



# City of Grants Pass, Oregon Adopted Operating & Capital Budget Fiscal Year 2014-15



**City of Grants Pass  
Operating/Capital Budget  
Fiscal Year 2015**

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

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*Distinguished  
Budget Presentation  
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**City of Grants Pass  
Oregon**

For the Fiscal Year Beginning

**July 1, 2013**

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, 2013**.

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)

**TABLE OF CONTENTS BY BUDGET PROGRAM**

Page #

**BUDGET MESSAGE/FINANCIAL SUMMARY**

Budget Message..... 2

Budget Summary..... 17

    Quick Facts..... 17

    General Fund Resources..... 18

    General Program Expenditures..... 19

    Utility Program Resources..... 20

    Utility Program Expenditures..... 21

    History of General Fund Resources..... 22

    History of General Fund Requirements..... 23

    Summary of Requirements by Fund and Activity..... 24

    Operating Budget Summaries..... 26

Key Revenue Details..... 33

    Major Revenue Sources..... 39

    Property Tax Analysis..... 40

Key Expenditure Details..... 41

    Staff Allocation..... 46

Capital Budget Summary..... 48

**STRATEGIC PLAN**

2013-14 Strategic Plan..... 53

**CITY OVERVIEW**

Profile of the City of Grants Pass..... 68

City Government..... 73

Mayor & Council..... 74

Citizen Involvement..... 75

City Organizational Chart..... 76

**BUDGET PROCESS/FINANCIAL POLICIES**

Budget Format..... 86

Budget Process..... 88

Budget Development Calendar..... 90

How to Read the Budget..... 91

Oregon Budget Law..... 93

Resolution Adopting the Budget..... 97

Revenue Sources..... 103

Fund Structure & Accounting Methods..... 105

Financial Management Goals & Policies..... 110

**POLICY AND LEGISLATION**

Policy and Legislation Program Summary.....	115
Mayor and Council.....	116
General Program Orations.....	118

**PUBLIC SAFETY SERVICES**

Public Safety – Program Summary.....	121
Public Safety – Police Division.....	122
Public Safety – Support Division.....	126
Public Safety – Fire Rescue Division.....	130
Crisis Support Services.....	134
Street Lighting.....	136
Sobering Center.....	138

**PARKS**

Parks Program Summary.....	141
Park Maintenance Services.....	142
Aquatics Services.....	146
Recreation Services.....	150

**DEVELOPMENT**

Development Program Summary.....	153
Planning Services.....	154
Building Services.....	160
Economic Development Services.....	164
Downtown Development Services.....	168
Tourism Promotion Services.....	172

**TRANSPORTATION**

Transportation Program Summary.....	177
Street and Drainage Maintenance Services.....	180
Customer Services.....	184
General Program Operations.....	186
Street Lighting.....	187
Transportation Capital Projects.....	188

**STORM WATER & OPEN SPACE**

Storm Water & Open Space Program Summary.....	195
Storm Water Utility Maintenance Services.....	198
Customer Services.....	200
General Program Operations.....	201
Storm Water & Open Space Capital Projects.....	202

**WATER**

Water Program Summary.....	207
Water Treatment Services.....	212
Water Distribution Services.....	216
Customer Services.....	220
Water Debt Service.....	223
General Program Operations.....	224
Water Capital Projects.....	225

**WASTEWATER**

Wastewater Program Summary.....	231
Wastewater Collection Services.....	235
Wastewater Treatment Services.....	238
Jo-Gro™.....	242
Customer Services.....	244
Wastewater Debt Service.....	247
General Program Operations.....	248
Wastewater Capital Projects.....	249

**SOLID WASTE**

Solid Waste Program Summary.....	255
Solid Waste Field Operations.....	258
Post-Closure Operations.....	260
General Program Operations.....	262
Solid Waste Capital Projects.....	263

**ADMINISTRATIVE SERVICES**

Administrative Services Program Summary.....	267
Management Services.....	270
Finance Services.....	274
Legal Services.....	278
Human Resources.....	282
General Program Operations.....	286

**SUPPORT SERVICES**

Support Services Program Summary.....	289
Parks & Community Development Management Services.....	290
Engineering Services.....	294
Property Management Services.....	298
Information Technology.....	302
Garage Operations.....	306
Equipment Replacement.....	310
Workers' Compensation.....	314
General Insurance.....	318
Benefits Administration.....	322

**AUXILIARY SERVICES**

Auxiliary Services Program Summary.....	325
Transient Room Tax.....	326
Debt Service/Bancroft Bonds.....	328
Debt Service/General Obligation Bonds.....	330
Industrial and Downtown Loan Services.....	332
Community Development Block Grant.....	334
Environmental Waste Fees Fund.....	336
Agency Fund.....	338

