:**

- Continue Street overlay program.
- Begin design and construction of CMAQ sidewalk project.
- Construct pedestrian/bicycle improvements on Lincoln Road.
- Design Elmer Nelson bridge replacement.
- Construct bridge replacement over Gilbert Creek on Savage.
- Construct Redwood Avenue phase 2.

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

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### **Budget Highlights:**

Funding sources for this activity include funds from State gas taxes, monthly street utility fees, transportation system development charges, and State and federal grants.

The project listing shows resources across the columns. Columns show the “Actual resources through FY’ 14”; the re-assessed resource needs of projects using current data for the “Revised FY’ 15” column, guiding our “Adopted FY’ 16” and resources estimated “Through FY’ 16”. We have “Future Years” and “Total Project” columns for each project. Refer to the Capital Budget Book for more information on individual projects.

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

### **FY’15 Activity Review:**

- Completed construction of the D Street sidewalk.
- Began construction of Drury Lane improvements.
- Began construction of improvements to the west end of Redwood Avenue.
- Continued the Street overlay and maintenance program.
- Began the evaluation of storm water improvements to Edgewater/Evergreen area.
- Continued the evaluation of safety crossings for pedestrians and bicyclists.
- Continued design of improvements to the east end of Redwood Avenue.

## Program: Transportation – Capital Construction

### ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'14	Revised FY'15	Adopted FY'16	Total Through FY'16	Future Years	Total Project
TR0000 Miscellaneous Proj.- General (612)	1,463,672	(600,210)	(551,000)	312,462	434,500	746,962
TR0000 Miscellaneous Proj.- SDC's (614)	1,374,208	(846,945)	(50,000)	477,263	(1,200,000)	(722,737)
TR0000 Miscellaneous Proj.- LID's (619)	71,908	50,000	0	121,908	500,000	621,908
TR1050 Emergency Storm Drain Projects	169,571	20,000	20,000	209,571	80,000	289,571
TR4719 Fruitdale Trail	410,860	0	90,000	500,860	50,000	550,860
TR4934 Redwood Ave:Dowell to Hubbard (619)	1,965,958	1,890,571	700,000	4,556,529	0	4,556,529
TR5022 Master Transportation Plan Update	312,187	0	0	312,187	0	312,187
TR5025 Right of Way Purchases	107,117	0	0	107,117	25,000	132,117
TR5083 Traffic Calming	74,877	0	0	74,877	0	74,877
TR6075 Lincoln Rd.Sdwlk:Lower River Rd to G	91,678	340,000	100,000	531,678	0	531,678
TR6087 Josephine Cnty Transit - ODOT Op Grant	950,722	171,664	191,750	1,314,136	152,750	1,466,886
TR6115 Drury Lane Reconstruction (619)	2,242,645	0	0	2,242,645	0	2,242,645
TR6116 Allen Creek Rd Impr-W.Harbeck>Denton	960,980	(150,000)	2,270,000	3,080,980	1,560,095	4,641,075
TR6118 CMAQ Sidewalk Project	50,527	750,000	750,000	1,550,527	400,000	1,950,527
TR6158 Street Lighting/Signal Improvements	73,474	10,000	10,000	93,474	40,000	133,474
TR6160 Safety Plan for Pedestrians & Bikes (613)	50,359	(25,000)	0	25,359	0	25,359
TR6161 Bike Lane Striping FY13/FY14 (613)	150,098	75,000	75,000	300,098	300,000	600,098
TR6162 Safety Crossings G and Bridge	150,987	(40,000)	0	110,987	0	110,987
TR6163 Bike Boulevards (613)	15,062	15,000	15,000	45,062	60,000	105,062
TR6165 Gilbert Creek Bridge Replacement	150,586	450,000	205,000	805,586	0	805,586
TR6201 Overlay/Maintenance FY15/FY18	0	300,000	300,000	600,000	600,000	1,200,000
TR6202 Aluminum Storm Pipe ID & Inspection	30,116	0	0	30,116	0	30,116
TR6203 Redwood Avenue Phase 3-Pansy>Rdwd	734,464	470,000	900,000	2,104,464	100,000	2,204,464
TR6242 Eastern Avenue Improvements	0	400,000	0	400,000	0	400,000
TR6243 Fruitdale Drive	0	0	0	0	10,400,000	10,400,000
TR6244 Elmer Nelson Bridge Replacement	0	150,000	600,000	750,000	250,000	1,000,000
TR6245 Edgewater/Evergreen Storm Water	0	50,000	0	50,000	450,000	500,000
TR6247 Dimmick Railroad Crossing Corridor Study	0	0	0	0	50,000	50,000
TR8413 Sidewalk Infill & Repair Fund	183,382	(30,000)	50,000	203,382	200,000	403,382
TR9700 Miscellaneous Proj. - Bikeway (613)	740,497	35,000	(80,000)	695,497	40,000	735,497
<b>NEW PROJECTS</b>						
TR6271 Booth & Isham Improvement	0	0	100,000	100,000	0	100,000
TR6295 Terry Lane Street Improvements	0	0	370,000	370,000	0	370,000
<b>Total Projects</b>	<b><u>12,525,935</u></b>	<b><u>3,485,080</u></b>	<b><u>6,065,750</u></b>	<b><u>22,076,765</u></b>	<b><u>14,492,345</u></b>	<b><u>36,569,110</u></b>

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**Program: Transportation – Capital Construction**

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**CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES**

	<b>Actual Through FY'14</b>	<b>Revised FY'15</b>	<b>Adopted FY'16</b>	<b>Total Through FY'16</b>	<b>Future Years</b>	<b>Total Project</b>
TR6157 Overlay/Maintenance FY13/FY14	1,139,284	102,039	0	1,241,323	0	1,241,323
TR6164 D Street Sidewalks Pedestrian Safety and Transit Hub	220,846	145,000	0	365,846	0	365,846
TR6246 Evaluation	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Closed Projects</b>	<b><u>1,360,130</u></b>	<b><u>247,039</u></b>	<b><u>0</u></b>	<b><u>1,607,169</u></b>	<b><u>0</u></b>	<b><u>1,607,169</u></b>
<b>Grand Total - All Projects</b>	<b><u>13,886,065</u></b>	<b><u>3,732,119</u></b>	<b><u>6,065,750</u></b>	<b><u>23,683,934</u></b>	<b><u>14,492,345</u></b>	<b><u>38,176,279</u></b>

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

## Program: Transportation – Capital Construction

### ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'16

	Adopted FY'16 Beginning Fund Balance	Adopted FY'16 Revenue	Adopted FY'16 Capital Outlay	Adopted FY'16 Transfers	Adopted FY'16 Appropriated Fund Balance
TR0000 Miscellaneous Projects - General (612)	707,809	(551,000)	0	90,000	66,809
TR0000 Miscellaneous Projects - SDC's (614)	151,257	(50,000)	0	0	101,257
TR0000 Miscellaneous Projects - LID's (619)	71,908	0	0	0	71,908
TR1050 Emergency Storm Drain Projects	28,344	20,000	48,344	0	0
TR4719 Fruitdale Trail	107,380	90,000	197,380	0	0
TR4934 Redwood Ave:Dowell to Hubbard (619)	1,528,129	700,000	2,228,129	0	0
TR5022 Master Transportation Plan Targeted Updt	212,187	0	212,187	0	0
TR5025 Right of Way Purchases	40,776	0	40,776	0	0
TR5083 Traffic Calming	19,148	0	19,148	0	0
TR6075 Lincoln Rd.Sdwlk:Lower River Rd to G St.	314,675	100,000	414,675	0	0
TR6087 Josephine County Transit - ODOT Op Grant	(38,973)	191,750	152,777	0	0
TR6115 Drury Lane Reconstruction (619)	634,471	0	634,471	0	0
TR6116 Allen Creek Rd Imprv-W.Harbeck>Denton Trl	302,523	2,270,000	2,400,000	0	172,523
TR6118 CMAQ Sidewalk Project	482,544	750,000	1,000,000	0	232,544
TR6158 Street Lighting/Signal Improvements	21,197	10,000	31,197	0	0
TR6161 Bike Lane Striping FY13/FY14 (613)	4,714	75,000	79,714	0	0
TR6163 Bike Boulevards (613)	15,062	15,000	15,062	0	15,000
TR6165 Gilbert Creek Bridge Replacement	364,125	205,000	569,125	0	0
TR6201 Overlay/Maintenance FY15/FY18	88,979	300,000	388,979	0	0
TR6202 Aluminum Storm Pipe ID & Inspection	21,700	0	21,700	0	0
TR6203 Redwood Avenue Phase 3-Pansy>Rdwd Cir	875,715	900,000	1,775,715	0	0
TR8413 Sidewalk Infill & Repair Fund	4,761	50,000	54,761	0	0
TR9700 Miscellaneous Projects - Bikeway Fund(613)	101,019	(80,000)	21,019	0	0
TR6242 Eastern Avenue Improvements	325,000	0	325,000	0	0
TR6244 Elmer Nelson Bridge Replacement	75,000	600,000	675,000	0	0
TR6245 Edgewater/Evergreen Storm Water Eval.	20,000	0	20,000	0	0
<b>NEW PROJECTS</b>					
TR6271 Booth & Isham Improvement	0	100,000	100,000	0	0
TR6295 Terry Lane Street Improvements	<u>(70,000)</u>	<u>370,000</u>	<u>300,000</u>	<u>0</u>	<u>0</u>
<b>Total Projects</b>	<b><u>6,409,450</u></b>	<b><u>6,065,750</u></b>	<b><u>11,725,159</u></b>	<b><u>90,000</u></b>	<b><u>660,041</u></b>

## Program: Transportation – Capital Construction

### Financial Summary

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Fund Balance	<u>8,008,201</u>	<u>8,653,771</u>	<u>7,331,655</u>	<u>6,409,451</u>	<u>6,409,451</u>	<u>6,409,451</u>	<u>660,041</u>
<b>Resources</b>							
Revenue Other Agencies	288,403	296,612	0	256,750	256,750	256,750	136,750
IGR-State of Oregon	355,475	350,960	2,010,092	2,850,000	2,850,000	2,850,000	1,610,095
Development Charges	634,431	230,281	150,000	150,000	150,000	150,000	150,000
Investment Interest	48,350	54,885	10,000	0	0	0	0
Advance Finance Interest	3,854	1,160	0	0	0	0	0
SDC Loans	40,896	46,636	0	0	0	0	0
General Fund	200,000	137,328	280,000	675,000	675,000	675,000	250,000
CDBG Fund	0	0	0	39,000	39,000	39,000	0
Street Utility Fund	1,175,847	1,292,438	1,162,952	1,295,000	1,295,000	1,295,000	1,124,000
Debt Service	0	0	750,000	0	0	0	500,000
Storm Drain & Open Space	220,000	0	0	0	0	0	0
Lands & Bldgs.	53,000	0	0	0	0	0	0
Sewer Fund	0	75,000	0	0	0	0	0
Water Fund	120,000	165,000	50,000	100,000	100,000	100,000	0
Advance Financing	15,385	16,976	0	700,000	700,000	700,000	0
Miscellaneous Revenue	<u>250</u>	<u>1,530</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Current Revenues</i>	<u><i>3,155,891</i></u>	<u><i>2,668,806</i></u>	<u><i>4,413,044</i></u>	<u><i>6,065,750</i></u>	<u><i>6,065,750</i></u>	<u><i>6,065,750</i></u>	<u><i>3,770,845</i></u>
<b>Total Resources</b>	<u><b>11,164,092</b></u>	<u><b>11,322,577</b></u>	<u><b>11,744,699</b></u>	<u><b>12,475,201</b></u>	<u><b>12,475,201</b></u>	<u><b>12,475,201</b></u>	<u><b>4,430,886</b></u>
<b>Requirements</b>							
Capital Outlay	2,510,321	2,276,310	11,527,264	11,725,160	11,725,160	11,725,160	3,805,429
Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<u><i>2,510,321</i></u>	<u><i>2,276,310</i></u>	<u><i>11,527,264</i></u>	<u><i>11,815,160</i></u>	<u><i>11,815,160</i></u>	<u><i>11,815,160</i></u>	<u><i>3,805,429</i></u>
Appropriated Fund Balance	<u>8,653,771</u>	<u>9,046,267</u>	<u>217,435</u>	<u>660,041</u>	<u>660,041</u>	<u>660,041</u>	<u>625,457</u>
<b>Total Requirements</b>	<u><b>11,164,092</b></u>	<u><b>11,322,577</b></u>	<u><b>11,744,699</b></u>	<u><b>12,475,201</b></u>	<u><b>12,475,201</b></u>	<u><b>12,475,201</b></u>	<u><b>4,430,886</b></u>

**WHERE THE ROGUE RIVER RUNS**



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# STORM WATER AND OPEN SPACE

## ACTIVITIES

\*Storm Water Maintenance Services

\*Customer Services

\*General Program Operations

\*Capital Construction

## DESCRIPTION

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

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	<u>933,679</u>	<u>641,866</u>	<u>491,112</u>	<u>407,310</u>	<u>407,310</u>	<u>407,310</u>	<u>174,578</u>
<b>Total Resources</b>	<b><u>933,679</u></b>	<b><u>641,866</u></b>	<b><u>491,112</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>174,578</u></b>
Requirements							
General Program Operations	10,563	10,563	146,563	0	0	0	0
Capital Construction	<u>923,116</u>	<u>631,303</u>	<u>344,549</u>	<u>407,310</u>	<u>407,310</u>	<u>407,310</u>	<u>174,578</u>
<b>Total Requirements</b>	<b><u>933,679</u></b>	<b><u>641,866</u></b>	<b><u>491,112</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>174,578</u></b>

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

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### **Services Delivered:**

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

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

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

## Program: Utilities/Storm Water Program

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Current Resources							
Activity Generated							
Transfers	0	0	136,000	0	0	0	0
Capital Construction	<u>923,116</u>	<u>631,303</u>	<u>344,549</u>	<u>407,310</u>	<u>407,310</u>	<u>407,310</u>	<u>174,578</u>
<i>Total Current Revenues</i>	<u>923,116</u>	<u>631,303</u>	<u>480,549</u>	<u>407,310</u>	<u>407,310</u>	<u>407,310</u>	<u>174,578</u>
<b>Total Resources</b>	<b><u>933,679</u></b>	<b><u>641,866</u></b>	<b><u>491,112</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>174,578</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Capital Construction	703,116	556,303	232,549	407,310	407,310	407,310	174,578
Debt Service	0	0	146,205	0	0	0	0
Transfers Out	<u>220,000</u>	<u>75,000</u>	<u>112,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<u>923,116</u>	<u>631,303</u>	<u>490,754</u>	<u>407,310</u>	<u>407,310</u>	<u>407,310</u>	<u>174,578</u>
Contingencies	0	0	358	0	0	0	0
Ending Balance	<u>10,563</u>	<u>10,563</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>933,679</u></b>	<b><u>641,866</u></b>	<b><u>491,112</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>174,578</u></b>

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

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### **Services Delivered:**

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

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate, and Expand our Infrastructure**

##### **Objective 1: Plan and develop infrastructure**

**Action 9:** Complete Storm Drain Master Plan and consider funding option.

- Work on the Storm Water Master Plan is continuing via efforts by an outside consultant.

##### **Objective 5: Ensure storm facility infrastructure needs are met**

**Action 1:** Initiate the preparation of a storm water implementation plan following adoption of the Storm Water Master Plan.

- Upon completion of the master plan and adoption by City Council, the subsequent implementation plan will be prepared.

**Action 2:** Create and initiate the Storm Water utility.

- Upon the adoption of the Storm Water Master Plan, Council will be requested to create and implement the storm water utility to enable funding to meet the NPDES Municipal Storm Water Permit program requirements.

### **Budget Highlights:**

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

### **FY'15 Activity Review:**

This will be a new program budget following adoption of the Storm Water Utility. FY'15 storm drainage activities have been provided in the Transportation/Street Operating budget.

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

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**Financial Summary**

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0
Contractual/Prof Services	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Public Works Director							
From: Water Treatment	<u>0.00</u>						
<b>Total Positions</b>	<b><u>0.00</u></b>						

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## Program: Utilities/Storm Water – Customer Services

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### Services Delivered:

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

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

### Budget Highlights:

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

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Direct Charges	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

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

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### Services Delivered:

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

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

No activity is expected this year.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Debt Service	<u>0</u>	<u>0</u>	<u>146,205</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<i>0</i>	<i>0</i>	<i>146,205</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Contingencies	0	0	358	0	0	0	0
Ending Balance	<u>10,563</u>	<u>10,563</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>10,563</u></b>	<b><u>10,563</u></b>	<b><u>146,563</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

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

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### **Services Delivered:**

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

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

Implemented by Council action in February of 2004, two distinct SDC fees were adopted. The Storm Water and Open Space Master Plan fee charged to all new developments is now \$487 per development. These monies will be used to pay for the planning, acquisition, and capital development of facilities to accommodate and control storm water runoff, directly associated open space, and water quality control facilities to clean surface water runoff prior to natural surface water conveyances. The second SDC fee is being collected for storm water construction in the Sand Creek sub-basin area, and the charge is currently \$0.33 per square foot of lot area. Both of these charges will be collected at the time of the building or development permit until a new Storm Water Utility and System Development Charge is adopted by the City Council.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate, and Expand our Infrastructure to Meet Community Needs**

##### **Objective 1: Plan for utility infrastructure**

- Continue update on Storm Water Master Plan, utility ordinance, fees and rates at the direction of City Council. The master plan will include a capital improvement plan which will prioritize the construction projects to be pursued in the future.

##### **Objective 5: Ensure storm facility infrastructure needs are met**

**Action 1:** Initiate the preparation of a storm water implementation plan following adoption of the Storm Water Master Plan.

- The implementation plan will dictate the project schedule.

**Action 2:** Create and initiate the Storm Water utility.

- The establishment of the utility will create a funding source for the capital projects.

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

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### **Budget Highlights:**

The project listing shows resources across the columns. Columns show the “Actual resources through FY’ 14”; the re-assessed resource needs of projects using current data for the “Revised FY’ 15” column, guiding our “Adopted FY’ 16” and resources estimated “Through FY’ 16”. We have “Future Years” and “Total Project” columns for each project. Refer to the Capital Budget Book for more information on individual projects.

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

### **FY’15 Activity Review:**

- Continued implementation of the TMDL Plan.
- Continued the Update to the Storm Water Master Plan.

## Program: Utilities/Storm Water – Capital Construction

### ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'14	Revised FY'15	Adopted FY'16	Total Through FY'16	Future Years	Total Project
DO0000 Miscellaneous Projects - SDC's (642)	746,313	(53,000)	20,500	713,813	102,000	815,813
DO0000 Miscellaneous Projects - (648)	96,670	3,595	0	100,265	0	100,265
DO6071 TMDL Plan Implementation	120,000	30,000	30,000	180,000	120,000	300,000
DO6113 Storm Water Quality Feature North of Estates Lane	150,000	3,595	90,000	243,595	0	243,595
DO6169 Stormwater Plan Update	<u>285,000</u>	<u>105,000</u>	<u>5,000</u>	<u>395,000</u>	<u>0</u>	<u>395,000</u>
<b>Total Projects</b>	<b><u>1,397,983</u></b>	<b><u>89,190</u></b>	<b><u>145,500</u></b>	<b><u>1,632,673</u></b>	<b><u>222,000</u></b>	<b><u>1,854,673</u></b>

### CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

DO5074 Major Redwood Storm Project	<u>100,000</u>	<u>(3,595)</u>	<u>0</u>	<u>96,405</u>	<u>0</u>	<u>96,405</u>
<b>Total Closed Projects</b>	<b><u>100,000</u></b>	<b><u>(3,595)</u></b>	<b><u>0</u></b>	<b><u>96,405</u></b>	<b><u>0</u></b>	<b><u>96,405</u></b>
<b>Grand Total - All Projects</b>	<b><u>1,497,983</u></b>	<b><u>85,595</u></b>	<b><u>145,500</u></b>	<b><u>1,729,078</u></b>	<b><u>222,000</u></b>	<b><u>1,951,078</u></b>

### ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'16

	Adopted FY'16 Beginning Fund Balance	Adopted FY'16 Revenue	Adopted FY'16 Capital Outlay	Adopted FY'16 Transfers Out	Adopted FY'16 Appropriated Fund Balance
DO0000 Miscellaneous Projects - SDC's 642	58,313	20,500	0	0	78,813
DO0000 Miscellaneous Projects - 648	40,265	0	0	0	40,265
DO6071 TMDL Plan Implementation	49,329	30,000	79,329	0	0
DO6113 Storm Water Quality Feature North of Estates Lane	68,583	90,000	158,583	0	0
DO6169 Stormwater Plan Update	<u>45,320</u>	<u>5,000</u>	<u>50,320</u>	<u>0</u>	<u>0</u>
<b>Total Projects</b>	<b><u>261,810</u></b>	<b><u>145,500</u></b>	<b><u>288,232</u></b>	<b><u>0</u></b>	<b><u>119,078</u></b>

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

## Program: Utilities/Storm Water – Capital Construction

### Financial Summary

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Fund Balance	<u>826,532</u>	<u>533,135</u>	<u>287,549</u>	<u>261,810</u>	<u>261,810</u>	<u>261,810</u>	<u>119,078</u>
<b>Resources</b>							
Development charges	60,371	56,091	25,000	25,000	25,000	25,000	25,000
Investment Interest	3,893	3,125	2,000	500	500	500	500
SDC/AFD Loans	2,320	9,941	0	0	0	0	0
General fund	15,000	14,011	15,000	15,000	15,000	15,000	15,000
Transportation Projects	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>105,000</u>	<u>105,000</u>	<u>105,000</u>	<u>15,000</u>
<i>Total Current Revenues</i>	<u><i>96,584</i></u>	<u><i>98,168</i></u>	<u><i>57,000</i></u>	<u><i>145,500</i></u>	<u><i>145,500</i></u>	<u><i>145,500</i></u>	<u><i>55,500</i></u>
<b>Total Resources</b>	<b><u>923,116</u></b>	<b><u>631,303</u></b>	<b><u>344,549</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>174,578</u></b>
<b>Requirements</b>							
Capital Outlay	169,981	113,087	204,725	288,232	288,232	288,232	30,000
Transfers Out	<u>220,000</u>	<u>75,000</u>	<u>112,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<u><i>389,981</i></u>	<u><i>188,087</i></u>	<u><i>316,725</i></u>	<u><i>288,232</i></u>	<u><i>288,232</i></u>	<u><i>288,232</i></u>	<u><i>30,000</i></u>
Appropriated Fund Balance	<u>533,135</u>	<u>443,216</u>	<u>27,824</u>	<u>119,078</u>	<u>119,078</u>	<u>119,078</u>	<u>144,578</u>
<b>Total Requirements</b>	<b><u>923,116</u></b>	<b><u>631,303</u></b>	<b><u>344,549</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>407,310</u></b>	<b><u>174,578</u></b>

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

# WATER

## ACTIVITIES

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



Filtration Plant  
Low Water Use Demonstration Garden

## DESCRIPTION

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

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	<u>14,279,301</u>	<u>14,409,194</u>	<u>11,452,748</u>	<u>15,924,508</u>	<u>15,924,508</u>	<u>15,924,508</u>	<u>11,192,950</u>
<b>Total Resources</b>	<b><u>14,279,301</u></b>	<b><u>14,409,194</u></b>	<b><u>11,452,748</u></b>	<b><u>15,924,508</u></b>	<b><u>15,924,508</u></b>	<b><u>15,924,508</u></b>	<b><u>11,192,950</u></b>
Requirements							
Water Treatment	1,529,965	1,559,211	1,695,164	1,698,880	1,698,880	1,698,880	1,743,486
Water Distribution	1,045,378	1,057,045	1,310,484	1,357,191	1,357,191	1,357,191	1,407,628
Customer Services	391,059	369,228	366,960	367,361	367,361	367,361	374,151
Debt Service	36,404	506,624	504,770	507,170	507,170	507,170	504,420
General Program Operations	3,306,097	4,629,028	3,702,802	4,940,438	4,940,438	4,940,438	3,987,668
Capital Construction	<u>7,970,398</u>	<u>6,288,058</u>	<u>3,872,568</u>	<u>7,053,468</u>	<u>7,053,468</u>	<u>7,053,468</u>	<u>3,175,597</u>
<b>Total Requirements</b>	<b><u>14,279,301</u></b>	<b><u>14,409,194</u></b>	<b><u>11,452,748</u></b>	<b><u>15,924,508</u></b>	<b><u>15,924,508</u></b>	<b><u>15,924,508</u></b>	<b><u>11,192,950</u></b>

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## Program: Utilities/Water Program

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### Services Delivered:

The Water Program strives to meet the expanding service area's current and future potable water and fire flow needs, while meeting or exceeding all regulatory requirements.

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

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

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

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

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### **Maintain, Operate, and Expand our Infrastructure**

##### **Objective 1: Plan and develop infrastructure**

**Action 1:** Complete Water Master Plan.

- The Water Distribution Master Plan update has been initiated and should be completed in FY'16.

##### **Objective 2: Ensure water infrastructure needs are met**

**Action 1:** Acquire a portable generator for remote pump stations that do not have a stationary generator onsite.

**Action 2:** Complete projects as part of small main replacement.

- Small undersized water distribution mains are scheduled to be replaced with appropriate sized pipes to improve water delivery and increase fire flows.

**Action 3:** Initiate the process to replace the Water Treatment Plant.

- The process to replace the plant will begin following the completion of the Strategic Plan.

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

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### **FY'16 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:**

#### **Objective 2: Ensure water infrastructure needs are met**

**Action 4:** Complete the update to the Water Emergency Operations Plan.

**Action 5:** Initiate the process of acquiring property for a new Water Treatment Plant. Development of a property acquisition process is underway. Acquisition alternatives will be evaluated and pursued.

**Action 6:** Complete a flow analysis of the Rogue River adjacent to the Water Treatment intake structure.

- The analysis will be completed in FY'16.

### **FY'15 Activity Review:**

- Completed the Water Treatment Plant Facility Plan Update.
- Monitoring of Phase 3 of unregulated contaminants within the water system was initiated per EPA directives.
- Reservoir No. 3 was replaced with a new five million gallon reservoir.
- The Water Management and Conservation Plan was approved by the Oregon Water Resources Department.

## Program: Utilities/Water Program

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>1,429,081</u>	<u>2,465,633</u>	<u>1,913,280</u>	<u>2,136,390</u>	<u>2,136,390</u>	<u>2,136,390</u>	<u>1,150,503</u>
Current Resources							
Activity Generated							
Sale of Water	4,826,670	5,570,929	5,597,750	6,674,750	6,674,750	6,674,750	6,806,750
Direct Charges to:							
Solid Waste Operations	14,180	11,025	20,400	11,000	11,000	11,000	11,000
Interest	10,109	15,270	12,000	12,000	12,000	12,000	12,000
Other Revenue	28,863	58,074	36,750	36,900	36,900	36,900	37,100
Transfers In	0	205	0	0	0	0	0
Capital Construction	<u>7,970,398</u>	<u>6,288,058</u>	<u>3,872,568</u>	<u>7,053,468</u>	<u>7,053,468</u>	<u>7,053,468</u>	<u>3,175,597</u>
<b>Total Current Revenues</b>	<b><u>12,850,220</u></b>	<b><u>11,943,561</u></b>	<b><u>9,539,468</u></b>	<b><u>13,788,118</u></b>	<b><u>13,788,118</u></b>	<b><u>13,788,118</u></b>	<b><u>10,042,447</u></b>
<b>Total Resources</b>	<b><u>14,279,301</u></b>	<b><u>14,409,194</u></b>	<b><u>11,452,748</u></b>	<b><u>15,924,508</u></b>	<b><u>15,924,508</u></b>	<b><u>15,924,508</u></b>	<b><u>11,192,950</u></b>
Requirements							
Water Treatment	1,529,965	1,559,211	1,695,164	1,698,880	1,698,880	1,698,880	1,743,486
Water Distribution	1,045,378	1,057,045	1,310,484	1,357,191	1,357,191	1,357,191	1,407,628
Customer Services	391,059	369,228	366,960	367,361	367,361	367,361	374,151
General Program Operations	17,269	8,443	22,225	22,225	22,225	22,225	22,700
Capital Construction	<u>7,970,398</u>	<u>6,288,058</u>	<u>3,872,568</u>	<u>7,053,468</u>	<u>7,053,468</u>	<u>7,053,468</u>	<u>3,175,597</u>
Indirect Charges	298,868	309,115	349,130	354,710	354,710	354,710	364,890
Debt Service	36,404	506,624	504,770	507,170	507,170	507,170	504,420
Transfers Out	<u>524,327</u>	<u>1,333,000</u>	<u>2,224,177</u>	<u>3,413,000</u>	<u>3,413,000</u>	<u>3,413,000</u>	<u>2,460,000</u>
<b>Subtotal Expenditures</b>	<b><u>11,813,668</u></b>	<b><u>11,430,724</u></b>	<b><u>10,345,478</u></b>	<b><u>14,774,005</u></b>	<b><u>14,774,005</u></b>	<b><u>14,774,005</u></b>	<b><u>10,052,872</u></b>
Contingency	0	0	1,107,270	1,150,503	1,150,503	1,150,503	1,140,078
Ending Balance	<u>2,465,633</u>	<u>2,978,470</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>14,279,301</u></b>	<b><u>14,409,194</u></b>	<b><u>11,452,748</u></b>	<b><u>15,924,508</u></b>	<b><u>15,924,508</u></b>	<b><u>15,924,508</u></b>	<b><u>11,192,950</u></b>

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## Program: Utilities/Water Program

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The City's Water Treatment Plant located along the Rogue River. The recently adopted Water Treatment Facility Plan calls for the construction of a replacement facility.

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## Program: Utilities/Water – Water Treatment Services

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### Services Delivered:

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

### Performance Measurements:

#### Water Treatment Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Gallons of water produced (in Billions)	2.00	1.91	1.91	1.98	1.92	1.95	1.97
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Percentage of water utilized for filter backwashing	3.54%	<3%	3.82%	<3%	<3%	<3%	<3%
Average hours to place booster stations back into service upon notice of failure	1.0	<3	<1.0	<3	<3	<3	<3
Percentage of time all compliance standards met	100%	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Operations and Maintenance Costs Per Million Gallons Treated	660	650	670	650	650	650	650

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- Staff will update and distribute the Consumer Confidence Report per EPA Rules.
- Staff will purchase and install water quality monitors to optimize re-chlorination dosage and monitor water quality across the City.

#### Maintain, Operate, and Expand our Infrastructure

##### Objective 2: Ensure water infrastructure needs are met

- One submersible raw water pump will be rebuilt to near new condition.
- Staff will continue to operate a pilot testing program to assist in the creation of design parameters relating to the potential construction of a new water treatment facility.
- Staff will continue to remove solids from the log pond.

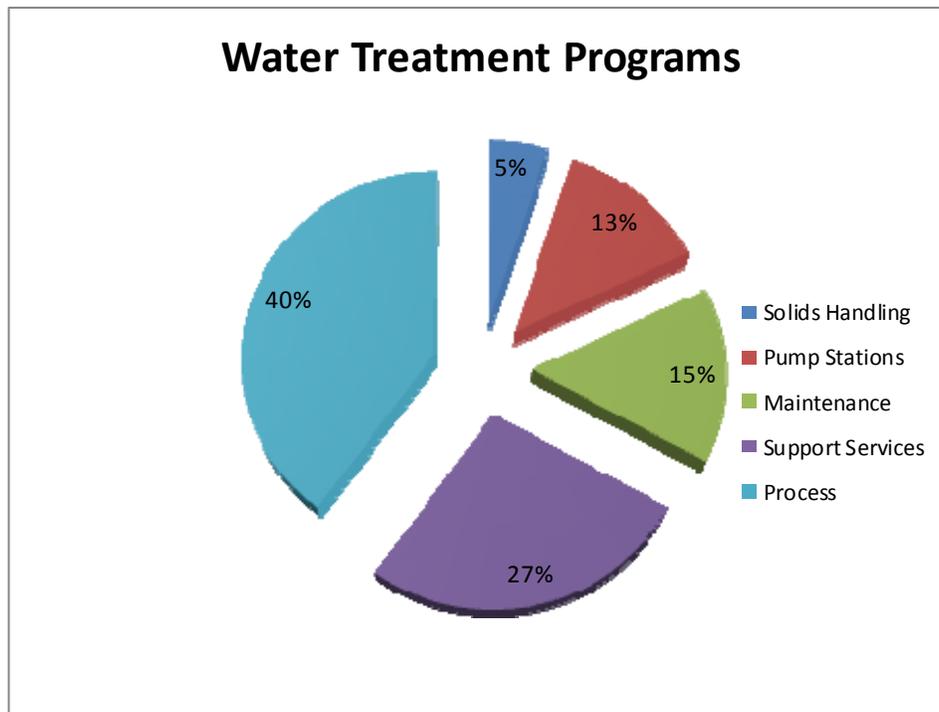
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## Program: Utilities/Water – Water Treatment Services

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### Budget Highlights:

This activity will continue to supplement personnel services through the use of part-time, temporary and contract employees. This strategy enables the plant to run twenty-four hours a day during the peak summer months and assists plant staff with completing specific projects such as log pond dredging operations, blackberry abatement, painting, filter maintenance, and basin cleaning. Staff will continue to look for ways to streamline plant processes and reduce the overall cost to produce its final product. Staff will conduct multiple emergency operation exercises in the upcoming fiscal year to ensure they are able to utilize the new generator purchased in the previous fiscal year.



### FY'15 Activity Review:

Plant staff embarked on a yearlong pilot study to prove the efficacy of treatment technologies that are proposed for a new filtration plant. The study will enable the City to construct a smaller more compact plant saving money on construction costs and enabling the plant to be built on a smaller parcel of property. Plant staff installed initial water quality monitors in the distribution system. The data collected has shown that more monitors need to be installed for both monitoring of water quality, as well as the reduction of chlorine that is dosed at remote stations.

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

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	648,211	629,494	706,736	741,752	741,752	741,752	751,004
Materials & Supplies	296,049	297,599	318,850	304,150	304,150	304,150	309,500
Contractual/Prof Services	538,432	611,501	638,784	639,434	639,434	639,434	659,777
Direct Charges	20,793	7,871	8,044	8,044	8,044	8,044	8,205
Capital Outlay	<u>26,480</u>	<u>12,746</u>	<u>22,750</u>	<u>5,500</u>	<u>5,500</u>	<u>5,500</u>	<u>15,000</u>
<b>Total Requirements</b>	<b><u>1,529,965</u></b>	<b><u>1,559,211</u></b>	<b><u>1,695,164</u></b>	<b><u>1,698,880</u></b>	<b><u>1,698,880</u></b>	<b><u>1,698,880</u></b>	<b><u>1,743,486</u></b>

## Program: Utilities/Water – Water Treatment Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'16	FY'16	FY'16	FY'17
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Plant Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Treatment Plant Specialist	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Department Support Technician	<u>1.00</u>						
<i>Subtotal</i>	<i>8.00</i>						
Public Works Director							
To: Water Distribution	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
To: Wastewater Collection	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)
To: Wastewater Treatment	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
To: Streets	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
To: Jo-Gro™	(0.03)	(0.03)	(0.03)	(0.00)	(0.00)	(0.00)	(0.00)
To: Solid Waste Field Operations	(0.05)	(0.05)	(0.05)	(0.08)	(0.08)	(0.08)	(0.08)
Treatment Plant Spec - Operations							
From: Wastewater Treatment	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Department Support Technician							
To: Water Distribution	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
To: Wastewater Collection	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)
To: Wastewater Treatment	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
To: Streets	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)	(0.23)
To: Solid Waste Field Operations	(0.05)	(0.05)	(0.05)	(0.08)	(0.08)	(0.08)	(0.08)
To: Jo-Gro™	<u>(0.03)</u>	<u>(0.03)</u>	<u>(0.03)</u>	<u>(0.00)</u>	<u>(0.00)</u>	<u>(0.00)</u>	<u>(0.00)</u>
<i>Subtotal Distributed</i>	<i>(1.54)</i>						
<b>Total Positions</b>	<b><u>6.46</u></b>						
Temporary/Seasonal Hours	<u>4,100</u>	<u>4,100</u>	<u>4,100</u>	<u>4,250</u>	<u>4,250</u>	<u>4,250</u>	<u>4,250</u>

### Capital Outlay/By Item

Water Quality Monitoring Stations	14,250	5,500	5,500	5,500	7,500
Sewage Ejection Pump & Controls	8,500	0	0	0	0
UV/VIS Spectrophotometer	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7,500</u>
<b>Total Capital Outlay</b>		<b><u>22,750</u></b>	<b><u>5,500</u></b>	<b><u>5,500</u></b>	<b><u>15,000</u></b>

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## Program: Utilities/Water – Water Distribution Services

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### Services Delivered:

This program seeks to provide excellence in customer service and the highest levels of water quality to serve our community.

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

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

### Performance Measurements:

#### Water Distribution Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of residential water meters replaced	948	800	902	800	710	600	600
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Number of water quality complaints	7	<10	8	<10	<10	<10	<10
Percentage of routine bacteria samples conforming to State and local standards	100%	100%	100%	100%	100%	100%	100%
Average time to restore water service in emergency repair situations in hours	<1	<1	<1	<1	<1	<1	<1
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Percentage of Metered Water Use	N/A	N/A	N/A	N/A	>92%	>92%	>92%

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- Excellence in customer service and water quality shall remain the highest priorities in this activity.
- Continue utility administered contract for the testing and minor repair of single-family residential backflow devices.
- Continue meter replacement program.

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

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### **FY'16 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:**

#### **Maintain, Operate, and Expand our Infrastructure**

##### **Objective 2: Ensure water infrastructure needs are met**

- Continue fire hydrant maintenance program.
- Continue contract cleaning of water reservoirs.
- Continue the installation of new water services as requested.
- Continue to adjust, and/or relocate existing water services, fire hydrants, and valve boxes during public road and sidewalk projects.
- Provide focused water system flushing in various levels of the distribution system.
- Replace substandard galvanized and low flow copper water services when encountered.

#### **Budget Highlights:**

Funding continues for contract testing and minor repairs of single-family residential backflow devices. Funding for the replacement of residential and commercial water meters continue in the Customer Service Program. The Water Quality Program contains continuing funding for water sample testing and contract residential backflow device testing. The System Maintenance Program contains funding for water main and fire hydrant repairs and maintenance. Funds are also allocated for purchase of a guillotine pipe saw for water main repairs and a replacement power driver for the water tapping machine.

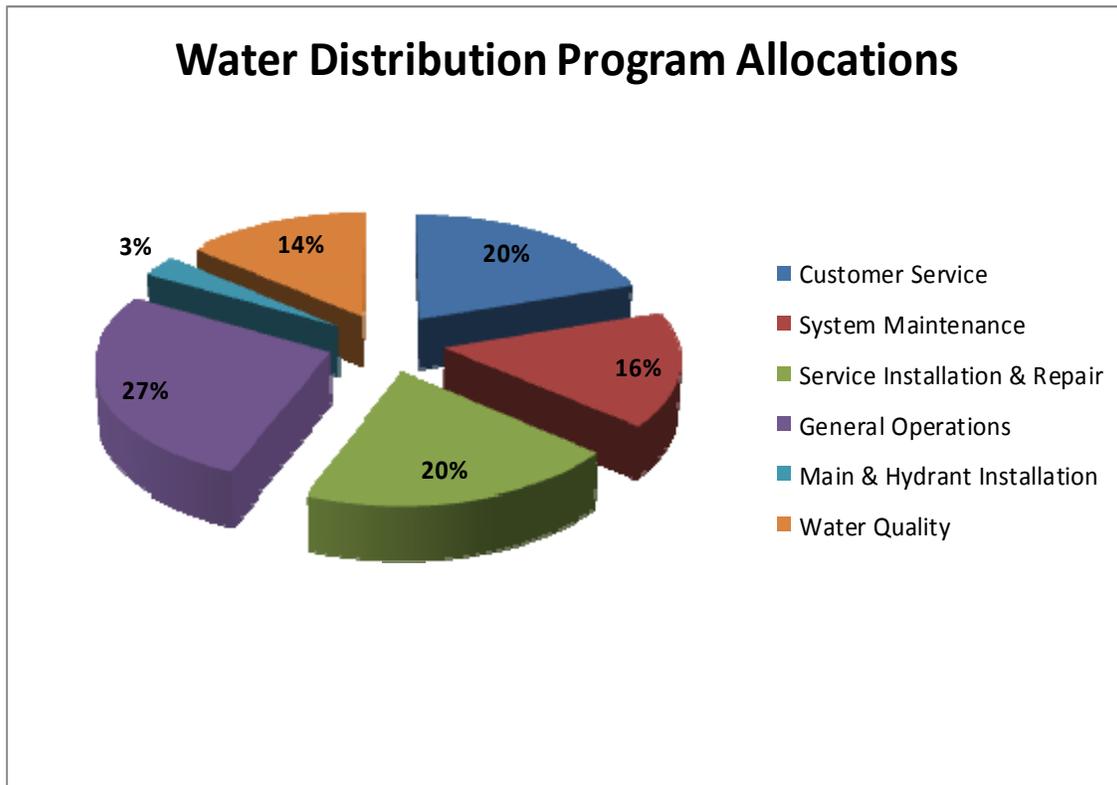
#### **FY'15 Activity Review:**

Distribution crews remained busy with the work related to various public improvement projects. The relocation and adjustment of water services was successfully completed in conjunction with Phase 2 of the NE D Street Sidewalk Project. Distribution crews were also actively involved with the installation of a new pipe line tie-in and the abandonment of an old 2 inch pipeline during the SW J Street Water Main Replacement Project. Goals related to the replacement of residential water meters were met for the period. The residential backflow testing program successfully continued. Water service replacements totaled 9 as of March 1, 2015. Water main repairs totaled 2 for the same period.

## Program: Utilities/Water – Water Distribution Services

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	624,802	597,694	766,624	795,832	795,832	795,832	794,425
Materials & Supplies	121,239	134,563	163,677	178,977	178,977	178,977	195,877
Contractual/Prof Services	212,431	245,120	279,159	285,696	285,696	285,696	319,826
Direct Charges	50,877	39,189	41,524	40,686	40,686	40,686	41,500
Capital Outlay	<u>36,029</u>	<u>40,479</u>	<u>59,500</u>	<u>56,000</u>	<u>56,000</u>	<u>56,000</u>	<u>56,000</u>
<b>Total Requirements</b>	<b><u>1,045,378</u></b>	<b><u>1,057,045</u></b>	<b><u>1,310,484</u></b>	<b><u>1,357,191</u></b>	<b><u>1,357,191</u></b>	<b><u>1,357,191</u></b>	<b><u>1,407,628</u></b>



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

**Personnel**

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
Utility Field Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Office Assistant I	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<i>Subtotal</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>
Public Works Director							
From: Water Treatment	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Utility Field Superintendent							
To: Wastewater Collection	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Utility Worker							
To: Wastewater Collection	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Office Assistant I							
To: Waste Water Collection	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Department Support Technician							
From: Water Treatment	<u>0.15</u>	<u>0.15</u>	<u>0.15</u>	<u>0.15</u>	<u>0.15</u>	<u>0.15</u>	<u>0.15</u>
<i>Subtotal Distributed</i>	<i>(1.20)</i>	<i>(1.20)</i>	<i>(1.20)</i>	<i>(1.20)</i>	<i>(1.20)</i>	<i>(1.20)</i>	<i>(1.20)</i>
<b>Total Positions</b>	<b><u>8.80</u></b>	<b><u>8.80</u></b>	<b><u>8.80</u></b>	<b><u>8.80</u></b>	<b><u>8.80</u></b>	<b><u>8.80</u></b>	<b><u>8.80</u></b>
Temporary/Seasonal Hours	<u>2,100</u>	<u>2,400</u>	<u>2,400</u>	<u>3,600</u>	<u>3,600</u>	<u>3,600</u>	<u>3,600</u>

**Capital Outlay/By Item**

New Water Services	43,000	45,000	45,000	45,000	50,000
Smooth Edge Implement Bucket	4,500	0	0	0	0
Dechlorination Flushing Device	6,000	0	0	0	0
Pipe Cutting Equipment	6,000	0	0	0	0
Guillotine Pipe Saw	0	11,000	11,000	11,000	0
Pipe threading machine	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,000</u>
<b>Total Capital Outlay</b>	<b><u>59,500</u></b>	<b><u>56,000</u></b>	<b><u>56,000</u></b>	<b><u>56,000</u></b>	<b><u>56,000</u></b>

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## Program: Utilities/Water – Customer Services

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### Services Delivered:

The Customer Service Department’s goal is to provide support to the individual utilities, including billing, collection, and timely courteous responses to the needs of individual customers regarding their City utility account.

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

### Performance Measurements:

#### Water Customer Service Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of water services	10,670	10,700	10,800	10,700	10,800	10,800	10,800
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Uncollectable accounts by % of revenue	0.01%	>1%	0.00%	<1%	<1%	<1%	<1%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Finance Direct Charges per Water Cust.	\$2.21	<\$2.50	\$1.91	<\$2.50	<\$2.50	<\$2.50	<2.50

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Ensure efficiency and effectiveness in City operations

- Bill over 10,800 customers monthly while maintaining timely records on all accounts.
- Provide information regarding water line locations, new service requests, local improvement district financing, and other data regarding the overall system.

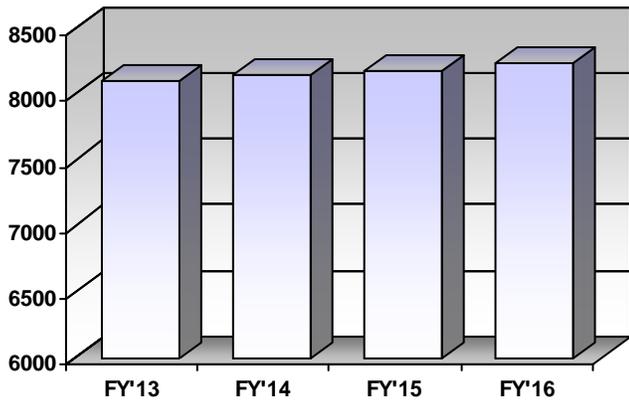
The City of Grants Pass Utility Customer Service Department serves approximately 10,800 water utility customers. The goal of the department is to provide excellent customer service to the citizens of Grants Pass. Cost per account for the water utility includes costs associated with direct salaries, employee benefits, contracts (such as meter reading), account activation, account maintenance, bill preparation, bill delivery, receipt and processing of payments, collection of delinquent accounts, account write-offs for uncollectable debt, work order generation, and dispatching of field crew worker assigned to customer service to individual customers for various assistance needs. The Customer Service Department strives to provide these services at less than \$2.50 per customer per month. In addition, with the use of effective communication and the enforcement of municipal code, far less than 1% of accounts are turned over to collections in final delinquency.