**CAPITAL CONSTRUCTION/LANDS & BUILDINGS**

Lands & Buildings Capital Construction.....	341
---------------------------------------------	-----

**PERS (Public Employees Retirement System)**

Oregon PERS Overview.....	349
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**APPENDIX**

Appendix A - Sources of Resources and Expenditures by Fund - FY 2016 Projected.....	362
Appendix B - Sources of Resources and Expenditures by Fund - FY 2015 Adopted.....	363
Appendix C - Sources of Resources and Expenditures by Fund - FY 2015 Recommended.....	364
Appendix D - Sources of Resources and Expenditures by Fund - FY 2014 Budget.....	365
Appendix E - Sources of Resources and Expenditures by Fund - FY 2013 Actual.....	366
Appendix F - Sources of Resources and Expenditures by Fund - FY 2012 Actual.....	367
Appendix G - Overview of Fund Balances.....	368
Appendix H - Un-Appropriated Ending Fund Balance.....	370
Appendix I - History of Property Tax Rates.....	371
Appendix J - History of Levies and Assessed Values.....	372
Appendix K - History of General Support Resources.....	373
Appendix L - Monthly Salary Schedule.....	374
Appendix M - Representative Annual Salary and Fringe Benefits.....	375
Appendix N - Benefit Details.....	376
Appendix O - Computation of Legal Debt Margin.....	378
Appendix P - Schedule of Future Debt Service.....	379
Appendix Q - Interfund Loans.....	380
Appendix R - Ten Largest Taxpayers.....	381
Appendix S - System Development Charge Revenues.....	382
Appendix T - Glossary.....	383

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## **TABLE OF CONTENTS BY DEPARTMENT**

Page #

**ADMINISTRATION****Aaron Cubic, City Manager****Dave Reeves, Assistant City Manager**

Mayor & Council (Policy & Legislation).....	116
Economic Development Services (Development) .....	164
Downtown Development Services (Development) .....	168
Tourism Promotion Services (Development) .....	172
Management Services (Administrative Services).....	270
Legal Services (Administrative Services).....	278
General Program Operations (Administrative Services).....	286
Property Management Services (Support Services).....	298
Information Technology (Support Services).....	302
General Insurance (Support Services).....	318
Industrial and Downtown Loan Services (Auxiliary Services).....	332
Community Development Block Grant (Auxiliary Services).....	334

**FINANCE & FLEET****Jay Meredith, Finance Director**

General Fund General Program Operations (Policy & Legislation).....	118
Finance Services (Administrative Services).....	274
Garage Operations (Support Services).....	306
Equipment Replacement (Support Services).....	310
Transient Room Tax (Auxiliary Services).....	326
Debt Service/Bancroft Bonds (Auxiliary Services).....	328
Debt Service/General Obligation Bonds (Auxiliary Services).....	330
Agency Fund (Auxiliary Services).....	338

**HUMAN RESOURCES****Karin Lange, Human Resources Director**

Human Resources (Administrative Services).....	282
Workers' Compensation Insurance (Support Services) .....	314
Benefits Administration (Support Services) .....	322

**PARKS & COMMUNITY DEVELOPMENT****Michael Black, Parks & Community Development Director**

Parks Maintenance Services (Parks).....	142
Aquatic Services (Parks).....	146
Recreation Services (Parks).....	150
Planning Services (Development) .....	154
Building Services (Development) .....	160
Parks & Community Development Management Services (Support Services).....	290
Engineering Services (Support Services).....	294

**PUBLIC SAFETY****Bill Landis, Interim Public Safety Director**

Police Division (Public Safety) .....	122
Support Division (Public Safety) .....	126
Fire Rescue Division (Public Safety) .....	130
Crisis Support Services (Public Safety) .....	134
Street Lighting (Public Safety through FY' 14).....	136
Sobering Center (Public Safety) .....	138

**PUBLIC WORKS****Terry Haugen, Public Works Director**

Street and Drainage Maintenance Services (Transportation).....	180
Street Utility Customer Services (Transportation).....	184
Street Utility General Program Operations (Transportation).....	186
Street Lighting (Transportation effective FY' 15).....	187
Transportation Capital Construction (Transportation).....	188
Storm Water Maintenance Services (Storm Water).....	198
Customer Services (Storm Water).....	200
General Program Operations (Storm Water).....	201
Capital Construction (Storm Water & Open Space).....	202
Water Treatment Services (Water).....	212
Water Distribution Services (Water).....	216
Customer Services (Water).....	220
Water Debt Service (Water).....	223
General Program Operations (Water).....	224
Water Capital Projects (Water).....	225
Wastewater Collection Services (Wastewater).....	235
Wastewater Treatment Services (Wastewater).....	238
Jo-Gro™ (Wastewater).....	242
Customer Services (Wastewater).....	244
Wastewater Debt Service (Wastewater).....	247
General Program Operations (Wastewater).....	248
Wastewater Capital Projects (Wastewater).....	249
Solid Waste Field Operations (Solid Waste).....	258
Post-Closure Operations (Solid Waste).....	260
General Program Operations (Solid Waste).....	262
Solid Waste Capital Projects (Solid Waste).....	263
Environmental Waste Fees Fund (Auxiliary Services).....	336

## ALPHABETICAL INDEX

<b>Activity/Item</b>	<b>Section</b>	<b>Page #</b>
Administrative Services Program Summary	Administrative Services	267
Agency Fund	Auxiliary Services	338
Appendix	Appendix	361
Aquatics Services	Parks	146
Auxiliary Services Program Summary	Auxiliary Services	325
Benefit Details	Appendix	376
Benefits Administration	Support Services	322
Budget Development Calendar	Budget Process/Financial Policies	90
Budget Format	Budget Process/Financial Policies	86
Budget Message	Budget Message/Financial Summary	2
Budget Process	Budget Process/Financial Policies	88
Budget Summary	Budget Message/Financial Summary	17
Building Services	Development	160
Capital Budget Summary	Budget Message/Financial Summary	47
City Government	City Overview	73
City Organizational Chart	City Overview	76
Community Development Block Grant	Auxiliary Services	334
Computation of Legal Debt Margin	Appendix	378
Crisis Support Services	Public Safety	134
Customer Services	Storm Water & Open Space	200
Customer Services	Transportation	184
Customer Services	Wastewater	244
Customer Services	Water	220
Debt Service/Bancroft Bonds	Auxiliary Services	328
Debt Service/General Obligation Bonds	Auxiliary Services	330
Development Program Summary	Development	153
Downtown Development Services	Development	168
Economic Development Services	Development	164
Engineering Services	Support Services	294
Environmental Waste Fees Fund	Auxiliary Services	336
Equipment Replacement	Support Services	310
Finance Services	Administrative Services	274
Financial Management Goals & Policies	Budget Process/Financial Policies	110
Fund Structure & Accounting Methods	Budget Process/Financial Policies	105
Garage Operations	Support Services	306
General Fund Resources	Budget Message/Financial Summary	18
General Insurance	Support Services	318
General Program Expenditure	Budget Message/Financial Summary	19
General Program Operations	Administrative Services	286
General Program Operations	Solid Waste	262
General Program Operations	Storm Water & Open Space	201
General Program Operations	Transportation	186
General Program Operations	Wastewater	248
General Program Operations	Water	224
General Program Orations	Policy and Legislation	118

<b>Activity/Item</b>	<b>Section</b>	<b>Page #</b>
Glossary	Appendix	383
History of General Fund Requirements	Budget Message/Financial Summary	23
History of General Fund Resources	Budget Message/Financial Summary	22
History of General Support Resources	Appendix	373
History of Levies and Assessed Values	Appendix	372
History of Property Tax Rates	Appendix	371
How to Read the Budget	Budget Process/Financial Policies	91
Human Resources	Administrative Services	282
Industrial and Downtown Loan Services	Auxiliary Services	332
Information Technology	Support Services	302
Interfund Loans	Appendix	380
Jo-Gro™	Wastewater	242
Key Expenditure Details	Budget Message/Financial Summary	41
Key Revenue Details	Budget Message/Financial Summary	33
Lands & Buildings Capital Construction	Capital Construction Lands & Buildings	341
Legal Services	Administrative Services	278
Major Revenue Sources	Budget Message/Financial Summary	39
Management Services	Administrative Services	270
Mayor & Council (Overview)	City Overview	74
Mayor & Council (Budget)	Policy and Legislation	116
Monthly Salary Schedule	Appendix	374
Operating Budget Summaries	Budget Message/Financial Summary	26
Oregon Budget Law	Budget Process/Financial Policies	93
Oregon PERS Overview	PERS	349
Overview of Fund Balances	Appendix	368
Park Maintenance Services	Parks	142
Parks & Community Development Mgmt. Svc's.	Support Services	290
Parks Program Summary	Parks	141
PERS, Oregon PERS Overview	PERS	349
Planning Services	Development	154
Policy and Legislation Program Summary	Policy and Legislation	115
Post-Closure Operations	Solid Waste	260
Profile of the City of Grants Pass	City Overview	68
Property Management Services	Support Services	298
Property Tax Analysis	Budget Message/Financial Summary	40
Public Safety – Fire Rescue Division	Public Safety	130
Public Safety – Police Division	Public Safety	122
Public Safety – Program Summary	Public Safety	121
Public Safety – Support Division	Public Safety	126
Quick Facts	Budget Message/Financial Summary	17
Recreation Services	Parks	150
Representative Annual Salary and Fringe Benefits	Appendix	375
Resolution Adopting the Budget	Budget Process/Financial Policies	97
Revenue Sources	Budget Process/Financial Policies	103
Schedule of Future Debt Service	Appendix	379
Solid Waste Capital Projects	Solid Waste	263