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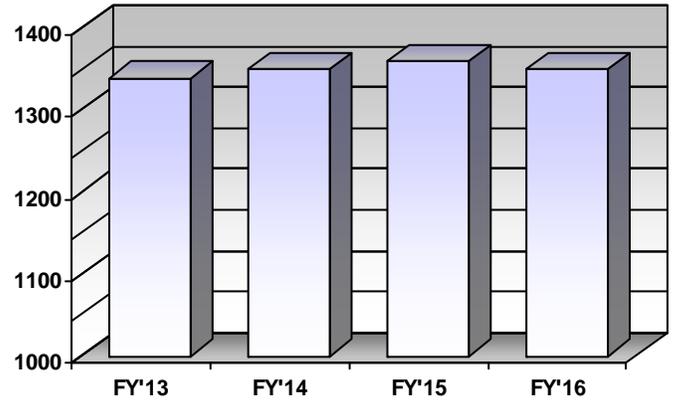
## Program: Utilities/Water – Customer Services

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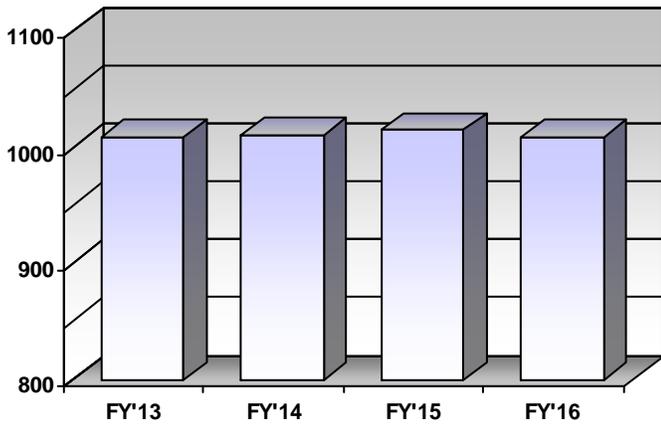
Number of RESIDENTIAL Customers



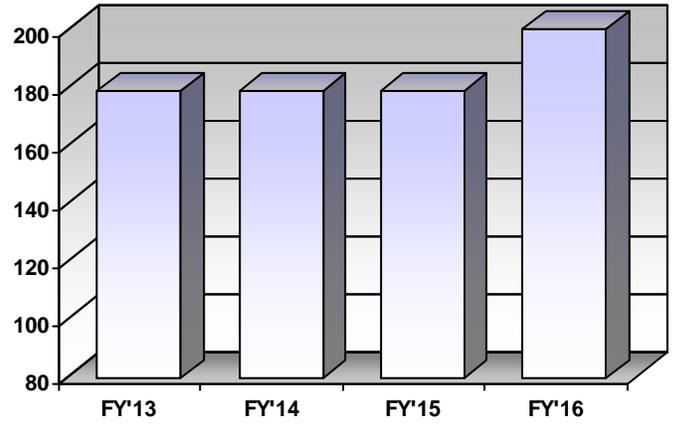
Number of COMMERCIAL Customers



Number of MULTIFAMILY Customers



Number of PUBLIC AGENCY Customers



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## Program: Utilities/Water – Customer Services

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### Budget Highlights:

This budget includes continued use of contracts for meter reading and bill stuffing services while maintaining current staffing for the office. Customers will continue to receive the same level of service from the customer service office including multiple payment acceptance methods, availability of customer service staff to answer questions regarding service and billing, and timely bill generation with delivery via email or first class mail. In addition, the staff will participate in the implementation of the Munis utility billing software with the goal of improving service delivery and efficiency.

### FY'15 Activity Review:

The Customer Service office generated approximately 148,355 utility billings during FY'15 and receipted approximately 145,094 utility payments through a variety of collection methods including: in person, online from individual financial institutions, via mail (including payments forwarded from community drop boxes), online via the City website or drafted from individual bank accounts per customer request. An important statistic which highlights the level of customer interaction by the office is that approximately 20% of the City utility accounts transfer to a new account holder on an annual basis. All new accounts require individual customer information, account activation, and accuracy review to ensure accurate billing information.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	29,383	30,728	30,385	31,044	31,044	31,044	32,396
Direct Charges	<u>361,676</u>	<u>338,500</u>	<u>336,575</u>	<u>336,317</u>	<u>336,317</u>	<u>336,317</u>	<u>341,755</u>
<b>Total Requirements</b>	<b><u>391,059</u></b>	<b><u>369,228</u></b>	<b><u>366,960</u></b>	<b><u>367,361</u></b>	<b><u>367,361</u></b>	<b><u>367,361</u></b>	<b><u>374,151</u></b>

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## Program: Utilities/Water – Debt Service

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### Services Delivered:

This activity accounts for the repayment of Water Bonds that were sold. As of FY'13 those bonds are limited to the Series 2013 Full Faith and Credit bonds that had a principal amount of \$4,620,000. The majority of these bonds were used to construct a new Reservoir No. 3. The bonds are scheduled to be paid in full in FY'24.

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- Make timely debt service payments to avoid late fees or penalties and ensure City's credit rating and ability to borrow in the future.

### Budget Highlights:

A debt service schedule for the budgetary period is included below. A full debt service schedule can be found in Appendix P.

	FY'13*	FY'14	FY'15	FY'16	FY'17
<b>Principal</b>	\$390,000	0	\$370,000	\$375,000	\$385,000
<b>Interest</b>	<u>7,800</u>	<u>36,404</u>	<u>137,220</u>	<u>129,770</u>	<u>122,170</u>
<b>Total</b>	<b><u>\$397,800</u></b>	<b><u>\$36,404</u></b>	<b><u>\$507,220</u></b>	<b><u>\$504,770</u></b>	<b><u>\$507,170</u></b>

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

\* FY'12 actuals are from the 2009 Refunding bonds. Those bonds were paid in full during FY'12.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER COMMITTEE	COUNCIL	PROJECTED	
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED		ADOPTED
	\$	\$	\$	FY'16	FY'16	FY'16	FY'17
Debt Service	<u>36,404</u>	<u>506,624</u>	<u>504,770</u>	<u>507,170</u>	<u>507,170</u>	<u>507,170</u>	<u>504,420</u>
<b>Total Requirements</b>	<b><u>36,404</u></b>	<b><u>506,624</u></b>	<b><u>504,770</u></b>	<b><u>507,170</u></b>	<b><u>507,170</u></b>	<b><u>507,170</u></b>	<b><u>504,420</u></b>

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## Program: Utilities/Water – General Program Operations

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### Services Delivered:

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

### Budget Highlights:

The contingency funds available in General Program Operations are utilized only with direct City Council authorization. The appropriated funds for capital projects are transferred as soon as they are available. The FY'16 budget provides for \$3,413,000 in transfers to capital. This includes \$200,000 for water main relocations, \$50,000 for Master Plan Updates, \$65,000 for potential reservoir and pump station site purchases, \$3,200,000 for the Water Treatment Plant replacement project, and \$350,000 for small main replacements.

### FY'15 Activity Review:

The Water General Fund was able to transfer the full amount of Capital Transfers for FY'14 of \$2,224,177.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	5,394	1,612	10,350	10,350	10,350	10,350	10,350
Direct Charges	11,875	6,831	11,875	11,875	11,875	11,875	12,350
Indirect Charges	298,868	309,115	349,130	354,710	354,710	354,710	364,890
Transfers Out	<u>524,327</u>	<u>1,333,000</u>	<u>2,224,177</u>	<u>3,413,000</u>	<u>3,413,000</u>	<u>3,413,000</u>	<u>2,460,000</u>
<i>Subtotal Expenditures</i>	<b><u>840,464</u></b>	<b><u>1,650,558</u></b>	<b><u>2,595,532</u></b>	<b><u>3,789,935</u></b>	<b><u>3,789,935</u></b>	<b><u>3,789,935</u></b>	<b><u>2,847,590</u></b>
Contingencies	0	0	1,107,270	1,150,503	1,150,503	1,150,503	1,140,078
Ending Balance	<u>2,465,633</u>	<u>2,978,470</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>3,306,097</u></b>	<b><u>4,629,028</u></b>	<b><u>3,702,802</u></b>	<b><u>4,940,438</u></b>	<b><u>4,940,438</u></b>	<b><u>4,940,438</u></b>	<b><u>3,987,668</u></b>

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

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### **Services Delivered:**

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

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

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate, and Expand our Infrastructure**

##### **Objective 1: Plan and develop infrastructure**

**Action 3:** Complete water master plan.

- The Water Distribution Master Plan work has been initiated and should be completed in FY'16.

**Action 8:** Water Distribution and Wastewater Collection - Complete relocation or abandonment of old water mains that could cause considerable damage to private property if they failed.

- Several small projects will be undertaken to abandon water mains located under private property.

**Action 7:** Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.

- Opportunities will be evaluated as they become available.

##### **Objective 2: Ensure water infrastructure needs are met**

**Action 1:** Acquire a portable generator for remote pump stations that do not have a stationary generator onsite.

- Acquisition of a portable generator is being pursued.

**Action 2:** Complete projects as part of small main replacement.

- Projects will be designed and constructed.

**Action 3:** Initiate the process to replace the Water Treatment Plant.

- The design of a new treatment facility will be initiated following the completion of the Strategic Plan.

**Action 4:** Complete the update to the Water Emergency Operations Plan.

- The plan will be completed.

**Action 5:** Initiate the process of acquiring property for a new Water Treatment Plant.

- A property acquisition process is being developed.

**Action 6:** Complete a flow analysis of the Rogue River adjacent to the Water Treatment intake structure.

- The flow analysis will be completed.

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

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### **Budget Highlights:**

The project listing shows resources across the columns. Columns show the “Actual resources through FY’ 14”; the re-assessed resource needs of projects using current data for the “Revised FY’ 15” column, guiding our “Adopted FY’ 16” and resources estimated “Through FY’ 16”. We have “Future Years” and “Total Project” columns for each project. Refer to the Capital Budget Book for more information on individual projects.

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

### **FY’15 Activity Review:**

- Began work on water distribution system master plan.
- Completed construction of replacement of Reservoir No. 3.
- Continued work on the Small Main Replacement program.
- Completed work to install a backup power generator for the Water Treatment Plant.
- Completed negotiations with ODFW and OWRD on time extensions for the development of the City’s municipal water rights.
- Completed construction of Starlite PRV vault (Starlite pump station upgrade).
- Began work to obtain emergency water producing equipment.
- Began work to obtain a portable generator for pump stations.
- Began work to update the water emergency operations plan.

## Program: Utilities/Water – Capital Construction

### ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'14	Revised FY'15	Adopted FY'16	Total Through FY'16	Future Years	Total Project
WA0000 Miscellaneous Water Projects - SDC's (752)	553,585	179,000	(46,000)	686,585	(1,184,000)	(497,415)
WA0000 Miscellaneous Water Projects - AFD's (755)	2,226	(2,226)	0	0	0	0
WA0000 Miscellaneous Water Projects – Gen. (758)	591,138	39,903	(419,000)	212,041	(2,663,000)	(2,450,959)
WA0000 Miscellaneous Water Projects - LID's (759)	12,581	0	0	12,581	0	12,581
WA4742 Meadow Wood Reservoir No. 16 - Site Purchase	185,000	100,000	65,000	350,000	0	350,000
WA4971 Meadow Wood Reservoir No. 16	0	0	0	0	1,575,000	1,575,000
WA5094 Water Distribution System Master Plan Update	140,000	60,000	50,000	250,000	0	250,000
WA5096 WTP Structural Repairs	425,000	75,000	75,000	575,000	300,000	875,000
WA6000 MSA Task Order #1	90,000	20,000	70,000	180,000	80,000	260,000
WA6001 Water Main Looping	5,000	0	0	5,000	720,000	725,000
WA6058 Water System Security Projects	60,000	50,000	10,000	120,000	70,000	190,000
WA6059 Pump Station Repairs	75,000	25,000	25,000	125,000	100,000	225,000
WA6207 WTP Upgrade	660,000	1,800,000	3,200,000	5,660,000	50,540,000	56,200,000
WA6248 Purchase of Emergency Water Pump Stations	0	200,000	0	200,000	0	200,000
WA6249 Water Main Relocations	0	400,000	200,000	600,000	0	600,000
WA6250 Water Rate & SDC Study	0	70,000	0	70,000	0	70,000
WA6251 Purchase Portable Generator for Pump Station	0	75,000	0	75,000	0	75,000
WA6252 Arc Flash Study WA and SE	0	100,000	0	100,000	0	100,000
WA6253 Small Main Replacement	0	100,000	350,000	450,000	250,000	700,000
WA6254 Water Emergency Ops Plan Update	0	50,000	0	50,000	0	50,000
<b>Total Projects</b>	<b><u>2,799,530</u></b>	<b><u>3,341,677</u></b>	<b><u>3,580,000</u></b>	<b><u>9,721,207</u></b>	<b><u>49,788,000</u></b>	<b><u>59,509,207</u></b>

### CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

WA4526 Starlite Pump Station Upgrade	245,000	(7,000)	0	238,000	0	238,000
WA4966 Water Conservation & Mgmt Plan Updt	70,000	0	0	70,000	0	70,000
WA5028 Water Main on Private Property	75,000	(4,000)	0	71,000	0	71,000
WA6052 Reservoir No. 3 Upgrades	6,231,565	(575,000)	0	5,656,565	0	5,656,565
WA6122 WTP Emergency Generator	275,000	20,000	0	295,000	0	295,000
WA6206 Reservoir No 4 Hatch Repairs	50,000	(50,000)	0	0	0	0
<b>Total Closed Projects</b>	<b><u>6,946,565</u></b>	<b><u>(616,000)</u></b>	<b><u>0</u></b>	<b><u>6,330,565</u></b>	<b><u>0</u></b>	<b><u>6,330,565</u></b>
<b>Grand Total - All Projects</b>	<b><u>9,746,095</u></b>	<b><u>2,725,677</u></b>	<b><u>3,580,000</u></b>	<b><u>16,051,772</u></b>	<b><u>49,788,000</u></b>	<b><u>65,839,772</u></b>

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

## Program: Utilities/Water – Capital Construction

### ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'16

		Adopted FY'16 Beginning Fund Balance	Adopted FY'16 Revenue	Adopted FY'16 Capital Outlay	Adopted FY'16 Transfers	Adopted FY'16 Appropriated Fund Balance
WA0000	Miscellaneous Water Projects - SDC's (752)	327,585	(46,000)	0	0	281,585
WA0000	Miscellaneous Water Projects - AFD's (755)	0	0	0	0	0
WA0000	Miscellaneous Water Projects - General (758)	526,012	(419,000)	0	0	107,012
WA0000	Miscellaneous Water Projects - LID's (759)	0	0	0	0	0
WA4742	Meadow Wood Reservoir No. 16 Site Purchase	166,647	65,000	231,647	0	0
WA4971	Meadow Wood Reservoir No. 16	0	0	0	0	0
WA5094	Water Distribution System Master Plan Update	58,613	50,000	108,613	0	0
WA5096	WTP Structural Repairs	68,752	75,000	143,752	0	0
WA6000	MSA Task Order #1	433	70,000	70,433	0	0
WA6001	Water Main Looping	4,000	0	4,000	0	0
WA6058	Water System Security Projects	7,792	10,000	17,792	0	0
WA6059	Pump Station Repairs	25,548	25,000	50,548	0	0
WA6207	WTP Upgrade	1,703,086	3,200,000	4,903,086	0	0
WA6248	Purchase of Emergency Water Pump Stations	150,000	0	150,000	0	0
WA6249	Water Main Relocations	300,000	200,000	500,000	0	0
WA6250	Water Rate & SDC Study	35,000	0	35,000	0	0
WA6251	Purchase Portable Generator for Pump Station	10,000	0	10,000	0	0
WA6252	Arc Flash Study WA and SE	90,000	0	90,000	0	0
WA6253	Small Main Replacement	0	350,000	350,000	0	0
WA6254	Water Emergency Ops Plan Update	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>Total Projects</b>	<b><u>3,473,468</u></b>	<b><u>3,580,000</u></b>	<b><u>6,664,871</u></b>	<b><u>0</u></b>	<b><u>388,597</u></b>

## Program: Utilities/Water – Capital Construction

### Financial Summary

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Fund Balance	<u>2,100,129</u>	<u>4,709,261</u>	<u>1,229,391</u>	<u>3,473,468</u>	<u>3,473,468</u>	<u>3,473,468</u>	<u>388,597</u>
<b>Resources</b>							
Development Charges	246,079	269,756	150,000	150,000	150,000	150,000	150,000
Investment Interest	18,641	23,282	14,000	14,000	14,000	14,000	14,000
Advance Finance Interest	1	250	0	0	0	0	0
SDC Loans	6,559	7,256	0	0	0	0	0
General Fund	150,000	100,000	150,000	100,000	100,000	100,000	160,000
Sewer/Transport. Projects	0	0	135,000	0	0	0	0
Water Fund	394,327	1,168,000	2,174,177	3,313,000	3,313,000	3,313,000	2,460,000
Advance Financing	18,984	10,253	20,000	3,000	3,000	3,000	3,000
Other Revenue	<u>5,035,678</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Current Revenues</i>	<u><i>5,870,269</i></u>	<u><i>1,578,797</i></u>	<u><i>2,643,177</i></u>	<u><i>3,580,000</i></u>	<u><i>3,580,000</i></u>	<u><i>3,580,000</i></u>	<u><i>2,787,000</i></u>
<b>Total Resources</b>	<u><b>7,970,398</b></u>	<u><b>6,288,058</b></u>	<u><b>3,872,568</b></u>	<u><b>7,053,468</b></u>	<u><b>7,053,468</b></u>	<u><b>7,053,468</b></u>	<u><b>3,175,597</b></u>
<b>Requirements</b>							
Capital Outlay	<u>3,261,137</u>	<u>3,683,168</u>	<u>3,606,395</u>	<u>6,664,871</u>	<u>6,664,871</u>	<u>6,664,871</u>	<u>2,770,000</u>
<i>Subtotal Expenditures</i>	<u><i>3,261,137</i></u>	<u><i>3,683,168</i></u>	<u><i>3,606,395</i></u>	<u><i>6,664,871</i></u>	<u><i>6,664,871</i></u>	<u><i>6,664,871</i></u>	<u><i>2,770,000</i></u>
Appropriated Fund Balance	<u>4,709,261</u>	<u>2,604,890</u>	<u>266,173</u>	<u>388,597</u>	<u>388,597</u>	<u>388,597</u>	<u>405,597</u>
<b>Total Requirements</b>	<u><b>7,970,398</b></u>	<u><b>6,288,058</b></u>	<u><b>3,872,568</b></u>	<u><b>7,053,468</b></u>	<u><b>7,053,468</b></u>	<u><b>7,053,468</b></u>	<u><b>3,175,597</b></u>

**WHERE THE ROGUE RIVER RUNS**



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# WASTEWATER

## ACTIVITIES

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



## DESCRIPTION

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

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	11,206,154	12,711,616	13,282,044	13,930,327	13,930,327	13,930,327	10,193,339
<b>Total Resources</b>	<b>11,206,154</b>	<b>12,711,616</b>	<b>13,282,044</b>	<b>13,930,327</b>	<b>13,930,327</b>	<b>13,930,327</b>	<b>10,193,339</b>
Requirements							
Wastewater Collection	664,654	642,126	777,652	797,981	797,981	797,981	826,179
Wastewater Treatment	1,653,176	1,765,760	2,278,209	2,308,712	2,308,712	2,308,712	2,345,817
Jo Gro	609,560	461,440	0	0	0	0	0
Customer Services	264,006	389,728	408,653	418,989	418,989	418,989	428,090
Debt Service	492,015	939,362	941,963	933,713	933,713	933,713	491,063
General Program Operations	3,129,275	3,628,412	3,438,105	3,372,036	3,372,036	3,372,036	3,369,597
Capital Construction	4,393,468	4,884,788	5,437,462	6,098,896	6,098,896	6,098,896	2,732,593
<b>Total Requirements</b>	<b>11,206,154</b>	<b>12,711,616</b>	<b>13,282,044</b>	<b>13,930,327</b>	<b>13,930,327</b>	<b>13,930,327</b>	<b>10,193,339</b>

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## Program: Utilities/Wastewater Program

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### Services Delivered:

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

The process of collection, treatment, and disposal of wastewater is one of the basic functions of our City. With primary focus on public safety and the environment, this utility collects wastewater from customers, conveys it to the City's Water Restoration Plant for treatment, and ultimately discharges a treated effluent to the Rogue River. Solids removed during the treatment phase are trucked to the Drycreek Landfill for disposal.

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

The wastewater system includes the treatment plant, pumping stations, collection system piping, and support service systems. The utility is an enterprise fund, with all costs of the system borne by ratepayers. The budget is structured in the following major activities:

Wastewater Collection Services	Debt Service
Wastewater Treatment	General Program Operations
Customer Service	Capital Improvements

This program provides services to approximately 13,000 accounts.

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### **Maintain, Operate, and Expand our Infrastructure to Meet Community Needs**

##### **Objective 1: Plan and develop infrastructure**

###### **Action 2:** Complete Sewer Master Plan.

- The Wastewater Collection System Master Plan has been initiated and should be completed in FY'16.

##### **Objective 3: Ensure sewer infrastructure needs are met**

###### **Action 2:** Evaluate Wastewater Treatment Plant expansion.

- The Wastewater Treatment Facility Plan has been completed. Plant expansion will proceed following a determination as to the future strategic plan for the wastewater utility.

###### **Action 3:** Design and construct the necessary Webster Wastewater Pump Station No. 1 improvement project.

- A plan for the replacement of this facility will proceed following the completion of the feasibility analysis.

###### **Action 4:** Initiate upgrades to the Water Restoration Plant SCADA hardware and software.

- A comprehensive analysis of the SCADA system is being performed. System upgrades will begin following the completion of the analysis.

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## Program: Utilities/Wastewater Program

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### FY'15 Activity Review:

- Several sewer main segments have been replaced in the core of the community as per the Sewer Collection Master Plan.
- Construction began on the upgraded UV disinfection unit.
- Feasibility analysis commenced on Webster Pump Station improvements.
- Preliminary SCADA planning started.
- Based on Council direction, the JO-GRO co-composting facility was shut down in FY'14. The property was transferred to Republic Services on February 14<sup>th</sup>, 2014 for recycling and materials handling operations.



## Program: Utilities/Wastewater Program

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>1,636,013</u>	<u>1,836,455</u>	<u>1,933,582</u>	<u>1,738,431</u>	<u>1,738,431</u>	<u>1,738,431</u>	<u>1,255,346</u>
<b>Current Resources</b>							
<b>Activity Generated</b>							
Sewage Fees	4,858,821	5,917,304	5,845,600	6,027,600	6,027,600	6,027,600	6,148,500
Redwood Sanitary Sewer Svc.	239,638	0	0	0	0	0	0
Direct Charges	19,495	12,077	11,900	11,900	11,900	11,900	11,900
Interest	8,794	26,002	11,500	11,500	11,500	11,500	3,000
Other Revenue	49,925	34,990	42,000	42,000	42,000	42,000	42,000
Capital Construction	<u>4,393,468</u>	<u>4,884,788</u>	<u>5,437,462</u>	<u>6,098,896</u>	<u>6,098,896</u>	<u>6,098,896</u>	<u>2,732,593</u>
<b>Total Current Revenues</b>	<b><u>9,570,141</u></b>	<b><u>10,875,161</u></b>	<b><u>11,348,462</u></b>	<b><u>12,191,896</u></b>	<b><u>12,191,896</u></b>	<b><u>12,191,896</u></b>	<b><u>8,937,993</u></b>
<b>Total Resources</b>	<b><u>11,206,154</u></b>	<b><u>12,711,616</u></b>	<b><u>13,282,044</u></b>	<b><u>13,930,327</u></b>	<b><u>13,930,327</u></b>	<b><u>13,930,327</u></b>	<b><u>10,193,339</u></b>
<b>Requirements</b>							
Wastewater Collection	664,654	642,126	777,652	797,981	797,981	797,981	826,179
Wastewater Treatment	1,653,176	1,765,760	2,278,209	2,308,712	2,308,712	2,308,712	2,345,817
Customer Services	264,006	389,728	408,653	418,989	418,989	418,989	428,090
Jo Gro	598,458	461,440	0	0	0	0	0
General Program Operations	12,000	14,311	24,050	24,050	24,050	24,050	25,000
Capital Construction	<u>4,393,468</u>	<u>4,884,788</u>	<u>5,437,462</u>	<u>6,098,896</u>	<u>6,098,896</u>	<u>6,098,896</u>	<u>2,732,593</u>
Indirect Charges	329,070	345,526	366,690	373,640	373,640	373,640	372,330
Debt Service	492,015	939,362	941,963	933,713	933,713	933,713	491,063
Transfers Out	<u>962,852</u>	<u>1,034,000</u>	<u>1,782,392</u>	<u>1,719,000</u>	<u>1,719,000</u>	<u>1,719,000</u>	<u>1,853,000</u>
<b>Subtotal Expenditures</b>	<b><u>9,369,699</u></b>	<b><u>10,477,041</u></b>	<b><u>12,017,071</u></b>	<b><u>12,674,981</u></b>	<b><u>12,674,981</u></b>	<b><u>12,674,981</u></b>	<b><u>9,074,072</u></b>
Contingency	0	0	1,264,973	1,255,346	1,255,346	1,255,346	1,119,267
Ending Balance	<u>1,836,455</u>	<u>2,234,575</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>11,206,154</u></b>	<b><u>12,711,616</u></b>	<b><u>13,282,044</u></b>	<b><u>13,930,327</u></b>	<b><u>13,930,327</u></b>	<b><u>13,930,327</u></b>	<b><u>10,193,339</u></b>

## Program: Utilities/Wastewater – Wastewater Collection

### Services Delivered:

This activity is responsible for ensuring the safe, uninterrupted operation of sanitary sewer lines within the community and meeting state and federal standards. The services delivered are administered through distinct programs: customer service, inspection services, system maintenance, and general operations. The duties encompassed in these programs include sewer main repair and cleaning, manhole repair, clean-out repair, TV inspection of new and existing sewer lines, easement maintenance, and emergency service calls. The collection division provides support to both contractors involved in new construction and water distribution during their normal course of business.

### Performance Measurements:

#### Wastewater Collection Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Miles of sanitary sewer receiving routine cleaning	30.6	44	38.9	41.25	41.25	41.25	41.25
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Percentage of public sewer system undergoing routine cleaning	<25%	25%	<25%	25%	25%	25%	25%
Sewer blockages response time in hours	<1	<1	<1	<1	<1	<1	<1
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Miles of sanitary sewer maintained per FTE	15.3	22	19.47	20.65	20.65	20.65	20.65
Number of hours required to respond to after-hours emergency situations	<1	<1	<1	<1	<1	<1	<1

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City operation**

- Continue multiple utility administered contracts for emergency repairs of failed public sewer main lines.
- Continue contract root foaming of public sewer mainlines.

##### **Objective 3: Provide outstanding customer service in all areas of operations**

- Excellence in customer service and protection of the environment shall remain the highest priorities in this activity.

#### **Maintain, Operate and Expand Our Infrastructure to Meet Community Needs**

##### **Objective 3: Ensure sewer infrastructure needs are met**

- Continue cleaning of problem sewer lines every six months.
- Continue routine cleaning of all other sewer mains on a rotating four year basis.
- All new sewer lines, manholes and clean-outs will continue to be inspected prior to system inclusion.
- Sewer line failures shall be promptly repaired with minimum impact to the public.

##### **Action 1: Upgrade sewer lines.**

- Sewer lines will be replaced, in the core of the community, to meet the objective of structural replacement of deteriorating sewer mains as defined in the Wastewater Collection System Master Plan.

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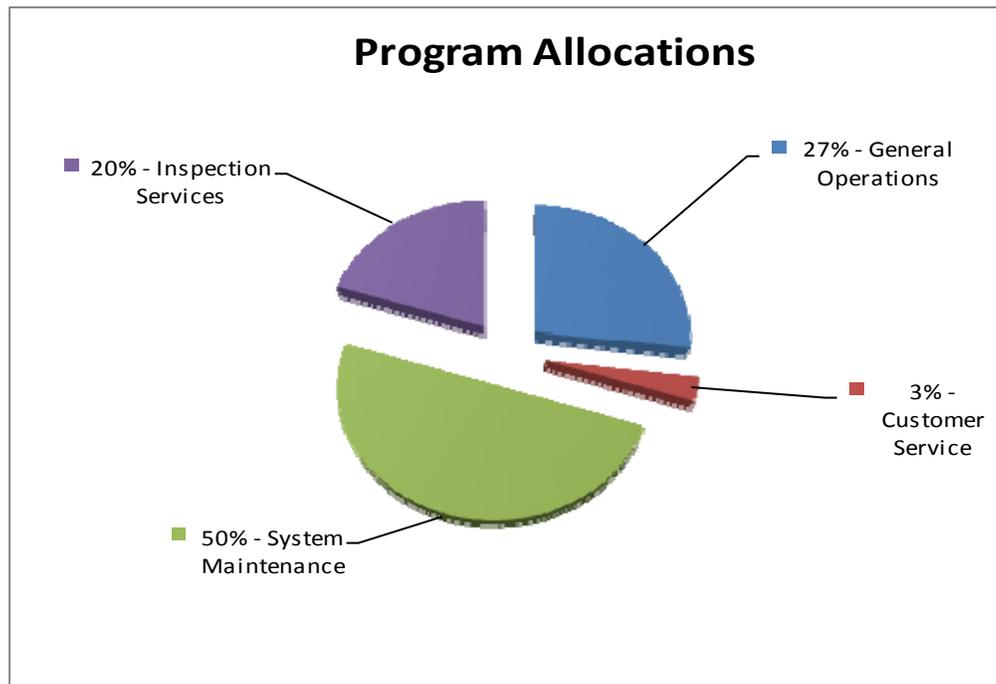
## Program: Utilities/ Wastewater – Wastewater Collection

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### **Budget Highlights:**

Increased attention shall continue to be devoted to the re-inspection of existing public sewer lines, utilizing “tilt and pan” camera technology to improve departmental records and monitor system defects. Focused dye testing, manhole replacement, and mainline repairs shall also continue. Collection crew support shall continue during the major pipe line replacement projects. The wastewater collection system previously served by RSSSD has been incorporated into the City of Grants Pass Collection System for maintenance by city crews.

Growth of the collection system’s service area is anticipated to significantly increase during FY’16. The FY’16 budget contains continued funding for emergency contract sewer line repairs and root foaming. The capital budget collection system maintenance includes continued funding for the purchase of stainless steel repair sleeves to complete trenchless pipe repairs.



### **FY’15 Activity Review:**

Crews provided TV inspection services during the replacement of four aging clay and concrete sewer mains located in public alleys west of SW Pine Street and between NW 5<sup>TH</sup> and NW 6<sup>TH</sup> Streets. Routine cleaning and TV inspection of the existing collection system continued at an increased pace in FY’15. Re-inspection of existing sewer lines to document changes in pipeline conditions continued utilizing “tilt-and-pan” camera technology. Pressurized sewer mains, air release valves, and vacuum release valves located within the Redwood Area also received routine cleaning and maintenance by City crews.

## Program: Utilities/Wastewater – Wastewater Collection

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	438,701	460,670	500,984	522,997	522,997	522,997	512,362
Materials & Supplies	18,564	14,470	40,530	40,180	40,180	40,180	40,180
Contractual/Prof Services	121,413	117,240	167,772	171,168	171,168	171,168	170,968
Direct Charges	61,434	49,746	52,366	51,636	51,636	51,636	52,669
Capital Outlay	<u>24,542</u>	<u>0</u>	<u>16,000</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>	<u>50,000</u>
<b>Total Requirements</b>	<b><u>664,654</u></b>	<b><u>642,126</u></b>	<b><u>777,652</u></b>	<b><u>797,981</u></b>	<b><u>797,981</u></b>	<b><u>797,981</u></b>	<b><u>826,179</u></b>

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Utility Specialist	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	<u>4.00</u>	<u>4.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
<i>Subtotal</i>	<i>4.00</i>						
Public Works Director							
From: Water Treatment	0.08	0.08	0.08	0.08	0.08	0.08	0.08
Utility Field Superintendent							
From: Water Distribution	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Utility Worker							
From: Water Distribution	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Office Assistant I							
From: Water Distribution	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Department Support Technician							
From: Water Treatment	<u>0.08</u>						
<i>Subtotal Distributed</i>	<i>1.66</i>						
<b>Total Positions</b>	<b><u>5.66</u></b>						

### Capital Outlay/By Item

Trenchless Repair Sleeves	16,000	12,000	12,000	12,000	10,000
Collection Syst. Mgmt. Data Base	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>40,000</u>
<b>Total Capital Outlay</b>	<b><u>16,000</u></b>	<b><u>12,000</u></b>	<b><u>12,000</u></b>	<b><u>12,000</u></b>	<b><u>50,000</u></b>

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## Program: Utilities/ Wastewater – Wastewater Treatment

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### Services Delivered:

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

### Performance Measurements:

#### Wastewater Treatment Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Gallons of water treated (in billions)	2.125	2.17	1.786	2.17	1.985	2.10	2.10
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Pounds of active dry polymer per dry ton of feed solids	25.9	<25	25.6	<25	<25	<28	<28
Percentage of time meet or exceed State and Federal standards	100%	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Direct Operations and Maintenance Costs Per Million Gallons Treated*	\$663	<\$730	\$827	<\$745	<\$825	<\$850	<\$875
Average Kwh per million gallons treated	2,077	<2,550	2,325	<2,550	<2,550	<2,550	<2,550

\* The national median cost for Direct Operations and Maintenance Costs per Million Gallons Treated per the AWWA Benchmarking Survey based upon the most recent data (2011) is \$945. This includes: Support Services, Operations, Maintenance, and Pretreatment departments. Not included are: Solids Disposal and Pump Stations.

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Maintain, Operate, and Expand our Infrastructure to Meet Community Needs

##### **Objective 3: Ensure sewer infrastructure needs are met**

##### **Action 2:** Evaluate Wastewater Treatment Plant expansion.

- Following completion of the Strategic Planning effort, the plan to expand the wastewater treatment facilities will proceed as appropriate.

##### **Action 3:** Design and construct the necessary Webster Wastewater Pump Station No. 1 improvement project.

- Following the feasibility analysis of pump station alternatives, the design and construction of the appropriate improvements will proceed.

##### **Action 4:** Initiate upgrades to the Water Restoration Plant SCADA hardware and software.

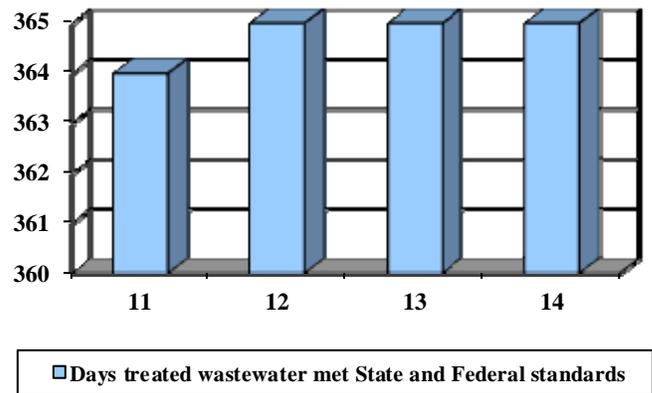
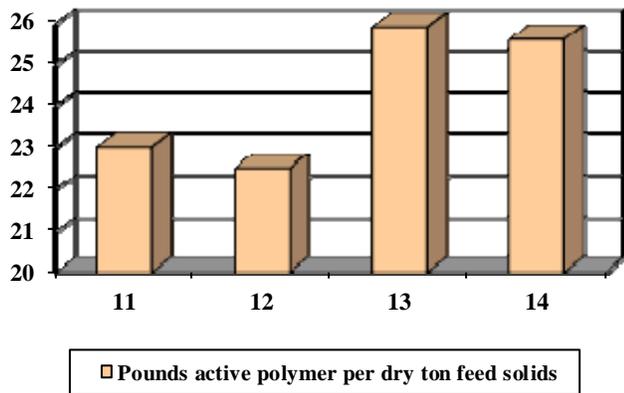
- The SCADA system will be upgraded per the recommendations of the system analysis.
- Treating the community's wastewater to meet State and Federal standards will remain the main objective of this activity.

# Program: Utilities/Wastewater – Wastewater Treatment

## Budget Highlights:

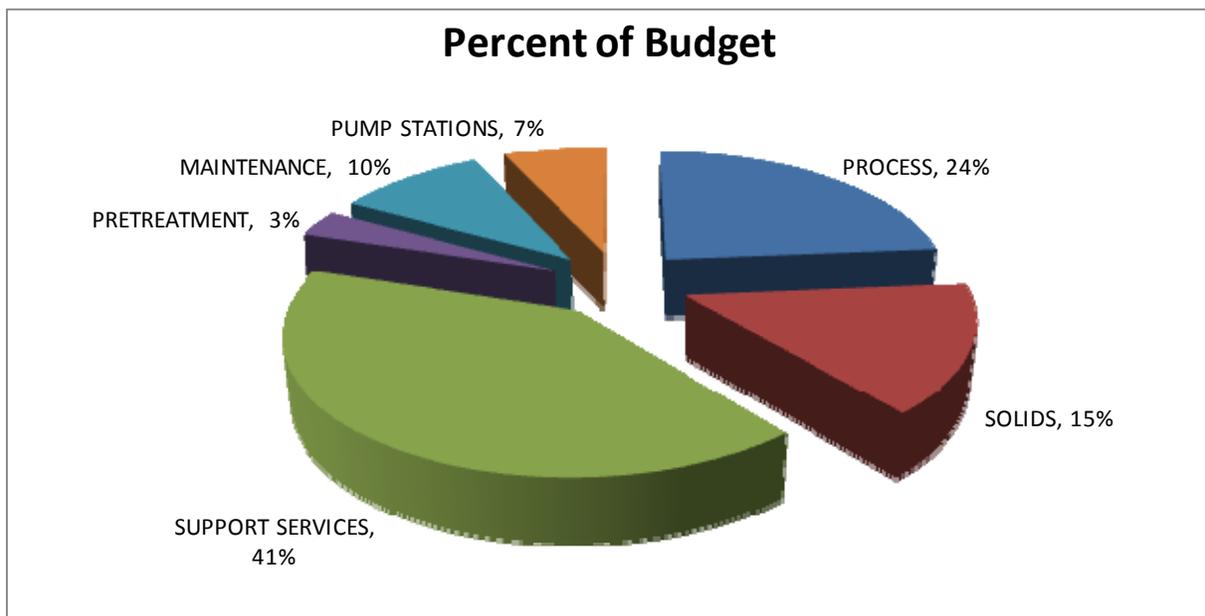
- This Budget includes funds to rebuild one of the WRP Influent Pumps and one of the Darneille Pump Station Pumps.
- This Budget includes funds to remove abandoned buildings and equipment from the Redwood Pump Station site.

This budget includes costs for contracted solids hauling and disposal at the Drycreek Landfill.



## FY'15 Activity Review:

During the 2015 budget year, this activity will treat an estimated 1.99 billion gallons of wastewater and disposed of an estimated 4,028 wet tons of biosolids to the Dry Creek Landfill.



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

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	650,391	652,828	798,992	820,564	820,564	820,564	847,941
Materials & Supplies	250,782	322,214	333,000	347,000	347,000	347,000	348,700
Contractual/Prof Services	737,105	788,184	1,142,734	1,137,705	1,137,705	1,137,705	1,147,092
Direct Charges	14,898	1,976	2,083	2,043	2,043	2,043	2,084
Capital Outlay	<u>0</u>	<u>558</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,653,176</u></b>	<b><u>1,765,760</u></b>	<b><u>2,278,209</u></b>	<b><u>2,308,712</u></b>	<b><u>2,308,712</u></b>	<b><u>2,308,712</u></b>	<b><u>2,345,817</u></b>

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

**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Utility Plant Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Treatment Plant Specialist	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Utility Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	<u>3.00*</u>	<u>3.00*</u>	<u>3.00*</u>	<u>3.00*</u>	<u>3.00*</u>	<u>3.00*</u>	<u>3.00*</u>
<i>Subtotal</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>
Public Works Director							
From: Water Treatment	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Utility Plant Superintendent							
To: JO-GRO™	(0.25)	(0.25)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Trmt. Plant Spec – Operations							
To: JO-GRO™	(0.50)	(0.50)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Utility Worker							
To: JO-GRO™	(0.50)	(0.50)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Department Support Technician							
From: Water Treatment	<u>0.23</u>	<u>0.23</u>	<u>0.23</u>	<u>0.23</u>	<u>0.23</u>	<u>0.23</u>	<u>0.23</u>
<i>Subtotal Distributed</i>	<i>(0.79)</i>	<i>(0.79)</i>	<i>0.46</i>	<i>0.46</i>	<i>0.46</i>	<i>0.46</i>	<i>0.46</i>
<b>Total Positions</b>	<b><u>9.21</u></b>	<b><u>9.21</u></b>	<b><u>10.46</u></b>	<b><u>10.46</u></b>	<b><u>10.46</u></b>	<b><u>10.46</u></b>	<b><u>10.46</u></b>
Total Un-Funded Positions	(0.50)	(0.50)	(2.00)	(2.00)	(2.00)	(2.00)	(2.00)
<b>Total Funded Positions</b>	<b><u>8.71</u></b>	<b><u>8.71</u></b>	<b><u>8.46</u></b>	<b><u>8.46</u></b>	<b><u>8.46</u></b>	<b><u>8.46</u></b>	<b><u>8.46</u></b>

<b>*Recap of Unfunded Positions by Fiscal Year:</b>							
Utility Worker	0.50	0.50	2.00	2.00	2.00	2.00	2.00

**Capital Outlay/By Item**

Computer Upgrade			<u>1,400</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>	<u>0</u>
<b>Total Capital Outlay</b>			<b><u>1,400</u></b>	<b><u>1,400</u></b>	<b><u>1,400</u></b>	<b><u>1,400</u></b>	<b><u>0</u></b>

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

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**Services Delivered:**

This activity accepted greenwaste from the community for co-composting with wastewater bio-solids from the City's Water Restoration Plant. The Co-Compost material was produced as an "Exceptional quality class A" Co-Compost for resale to the public. This activity also collected construction wood waste material from the community that is recycled by BioMass One for energy production.

**Budget Highlights:**

As of October 22, 2013 the City began hauling the bio-solids to Dry Creek Landfill in Jackson County. The last of the bio-solids were composted and sold to the public. The operation formally closed to the public on February 13, 2014. The City has leased the site to a private contractor who intends to continue to accept green waste and sell landscaping materials to the public.

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

**Financial Summary**

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	FY'17
	\$	\$	\$	FY'16	FY'16	FY'16	\$
Personnel Services	247,551	103,145	0	0	0	0	0
Materials & Supplies	82,564	35,946	0	0	0	0	0
Contractual/Prof Services	268,343	322,349	0	0	0	0	0
Transfers Out	<u>11,102</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>609,560</u></b>	<b><u>461,440</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	FY'17
	#	#	#	FY'16	FY'16	FY'16	#
Utility Specialist	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Utility Worker	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<i>Subtotal</i>	<i>3.00</i>	<i>3.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Public Works Director							
From: Water Treatment	0.03	0.03	0.00	0.00	0.00	0.00	0.00
Utility Plant Superintendent							
From: Wastewater Treatment	0.25	0.25	0.00	0.00	0.00	0.00	0.00
Utility Worker							
From: Wastewater Treatment	0.50*	0.50*	0.00	0.00	0.00	0.00	0.00
Trmt. Plant Spec. – Maintenance							
From: Wastewater Treatment	0.50	0.50	0.00	0.00	0.00	0.00	0.00
Department Support Technician							
From: Water Treatment	<u>0.03</u>	<u>0.03</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<i>Subtotal Distributed</i>	<i>1.31</i>	<i>1.31</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<b>Total Positions</b>	<b><u>4.31</u></b>	<b><u>4.31</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>
Total Un-Funded Positions	(0.50)	(0.50)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
<b>Total Funded Positions</b>	<b><u>3.81</u></b>	<b><u>3.81</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>

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

Utility Worker	0.50	0.50	0.00	0.00	0.00	0.00	0.00
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## Program: Utilities/Wastewater – Customer Services

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### Services Delivered:

Customer Service provides for the billing and collection of customer charges, legal services, engineering required for wastewater activities and timely courteous responses to the needs of individual customers regarding their City utility account.

### Performance Measurements:

#### Waste Water Customer Services Performance Measures

Indicator	2012-13		2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Actual	Est	Est	Est
<b>Outputs</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Est</b>	<b>Est</b>	<b>Est</b>
Number of wastewater customers	12,936	12,936	13,043	13,000	13,000	13,000
<b>Effectiveness</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Uncollectable accounts as a % of revenue	.11%	.11%	.03%	<1%	<1%	<1%
<b>Efficiency</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Finance Direct Charges per Waste Water Cust.	\$2.19	\$2.19	\$1.54	<\$2.50	<\$2.50	<\$2.50

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- Bill the 13,000+ City sewer customers monthly and maintain timely records on all accounts. (This represents a combination of RSSSD customers and City wastewater customers as RSSSD will be dissolved.)
- Provide information regarding sewer line locations, new service requests, and local improvement district financing.

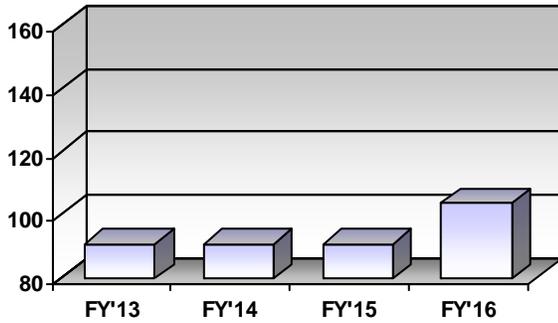
The City of Grants Pass Utility Customer Service Department serves approximately 13,043 waste water utility customers. The goal of the department is to provide excellent customer service to the citizens of Grants Pass. Cost per account for the waste water utility includes costs associated with direct salaries, employee benefits, contracts (such as meter reading), account activation, account maintenance, bill preparation, bill delivery, receipt and processing of payments, collection of delinquent accounts, account write-offs for uncollectable debt, work order generation, and dispatching of field crew worker assigned to customer service to individual customers for various assistance needs. The Customer Service Department strives to provide these services at less than \$2.50 per customer per month. In addition, with the use of effective communication and the enforcement of municipal code far less than 1% of accounts are turned over to collections in final delinquency.

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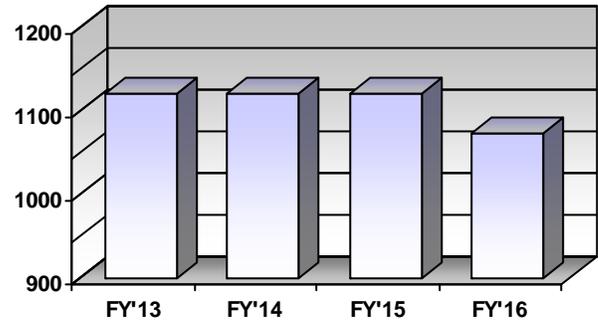
## Program: Utilities/Wastewater – Customer Services

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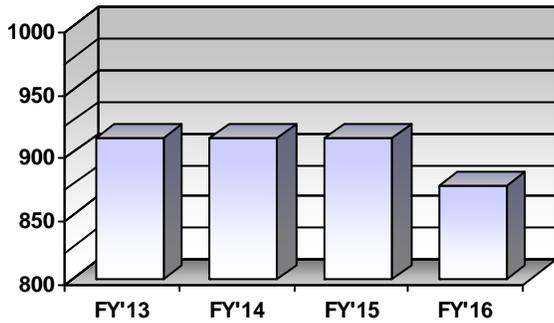
Number of PUBLIC AGENCY Customers



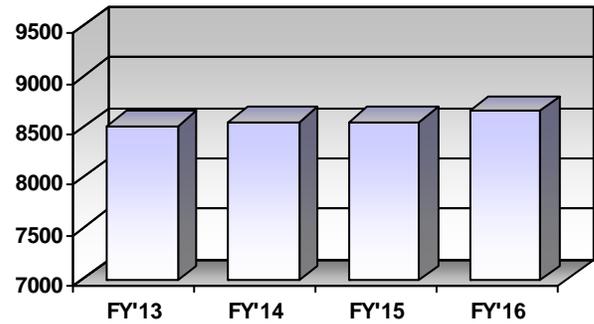
Number of COMMERCIAL Customers



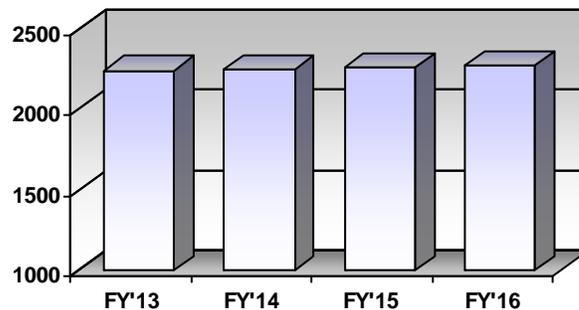
Number of MULTIFAMILY Customers



Number of RESIDENTIAL Customers



Number of REDWOOD Sanitary Sewer Services Customers



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## Program: Utilities/Wastewater – Customer Services

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### Budget Highlights:

This budget includes continued use of contracts for meter reading (which is an intricate part of how sewer volume rates are established for customers) and bill stuffing services while maintaining current staffing for the office. Customers will continue to receive the same level of service from the customer service office including multiple payment acceptance methods, availability of customer service staff to answer questions regarding service and billing, and timely bill generation with delivery via email or first class mail. In addition, the staff will participate in the implementation of the Munis utility billing software with the goal of improving service delivery and efficiency.

### FY'15 Activity Review:

The Customer Service office generated approximately 148,355 utility billings during FY' 15 and receipted approximately 145,094 utility payments through a variety of collection methods including: in person, online from individual financial institutions, via mail (including payments forwarded from community drop boxes), online via the City website or drafted from individual bank accounts per customer request. An important statistic which highlights the level of customer interaction by the office is that approximately 20% of the City utility accounts transfer to a new account holder on an annual basis. All new accounts require individual customer information, account activation, and staff review to ensure accurate account billing.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	
	\$	\$	\$	FY'16	FY'16	FY'16	FY'17
				\$	\$	\$	\$
Contractual/Prof Services	21,635	27,938	42,002	38,363	38,363	38,363	39,756
Direct Charges	<u>242,371</u>	<u>361,790</u>	<u>366,651</u>	<u>380,626</u>	<u>380,626</u>	<u>380,626</u>	<u>388,334</u>
<b>Total Requirements</b>	<b><u>264,006</u></b>	<b><u>389,728</u></b>	<b><u>408,653</u></b>	<b><u>418,989</u></b>	<b><u>418,989</u></b>	<b><u>418,989</u></b>	<b><u>428,090</u></b>

## Program: Utilities/Wastewater – Debt Service

### Services Delivered:

This activity accounts for the repayment of debt incurred by the Wastewater Utility. A total of \$7,000,000 of State Revolving Loan Fund (SRF) monies were made available to the City for expansion of the Wastewater Treatment Plant and related projects. The SRF loan agreement R38671 was refinanced in December of 2009 for a net present value savings of \$370,530 over the life of the bond. As of FY'13, the Redwood Sanitary Sewer Service District (RSSSD) was consolidated with the City of Grants Pass Wastewater Utility. RSSSD also had outstanding debt that was refinanced in the 2009 refunding with a remaining principal balance of \$1,225,000 as of June 30, 2013.

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Ensure efficiency and effectiveness in City operations

- Make timely debt service payments to avoid late fees or penalties and ensure the City's credit rating and ability to borrow in the future.

### Budget Highlights:

The 2009 Refunding Bond debt is scheduled to be paid in full as of FY'23. It has an interest rate of 3.0-4.0%. A debt service schedule for the budgetary period is included here. A full Debt Service schedule can be found in Appendix P.

	FY'13	FY'14	FY'15	FY'16	FY'17
<b>Principal</b>	\$320,000	\$330,000	\$745,000	\$775,000	\$790,000
<b>Interest</b>	<u>171,713</u>	<u>162,813</u>	<u>196,763</u>	<u>166,963</u>	<u>143,713</u>
<b>Total</b>	<u>\$491,713</u>	<u>\$492,813</u>	<u>\$941,763</u>	<u>\$941,963</u>	<u>\$933,713</u>

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

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Debt Service	<u>492,015</u>	<u>939,362</u>	<u>941,963</u>	<u>933,713</u>	<u>933,713</u>	<u>933,713</u>	<u>491,063</u>
<b>Total Requirements</b>	<u>492,015</u>	<u>939,362</u>	<u>941,963</u>	<u>933,713</u>	<u>933,713</u>	<u>933,713</u>	<u>491,063</u>

## Program: Utilities/Wastewater – General Program Operations

### Services Delivered:

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

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

The contingency funds available in General Program Operations are utilized only with direct City Council authorization. The ending fund balance appropriation may not be altered during the fiscal year. The appropriated funds for capital projects are transferred as soon as they are available. The FY'16 budget provides for \$1,719,000 in transfers to capital projects. This includes \$1,300,000 to Restoration Plant repair/expansion projects, \$555,000 to collection system maintenance and repair, as well as \$30,000 for completion of the Collection System Master Plan.

### Financial Summary

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Direct Charges	11,875	13,661	23,750	23,750	23,750	23,750	24,700
Contractual/Prof Services	125	650	300	300	300	300	300
Indirect Charges	329,070	345,526	366,690	373,640	373,640	373,640	372,330
Transfers Out	<u>951,750</u>	<u>1,034,000</u>	<u>1,782,392</u>	<u>1,719,000</u>	<u>1,719,000</u>	<u>1,719,000</u>	<u>1,853,000</u>
<i>Subtotal Expenditures</i>	<b><i>1,292,820</i></b>	<b><i>1,393,837</i></b>	<b><i>2,173,132</i></b>	<b><i>2,116,690</i></b>	<b><i>2,116,690</i></b>	<b><i>2,116,690</i></b>	<b><i>2,250,330</i></b>
Contingencies	0	0	1,264,973	1,255,346	1,255,346	1,255,346	1,119,267
Ending Balance	<u>1,836,455</u>	<u>2,234,575</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>3,129,275</u></b>	<b><u>3,628,412</u></b>	<b><u>3,438,105</u></b>	<b><u>3,372,036</u></b>	<b><u>3,372,036</u></b>	<b><u>3,372,036</u></b>	<b><u>3,369,597</u></b>

## Program: Utilities/Wastewater – Capital Construction

### Services Delivered:

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

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

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

### Personnel:

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
Engineering Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Maintain, Operate, and Expand our Infrastructure

##### Objective 1: Plan and develop infrastructure

###### Action 2: Complete Sewer Master Plan.

- Work on the Sewer Collection System Master plan has been initiated and should be completed in FY'16.

##### Objective 3: Ensure sewer infrastructure needs are met

###### Action 1: Upgrade sewer lines.

- Upgrade sewer lines in the core of the community per the Sewer Collection Master Plan.

###### Action 2: Evaluate Wastewater Treatment Plant expansion.

- Initiate plant expansion per the Wastewater Treatment Facility Plan Update following the completion of the Strategic Plan.

###### Action 3: Design and construct the necessary Webster Wastewater Pump Station No. 1 improvement project.

- Design and construction will proceed following completion of the feasibility planning effort.

###### Action 4: Initiate upgrades to the Water Restoration Plant SCADA hardware and software.

- Upgrades to the SCADA system will be made following the system analysis.

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

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### **Budget Highlights:**

The project listing shows resources across the columns. Columns show the “Actual resources through FY’ 14”; the re-assessed resource needs of projects using current data for the “Revised FY’ 15” column, guiding our “Adopted FY’ 16” and resources estimated “Through FY’ 16”. We have “Future Years” and “Total Project” columns for each project. Refer to the Capital Budget Book for more information on individual projects.

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

### **FY’15 Activity Review:**

- Structural sewer lines were replaced in the core of the City.
- Completed work on the Wastewater Treatment Plant Facility Plan Update.
- Continued work on the Collection System Master Plan in anticipation of the UGB expansion being approved.
- Began feasibility analysis to rehab/replace Webster pump station.
- Began SCADA system evaluation.
- Began construction of new UV disinfection system.

## Program: Utilities/Wastewater – Capital Construction

### ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'14	Revised FY'15	Adopted FY'16	Total Through FY'16	Future Years	Total Project
SE0000	Miscellaneous Projects - SDC Fund 722	265,264	0	0	265,264	(3,284,736)	(3,234,736)
SE0000	Miscellaneous Projects - AFD Fund 725	83,843	0	0	83,843	83,843	83,843
SE0000	Miscellaneous Projects - General Fund 728	2,303,220	(1,046,880)	(41,000)	1,215,340	(1,599,660)	(1,626,660)
SE4964	WRP Phase 2 Expansion	1,535,000	1,900,000	1,300,000	4,735,000	10,625,000	12,025,000
SE5080	WRP Structural Repairs	233,000	75,000	75,000	383,000	608,000	683,000
SE5081	Collection System Master Plan Update	275,000	0	30,000	305,000	305,000	305,000
SE6012	Western Avenue Sewer Replacement	10,000	0	0	10,000	2,060,000	2,060,000
SE6064	Sewer Main Structural Repairs	1,265,000	550,000	555,000	2,370,000	3,140,000	3,700,000
SE6111	Mill Street Sewer Reconstruction	125,000	0	0	125,000	4,340,000	4,340,000
SE6112	Sewer Rate Study SE & RS	70,000	0	0	70,000	70,000	70,000
SE6156	Sewer Mains Related to Overlays	50,000	0	0	50,000	1,900,000	1,900,000
SE6198	Collection System Maintenance-Repair	125,000	100,000	75,000	300,000	525,000	600,000
SE6199	Pump-Lift Station Equipment Improvement	75,000	10,000	10,000	95,000	125,000	135,000
SE6200	Spaulding Indust. Park WW Infrastructure	100,000	0	0	100,000	100,000	100,000
SE6237	General Engineering Services	0	40,000	20,000	60,000	120,000	140,000
SE6238	Effluent Mixing Zone Dye Tracer Study	0	50,000	0	50,000	50,000	50,000
SE6239	WRP Equipment Improvement	0	50,000	50,000	100,000	250,000	300,000
SE6240	Webster PS No. 1 Rehab	0	750,000	0	750,000	750,000	750,000
SE6241	WRP SCADA System Evaluation	0	50,000	0	50,000	50,000	50,000
	<b>Total Projects</b>	<b><u>6,515,327</u></b>	<b><u>2,528,120</u></b>	<b><u>2,074,000</u></b>	<b><u>11,117,447</u></b>	<b><u>20,217,447</u></b>	<b><u>22,430,447</u></b>

### CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

SE4963	Update WRP Facility Plan	330,000	(28,492)	0	301,508	301,508	301,508
	<b>Total Closed Projects</b>	<b><u>330,000</u></b>	<b><u>(28,492)</u></b>	<b><u>0</u></b>	<b><u>301,508</u></b>	<b><u>301,508</u></b>	<b><u>301,508</u></b>
	<b>Grand Total - All Projects</b>	<b><u>6,845,327</u></b>	<b><u>2,499,628</u></b>	<b><u>2,074,000</u></b>	<b><u>11,418,955</u></b>	<b><u>20,518,955</u></b>	<b><u>22,731,955</u></b>

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

## Program: Utilities/Wastewater – Capital Construction

### ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'16

	Adopted FY'16 Beginning Fund Balance	Adopted FY'16 Revenue	Adopted FY'16 Capital Outlay	Adopted FY'16 Transfers	Adopted FY'16 Appropriated Fund Balance
SE0000 Miscellaneous Projects - SDC Fund 722	265,264	0	0	0	265,264
SE0000 Miscellaneous Projects - AFD Fund 725	2,903	0	0	0	2,903
SE0000 Miscellaneous Projects - General Fund 728	292,426	(41,000)	0	0	251,426
SE4964 WRP Phase 2 Expansion	2,169,782	1,300,000	3,469,782	0	0
SE5080 WRP Structural Repairs	84,610	75,000	159,610	0	0
SE5081 Collection System Master Plan Update	8,672	30,000	38,672	0	0
SE6012 Western Avenue Sewer Replacement	5,000	0	5,000	0	0
SE6064 Sewer Main Structural Repairs (Multi Phases)	83,370	555,000	638,370	0	0
SE6111 Mill Street Sewer Reconstruction	100,000	0	100,000	0	0
SE6112 Sewer Rate Study SE & RS	35,000	0	35,000	0	0
SE6156 Sewer Mains Related to Overlays	0	0	0	0	0
SE6198 Collection System Maintenance-Repair	152,869	75,000	227,869	0	0
SE6199 Pump-Lift Station Equipment Improvement	40,000	10,000	50,000	0	0
SE6200 Spaulding Indust. Park WW Infrastructure	50,000	0	50,000	0	0
SE6237 General Engineering Services	10,000	20,000	30,000	0	0
SE6238 Effluent Mixing Zone Dye Tracer Study	50,000	0	50,000	0	0
SE6239 WRP Equipment Improvement	0	50,000	50,000	0	0
SE6240 Webster PS No. 1 Rehab	675,000	0	675,000	0	0
SE6241 WRP SCADA System Evaluation	0	0	0	0	0
<b>Total Projects</b>	<b><u>4,024,896</u></b>	<b><u>2,074,000</u></b>	<b><u>5,579,303</u></b>	<b><u>0</u></b>	<b><u>519,593</u></b>

## Program: Utilities/Wastewater – Capital Construction

### Financial Summary

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Fund Balance	<u>3,152,559</u>	<u>3,452,044</u>	<u>2,938,070</u>	<u>4,024,896</u>	<u>4,024,896</u>	<u>4,024,896</u>	<u>519,593</u>
<b>Resources</b>							
Development Charges	254,974	289,987	150,000	200,000	200,000	200,000	200,000
Investment Interest	17,269	25,321	1,000	0	0	0	0
Advance Finance Interest	397	265	0	0	0	0	0
SDC Loans	7,559	8,171	0	0	0	0	0
General Fund	0	150,000	150,000	155,000	155,000	155,000	160,000
Sewer Fund	951,750	959,000	1,647,392	1,719,000	1,719,000	1,719,000	1,853,000
Equipment Replacement	0	0	550,000	0	0	0	0
RSSSD	5,000	0	0	0	0	0	0
Advance Financing	<u>3,960</u>	<u>0</u>	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Current Revenues</i>	<u><i>1,240,909</i></u>	<u><i>1,432,744</i></u>	<u><i>2,499,392</i></u>	<u><i>2,074,000</i></u>	<u><i>2,074,000</i></u>	<u><i>2,074,000</i></u>	<u><i>2,213,000</i></u>
<b>Total Resources</b>	<u><b>4,393,468</b></u>	<u><b>4,884,788</b></u>	<u><b>5,437,462</b></u>	<u><b>6,098,896</b></u>	<u><b>6,098,896</b></u>	<u><b>6,098,896</b></u>	<u><b>2,732,593</b></u>
<b>Requirements</b>							
Capital Outlay	<u>941,424</u>	<u>717,958</u>	<u>5,230,547</u>	<u>5,579,303</u>	<u>5,579,303</u>	<u>5,579,303</u>	<u>2,190,000</u>
<i>Subtotal Expenditures</i>	<u><i>941,424</i></u>	<u><i>717,958</i></u>	<u><i>5,230,547</i></u>	<u><i>5,579,303</i></u>	<u><i>5,579,303</i></u>	<u><i>5,579,303</i></u>	<u><i>2,190,000</i></u>
Appropriated Fund Balance	<u>3,452,044</u>	<u>4,166,830</u>	<u>206,915</u>	<u>519,593</u>	<u>519,593</u>	<u>519,593</u>	<u>542,593</u>
<b>Total Requirements</b>	<u><b>4,393,468</b></u>	<u><b>4,884,788</b></u>	<u><b>5,437,462</b></u>	<u><b>6,098,896</b></u>	<u><b>6,098,896</b></u>	<u><b>6,098,896</b></u>	<u><b>2,732,593</b></u>

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

# SOLID WASTE

## ACTIVITIES

**\*Field Operations**

**\*Post-Closure Operations**

**\*General Program Operations**

**\*Capital Construction**

## DESCRIPTION

The Solid Waste Program provides for limited support for the municipal portions of franchise management for the two solid waste franchises in Grants Pass. The City now works through the Josephine County Solid Waste Agency for direct franchise administration, the development of recycling opportunities, and solid waste regulation. Historically, the City operated the Merlin Landfill which stopped accepting waste as of December 31, 2000. Under the Merlin Consent Order, entered into by the City with the DEQ, the City now directs the remediation of environmental and groundwater issues. The construction of the landfill's final cover was completed at end of 2001. The landfill has entered into its post-closure maintenance and monitoring period, which is required for at least a 30 year period.

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

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

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

- Completion of the required remediation actions at the Merlin Landfill as contained in the final Record of Decision.
- Fuels reduction, reforestation and land management at the Merlin Landfill site.
- Compliance with the post-closure plan for the Merlin Landfill.

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	1,621,735	1,626,429	1,902,094	1,882,911	1,882,911	1,882,911	1,933,231
<b>Total Resources</b>	<b><u>1,621,735</u></b>	<b><u>1,626,429</u></b>	<b><u>1,902,094</u></b>	<b><u>1,882,911</u></b>	<b><u>1,882,911</u></b>	<b><u>1,882,911</u></b>	<b><u>1,933,231</u></b>
Requirements							
Solid Waste Field Operations	13,374	12,974	25,644	37,370	37,370	37,370	31,201
Post-Closure Operations	53,898	22,494	127,470	155,890	155,890	155,890	160,230
Solid Waste Gen. Operations	172,175	198,102	207,004	221,803	221,803	221,803	234,952
Capital Construction	1,382,288	1,392,859	1,541,976	1,467,848	1,467,848	1,467,848	1,506,848
<b>Total Requirements</b>	<b><u>1,621,735</u></b>	<b><u>1,626,429</u></b>	<b><u>1,902,094</u></b>	<b><u>1,882,911</u></b>	<b><u>1,882,911</u></b>	<b><u>1,882,911</u></b>	<b><u>1,933,231</u></b>

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

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### **Services Delivered:**

The Solid Waste Program strives to meet the area's current and future solid waste collection needs, protect human health, welfare and the environment.

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

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate, and Expand our Infrastructure to Meet Community Needs**

- The Merlin Landfill is a "closed" landfill. The final Record of Decision (ROD) required the construction of a municipal water line to supply residents adjacent to the landfill site and the acquisition of limited properties. Each of these activities continues to be managed through the capital appropriation for remediation. In FY' 15 three new water services were provided to properties in the vicinity of the landfill per the property owners requests.
- The solid waste program will remain responsible for assuring the ongoing monitoring of the closed Merlin Landfill. The ongoing monitoring requirements are all reimbursed by the insurance policy; however, the program must assure all required actions are completed, including ongoing groundwater monitoring, maintenance of the final cover and the completion of all required remediation activities.

#### **Preserve and Enjoy our Natural Resources**

- Program will invest in the continued creation of a reforested site. The existing forested property is under a program for fuels reduction for fire management per the landfill closure plan.

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

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>112,483</u>	<u>113,579</u>	<u>187,406</u>	<u>208,823</u>	<u>208,823</u>	<u>208,823</u>	<u>218,053</u>
<b>Current Resources</b>							
<b>Activity Generated</b>							
Burn Permits	2,580	2,720	2,500	2,500	2,500	2,500	2,500
Landfill Fees	90,187	79,753	127,470	155,890	155,890	155,890	160,230
Solid Waste Agency	11,000	11,000	15,000	15,000	15,000	15,000	17,000
Interest	652	918	650	650	650	650	900
Transfers	5,000	5,000	5,000	5,000	5,000	5,000	0
Other Revenue	17,545	20,600	22,092	27,200	27,200	27,200	27,700
Capital Construction	<u>1,382,288</u>	<u>1,392,859</u>	<u>1,541,976</u>	<u>1,467,848</u>	<u>1,467,848</u>	<u>1,467,848</u>	<u>1,506,848</u>
<b>Total Current Revenues</b>	<b><u>1,509,252</u></b>	<b><u>1,512,850</u></b>	<b><u>1,714,688</u></b>	<b><u>1,674,088</u></b>	<b><u>1,674,088</u></b>	<b><u>1,674,088</u></b>	<b><u>1,715,178</u></b>
<b>Total Resources</b>	<b><u>1,621,735</u></b>	<b><u>1,626,429</u></b>	<b><u>1,902,094</u></b>	<b><u>1,882,911</u></b>	<b><u>1,882,911</u></b>	<b><u>1,882,911</u></b>	<b><u>1,933,231</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Field Operations	13,374	12,974	25,644	37,370	37,370	37,370	31,201
Post Closure Operations	101,052	74,836	115,820	141,690	141,690	141,690	145,630
Capital Construction	1,353,288	1,363,859	1,512,976	1,438,848	1,438,848	1,438,848	1,477,848
Indirect Charges	11,442	8,781	14,230	17,950	17,950	17,950	17,720
Transfers Out	<u>29,000</u>						
<b>Subtotal Expenditures</b>	<b><u>1,508,156</u></b>	<b><u>1,489,450</u></b>	<b><u>1,697,670</u></b>	<b><u>1,664,858</u></b>	<b><u>1,664,858</u></b>	<b><u>1,664,858</u></b>	<b><u>1,701,399</u></b>
Contingency	0	0	204,424	218,053	218,053	218,053	231,832
Ending Balance	<u>113,579</u>	<u>136,979</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,621,735</u></b>	<b><u>1,626,429</u></b>	<b><u>1,902,094</u></b>	<b><u>1,882,911</u></b>	<b><u>1,882,911</u></b>	<b><u>1,882,911</u></b>	<b><u>1,933,231</u></b>

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## Program: Utilities/Solid Waste – Field Operations

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### Services Delivered:

The activity provides for safe and efficient management of the City of Grants Pass's portion of solid waste disposal, collection, and alternatives to disposal. The primary activities are those associated with management of the solid waste collection franchises, management of the landfill post-closure maintenance and monitoring, the oversight of work necessary on the remediation, and the administration of the limited open burning ordinance. The solid waste franchise agreements have placed the following responsibilities on the solid waste haulers: operation of the transfer stations (Republic Services and Southern Oregon Sanitation), specialty waste streams (such as household hazardous waste, etc.), recycling, and the spring and fall leaf collection opportunities.

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

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

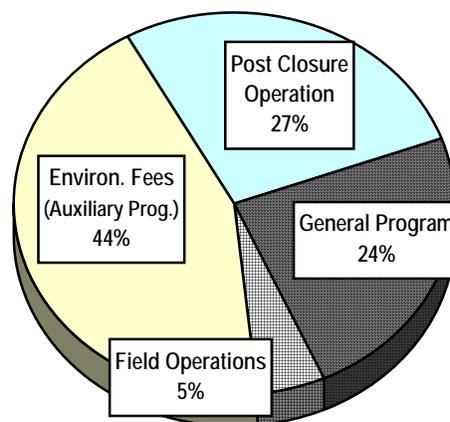
### Budget Highlights:

The FY'16 budget reflects revenues from the beginning balance, management fees to the City of Grants Pass for Public Works administrative personnel from the Josephine County / Grants Pass Solid Waste Agency, the transfer station and former JO-GRO™ facility leases, interest on those funds, and burn permits. This activity provides for solid waste activities not associated with the landfill property itself, contracted professional services, and a contingency.

### FY'15 Activity Review:

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

### FY'15 Budget Allocations



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

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	10,052	10,560	18,440	18,962	18,962	18,962	19,706
Materials & Supplies	143	228	420	420	420	420	420
Contractual/Prof Services	2,315	1,304	5,854	5,276	5,276	5,276	5,345
Direct Charges	<u>864</u>	<u>882</u>	<u>930</u>	<u>12,712</u>	<u>12,712</u>	<u>12,712</u>	<u>5,730</u>
<b>Total Requirements</b>	<b><u>13,374</u></b>	<b><u>12,974</u></b>	<b><u>25,644</u></b>	<b><u>37,370</u></b>	<b><u>37,370</u></b>	<b><u>37,370</u></b>	<b><u>31,201</u></b>

***Personnel***

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Public Works Director							
From: Water Treatment	0.05	0.05	0.08	0.08	0.08	0.08	0.08
Department Support Technician							
From: Water Treatment	<u>0.05</u>	<u>0.05</u>	<u>0.08</u>	<u>0.08</u>	<u>0.08</u>	<u>0.08</u>	<u>0.08</u>
<b>Total Positions</b>	<b><u>0.10</u></b>	<b><u>0.10</u></b>	<b><u>0.16</u></b>	<b><u>0.16</u></b>	<b><u>0.16</u></b>	<b><u>0.16</u></b>	<b><u>0.16</u></b>

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

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### **Services Delivered:**

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

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City operations**

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

### **Budget Highlights:**

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

### **FY'15 Activity Review:**

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

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

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Materials & Supplies	1,245	1,641	6,000	6,000	6,000	6,000	6,000
Contractual/Prof Services	57,480	50,225	79,420	98,090	98,090	98,090	100,150
Direct Charges	28,879	22,226	30,400	37,600	37,600	37,600	39,480
Capital Outlay	13,448	744	0	0	0	0	0
Indirect Charges	<u>10,105</u>	<u>7,484</u>	<u>11,650</u>	<u>14,200</u>	<u>14,200</u>	<u>14,200</u>	<u>14,600</u>
<i>Subtotal Expenditures</i>	<i><b>111,157</b></i>	<i><b>82,320</b></i>	<i><b>127,470</b></i>	<i><b>155,890</b></i>	<i><b>155,890</b></i>	<i><b>155,890</b></i>	<i><b>160,230</b></i>
Ending Balance	<u>(57,259)</u>	<u>(59,826)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>53,898</u></b>	<b><u>22,494</u></b>	<b><u>127,470</u></b>	<b><u>155,890</u></b>	<b><u>155,890</u></b>	<b><u>155,890</u></b>	<b><u>160,230</u></b>

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

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### Services Delivered:

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

### Financial Summary

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Indirect Charges	<u>1,337</u>	<u>1,297</u>	<u>2,580</u>	<u>3,750</u>	<u>3,750</u>	<u>3,750</u>	<u>3,120</u>
<i>Subtotal Expenditures</i>	<i><u>1,337</u></i>	<i><u>1,297</u></i>	<i><u>2,580</u></i>	<i><u>3,750</u></i>	<i><u>3,750</u></i>	<i><u>3,750</u></i>	<i><u>3,120</u></i>
Contingencies	0	0	204,424	218,053	218,053	218,053	231,832
Ending Balance	<u>170,838</u>	<u>196,805</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>172,175</u></b>	<b><u>198,102</u></b>	<b><u>207,004</u></b>	<b><u>221,803</u></b>	<b><u>221,803</u></b>	<b><u>221,803</u></b>	<b><u>234,952</u></b>

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

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### **Services Delivered:**

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

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate and Expand Our Infrastructure to Meet Community Needs**

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

### **Budget Highlights:**

The project listing shows resources across the columns. Columns show the “Actual resources through FY’ 14”; the re-assessed resource needs of projects using current data for the “Revised FY’ 15” column, guiding our “Adopted FY’ 16” and resources estimated “Through FY’ 16”. We have “Future Years” and “Total Project” columns for each project. Refer to the Capital Budget Book for more information on individual projects.

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

### **FY'15 Activity Review:**

Continued implementation of the ROD and monitoring of the remediation programs.

## Program: Utilities/Solid Waste – Capital Construction

### ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'14	Revised FY'15	Adopted FY'16	Total Through FY'16	Future Years	Total Project
LA0000 Miscellaneous Projects	2,359,911	0	0	2,359,911	450,000	2,809,911
LA2640 Remediation	3,033,646	250,000	0	3,283,646	0	3,283,646
LA4691 Clean Up Program	1,042,025	(110,100)	163,000	1,094,925	346,200	1,441,125
LA6284 JO-Gro Building Inspection/Repair	<u>0</u>	<u>25,000</u>	<u>0</u>	<u>25,000</u>	<u>0</u>	<u>25,000</u>
<b>Total Projects</b>	<b><u>6,435,582</u></b>	<b><u>164,900</u></b>	<b><u>163,000</u></b>	<b><u>6,763,482</u></b>	<b><u>796,200</u></b>	<b><u>7,559,682</u></b>

### CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

LA4490 Melson Lot Line Adjustment	<u>20,000</u>	<u>(1,900)</u>	<u>0</u>	<u>18,100</u>	<u>0</u>	<u>18,100</u>
<b>Total Closed Projects</b>	<b><u>20,000</u></b>	<b><u>(1,900)</u></b>	<b><u>0</u></b>	<b><u>18,100</u></b>	<b><u>0</u></b>	<b><u>18,100</u></b>
<b>Grand Total - All Projects</b>	<b><u>6,455,582</u></b>	<b><u>163,000</u></b>	<b><u>163,000</u></b>	<b><u>6,781,582</u></b>	<b><u>796,200</u></b>	<b><u>7,577,782</u></b>

### ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'16

	Adopted FY'16 Beginning Fund Balance	Adopted FY'16 Revenue	Adopted FY'16 Capital Outlay	Adopted FY'16 Transfers	Adopted FY'16 Appropriated Fund Balance
LA0000 Miscellaneous Projects	305,696	0	0	0	305,696
LA2640 Remediation	319,836	0	95,000	5,000	219,836
LA4691 Clean Up Program	679,316	163,000	0	24,000	818,316
LA6284 JO-GRO Building Inspection/Repair	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Projects</b>	<b><u>1,304,848</u></b>	<b><u>163,000</u></b>	<b><u>95,000</u></b>	<b><u>29,000</u></b>	<b><u>1,343,848</u></b>

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

## Program: Utilities/Solid Waste – Capital Construction

### Financial Summary

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Fund Balance	<u>1,168,131</u>	<u>1,276,754</u>	<u>1,378,976</u>	<u>1,304,848</u>	<u>1,304,848</u>	<u>1,304,848</u>	<u>1,343,848</u>
<b>Resources</b>							
Investment Interest	6,568	7,875	6,500	6,500	6,500	6,500	6,500
Interfund Interest Repayment	7,589	6,230	6,500	6,500	6,500	6,500	6,500
Loan Repayments	<u>200,000</u>	<u>102,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<i>Total Current Revenues</i>	<u><i>214,157</i></u>	<u><i>116,105</i></u>	<u><i>163,000</i></u>	<u><i>163,000</i></u>	<u><i>163,000</i></u>	<u><i>163,000</i></u>	<u><i>163,000</i></u>
<b>Total Resources</b>	<u><b>1,382,288</b></u>	<u><b>1,392,859</b></u>	<u><b>1,541,976</b></u>	<u><b>1,467,848</b></u>	<u><b>1,467,848</b></u>	<u><b>1,467,848</b></u>	<u><b>1,506,848</b></u>
<b>Requirements</b>							
Capital Outlay	76,534	70,431	95,000	95,000	95,000	95,000	95,000
Transfers Out	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>
<i>Subtotal Expenditures</i>	<u><i>105,534</i></u>	<u><i>99,431</i></u>	<u><i>124,000</i></u>	<u><i>124,000</i></u>	<u><i>124,000</i></u>	<u><i>124,000</i></u>	<u><i>124,000</i></u>
Appropriated Fund Balance	<u>1,276,754</u>	<u>1,293,428</u>	<u>1,417,976</u>	<u>1,343,848</u>	<u>1,343,848</u>	<u>1,343,848</u>	<u>1,382,848</u>
<b>Total Requirements</b>	<u><b>1,382,288</b></u>	<u><b>1,392,859</b></u>	<u><b>1,541,976</b></u>	<u><b>1,467,848</b></u>	<u><b>1,467,848</b></u>	<u><b>1,467,848</b></u>	<u><b>1,506,848</b></u>

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

# ADMINISTRATIVE SERVICES

## ACTIVITIES

\*Management Services

\*Finance Services

\*Legal Services

\*Human Resources

\*General Program Operations

## DESCRIPTION

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

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

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	<u>3,673,773</u>	<u>3,847,111</u>	<u>3,980,442</u>	<u>4,305,925</u>	<u>4,305,925</u>	<u>4,305,925</u>	<u>4,088,165</u>
<b>Total Resources</b>	<b><u>3,673,773</u></b>	<b><u>3,847,111</u></b>	<b><u>3,980,442</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,088,165</u></b>
Requirements							
Management Services	686,830	635,483	671,851	706,313	706,313	706,313	708,114
Finance Services	1,386,348	1,467,088	1,671,751	1,738,814	1,738,814	1,738,814	1,775,203
Legal Services	243,730	232,924	310,954	310,271	310,271	310,271	311,331
Human Resources	443,309	455,578	525,172	505,104	505,104	505,104	521,194
General Program Operations	<u>913,556</u>	<u>1,056,038</u>	<u>800,714</u>	<u>1,045,423</u>	<u>1,045,423</u>	<u>1,045,423</u>	<u>772,323</u>
<b>Total Requirements</b>	<b><u>3,673,773</u></b>	<b><u>3,847,111</u></b>	<b><u>3,980,442</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,088,165</u></b>

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## Program: Administrative Services – Program Summary

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### Services Delivered:

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

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

This program supports Council's Strategic Plan and all of Council's Goals throughout the entire City organization with particular emphasis on the Council's Goal of **"Provide cooperative, shared leadership involving Council, Staff and Community"**. A major focus will be coordination of increased and improved communication and enhanced utilization of technology.

## Program: Administrative Services– Program Summary

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>603,610</u>	<u>715,386</u>	<u>554,598</u>	<u>770,508</u>	<u>770,508</u>	<u>770,508</u>	<u>517,459</u>
Current Resources							
Activity Generated							
Redwood Sewer District	50,588	0	0	0	0	0	0
Interest	6,515	9,020	6,800	8,000	8,000	8,000	8,000
Other Revenue	3,713	3,169	3,000	3,000	3,000	3,000	0
Administrative Charges	<u>3,009,347</u>	<u>3,119,536</u>	<u>3,416,044</u>	<u>3,524,417</u>	<u>3,524,417</u>	<u>3,524,417</u>	<u>3,562,706</u>
<b>Total Current Revenues</b>	<b><u>3,070,163</u></b>	<b><u>3,131,725</u></b>	<b><u>3,425,844</u></b>	<b><u>3,535,417</u></b>	<b><u>3,535,417</u></b>	<b><u>3,535,417</u></b>	<b><u>3,570,706</u></b>
<b>Total Resources</b>	<b><u>3,673,773</u></b>	<b><u>3,847,111</u></b>	<b><u>3,980,442</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,088,165</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Management Services	660,910	603,078	639,781	671,584	671,584	671,584	672,690
Finance Services	1,329,007	1,411,226	1,599,597	1,669,734	1,669,734	1,669,734	1,704,968
Legal Services	236,022	225,021	302,621	302,099	302,099	302,099	302,996
Human Resources	431,697	442,877	511,780	491,971	491,971	491,971	507,798
General Program Operations	128,299	112,717	191,500	187,844	187,844	187,844	185,644
Direct Charges	171,635	174,141	205,364	203,894	203,894	203,894	207,916
Capital Outlay	817	9,953	10,000	40,000	40,000	40,000	40,000
Indirect Charges	0	0	69,020	71,340	71,340	71,340	72,370
Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b><u>2,958,387</u></b>	<b><u>2,979,013</u></b>	<b><u>3,529,663</u></b>	<b><u>3,788,466</u></b>	<b><u>3,788,466</u></b>	<b><u>3,788,466</u></b>	<b><u>3,694,382</u></b>
Contingencies	0	0	450,779	517,459	517,459	517,459	393,783
Ending Balance	<u>715,386</u>	<u>868,098</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>3,673,773</u></b>	<b><u>3,847,111</u></b>	<b><u>3,980,442</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,305,925</u></b>	<b><u>4,088,165</u></b>

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## Program: Administrative Services – Management Services

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### Services Delivered:

This activity provides professional leadership in the administration of the goals and policies formulated by the Council. The City Manager also coordinates and directs all City operations. The City Manager is the official purchasing agent, personnel officer, superintendent of the utility system and budget officer for the City. The City Manager is responsible for the coordination of all operations of the City, including capital investments and support for all operating divisions.

### Performance Measurements:

#### Management Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Percent of timely weekly updates	100%	100%	98%	100%	100%	100%	100%
Number of leadership training opportunities held for Council and committee members	4	2	1	2	3	2	2
Percent of timely City Manager monthly reports	100%	100%	100%	100%	100%	100%	100%
Percent of timely quarterly review of work plan	90%	100%	100%	100%	100%	100%	100%
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Satisfaction with overall quality of City services to residents (measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual community survey)	79%	80%	79%	80%	85%	85%	90%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Cost of Service per Citizen	\$19.77	\$21.85	\$19.36	\$18.40	\$18.40	\$18.40	\$18.97

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Provide leadership training.
- Develop and implement community communication strategies.
- Ensure efficiency and effectiveness in City operations.
- Provide outstanding customer service in all areas of operations.
- Explore alternative funding options to property taxes that equitably allocates the cost of services.

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## **Program: Administrative Services – Management Services**

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### **Budget Highlights:**

The budget provides effective staffing levels to afford comprehensive, unbiased expertise and valued assistance to the City Council and staff in terms of thorough staff reports, strategic recommendations, effective presentations and administrative support.

### **FY'15 Activity Review:**

Strategic Planning – The City Manager facilitated the Grants Pass 2015-2016 Strategic Planning Session. A strategic plan helps an organization perform at a high level by defining expectations and aligning resources. It provides a clear course of action for achieving positive results. A strategic plan also provides an opportunity for Council, the community and staff to all see the routes to be taken to achieve our goals; providing an opportunity for an alignment of resources to achieve a common goal.

Community Forums – The City held a number of forums to seek input from the community on a number of important issues. The idea of the open forums is to provide an opportunity for citizens to speak out about issues that mutually affect the City and the community. It also allows residents to have influence in their communities by giving them an additional venue to express their concerns and provide an opportunity to suggest solutions to those issues. The following community forums were held in FY' 14/15: Goal Setting, Development Permitting and Processes, and ICMA Open House.

Customer Service focus – One of the City's organizational values is quality customer service. One focus area within customer service is developing an understanding on how the City delivers the service to the customer and how we can improve our processes. A process improvement focus helps introduce process changes to improve the quality of our services, to better match customer needs.

High Performing Organization – This year the City focused on establishing a set of core values that will be owned and lived by our employees, ultimately becoming the organization's foundational tenets of daily behavior and decision-making. Over the course of three work sessions, employees developed the organizational mission, vision and values. Employees developed the acronym IVALUE: Integrity, Vision, Accountability, Leadership, United and Excellence. It is important that we as a City are committed to the preservation of the values and integrity of a representative government and one that is focused on efficient and effective management of public services.

City Employee and Citizen Newsletters - Administrative Services utilizes newsletters as one part of an educational strategy for the employees and citizens. The newsletters create increased awareness and provide basic information on current projects, new ideas or general concepts.

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**Program: Administrative Services – Management Services**

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	628,954	567,725	601,843	624,985	624,985	624,985	631,546
Materials & Supplies	8,889	6,682	7,100	13,500	13,500	13,500	7,700
Contractual/Prof Services	23,067	28,671	30,838	33,099	33,099	33,099	33,444
Direct Charges	<u>25,920</u>	<u>32,405</u>	<u>32,070</u>	<u>34,729</u>	<u>34,729</u>	<u>34,729</u>	<u>35,424</u>
<b>Total Requirements</b>	<b><u>686,830</u></b>	<b><u>635,483</u></b>	<b><u>671,851</u></b>	<b><u>706,313</u></b>	<b><u>706,313</u></b>	<b><u>706,313</u></b>	<b><u>708,114</u></b>

## Program: Administrative Services – Management Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assistant City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000
City Recorder	0.000	1.000	1.000	1.000	1.000	1.000	1.000
Administrative Coordinator	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Department Support Technician	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant	2.000*	3.000*	3.000	3.000	3.000	3.000	3.000
Grant Specialist	<u>1.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<i>Subtotal</i>	<i>7.000</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>	<i>6.000</i>
Assistant City Manager							
To: Downtown	0.000	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
To: Information Technology	0.000	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
To: Property Management	0.000	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	0.000	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
To: Workers Comp	0.000	0.000	0.000	0.000	0.000	0.000	0.000
City Recorder							
To: General Insurance	0.000	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
To: Workers Comp	0.000	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
Administrative Coordinator							
To: General Insurance	(0.200)	0.000	0.000	0.000	0.000	0.000	0.000
To: Workers Comp	(0.150)	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant							
To: General Insurance	(0.050)	0.000	0.000	0.000	0.000	0.000	0.000
To: Legal	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Information Technology	0.000	(0.400)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Property Management	0.000	(0.350)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	0.000	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Workers Comp	0.000	(0.050)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
Department Support Technician							
From: Legal	<u>0.425</u>	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>	<u>0.125</u>
<i>Subtotal Distributed</i>	<i>(0.025)</i>	<i>(1.425)</i>	<i>(0.925)</i>	<i>(0.925)</i>	<i>(0.925)</i>	<i>(0.925)</i>	<i>(0.925)</i>
<b>Total Positions</b>	<b><u>6.975</u></b>	<b><u>4.575</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>
Total Un-Funded Positions	(0.500)	(0.015)	0.000	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>6.475</u></b>	<b><u>4.560</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>	<b><u>5.075</u></b>
Temporary/Seasonal Hours	<u>375</u>						

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

Office Assistant I/II	0.500	0.015	0.000	0.000	0.000	0.000	0.000
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## Program: Administrative Services – Finance Services

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### Services Delivered:

This activity is responsible for fiscal management of the City. This includes utility billing, accounting and record keeping; payroll, accounts payable and receivable; licensing, business and occupancy tax administration; cash and debt management as well as planning, controlling and reporting City finances. Other fiscal responsibilities include coordination and compilation of the budget document and preparation of the annual financial report. This activity also provides oversight and management of the financial record retention systems. The Finance Department strives to provide fiscal integrity and efficient service through communication, technology and teamwork.

### Performance Measurements:

#### Finance Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of receipts (in 100s)	1,545	1,545	1,550	1,500	1,600	1,600	1,600
Accounts payable disbursements	6,993	6,993	6,510	7,000	7,000	7,000	7,000
Payroll disbursements	6,618	6,618	6,288	6,600	6,600	6,600	6,600
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Average number of workdays to reconcile cash after receipt of bank statements	13	13	9	<10	<10	<10	<10
Write-Offs as % of Current Year Billing	0.01%	0.01%	0.00%	<1%	<1%	<1%	<1%
Maintain credit rating of Aa- (or S&P equivalent)	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Percentage of disbursements processed electronically	24.2%	24.2%	29.6%	25%	25%	25%	25%
Cost of Utility Customer Service per utility customers	\$4.95	<\$5.00	\$4.09	<\$5.00	<\$5.00	<\$5.00	<\$5.00

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City Operations

- **Action 1:** The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value.
- **Action 2:** Continue to provide quarterly financial summary reports.
- **Action 5:** Evaluate pros and cons of City Debt Free Financial policy, “Debt Free 2030”.

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## Program: Administrative Services – Finance Services

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### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item Cont'd:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City Operations

- **Action 7:** Select a new financial software program and plan for new software implementation.
- **Action 8:** Continue to provide quarterly financial summary reports.

##### Objective 4: Provide outstanding customer service in all areas of operations

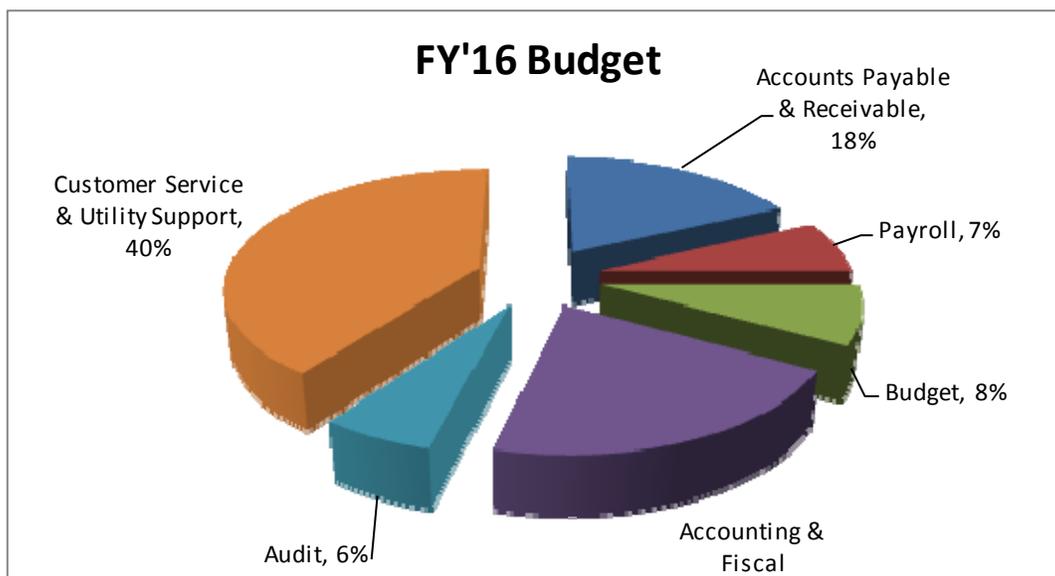
- **Action 1:** Provide centralized point of contact with standardized information.

#### Budget Highlights:

The Finance budget for FY'16 is up 4% over FY'15. Primary factors include an increase in software maintenance charges while the City is undergoing a change in Business Software. During the transition the City must maintain both the old and new systems.