<b>Activity/Item</b>	<b>Section</b>	<b>Page #</b>
Solid Waste Field Operations	Solid Waste	258
Solid Waste Program Summary	Solid Waste	255
Sources of Resources and Expenditures by Fund	Appendix	362
Staff Allocation	Budget Message/Financial Summary	46
Storm Water & Open Space Capital Projects	Storm Water & Open Space	202
Storm Water & Open Space Program Summary	Storm Water & Open Space	195
Storm Water Utility Maintenance Services	Storm Water & Open Space	198
Strategic Plan	Strategic Plan	53
Street and Drainage Maintenance Services	Transportation	180
Street Lighting through FY'14	Policy and Legislation	136
Street Lighting effective FY'15	Transportation	187
Summary of Requirements by Fund and Activity	Budget Message/Financial Summary	24
Support Services Program Summary	Support Services	289
System Development Charge Revenues	Appendix	382
Ten Largest Taxpayers	Appendix	381
Tourism Promotion Services	Development	172
Transient Room Tax	Auxiliary Services	326
Transportation Capital Projects	Transportation	188
Transportation Program Summary	Transportation	177
Un-Appropriated Ending Fund Balance	Appendix	370
Utility Program Expenditures	Budget Message/Financial Summary	21
Utility Program Resources	Budget Message/Financial Summary	20
Wastewater Capital Projects	Wastewater	249
Wastewater Collection Services	Wastewater	235
Wastewater Debt Service	Wastewater	247
Wastewater Program Summary	Wastewater	231
Wastewater Treatment Services	Wastewater	238
Water Capital Projects	Water	225
Water Debt Service	Water	223
Water Distribution Services	Water	216
Water Program Summary	Water	207
Water Treatment Services	Water	212
Workers' Compensation	Support Services	314

**WHERE THE ROGUE RIVER RUNS**



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# **Budget Message / Financial Summary**

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## **Table of Contents**

	Page #
Budget Message.....	2
Budget Summary.....	17
Quick Facts.....	17
General Fund Resources.....	18
General Program Expenditures.....	19
Utility Program Resources.....	20
Utility Program Expenditures.....	21
History of General Fund Resources.....	22
History of General Fund Requirements.....	23
Summary of Requirements by Fund and Activity.....	24
Operating Budget Summaries.....	26
Key Revenue Details.....	33
Major Revenue Sources.....	39
Property Tax Analysis.....	40
Key Expenditure Details.....	41
Staff Allocation.....	46
Capital Budget Summary.....	48

July 14, 2014

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



## Budget Message for Fiscal Year 2014-15

### **BUDGET OVERVIEW**

I am pleased to present to you the balanced budget for the Fiscal Year 2014-15 (FY'15). This year's budget planning process and resulting Strategic Plan, which can be found in the following section, incorporates input from all stakeholders, and meetings with each of these key groups were held prior to budget preparation to collect this input. Citizens, Elected Officials, Committee and Commission members, and Staff each had an opportunity to contribute to the goal setting and strategic planning process, and Council had an opportunity to prioritize the resulting work plan items.

Last year the budget document and order of information was reorganized as compared to past years. 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. The financial policies and planning procedures that guide the annual budget process are also included after this message for a better understanding of how this budget comes together each year. Many of the tables and summaries that have historically been found in the appendix of the budget book have been placed near the beginning of the book, and certain schedules have been moved to the appendix or remain in the appendix. Throughout the program budget narratives you will also see a more uniform format for the reporting of performance measures in each of the operating departments.

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 29 years. The budget is a transparent financial tool designed to help with financial planning and education.

Our City budget is made up of three main pieces: General Fund, Enterprise Funds and Capital Improvement Funds. There are also 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 30.2% of the City's FY'15 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. 65% of the General Fund revenue comes from property tax revenue that is made up of both a permanent rate and a local option levy, all of which is dedicated exclusively to Public Safety divisions. The General Fund also 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 \$4.6 million that are shared by all General Fund programs.

Close to 22% 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 22% of the total budget, a slightly higher amount than last year's 17% due to special capital infrastructure projects ongoing or beginning over the next year. Special revenue funds such as Transportation, Transient Room Taxes, and others account for approximately 8% 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**

Citizens showed overwhelming support for the Public Safety Local Option levy in the November 2013 vote which allows the City to continue to provide similar service levels without increasing its tax levy for four years beginning in FY'15. Thanks in part to this support and successful past financial planning, Council directed staff to present a budget that will provide the same level of service for all operating divisions.