Challenges facing the Department in FY'16 will include the revenues implementation phase of the new Tyler Munis financial software. While still maintaining outstanding customer service and day-to-day operations the team will have to set up new utility billing tables and codes, convert and validate customer records and learn a new system. The team will also be responsible for training City staff on key modules including budget and purchasing as well as working with Council to establish new reporting formats.

### Services Provided



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## **Program: Administrative Services – Finance Services**

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### **FY'15 Activity Review:**

- ✓ Received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the 31<sup>st</sup> consecutive year.
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 30<sup>th</sup> year in a row. These awards demonstrate the Department's efforts to ensure not only accurate financial reports, but reports that facilitate transparent and open communication with citizens.
- ✓ Facilitated the PAVE Committee's engagement for the Public Safety PAVE project.
- ✓ Implemented phase 1 (financials) of the Tyler Munis selection process.

## Program: Administrative Services – Finance Services

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	1,075,675	1,148,353	1,293,583	1,339,615	1,339,615	1,339,615	1,373,341
Materials & Supplies	9,152	14,679	21,000	22,750	22,750	22,750	21,250
Contractual/Prof Services	244,180	248,194	285,014	307,369	307,369	307,369	310,377
Direct Charges	56,524	55,862	72,154	69,080	69,080	69,080	70,235
Capital Outlay	817	0	0	0	0	0	0
<b>Total Requirements</b>	<b><u>1,386,348</u></b>	<b><u>1,467,088</u></b>	<b><u>1,671,751</u></b>	<b><u>1,738,814</u></b>	<b><u>1,738,814</u></b>	<b><u>1,738,814</u></b>	<b><u>1,775,203</u></b>

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
Cust. Svc.- Utility Billing Supvr.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Services Supervisor	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Financial Analyst	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Grant Specialist	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Support Specialist	2.00	2.00	1.00	2.00	2.00	2.00	2.00
Accounting Technician	<u>9.00*</u>	<u>9.00*</u>	<u>9.00*</u>	<u>8.00*</u>	<u>8.00*</u>	<u>8.00*</u>	<u>8.00*</u>
<i>Subtotal</i>	<i>16.00</i>	<i>17.00</i>	<i>17.00</i>	<i>17.00</i>	<i>17.00</i>	<i>17.00</i>	<i>17.00</i>
Finance Director							
To: Garage Operations	0.00	(0.10)	(0.10)	(0.05)	(0.05)	(0.05)	(0.05)
To: To Equipment Replacement	0.00	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)
Admin. Support Specialist							
From: Garage Operations	0.00	0.30*	0.35*	0.00	0.00	0.00	0.00
Department Support Technician							
From: Garage Operations	<u>0.00</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
<i>Subtotal Distributed</i>	<i>0.00</i>	<i>0.25</i>	<i>0.30</i>	<i>0.05</i>	<i>0.05</i>	<i>0.05</i>	<i>0.05</i>
<b>Total Positions</b>	<b><u>16.00</u></b>	<b><u>17.25</u></b>	<b><u>17.300</u></b>	<b><u>17.050</u></b>	<b><u>17.050</u></b>	<b><u>17.050</u></b>	<b><u>17.050</u></b>
Total Un-Funded Positions	(2.50)	(2.53)	(2.535)	(2.500)	(2.500)	(2.500)	(2.500)
<b>Total Funded Positions</b>	<b><u>13.50</u></b>	<b><u>14.72</u></b>	<b><u>14.765</u></b>	<b><u>14.550</u></b>	<b><u>14.550</u></b>	<b><u>14.550</u></b>	<b><u>14.550</u></b>
Temporary/Seasonal Hours	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>	<u>600</u>

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

Accounting Technician	1.50	1.50	1.500	1.500	1.500	1.500	1.500
Admin. Support Specialist	0.00	0.03	0.035	0.000	0.000	0.000	0.000
Assistant Finance Director	1.00	1.00	1.000	1.000	1.000	1.000	1.000

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## Program: Administrative Services – Legal Services

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### Services Delivered:

The legal staff supports the mission of the Administrative Services Department by providing efficient and effective administration and management services for the City Council, City Departments and Programs, City Staff and the Citizens of Grants Pass.

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

The legal staff provides legal advice on a wide variety of legal areas including land use, condemnation, liability, constitutional law, contract law, telecommunications, tort law, civil rights and litigation. In addition, the legal department handles land issues and acquisition.

### Performance Measurements:

#### Legal Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Accessible and Timely Legal Information/Action	100%	100%	100%	100%	100%	100%	100%
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of time quarterly reports on land acquisition services were submitted	100%	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
High Satisfaction within Budget	100%	100%	100%	100%	100%	100%	100%

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City Operations

- The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value.

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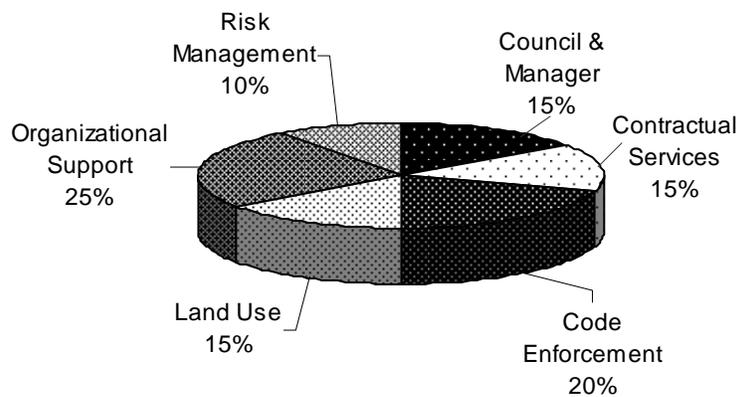
## Program: Administrative Services – Legal Services

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### Budget Highlights:

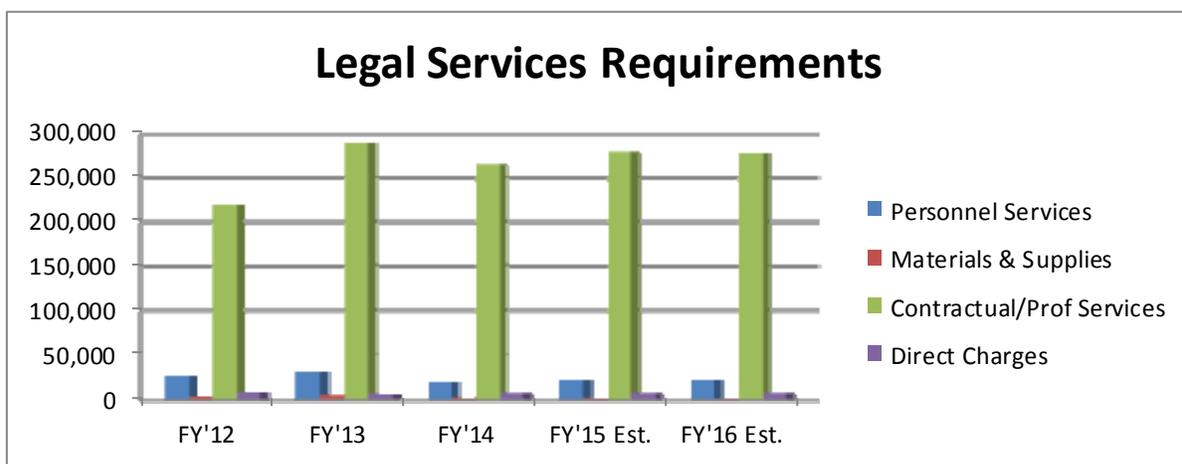
The City contracts with Hornecker, Cowling, Hassen & Heysell LLP, for our City Attorney services. The City contracts for Land Acquisition services, which include creating a file system to be used for organizing the City’s property files, in addition to providing assistance to departments on various land issues involving: acquisition and sale of land, rights of way and easements. The Land Acquisition contractor acquires rights of way or easements for such items as sewers, water lines, pedestrian/bike paths, sidewalks and roads.

### Anticipated Distribution of Legal Services



### FY'15 Activity Review:

Expenses reflect low personnel costs, but higher contract costs due to the City contracting for City Attorney and Land Acquisition services.



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**Program: Administrative Services – Legal Services**

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	10,778	14,745	23,105	23,196	23,196	23,196	23,937
Materials & Supplies	2,919	2,842	3,100	2,000	2,000	2,000	2,000
Contractual/Prof Services	222,325	207,434	276,416	276,903	276,903	276,903	277,059
Direct Charges	<u>7,708</u>	<u>7,903</u>	<u>8,333</u>	<u>8,172</u>	<u>8,172</u>	<u>8,172</u>	<u>8,335</u>
<b>Total Requirements</b>	<b><u>243,730</u></b>	<b><u>232,924</u></b>	<b><u>310,954</u></b>	<b><u>310,271</u></b>	<b><u>310,271</u></b>	<b><u>310,271</u></b>	<b><u>311,331</u></b>

**Program: Administrative Services – Legal Services**

**Personnel**

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
City Attorney	1.000*	1.000*	1.000*	1.000*	1.000*	1.000*	1.000*
Assistant City Attorney	0.500*	0.500*	0.500*	0.500*	0.500*	0.500*	0.500*
Land Acquisition Specialist	0.800*	0.800*	0.800*	0.800*	0.800*	0.800*	0.800*
Department Support Technician	<u>0.850</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
<i>Subtotal</i>	<i>3.150</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>	<i>2.800</i>
City Attorney							
To: Workers Comp	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: General Ins.	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Assistant City Attorney							
To: Workers Comp	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
To: General Ins.	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
Department Support Technician							
To: Management	(0.425)	(0.125)	(0.125)	(0.125)	(0.125)	(0.125)	(0.125)
Office Assistant II							
From: Management	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>
<i>Subtotal Distribution</i>	<i>(0.600)</i>	<i>(0.300)</i>	<i>(0.300)</i>	<i>(0.300)</i>	<i>(0.300)</i>	<i>(0.300)</i>	<i>(0.300)</i>
<b>Total Positions</b>	<b><u>2.550</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>	<b><u>2.500</u></b>

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

City Attorney	0.850	0.850	0.850	0.850	0.850	0.850	0.850
Assistant City Attorney	0.425	0.425	0.425	0.425	0.425	0.425	0.425
Land Acquisition Specialist	0.800	0.800	0.800	0.800	0.800	0.800	0.800

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## Program: Administrative Services – Human Resources

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### Services Delivered:

The Human Resources Department is committed to working strategically with all City Departments to provide equitable administration of policies and procedures. The department will strive to attract and hire qualified personnel and foster a positive work environment.

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

### Performance Measurements:

#### Human Resources Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of positions processed for recruitment or promotion	24	20	25	20	20	20	20
Number of employment applications received and processed	920	800	1166	700	900	900	900
Number of applicants hired	65	40	57	45	50	50	50
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
New FT employee turnover rate within one year of employment	N/A	<10%	21%	<10%	<10%	<10%	<10%
Working Days for HR Review of Applications and Selection Process	4	6	6	6	5	5	5
Time to process an applicant from date of offer to date of final acceptance	2.5	3 wks.	2.5 wks.	2.5 wks.	2.5 wks.	2.5 wks.	2 wks.
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Ratio of employees to HR staff	1:75	1:75	1:67	1:69	1:64	1:64	1:64

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 4: Ensure efficiency and effectiveness in City Operations

- The contracts with IAFF and GPPA will expire December 31, 2015. Negotiations will most likely begin in the summer of 2015 for both groups.
- Recruitments will be ongoing for police, reserve police and dispatcher to fill vacancies and to create hiring lists.
- Updates and revisions of Administrative Directives and personnel rules will continue.
- Updates to the City classification plan are ongoing.
- Tyler Munis HR/Payroll implementation go-live is scheduled for July 1 with ongoing enhancements throughout the year.

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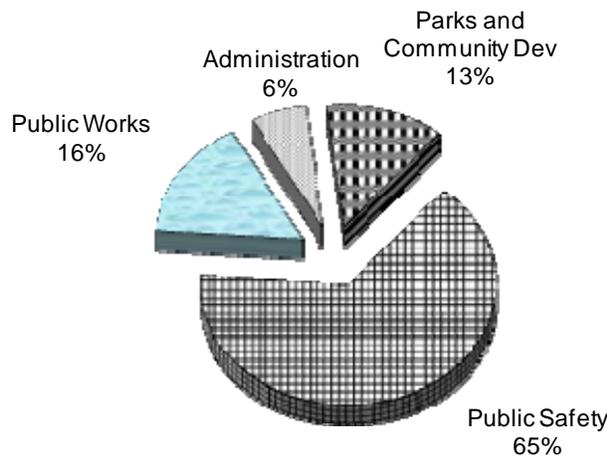
## Program: Administrative Services – Human Resources

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### Budget Highlights:

The line items for legal and negotiations for FY'16 remain static. The line item related to recruitments was decreased. Expenditures for pre-employment continue to increase and the line item was increased to cover required expense.

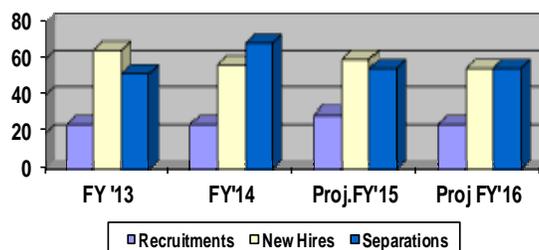
**PERCENTAGE OF TIME UTILIZED BY DEPARTMENT**



### FY'15 Activity Review:

Contract negotiations were opened with IAFF, whose contract expired December 31, 2014. IAFF and the City reached an agreement to extend the contract through December 31, 2015. GPPA contract was set to expire December 31, 2014, and they also agreed to extend the contract an additional year. The City and Teamsters Local 223 reached a three year agreement with the new contract expiring December 31, 2016. The GPEA contract expired December 31, 2014, and negotiations continue.

Recruitment activity has been high due to continued retirements and turnover. Police and Fire recruitment processes are ongoing to fill vacancies and create hiring lists. A compensation study was commissioned for GPEA represented employees in the City. This fiscal year the department held another successful Benefits Fair which included wellness testing and flu shots. The Wellness Committee was very active with the Fitbit Challenge. In October 2014, HR and Payroll employees began analysis in preparation for the build of the Tyler Munis HR/Payroll module, which is currently underway and scheduled to go live FY'16.



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**Program: Administrative Services – Human Resources**

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	315,742	331,094	353,349	330,776	330,776	330,776	346,861
Materials & Supplies	6,670	3,468	4,200	5,300	5,300	5,300	4,600
Contractual/Prof Services	109,285	108,315	154,231	155,895	155,895	155,895	156,337
Direct Charges	<u>11,612</u>	<u>12,701</u>	<u>13,392</u>	<u>13,133</u>	<u>13,133</u>	<u>13,133</u>	<u>13,396</u>
<b>Total Requirements</b>	<b><u>443,309</u></b>	<b><u>455,578</u></b>	<b><u>525,172</u></b>	<b><u>505,104</u></b>	<b><u>505,104</u></b>	<b><u>505,104</u></b>	<b><u>521,194</u></b>

**Program: Administrative Services – Human Resources**

**Personnel**

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
Human Resources Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Personnel Analyst	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Personnel Technician	0.500	0.750	0.750	1.000	1.000	1.000	1.000
Office Assistant I	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.600</u>	<u>0.600</u>	<u>0.600</u>	<u>0.600</u>
<i>Subtotal</i>	<i>3.000</i>	<i>3.250</i>	<i>3.250</i>	<i>3.600</i>	<i>3.600</i>	<i>3.600</i>	<i>3.600</i>
Human Resources Director To: Workers Comp	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)
Personnel Analyst To: Workers Comp	(0.125)	(0.150)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
Personnel Technician To: Workers Comp	<u>(0.000)</u>	<u>(0.000)</u>	<u>(0.000)</u>	<u>(0.100)</u>	<u>(0.100)</u>	<u>(0.100)</u>	<u>(0.100)</u>
<i>Subtotal Distributed</i>	<i>(0.145)</i>	<i>(0.170)</i>	<i>(0.220)</i>	<i>(0.320)</i>	<i>(0.320)</i>	<i>(0.320)</i>	<i>(0.320)</i>
<b>Total Positions</b>	<b><u>2.855</u></b>	<b><u>3.080</u></b>	<b><u>3.030</u></b>	<b><u>3.280</u></b>	<b><u>3.280</u></b>	<b><u>3.280</u></b>	<b><u>3.280</u></b>
Temporary/Seasonal Hours	<u>480</u>	<u>600</u>	<u>640</u>	<u>700</u>	<u>700</u>	<u>700</u>	<u>700</u>

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

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### **Services Delivered:**

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

This activity provides for those expenditures that do not fall within a single activity, yet provide service to the entire organization and its staff.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

The activity provides the budget for internal support services to the entire organization. This support includes the purchase of office supplies, postage, and service and maintenance for major copy machines. This budget provides the citywide training, education reimbursement program, employee recognition and other professional services that serve the City as a whole.

### **Budget Highlights:**

An increase to the training budget has facilitated employee training to assist in our goal of developing an organizational culture of customer service. The City will be focusing on providing training specific to supervisors to increase their effectiveness as leaders in the organization.

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

***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	12,071	13,156	16,000	16,044	16,044	16,044	16,044
Materials & Supplies	19,503	18,189	27,800	22,100	22,100	22,100	20,100
Contractual/Prof Services	96,725	81,372	147,700	149,700	149,700	149,700	149,500
Direct Charges	69,871	65,270	79,415	78,780	78,780	78,780	80,526
Capital Outlay	0	9,953	10,000	40,000	40,000	40,000	40,000
Indirect Charges	0	0	69,020	71,340	71,340	71,340	72,370
Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>0</u>
<b><i>Subtotal Expenditures</i></b>	<b><i>198,170</i></b>	<b><i>187,940</i></b>	<b><i>349,935</i></b>	<b><i>527,964</i></b>	<b><i>527,964</i></b>	<b><i>527,964</i></b>	<b><i>378,540</i></b>
Contingencies	0	0	450,779	517,459	517,459	517,459	393,783
Ending Balance	<u>715,386</u>	<u>868,098</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>913,556</u></b>	<b><u>1,056,038</u></b>	<b><u>800,714</u></b>	<b><u>1,045,423</u></b>	<b><u>1,045,423</u></b>	<b><u>1,045,423</u></b>	<b><u>772,323</u></b>

***Capital Outlay/By Item***

Conference room upgrade	10,000	0	0	0	0
High volume high speed color copier	<u>0</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>Total Capital Outlay</b>	<b><u>10,000</u></b>	<b><u>40,000</u></b>	<b><u>40,000</u></b>	<b><u>40,000</u></b>	<b><u>40,000</u></b>

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

# SUPPORT SERVICES

## ACTIVITIES

- \*Parks & Community Development Management Services
- \*Engineering Services
- \*Property Management Services
- \*Information Technology Services
- \*Garage Operations
- \*Equipment Replacement
- \*Workers' Compensation Insurance
- \*General Insurance
- \*Benefits Administration

## DESCRIPTION

This program provides the services that directly support other activities. It provides vehicles for rent or lease, office or shop space, as well as various insurance, engineering and information technology services.

The Support Services are primarily provided as a direct, billable service which is charged a fixed fee structure (engineering), by the square foot (property management), by the mile (garage), by the employee (insurance), or a percentage of expenditures (information technology).

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	<u>12,890,363</u>	<u>13,813,874</u>	<u>14,268,146</u>	<u>14,914,962</u>	<u>14,914,962</u>	<u>14,914,962</u>	<u>13,339,724</u>
<b>Total Resources</b>	<b><u>12,890,363</u></b>	<b><u>13,813,874</u></b>	<b><u>14,268,146</u></b>	<b><u>14,914,962</u></b>	<b><u>14,914,962</u></b>	<b><u>14,914,962</u></b>	<b><u>13,339,724</u></b>
Requirements							
Community Develop. Mgmt.	1,168,160	1,166,270	1,247,059	1,165,449	1,165,449	1,165,449	1,156,212
Engineering Services	924,004	906,756	912,826	1,125,308	1,125,308	1,125,308	1,019,119
Property Management Svc's	779,443	836,838	838,194	952,244	952,244	952,244	899,570
Information Technology	652,595	769,073	897,143	850,592	850,592	850,592	893,117
Garage Services	1,056,852	1,108,819	1,670,892	1,700,713	1,700,713	1,700,713	1,103,057
Equipment Replacement Svc's	4,048,833	4,404,463	3,672,008	3,840,283	3,840,283	3,840,283	2,977,903
Insurance	<u>4,260,476</u>	<u>4,621,655</u>	<u>5,030,024</u>	<u>5,280,373</u>	<u>5,280,373</u>	<u>5,280,373</u>	<u>5,290,746</u>
<b>Total Requirements</b>	<b><u>12,890,363</u></b>	<b><u>13,813,874</u></b>	<b><u>14,268,146</u></b>	<b><u>14,914,962</u></b>	<b><u>14,914,962</u></b>	<b><u>14,914,962</u></b>	<b><u>13,339,724</u></b>

# Program: Support Services – Parks & Community Development Management

## Services Delivered:

The Parks & Community Development Management’s goal is to provide a solid and respectful foundation of management, information processing, technical support and customer service to the community and our colleagues.

This activity provides the overall management, support, coordination and fiscal accountability of the Parks, Recreation, Aquatics, Building, Engineering, Geographic Information Systems (GIS), and Planning. Includes support for current and long range planning, data collection, infrastructure development review and construction. Provides customer service for private development of residential and commercial properties including new water and sewer service connections. Also provides internal service for public development, such as new streets, sidewalks, sewer and water lines. It assists customers with development processes and permit procedures at the public information counter and over the phone for 9 hours every business day. It provides the public with a GIS application, Capital Project information, Development Statistics, and divisional information via the Parks & Community Development portion of the City website. Additionally, it provides support services for activities of the Public Works Department including collection of System Development Charges, Advance Finance District/Reimbursement District charges and Finance’s Business Tax approval process. Provides City lien search assistance, review and release of satisfied agreements.

## Performance Measurements:

### Parks & Community Development Management Performance Measures

Indicator	2012-13		2013-14		2014-15		2015-16	2016-17
	Actual	Est	Actual	Est	Actual	Est	Est	Est
<b>Outputs</b>								
System Development Fees calculated and collected (does not include financed SDC's)	1.35m	N/A	.87m	N/A	.68m*	N/A	.75m	1m
Inspections Scheduled (all divisions)	4,411	N/A	4,857	N/A	4,663	4,700	4,700	4,700
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Practical GIS Trainings	N/A	N/A	15	8	17	10	10	10
GIS Survey of Effectiveness of Training	N/A	N/A	97%	90%	97%	90%	95%	95%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Inspections scheduled online	N/A	N/A	N/A	N/A	432	600	700	800

\* Transportation and Parks SDC's were discounted to \$0 for half of this period.

## FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

The Parks & Community Development Management and Support Staff has strategic plan items specifically assigned to the division but also provides support to Building, Planning, Engineering and Parks work plan assignments.

### Encourage Economic Prosperity

#### Objective 5: Streamline development process

- Implementation of new E-Permitting software system for building and planning. This will enable online permit applications, inspection requests, scheduling and results. Electronic plan review will allow multiple divisions to review concurrently and improve communication and customer service.
- Prepare CDBG consolidated plan under new status as an entitlement community.

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## Program: Support Services – Parks & Community Development Management

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### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Cont'd:

#### Facilitate Sustainable, Manageable Growth

##### Objective 2: Develop proactive solutions to community development challenges.

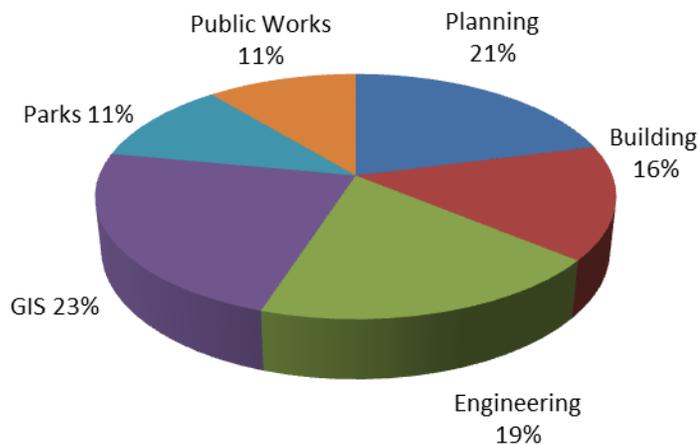
- Reduce barriers to development.
- Increase customer service and satisfaction.
- Evaluate DDA and AFD process and determine best practices for City and property owners.  
Clean-up old DDA's and AFD's recorded on properties. Possibly convert to fee in lieu of system.

Over the next year this activity will continue to provide the support necessary for the operating divisions to function and provide excellent customer service. This includes management services provided by the Parks & Community Development Director and Business Operations Supervisor, policy development, project management, park development, customer service, permit issuance, technical assistance, inspection program scheduling and resulting file and data base maintenance, training and development of the GIS program, research and statistical reporting, purchasing, website maintenance and information services, lien searches and releases, accounting and internal audits, archiving and record-keeping, clerical support, and preparation and facilitation of public meetings and workshops. The H.T.E. software replacement conversion and implementation began in August 2014. This project will require substantial staff time for the duration of the project through 2015.

#### Budget Highlights:

FY' 15 changes to the budget consist of an increased allocation of support staff and associated overhead to support Planning during the UGB and Annexation process.

### Allocation of Staff Time for FY'16



#### FY'15 Activity Review:

In Calendar Year 2015 this activity processed 1,911 building and utility permits, scheduled 4,663 inspections, calculated and collected over \$680,000 in System Development Charges, supported UGB functions, started implementation of the E-Permitting software, successfully awarded 9 sprinkler/seismic grants and loans for qualifying buildings.

## Program: Support Services – Parks & Community Development Management

### Financial Summary

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Balance	<u>121,018</u>	<u>249,247</u>	<u>140,449</u>	<u>141,325</u>	<u>141,325</u>	<u>141,325</u>	<u>123,663</u>
Current Resources							
Activity Generated							
Redwood Sewer District	38,295	(9,143)	0	0	0	0	0
Direct Charges:							
General Fund	422,408	424,438	537,619	530,755	530,755	530,755	534,021
Transportation	27,983	20,186	28,315	28,901	28,901	28,901	29,419
Wastewater	40,946	68,160	79,578	81,569	81,569	81,569	82,664
Water	40,946	30,899	41,500	42,556	42,556	42,556	43,108
Property Management	15,000	8,628	15,000	15,000	15,000	15,000	15,600
Engineering	327,649	256,257	296,088	212,743	212,743	212,743	213,237
Administrative Services	25,000	14,380	25,000	25,000	25,000	25,000	26,000
Transfers in	10,000	0	0	0	0	0	0
GIS Fees	94,786	95,453	81,410	85,500	85,500	85,500	88,500
Other Revenue	<u>4,129</u>	<u>7,765</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>	<u>0</u>
<i>Total Current Revenues</i>	<u><i>1,047,142</i></u>	<u><i>917,023</i></u>	<u><i>1,106,610</i></u>	<u><i>1,024,124</i></u>	<u><i>1,024,124</i></u>	<u><i>1,024,124</i></u>	<u><i>1,032,549</i></u>
<b>Total Resources</b>	<u><b>1,168,160</b></u>	<u><b>1,166,270</b></u>	<u><b>1,247,059</b></u>	<u><b>1,165,449</b></u>	<u><b>1,165,449</b></u>	<u><b>1,165,449</b></u>	<u><b>1,156,212</b></u>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Personnel Services	754,485	801,076	897,558	792,979	792,979	792,979	813,774
Materials & Supplies	18,998	35,023	26,250	27,100	27,100	27,100	23,150
Contractual/Prof Services	64,064	63,581	86,867	143,549	143,549	143,549	125,146
Direct Charges	75,012	74,811	80,743	78,158	78,158	78,158	79,721
Capital Outlay	6,354	0	13,000	0	0	0	0
Transfers Out	<u>0</u>	<u>50,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<u><i>918,913</i></u>	<u><i>1,024,491</i></u>	<u><i>1,104,418</i></u>	<u><i>1,041,786</i></u>	<u><i>1,041,786</i></u>	<u><i>1,041,786</i></u>	<u><i>1,041,791</i></u>
Contingencies	0	0	142,641	123,663	123,663	123,663	114,421
Ending Balance	<u>249,247</u>	<u>141,779</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<u><b>1,168,160</b></u>	<u><b>1,166,270</b></u>	<u><b>1,247,059</b></u>	<u><b>1,165,449</b></u>	<u><b>1,165,449</b></u>	<u><b>1,165,449</b></u>	<u><b>1,156,212</b></u>

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

**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	#	#	#	#	#	#	#
Parks & Community Dev. Director	1.00	1.00	1.00	1.000	1.000	1.000	1.000
Business Operations Supervisor	1.00	1.00	1.00	1.000	1.000	1.000	1.000
City Surveyor	1.00	1.00	1.00	0.000	0.000	0.000	0.000
Engineering Technician	1.00	0.00	0.00	0.000	0.000	0.000	0.000
GIS Coordinator	0.00	1.00	1.00	1.000	1.000	1.000	1.000
Office Assistant II	1.00	1.00	1.00	1.000	1.000	1.000	1.000
Office Assistant I	2.00*	2.65*	2.65*	2.725*	2.725*	2.725*	2.725*
Department Support Technician	2.00	2.00	2.00	2.000	2.000	2.000	2.000
Database Technician	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
<i>Subtotal</i>	<i>10.00</i>	<i>10.65</i>	<i>10.65</i>	<i>9.725</i>	<i>9.725</i>	<i>9.725</i>	<i>9.725</i>
<b>Total Positions</b>	<b><u>10.00</u></b>	<b><u>10.65</u></b>	<b><u>10.65</u></b>	<b><u>9.725</u></b>	<b><u>9.725</u></b>	<b><u>9.725</u></b>	<b><u>9.725</u></b>
Total Un-Funded Positions*	(1.00)	(1.00)	(1.00)	(1.000)	(1.000)	(1.000)	(1.000)
<b>Total Funded Positions</b>	<b><u>9.00</u></b>	<b><u>9.65</u></b>	<b><u>9.65</u></b>	<b><u>8.725</u></b>	<b><u>8.725</u></b>	<b><u>8.725</u></b>	<b><u>8.725</u></b>
Temporary/Seasonal Hours	<u>0*</u>	<u>0*</u>	<u>431</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

<b>* Recap of Unfunded Positions by Fiscal Year:</b>							
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Seasonal Hours	600	600	0	n/a	n/a	n/a	n/a

**Capital Outlay/By Item**

Reflectorless Surveyor Equip.	<u>13,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Capital Outlay</b>	<b><u>13,000</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

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## Program: Support Services – Engineering Services

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### Services Delivered:

Our department motto: “*Quality Engineering Today for a Reliable Tomorrow.*”

Activity in the Engineering Services Division ensures the development of our community occurs in an orderly manner and reaches the highest standards for quality. The Engineering Division uses adopted facility plans and development standards to ensure compliance and quality in all infrastructures. Working with other activities, the Division participates in site plan review, design, plan checking and inspection of new public facilities.

Services are provided to other City divisions and to customers of the Parks and Community Development Department with information from over 6,800 plans and “as-built” drawings. Engineering provides essential information for the mapping portion of our Geographic Information System (GIS). The Engineering Division creates and keeps current engineering standards to be used in the design and construction of public facilities. These standards include, but are not limited to, water, sewer, street and other items related to work within the City’s right-of-way.

The Engineering Division manages and oversees the construction of capital projects. The role of the division is facilitating projects with preliminary estimates for capital projects which are used in the budgeting process, producing engineered drawings in-house or administering design contracts, creating design and construction specifications and bidding documents, providing inspection services, processing pay requests, and closing out projects.

### Performance Measurements:

#### Engineering Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of City projects managed annually	22	16	27	20	22	22	24
Number of developer installed projects managed annually	14	12	18	14	16	16	18
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of encroachment permits issued within 7 calendar days	93%	90%	92%	93%	95%	95%	95%
% of complete private development plans reviewed within specified timeframe	78%	80%**	91%	85%**	90%**	90%**	90%**

\*New Performance Measure - information not available

\*\*Pending timely interdepartmental review.

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Facilitate Sustainable, Manageable Growth

- Improve bicycle/pedestrian paths.
- Prepare and implement plans for striping bike lanes and installing new sidewalks and pedestrian paths.

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

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### **FY'16 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:**

#### **Maintain, Operate, and Expand our Infrastructure**

- Engineering will be involved in a number of capital improvements including the design, construction and inspection of the FY'15/'16 Overlays, Drury Lane Street Improvements, Redwood Avenue Phase 2 and 3, Terry Lane Street Improvements and various water and sewer line projects as determined by Public Works.

#### **Promote Healthy Neighborhoods**

- Create a safe routes project with District 7 across George Eckstein Park to Riverside School.
- Install the remaining portion of Fruitdale Creek Trail.
- Install a pedestrian path at Morrison Park.
- Install sidewalks on Rogue River Avenue and begin design on Pine Street Sidewalks.

### **Budget Highlights:**

Based on current estimates, the FY'15 budget appears to be on track for expenditures to match or be close to anticipated revenues. For FY'16, staffing levels will be increased by one full time technician to account for added workload involved with capital projects and private development. In addition, the City surveyor has been moved back into the Engineering Division.

### **FY'15 Activity Review:**

The Engineering Division facilitated a number of Capital Projects in our community this year which are in design, construction or punch list phase at the time of this printing. They included "D" Street Sidewalks Phase 2, several Structural Main Sewer Replacement Projects, scheduled Street Overlays and a Pedestrian Path at Riverside Park.

Numerous private developments were (or still are) in the plan checking, construction, or final platting process during this same time period. A few examples are: WinCo Development, Red Robin Development, Summerfield Phases 2 and 3, Mid Rogue IPA, and the Department of Human Services facility.

## Program: Support Services – Engineering Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>151,722</u>	<u>123,492</u>	<u>122,326</u>	<u>286,558</u>	<u>286,558</u>	<u>286,558</u>	<u>181,269</u>
Current Resources							
Activity Generated							
Redwood Sewer Svc. Dist.	8,332	0	0	0	0	0	0
Rev Other Agencies	4,177	3,672	0	0	0	0	0
Engineering Fees	22,745	24,908	31,300	27,800	27,800	27,800	27,800
Sale of publications	274	0	0	0	0	0	0
Interest	1,345	1,499	1,500	1,500	1,500	1,500	1,500
Other Revenue	10	0	0	0	0	0	0
Direct Charges:							
General Fund	55,000	85,000	110,200	127,500	127,500	127,500	127,500
Transportation	190,410	167,152	154,400	148,900	148,900	148,900	153,800
Wastewater Operations	56,500	75,800	63,400	68,100	68,100	68,100	69,100
Solid Waste Operations	0	0	2,600	11,900	11,900	11,900	4,800
Water Operations	87,000	66,600	53,700	59,500	59,500	59,500	59,900
Administrative Services	10,000	10,000	11,300	11,500	11,500	11,500	11,400
Transportation Projects	198,520	210,345	246,500	226,150	226,150	226,150	226,150
Lands & Buildings Proj.	35,280	25,942	19,000	51,500	51,500	51,500	51,500
Wastewater Projects	71,274	72,838	64,400	64,400	64,400	64,400	64,400
Water Projects	<u>31,415</u>	<u>39,508</u>	<u>32,200</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>Total Current Revenues</b>	<b><u>772,282</u></b>	<b><u>783,264</u></b>	<b><u>790,500</u></b>	<b><u>838,750</u></b>	<b><u>838,750</u></b>	<b><u>838,750</u></b>	<b><u>837,850</u></b>
<b>Total Resources</b>	<b><u>924,004</u></b>	<b><u>906,756</u></b>	<b><u>912,826</u></b>	<b><u>1,125,308</u></b>	<b><u>1,125,308</u></b>	<b><u>1,125,308</u></b>	<b><u>1,019,119</u></b>
Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	372,739	331,851	349,880	545,955	545,955	545,955	548,630
Materials & Supplies	8,698	4,685	10,000	10,850	10,850	10,850	8,500
Contractual/Prof Services	91,426	98,755	131,721	174,391	174,391	174,391	174,233
Direct Charges	<u>327,649</u>	<u>256,257</u>	<u>296,188</u>	<u>212,843</u>	<u>212,843</u>	<u>212,843</u>	<u>213,337</u>
<b>Subtotal Expenditures</b>	<b><u>800,512</u></b>	<b><u>691,548</u></b>	<b><u>787,789</u></b>	<b><u>944,039</u></b>	<b><u>944,039</u></b>	<b><u>944,039</u></b>	<b><u>944,700</u></b>
Contingencies	0	0	125,037	181,269	181,269	181,269	74,419
Ending Balance	<u>123,492</u>	<u>215,208</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>924,004</u></b>	<b><u>906,756</u></b>	<b><u>912,826</u></b>	<b><u>1,125,308</u></b>	<b><u>1,125,308</u></b>	<b><u>1,125,308</u></b>	<b><u>1,019,119</u></b>

## Program: Support Services – Engineering Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'16	FY'16	FY'16	FY'17
City Engineer**	1.00	1.00**	1.00**	1.00**	1.00**	1.00**	1.00**
Utility Engineer	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
City Surveyor	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Engineering Projects Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Engineering Technician	<u>4.50*</u>						
<i>Subtotal</i>	<i>7.50</i>	<i>7.50</i>	<i>7.50</i>	<i>8.50</i>	<i>8.50</i>	<i>8.50</i>	<i>8.50</i>
<b>Total Positions</b>	<b><u>7.50</u></b>	<b><u>7.50</u></b>	<b><u>7.50</u></b>	<b><u>8.50</u></b>	<b><u>8.50</u></b>	<b><u>8.50</u></b>	<b><u>8.50</u></b>
Total Un-Funded Positions*	(3.00)	(3.00)	(3.00)	(2.00)	(2.00)	(2.00)	(2.00)
<b>Total Funded Positions</b>	<b><u>4.50</u></b>	<b><u>4.50</u></b>	<b><u>4.50</u></b>	<b><u>6.50</u></b>	<b><u>6.50</u></b>	<b><u>6.50</u></b>	<b><u>6.50</u></b>
Temporary/Seasonal Hours	<u>260</u>	<u>520</u>	<u>520</u>	<u>520</u>	<u>520</u>	<u>520</u>	<u>520</u>

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

Utility Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	1.00	1.00	1.00	1.00

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

City Engineer**	0.00	1.00	1.00	1.00	1.00	1.00	1.00
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## Program: Support Services – Property Management Services

### Services Delivered:

Property Management Services strives to manage and improve City buildings and properties, infrastructure, and vacant lands in a manner which strives for excellence, efficiency, aesthetics, safety, and sustainability.

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

### Performance Measurements:

#### Property Management Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of days River Vista rented	27	18	83	18	24	60	60
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of time City Hall HVAC system on-line	99.90%	100%	100%	100%	100%	100%	100%
% of properties receiving fire hazards abatement at scheduled quarterly intervals	100%	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
City Hall Custodial Expenditures Per Square Foot	\$1.67	\$1.93	\$1.59	\$1.93	\$1.93	\$1.98	\$2.05
Annual kWh of Power at City Hall (target 5% reduction to prior year starting 2011-2012 and expressed in kWh) * corrected figures through 2014	630,003*	625,000*	626,868*	599,000	564,100	535,900	509,105

### FY'16 Anticipated Accomplishments & Corresponding Council Goals - Strategic Plan Item:

#### Facilitate Sustainable, Manageable Growth

- Mitigate safety hazards on vacant lands by securing, demolishing, or revitalizing vacant buildings.
- Reduce fire hazard fuel reduction in shrub and treed areas.
- Implement a multi-year HVAC renovation plan for the Municipal Campus.

#### Keep Citizens Safe

- Improve security and safety of city buildings by installing security cameras and systems.
- Continue to implement additional security and ergonomic access measures at City locations.

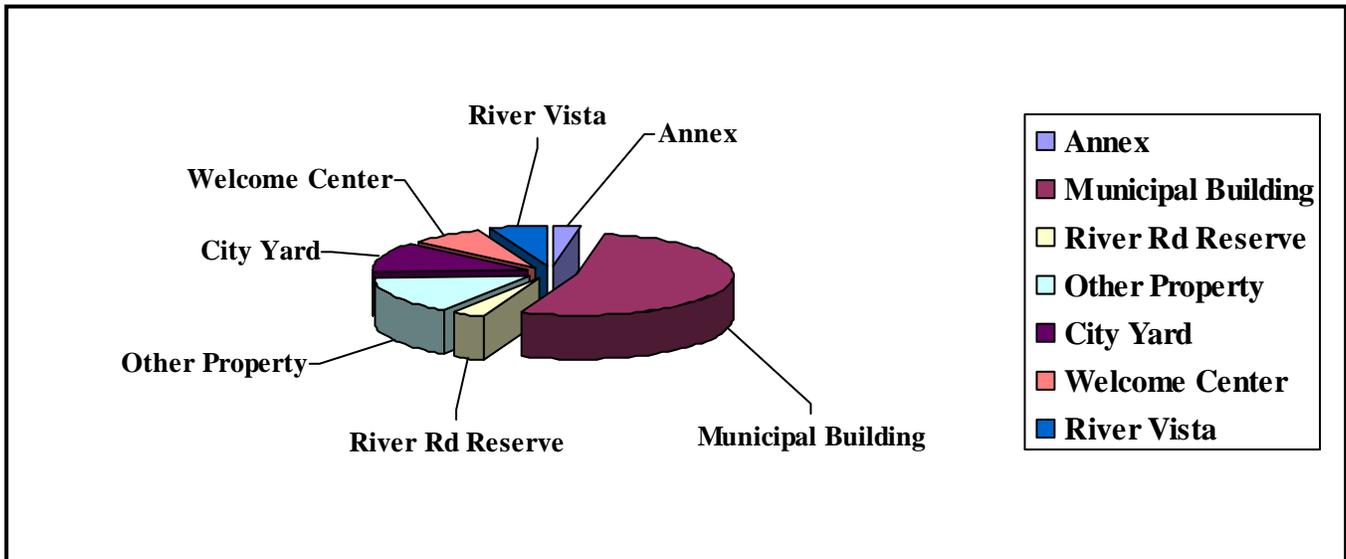
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## Program: Support Services – Property Management Services

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### Budget Highlights:

The HVAC system at the Municipal Building will be renovated. Lighting in the Municipal parking lot will be improved for better security.



**Account by Expenditures FY' 14**

### FY'15 Activity Review:

- The breezeway structure was repaired and re-roofed.
- The HVAC system was evaluated and recommendations are being implemented.
- Two vacant buildings were demolished.
- An electronic door open was installed on the Welcome Center doors.
- Two additional doors were refurbished and keypads were installed.

## Program: Support Services – Property Management Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>155,041</u>	<u>173,401</u>	<u>151,287</u>	<u>248,164</u>	<u>248,164</u>	<u>248,164</u>	<u>182,574</u>
Current Resources							
Activity Generated							
Direct Charges:							
General Fund	146,156	145,040	143,925	169,722	169,722	169,722	173,086
Transportation	71,354	79,153	83,595	82,283	82,283	82,283	83,929
Wastewater Operations	47,261	51,722	54,449	53,679	53,679	53,679	54,753
Solid Waste Operations	864	882	930	912	912	912	930
Water Operations	42,599	47,060	49,568	48,730	48,730	48,730	49,705
Fleet Operations	37,822	35,784	36,960	30,155	30,155	30,155	30,758
CD Management	75,012	74,811	80,743	78,158	78,158	78,158	79,721
Administrative Services	166,045	176,381	185,912	183,609	183,609	183,609	187,282
Interest	1,287	1,611	1,000	0	0	0	0
Rent of Assets	35,735	48,929	49,825	56,832	56,832	56,832	56,832
Other Revenue	<u>267</u>	<u>2,064</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><i>Total Current Revenues</i></b>	<b><u>624,402</u></b>	<b><u>663,437</u></b>	<b><u>686,907</u></b>	<b><u>704,080</u></b>	<b><u>704,080</u></b>	<b><u>704,080</u></b>	<b><u>716,996</u></b>
<b>Total Resources</b>	<b><u>779,443</u></b>	<b><u>836,838</u></b>	<b><u>838,194</u></b>	<b><u>952,244</u></b>	<b><u>952,244</u></b>	<b><u>952,244</u></b>	<b><u>899,570</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	188,665	183,771	230,268	201,117	201,117	201,117	201,680
Materials & Supplies	27,551	30,780	31,650	32,900	32,900	32,900	32,900
Contractual/Prof Services	269,281	262,392	303,191	341,013	341,013	341,013	330,880
Direct Charges	15,000	8,628	15,000	15,000	15,000	15,000	15,600
Capital Outlay	50,450	45,395	57,800	73,300	73,300	73,300	64,000
Indirect Charges	55,095	53,097	63,791	66,340	66,340	66,340	64,200
Transfers Out	<u>0</u>	<u>15,000</u>	<u>20,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>0</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>606,042</u></b>	<b><u>599,063</u></b>	<b><u>721,700</u></b>	<b><u>769,670</u></b>	<b><u>769,670</u></b>	<b><u>769,670</u></b>	<b><u>709,260</u></b>
Contingencies	0	0	116,494	182,574	182,574	182,574	190,310
Ending Balance	<u>173,401</u>	<u>237,775</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>779,443</u></b>	<b><u>836,838</u></b>	<b><u>838,194</u></b>	<b><u>952,244</u></b>	<b><u>952,244</u></b>	<b><u>952,244</u></b>	<b><u>899,570</u></b>

## Program: Support Services – Property Management Services

### Personnel

	BUDGET		MANAGER RECOMMEND		COMMITTEE APPROVED	COUNCIL ADOPTED		COUNCIL PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17	
	#	#	#	#	#	#	#	
Parks & Community Svc. Director	1.00	0.00	0.00	0.00	0.00	0.00	0.00	
Property Management Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Municipal Service Worker	1.00	1.00	2.00	2.00	2.00	2.00	2.00	
Office Assistant II	<u>1.00*</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
<i>Subtotal</i>	<i>4.00</i>	<i>2.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	
Assistant City Manager								
From: Management	0.00	0.10	0.10	0.10	0.10	0.10	0.10	
Parks & Community Svc. Director								
To: Downtown	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
To: Park Maintenance	(0.40)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
To: Garage Operations	(0.10)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
To: Tourism	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
To: Information Technology	(0.15)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
To: Equipment Replacement	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
Admin. Support Specialist								
From: Garage Operations	0.20*	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
Property Management Coordinator								
To: Park Maintenance	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
To: Aquatics	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	
To: Downtown	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	
To: Street Maintenance	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	
Municipal Service Worker								
To: Park Maintenance	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
To: Aquatics	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	
To: Downtown	(0.15)	(0.15)	(0.55)	(0.95)	(0.95)	(0.95)	(0.95)	
Office Assistant II								
From: Management	0.00	0.35*	0.10	0.10	0.10	0.10	0.10	
To: Park Maintenance	(0.50)	0.00	0.00	0.00	0.00	0.00	0.00	
To: Tourism	(0.05)	0.00	0.00	0.00	0.00	0.00	0.00	
To: Information Technology	<u>(0.20)</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
<i>Subtotal Distributed</i>	<i>(1.90)</i>	<i>0.05</i>	<i>(0.60)</i>	<i>(1.00)</i>	<i>(1.00)</i>	<i>(1.00)</i>	<i>(1.00)</i>	
<b>Total Positions</b>	<b><u>2.100</u></b>	<b><u>2.050</u></b>	<b><u>2.400</u></b>	<b><u>2.000</u></b>	<b><u>2.000</u></b>	<b><u>2.000</u></b>	<b><u>2.000</u></b>	
Total Un-Funded Positions	(0.045)	(0.035)	0.000	0.000	0.000	0.000	0.000	
<b>Total Funded Positions</b>	<b><u>2.055</u></b>	<b><u>2.015</u></b>	<b><u>2.400</u></b>	<b><u>2.000</u></b>	<b><u>2.000</u></b>	<b><u>2.000</u></b>	<b><u>2.000</u></b>	
Temporary/Seasonal Hours	<u>550</u>	<u>550</u>	<u>550</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>	

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

Admin Support Specialist	0.020	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant I/II	0.025	0.035	0.000	0.000	0.000	0.000	0.000

### Capital Outlay/By Item

Remodeling/Renovation		57,800	62,300	62,300	62,300	55,000
HVAC Renovation		0	6,000	6,000	6,000	4,000
Sidewalks at Muni Building		0	5,000	5,000	5,000	5,000
<b>Total Capital Outlay</b>		<b><u>57,800</u></b>	<b><u>73,300</u></b>	<b><u>73,300</u></b>	<b><u>73,300</u></b>	<b><u>64,000</u></b>

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## Program: Support Services – Information Technology Services

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### Services Delivered:

The Information Technology (IT) Division provides technical support for the City’s computer and telecommunication users and facilitates appropriate access to the City’s electronic data; always endeavoring to provide technology that promotes the highest level of City worker productivity and supports a standard of “*Information-at-your-fingertips*”.

The IT division maintains internal City technology resources including physical data network infrastructure, network data backups, data storage and network security, connectivity, and server equipment. The IT staff also provides technology consulting to City departments, desktop support, administers the City phone systems, provides basic computer/telephone training, and oversees the City’s website.

### Performance Measurements:

#### Information Technology Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number help desk tickets completed	1632	1500	1451	1500	1500	1500	1500
Number of training sessions held	10	12	10	12	12	12	12
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Network availability (% uptime)	99%	99%	99%	99%	99%	99%	99%
Phone Availability	99%	99%	99%	99%	99%	99%	99%
Help desk tickets closed on the same day	40%	50%	40%	50%	50%	50%	50%
Help desk tickets closed within one day	52%	67%	49%	67%	67%	67%	67%

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value.
- Select a new financial software program and plan for new software implementation.
- Dark fiber connection from City Hall to Hillcrest (high-speed, secure, emergency backup and continuity).
- Expand wireless network capabilities at City facilities.
- Upgrade to a redundant\replicated disk based backup system.
- Expand Tyler Munis system for employee self-service.

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

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### **Budget Highlights:**

The City will focus on improving business continuity for City's information systems. Backup power and reduction in potential single point failure risks will be addressed in addition to software backup options that can provide continuing IT functions in the event of an emergency.

Smooth implementation of the City's new enterprise resource planning programs and associated hardware will be a top priority this year.

### **FY'15 Activity Review:**

- A redesigned City website was launched.
- Wireless networks were expanded in City facilities to improve network access for mobile devices.
- Increased usage of tablet PC's to increase flexibility and efficiency of mobile users.
- Improved security has been implemented for all IT systems.
- Redundant systems have been implemented for key network components.

## Program: Support Services – Information Technology Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>92,491</u>	<u>208,794</u>	<u>206,039</u>	<u>132,564</u>	<u>132,564</u>	<u>132,564</u>	<u>21,757</u>
Current Resources							
Activity Generated							
Interest	1,403	1,967	1,900	1,900	1,900	1,900	1,000
Other Revenue	1,717	0	0	0	0	0	0
Redwood Sewer District	10,398	0	0	0	0	0	0
Solid Waste Agency	1,708	1,186	4,250	3,600	3,600	3,600	3,600
Information Tech Charges	<u>544,878</u>	<u>557,126</u>	<u>684,954</u>	<u>712,528</u>	<u>712,528</u>	<u>712,528</u>	<u>866,760</u>
<b>Total Current Revenues</b>	<b><u>560,104</u></b>	<b><u>560,279</u></b>	<b><u>691,104</u></b>	<b><u>718,028</u></b>	<b><u>718,028</u></b>	<b><u>718,028</u></b>	<b><u>871,360</u></b>
<b>Total Resources</b>	<b><u>652,595</u></b>	<b><u>769,073</u></b>	<b><u>897,143</u></b>	<b><u>850,592</u></b>	<b><u>850,592</u></b>	<b><u>850,592</u></b>	<b><u>893,117</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	379,118	506,214	562,348	600,189	600,189	600,189	613,965
Materials & Supplies	8,361	11,210	7,000	7,000	7,000	7,000	10,000
Contractual/Prof Services	30,540	23,990	72,140	133,994	133,994	133,994	130,370
Direct Charges	25,782	25,437	26,821	26,302	26,302	26,302	26,828
Capital Outlay	0	19,180	0	0	0	0	0
Indirect Charges	<u>0</u>	<u>0</u>	<u>53,460</u>	<u>61,350</u>	<u>61,350</u>	<u>61,350</u>	<u>62,400</u>
<b>Subtotal Expenditures</b>	<b><u>443,801</u></b>	<b><u>586,031</u></b>	<b><u>721,769</u></b>	<b><u>828,835</u></b>	<b><u>828,835</u></b>	<b><u>828,835</u></b>	<b><u>843,563</u></b>
Contingencies	0	0	175,374	21,757	21,757	21,757	49,554
Ending Balance	<u>208,794</u>	<u>183,042</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>652,595</u></b>	<b><u>769,073</u></b>	<b><u>897,143</u></b>	<b><u>850,592</u></b>	<b><u>850,592</u></b>	<b><u>850,592</u></b>	<b><u>893,117</u></b>

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

**Personnel**

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
Information Technology Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Network Administrator	0.000	0.000	0.000	1.000	1.000	1.000	1.000
Systems Administrator	0.000	0.000	0.000	1.000	1.000	1.000	1.000
Computer Services Technician	4.000	4.000	4.000	2.000	2.000	2.000	2.000
Webmaster	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
<i>Subtotal</i>	<i>5.500</i>	<i>5.500</i>	<i>5.500</i>	<i>5.500</i>	<i>5.500</i>	<i>5.500</i>	<i>5.500</i>
Assistant City Manager							
From: Management	0.000	0.150	0.150	0.150	0.150	0.150	0.150
Parks and Comm. Service Director							
From: Property Management	0.150	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II							
From: Property Management	0.200*	0.000	0.000	0.000	0.000	0.000	0.000
From: Management	0.000	0.400*	0.050	0.050	0.050	0.050	0.050
Admin Support Specialist							
From: Garage	<u>0.050*</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<i>Subtotal Distributed</i>	<i>0.400</i>	<i>0.550</i>	<i>0.200</i>	<i>0.200</i>	<i>0.200</i>	<i>0.200</i>	<i>0.200</i>
<b>Total Positions</b>	<b><u>5.900</u></b>	<b><u>6.050</u></b>	<b><u>5.700</u></b>	<b><u>5.700</u></b>	<b><u>5.700</u></b>	<b><u>5.700</u></b>	<b><u>5.700</u></b>
Total Un-Funded Positions	(0.025)	(0.040)	0.000	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>5.875</u></b>	<b><u>6.010</u></b>	<b><u>5.700</u></b>	<b><u>5.700</u></b>	<b><u>5.700</u></b>	<b><u>5.700</u></b>	<b><u>5.700</u></b>

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

Admin Support Specialist	0.005	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II	0.020	0.040	0.000	0.000	0.000	0.000	0.000

## Program: Support Services – Garage Operations

### Services Delivered:

The Garage Operations department provides safe, efficient, reliable equipment at the lowest possible cost.

This activity maintains vehicles and equipment for all departments. The budget includes costs for fuel, insurance, replacement parts, tires, preventive maintenance and repairs. Up to three City mechanics work out of the City service center, performing repair and maintenance on over 200 City-owned vehicles and miscellaneous equipment.

### Performance Measurements:

#### Fleet Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of vehicles in fleet *	124*	N/A	124*	N/A	138*	140**	140
Pieces of equipment in fleet *	47*	N/A	47*	N/A	72*	72	72
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of Fleet Current on Annual Preventive Maintenance Services	100%	N/A	100%	N/A	100%	100%	100%
% of Customer Satisfaction Reported on Survey	97%	N/A	97%	N/A	99 %	100%	100%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Fuel Gallons Used Per Year	64,490	N/A	65,709	N/A	66,700	**67,000	67,000

Note: \* Starting in FY'15 all vehicles and equipment that have a repair/maintenance account are counted here. Equipment such as generators that this division works on from time to time have now been included. The FY'15 estimate uses the vehicle and equipment list as of December 31, 2014.

Note: \*\* Adding one new patrol car and one fire vehicle (brush truck) for the urban interface protection.

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- **Action 2:** Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, and Refuse Haulers).
- **Action 10:** Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations.
- **Action 12:** Address highest priority recommendations from the 2012 Fleet Performance Audit.

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

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### **Budget Highlights:**

In the next fiscal year budget, departments are charged for actual expenses incurred in the prior calendar year. Unpredictable fuel and related petroleum costs and increased vehicle usage due to serving expanding areas may continue to impact vehicle operational costs. Revising shop rates and the fee structure for all fleet services will be done over the next year to simplify the fee schedule and cover the costs of current level of services. The majority of departmental charges for the FY'16 budget went down, due in part to reduced fuel prices.

### **FY'15 Activity Review:**

During FY'15 Fleet began the review of maintenance and equipment replacement activity operation rates. Fleet continues to work on addressing recommendations from the October 2012 Fleet Performance audit and has compiled a draft recommended procedures and policies manual that would apply to both Fleet operations and all City staff that use a vehicle in operations.

## Program: Support Services – Garage Operations

### Financial Summary

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Balance	<u>237,558</u>	<u>249,760</u>	<u>270,323</u>	<u>368,691</u>	<u>368,691</u>	<u>368,691</u>	<u>89,640</u>
Current Resources							
Activity Generated							
Internal Billings	792,759	833,963	783,569	715,522	715,522	715,522	981,917
Interest	1,877	2,365	2,000	1,500	1,500	1,500	1,500
Other Revenue	<u>24,658</u>	<u>22,731</u>	<u>615,000</u>	<u>615,000</u>	<u>615,000</u>	<u>615,000</u>	<u>30,000</u>
<b><i>Total Current Revenues</i></b>	<b><u>819,294</u></b>	<b><u>859,059</u></b>	<b><u>1,400,569</u></b>	<b><u>1,332,022</u></b>	<b><u>1,332,022</u></b>	<b><u>1,332,022</u></b>	<b><u>1,013,417</u></b>
<b>Total Resources</b>	<b><u>1,056,852</u></b>	<b><u>1,108,819</u></b>	<b><u>1,670,892</u></b>	<b><u>1,700,713</u></b>	<b><u>1,700,713</u></b>	<b><u>1,700,713</u></b>	<b><u>1,103,057</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Personnel Services	266,179	246,473	286,372	366,721	366,721	366,721	362,262
Materials & Supplies	354,520	324,021	393,940	367,550	367,550	367,550	367,550
Contractual/Prof Services	90,549	69,212	109,524	154,847	154,847	154,847	160,927
Direct Charges	13,500	13,500	13,500	30,155	30,155	30,155	30,578
Capital Outlay	8,972	10,459	10,000	0	0	0	0
Indirect Charges	73,372	66,367	81,328	91,800	91,800	91,800	92,100
Transfers Out	<u>0</u>	<u>0</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>0</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>807,092</u></b>	<b><u>730,032</u></b>	<b><u>1,494,664</u></b>	<b><u>1,611,073</u></b>	<b><u>1,611,073</u></b>	<b><u>1,611,073</u></b>	<b><u>1,013,417</u></b>
Contingencies	0	0	176,228	89,640	89,640	89,640	89,640
Ending Balance	<u>249,760</u>	<u>378,787</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,056,852</u></b>	<b><u>1,108,819</u></b>	<b><u>1,670,892</u></b>	<b><u>1,700,713</u></b>	<b><u>1,700,713</u></b>	<b><u>1,700,713</u></b>	<b><u>1,103,057</u></b>

## Program: Support Services – Garage Operations

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'16	FY'16	FY'16	FY'17
Admin. Support Specialist	1.000*	1.000*	1.000*	0.000*	0.000*	0.000*	0.000*
Lead Fleet Mechanic	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Mechanic	1.000	1.000	1.000	2.000	2.000	2.000	2.000
Department Support Technician	<u>1.000*</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
<i>Subtotal</i>	<i>4.000</i>						
Finance Director							
From: Finance	0.000	0.100	0.100	0.050	0.050	0.050	0.050
Parks and Comm. Service Director							
From: Property Management	0.100	0.000	0.000	0.000	0.000	0.000	0.000
Admin. Support Specialist							
To: Finance	0.000	(0.300)	(0.350)	(0.000)	(0.000)	(0.000)	(0.000)
To: Park Maintenance	(0.150)	0.000	0.000	0.000	0.000	0.000	0.000
To: Property Management	(0.200)	0.000	0.000	0.000	0.000	0.000	0.000
To: Information Technology	(0.050)	0.000	0.000	0.000	0.000	0.000	0.000
To: Equipment Replacement	(0.300)	(0.350)	(0.350)	(0.000)	(0.000)	(0.000)	(0.000)
Dept. Support Technician							
To: Finance	0.000	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Equipment Replacement	(0.150)	(0.150)	(0.150)	(0.000)	(0.000)	(0.000)	(0.000)
Lead Fleet Mechanic							
To: Equipment Replacement	(0.100)	(0.100)	(0.100)	(0.000)	(0.000)	(0.000)	(0.000)
Mechanic							
To: Equipment Replacement	<u>(0.100)</u>	<u>(0.100)</u>	<u>(0.100)</u>	<u>(0.000)</u>	<u>(0.000)</u>	<u>(0.000)</u>	<u>(0.000)</u>
<i>Subtotal Distributed</i>	<i>(0.950)</i>	<i>(1.000)</i>	<i>(1.050)</i>	<i>(0.050)</i>	<i>(0.050)</i>	<i>(0.050)</i>	<i>(0.050)</i>
<b>Total Positions</b>	<b><u>3.050</u></b>	<b><u>3.000</u></b>	<b><u>2.950</u></b>	<b><u>3.950</u></b>	<b><u>3.950</u></b>	<b><u>3.950</u></b>	<b><u>3.950</u></b>
Total Un-Funded Positions	(0.115)	(0.035)	(0.030)	(0.000)	(0.000)	(0.000)	(0.000)
<b>Total Funded Positions</b>	<b><u>2.935</u></b>	<b><u>2.965</u></b>	<b><u>2.920</u></b>	<b><u>3.950</u></b>	<b><u>3.950</u></b>	<b><u>3.950</u></b>	<b><u>3.950</u></b>

<b>*Recap of Unfunded Positions by Fiscal Year:</b>							
Admin Support Specialist	0.030	0.035	0.030	0.000	0.000	0.000	0.000
Department Support Technician	0.085	0.000	0.000	0.000	0.000	0.000	0.000

### Capital Outlay/By Item

Tools/Equipment		<u>10,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Capital Outlay</b>		<b><u>10,000</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

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## Program: Support Services – Equipment Replacement

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### Services Delivered:

The Equipment Replacement department strives to collect and account for depreciation funds, stabilize yearly department costs, and replace vehicles and equipment as they wear out.

This activity operates as a reserve fund which obtains replacement vehicles and equipment as they wear out. A monthly depreciation fee is collected on each department vehicle. Over the projected life of a vehicle, funds are collected and then used to replace the vehicle. Payment and account balances are kept on each vehicle. Actual replacement decisions are made after reviewing age, maintenance costs and reliability/safety of each vehicle.

### Performance Measurements:

#### Equipment Replacement Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of vehicles/equipment with replacement accounts in schedule	110	111	110	111	118	120	120
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Percentage of <u>operational</u> vehicles not in replacement schedule	13%	12%	13%	12%	12%	12%	12%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Percentage of purchases made with State Bid Contracts	87%	76%	78%	76%	75%	75%	75%

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 3: Ensure efficiency and effectiveness in City operations

- **Action 12:** Address highest priority recommendations from the 2012 Fleet Performance Audit.

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

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### **Budget Highlights:**

Each year's capital expenditure appropriation covers the replacement of any vehicles or equipment that may need to be replaced during the year and categories of vehicles and equipment are listed on the capital section of this budget program narrative. When possible, new equipment will be purchased through the Oregon State Purchasing System. Late model used vehicles may be purchased when deemed good values. The largest single piece of equipment on the replacement list for FY'15/FY'16 is the vacuum truck used in Wastewater Utility operations.

Monthly amortization payments collected for most vehicles are calculated on a straight line basis for the projected useful life and future estimated purchase value of the vehicle.

### **FY'15 Activity Review:**

During FY'15 staff began working on the replacement of a brush truck for Fire Rescue Division operations in order to better protect the City's urban interface. This was the only vehicle under consideration for purchase in the current fiscal year that was not originally planned to be purchased in FY'15. Various planned replacements have also been deferred to a future fiscal year.

## Program: Support Services – Equipment Replacement

### Financial Summary

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Balance	<u>3,303,976</u>	<u>3,653,307</u>	<u>3,003,662</u>	<u>3,248,463</u>	<u>3,248,463</u>	<u>3,248,463</u>	<u>2,386,083</u>
Current Resources							
Activity Generated							
Internal Billings	684,960	629,745	628,346	561,820	561,820	561,820	561,820
Interest	19,839	23,913	30,000	20,000	20,000	20,000	20,000
Transfer Wastewater Fund	11,101	5,000	0	0	0	0	0
Other Revenue	<u>28,957</u>	<u>92,498</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
<i>Total Current Revenues</i>	<u>744,857</u>	<u>751,156</u>	<u>668,346</u>	<u>591,820</u>	<u>591,820</u>	<u>591,820</u>	<u>591,820</u>
<b>Total Resources</b>	<b><u>4,048,833</u></b>	<b><u>4,404,463</u></b>	<b><u>3,672,008</u></b>	<b><u>3,840,283</u></b>	<b><u>3,840,283</u></b>	<b><u>3,840,283</u></b>	<b><u>2,977,903</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Personnel Services	63,901	61,091	73,187	0	0	0	0
Materials & Supplies	1,038	0	0	0	0	0	0
Contractual/Prof Services	26,724	1,294	601,439	600,700	600,700	600,700	700
Direct Charges	24,322	22,284	23,460	0	0	0	0
Capital Outlay	274,902	415,597	861,500	853,500	853,500	853,500	599,000
Indirect Charges	4,639	3,387	3,922	0	0	0	0
Transfers Out	<u>0</u>	<u>0</u>	<u>550,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<u>395,526</u>	<u>503,653</u>	<u>2,113,508</u>	<u>1,454,200</u>	<u>1,454,200</u>	<u>1,454,200</u>	<u>599,700</u>
Contingencies	0	0	300,000	300,000	300,000	300,000	300,000
Ending Balance	<u>3,653,307</u>	<u>3,900,810</u>	<u>1,258,500</u>	<u>2,086,083</u>	<u>2,086,083</u>	<u>2,086,083</u>	<u>2,078,203</u>
<b>Total Requirements</b>	<b><u>4,048,833</u></b>	<b><u>4,404,463</u></b>	<b><u>3,672,008</u></b>	<b><u>3,840,283</u></b>	<b><u>3,840,283</u></b>	<b><u>3,840,283</u></b>	<b><u>2,977,903</u></b>

## Program: Support Services – Equipment Replacement

### Personnel

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
Finance Director							
From: Finance	0.000	0.050	0.050	0.000	0.000	0.000	0.000
Parks/Community Svcs. Director							
From: Property Mgmt	0.050	0.000	0.000	0.000	0.000	0.000	0.000
Dept. Support Technician							
From: Garage	0.150*	0.150	0.150	0.000	0.000	0.000	0.000
Admin. Support Specialist							
From: Garage	0.300*	0.350*	0.350*	0.000	0.000	0.000	0.000
Lead Fleet Mechanic							
From: Garage	0.100	0.100	0.100	0.000	0.000	0.000	0.000
Mechanic							
From: Garage	<u>0.100</u>	<u>0.100</u>	<u>0.100</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<b>Total Positions</b>	<b><u>0.700</u></b>	<b><u>0.750</u></b>	<b><u>0.750</u></b>	<b><u>0.000</u></b>	<b><u>0.000</u></b>	<b><u>0.000</u></b>	<b><u>0.000</u></b>
Total Un-Funded Positions	(0.045)	(0.035)	(0.035)	(0.000)	(0.000)	(0.000)	(0.000)
<b>Total Funded Positions</b>	<b><u>0.655</u></b>	<b><u>0.715</u></b>	<b><u>0.715</u></b>	<b><u>0.000</u></b>	<b><u>0.000</u></b>	<b><u>0.000</u></b>	<b><u>0.000</u></b>

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

Admin Support Specialist	0.030	0.035	0.035	0.000	0.000	0.000	0.000
Department Support Technician	0.015	0.000	0.000	0.000	0.000	0.000	0.000

### Capital Outlay/By Item

Heavy Industrial Vehicles	400,000	300,000	300,000	300,000	0
Automobiles	8,500	31,500	31,500	31,500	0
5yrd & 10yrd /Dump Trucks	126,000	55,000	55,000	55,000	0
Police Vehicles	167,000	86,000	86,000	86,000	326,000
Pick-Up Trucks	0	112,000	112,000	112,000	202,000
Fire Apparatus	30,000	90,000	90,000	90,000	0
Heavy Equipment	85,000	151,000	151,000	151,000	23,000
Other Equipment	<u>45,000</u>	<u>28,000</u>	<u>28,000</u>	<u>28,000</u>	<u>48,000</u>
<b>Total Capital Outlay</b>		<b><u>861,500</u></b>	<b><u>853,500</u></b>	<b><u>853,500</u></b>	<b><u>599,000</u></b>

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## Program: Support Services – Workers’ Compensation Insurance

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### Services Delivered:

The City of Grants Pass is committed to providing a safe and healthful work environment. The success of this program is dependent on the commitment made by all City employees, at all levels. Leading by example will build a work environment allowing employees the opportunity to communicate their concerns and/or ideas as it relates to their safety, and the safety of others.

This activity administers the City’s self-insurance program for workers’ compensation. The operating divisions are charged based on 100% of State rates. Losses are paid directly to the claimants from this reserve. Insurance for excess coverage (individual claims in excess of \$500,000 and aggregate claims of \$1,000,000), accounts payable and administration are also paid by this activity.

### Performance Measurements:

#### Workers Compensation Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of Safety Training Classes Held for non-Public Safety employees	6	4	6	4	4	6	6
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Workers Compensation Experience Modification	0.76	0.70	0.92	0.70	0.70	0.70	0.70
% of time mandatory safety training is completed and documented	78.8%	80%	76%	80%	80%	80%	90%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Number of Worker Days Lost to Injury per Full Time Employee (FTE)	1.72	0	1.01	0	0	0	0

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 4: Ensure efficiency and effectiveness in City operations

- Assist Departments in the prevention of accidents and injuries, while maintaining compliance with federal, state and local governing agencies.

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## Program: Support Services – Workers’ Compensation Insurance

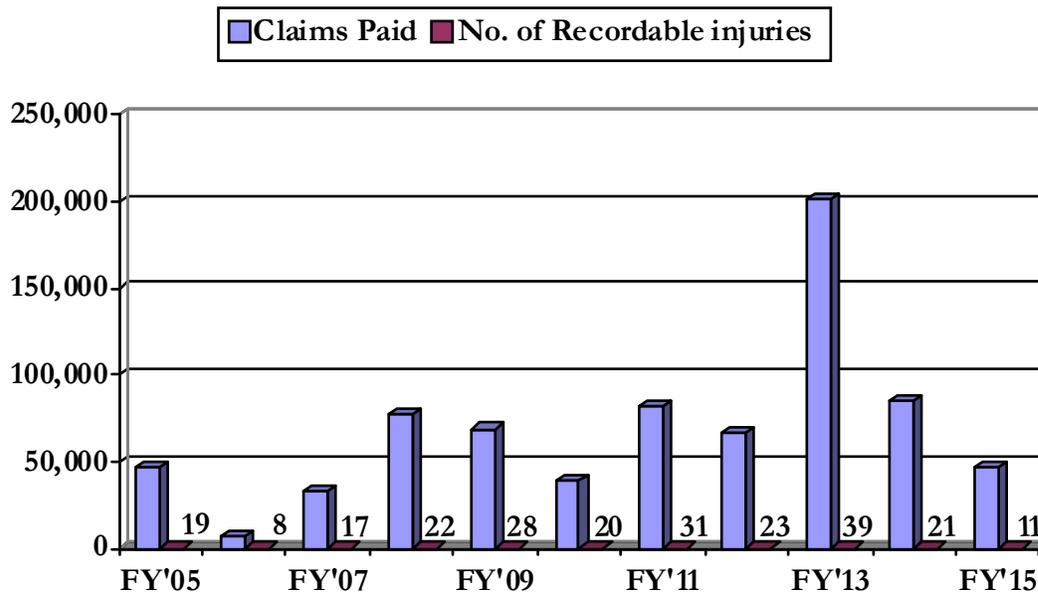
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### Budget Highlights:

Risk Management, with the assistance of the City’s Safety Committee, has been able to contain losses during this budget cycle and recent budget years. In October 2010, an actuarial study was completed by Select Actuarial Services. Their report affirms the Workers’ Compensation Fund is actuarially sound and has an adequately funded loss reserve account. This will enable this fund to consider a distribution credit at the end of each fiscal year; resulting in lower effective rates for departments, as long as loss history remains low.

### FY’15 Activity Review:

The Safety Committee is continually working towards preventing employee injuries. The Safety Committee concentrated efforts towards investigating incidents and providing training. These efforts to control and prevent losses, attend trainings and identify areas for further education have resulted in lower claims this fiscal year.



## Program: Support Services – Workers’ Compensation Insurance

### Financial Summary

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Balance	<u>905,850</u>	<u>888,384</u>	<u>872,344</u>	<u>743,108</u>	<u>743,108</u>	<u>743,108</u>	<u>585,464</u>
Current Resources							
Activity Generated							
Internal Billings	265,672	268,255	302,000	302,000	302,000	302,000	307,000
Interest	5,638	5,949	6,200	6,200	6,200	6,200	6,200
Other Revenue	<u>6,376</u>	<u>32</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Current Revenues</i>	<u>277,686</u>	<u>274,236</u>	<u>308,200</u>	<u>308,200</u>	<u>308,200</u>	<u>308,200</u>	<u>313,200</u>
<b>Total Resources</b>	<b><u>1,183,536</u></b>	<b><u>1,162,620</u></b>	<b><u>1,180,544</u></b>	<b><u>1,051,308</u></b>	<b><u>1,051,308</u></b>	<b><u>1,051,308</u></b>	<b><u>898,664</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Personnel Services	28,936	36,473	50,266	55,246	55,246	55,246	58,032
Materials & Supplies	6,525	4,835	6,200	6,200	6,200	6,200	6,200
Contractual/Prof Services	257,878	304,436	386,619	403,860	403,860	403,860	403,907
Direct Charges	<u>1,814</u>	<u>512</u>	<u>587</u>	<u>538</u>	<u>538</u>	<u>538</u>	<u>549</u>
<i>Subtotal Expenditures</i>	<u>295,153</u>	<u>346,256</u>	<u>443,672</u>	<u>465,844</u>	<u>465,844</u>	<u>465,844</u>	<u>468,688</u>
Contingencies	0	0	500,000	500,000	500,000	500,000	429,976
Ending Balance	<u>888,383</u>	<u>816,364</u>	<u>236,872</u>	<u>85,464</u>	<u>85,464</u>	<u>85,464</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,183,536</u></b>	<b><u>1,162,620</u></b>	<b><u>1,180,544</u></b>	<b><u>1,051,308</u></b>	<b><u>1,051,308</u></b>	<b><u>1,051,308</u></b>	<b><u>898,664</u></b>

## Program: Support Services – Workers’ Compensation Insurance

### Personnel

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
City Attorney							
From: Legal Services	0.050**	0.050**	0.050**	0.050**	0.050**	0.050**	0.050**
Assistant City Attorney							
From: Legal Services	0.025**	0.025**	0.025**	0.025**	0.025**	0.025**	0.025**
Assistant City Manager							
From: Management	0.000	0.000	0.000	0.000	0.000	0.000	0.000
City Recorder							
From: Management	0.000	0.150	0.150	0.150	0.150	0.150	0.150
Administration Coordinator							
From: Management	0.150	0.000	0.000	0.000	0.000	0.000	0.000
HR Director							
From: Human Resources	0.020	0.020	0.020	0.020	0.020	0.020	0.020
Personnel Analyst							
From: Human Resources	0.125	0.150	0.200	0.200	0.200	0.200	0.200
Personnel Technician							
From: Human Resources	0.000	0.000	0.000	0.100	0.100	0.100	0.100
Office Assistant							
From: Management	0.000	0.050*	0.150	0.150	0.150	0.150	0.150
Department Support Technician							
From: Legal Services	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<b>Total Positions</b>	<b><u>0.370</u></b>	<b><u>0.445</u></b>	<b><u>0.595</u></b>	<b><u>0.695</u></b>	<b><u>0.695</u></b>	<b><u>0.695</u></b>	<b><u>0.695</u></b>
Total Un-Funded Positions	0.000	(0.005)	0.000	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>0.370</u></b>	<b><u>0.440</u></b>	<b><u>0.595</u></b>	<b><u>0.695</u></b>	<b><u>0.695</u></b>	<b><u>0.695</u></b>	<b><u>0.695</u></b>

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

Office Assistant	0.000	0.005	0.000	0.000	0.000	0.000	0.000
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**\*\* Note the following are funded under Contractual Services instead of Personnel Services:**

City Attorney	0.050	0.050	0.050	0.050	0.050	0.050	0.050
Assistant City Attorney	0.025	0.025	0.025	0.025	0.025	0.025	0.025

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## Program: Support Services – General Insurance

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### Services Delivered:

The role of Risk Management is to effectively manage the City’s various liability exposures through the purchasing of cost effective insurance, coupled with the development and implementation of effective and proven loss control programs.

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

### Performance Measurements:

#### General Insurance Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of claims managed	20	0	18	0	8	0	0
At Fault Employee Vehicle & Equipment Incidents	2	0	0	0	0	0	0
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Number of bi-annual training held by City County Insurance Services	2	1	1	1	1	1	1
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Expenditures per City wide FTE	\$102	\$200	\$	\$200	\$200	\$200	\$200
% of new hires receiving safety orientation	100%	100%	100%	100%	100%	100%	100%
% of seasonal hires receiving safety orientation	95%	100%	95%	100%	100%	100%	100%

### FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

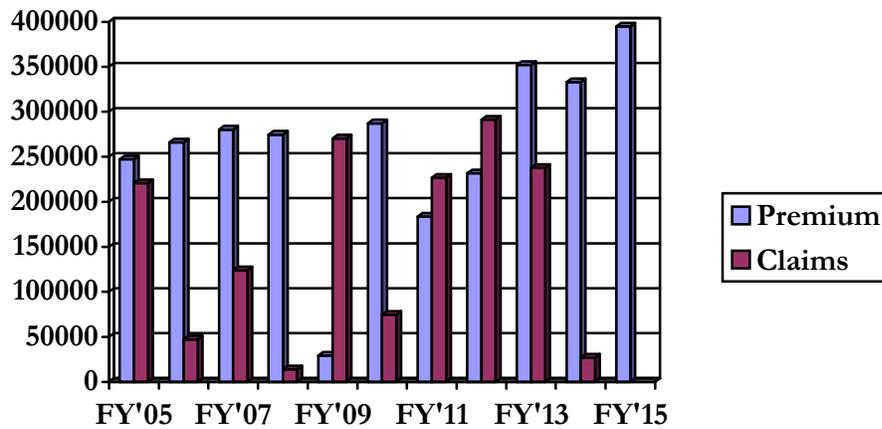
##### **Objective 4: Ensure efficiency and effectiveness in City operations**

- Partner with individual departments in identifying exposures, including tort liability, damage and destruction of assets, errors and omissions, natural disasters and employee safety.

### Budget Highlights:

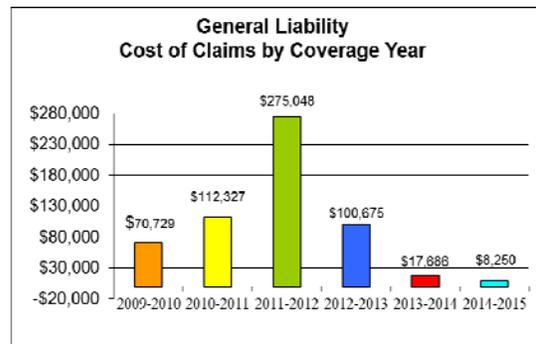
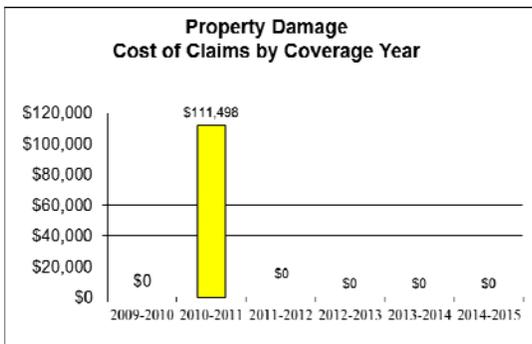
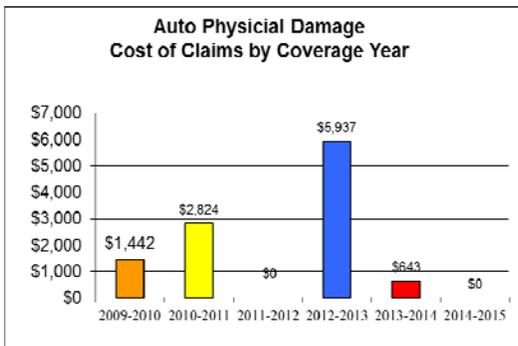
The City continues to use City County Insurance Services (CIS) to ensure long-term insurance viability. CIS will not be able to provide final premium costs prior to budget preparation. However, preliminary figures from CIS are estimated to result in an overall rate increase of 8% for all lines of coverage.

## Program: Support Services – General Insurance



### FY'15 Activity Review:

During FY'15, this activity identified aggressive risk management as key in keeping the cost of coverage as low as possible. We continue to contract with a Wilson-Heirgood Risk Management Consultant to assist our entity in identifying and reducing our liability exposures. Through their advice, our entity is improving our loss experience and risk management programs through the following actions: 1) Providing risk management training for the management staff; 2) Assisting in purchasing flood insurance; 3) Providing research related to ongoing risk management and regulatory issues; 4) Establishing best practice policies.



**Program: Support Services – General Insurance**

***Financial Summary***

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>784,930</u>	<u>667,442</u>	<u>579,246</u>	<u>505,110</u>	<u>505,110</u>	<u>505,110</u>	<u>287,406</u>
Current Resources							
Activity Generated							
Internal Billings	277,097	293,530	291,409	389,834	389,834	389,834	421,023
Interest	3,461	3,013	3,500	2,000	2,000	2,000	2,000
Redwood Sewer District	1,558	0	0	0	0	0	0
Loan Repayments	856	801	146,205	0	0	0	0
Other Revenue	<u>0</u>	<u>10,743</u>	<u>7,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><i>Total Current Revenues</i></b>	<b><u>282,972</u></b>	<b><u>308,087</u></b>	<b><u>448,614</u></b>	<b><u>391,834</u></b>	<b><u>391,834</u></b>	<b><u>391,834</u></b>	<b><u>423,023</u></b>
<b>Total Resources</b>	<b><u>1,067,902</u></b>	<b><u>975,529</u></b>	<b><u>1,027,860</u></b>	<b><u>896,944</u></b>	<b><u>896,944</u></b>	<b><u>896,944</u></b>	<b><u>710,429</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'13	FY'14	FY'15	RECOMMEND	APPROVED	ADOPTED	FY'17
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	21,126	18,907	20,216	20,774	20,774	20,774	21,660
Materials & Supplies	678	0	10,200	0	0	0	0
Contractual/Prof Services	376,842	390,011	588,280	588,080	588,080	588,080	588,080
Direct Charges	<u>1,814</u>	<u>670</u>	<u>749</u>	<u>684</u>	<u>684</u>	<u>684</u>	<u>698</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>400,460</u></b>	<b><u>409,588</u></b>	<b><u>619,445</u></b>	<b><u>609,538</u></b>	<b><u>609,538</u></b>	<b><u>609,538</u></b>	<b><u>610,438</u></b>
Contingencies	0	0	408,415	287,406	287,406	287,406	99,991
Ending Balance	<u>667,442</u>	<u>565,941</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,067,902</u></b>	<b><u>975,529</u></b>	<b><u>1,027,860</u></b>	<b><u>896,944</u></b>	<b><u>896,944</u></b>	<b><u>896,944</u></b>	<b><u>710,429</u></b>

**Program: Support Services – General Insurance**

**Personnel**

	BUDGET FY'13 #	BUDGET FY'14 #	BUDGET FY'15 #	MANAGER RECOMMEND FY'16 #	COMMITTEE APPROVED FY'16 #	COUNCIL ADOPTED FY'16 #	PROJECTED FY'17 #
City Attorney							
From: Legal Services	0.100*	0.100*	0.100*	0.100*	0.100*	0.100*	0.100*
Assistant City Attorney							
From: Legal Services	0.050*	0.050*	0.050*	0.050*	0.050*	0.050*	0.050*
City Recorder							
From: Management	0.000	0.200	0.200	0.200	0.200	0.200	0.200
Administration Coordinator							
From: Management	0.150	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II							
From: Legal Services	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Department Support Tech							
From: Legal Services	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II							
From: Mgmt. Services	<u>0.050</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<b>Total Positions</b>	<b><u>0.350</u></b>	<b><u>0.350</u></b>	<b><u>0.350</u></b>	<b><u>0.350</u></b>	<b><u>0.350</u></b>	<b><u>0.350</u></b>	<b><u>0.350</u></b>

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

City Attorney	0.100	0.100	0.100	0.100	0.100	0.100	0.100
Assistant City Attorney	0.050	0.050	0.050	0.050	0.050	0.050	0.050

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## Program: Support Services – Benefits Administration

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### Services Delivered:

This fund is overseen by the Human Resources Department where our goal is “to work strategically with all City Departments to provide equitable administration of policies and procedures”. The City strives to minimize the escalating costs of employee health benefits while offering a benefit package that attracts the best performing employees and encourages a healthy workforce.

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

### Performance Measurements:

#### Benefits Administration Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of insurance meetings held	4	3	4	3	3	3	3
Number of Wellness Committee meetings held	4	6	4	6	4	6	6
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Insurance renewal rate %	6.86%	<10%	8.5%	<10%	<10%	<10%	<10%
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Wellness program expenditures per FTE	\$24	\$25	\$89	\$25	\$90	\$100	\$125

### FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Provide Cooperative, Shared Leadership Involving Council, Staff and Community

##### Objective 4: Ensure efficiency and effectiveness in City operations

- A Health Insurance Committee comprised of two employees from each of the bargaining groups and non-bargaining groups, formed in 2002, will reconvene in the fall of 2015 to assist in the evaluation of and availability of a health package with tolerable cost increases. In conjunction with this endeavor, a health care package will be renegotiated for calendar year 2016, as the existing contract expires December 31, 2015.
- Programs to encourage the wellness of our employees will continue to be introduced by the Wellness Committee which is made of representatives from most City departments.

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## **Program: Support Services – Benefits Administration**

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### **Budget Highlights:**

The monthly billing to departments for a Self-Health fund was reduced in FY' 12 to \$15 per employee. This change has proven to be sufficient funding and will continue for FY' 16. The Health Insurance fund budgets for the Fitness Reimbursement, Employee Assistance, and Wellness Programs. This fund has built up a balance to be used for a Wellness Program, for which a Wellness Committee has been formed.

### **FY'15 Activity Review:**

The Health Insurance Committee reconvened and worked with our Agent of Record reviewing proposals and options from several providers. There was some concern that premium rates would escalate due to the high experience rate of the City and the impacts of the Affordable Care Act. With the change in plan options two years ago to higher deductible plans and competitive negotiations by our Agent of Record, the City was able to remain with our carrier PacificSource with a 7.9% increase. The PacificSource Dental premium increased 3% for 2015, while Willamette Dental premium was unchanged.

The Health Reimbursement Account (HRA), introduced as an option in 2007, continues to be offered. Approximately 90% of the employees covered by PacificSource have chosen this option. Including the employees in the Teamsters union, a high percentage of the City's employees are now participating in an HRA/VEBA account and are taking control of their health expenses, which a high deductible/HRA option encourages.

Another successful Benefit Fair was held in the fall of 2014. It included wellness testing and flu shots. Benefit representatives were onsite to answer employee questions and our Wellness Committee participated with a booth. The Wellness Committee continues to actively look for ways to encourage a healthy lifestyle for our employees. In 2014 they initiated a Fitbit "Get Moving" challenge. The Committee had a goal to the start the challenge with at least 15% of employees participating, and ended up with 36% participation.

**Program: Support Services – Benefits Administration**

***Financial Summary***

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Balance	<u>1,638,538</u>	<u>1,988,005</u>	<u>2,312,400</u>	<u>2,943,200</u>	<u>2,943,200</u>	<u>2,943,200</u>	<u>3,286,124</u>
Current Resources							
Activity Generated							
Internal Billings	359,715	480,682	494,920	373,921	373,921	373,921	380,529
Interest	10,770	14,809	14,300	15,000	15,000	15,000	15,000
Other Revenue	<u>15</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><i>Total Current Revenues</i></b>	<b><u>370,500</u></b>	<b><u>495,501</u></b>	<b><u>509,220</u></b>	<b><u>388,921</u></b>	<b><u>388,921</u></b>	<b><u>388,921</u></b>	<b><u>395,529</u></b>
<b>Total Resources</b>	<b><u>2,009,038</u></b>	<b><u>2,483,506</u></b>	<b><u>2,821,620</u></b>	<b><u>3,332,121</u></b>	<b><u>3,332,121</u></b>	<b><u>3,332,121</u></b>	<b><u>3,681,653</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Personnel Services	15,680	13,932	33,513	31,687	31,687	31,687	31,687
Materials & Supplies	717	0	2,900	2,900	2,900	2,900	2,900
Contractual/Prof Services	<u>4,636</u>	<u>7,811</u>	<u>11,410</u>	<u>11,410</u>	<u>11,410</u>	<u>11,410</u>	<u>11,410</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>21,033</u></b>	<b><u>21,743</u></b>	<b><u>47,823</u></b>	<b><u>45,997</u></b>	<b><u>45,997</u></b>	<b><u>45,997</u></b>	<b><u>45,997</u></b>
Contingencies	0	0	25,000	25,000	25,000	25,000	25,000
Ending Balance	<u>1,988,005</u>	<u>2,461,763</u>	<u>2,748,797</u>	<u>3,261,124</u>	<u>3,261,124</u>	<u>3,261,124</u>	<u>3,610,656</u>
<b>Total Requirements</b>	<b><u>2,009,038</u></b>	<b><u>2,483,506</u></b>	<b><u>2,821,620</u></b>	<b><u>3,332,121</u></b>	<b><u>3,332,121</u></b>	<b><u>3,332,121</u></b>	<b><u>3,681,653</u></b>

# AUXILIARY SERVICES

## ACTIVITIES

- \*Transient Room Tax Fund
- \*Debt Service Fund/Bancroft Fund
- \*Debt Service Fund/General Obligation Bonds
- \*Industrial & Downtown Loan Fund
- \*Community Development Block Grant Fund
- \*Environmental Waste Fees Fund
- \*Agency Fund

## DESCRIPTION

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

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Program Generated Resources	<u>4,908,395</u>	<u>4,621,950</u>	<u>5,733,372</u>	<u>5,161,630</u>	<u>5,161,630</u>	<u>5,161,630</u>	<u>4,716,205</u>
<b>Total Resources</b>	<b><u>4,908,395</u></b>	<b><u>4,621,950</u></b>	<b><u>5,733,372</u></b>	<b><u>5,161,630</u></b>	<b><u>5,161,630</u></b>	<b><u>5,161,630</u></b>	<b><u>4,716,205</u></b>
Requirements							
Transient Room Tax Fund	1,084,774	1,111,789	1,384,000	1,254,500	1,254,500	1,254,500	1,290,700
Bancroft Bond Fund	332,611	194,380	935,574	759,480	759,480	759,480	751,480
Gen. Obligation Bond Fund	1,120,720	1,100,695	1,121,200	1,151,600	1,151,600	1,151,600	1,185,100
Industrial Loan Fund	951,115	933,851	987,885	990,284	990,284	990,284	694,969
C D Block Grant Fund	960,321	812,512	845,844	520,448	520,448	520,448	318,138
Environmental Fees	255,845	269,403	251,000	281,000	281,000	281,000	287,000
Trust Fund	<u>203,009</u>	<u>199,320</u>	<u>207,869</u>	<u>204,318</u>	<u>204,318</u>	<u>204,318</u>	<u>188,818</u>
<b>Total Requirements</b>	<b><u>4,908,395</u></b>	<b><u>4,621,950</u></b>	<b><u>5,733,372</u></b>	<b><u>5,161,630</u></b>	<b><u>5,161,630</u></b>	<b><u>5,161,630</u></b>	<b><u>4,716,205</u></b>

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

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### **Services Delivered:**

This fund is overseen by the Finance Department to “*Provide fiscal integrity and efficient service through communication, technology and teamwork.*”

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

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

### **FY’16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City Operations**

- Conduct annual room tax audit to ensure integrity of program.

### **Budget Highlights:**

It is difficult to predict the impact of nationwide economic activity on travel and tourism in our area. Tourism revenue locally declined in FY’09 through FY’11 then began to climb in FY’12. As FY’13, FY’14 and FY’15 revenues passed pre-recession levels, the FY’16 budget is prepared with a conservative growth estimate of 3%. The FY’16 Budget also reflects a contingency to allow flexibility in transferring to programs should the revenues come in higher than anticipated. Actual transfers to programs will be driven by actual receipts.

### **FY’15 Activity Review:**

The FY’14 audit was completed during FY’15 with no material discoveries. FY’15 revenue is trending to meet budgeted estimates.