We owe this responsible budget and proactive financial planning in part to previous Councils and staff who prepared for the future. A few examples of the actions taken include: 1) creation of the intern program which provides college interns to assist firefighters; 2) the layoff of eight employees at the beginning of the construction industry downturn; 3) use of Community Service Officers to relieve police officers of more routine duties; 4) staff participation in health insurance planning and cost sharing; 5) minimal cost of living increases in recent years for managers, supervisors, and the City's four unions; 6) minimal insurance losses in the areas of workers compensation and general insurance; 7) staff working hard to turn back budgetary savings from operating budgets each year; and 8) a continual and ongoing effort to assess operations 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 \$4.8 million in FY'15 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'15 continues the high level of Public Safety services. The four-year levy starting in FY'15 is 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 the 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 General Fund 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 also 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. However, inflationary pressures on operations will not always match up with revenue growth. The difference between revenue growth and actual operational inflation is expected to be unusually heightened in coming years causing budgets for various City operations to be under significantly more pressure in the near future. The continuation of longer-term financial planning will be key to maintaining the services our Citizens expect today and keep the City's funds within established financial policy guidelines. While this annual budget process only results in a budget approved and adopted for FY'15, the budget projection for the second year in FY'16 has also been incorporated into the budget book for informational purposes and to help plan for operations beyond FY'15.

**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. The Council affirmed the goals in 2013-2014 without any significant changes and these long-term goals are used to formulate a Strategic Plan with corresponding performance measurements. The Strategic Plan serves as the foundation upon which the budget is developed. The normal day to day duties and budgets required to maintain operations do not change a great deal from year to year. However, the City Council recently completed the 2014-15 Strategic Plan and identified a number of non-routine operating and capital projects that are to be considered both in the short-term and longer-term. This budget, through its allocation of resources, communicates and defines priorities we believe will serve the community for the ensuing year while attempting to retain sufficient reserves for future needs of local government operations.

The City of Grants Pass enhances the “quality of life” in our community through sound service delivery systems. The City offers high quality and well maintained streets, parks, water and wastewater systems. The City’s nationally accredited Police and Communications operations are among the best in the country, and many of the City’s other activities have received national recognition for their performance. While affirming the goals, Council also 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 work plan items in the new Strategic Plan that scored the highest in priority by the City Council. Financial resources 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’15 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. Only one new staff position is included in this budget, and that position will cover some expenditures that were previously incurred through contractual work. On the flip side, the City’s Tourism division will now be serviced through a contractual relationship with a local firm rather than by City employees as it has been provided in recent years, which has reduced City staff by two positions. And during the current year the City Council approved a change in the process by which the City disposes of the solids produced at the Wastewater plant by closing the Jo-Gro composting operation and shipping the solids to the landfill. The closing of Jo-Gro results in a reduction in Wastewater employees by three positions starting in this FY’15 budget. Represented in the budget are a high number of approved but unfunded staff positions. This allows the City to quickly react to demand for additional services throughout the year if approved by the City Council.

**Budget changes overview**

Last fiscal year, 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 last year:

- **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'15. 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 last year and has another change implemented for FY'15. Starting in FY'14, the "field" division was separated into Police and Fire Rescue services. And starting in FY'15, the Street Lighting division was moved from Public Safety to the Transportation/Street Utility Fund and a new division was added to Public Safety to accomplish one of the City Council's highest ranked Strategic Plan objectives. The General Fund still supports 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 a new division called Sobering Center.

The total budget, which includes all internal service funds, carry-over balances, contingency balances, and capital project resources is \$114,268,520, an increase to the current year's total budget of \$101,300,585. Of the \$13.0 million total budget increase, \$8.2 million is the increase in the total budget of Capital Construction funds due to special infrastructure projects ongoing or beginning in the next year. The majority of the rest of the increase is in the total enterprise fund budgets (the utility funds) as these funds are beginning to have slightly higher annual resources to contribute to the many Water and Wastewater infrastructure projects on the horizon in coming years. 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 adopted FY'15 Operating Budget, excluding contingencies, debt service, and transfers out to capital projects, totals \$34,043,241. This is up approximately \$0.2 million from the

current year's Revised Operating Budget total of \$33,822,596, or a 0.7% increase year over year. Some factors heavily impacting inflation increases to the Operating Budget this year include an increase to health insurance rates and small COLAs (cost of living adjustments) granted to most employees. Retirements can also significantly affect budgets in the year of retirement; particularly in General Fund operating departments due to the way leave time is accrued and paid. Retirements can also have a small effect on certain budgets in the four years following retirement due to health insurance agreements. The process of allowing certain retirees to remain on the City's health plan at a low rate for four years following retirement has been phased out for new employees that have joined the City since 2007, but obligations for many current retirees remain.

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. And starting January 1, 2014 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 last year.