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

***Financial Summary***

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Balance	<u>22,078</u>	<u>74</u>	<u>144,300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Current Resources							
Activity Generated							
Transient Occupancy Tax	1,061,817	1,110,907	1,239,700	1,254,500	1,254,500	1,254,500	1,290,700
Interest	<u>879</u>	<u>808</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><i>Total Current Revenues</i></b>	<b><u>1,062,696</u></b>	<b><u>1,111,715</u></b>	<b><u>1,239,700</u></b>	<b><u>1,254,500</u></b>	<b><u>1,254,500</u></b>	<b><u>1,254,500</u></b>	<b><u>1,290,700</u></b>
<b>Total Resources</b>	<b><u>1,084,774</u></b>	<b><u>1,111,789</u></b>	<b><u>1,384,000</u></b>	<b><u>1,254,500</u></b>	<b><u>1,254,500</u></b>	<b><u>1,254,500</u></b>	<b><u>1,290,700</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Contractual/Prof Services	13,200	3,300	3,400	3,400	3,400	3,400	3,400
Direct Charges	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Transfers Out	<u>1,064,000</u>	<u>999,700</u>	<u>1,323,100</u>	<u>1,193,600</u>	<u>1,193,600</u>	<u>1,193,600</u>	<u>1,229,800</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>1,084,700</u></b>	<b><u>1,010,500</u></b>	<b><u>1,334,000</u></b>	<b><u>1,204,500</u></b>	<b><u>1,204,500</u></b>	<b><u>1,204,500</u></b>	<b><u>1,240,700</u></b>
Contingencies	0	0	50,000	50,000	50,000	50,000	50,000
Ending Balance	<u>74</u>	<u>101,289</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,084,774</u></b>	<b><u>1,111,789</u></b>	<b><u>1,384,000</u></b>	<b><u>1,254,500</u></b>	<b><u>1,254,500</u></b>	<b><u>1,254,500</u></b>	<b><u>1,290,700</u></b>

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

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### **Services Delivered:**

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

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

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

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

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City Operations**

- Make timely debt service payments to avoid late fees or penalties and ensuring City's credit rating and ability to borrow in the future.

Dependent upon LID activity, largely the result of street and water infrastructure improvements, funding through the sale of bonds or a bank loan may be financially sought during FY'16.

### **Budget Highlights:**

Recent LID activities have not been large enough in dollar volume to warrant the issuing of bonded debt. Financing costs coupled with the relatively small size of the potential bond issue has made it more practical to self-finance or potentially seek a bank loan. Since LID projects are consumer initiated and cannot be fully anticipated, an appropriation for bond sales is budgeted so as not to preclude citizen initiated action.

### **FY'15 Activity Review:**

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

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

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>226,498</u>	<u>115,022</u>	<u>25,574</u>	<u>99,480</u>	<u>99,480</u>	<u>99,480</u>	<u>91,480</u>
Current Resources							
Activity Generated							
Interest	1,070	505	0	0	0	0	0
Assessment Principal	58,868	35,933	130,000	130,000	130,000	130,000	130,000
Assessment Interest	46,175	42,920	30,000	30,000	30,000	30,000	30,000
Bond & Loan Proceeds	<u>0</u>	<u>0</u>	<u>750,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
<b>Total Current Revenues</b>	<b><u>106,113</u></b>	<b><u>79,358</u></b>	<b><u>910,000</u></b>	<b><u>660,000</u></b>	<b><u>660,000</u></b>	<b><u>660,000</u></b>	<b><u>660,000</u></b>
<b>Total Resources</b>	<b><u>332,611</u></b>	<b><u>194,380</u></b>	<b><u>935,574</u></b>	<b><u>759,480</u></b>	<b><u>759,480</u></b>	<b><u>759,480</u></b>	<b><u>751,480</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	7,589	6,230	8,000	8,000	8,000	8,000	8,000
Direct Charges	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Debt Service	200,000	102,000	150,000	150,000	150,000	150,000	150,000
Transfers Out	<u>0</u>	<u>0</u>	<u>750,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
<b>Subtotal Expenditures</b>	<b><u>217,589</u></b>	<b><u>118,230</u></b>	<b><u>918,000</u></b>	<b><u>668,000</u></b>	<b><u>668,000</u></b>	<b><u>668,000</u></b>	<b><u>668,000</u></b>
Contingencies	0	0	17,574	91,480	91,480	91,480	83,480
Ending Balance	<u>115,022</u>	<u>76,150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>332,611</u></b>	<b><u>194,380</u></b>	<b><u>935,574</u></b>	<b><u>759,480</u></b>	<b><u>759,480</u></b>	<b><u>759,480</u></b>	<b><u>751,480</u></b>

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

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### **Services Delivered:**

This activity accounts for property tax collections levied and used to retire debt for bonds sold to construct two new fire and police facilities. These funds have been used to pay capital construction and improvement costs for a new fire/police station located on land owned by the City on East Park Street, a new fire/police station on land the City acquired on Leonard Road, a replacement for the condemned multi-story tower used for fire/police training at the Hillcrest Fire Station, three fire trucks, road, water, and site improvements for the fire/police stations, and bond issuing costs. The voter approved bond was issued in a principal amount of \$9,875,000 and the annual levy is not expected to exceed .51/\$1000 assessed value.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City Operations**

- Make timely debt service payments to avoid late fees or penalties and ensuring City's credit rating and ability to borrow in the future.

The payments are to be made in June and December of each year with the expiration of payments in 2019. The levy rate for **FY'15 was 0.3997/\$1000** assessed value and a similar rate is expected for FY'16.

### **Budget Highlights:**

Debt repayments have been budgeted based upon an estimated debt schedule of twelve years. See the Appendix debt tables for a detailed schedule.

### **FY'15 Activity Review:**

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

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

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***Financial Summary***

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Balance	<u>106,003</u>	<u>112,920</u>	<u>55,400</u>	<u>53,400</u>	<u>53,400</u>	<u>53,400</u>	<u>50,000</u>
Current Resources							
Activity Generated							
Property Taxes	1,012,267	985,031	1,064,800	1,096,700	1,096,700	1,096,700	1,133,600
Interest	<u>2,450</u>	<u>2,744</u>	<u>1,000</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b><i>Total Current Revenues</i></b>	<b><u>1,014,717</u></b>	<b><u>987,775</u></b>	<b><u>1,065,800</u></b>	<b><u>1,098,200</u></b>	<b><u>1,098,200</u></b>	<b><u>1,098,200</u></b>	<b><u>1,135,100</u></b>
<b>Total Resources</b>	<b><u>1,120,720</u></b>	<b><u>1,100,695</u></b>	<b><u>1,121,200</u></b>	<b><u>1,151,600</u></b>	<b><u>1,151,600</u></b>	<b><u>1,151,600</u></b>	<b><u>1,185,100</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Debt Service	<u>1,007,800</u>	<u>1,038,200</u>	<u>1,071,200</u>	<u>1,101,600</u>	<u>1,101,600</u>	<u>1,101,600</u>	<u>1,135,100</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>1,007,800</u></b>	<b><u>1,038,200</u></b>	<b><u>1,071,200</u></b>	<b><u>1,101,600</u></b>	<b><u>1,101,600</u></b>	<b><u>1,101,600</u></b>	<b><u>1,135,100</u></b>
Ending Balance	<u>112,920</u>	<u>62,495</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
<b>Total Requirements</b>	<b><u>1,120,720</u></b>	<b><u>1,100,695</u></b>	<b><u>1,121,200</u></b>	<b><u>1,151,600</u></b>	<b><u>1,151,600</u></b>	<b><u>1,151,600</u></b>	<b><u>1,185,100</u></b>

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

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### **Services Delivered:**

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

### **Performance Measurements:**

A target for loan management is to have 100% loan repayment. Grant and capital expenditure use is measured by the benefit provided by the individual project.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Encourage Economic Prosperity**

##### **Objective 1: Facilitate an environment to encourage business prosperity and economic opportunities**

- Develop business loan program incorporating a job creation forgiveness element.
- Other loans assist business with façade improvements and with approved infrastructure. Loan repayments become available for new downtown and/or industrial loans, grants for job creation, or other capital expenditures related to economic development.

### **Budget Highlights:**

Carry forward balances and the anticipated loan repayments from prior loan will be available for new loans in FY'16. This year there is budget for Downtown Loan(s), Industrial Loan(s), and for Micro-enterprise loans and for Job Creation Grants.

### **FY'15 Activity Review:**

No new loans were processed in FY'15.

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

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>938,972</u>	<u>921,115</u>	<u>927,000</u>	<u>930,599</u>	<u>930,599</u>	<u>930,599</u>	<u>635,284</u>
Current Resources							
Activity Generated							
Interest	5,959	6,235	6,735	5,535	5,535	5,535	5,535
Loan Repayments	6,184	6,501	4,000	4,000	4,000	4,000	4,000
Revenues other Agencies	0	0	50,000	50,000	50,000	50,000	50,000
Other Revenue	<u>0</u>	<u>0</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>
<b>Total Current Revenues</b>	<b><u>12,143</u></b>	<b><u>12,736</u></b>	<b><u>60,885</u></b>	<b><u>59,685</u></b>	<b><u>59,685</u></b>	<b><u>59,685</u></b>	<b><u>59,685</u></b>
<b>Total Resources</b>	<b><u>951,115</u></b>	<b><u>933,851</u></b>	<b><u>987,885</u></b>	<b><u>990,284</u></b>	<b><u>990,284</u></b>	<b><u>990,284</u></b>	<b><u>694,969</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	25,000	0	350,000	350,000	350,000	350,000	350,000
Transfers Out	<u>5,000</u>						
<b>Subtotal Expenditures</b>	<b><u>30,000</u></b>	<b><u>5,000</u></b>	<b><u>355,000</u></b>	<b><u>355,000</u></b>	<b><u>355,000</u></b>	<b><u>355,000</u></b>	<b><u>355,000</u></b>
Contingencies	0	0	632,885	635,284	635,284	635,284	339,969
Ending Balance	<u>921,115</u>	<u>928,851</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>951,115</u></b>	<b><u>933,851</u></b>	<b><u>987,885</u></b>	<b><u>990,284</u></b>	<b><u>990,284</u></b>	<b><u>990,284</u></b>	<b><u>694,969</u></b>

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## **Program: Auxiliary Services – Community Development Block Grant Fund**

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### **Services Delivered:**

This activity accounts for the receipt and disbursement of funds received through the Community Development Block Grant Program. Several of the City's prior grants were for the purpose of making low or no interest housing rehabilitation loans. The repayments from these loans are also accounted for in this fund.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Encourage Economic Prosperity**

##### **Objective 1: Facilitate an environment to encourage business prosperity and economic opportunities**

- Prepare a funding package to resolve sewer issues in Spalding Park.
- Find solutions for business development and remodeling.
- Continue work on Community Block Grant Consolidated Plan.

### **Budget Highlights:**

The FY'16 budget reflects the loan activity on the low or no interest housing rehabilitation loans. The City budgets for the maximum potential resources from traditional CDBG resources and the potential to use those resources. The City has been authorized to be recognized as an "Entitlement City". Annual resources will be dedicated directly to the City, and the responsibility for appropriate use and management of those resources will be the City's. Completing the Consolidated Plan is essential in moving forward with this program.

### **FY'15 Activity Review:**

The City issued a façade grant for work in the Downtown core. Additionally, this program didn't need to provide funding for small business and non-profit transportation SDC incentives this year because of the temporary SDC fee waiver established by the City Council. Grants were given to design and assist with downtown facade projects and for multi-floor fire and life-safety grants.

This year the fund provided \$250,000 for the new Downtown Fire Life Safety Grant program.

## Program: Auxiliary Services – Community Development Block Grant Fund

### Financial Summary

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Balance	<u>941,987</u>	<u>795,312</u>	<u>452,134</u>	<u>206,718</u>	<u>206,718</u>	<u>206,718</u>	<u>4,448</u>
Current Resources							
Activity Generated							
CD Block Grant	0	0	375,000	300,000	300,000	300,000	300,000
Interest	7,565	6,126	7,460	2,480	2,480	2,480	2,440
Loan Repayments	<u>10,769</u>	<u>11,074</u>	<u>11,250</u>	<u>11,250</u>	<u>11,250</u>	<u>11,250</u>	<u>11,250</u>
<i>Total Current Revenues</i>	<u>18,334</u>	<u>17,200</u>	<u>393,710</u>	<u>313,730</u>	<u>313,730</u>	<u>313,730</u>	<u>313,690</u>
<b>Total Resources</b>	<b><u>960,321</u></b>	<b><u>812,512</u></b>	<b><u>845,844</u></b>	<b><u>520,448</u></b>	<b><u>520,448</u></b>	<b><u>520,448</u></b>	<b><u>318,138</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Contractual/Prof Services	15,009	11,365	406,000	310,000	310,000	310,000	310,000
Transfers Out	<u>150,000</u>	<u>361,000</u>	<u>250,000</u>	<u>206,000</u>	<u>206,000</u>	<u>206,000</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<u>165,009</u>	<u>372,365</u>	<u>656,000</u>	<u>516,000</u>	<u>516,000</u>	<u>516,000</u>	<u>310,000</u>
Contingencies	0	0	189,844	4,448	4,448	4,448	8,138
Ending Balance	<u>795,312</u>	<u>440,147</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>960,321</u></b>	<b><u>812,512</u></b>	<b><u>845,844</u></b>	<b><u>520,448</u></b>	<b><u>520,448</u></b>	<b><u>520,448</u></b>	<b><u>318,138</u></b>

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## **Program: Auxiliary Services – Environmental Waste Fees Fund**

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### **Services Delivered:**

The Solid Waste Franchise Agreements with Republic Services, Inc. (formerly Allied Waste) and Southern Oregon Sanitation provide for an Environmental Program Fee (EPF) to be charged for each ton of refuse collected by the haulers and at the Transfer Station and paid to the City. This EPF is held in a separate account and must be used for environmental cleanups at solid waste sites and other solid waste program activities. Josephine County has implemented a similar EPF paid by the haulers, to the County.

The City and County formed an intergovernmental Solid Waste Agency in order to coordinate the expenditures of the EPF funds for cleanup sites and other solid waste programs throughout the City and County. The monies recorded by the City are passed through to the Josephine County/City of Grants Pass Solid Waste Agency.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City Operations**

- Provide timely and accurate disbursement of solid waste fees to the Solid Waste Agency.

### **Budget Highlights:**

Expenditures represent an estimated \$281,000 in EPF fees to be passed through to the Solid Waste Agency.

### **FY'15 Activity Review:**

All EPF fees received due at June 30, 2015 and received by August 31, 2015 will be transferred to the Solid Waste Agency.

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## Program: Auxiliary Services – Environmental Waste Fees Fund

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### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>12,280</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Current Resources							
Activity Generated							
Landfill Fees	<u>243,565</u>	<u>269,403</u>	<u>251,000</u>	<u>281,000</u>	<u>281,000</u>	<u>281,000</u>	<u>287,000</u>
<i>Total Current Revenues</i>	<u>243,565</u>	<u>269,403</u>	<u>251,000</u>	<u>281,000</u>	<u>281,000</u>	<u>281,000</u>	<u>287,000</u>
<b>Total Resources</b>	<b><u>255,845</u></b>	<b><u>269,403</u></b>	<b><u>251,000</u></b>	<b><u>281,000</u></b>	<b><u>281,000</u></b>	<b><u>281,000</u></b>	<b><u>287,000</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'13	FY'14	FY'15	FY'16	FY'16	FY'16	FY'17
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	<u>243,564</u>	<u>269,403</u>	<u>251,000</u>	<u>281,000</u>	<u>281,000</u>	<u>281,000</u>	<u>287,000</u>
<i>Subtotal Expenditures</i>	<u>243,564</u>	<u>269,403</u>	<u>251,000</u>	<u>281,000</u>	<u>281,000</u>	<u>281,000</u>	<u>287,000</u>
Ending Balance	<u>12,281</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>255,845</u></b>	<b><u>269,403</u></b>	<b><u>251,000</u></b>	<b><u>281,000</u></b>	<b><u>281,000</u></b>	<b><u>281,000</u></b>	<b><u>287,000</u></b>

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## **Program: Auxiliary Services – Agency Fund**

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### **Services Delivered:**

This activity accounts for funds on deposit with the City for future application, and includes prepayments and general deposits. Receipts for this activity are dependent entirely on the amount of funds placed into trust from various City operations. All funds on deposit are held in liability accounts in the Agency Fund. Investment interest, investment expenditures on deferred development agreement deposits, and direct charges remain as budgeted items in the Agency Fund.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Provide Cooperative, Shared Leadership Involving Council, Staff and Community**

##### **Objective 3: Ensure efficiency and effectiveness in City Operations**

- Account for and reconcile all funds entrusted to the City of Grants Pass.
- Provide timely reimbursements for advanced finance funds received.

### **Budget Highlights:**

Primary expenditures in this fund provide for payout of interest when refunding trust deposits and the payment of direct charges to Finance for oversight of the fund.

### **FY'15 Activity Review:**

All funds were accounted for during the FY' 14 audit and there were no outstanding refunds due.

## Program: Auxiliary Services – Agency Fund

### Financial Summary

Resources	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Balance	<u>195,150</u>	<u>190,509</u>	<u>185,869</u>	<u>182,318</u>	<u>182,318</u>	<u>182,318</u>	<u>166,818</u>
Current Resources							
Activity Generated							
Interest	<u>7,859</u>	<u>8,811</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>
<i>Total Current Revenues</i>	<u>7,859</u>	<u>8,811</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>	<u>22,000</u>
<b>Total Resources</b>	<b><u>203,009</u></b>	<b><u>199,320</u></b>	<b><u>207,869</u></b>	<b><u>204,318</u></b>	<b><u>204,318</u></b>	<b><u>204,318</u></b>	<b><u>188,818</u></b>

Requirements	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Contractual/Prof Services	0	2	25,000	25,000	25,000	25,000	25,000
Direct Charges	<u>12,500</u>	<u>12,500</u>	<u>12,500</u>	<u>12,500</u>	<u>12,500</u>	<u>12,500</u>	<u>12,500</u>
<i>Subtotal Expenditures</i>	<u>12,500</u>	<u>12,502</u>	<u>37,500</u>	<u>37,500</u>	<u>37,500</u>	<u>37,500</u>	<u>37,500</u>
Ending Balance	<u>190,509</u>	<u>186,818</u>	<u>170,369</u>	<u>166,818</u>	<u>166,818</u>	<u>166,818</u>	<u>151,318</u>
<b>Total Requirements</b>	<b><u>203,009</u></b>	<b><u>199,320</u></b>	<b><u>207,869</u></b>	<b><u>204,318</u></b>	<b><u>204,318</u></b>	<b><u>204,318</u></b>	<b><u>188,818</u></b>

**WHERE THE ROGUE RIVER RUNS**



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# CAPITAL IMPROVEMENT PROJECTS

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## ACTIVITIES

### \* Lands & Buildings Projects

## DESCRIPTION

The Lands & Buildings Capital Improvement Projects program accounts for:

- Purchase of property.
- Construction of buildings.
- Major capital improvements such as construction of or major repair or replacement of: parks, parking lots, trails, and facilities.
- Major capital equipment replacement (such as the public safety CAD system or ERP {Integrated Enterprise Resource Planning} computer systems).
- Major capital plans (e.g. Joint Economic Development Strategic Plan, Urban Renewal planning, etc.).

Projects may take multiple years to complete, so resources are contributed and tracked individually by project, as are all expenditures. The Capital Budget document provides additional detail on every project.

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Capital Construction	<u>5,863,923</u>	<u>5,481,643</u>	<u>12,970,694</u>	<u>11,041,432</u>	<u>11,041,432</u>	<u>11,041,432</u>	<u>1,872,099</u>
<b>Total Resources</b>	<b><u>5,863,923</u></b>	<b><u>5,481,643</u></b>	<b><u>12,970,694</u></b>	<b><u>11,041,432</u></b>	<b><u>11,041,432</u></b>	<b><u>11,041,432</u></b>	<b><u>1,872,099</u></b>
Capital Construction	<u>5,863,923</u>	<u>5,481,643</u>	<u>12,970,694</u>	<u>11,041,432</u>	<u>11,041,432</u>	<u>11,041,432</u>	<u>1,872,099</u>
<b>Total Requirements</b>	<b><u>5,863,923</u></b>	<b><u>5,481,643</u></b>	<b><u>12,970,694</u></b>	<b><u>11,041,432</u></b>	<b><u>11,041,432</u></b>	<b><u>11,041,432</u></b>	<b><u>1,872,099</u></b>

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## **Program: Capital Construction - Lands & Buildings Projects**

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### **Services Delivered:**

This activity accounts for the purchase of property, construction or major repair of buildings, major repair and replacement projects for the City's park land and facilities, and special projects that support Council's Strategic Plan.

### **FY'16 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

- **Each Lands and Buildings (LB) Capital project is proposed and adopted based on its contribution/support to Council Goals and promotion of the Strategic Plan**

The Lands and Buildings Capital program is driven by the Council's Strategic Plan. The primary focus is on delivering the desired results with increased efficiency and effectiveness. The new FY'16 projects address; Centralized services for transient and homeless individuals, recreation improvements in a number of parks, building and safety improvements, improvements in the newly identified regionally significant industrial area in Spalding Park, technology lifecycle management, development of the economic development strategic plan, downtown parking improvements, and pedestrian/bike path improvements which are specifically identified in the Council's Strategic Plan. Some projects have specific dedicated funding sources and others are proposed to be funded from a variety of sources, including transfers from the General fund.

The new proposed projects include:

- Development Code Updates
- Redundant Disk Backup
- School-Park Construction Project
- Redwood Empire Sign Restoration
- Urban Renewal Feasibility/Development
- Technology Lifecycle Management
- Economic Development Strategic Plan Implementation
- Video Cameras on City Grounds
- Public/Private Partnership – Centralized Services
- Historic District Expansion/ Historic Inventory
- Downtown Parking Improvements
- Portable goals at Reinhart & Gilbert Creek Parks
- North I-5 exit visual improvements
- Trails Rehabilitation
- City Rebranding

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## **Program: Capital Construction - Lands & Buildings Projects**

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### **Budget Highlights:**

The City continues to look for grants where possible to fund capital projects. The City is working on the CMAQ sidewalk grant, the CDBG entitlement grants, and an active Brownfields grant. We also use dedicated funding sources such as Parks System Development Charges and PEG funding sources for dedicated source projects.

Sources of revenue for LB Projects include proceeds from sale of real property, a percentage of Transient Room Tax receipts, transfers from General Fund operations, General Support, grants and donations, Parks System Development Charges and use of a small remaining balance prior completed projects when approved by the City Council.

The project listing shows resources across the columns. Columns show the “Actual resources through FY’ 14”; the re-assessed resource needs of projects using current data for the “Revised FY’ 15” column, guiding our “Adopted FY’ 16” and resources estimated “Through FY’ 16”. We have “Future Years” and “Total Project” columns for each project. Refer to the Capital Budget Book for more information on individual projects.

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

### **FY’15 Activity Review:**

Projects anticipated to be complete in FY’ 15 include: Tussing Park Development, Microsoft Upgrade, Park ADA Access, Riverside Playground, Website Upgrade, Sobering Center Assistance, Park Gazebo Replacement, Annexation, and 4<sup>th</sup> & F Street Parking Lot Entrance.

## Program: Capital Construction - Lands & Buildings Projects

### ACTIVE CAPITAL PROJECT RESOURCES

		Actual			Total		
		Through	Revised	Adopted	Through	Future	Total
		FY'14	FY'15	FY'16	FY'16	Years	Project
LB0000	691 Miscellaneous Projects - General	4,175,774	1,804	1,477,005	5,654,583	75,000	5,729,583
LB0000	692 Miscellaneous Projects - SDC's	241,048	(156,614)	38,800	123,234	(111,383)	11,851
LB0000	693 Miscellaneous Projects - Room Tax	479,031	(223,200)	(22,279)	233,552	78,470	312,022
LB0000	694 Miscellaneous Projects - Dev. SDC's	64,564	(53,937)	35,000	45,627	61,000	106,627
LB4245	Property Acquisition for Muni Parking	117,931	0	0	117,931	0	117,931
LB4377	Municipal Building and Land Fund	637,942	195,000	40,000	872,942	0	872,942
LB4382	Industrial Financial Incentive Program	541,120	7,500	0	548,620	0	548,620
LB4383	Non-Profit Infrastructure Incentive Prog.	175,268	0	0	175,268	0	175,268
LB4539	Allen Creek Park Property Purchase	948,170	0	0	948,170	176,830	1,125,000
LB4564	City Service Center Shop Renovations	81,545	0	0	81,545	0	81,545
LB4710	Overland Park Reserve	567,822	(1,500)	(300)	566,022	308,883	874,905
LB4713	Allenwood Park Reserve	902,819	159,000	57,979	1,119,798	0	1,119,798
LB4832	River Road Reserve	3,669,277	10,000	11,343	3,690,620	0	3,690,620
LB4833	Urban Growth Boundary Planning	304,949	20,000	(52,930)	272,019	0	272,019
LB4911	Ramsey/Nebraska Property Sale	(275)	0	30,000	29,725	0	29,725
LB4954	Allen Creek Trail:Newhope to Wms Hwy	202,188	0	(75,000)	127,188	75,000	202,188
LB4955	Allen Creek Trail:Ramsey to Hwy 199	119,052	0	75,000	194,052	0	194,052
LB5067	Tree Refund Program	35,808	500	5,000	41,308	10,000	51,308
LB5076	Allenwood Park Development	86,781	0	(25,000)	61,781	102,000	163,781
LB5077	Re-Vegetation Program	103,769	0	12,000	115,769	0	115,769
LB6040	Economic Stimulus	36,141	0	0	36,141	24,000	60,141
LB6041	Food Bank Warehouse	159,463	1,648,965	15,000	1,823,428	0	1,823,428
LB6084	Vacant Property Safety & Renovation	35,372	20,000	15,000	70,372	45,000	115,372
LB6085	Code and Plan Updates (UGB) Expansion	101,127	50,000	77,930	229,057	75,000	304,057
LB6099	Property Acquisition and lot line legal fees	20,241	5,000	5,000	30,241	15,000	45,241
LB6101	Business Software and E-Permitting	711,809	389,600	150,000	1,251,409	0	1,251,409
LB6104	Woodson Park Improvements	30,390	0	0	30,390	0	30,390
LB6105	PEG Fund Projects	213,219	35,000	40,000	288,219	0	288,219
LB6108	Small Business Transportation SDC Incentive	227,106	0	0	227,106	0	227,106
LB6135	Urban Renewal Agency - Analysis	50,540	0	25,000	75,540	0	75,540
LB6136	Fuels Reduction Plan	30,172	0	0	30,172	15,000	45,172
LB6138	Downtown Hardscape	20,173	0	0	20,173	0	20,173
LB6139	City Entryway	10,108	0	20,000	30,108	0	30,108
LB6141	Emergency Generator in Municipal Bldg.	60,638	0	0	60,638	0	60,638
LB6142	Remote Emergency Equipment(Cameras)	26,112	15,000	70,000	111,112	0	111,112
LB6143	School-Park Const.Project (FY15-FY16)	80,537	25,000	35,000	140,537	25,000	165,537
LB6184	Soccer Complex	105,000	40,000	10,000	155,000	0	155,000
LB6185	Aerial Photography	50,000	0	0	50,000	0	50,000
LB6188	Technology Lifecycle Management FY'14-16	50,105	50,000	50,000	150,105	50,000	200,105
LB6189	Existing Park & Sports Facility Rehab	75,208	50,000	56,000	181,208	100,000	281,208
LB6190	Park Trails	30,124	50,000	50,000	130,124	80,000	210,124
LB6191	River Access Points in Parks	45,190	0	0	45,190	15,000	60,190
LB6193	Weekend Parkways-Open Streets	0	5,000	10,000	15,000	0	15,000
LB6197	Fire Sprinkler & Structural Retrofit Grants	250,966	250,000	167,000	667,966	0	667,966
LB6224	Grants Pass Area Brownfield Coalition	0	0	200,000	200,000	400,000	600,000

Continued on next page

## Program: Capital Construction - Lands & Buildings Projects

### ALL ACTIVE CAPITAL PROJECT RESOURCES – CONTINUED

	Actual Through FY'14	Revised FY'15	Adopted FY'16	Total Through FY'16	Future Years	Total Project
LB6225 Fleet Maintenance Facility	0	0	600,000	600,000	0	600,000
LB6226 Park Gazebo Replacement	0	50,000	(50,000)	0	0	0
LB6227 Reinhart Park Irrigation Conversion	0	70,000	110,000	180,000	0	180,000
LB6228 Alternative Fueling Facility Design	0	0	112,000	112,000	0	112,000
LB6229 Downtown Lighting & Parking Lot Improve.	0	250,000	60,000	310,000	0	310,000
LB6230 Joint Economic Dev. Strategic Plan	0	113,500	75,000	188,500	0	188,500
LB6231 Mountain Bike Park Improvements	0	50,000	(35,000)	15,000	235,000	250,000
LB6232 Loveless Park Improvements	0	115,000	(75,000)	40,000	160,000	200,000
LB6233 DDA and AFD Evaluation and Clean	0	50,000	0	50,000	0	50,000
LB6235 E & F Street Landscaping	0	25,000	0	25,000	0	25,000
LB6236 Spalding Industrial Park Development	0	0	3,500,000	3,500,000	0	3,500,000
LB8580 Izaak Walton Building Replacement	375,592	0	0	375,592	0	375,592
LB8870 Reinhart Volunteer Park	3,144,306	0	0	3,144,306	0	3,144,306
<b>NEW PROJECTS</b>						
LB6263 Croxton Park Parcel Sale	0	13,000	0	13,000	0	13,000
LB6272 Redundant Disk Backup System	0	0	80,000	80,000	0	80,000
LB6273 Redwood Empire Sign Restoration	0	0	25,000	25,000	0	25,000
LB6274 Public Safety Property Research	0	0	15,000	15,000	0	15,000
LB6275 Service Provider Public/Private Partnership	0	0	150,000	150,000	0	150,000
LB6276 Historic District Expansion	0	0	20,000	20,000	0	20,000
LB6277 Downtown Accent Lighting	0	0	10,000	10,000	0	10,000
LB6278 Portable Goals at Reinhart & Gilbert Creek Parks	0	0	15,000	15,000	0	15,000
LB6279 North I-5 Exit Visual Improvements	0	0	50,000	50,000	0	50,000
LB6280 Trails Rehab (FY'16-FY'17)	0	0	50,000	50,000	150,000	200,000
LB6281 Fruitdale Park Restroom	0	0	150,000	150,000	0	150,000
LB6282 City Rebranding	0	0	80,000	80,000	0	80,000
<b>Total Projects</b>	<b><u>19,394,222</u></b>	<b><u>3,328,618</u></b>	<b><u>7,544,548</u></b>	<b><u>30,267,388</u></b>	<b><u>2,164,800</u></b>	<b><u>32,432,188</u></b>

### ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

LB4261 Tussing Park Development	675,851	71,000	0	746,851	0	746,851
LB6103 Microsoft Upgrade	211,335	0	0	211,335	0	211,335
LB6145 Park ADA Access	25,812	0	(25,812)	0	0	0
LB6146 Riverside Playground	150,301	50,000	(15,000)	185,301	0	185,301
LB6152 Website Upgrade	57,450	0	0	57,450	0	57,450
LB6196 Sobering Center Assistance	40,000	0	0	40,000	0	40,000
LB6234 Annexation	0	25,000	0	25,000	0	25,000
LB6259 4th & F Street Parking Lot Entrance	0	10,000	0	10,000	0	10,000
<b>Total Closed Projects</b>	<b><u>1,160,749</u></b>	<b><u>156,000</u></b>	<b><u>(40,812)</u></b>	<b><u>1,275,937</u></b>	<b><u>0</u></b>	<b><u>1,275,937</u></b>
<b>Grand Total - All Projects</b>	<b><u>20,554,971</u></b>	<b><u>3,484,618</u></b>	<b><u>7,503,736</u></b>	<b><u>31,543,325</u></b>	<b><u>2,164,800</u></b>	<b><u>33,708,125</u></b>

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

## Program: Capital Construction - Lands & Buildings Projects

### ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'16

	Adopted FY'16 Beginning Fund Balance	Adopted FY'16 Revenue	Adopted FY'16 Capital Outlay	Adopted FY'16 Transfers	Adopted FY'16 Appropriated Fund Balance
LB0000 691 Miscellaneous Projects - General	221,004	1,477,005	1,460,000	0	238,009
LB0000 692 Miscellaneous Projects - SDC's	9,434	38,800	0	0	48,234
LB0000 693 Miscellaneous Projects - Room Tax	130,831	(22,279)	0	0	108,552
LB0000 694 Miscellaneous Projects - Dev. SDC's	627	35,000	0	0	35,627
LB4245 Property Acquisition for Muni Parking	117,931	0	0	0	117,931
LB4377 Municipal Building and Land Fund	476,139	40,000	400,000	0	116,139
LB4382 Industrial Financial Incentive Program	179,484	0	179,484	0	0
LB4383 Non-Profit Infrastructure Incentive Prog.	115,483	0	50,000	0	65,483
LB4539 Allen Creek Park Property Purchase	286,506	0	286,506	0	0
LB4564 City Service Center Shop Renovations	58,140	0	0	0	58,140
LB4710 Overland Park Reserve	(308,583)	(300)	0	0	(308,883)
LB4713 Allenwood Park Reserve	(57,979)	57,979	0	0	0
LB4832 River Road Reserve	2,657	11,343	14,000	0	0
LB4833 Urban Growth Boundary Planning	52,930	(52,930)	0	0	0
LB4911 Ramsey/Nebraska Property Sale	(8,855)	30,000	21,145	0	0
LB4954 Allen Creek Trail:Newhope to Wms Hwy	200,128	(75,000)	0	0	125,128
LB4955 Allen Creek Trail:Ramsey to Hwy 199	77,892	75,000	152,892	0	0
LB5067 Tree Refund Program	487	5,000	5,487	0	0
LB5076 Allenwood Park Development	86,781	(25,000)	0	0	61,781
LB5077 Re-Vegetation Program	84,260	12,000	50,000	0	46,260
LB6040 Economic Stimulus	6,042	0	6,042	0	0
LB6041 Food Bank Warehouse	0	15,000	15,000	0	0
LB6084 Vacant Property Safety & Renovation	0	15,000	15,000	0	0
LB6085 Code and Plan Updates (UGB) Expansion	101,127	77,930	100,000	0	79,057
LB6099 Property Acquisition and lot line legal Fees	1,225	5,000	6,225	0	0
LB6101 Business Software and E-Permitting	374,515	150,000	524,515	0	0
LB6104 Woodson Park Improvements	28,337	0	28,337	0	0
LB6105 PEG Fund Projects	103,892	40,000	75,000	0	68,892
LB6108 Small Business Trans. SDC Incentive	227,106	0	227,106	0	0
LB6135 Urban Renewal Agency - Analysis	50,540	25,000	75,540	0	0
LB6136 Fuels Reduction Plan	10,987	0	10,987	0	0
LB6138 Downtown Hardscape	5,461	0	5,461	0	0
LB6139 City Entryway	10,108	20,000	30,108	0	0
LB6141 Emergency Generator in Municipal Bldg.	36,296	0	36,296	0	0
LB6142 Remote Emergency Equipment(Cameras)	0	70,000	70,000	0	0
LB6143 School-Park Const.Project (FY15-FY16)	0	35,000	35,000	0	0
LB6184 Soccer Complex	2,613	10,000	12,613	0	0
LB6185 Aerial Photography	40,000	0	10,000	0	30,000
LB6188 Technology Lifecycle Management FY'14-FY'16	2,927	50,000	52,927	0	0

Continued on next page

## Program: Capital Construction - Lands & Buildings Projects

### ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'16 – CONTINUED

	Adopted FY'16 Beginning Fund Balance	Adopted FY'16 Revenue	Adopted FY'16 Capital Outlay	Adopted FY'16 Transfers	Adopted FY'16 Appropriated Fund Balance
LB6189 Existing Park & Sports Facility Rehab.	26,281	56,000	56,000	0	26,281
LB6190 Park Trails	36,120	50,000	75,000	0	11,120
LB6191 River Access Points in Parks	23,258	0	23,258	0	0
LB6193 Weekend Parkways-Open Streets	0	10,000	10,000	0	0
LB6197 Fire Sprinkler & Structural Retrofit Grants	(695)	167,000	166,305	0	0
LB6224 Grants Pass Area Brownfield Coalition Community Assessment	0	200,000	200,000	0	0
LB6225 Fleet Maintenance Facility	0	600,000	600,000	0	0
LB6226 Park Gazebo Replacement	50,000	(50,000)	0	0	0
LB6227 Reinhart Park Irrigation Conversion	70,000	110,000	180,000	0	0
LB6228 Alternative Fueling Facility Design & Impl.Plan	0	112,000	112,000	0	0
LB6229 Downtown Lighting & Parking Lot Improve.	0	60,000	60,000	0	0
LB6230 Joint Economic Development Strategic Plan	0	75,000	75,000	0	0
LB6231 Mountain Bike Park Improvements	50,000	(35,000)	0	0	15,000
LB6232 Loveless Park Improvements	115,000	(75,000)	40,000	0	0
LB6233 DDA and AFD Evaluation and Clean Up	20,000	0	20,000	0	0
LB6235 E & F Street Landscaping	25,000	0	25,000	0	0
LB6236 Spalding Industrial Park Development	0	3,500,000	3,500,000	0	0
LB8580 Izaak Walton Building Replacement	332,048	0	0	0	332,048
LB8870 Reinhart Volunteer Park	14,399	0	14,399	0	0
<b>NEW PROJECTS</b>					
LB6263 Croxton Park Parcel Sale	9,000	0	9,000	0	0
LB6272 Redundant Disk Backup System	0	80,000	80,000	0	0
LB6273 Redwood Empire Sign Restoration	0	25,000	25,000	0	0
LB6274 Public Safety Property Research	0	15,000	15,000	0	0
LB6275 Service Provider Public/Private Partnership	0	150,000	150,000	0	0
LB6276 Historic District Expansion	0	20,000	20,000	0	0
LB6277 Downtown Accent Lighting	0	10,000	10,000	0	0
LB6278 Portable Goals at Reinhart & Gilbert Creek Parks	0	15,000	15,000	0	0
LB6279 North I-5 Exit Visual Improvements	0	50,000	50,000	0	0
LB6280 Trails Rehab (FY'16-FY'17)	0	50,000	50,000	0	0
LB6281 Fruitdale Park Restroom	0	150,000	150,000	0	0
LB6282 City Rebranding	0	80,000	80,000	0	0
<b>Total Projects</b>	<b><u>3,496,884</u></b>	<b><u>7,544,548</u></b>	<b><u>9,766,633</u></b>	<b><u>0</u></b>	<b><u>1,274,799</u></b>
<b><u>CLOSED OR CANCELLED CAPITAL PROJECT SUMMARY FOR FY'16</u></b>					
LB6145 Park ADA Access	25,812	(25,812)	0	0	0
LB6146 Riverside Playground	<u>15,000</u>	<u>(15,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Closed Projects</b>	<b><u>40,812</u></b>	<b><u>(40,812)</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>Grand Total - All Projects</b>	<b><u>3,537,696</u></b>	<b><u>7,503,736</u></b>	<b><u>9,766,633</u></b>	<b><u>0</u></b>	<b><u>1,274,799</u></b>

## Program: Capital Construction - Lands & Buildings Projects

### Financial Summary

	ACTUAL FY'13 \$	ACTUAL FY'14 \$	BUDGET FY'15 \$	MANAGER RECOMMEND FY'16 \$	COMMITTEE APPROVED FY'16 \$	COUNCIL ADOPTED FY'16 \$	PROJECTED FY'17 \$
Beginning Fund Balance	<u>4,142,823</u>	<u>3,725,956</u>	<u>4,116,951</u>	<u>3,537,696</u>	<u>3,537,696</u>	<u>3,537,696</u>	<u>1,274,799</u>
<b>Resources</b>							
Federal Grants	58,347	0	1,300,000	300,000	300,000	300,000	200,000
State Grants	379,337	144,913	125,000	0	0	0	0
Other Agencies	0	0	75,000	0	0	0	0
Development Charges	119,601	82,880	87,500	92,000	92,000	92,000	80,000
Investment Interest	25,706	27,124	47,500	44,693	44,693	44,693	46,000
SDC Loans Interest	4,897	5,148	0	0	0	0	0
<b>Transfers In</b>							
General Fund	619,925	780,000	859,600	1,000,000	1,000,000	1,000,000	80,000
Transient Room Tax	165,511	155,509	205,800	185,700	185,700	185,700	191,300
Transfers	160,000	246,000	270,000	207,000	207,000	207,000	0
Transportation Projects	0	250,000	0	0	0	0	0
Debt Service	0	0	0	500,000	500,000	500,000	0
Vehicle Maintenance	0	0	600,000	600,000	600,000	600,000	0
Land Sale	139,034	0	1,487,343	1,487,343	1,487,343	1,487,343	0
Contributions/Donations	10,000	22,040	761,000	47,000	47,000	47,000	0
Miscellaneous Revenue	<u>38,742</u>	<u>42,073</u>	<u>3,035,000</u>	<u>3,040,000</u>	<u>3,040,000</u>	<u>3,040,000</u>	<u>0</u>
<b>Total Current Revenues</b>	<b><u>1,721,100</u></b>	<b><u>1,755,687</u></b>	<b><u>8,853,743</u></b>	<b><u>7,503,736</u></b>	<b><u>7,503,736</u></b>	<b><u>7,503,736</u></b>	<b><u>597,300</u></b>
<b>Total Resources</b>	<b><u>5,863,923</u></b>	<b><u>5,481,643</u></b>	<b><u>12,970,694</u></b>	<b><u>11,041,432</u></b>	<b><u>11,041,432</u></b>	<b><u>11,041,432</u></b>	<b><u>1,872,099</u></b>
<b>Requirements</b>							
Debt Service	120,000	0	1,460,000	1,460,000	1,460,000	1,460,000	0
Capital Outlay	1,540,748	1,257,842	8,946,468	8,306,633	8,306,633	8,306,633	439,057
Transfers Out	<u>477,219</u>	<u>5,990</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b><u>2,137,967</u></b>	<b><u>1,263,832</u></b>	<b><u>10,406,468</u></b>	<b><u>9,766,633</u></b>	<b><u>9,766,633</u></b>	<b><u>9,766,633</u></b>	<b><u>439,057</u></b>
Appropriated Fund Balance	<u>3,725,956</u>	<u>4,217,811</u>	<u>2,564,226</u>	<u>1,274,799</u>	<u>1,274,799</u>	<u>1,274,799</u>	<u>1,433,042</u>
<b>Total Requirements</b>	<b><u>5,863,923</u></b>	<b><u>5,481,643</u></b>	<b><u>12,970,694</u></b>	<b><u>11,041,432</u></b>	<b><u>11,041,432</u></b>	<b><u>11,041,432</u></b>	<b><u>1,872,099</u></b>

## Oregon Public Employee Retirement System

### Documenting the City of Grants Pass' participation in PERS



## Overview of the City's Participation in Oregon PERS

### Background

Approximately 57% of the City's current operating expenditures are personnel costs. This is followed by contractual services at over 22%. As Oregon PERS (Public Employees Retirement System) is a major component of overall personnel costs, it's important to explain the budgetary impact of changes to PERS rates. Like almost all public agencies in Oregon, the City's participation in the Oregon PERS is mandatory. PERS is largely a defined benefit retirement system, and the largest revenue source for the system by far is investment returns. When investment returns temporarily fall well below projected averages, such as happened in 2008, differences between assets in the system and the actuarial liabilities of the system need to be made up over time in part through higher employer contributions. It's important to make sure the system is properly funded and continues to provide investment returns to keep up with the retirement system's legal obligations.

Public employees that participated in the PERS system prior to system changes made in 2003 receive slightly different benefits than those that started after 2003. PERS charges the City different rates for the different classes of employees and different rates for sworn personnel versus general service personnel. The City uses its insurance/benefits fund to charge slightly different rates to departments as compared to the rates paid into the PERS system to limit the drastic budgetary impact of the State's PERS rates changing every two years. There is currently a PERS reserve in the insurance fund that will be used in the future to offset the impact of rates that are set to increase every two years until the State system is fully funded again.

### Budget Considerations & PERS Reserve

For the City of Grants Pass, the impact of every 3% increase to PERS rates equates to approximately \$400,000 per year in additional benefit costs for the City. Absent additional legislation to change the benefit structure of the system, PERS rates are expected to increase at least 3% every two years again starting in FY'18 until the State PERS system is fully funded. Rates the City pays also increased modestly starting in FY'16 and the amount of the increase was slightly less than previous expectations. PERS rates billed out to City departments have been slightly different than rates paid into the system, with the difference accounted for in the Benefits Administration fund (the PERS reserve established in that fund). A City PERS reserve has been created over many past budget years by a slight difference between department charges and actual payments into the PERS system. This reserve will be drawn down starting a few years from now when actual PERS rates are expected to be even higher than they were in FY'15. As the City's participation in PERS is mandatory, this is one of the few ways to manage the effects of large changes to PERS rates every two years.

Due to legislative changes made at the state level in 2013-2014, the City will be able to hold internally billed PERS rates the same through at least FY'18 by using the PERS reserve. The following are the actual and projected PERS reserve balances assuming the next rate changes are close to expectations:

<u>DATE</u>	<u>PERS RESERVE BALANCE PROJECTION:</u>
End of FY'14	\$2.3 million
End of FY'15	\$2.8 million
End of FY'16	\$3.1 million
End of FY'17	\$3.5 million
End of FY'18	\$3.4 million

The PERS reserve can be found in the Support Services section of the budget and more specifically the Benefits Administration Fund. The next rate change will occur at the beginning of FY'16, followed by another rate change at the beginning of FY'18. Because the FY'16 rate increase came in less than previous expectations, FY'16 and FY'17 will continue to build on the reserve. The plan at this point is the City would begin drawing on the reserve starting in FY'18 and it's possible the City could extend well past FY'18 without having to adjust internally billed PERS rates. If rates are kept the same and financial markets don't perform well even more severe drawdowns of the reserve would likely begin in FY'20. Short-term financial market fluctuations play a big role in the rate setting cycle every two years and internal and external rates will continue to be evaluated on at least an annual basis.

#### Current Rates & Expectations

Like other Oregon public agencies, the City of Grants Pass experienced an increase in rates paid to PERS effective July 1, 2011 and another large rate increase was originally set to occur July 1, 2013. However, during the 2013 session, the legislature made some changes to the cost side of the system and made some changes to the rate increase cycle that essentially deferred the next potential rate increase for two more years to July 1, 2015. The City of Grants Pass assesses PERS rates to departments slightly different than the rate actually paid into the system to manage the large rate changes that can occur every two years. The change made by the legislature in 2013 will allow the City's internally billed PERS rates to stay the same between Fiscal 2014 and at least Fiscal 2018 without having a large effect on the PERS reserves that have been established over the last ten years. Therefore, while large potential increases in PERS rates are still pending in the future, the City's PERS reserves will allow internally billed rates that are accounted for in the operating budgets to stay the same for at least the next three to four years. In addition, there were some legal challenges pending for the PERS changes made by the state legislature in 2013-2014. In the end, a large portion of the cost savings measures implemented by the legislature were overturned by the Supreme Court, meaning the increases in PERS rates in the next two rate setting cycles will be even higher than they would have been otherwise (and actuarial PERS liabilities will be higher).

Total costs billed to departments and costs by major operating divisions are presented below and on the following pages. The total cost for PERS by the major categories is provided below to provide insight into the changes over time. Remember that "Budget" will appear to jump in comparison to "Actual" given that the City frequently has unfilled positions at different times throughout the year that result in temporary expenditure savings. PERS rates are assessed as a percentage of current gross salaries.

	<b>FY'13 Actual</b>	<b>FY'14 Actual</b>	<b>FY'15 Budget</b>	<b>FY'16 Recommend</b>	<b>FY'17 Projected</b>
PERS/OPSRP-Employee 6%	779,031	771,419	843,670	878,405	903,135
PERS/OPSRP-Employer	2,354,749	2,452,920	2,618,591	2,691,586	2,764,024

<b>Total PERS Expenditures by Program Area</b>					
	<b>FY'13 Actual</b>	<b>FY'14 Actual</b>	<b>FY'15 Budget</b>	<b>FY'16 Recommend</b>	<b>FY'17 Projected</b>
Policy & Legislation	19,640	-	-	-	-
Public Safety	2,038,681	2,131,211	2,215,435	2,312,946	2,378,085
Parks	65,305	71,044	75,066	77,992	79,357
Development	120,335	108,461	124,180	137,564	140,810
Transportation	62,601	174,163	209,757	193,458	197,809
Storm Water & Open Space	693	728	-	-	-
Water	153,870	153,603	180,822	188,639	193,479
Wastewater	165,908	159,812	170,245	172,673	177,840
Solid Waste	1,474	1,614	2,577	2,598	2,723
Administrative Services	252,483	260,074	290,798	285,783	294,240
Support Services	252,384	272,085	317,561	323,818	330,937
Lands & Buildings	-	4	-	-	-
<b>TOTAL</b>	<b>3,133,375</b>	<b>3,332,800</b>	<b>3,586,441</b>	<b>3,695,471</b>	<b>3,795,280</b>

Department	FY13 Actual	FY14 Actual	FY15 Adopted	FY15 Revised	FY16 Recommend	FY17 Projected
<b>Policy &amp; Legislation</b>						
GENERAL OPERATIONS	<u>19,640</u>	-	-	-	-	-
<b>Public Safety</b>						
PS-FIRE RESCUE DIVISION	-	703,418	704,797	704,797	728,976	743,342
PS-POLICE DIVISION	1,602,961	1,099,448	1,175,543	1,175,543	1,205,640	1,242,760
PS-SUPPORT DIVISION	435,720	328,345	335,095	335,095	378,330	391,983
	<u>2,038,681</u>	<u>2,131,211</u>	<u>2,215,435</u>	<u>2,215,435</u>	<u>2,312,946</u>	<u>2,378,085</u>
<b>Parks</b>						
PARKS MAINTENANCE SERVICE	60,693	65,409	68,388	68,388	71,159	72,406
RECREATION SERVICES	1,282	2,050	2,538	2,538	2,548	2,613
AQUATIC SERVICES	3,331	3,585	4,140	4,140	4,285	4,338
	<u>65,305</u>	<u>71,044</u>	<u>75,066</u>	<u>75,066</u>	<u>77,992</u>	<u>79,357</u>
<b>Development</b>						
BUILDING AND SAFETY	29,087	30,701	34,476	34,476	33,928	34,789
PLANNING	45,194	40,735	58,902	58,902	58,283	58,723
ECONOMIC DEVELOPMENT	13,421	480	12,336	12,336	12,084	12,689
TOURISM PROMOTION SERVICE	17,459	18,675	1,401	1,401	1,075	1,093
DOWNTOWN DEVELOPMENT	15,174	17,870	17,065	17,065	20,110	20,827
	<u>120,335</u>	<u>108,461</u>	<u>124,180</u>	<u>124,180</u>	<u>125,480</u>	<u>128,121</u>
<b>Transportation</b>						
STREET & DRAINAGE MAINT	59,832	61,821	81,305	81,305	75,762	78,073
TRANSPORTATION PROJECTS	2,769	3,881	4,272	4,272	4,300	4,304
	<u>62,601</u>	<u>174,163</u>	<u>209,757</u>	<u>209,757</u>	<u>205,542</u>	<u>210,498</u>
<b>Storm Water &amp; Open Space</b>						
STORM DRAIN SDCs	<u>693</u>	<u>728</u>	-	-	-	-
<b>Water</b>						
WATER TREATMENT	75,956	75,673	83,774	83,774	90,387	91,689
WATER DISTRIBUTION	72,730	72,441	92,902	92,902	94,078	97,612
WATER PROJECTS	5,184	5,489	4,146	4,146	4,174	4,178
	<u>153,870</u>	<u>153,603</u>	<u>180,822</u>	<u>180,822</u>	<u>188,639</u>	<u>193,479</u>
<b>Wastewater</b>						
WASTEWATER COLLECTION	52,634	58,590	61,892	61,892	64,928	67,186
WASTEWATER TREATMENT	79,803	84,645	104,207	104,207	103,571	106,476
JO GRO	31,006	14,218	-	-	-	-
WASTEWATER PROJECTS	2,464	2,360	4,146	4,146	4,174	4,178
	<u>165,908</u>	<u>159,812</u>	<u>170,245</u>	<u>170,245</u>	<u>172,673</u>	<u>177,840</u>
<b>Solid Waste</b>						
SOLID WASTE OPERATIONS	1,384	1,472	2,577	2,577	2,598	2,723
SOLID WASTE CONSTRUCTION	90	142	-	-	-	-
	<u>1,474</u>	<u>1,614</u>	<u>2,577</u>	<u>2,577</u>	<u>2,598</u>	<u>2,723</u>
<b>Administrative Services</b>						
HUMAN RESOURCES	40,847	46,558	49,443	49,443	42,044	44,731
MANAGEMENT SERVICES	80,833	75,242	77,833	77,833	78,147	79,588
LEGAL SERVICES	411	327	3,591	3,591	3,627	3,748
FINANCE	130,392	137,947	159,931	159,931	161,965	166,173
	<u>252,483</u>	<u>260,074</u>	<u>290,798</u>	<u>290,798</u>	<u>285,783</u>	<u>294,240</u>
<b>Support Services</b>						
GARAGE OPERATIONS	31,639	28,638	35,265	35,265	42,228	42,906
EQUIPMENT REPLACEMENT	7,284	7,695	9,105	9,105	-	-
INFORMATION TECHNOLOGY	43,082	60,487	74,152	74,152	77,371	79,934
PROPERTY MANAGEMENT	22,653	22,943	27,753	27,753	24,268	24,764
ENGINEERING	46,938	44,704	47,517	47,517	72,243	72,488
PARKS & CD MGMT SERVICES	94,683	100,222	114,435	114,435	98,025	100,568
WORKERS COMP INSURANCE	3,609	4,824	6,628	6,628	6,947	7,404
GENERAL INSURANCE	2,496	2,572	2,706	2,706	2,736	2,873
	<u>252,384</u>	<u>272,085</u>	<u>317,561</u>	<u>317,561</u>	<u>323,818</u>	<u>330,937</u>
<b>Lands &amp; Buildings</b>						
LANDS AND BLDGS PROJECTS	-	4	-	-	-	-
	<u>3,133,375</u>	<u>3,332,800</u>	<u>3,586,441</u>	<u>3,586,441</u>	<u>3,695,471</u>	<u>3,795,280</u>

### The 6% "Pick-Up"

PERS currently requires a payment of 6% of a public employee's gross wages into the system, paid either by the employee or by the employer. Most public employers, such as the City of Grants Pass, have elected to pay the 6% on behalf of the employee as part of the overall compensation package. This allows payroll taxes to be minimized (all things being equal in terms of the total compensation package). The costs shown above include both the main PERS rate and the 6% portion.

### Rate Drivers & PERS Reserve Impact

PERS rate changes are largely and directly correlated to the broad performance of financial markets, and rate changes tend to lag the actual performance of financial markets by at least two years. The FY'10 and FY'11 rates billed by PERS were reduced because of financial market performance that was healthy prior to 2008. However, knowing that 2008 was one of the worst financial market performances in many years, the City billed all departments at the same PERS rates as the previous two-year cycle and set aside additional reserves in the Benefits Administration program. Reserves have been set aside for many years by charging slightly different rates to operating departments as compared to the PERS system payment requirements, and at the peak of the PERS rate setting cycle these reserves will be used to lessen the impact of higher rates. Due to the PERS law change made by the State Legislature in the 2013 session, rates starting July 1<sup>st</sup>, 2013 have been similar to rates paid previously and the City's PERS reserve will allow the City to hold internally billed rates at the same level for a number of years after FY'15.

The State PERS Board made a policy decision to spread unfunded liabilities, largely the result of retirement benefits for Tier 1/Tier 2 employees, to all groups. As the current employee membership in Tier 1/Tier 2 has declined due to retirements, the financial impact of liabilities and financial market losses in 2008 produced staggering rate projections for these remaining Tier 1/2 employees. Government agencies have found these impacts more manageable by allocating a portion of the liabilities across all groups of employees, and so under the State's rate setting rules the liabilities are spread across all categories of PERS employees. It is also noteworthy that the State has addressed the issue of Tier1/Tier2 benefits in that since 2003 new public employees do not have the same defined benefits. However, the system remains to be partially a defined benefit plan that sets retirement benefits based on time of service rather than by how much is earned in an employee's individual retirement account and how well investments perform. This type of retirement plan is challenging to manage when retirement portfolio returns come in well under average long-term expectations, as was the case in 2008.

Due to the historic losses in financial markets in 2008 and limited recovery of those losses in recent years, it is currently expected that at least 3% increases will be implemented by the state PERS program every two years starting again on July 1, 2017 until the losses are recovered and the retirement assets equal the actuarial liabilities. Over the next two years, the City will bill all departments at rates slightly higher than what is paid into the system. The PERS reserve will grow slightly and be used to offset future rate increases. The financial plan at this time is to stop growing the reserve after FY'17 and use the reserve to help offset future increases starting in FY'18.

Actuarial liabilities compared to growth in assets for the State operated PERS system will have to be monitored to predict the impact of future rate setting cycles. Ultimately the move to create PERS reserves will lessen the future impact of PERS rate hikes towards the end of the rate increase cycle and will help smooth the potential volatility of City personnel and related benefit costs. While the City cannot

control these rates and must follow the rules of the State's system, the City has taken steps to prepare for future PERS cost increases. In addition, the rate increases that the City will experience starting July 1, 2015, were less than previous expectations. This is due in part to the City now being part of the State & Local Government Rate Pool for its Tier 1 and Tier 2 liabilities for the first time. Grants Pass is no longer an independent employer for the calculated liabilities for the PERS Tiers previous to OPSRP (2003), and the difference between the funded status of Grants Pass and the pool at the point where Grants Pass joined the rate pool recently, is set to be amortized over many years into the future. PERS rate changes every two years might be slightly less volatile in the future due to this change that was made in the last cycle.

Starting July 1, 2013, the rates paid in without the previously mentioned law changes would have increased by between 3.66% and 4.38% for the various classes of City of Grants Pass PERS employees (those rates are as a percentage of gross payroll, not the amount of change in the PERS rate itself). If the City was fully staffed for all funded positions in the adopted FY'14 budget, this increase would have amounted to increased costs of more than \$500,000 per year starting with the Fiscal 2014 budget year. In contrast, the City's PERS reserve will only approach approximately \$2.8 million at the end of FY'15, and those reserves can only be used once before they would need to be built up again. This speaks to the continued need to build the reserve to prepare for future rate increases that are nearly certain unless other law changes are made. City Staff will continue to plan for additional rate increases in the future and discuss with Council the limited options we have at the local level on dealing with PERS rate changes every two years. Changes made to PERS by the legislature in the last two years have also been appealed to the Oregon Supreme Court.

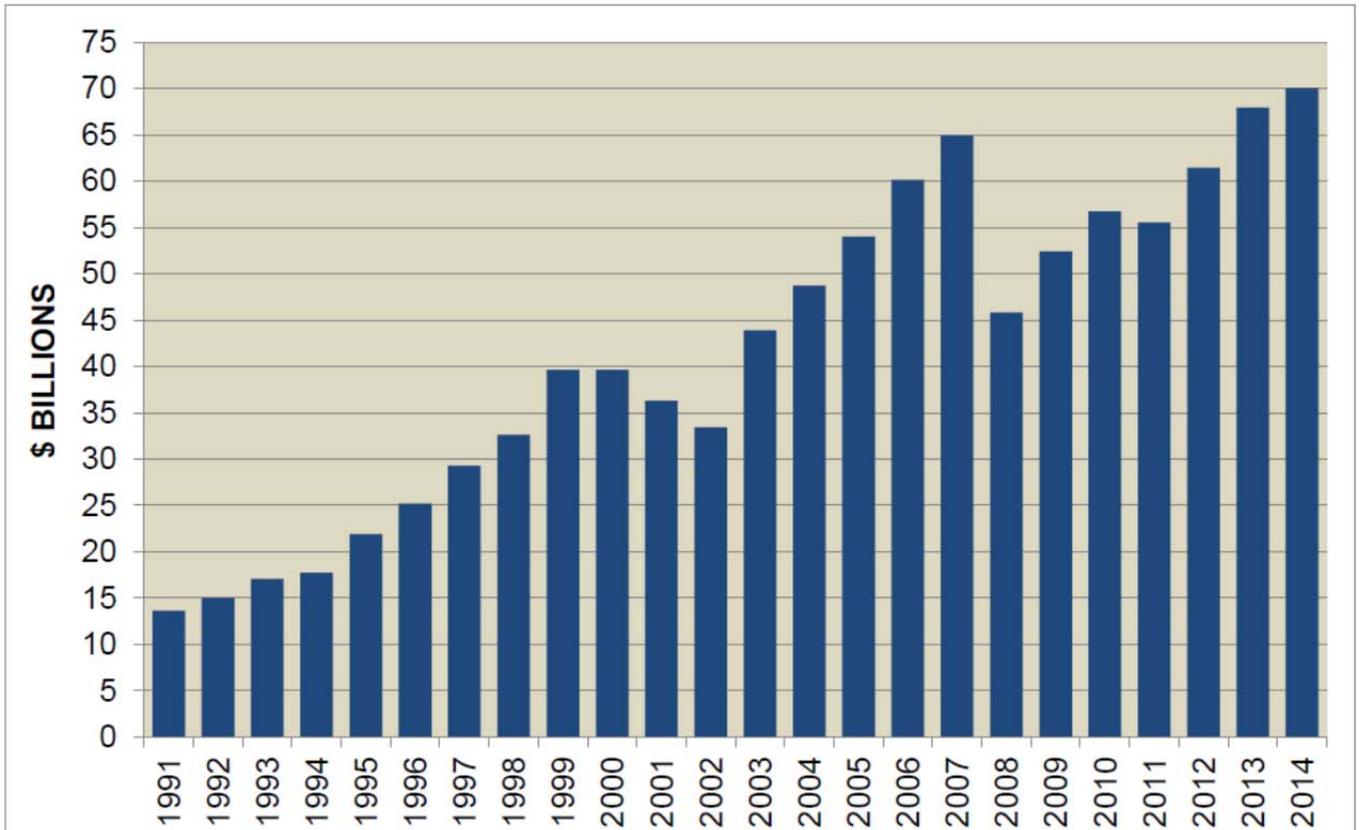
Absent above average investment returns, the City of Grants Pass and almost all other public agencies in Oregon currently have an actuarial unfunded liability related to participation in PERS. Each year, PERS engages an actuary to determine the proper measure of actuarial assets, actuarial liabilities, the system's funded status, and each employer's share of assets and liabilities. Below is one of the disclosures from the City of Grants Pass PERS annual report as of the end of calendar 2012 (Grants Pass' share of the system only):

### *Schedule of Funding Progress*

The Schedule of Funding Progress is required for the Tier 1/Tier 2 pension liabilities. The table below shows the schedule for the last several valuations. For employers with side accounts, the actuarial value of assets in this Schedule includes the value of the employer's side accounts.

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) (b)	Unfunded AAL (b - a)	Funded Ratio (a ÷ b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll ((b-a) ÷ c)
12/31/2007	\$52,711,473	\$54,238,486	\$1,527,013	97%	\$11,433,157	13%
12/31/2008	39,663,782	56,472,774	16,808,992	70%	12,515,625	134%
12/31/2009	45,516,785	58,455,182	12,938,397	78%	11,981,543	108%
12/31/2010	49,311,239	61,438,085	12,126,846	80%	12,714,676	95%
12/31/2011	48,845,349	63,743,090	14,897,741	77%	13,468,530	111%
12/31/2012	54,287,992	65,439,529	11,151,537	83%	13,265,839	84%

PERS fund value (calendar years ending December 31)



**Unfunded actuarial liability history and funded ratio\***

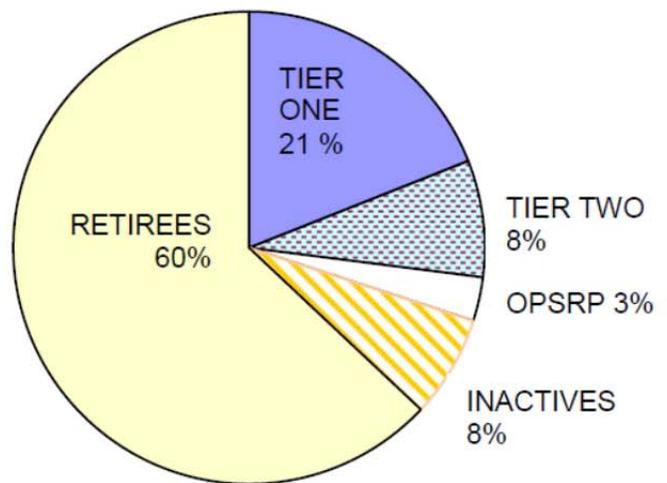
Valuation** Date	With Side Accounts*** (starting in 2002)		Without Side Accounts	
	UAL (\$M)	Funded Ratio (%)	UAL (\$M)	Funded Ratio (%)
2000	1,545	96.4	1,545	96.4
2001	-2,031	105.4	-2,031	105.4
2002	3,204	92.0	3,983	89.9
2003	1,751	96.1	6,227	86.0
2004	2,122	95.6	7,678	84.0
2005	-1,751	104.0	4,919	91.0
2006	-5,019	109.7	2,229	95.7
2007	-6,120	111.5	1,538	97.1
2008	10,998	80.0	16,133	70.4
2009	8,108	86.0	13,598	76.0
2010****	7,700	87.0	13,300	78.0
2011	11,030	82.0	16,255	73.0
2012*****	5,600	91.0	11,100	82.0
2013	2,600	96.0	8,500	86.0
2014 (estimated)	2,750	96.0	8,750	86.0

- \* Includes RHIA/RHIPA.
- \*\* 2000-2003 UALs were calculated using actuarial value of assets (AVA) based on year-to-year changes in asset values smoothed over four-year periods. All other UALs since 1997 were calculated using an AVA based on fair market value.
- \*\*\* The official PERS valuation UAL and funded ratio are based on accepted actuarial standards and methodologies. These methodologies are subject to review and revision every two years. A negative UAL amount represents a surplus.
- \*\*\*\* 2010 and after includes the OPSRP Pension Program, 2000-2009 reflects only Tier One/Tier Two.
- \*\*\*\*\* Includes liability reductions from Senate Bills 822 & 861 and new Board-adopted actuarial assumptions and methods from the 2012 Experience Study.

**Actuarial accrued liabilities**

Before PERS reform in 2003, PERS' liabilities were growing by about 12% annually. Reform reduced liability growth to an expected average of 3 to 4% annually over the long-term, which is close to the system's annual inflation rate assumption of 2.75%.

Approximately 70% of PERS' total accrued liability is for members who are no longer working in PERS-covered employment (retirees and inactives). As a result, more than 40% of an employer's total contribution rate is associated with these groups.



Tier One active members represent 21% of the accrued liabilities. More than 56% of Tier One active member liability is for members over age 55, and approximately 80% of the Tier One active member liability is for members over age 50. Because the average retirement age is currently 61, a large shift in liabilities between active and retired is anticipated in the near future.

#### 4. System Revenue

##### Member and employer contributions and investment income for calendar years

Year	Member Contributions (\$M)	Employer Contributions (\$M)	Amortization of Employer Side Accounts (\$M)*	Total Employer (\$M)	Net Investment & Other Income (\$M)
1995	287	427	N/A	427	4,110
1996	296	463	N/A	463	4,358
1997	291	473	N/A	473	4,582
1998	318	488	N/A	488	3,978
1999	347	577	N/A	577	7,463
2000	359	654	N/A	654	143
2001	385	689	N/A	689	-2,708
2002	398	725	8	733	-3,460
2003	405	582	97	679	8,866
2004	371**	408	278	686	5,933
2005	434	504	357	861	6,179
2006	456	637	474	1,111	8,163
2007	468	633	466	1,099	5,808
2008	484	669	541	1,210	-17,235
2009	515	561	540	1,101	8,053
2010	502	435	558	993	6,444
2011	510	627	509	1,136	1,935
2012	513	915	443	1,358	7,859
2013	561	942	448	1,390	9,458
2014	524	994	472	1,466	4,819

\* PERS' methodology to track amortization of side accounts began in 2002. Side accounts hold deposits of pension obligation bond proceeds and other lump-sum payments.

\*\* Since January 1, 2004, member contributions have been placed in the Individual Account Program (IAP), instead of the legacy Tier One/Tier Two member accounts.

- Member contributions equal 6% of covered salary and now go to the IAP. The member contribution is currently assumed and paid or “picked up” by 65% of all employers for more than 50% of their employees. This totals approximately 72% of all employees.
- PERS Reform legislation led to a reduction in employer rates beginning in 2003. Also, starting in 2002, employers were given the option to deposit lump-sum payments into side accounts, reducing subsequent “new dollar” annual contributions for the employers that make such deposits.
- Employer contribution amounts are from the calendar year-end records. Data for calendar year 2004 and beyond includes employer contributions for OPSRP Pension Program, Tier One/Tier Two, and post-retirement health care (RHIA, RHIPA).

4. System Revenue (continued)

Regular account earnings available for crediting and actual distributions to Tier One and Tier Two member regular, variable, and Individual Account Program (IAP) accounts

Year	Regular Account Earnings (%)	Distributions (%)			
		Tier One	Tier Two	Variable Account	IAP
1970	5.09	5.09		7.47	
1971	6.27	6.27		9.47	
1972	7.46	7.46		13.87	
1973	0.00	0.00		-16.39	
1974	0.00	5.50		-18.16	
1975	9.19	7.50		18.94	
1976	10.38	7.75		18.58	
1977	4.79	7.00		-2.62	
1978	7.37	7.00		7.03	
1979	12.32	11.09		20.40	
1980	16.92	13.00		29.94	
1981	4.37	7.50		-2.25	
1982	15.31	11.50		22.39	
1983	18.37	13.00		23.12	
1984	7.33	7.50		4.00	
1985	21.38	15.00		27.99	
1986	22.70	18.37		18.98	
1987	9.00	7.50		4.54	
1988	16.86	13.50		18.62	
1989	19.74	14.50		26.84	
1990	-1.53	8.00		-7.84	
1991	22.45	15.00		35.05	
1992	6.94	8.00		10.54	
1993	15.04	12.00		12.65	
1994	2.16	8.00		-1.76	
1995	20.78	12.50		29.92	
1996	24.42	21.00	24.42	21.06	
1997	20.42	18.70	20.42	28.87	
1998	15.43	14.10	13.63	21.45	
1999	24.89	11.33*	21.97	28.83	
2000	0.63	8.00	0.54	-3.24	
2001	-7.17	8.00	-6.66	-11.19	
2002	-8.93	8.00	-8.93	-21.51	
2003	23.79	8.00	22.00	34.68	
2004	13.80	8.00	13.27	13.00	12.77
2005	13.04	8.00	18.31*	8.29	12.80
2006	15.57	8.00	15.45	15.61	14.98
2007	10.22	7.97***	9.47	1.75	9.46
2008	-27.18	8.00	-27.18	-43.71	-26.75
2009	19.12	8.00	19.12	35.57	18.47
2010	12.44	8.00	12.44	15.17	12.13
2011	2.21	8.00	2.21	-7.80	2.15
2012	14.29	8.00	14.68	18.43	14.09
2013	15.76	8.00	15.62	25.74	15.59
2014	7.29	7.75	7.24	4.29	7.05

\* The PERS Board originally credited these accounts at 20%. That allocation was later reduced to 11.33% to comply with subsequent court decisions and legislative findings.

\*\* Tier Two regular account crediting, based solely on earnings, was 13.74%. However, the PERS Board deployed \$9 million from the Capital Preservation Reserve and \$17 million from the Contingency Reserve that was added to Tier Two earnings. As a result, Tier Two was credited with a total of 18.31%. The dollars allocated from the reserves were originally withheld from Tier Two regular account earnings.

\*\*\* After crediting Tier One accounts with the assumed rate of 8%, member attorney fees in the *Strunk* case were deducted by order of the Oregon Supreme Court resulting in an effective crediting rate of 7.97%.

- In determining plan funding, the actuary must project future earnings of the PERS Fund. This is called the “assumed earnings rate.” Historical assumed earnings rates are:
  - 5.0% for 1971 - 1974
  - 7.0% for 1975 - 1978
  - 7.5% for 1979 - 1988
  - 8.0% for 1989 - 2013
  - 7.75% beginning January 1, 2014.

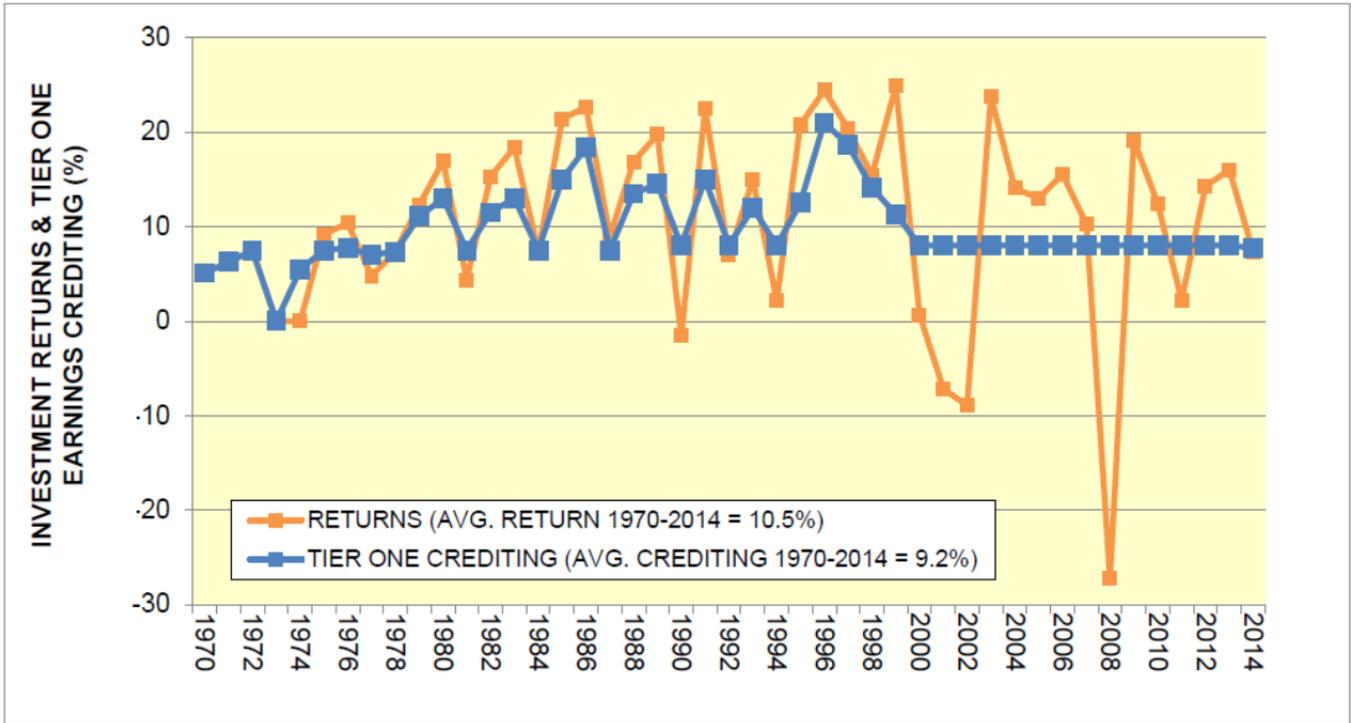
- Average earnings credited to IAP accounts from 2004 - 2014: 8.4%
- Average earnings credited to Tier Two accounts from 1996 - 2014: 8.9%

45-year averages (1970-2014)

- Regular account earnings available for crediting: 10.5%.
- Earnings credited to Tier One regular accounts: 9.2%.
- Earnings credited to variable accounts: 11.0%.

**4. System Revenue (continued)**

**Regular account earnings available for crediting and actual distributions to Tier One member regular accounts based on 2014 earnings**



Further information about Oregon PERS can be found on the State's website at the following address:

<http://www.oregon.gov/pers/Pages/index.aspx>

# **APPENDIX**

Appendix A

Summary of Resources by Fund & Source for Fiscal Year 2017 Projected								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Funds	Total
Property Taxes	16,792,871	0	1,133,600	0	0	0	0	17,926,471
Taxes Other than Property	3,975,723	1,290,700	0	0	0	0	0	5,266,423
Licenses & Permits	290,960	12,500	0	0	0	0	0	303,460
Fines & Forfeitures	141,000	0	0	0	0	0	0	141,000
Revenue From Other Agencies	1,695,199	2,468,100	0	1,946,845	0	3,600	0	6,113,744
Use of Assets	72,750	25,375	1,500	46,500	29,000	55,200	22,000	252,325
Fees & Charges	236,470	1,114,330	0	255,000	13,305,250	27,800	0	14,938,850
Other Revenue	174,225	197,100	660,000	0	82,100	96,832	287,000	1,497,257
Direct Charges for Service	0	0	0	0	22,900	5,153,552	0	5,176,452
Administrative Charges	0	0	0	0	0	4,429,466	0	4,429,466
Transfers In	1,072,500	400,200	0	2,175,300	4,633,000	0	0	8,281,000
<b>Total Current Revenues</b>	<b>24,451,698</b>	<b>5,508,305</b>	<b>1,795,100</b>	<b>4,423,645</b>	<b>18,072,250</b>	<b>9,766,450</b>	<b>309,000</b>	<b>64,326,448</b>
Beginning Resources	8,251,503	2,650,266	141,480	2,053,918	3,314,039	7,661,439	166,818	24,239,463
<b>Total Resources</b>	<b>32,703,201</b>	<b>8,158,571</b>	<b>1,936,580</b>	<b>6,477,563</b>	<b>21,386,289</b>	<b>17,427,889</b>	<b>475,818</b>	<b>88,565,911</b>

Summary of Requirements by Fund & Major Object for Fiscal Year 2017 Projected								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	16,618,389	735,859	0	0	2,905,732	5,043,419	0	25,303,399
Materials and Supplies	617,561	80,282	0	0	894,257	506,850	0	2,098,950
Contractual Services	4,216,446	1,773,462	8,000	0	2,380,465	2,852,370	312,000	11,542,743
Direct Charges for Services	840,979	444,247	10,000	0	871,597	575,227	12,500	2,754,550
Capital Outlay	27,000	1,477,848	0	6,477,563	6,029,190	703,000	0	14,714,601
Indirect Charges	2,178,740	196,720	0	0	737,220	291,070	0	3,403,750
<b>Operating Expenditures</b>	<b>24,499,115</b>	<b>4,708,418</b>	<b>18,000</b>	<b>6,477,563</b>	<b>13,818,461</b>	<b>9,971,936</b>	<b>324,500</b>	<b>59,817,993</b>
Other Requirements								
Debt Service	0	0	1,285,100	0	995,483	0	0	2,280,583
Transfers Out	1,065,200	2,402,800	500,000	0	4,313,000	0	0	8,281,000
<b>Total Other Expenditures</b>	<b>1,065,200</b>	<b>2,402,800</b>	<b>1,785,100</b>	<b>0</b>	<b>5,308,483</b>	<b>0</b>	<b>0</b>	<b>10,561,583</b>
Contingencies	2,222,194	1,047,353	83,480	0	2,259,345	1,767,094	0	7,379,466
Ending Balance	4,916,692	0	50,000	0	0	5,688,859	151,318	10,806,869
<b>Total Requirements</b>	<b>32,703,201</b>	<b>8,158,571</b>	<b>1,936,580</b>	<b>6,477,563</b>	<b>21,386,289</b>	<b>17,427,889</b>	<b>475,818</b>	<b>88,565,911</b>

### Summary of Resources by Fund & Source for Fiscal Year 2016 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	16,494,350	0	1,096,700	0	0	0	0	17,591,050
Taxes Other than Property	3,924,988	1,254,500	0	0	0	0	0	5,179,488
Licenses & Permits	290,960	12,500	0	0	0	0	0	303,460
Fines & Forfeitures	141,000	0	0	0	0	0	0	141,000
Revenue From Other Agencies	1,660,303	2,460,600	0	3,406,750	0	3,600	0	7,531,253
Use of Assets	72,750	25,165	1,500	1,532,536	37,500	56,100	22,000	1,747,551
Fees & Charges	1,008,470	1,091,290	0	267,000	13,052,350	27,800	0	15,446,910
Other Revenue	174,225	196,600	660,000	3,787,000	81,900	686,932	281,000	5,867,657
Direct Charges for Service	0	0	0	0	22,900	4,821,819	0	4,844,719
Administrative Charges	0	0	0	0	0	4,236,945	0	4,236,945
Transfers In	1,041,900	390,500	0	4,721,700	5,287,000	0	0	11,441,100
<b>Total Current Revenues</b>	<b>24,808,946</b>	<b>5,431,155</b>	<b>1,758,200</b>	<b>13,714,986</b>	<b>18,481,650</b>	<b>9,833,196</b>	<b>303,000</b>	<b>74,331,133</b>
Beginning Resources	10,899,226	3,313,414	152,880	10,208,957	11,373,185	9,387,691	182,318	45,517,671
<b>Total Resources</b>	<b>35,708,172</b>	<b>8,744,569</b>	<b>1,911,080</b>	<b>23,923,943</b>	<b>29,854,835</b>	<b>19,220,887</b>	<b>485,318</b>	<b>119,848,804</b>

### Summary of Requirements by Fund & Major Object for Fiscal Year 2016 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	16,277,871	742,463	0	0	2,881,145	4,949,284	0	24,850,763
Materials and Supplies	675,111	80,882	0	0	870,307	520,150	0	2,146,450
Contractual Services	5,282,999	1,746,104	8,000	0	2,314,060	3,474,810	306,000	13,131,973
Direct Charges for Services	834,324	441,004	10,000	0	854,977	567,574	12,500	2,720,379
Capital Outlay	47,000	1,438,848	0	22,373,943	13,227,264	966,800	0	38,053,855
Indirect Charges	2,153,864	195,250	0	0	728,350	290,830	0	3,368,294
<b>Operating Expenditures</b>	<b>25,271,169</b>	<b>4,644,551</b>	<b>18,000</b>	<b>22,373,943</b>	<b>20,876,103</b>	<b>10,769,448</b>	<b>318,500</b>	<b>84,271,714</b>
Other Requirements								
Debt Service	0	0	1,251,600	1,460,000	1,440,883	0	0	4,152,483
Transfers Out	2,185,500	2,743,600	500,000	90,000	5,132,000	790,000	0	11,441,100
<b>Total Other Expenditures</b>	<b>2,185,500</b>	<b>2,743,600</b>	<b>1,751,600</b>	<b>1,550,000</b>	<b>6,572,883</b>	<b>790,000</b>	<b>0</b>	<b>15,593,583</b>
Contingencies	2,367,115	1,356,418	91,480	0	2,405,849	2,228,768	0	8,449,630
Ending Balance	5,884,388	0	50,000	0	0	5,432,671	166,818	11,533,877
<b>Total Requirements</b>	<b>35,708,172</b>	<b>8,744,569</b>	<b>1,911,080</b>	<b>23,923,943</b>	<b>29,854,835</b>	<b>19,220,887</b>	<b>485,318</b>	<b>119,848,804</b>

Appendix C

Summary of Resources by Fund & Source for Fiscal Year 2016 Recommended								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	16,494,350	0	1,096,700	0	0	0	0	17,591,050
Taxes Other than Property	3,924,988	1,254,500	0	0	0	0	0	5,179,488
Licenses & Permits	290,960	12,500	0	0	0	0	0	303,460
Fines & Forfeitures	141,000	0	0	0	0	0	0	141,000
Revenue From Other Agencies	1,660,303	2,460,600	0	3,406,750	0	3,600	0	7,531,253
Use of Assets	72,750	25,165	1,500	1,532,536	37,500	56,100	22,000	1,747,551
Fees & Charges	236,470	1,091,290	0	267,000	13,052,350	27,800	0	14,674,910
Other Revenue	174,225	196,600	660,000	3,787,000	81,900	686,932	281,000	5,867,657
Direct Charges for Service	0	0	0	0	22,900	4,821,819	0	4,844,719
Administrative Charges	0	0	0	0	0	4,236,945	0	4,236,945
Transfers In	1,041,900	390,500	0	4,721,700	5,287,000	0	0	11,441,100
<b>Total Current Revenues</b>	<b>24,036,946</b>	<b>5,431,155</b>	<b>1,758,200</b>	<b>13,714,986</b>	<b>18,481,650</b>	<b>9,833,196</b>	<b>303,000</b>	<b>73,559,133</b>
Beginning Resources	10,699,226	3,313,414	152,880	10,208,957	11,373,185	9,387,691	182,318	45,317,671
<b>Total Resources</b>	<b>34,736,172</b>	<b>8,744,569</b>	<b>1,911,080</b>	<b>23,923,943</b>	<b>29,854,835</b>	<b>19,220,887</b>	<b>485,318</b>	<b>118,876,804</b>

Summary of Requirements by Fund & Major Object for Fiscal Year 2016 Recommended								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	16,277,871	742,463	0	0	2,881,145	4,949,284	0	24,850,763
Materials and Supplies	675,111	80,882	0	0	870,307	520,150	0	2,146,450
Contractual Services	4,310,999	1,746,104	8,000	0	2,314,060	3,474,810	306,000	12,159,973
Direct Charges for Services	834,324	441,004	10,000	0	854,977	567,574	12,500	2,720,379
Capital Outlay	47,000	1,438,848	0	22,373,943	13,227,264	966,800	0	38,053,855
Indirect Charges	2,153,864	195,250	0	0	728,350	290,830	0	3,368,294
<b>Operating Expenditures</b>	<b>24,299,169</b>	<b>4,644,551</b>	<b>18,000</b>	<b>22,373,943</b>	<b>20,876,103</b>	<b>10,769,448</b>	<b>318,500</b>	<b>83,299,714</b>
Other Requirements								
Debt Service	0	0	1,251,600	1,460,000	1,440,883	0	0	4,152,483
Transfers Out	2,185,500	2,743,600	500,000	90,000	5,132,000	790,000	0	11,441,100
<b>Total Other Expenditures</b>	<b>2,185,500</b>	<b>2,743,600</b>	<b>1,751,600</b>	<b>1,550,000</b>	<b>6,572,883</b>	<b>790,000</b>	<b>0</b>	<b>15,593,583</b>
Contingencies	2,367,115	1,356,418	91,480	0	2,405,849	2,228,768	0	8,449,630
Ending Balance	5,884,388	0	50,000	0	0	5,432,671	166,818	11,533,877
<b>Total Requirements</b>	<b>34,736,172</b>	<b>8,744,569</b>	<b>1,911,080</b>	<b>23,923,943</b>	<b>29,854,835</b>	<b>19,220,887</b>	<b>485,318</b>	<b>118,876,804</b>

**Summary of Resources by Fund & Source for Fiscal Year 2015 Budget**

	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Debt Service Funds</b>	<b>Capital Construction Funds</b>	<b>Enterprise Funds</b>	<b>Intergov. Service Funds</b>	<b>Trust Fund</b>	<b>Total</b>
Property Taxes	15,480,030	0	1,064,800	0	0	0	0	16,544,830
Taxes Other than Property	3,684,000	1,239,700	0	0	0	0	0	4,923,700
Licenses & Permits	315,640	12,500	0	0	0	0	0	328,140
Fines & Forfeitures	208,500	0	0	0	0	0	0	208,500
Revenue From Other Agencies	1,540,604	2,434,752	0	3,510,092	0	4,250	0	7,489,698
Use of Assets	74,000	31,345	1,000	1,546,843	38,500	67,200	22,000	1,780,888
Fees & Charges	1,335,240	1,017,470	0	262,500	11,743,350	31,300	0	14,389,860
Other Revenue	182,175	190,492	910,000	3,796,000	99,750	833,630	251,000	6,263,047
Direct Charges for Service	0	0	0	0	32,300	4,998,536	0	5,030,836
Administrative Charges	0	0	0	0	0	4,100,998	0	4,100,998
Transfers In	1,151,300	508,100	0	4,208,352	4,806,569	0	0	10,674,321
<b>Total Current Revenues</b>	<b>23,971,489</b>	<b>5,434,359</b>	<b>1,975,800</b>	<b>13,323,787</b>	<b>16,720,469</b>	<b>10,035,914</b>	<b>273,000</b>	<b>71,734,818</b>
Beginning Resources	10,515,825	3,787,882	80,974	11,736,155	8,014,323	8,212,674	185,869	42,533,702
<b>Total Resources</b>	<b>34,487,314</b>	<b>9,222,241</b>	<b>2,056,774</b>	<b>25,059,942</b>	<b>24,734,792</b>	<b>18,248,588</b>	<b>458,869</b>	<b>114,268,520</b>

**Summary of Requirements by Fund & Major Object for Fiscal Year 2015 Budget**

	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Debt Service Funds</b>	<b>Capital Construction Funds</b>	<b>Enterprise Funds</b>	<b>Intergov. Service Funds</b>	<b>Trust Fund</b>	<b>Total</b>
Personnel Services	15,495,349	710,025	0	0	2,773,336	4,791,488	0	23,770,198
Materials and Supplies	593,536	72,182	0	0	856,057	551,340	0	2,073,115
Contractual Services	4,993,152	1,818,212	8,000	0	2,311,486	3,185,390	276,000	12,592,240
Direct Charges for Services	800,344	426,990	10,000	0	842,868	662,412	12,500	2,755,114
Capital Outlay	63,800	1,512,976	0	23,487,942	9,409,680	952,300	0	35,426,698
Indirect Charges	2,047,504	189,830	0	0	715,820	271,521	0	3,224,675
<b>Operating Expenditures</b>	<b>23,993,685</b>	<b>4,730,215</b>	<b>18,000</b>	<b>23,487,942</b>	<b>16,909,247</b>	<b>10,414,451</b>	<b>288,500</b>	<b>79,842,040</b>
Other Requirements								
Debt Service	0	146,205	1,221,200	1,460,000	1,446,733	0	0	4,274,138
Transfers Out	2,034,700	2,809,052	750,000	112,000	4,006,569	1,170,000	0	10,882,321
<b>Total Other Expenditures</b>	<b>2,034,700</b>	<b>2,955,257</b>	<b>1,971,200</b>	<b>1,572,000</b>	<b>5,453,302</b>	<b>1,170,000</b>	<b>0</b>	<b>15,156,459</b>
Contingencies	2,299,242	1,536,769	17,574	0	2,372,243	2,419,968	0	8,645,796
Ending Balance	6,159,687	0	50,000	0	0	4,244,169	170,369	10,624,225
<b>Total Requirements</b>	<b>34,487,314</b>	<b>9,222,241</b>	<b>2,056,774</b>	<b>25,059,942</b>	<b>24,734,792</b>	<b>18,248,588</b>	<b>458,869</b>	<b>114,268,520</b>

Appendix E

Summary of Resources by Fund & Source for Fiscal Year 2014 Actual								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	15,100,860	0	985,031	0	0	0	0	16,085,891
Taxes Other than Property	3,809,691	1,110,907	0	0	0	0	0	4,920,598
Licenses & Permits	364,797	11,435	0	0	0	0	0	376,232
Fines & Forfeitures	223,923	0	0	0	0	0	0	223,923
Revenue From Other Agencies	1,534,926	2,084,418	0	792,485	0	(4,285)	0	4,407,544
Use of Assets	82,721	32,675	3,249	148,019	105,817	64,146	8,811	445,438
Fees & Charges	510,746	981,482	0	369,252	12,047,976	24,908	0	13,934,364
Other Revenue	161,710	144,435	78,853	82,619	103,317	188,742	269,403	1,029,079
Direct Charges for Service	0	0	0	0	23,102	4,788,594	0	4,811,696
Administrative Charges	0	0	0	0	0	3,676,662	0	3,676,662
Transfers In	884,182	5,000	0	3,130,286	2,377,205	5,000	0	6,401,673
<b>Total Current Revenues</b>	<b>22,673,556</b>	<b>4,370,352</b>	<b>1,067,133</b>	<b>4,522,661</b>	<b>14,657,417</b>	<b>8,743,767</b>	<b>278,214</b>	<b>56,313,100</b>
Beginning Resources	12,401,350	4,008,410	227,942	12,912,862	12,463,393	8,917,218	190,509	51,121,684
<b>Total Resources</b>	<b>35,074,906</b>	<b>8,378,762</b>	<b>1,295,075</b>	<b>17,435,523</b>	<b>27,120,810</b>	<b>17,660,985</b>	<b>468,723</b>	<b>107,434,784</b>

Summary of Requirements by Fund & Major Object for Fiscal Year 2014 Actual								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	14,656,383	571,722	0	0	2,443,831	4,274,861	0	21,946,797
Materials and Supplies	482,872	67,500	0	0	804,792	456,414	0	1,811,578
Contractual Services	4,391,605	585,612	6,230	0	2,145,322	1,895,468	269,405	9,293,642
Direct Charges for Services	659,478	405,935	10,000	0	819,564	576,240	12,500	2,483,717
Capital Outlay	13,489	81,175	0	3,647,239	4,454,909	500,584	0	8,697,396
Indirect Charges	1,884,930	161,951	0	0	654,641	122,851	0	2,824,373
<b>Operating Expenditures</b>	<b>22,088,757</b>	<b>1,873,895</b>	<b>16,230</b>	<b>3,647,239</b>	<b>11,323,059</b>	<b>7,826,418</b>	<b>281,905</b>	<b>47,057,503</b>
Other Requirements								
Debt Service	0	801	1,140,200	0	1,445,986	0	0	2,586,987
Transfers Out	1,186,339	2,702,138	0	80,990	2,367,000	65,000	0	6,401,467
<b>Total Other Expenditures</b>	<b>1,186,339</b>	<b>2,702,939</b>	<b>1,140,200</b>	<b>80,990</b>	<b>3,812,986</b>	<b>65,000</b>	<b>0</b>	<b>8,988,454</b>
Contingencies	0	0	0	0	0	0	0	0
Ending Balance	11,799,810	3,801,928	138,645	13,707,294	11,984,765	9,769,567	186,818	51,388,827
<b>Total Requirements</b>	<b>35,074,906</b>	<b>8,378,762</b>	<b>1,295,075</b>	<b>17,435,523</b>	<b>27,120,810</b>	<b>17,660,985</b>	<b>468,723</b>	<b>107,434,784</b>

### Summary of Resources by Fund & Source for Fiscal Year 2013 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,969,837	0	1,012,267	0	0	0	0	15,982,104
Taxes Other than Property	3,603,505	1,061,817	0	0	0	0	0	4,665,322
Licenses & Permits	373,689	16,254	0	0	0	0	0	389,943
Fines & Forfeitures	260,283	0	0	0	0	0	0	260,283
Revenue From Other Agencies	1,697,195	1,993,677	0	1,081,562	244,638	115,056	0	5,132,128
Use of Assets	82,006	32,001	3,520	268,950	69,329	52,135	7,859	515,800
Fees & Charges	496,118	956,564	0	814,403	10,186,544	22,745	0	12,476,374
Other Revenue	500,743	243,443	105,043	64,377	5,137,410	106,707	243,565	6,401,288
Direct Charges for Service	0	0	0	0	33,675	4,697,433	0	4,731,108
Administrative Charges	0	0	0	0	0	3,554,225	0	3,554,225
Transfers In	1,406,708	5,000	0	2,744,283	1,496,077	21,101	0	5,673,169
<b>Total Current Revenues</b>	<b>23,390,084</b>	<b>4,308,756</b>	<b>1,120,830</b>	<b>4,973,575</b>	<b>17,167,673</b>	<b>8,569,402</b>	<b>251,424</b>	<b>59,781,744</b>
Beginning Resources	10,924,226	3,879,221	332,501	12,977,556	8,317,782	7,994,734	207,430	44,633,450
<b>Total Resources</b>	<b>34,314,310</b>	<b>8,187,977</b>	<b>1,453,331</b>	<b>17,951,131</b>	<b>25,485,455</b>	<b>16,564,136</b>	<b>458,854</b>	<b>104,415,194</b>

### Summary of Requirements by Fund & Major Object for Fiscal Year 2013 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	14,423,256	550,109	0	0	2,609,656	4,134,049	0	21,717,070
Materials and Supplies	515,172	56,994	0	0	769,198	474,219	0	1,815,583
Contractual Services	3,453,680	596,804	7,589	0	1,934,261	1,907,522	243,564	8,143,420
Direct Charges for Services	630,213	300,267	10,000	0	775,799	656,528	12,500	2,385,307
Capital Outlay	20,219	89,982	0	4,221,050	4,289,612	341,495	0	8,962,358
Indirect Charges	1,820,495	145,708	0	0	627,938	133,106	0	2,727,247
<b>Operating Expenditures</b>	<b>20,863,035</b>	<b>1,739,864</b>	<b>17,589</b>	<b>4,221,050</b>	<b>11,006,464</b>	<b>7,646,919</b>	<b>256,064</b>	<b>45,750,985</b>
Other Requirements								
Debt Service	0	856	1,207,800	120,000	528,419	0	0	1,857,075
Transfers Out	1,049,925	2,438,847	0	697,219	1,487,179	0	0	5,673,170
<b>Total Other Expenditures</b>	<b>1,049,925</b>	<b>2,439,703</b>	<b>1,207,800</b>	<b>817,219</b>	<b>2,015,598</b>	<b>0</b>	<b>0</b>	<b>7,530,245</b>
Contingencies	0	0	0	0	0	0	0	0
Ending Balance	12,401,350	4,008,410	227,942	12,912,862	12,463,393	8,917,217	202,790	51,133,964
<b>Total Requirements</b>	<b>34,314,310</b>	<b>8,187,977</b>	<b>1,453,331</b>	<b>17,951,131</b>	<b>25,485,455</b>	<b>16,564,136</b>	<b>458,854</b>	<b>104,415,194</b>

## OVERVIEW OF FUND BALANCES

Governmental Type Funds				
<i>Fund Name</i>	<i>FY'15 Actual Beginning Fund Balance</i>	<i>FY'16 Estimated Beginning Fund Balance *</i>	<i>FY'16 Estimated Ending Fund Balance *</i>	<i>Brief Explanation for Change Within Fiscal Year '16 If greater than 10%</i>
<b>General Fund</b>				
General - unrestricted	\$ 11,380,150	\$10,109,254	\$ 5,859,338	Estimated Ending Fund Balance does not include the contingency of \$2,000,000 which is appropriated as an expenditure. Additionally, Departments historically have expenditure savings that provide for higher than budgeted balances.
General - restricted	419,661	589,972	0	**See contingency footnote
<b>Special Revenue Funds</b>				
Community Development Block Grant	440,146	206,718	0	**See contingency footnote
Industrial and Downtown Loans	928,851	930,599	0	**See contingency footnote
Solid Waste	136,980	208,823	0	**See contingency footnote
Transportation Operations	890,671	662,426	0	**See contingency footnote

\* For the Governmental Type funds, the budgeted Fund Balance represents the difference between assets and liabilities. Inventory values and long-term obligations are not included. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent those resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.