After a number of years of minimal or no COLAs for all City employees, COLAs were successfully negotiated with all employees and units last year. However, there is much discussion ahead as the City will be working on new contracts for all four bargaining units. Personnel budgets are by far the largest component of the operating budget and typically make up the largest portion of operating budget changes from year to year. 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.

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

### **Public Safety**

The construction of new fire and police facilities has been executed with foresight and efficiency and completed during early FY'11. The voters approved the bond levy that paid for these facilities, a training tower, and three new fire trucks. These resources will help provide more effective and efficient Public Safety services to our community for decades to come. The City now has the critical tools necessary to achieve emergency response times that meet national standards, particularly in the southern sectors of our community without having a major impact on capital needs in the next levy term. This project, along with the historic approval of Public Safety Local Option Levies, demonstrates the value that the community continues to place on Public Safety services. Including the property tax levy for the bonded debt, the total FY'14 property tax rate for City residents was relatively unchanged and will remain nearly flat for this budget period and the next four 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 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'14, other General Fund resources also must be directed to Public Safety programs to continue the current level of services. Without redirecting approximately \$1.24 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'14 adopted 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. The good news is that the planned and projected drawdown of General Fund's balance in FY'15 is only about \$400,000 rather than the nearly \$700,000 drawdown that was projected last year. This is due to reliable revenues, but mostly due to cost controls and staff successfully controlling budgeted expenditures in Public Safety and other departments.

Looking out to FY'15 and FY'16, Public Safety's draw on other General Fund resources and reserves increases slightly each year due to revenue growth that is nearly matched but slightly slower than the projected expenditure growth. As mentioned last year, it will take a dedicated and coordinated effort to avoid deterioration to the level of Public Safety services without drawing down the General Fund reserve balance to dangerous levels outside financial policy guidelines during the period of the four year levy that begins in FY'15.

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 until changes to assessed property values and property market values match up closer or exceed cost of living increases on the expenditure side. With the desire to ensure effectiveness and efficiencies in Public Safety operations, the City Council recently 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 should be completed in the summer of 2014. This project will provide a comprehensive analysis of the City's Public Safety operations today (at a cost of less than 1% of the Public Safety annual operating budget) and will use that analysis to develop a plan of operations for the future.

**Activity picks up in Community Development**

Grants Pass, like other regions throughout Oregon, has experienced a severe decline in building activity in the last seven years. Community Development departments such as Building Services and Planning Services continue to budget for levels of activity lower than the busy times in the last decade and low levels of staffing compared to the years before 2008. There has, however, been a significant increase in development activity in the last two years year versus levels seen in 2010 to 2012. Both residential and commercial development activity has picked up significantly in the last year and the current year.

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, and this budget continues Building operating on its own reserves. Prompt actions such as changes to staffing levels 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 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.

**Financial policies incorporated into the Budget**

The adopted FY'15 budget has a General Fund contingency of \$2,000,000 excluding Building's restricted resources / requirements, which is 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 two 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. The contingency is also considered part of the ending fund balance in the General Fund and other funds such as the Water Fund or the Wastewater Fund.

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.

When reviewing contingency balances, it's important to remember that a higher or different level of contingencies does not mean a higher level of spending, it merely means a higher level of financial protection and flexibility for Council in dealing with unexpected events. Contingencies can only be appropriated for use by the City upon approval by the City Council, and are one-time reserves that cannot be repeatedly used without building them up again. Most City funds outside of the General Fund place the entire ending fund balance in contingencies in the budget process to provide for the highest degree of financial flexibility during the year. Contingencies are meant to be carried over from year to year without being used and serve many purposes beyond just emergency operating funds. When analyzing whether the General Fund or other funds meet the City's financial policies, the contingency is considered part of the ending fund balance and is not expected to be used during the year.

New financial policy updates that went into effect two years ago also included the recommendation that governmental operations strive to contribute resources to equipment replacement funds over time for major capital assets; and that the City's utility funds should be setting aside at least enough resources per year (at a minimum) to match depreciation costs as measured in the City's annual financial report. Depreciation is not recorded as a budgetary transaction, but it is a true cost of doing business that must be recognized through transfers out of utility operating funds to utility capital project funds. 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 faces staffing challenges**

One of the most significant challenges facing Grants Pass is the need for a secure financial funding resource for Public Safety services. While a local option tax can provide secure funding after it is approved; the time, effort, and the uncertainty of it passing all have costs to the City and impacts on retention, recruitment, and stability within a department that is already 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 launched in March of 2014 should provide the City with a solid analysis of operating conditions and should help plan for the City's future Public Safety needs.

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 nearly been fully completed on the new system. Other technology projects such as E-ticketing are also in the final stages of implementation and should benefit operational efficiencies to a smaller degree. Public Safety is still unable to fund positions recommended by a staffing study completed in 2000 as well as the Strategic Plan adopted by Council in 2008 and will be unable to meet these recommended staffing levels without additional resources or a change to tax rates. The new strategic plan that will be produced this year will provide a current and comprehensive analysis of staffing needs in Public Safety.

Public Safety concerns are also affected by the County. The County's federal funding continues to decline and will be nearly used up by the County in the coming fiscal year unless federal lobbying efforts to renew part of the funding are successful. The County has already cut back criminal justice program services significantly during May and June of 2012 as a result of lower federal funding levels and the County residents turned down a property tax levy in 2012 and 2013 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 also continue to affect the City's Public Safety department in a significant way.

### **Staffing for an expanding Park System**

Over the last 5-10 years, park acreage and developed park sites have increased substantially to match a larger City. While park and trail maintenance responsibilities are increasing, the Parks Division eliminated one full-time position in 2010 due to the economic climate and has not had significant changes to in-house staffing levels in the last 10 years (with the exception of substituting a City position for some work that was formerly contract work). The 2011 budget slightly increased funding for additional contractual labor to maintain the expanded park system, and the position added to the FY'13 budget two years ago mostly just replaced ongoing contractual work.

### **Utility Infrastructure**

Significant upgrades to utility infrastructure are ahead for all the City's managed utility systems. In the last year the City Council recently used a task force to study the aging Water Treatment Plant facility and long-term strategic options for either a series of upgrades on the existing site or the need for a new plant and new location. It was recommended by the task force and approved by the City Council that the most effective and efficient long-term solution would be a new Water Plant and a new site to be determined. Part of the challenge was that upgrades that are needed at the Water Plant today can't proceed without

significant investments in the seismic protection built into the facility (under current commercial building codes). The task force, which included three representatives from the City Council, studied the best way to provide for the plant needs in the long-term with the assistance of a contracted engineering firm.

There is also an expansion necessary to the Wastewater Restoration Plant on the short-term horizon and routine maintenance and upgrades to an aging Water, Wastewater, and Street 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 rates add significant costs to utility capital projects.

### **Addressing PERS funding**

As anticipated, employee benefit costs continue to be a factor in operating expenses. Like other Oregon public agencies, the City of Grants Pass experienced an increase in rates paid to the Public Employees Retirement System (PERS) effective July 1, 2011 and another large rate increase 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 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 in coming years without having a large effect on the PERS reserves that have been established over the last 10 years. These reserves are still needed to offset future rate increases.

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 four years. As PERS is a hot topic for almost all public agencies in Oregon, City staff developed a PERS section for the budget book starting in this budget for the Public, the Budget Committee, and the Council to see more closely how PERS rates affect the City's operating budgets.

### **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 five 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 a 20% annual increase to health insurance premiums for calendar year 2014. However, 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 to close to 7% and within budget parameters. 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 2014 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**

In the next year the City will be negotiating with at least three of the four unions/bargaining groups for the full contract. The Grants Pass Employees Association (GPEA) is now considered an official bargaining unit within the City effective in 2010. The other unions include GPPA (Grants Pass Police Association), IAFF (International Association of Firefighters), and the Teamsters Local Union. Full contract discussions are beginning for the GPEA, Fire, and Police unions for the period starting in calendar 2015 as these contracts are set to expire at the end of 2014. As of the date of this letter the City is still in negotiations with Teamsters on a full contract for the period starting in 2014. After a number of years of minimal or no COLAs (Cost of Living Adjustments) to salary schedules, recent contracts have included COLAs at rates close to official inflation rates.

However, costs impacting all union negotiations are the rising costs of PERS rates and health insurance rates. Costs for each employee group are rising an estimated 2% to 3% on average each year even before a COLA is considered during the period where PERS is increasing rates. As these increases to PERS rates and health insurance rates are expected to continue many years into the future, wage negotiations that also affect costs many years into the future will need to factor in PERS and health insurance rate considerations. The personnel budgets for FY'15 and the projected FY'16 year presented in this budget book factor in inflation to salary schedules each year either in amounts close to recent nationally reported CPI (Consumer Price Index) changes or other specific changes as decided by Council and the official bargaining process. In summary, COLAs, 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.

### **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 last year as Staff embraced the City Departments' reorganization and necessary changes to health insurance plans. Staff is also embracing changes to systems and the performance audit 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 also continue to help Grants Pass succeed. Through this budget we are recognizing the needs of today and the needs of the future by planning strategically and implementing measurable objectives. With the Council adopted and prioritized Strategic Plan, staff will be able to direct their energies, skills, and talents, in applying the financial resources to make measurable progress toward achieving those goals.

Throughout the narrative pages of the operating divisions presented in this adopted budget, you will see a more 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.