## OVERVIEW OF FUND BALANCES

Proprietary Type Funds				
Fund Name	<i>FY'15 Beginning Fund Balance</i>	<i>FY'16 Estimated Beginning Fund Balance **</i>	<i>FY'16 Estimated Ending Fund Balance **</i>	<i>Brief Explanation for Change Within Fiscal Year '16 If greater than 10%</i>
<b>Enterprise Funds</b>				
Water Operations	\$ 2,978,470	\$ 2,136,390	0	**See contingency footnote
Wastewater Operations	2,234,575	1,738,431	0	**See contingency footnote
<b>Internal Service Funds</b>				
Administrative Services	868,099	770,508	0	**See contingency footnote
CD Management	141,779	141,325	0	**See contingency footnote
Engineering	215,208	286,558	0	**See contingency footnote
Property Management	237,775	248,164	0	**See contingency footnote
Equipment Replacement	3,900,810	3,248,463	2,086,083	Planned vehicle & equipment replacements reduced balance.
Garage Operations	378,787	368,691	0	**See contingency footnote
General Insurance	565,941	505,110	0	**See contingency footnote
Information Technology	183,042	132,564	0	**See contingency footnote
Insurance/Benefits Administration	2,461,763	2,943,200	3,261,124	Change due to planned PERS reserve
Workers' Compensation Insurance	816,364	743,108	85,464	Anticipated claim settlements reduced balance along with \$500,000 contingency **

\*\* The budgeted fund balance for proprietary type funds represents the difference between assets and liabilities less the net value of fixed assets, long-term debt and any required debt reserves. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent those resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance. Most enterprise and internal service funds have the entire estimated ending fund balance in the contingency to provide the highest amount of financial flexibility for the Council to deal with emergencies and unexpected requirements. Only the City Council can authorize the budgetary use of appropriation transfers using the contingencies.

## UN-APPROPRIATED ENDING FUND BALANCES

### Adopted FY'16

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

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

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

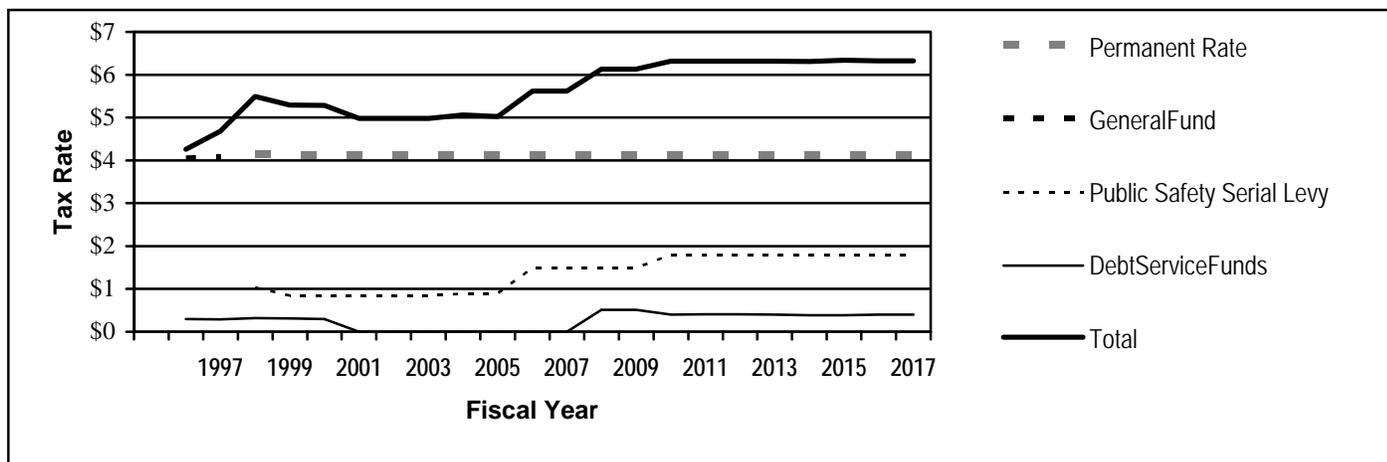
### Summary of Un-appropriated Ending Fund Balances

	ACTUAL FY'13	ACTUAL FY'14	BUDGET FY'15	COUNCIL ADOPTED FY'16	PROJECTED FY'17
General Fund	12,401,350	11,799,810	6,159,687	5,884,388	4,916,692
Street Utility Fund	891,013	890,671	0	0	0
Community Development Block Grant Fund	795,312	440,147	0	0	0
Housing & Economic Development Fund	921,115	928,851	0	0	0
Transient Room Tax Fund	74	101,289	0	0	0
General Obligation Bond Fund	112,920	62,495	50,000	50,000	50,000
Bancroft Bond Fund	115,022	76,150	0	0	0
Storm Water Utility Fund	10,563	10,563	0	0	0
Wastewater Fund	1,836,455	2,234,575	0	0	0
Solid Waste Fund	125,860	149,259	0	0	0
Water Fund	2,465,633	2,978,470	0	0	0
Fleet Operations Fund	3,903,067	4,279,597	1,258,500	2,086,083	2,078,203
Support Services Fund	754,934	777,804	0	0	0
Insurance Services Fund	3,543,830	3,844,068	2,985,669	3,346,588	3,610,656
Administrative Services Fund	715,386	868,098	0	0	0
Trust Funds	190,509	186,818	170,369	166,818	151,318
<b>Total Un-appropriated Balances</b>	<b>28,783,043</b>	<b>29,628,665</b>	<b>10,624,225</b>	<b>11,533,877</b>	<b>10,806,869</b>

## HISTORY OF PROPERTY TAX RATES

Property Taxes (Per \$1,000 of Assessed Value):

<u>Fiscal Year Ended June 30.</u>	<u>Permanent Rate</u>	<u>General Fund</u>	<u>Public Safety Serial Levy</u>	<u>Debt Service Funds</u>	<u>Total</u>
1996		4.06		0.30	4.26
1997		4.09		0.29	4.38
1998	4.14		1.03	0.32	5.49
1999	4.13		0.85	0.31	5.29
2000	4.13		0.85	0.30	5.28
2001	4.13		0.85	0.00	4.98
2002	4.13		0.85	0.00	4.98
2003	4.13		0.85	0.00	4.98
2004	4.13		0.89	0.00	5.02
2005	4.13		0.89	0.00	5.02
2006	4.13		1.49	0.00	5.62
2007	4.13		1.49	0.00	5.62
2008	4.13		1.49	0.51	6.13
2009	4.13		1.49	0.50	6.12
2010	4.13		1.79	0.40	6.32
2011	4.13		1.79	0.41	6.33
2012	4.13		1.79	0.41	6.33
2013	4.13		1.79	0.40	6.32
2014	4.13		1.79	0.39	6.31
2015	4.13		1.79	0.40	6.32
2016	4.13		1.79 est.	0.40 est.	6.32 est.
2017	4.13		1.79 est.	0.40 est.	6.32 est.



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**HISTORY OF LEVIES AND ASSESSED VALUES**


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<i>Fiscal Year Ended June 30</i>	<i>Real Property Assessed Value</i>	<i>Permanent Tax Rate Certification</i>	<i>Public Safety Levy</i>	<i>Public Safety Bonded Debt</i>
2006	1,728,922,043	6,592,207	2,576,094	0
2007	2,065,307,699	7,931,607	3,077,307	0
2008	2,207,029,376	8,478,617	3,288,475	1,124,923
2009	2,318,499,838	9,583,520	3,454,566	1,159,947
2010	2,409,615,099	9,960,144	4,313,211	961,436
2011	2,478,664,959	10,245,487	4,436,778	1,007,818
2012	2,508,735,657	10,369,859	4,490,637	1,016,791
2013	2,560,620,153	10,584,705	4,583,512	1,028,089
2014	2,624,936,968	10,852,957	4,698,638	1,012,439
2015	2,720,898,957	11,246,836	4,870,411	1,087,544
2016 <sub>est.</sub>	2,889,958,000	11,945,639	5,173,024	1,131,658
2017 <sub>est.</sub>	2,943,857,000	12,168,433	5,269,504	1,171,123

## HISTORY OF GENERAL SUPPORT RESOURCES

<i>Description</i>	<i>ACTUAL FY'13</i>	<i>ACTUAL FY'14</i>	<i>BUDGET FY'15</i>	<i>ADOPTED FY'16</i>	<i>PROJECTED FY'17</i>
Beg. Fund Balance	\$ 10,446,858	\$ 11,807,366	\$ 9,885,764	\$ 10,109,254	\$ 7,859,338
Business Taxes	285,867	279,291	275,000	277,300	277,300
Franchise Taxes:					
PP&L	1,619,964	1,688,673	1,671,100	1,796,748	1,832,683
Century Link	116,688	103,241	95,700	88,700	82,700
Charter	370,878	404,915	339,500	372,400	372,400
Avista	398,448	424,178	440,700	466,596	475,927
Republic	168,089	207,747	183,200	207,000	207,000
So. Or. Sanitation	64,827	75,583	64,600	75,000	75,000
Solid Waste Transfer	20,095	21,211	20,300	20,400	20,400
Other Telecom.	37,524	45,461	24,800	46,800	46,800
Fees in Lieu of Franchise	520,488	558,902	568,500	573,444	584,913
Licenses	7,238	8,915	6,940	6,940	6,940
State Rev. Sharing	315,257	333,087	335,600	358,573	365,745
State Cigarette Tax	49,296	46,823	39,000	42,524	39,253
State Liquor Tax	462,448	487,519	490,100	524,822	535,318
Jail Services Utility Fee	0	0	891,000	772,000	0
Other Misc.	458,321	5,830	10,600	5,600	5,600
Investment Interest	78,857	79,438	71,500	70,500	70,500
<b>TOTAL</b>	<b><u>\$15,421,143</u></b>	<b><u>\$16,578,180</u></b>	<b><u>\$15,413,904</u></b>	<b><u>\$15,814,601</u></b>	<b><u>\$12,857,817</u></b>

## MONTHLY SALARY SCHEDULE

<u>Positions</u>	(Salary as of January 1, 2015 and may be subject to change pending labor negotiations.)	<u>Entry</u>	<u>Top</u>
Reserve Police Officer (Volunteer), Fire Interns		N/A	N/A
Office Assistant		\$2,208	\$2,981
Accounting Technician		\$2,390	\$3,227
Lead Accounting Technician		\$2,390	\$3,645
Technician, (Database, Department Support), Webmaster		\$2,657	\$3,719
Specialist (Administrative, Finance Support), Mechanic		\$2,832	\$3,965
Engineering Technician, GIS Coordinator		\$2,832	\$4,532
Prevention Program Office Assistant		\$2,891	\$3,690
Municipal Services Worker (Parks, Streets, Maintenance) Utility Worker I		\$2,892	\$3,659
Computer Services Technician		\$3,007	\$4,211
Public Safety Clerk		\$3,016	\$3,849
Municipal Services Specialist (Parks, Streets, Maintenance, Utility Worker II)		\$3,109	\$3,934
Community Service Officer		\$3,116	\$3,977
Treatment Plant Specialist I		\$3,221	\$4,075
Public Safety Executive Assistant		\$3,330	\$4,213
Property Specialist		\$3,338	\$4,261
Utility Worker III		\$3,389	\$4,288
Treatment Plant Specialist II		\$3,462	\$4,381
Personnel Technician		\$3,475	\$4,396
Public Safety Dispatcher		\$3,476	\$4,758
Assistant Planner, Building Inspector/Plans Examiner		\$3,491	\$4,888
Grants Specialist		\$3,583	\$5,196
Lead Public Safety Dispatcher		\$3,650	\$4,991
Business Operations Supervisor		\$3,718	\$4,704
Associate Planner, Land Acquisition Specialist, Urban Forester		\$3,753	\$5,442
Treatment Plant Specialist III		\$3,774	\$4,775
City Surveyor, Utility Engineer		\$3,923	\$5,688
Accountant		\$4,099	\$5,187
Civilian Public Safety Records Supervisor		\$4,166	\$5,271
Crime Analyst		\$4,197	\$5,357
Firefighter		\$4,246	\$5,790
Engineering Supervisor, Business Advocate, Mechanic Lead, H R Analyst, Property Mgmt Coordinator		\$4,304	\$5,446
Police Officer		\$4,428	\$6,034
City Recorder		\$4,519	\$5,718
Police Corporal		\$4,664	\$6,350
Senior Planner, Supervisor (Customer Service, Accounting Services)		\$4,745	\$6,004
Fire Inspector		\$4,788	\$6,110
Fire Corporal		\$4,818	\$6,558
Civilian Public Safety Communications Supervisor		\$4,941	\$6,252
Superintendent (Parks & Streets)		\$4,982	\$6,304
Superintendent (D&C, Wastewater, Water)		\$5,232	\$6,620
Battalion Chief, Fire Marshal, Public Safety Sergeant		\$5,720	\$7,238
Building Official		\$5,878	\$7,437
Information Technology Manager, Assistant Parks & Community Dev. Director		\$6,025	\$7,623
City Engineer		\$6,175	\$7,814
Public Safety Lieutenant		\$6,578	\$8,323
Department Director (Human Resources)		\$7,007	\$8,866
Deputy Chief		\$7,038	\$8,906
Department Director (Finance)		\$7,182	\$9,088
Department Director (Parks & Comm. Dev.)		\$7,454	\$9,431
Department Director (Public Works)		\$7,640	\$9,667
Department Director (Public Safety)		\$8,094	\$10,242
Assistant City Manager		\$8,301	\$10,503

## REPRESENTATIVE ANNUAL SALARY AND FRINGE BENEFITS

*As of January 1, 2015*

	<i>Office Assistant</i>	<i>Municipal Services Worker</i>	<i>Utility Specialist</i>	<i>Treatment Plant Specialist</i>	<i>Fire Fighter</i>	<i>Police Officer</i>
Salary (top step)	38,720	40,728	42,756	45,324	68,340	71,215
Certification +	<u>0</u>	<u>499</u>	<u>2,933</u>	<u>3,931</u>	<u>5,678</u>	<u>4,060</u>
<b>Sub-Total Salary</b>	<b>38,720</b>	<b>41,227</b>	<b>45,689</b>	<b>49,255</b>	<b>74,018</b>	<b>75,275</b>
<b><u>Legislated Benefits:</u></b>						
Workers Comp	58	1,142	1,206	1,359	2,265	2,085
City Portion PERS/OPSRP	5,955	6,864	7,607	8,201	19,030	19,353
<u>City Portion FICA Tax 7.65%</u>	<u>2,962</u>	<u>3,154</u>	<u>3,495</u>	<u>3,768</u>	<u>5,662</u>	<u>5,759</u>
<i>Subtotal Legislated Benefits</i>	<i>8,975</i>	<i>11,160</i>	<i>12,308</i>	<i>13,328</i>	<i>26,957</i>	<i>27,197</i>
<b><u>Negotiated Benefits:</u></b>						
Employee 6% PERS/OPSRP	2,323	2,474	2,741	2,955	4,441	4,517
Health/Dental Insurance	18,032	14,671	14,671	14,671	18,032	18,032
Wellness Program	180	180	180	180	180	180
Life Ins.	70	76	76	90	144	151
<u>Long Term Dis. Ins.</u>	<u>122</u>	<u>130</u>	<u>131</u>	<u>155</u>	<u>226</u>	<u>237</u>
<i>Subtotal Negotiated Benefits</i>	<i>20,727</i>	<i>17,531</i>	<i>17,799</i>	<i>18,051</i>	<i>23,023</i>	<i>23,117</i>
<b>Sub-Total Benefits</b>	<b>29,702</b>	<b>28,691</b>	<b>30,107</b>	<b>31,379</b>	<b>49,980</b>	<b>50,314</b>
<b><u>Total Salary &amp; Benefits</u></b>	<b><u>68,422</u></b>	<b><u>69,918</u></b>	<b><u>75,796</u></b>	<b><u>80,634</u></b>	<b><u>123,998</u></b>	<b><u>125,589</u></b>
% Ratio of Benefits/Salary	77%	70%	66%	64%	68%	67%

+ Varies with the individual.

## BENEFIT DETAILS

Employee related benefits are a key expenditure detail. Details on the significant benefits expenditures are presented below along with additional detail on the largest two benefits related expenditures: the Oregon Public Employees Retirement System (PERS) and Employee Health Insurance.

The total cost for benefits by the major categories is provided below to provide insight into the changes over time. Remember that “Budget” will appear to jump in comparison to “Actual” given that the City frequently has unfilled positions at different times throughout the year that result in temporary expenditure savings.

	<b>FY'13 Actual</b>	<b>FY'14 Actual</b>	<b>FY'15 Budget</b>	<b>FY'16 Adopted</b>	<b>FY'17 Projected</b>
FICA/Medicare	1,010,664	1,011,109	1,068,304	1,121,029	1,145,680
Workers Comp	266,196	268,751	301,980	302,247	307,771
Insurance (Health & Life)	3,323,143	3,431,809	3,881,046	4,265,858	4,265,859
Retiree Insurance	109,429	208,728	290,527	300,499	330,984
PERS/OPSRP-Employee 6%	778,916	771,419	843,670	878,405	903,135
PERS/OPSRP-Employer	2,354,459	2,452,920	2,618,591	2,691,863	2,764,024

**Fica/Medicare:** These are the mandatory federal payroll taxes required to be paid by all public and private employers.

**Workers Compensation:** The City is self-insured for workers compensation claims. At the end of each fiscal year, if the balance available in the workers comp fund is above the target minimum required reserves due to lower amounts of claims during the year, the fund issues a credit back to the departments. This is why actual results in some years may look substantially lower than budgeted expenditures.

**Insurance (Health & Life):** Health insurance and dental insurance make up the bulk of this expenditure category. The City pays 92.5% of health insurance premiums for all classes of employees and all bargaining units also have a cost sharing agreement for annual increases that are in excess of 10% per year. Insurance costs by major operating departments are presented on the following page.

**Retiree Insurance:** The City has an obligation to pay four years of health insurance premiums upon retirement and this is the budgeted premium payments for retirees. Employees hired on or after January 1, 2007, are no longer eligible for the 48 months of Coverage at time of PERS retirement election, except as agreed to in signed labor union contracts between the City and labor unions.

**PERS:** Like almost all public agencies in Oregon, the City’s participation in the Oregon PERS is mandatory. Public Employees that participated in the PERS system prior to system changes made in 2003 receive slightly different benefits than those that started after 2003. PERS charges the City different rates for the different classes of employees and different rates for sworn personnel versus general service personnel. The City uses its insurance/benefits fund to charge slightly different rates to departments as compared to the rates paid into the PERS system to limit the drastic budgetary impact of the State’s PERS rates changing every two years. There is currently a PERS reserve in the insurance fund that will be used in the future to offset the impact of rates that are set to increase every two years until the State system is fully funded again. Costs by major operating departments are presented on the following page.

## BENEFIT DETAILS

<b>Total PERS Expenditures by Program Area</b>					
	<b>FY'13 Actual</b>	<b>FY'14 Actual</b>	<b>FY'15 Budget</b>	<b>FY'16 Adopted</b>	<b>FY'17 Projected</b>
Policy & Legislation	19,640	0	0	0	0
Public Safety	2,038,681	2,131,211	2,215,435	2,312,946	2,378,085
Parks	65,305	71,044	75,066	77,992	79,357
Development	120,335	108,461	124,180	125,480	128,121
Transportation	62,601	65,703	85,577	80,062	82,377
Storm Water/Open Space	693	728	0	0	0
Water	153,870	153,603	180,822	188,639	193,479
Wastewater	165,908	159,812	170,245	172,673	177,840
Solid Waste	1,474	1,614	2,577	2,598	2,723
Administrative Services	252,483	260,074	290,798	285,783	294,240
Support Services	252,384	272,085	317,561	323,818	330,937
Lands & Building	0	4	0	0	0
<b>TOTAL</b>	<b>3,133,375</b>	<b>3,224,339</b>	<b>3,462,261</b>	<b>3,569,991</b>	<b>3,667,159</b>

<b>Total Insurance Expenditures by Program Area</b>					
	<b>FY'13 Actual</b>	<b>FY'14 Actual</b>	<b>FY'15 Budget</b>	<b>FY'16 Adopted</b>	<b>FY'17 Projected</b>
Policy & Legislation	11,813	0	0	0	0
Public Safety	1,745,881	1,855,654	2,110,863	2,369,047	2,369,047
Parks	108,598	106,097	114,493	116,062	116,062
Development	157,919	160,041	163,682	181,003	181,004
Transportation	104,332	101,449	130,864	133,346	133,346
Water	227,897	222,403	255,970	260,179	260,179
Wastewater	254,202	228,981	237,584	255,315	255,315
Solid Waste	1,672	1,800	3,090	3,289	3,289
Administrative Services	339,118	359,470	417,671	444,903	444,903
Support Services	371,711	395,914	446,829	502,714	502,714
Lands & Building	0	0	0	0	0
<b>TOTAL</b>	<b>3,323,143</b>	<b>3,431,809</b>	<b>3,881,046</b>	<b>4,265,858</b>	<b>4,265,859</b>

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## COMPUTATION OF LEGAL DEBT MARGIN

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*As of June 30, 2015*

The issuance of bonds by local governmental units in Oregon is limited by the provisions of the City's charter, local law and provisions of the Oregon Revised Statutes (ORS). No City can issue bonds exceeding the lesser of 3% of its real market value or the limitations as defined by local charter or law. The City of Grants Pass Charter does not identify any such bonding limitation; thus, the 3% real market value limitations apply to the local municipality.

Exclusions, as defined by ORS, from the limitation include bonds issued for water, sanitary or storm sewers and special assessment improvements. The calculations presented below substantiates that all the current bonded debt of the City meets the defined exclusions, showing compliance with the legal debt limitation.

*Total Real Market Value as of June 30, 2015 <i>est.</i>	\$ 2,889,958,000
Less Non-Profit Housing	<u>          - 2,001,870</u>
**Total	<u>\$ 2,887,956,130</u>
Debt limit, 3% of total real market value - ORS 287.004(2)	\$ 86,638,684

Amount of debt applicable to debt limit

Total bonded debt, including special assessments bond and public safety general obligation bonds	\$ 11,380,000
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Less:

Assets in debt service funds available for payment of principal	\$	0
Other deduction allowed by law		0
Special assessment and revenue bonds		<u>7,575,000</u>

Total Deductions	\$ <u>7,575,000</u>
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Total amount of debt applicable to debt limit	\$ <u>3,805,000</u>
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Legal debt margin	\$ <u>82,833,684</u>
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\* Total Real Market Value as defined in ORS 308.207

\*\* Source: Josephine County Assessor's office

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## SCHEDULE OF FUTURE DEBT SERVICE

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### Bonded Debt

<i>Fiscal Year</i>	<b>General Obligation Bonds Public Safety Facilities</b>		<b>Full Faith and Credit Obligation Bonds Wastewater Fund</b>		<b>Full Faith and Credit Obligation Bonds Water Fund</b>	
	<i>Principal</i>	<i>Interest</i>	<i>Principal</i>	<i>Interest</i>	<i>Principal</i>	<i>Interest</i>
2015-2016	930,000	171,600	790,000	143,713	385,000	122,170
2016-2017	1,010,000	125,100	375,000	116,063	390,000	114,420
2017-2018	1,095,000	74,600	385,000	101,063	400,000	106,520
2018-2019	770,000	30,800	400,000	85,663	410,000	96,360
2019-2020	0	0	415,000	69,663	425,000	81,700
2020-2021	0	0	430,000	53,400	440,000	65,100
2021-2022	0	0	445,000	36,200	455,000	47,900
2022-2023	0	0	460,000	18,400	475,000	29,300
2023-2024	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>495,000</u>	<u>9,900</u>
<b>Totals</b>	<b><u>\$3,805,000</u></b>	<b><u>\$402,100</u></b>	<b><u>\$3,700,000</u></b>	<b><u>\$624,165</u></b>	<b><u>\$3,875,000</u></b>	<b><u>\$673,370</u></b>

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## INTERFUND LOANS

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*As of June 30, 2015 est.*

Municipal governments are authorized to make interfund loans. Generally this occurs when it is advantageous (e.g. short-term financing needs) and occasionally as a result of an unexpected temporary resource shortage. Interfund loan payments are recognized as revenues and expenditures as appropriate when they occur and thus affect the budgetary balance of each fund.

The borrowing fund pays interest to the loaning fund at the rate earned at the Local Government Investment Pool. This ensures the fund that loaned the money continues to earn fair and appropriate interest, and usually means the fund in need of short-term financing receives a more advantageous interest rate than external borrowing rates.

Currently the City has the following interfund loans outstanding:

<b>From</b>	<b>To</b>	<b>Balance</b>	<b>Last Payment</b>	<b>Scheduled Payment</b>
General Fund <sup>1</sup>	Lands & Buildings Capital Projects	\$1,460,000	N/A	June 2015
Solid Waste Fund <sup>2</sup>	Bancroft Bond Fund	\$1,044,200	June 2014	June 2015

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<sup>1</sup> In June 2006 the Council approved the acquisition of property on Lower River Road by use of a short-term interfund loan. This loan had an original balance of \$2,500,000 and is being paid back from sale of land proceeds.

<sup>2</sup> The Bancroft Fund traditionally generates revenue from the sale of bonds to fund capital projects from local improvement districts. The local improvement districts financing mechanism is repaid through bi-annual billings to the property owners. Since 2002 the LIDs formed have been of insufficient dollar value to warrant public sale of bonds. Loan payments are made annually based on actual payments received from property owners.

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**TEN LARGEST TAXPAYERS WITHIN CITY LIMITS**


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<i>Name</i>	<i>Type of Business</i>	<i>City Taxable Base Value</i>	<i>Percentage of Total Assessed Value</i>
Charter Communications	Utility	\$25,257,000	0.93%
S-H Forty-Nine Properties	Commercial	24,543,070	0.90%
Masterbrand Cabinets Inc.	Industrial	23,026,160	0.85%
Auerbach Grants Pass & Freeman Grants Pass LLC	Commercial	18,713,470	0.69%
PacifiCorp (PP&L)	Utility	14,197,000	0.52%
Grants Pass FMS LLC	Commercial	13,769,300	0.51%
Lynn-Ann Development LLC	Developer	13,554,108	0.50%
Johnson Trust, Carl D	Commercial	13,132,790	0.48%
Nunn, Ron	Commercial	12,891,440	0.47%
Avista Corp. dba Avista Utilities	Utility	12,855,000	0.47%
Sub-total of top taxpayers:		<u>\$ 171,939,338</u>	<u>6.32%</u>
Other taxpayers:		<u>\$2,548,959,619</u>	<u>93.68%</u>
Total all taxpayers:		<u>\$2,720,898,957</u>	<u>100.00%</u>

Source: Josephine County Assessor - October 2014

## SYSTEM DEVELOPMENT CHARGE REVENUES

### FY'16 System Development Charge Revenues

<i>Capital Improvement Type</i>	<i>SDC Fund Number</i>	<i>Est. Balance July 1, 2015</i>	<i>FY'16 SDC Revenue Budget</i>	<i>FY'16 Allocations</i>	<i>Est. Balance June 30, 2016</i>
Parks Land Acquisition	692	9,434	40,000	1,200	48,234
Parks Development	694	627	35,000	0	35,627
Storm Water & Open Space	642	58,313	25,500	5,000	78,813
Transportation	614	151,257	150,000	200,000	101,257
Water	752	327,585	154,000	200,000	281,585
Wastewater	722	265,264	200,000	200,000	265,264

### FY'16 Budgeted Allocation of System Development Charge Revenues To Capital Projects

<i>Project #</i>	<i>Project Name</i>	<i>Description</i>	<i>\$ Allocated</i>
<b><u>Parks Land Acquisition SDC to Capital Projects</u></b>			
LB4710	Overland Park Reserve	Park land acquisition	1,200
		<b>Total</b>	<b><u>\$1,200</u></b>
<b><u>Parks Land Development SDC to Capital Projects</u></b>			
LB5076	Allenwood Park Development	Parks Development	(10,000)
LB6146	Riverside Playground	Parks Development	(15,000)
LB6281	Fruitdale Park Restroom	Parks Development	25,000
		<b>Total</b>	<b><u>\$0</u></b>
<b><u>Storm Water and Open Space SDC to Capital Projects</u></b>			
DO6169	Storm Water Master Plan Update	Update capital improvement plan & resources	5,000
		<b>Total</b>	<b><u>\$5,000</u></b>
<b><u>Transportation SDC to Capital Projects</u></b>			
TR6075	Lincoln Rd Sidewlk:Lwr Riv.Rd>Bridge St.	Install sidewalks & bikeways along road	50,000
TR6203	Redwood Ave Phase 3 Pansy Ln>RDWD	Traffic, bicycle lanes and sidewalks	150,000
		<b>Total</b>	<b><u>\$200,000</u></b>
<b><u>Water SDC to Capital Projects</u></b>			
WA6207	WTP Upgrade	Water Treatment Plant upgrade	200,000
		<b>Total</b>	<b><u>\$200,000</u></b>
<b><u>Wastewater SDC to Capital Projects</u></b>			
SE4964	WRP Phase 2 Expansion	Expand aeration basin capacity, etc.	200,000
		<b>Total</b>	<b><u>\$200,000</u></b>

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## GLOSSARY

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**Accrual basis of accounting:** Method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows. Differs from GAAP Accrual Basis in that while capital outlays are recognized as expenditures; depreciation and amortization are not.

**Activity:** A subdivision of the city organization responsible for one or more specific functions. A combination of people, technology, supplies, methods and environment that produces a given product or service.

**Activity generated revenues:** Monies directly generated by activity efforts, for example: fees, licenses/permits, fines and rents, or revenues required to be allocated to specific activities such as special tax levies.

**Adopted budget:** The financial plan adopted by the Council.

**Agency fund:** Funds used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations or other governments.

**Annexation:** The incorporation of land into an existing city with a resulting change in the boundaries of this city.

**Appropriation:** The legal authorization granted by the governing body to make expenditures for specific purposes.

**Assessed Value:** The value set by the County Assessor on real and personal taxable property as a basis for levying taxes. The value can only be raised three percent per year on existing property, or by new construction.

**Assessment:** Value set on real and personal taxable property as a basis for levying taxes. The County Assessor sets this value.

**Basis of Accounting:** The criteria governing the timing of the recognition of transactions and events. The City's budget for governmental type funds – General Fund, Special Revenue Funds, Debt Service and Capital Projects Funds are prepared using the modified accrual basis of accounting. For the proprietary funds – Water, Wastewater and all the Internal Service Funds, the budget is prepared on a full accrual basis.

**Beginning Balance:** The amount of unexpended funds carried forward from one fiscal year to another.

**Bonds:** A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date in the future (called the maturity date) together with periodic interest at a specified rate.

**Budget:** A written report of the local government's comprehensive financial plan for one budget period. It must include a balanced statement of actual revenues and expenditures during each of the last two budget periods and estimated revenues and expenditures for the current and upcoming budget periods.

**Budget Committee:** The budget planning board of the City, consisting of eight Councilors and eight community members appointed by the Council to serve three-year terms.

## GLOSSARY

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Budget Phases: Local budget law and City procedures require that the adopted budget for each fiscal year be the result of a process that requires input by the City Council, management and citizens before final appropriations are authorized. These steps include:

- *Proposed Budget* – The document developed by City management based on requests for programs and appropriations from staff, and reviewed by the Budget Committee in a public hearing.
- *Approved Budget* – The Proposed Budget is reviewed, modified and developed into the Approved Budget that is then submitted to the City for adoption following additional public hearing(s).
- *Adopted Budget* – The acceptance of the Approved Budget which includes authorized actual appropriations. In addition to the Budget Resolution, the Council adopts (in separate Resolutions) rates, charges and other actions relating to City operations.

C.D.B.G.: Community Development Block Grant providing low interest or no interest loans for housing.

Capacity depletion reserve: A special reserve account that includes funds collected through new service charges and surcharges to customers that will be used to expand the sewer system to accommodate additional customers.

Capital Improvement Projects: The plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.) with estimated costs, sources of funding and timing of work, over a fixed period of several future years.

Capital Outlay: Expenditures which result in the acquisition of, or addition to, fixed assets.

Charges for services: A charge from a city activity for services directly delivered to another activity.

Community Development Block Grant (CDBG): Funds originating with the federal government and distributed by the state, used to improve urban areas.

Contingency: An appropriation amount in a given fund to cover unforeseen events that occur during the budget year. Expenditure of the contingency fund does not require a supplemental budget or public hearing. However, it does require City Council action by resolution to transfer the contingency to an appropriation level.

Contractual services: Services that the City hires from outside the City organization.

Customer: The recipient of a product or service provided by the City. Internal customers are usually City departments, employees, or officials who receive products or services provided by another City Department. External customers are usually citizens, neighborhoods, community organizations, businesses, or other public entities that receive products or services provided by a City Department.

D.A.R.E.: Drug Awareness Resistance Education.

Debt service: Expenses for interest and principal payment on borrowed funds.

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## GLOSSARY

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**Debt Service Reserve:** Funds mandated to be set aside for the term of the obligation as stipulated by loan agreements or bond covenants at the onset of incurred debt. These monies serve as a reserve for principal payments, should other revenues be insufficient.

**Direct charges:** Charges for supervision, space rental, utility charges and finance services that are used by the activity.

**DEQ:** Department of Environmental Quality.

**Employee Benefits:** The non-salary part of an employee's total compensation. A typical benefit package includes such things as Social Security taxes, health insurance, retirement and worker's compensation insurance.

**Ending balance:** The excess of the fund's assets and estimated revenues for the period over its liabilities and appropriations for the period, available for appropriation in the following year.

**Enterprise Fund:** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise funds are self-supporting.

**Enterprise Zone:** State-designated area within the City in which businesses can qualify for three to five years of property tax abatement on significant new plant and equipment investments.

**Expenditures:** The spending of money by the City for the programs and projects included within the adopted budget.

**Fiduciary funds:** Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

**Fiscal year:** The twelve-month period from July 1 to June 30 for which the annual budget of the City is prepared and adopted.

**Fixed assets:** Assets with a long-term character such as land, buildings, furniture and other equipment.

**Franchise tax:** A fee paid for a special privilege granted by a government permitting the use of public property, i.e., city streets, which usually includes regulation and monopoly.

**FTE:** Full Time Equivalent.

**Fund:** A division in the budget, with independent fiscal and accounting requirements, with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and changes in these assets and liabilities.

**Fund Balance:**

- **Governmental Type Funds:** The budgeted Fund Balance represents the difference between assets and liabilities. Inventory values and long-term obligations are not included. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent those resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.

## GLOSSARY

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- **Proprietary Type Funds:** The budgeted fund balance represents the difference between assets and liabilities less the net value of fixed assets, long-term debt and any required debt reserves. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent these resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.

**G.A.S.B. 34:** (Government Accounting Standards Board Pronouncement #34) A new reporting model for financial statements presented in the Comprehensive Annual Financial Report (CAFR) in order to reflect government activity in a manner similar to the private sector.

**G.I.S.:** Geographic Information System is an electronic tool, which integrates maps with tabular databases to produce information about properties or areas with specific characteristics. Data fields include land use, size, value, ownership, utilities, tax assessments and development.

**G.R.I.P.:** The Grants Pass Rural/Metro Interagency Program whereby the City contracts with Rural/Metro, a private fire protection firm, to provide personnel and resources for extra-ordinary emergency events.

**General Fund:** The major operating fund that includes policy and legislation, public safety, development and parks programs. It accounts for all revenues and expenditures not otherwise required to be accounted for in a specially designated fund.

**General Obligation Debt:** Long-term debt that is backed by the full faith and credit of the City's ratepayers based on the assessed value of real property.

**Goal:** A long-range desirable development attained by time phased objectives as outlined in the Strategic Plan, designed to carry out a strategy.

**Grant:** A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function (for example wastewater plant expansion), but it is sometimes also for general purposes.

**Harbeck-Fruitdale Sewer Service District:** This district, an independent entity, is responsible for the collection of deferred assessment liens for the initial hook-up to sewer services. All infrastructures serving the area is owned and maintained by the City.

**ISTEA:** Intermodal Surface Transportation Efficiency Act is a grant to encourage various types of transportation.

**Indirect Charges:** General administrative charges that cover overall management, personnel and legal services.

**K-9:** Police Officer assisted by a canine (Police Service dog).

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## GLOSSARY

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**Local Improvement District (LID)**: A funding district, initiated by property owners within an area, used to distribute costs for capital projects, which are deemed to primarily benefit those properties, evenly for all owners in the district.

**Local Option Levy**: A short-term levy (up to five years for operating purposes and up to ten years for capital improvements) outside of the permanent tax rate limit, which must be approved by the voters in a manner consistent with Measure 50 requirements.

**Major fund**: Ideally, governments would report a separate column for each individual governmental or proprietary fund in their basic financial statements. (Note only governmental and proprietary funds may be designated as major. Internal Service Funds by definition are nonmajor.) For most governments however this is infeasible given the number of funds so authoritative accounting standards mandate the presentation of a separate column only for major funds while data from all of the nonmajor funds are aggregated into a single column.

The Governmental Accounting Standards Board provides a series of tests to determine a major fund based on relative size (at least 10% of the total for governmental or enterprise funds and 5% of the total for governmental and enterprise funds) or qualitative factors (when government officials believe it is particularly important to financial statement users.)

**Measure 5**: A ballot measure approved by Oregon voters on November 6, 1990. The measure placed a declining rate limit on taxes for schools and a rate limit of \$10.00 per \$1,000 assessed valuation on the consolidated taxes of all other governments.

**Measure 50**: A ballot measure approved by Oregon voters at the special election held on May 20, 1997 and contained in Article XI, Section 11 of the Oregon Constitution. Measure 50 repeals a previously approved property tax reduction measure known as Measure 47 and replaces it with a new ad valorem property tax limitation. In short, Measure 50 cuts district levies, rolls back assessed values, limits future taxable value increases, establishes permanent tax rate limits, allows for local option levies and retains Measure 5 limits.

**Modified accrual basis of accounting**: Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for the unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**O.E.D.D. Grant**: A grant from the Oregon Economic Development Department.

**OMEP**: Oregon Manufacturing Extension Partnership.

**Operating budget**: That part of the budget that includes the main services of the City; public safety, policy, parks, development, transportation, water, wastewater and solid waste. The means by which the financing of acquisitions, spending and service delivery activities of a government are controlled.

**Oregon Revised Statute (ORS)**: Oregon laws established by the legislature.

## GLOSSARY

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**Parkway Redevelopment Agency:** This independent entity, totally funded by tax increment receipts, achieves its mission through the construction of capital projects, implementation of the job incentive program and recruitment to and expansion of business within the agency's boundaries.

**Performance Indicators:** Statistical measures which are collected to show impact of dollars on City services.

**Performance Measurements:** A management tool used to measure workload, efficiency, effectiveness and productivity measures for purposes of evaluating service delivery, recognizing achievements and identifying improvement areas.

**Permanent Tax Rate Limit:** The rate per thousand dollars of Assessed Value that is the maximum that can be levied for government operations, as established by Measure 50.

**Personnel Services:** Costs for employees including salary, overtime, health and accident insurance premiums, social security and retirement premiums, unemployment insurance and other miscellaneous charges for employees.

**Program:** A group of related activities to accomplish a major service or function.

**R.C.C.:** Rogue Community College.

**R.S.S.S.D.:** The Redwood Sanitary Sewer Service District, an independent entity that provides sewer service to its district patrons. The district contracts with the City of Grants Pass for maintenance and operation of its collection and pumping system, and treatment of its solids.

**Reserve funds:** Established to accumulate money from one fiscal year to another for a specific purpose.

**Resources:** Total funds available, which includes the estimated balances on hand at the beginning of the fiscal year, plus all revenues anticipated being collected during the year.

**Revenue:** Monies received or anticipated during the year through such sources as taxes, fines, fees, grants or service charges, which can be used to finance City services.

**Revenue bonds:** A type of bond for which the payments (principal and interest) are made from the earnings of the enterprise for which the bonds were issued.

**Solid Waste Fund:** A special revenue fund used to account for the proceeds and expenditures of the landfill general operation in addition to the reserves for closure and post-closure costs.

**SORED I:** Southern Oregon Regional Economic Development Inc.

**Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources that are restricted to expenditures for a specific purpose.

**State Revolving Fund (SRF):** A source of borrowing from the Oregon Department of Environmental Quality at interest rates lower than the open market, specifically for water and wastewater facility enhancements and improvements.

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## GLOSSARY

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Storm Water Utility Fund: A special revenue fund used to account for the proceeds and expenditures of the storm water and open space related operations.

Strategic Plan: A plan developed and adopted by the Council, affirming the major goals for the organization and defining operational objectives, for a specified period of time

Streets Utility Fund: A special revenue fund used to account for the proceeds and expenditures of the transportation related operations.

Supplemental budget: Prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted. The supplemental budget cannot be used to increase a tax levy.

System Development Charge (SDC): A fee imposed at the time development occurs, which is designed to finance the construction, extension or enlargement of a street, community water supply, storm water or sewage disposal system, or public park. The objective is to charge new users an equitable share of the cost of services and to pay for improvements necessary as a result of increased development and demand on the City's infrastructure.

Tax Levy: Total amount of dollars raised in property taxes imposed by the City, permanent tax rate, local option levies and bonded debt levies.

Three Track System: System used to determine the processing time required for various types of building permits.

Transfer: Amounts distributed from one fund to finance activities in another fund. Shown as an expenditure requirement in the originating fund and a revenue in the receiving fund.

Trust fund: A fund to hold money aside for future use for a specific purpose.

UAPC: Urban Area Planning Commission.

UGB: Urban Growth Boundary.

**WHERE THE ROGUE RIVER RUNS**



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