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 the economic realities of today. The Public Safety Levy recently approved will begin in FY'15 and moves Public Safety forward at the same rate it has been at for the last five years. 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 needs. In the intermediate-term, major upgrades are necessary to both the Water Treatment Plant and the Wastewater Restoration Plant. We will also 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 adopted budget document. I am particularly grateful to 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,

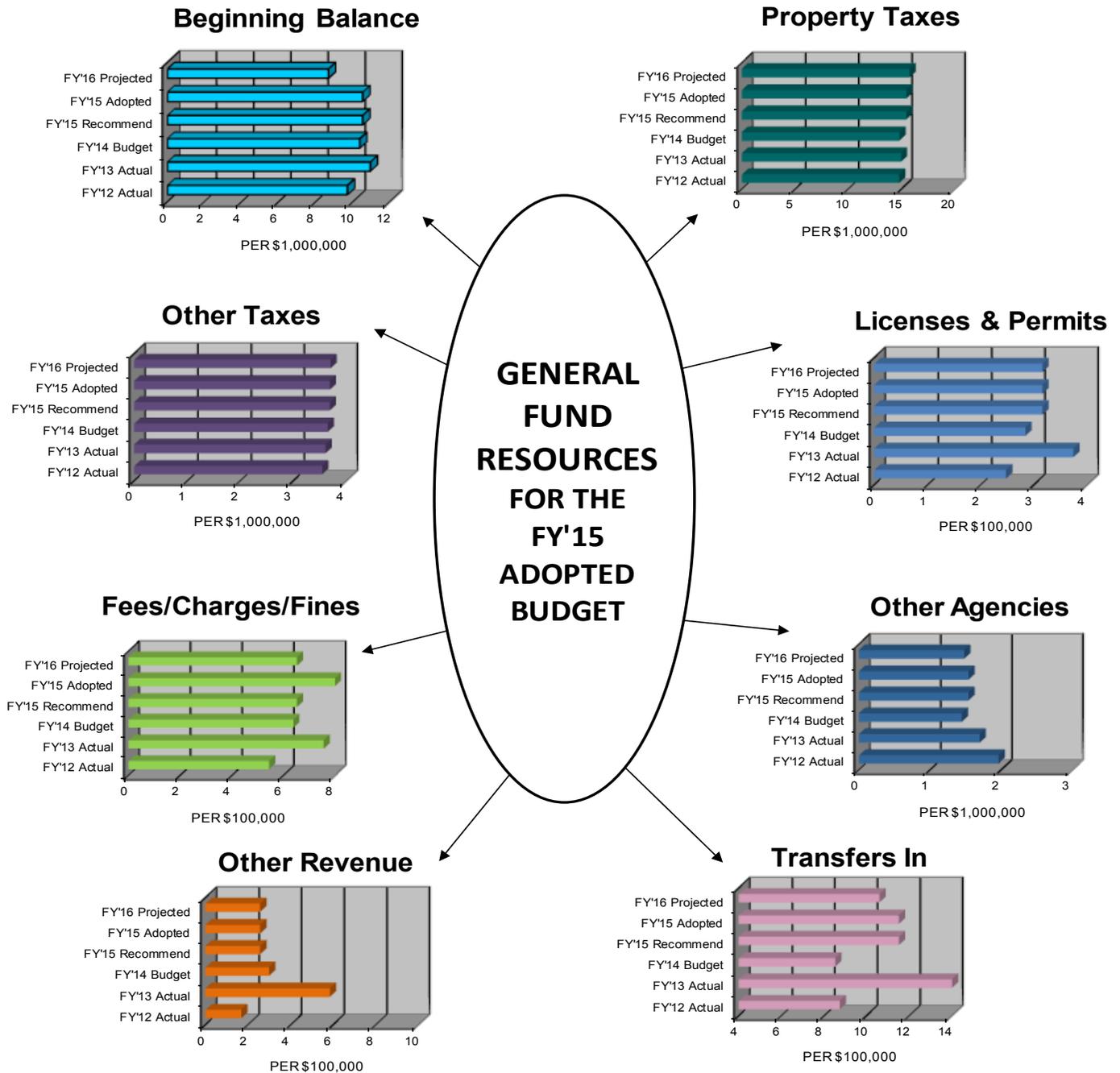
A handwritten signature in black ink, appearing to read "Aaron K. Cubic". The signature is fluid and cursive, with a long horizontal stroke at the end.

Aaron K. Cubic, City Manager



## Quick Facts

<b><u>Adopted FY'15</u></b>	<b><u>Operating &amp; Other</u></b>
<b><u>Where The Money Comes From:</u></b>	
Property taxes	\$ 16,544,830
Business taxes	275,000
Transient room taxes	1,239,700
Franchise fees	2,839,900
Other governments	7,506,498
Licenses and permits	328,140
User fees and charges	23,124,394
Fee in lieu of franchise	569,100
System development charges	550,000
All other revenues	8,082,935
Carryover/beginning balance	<u>42,533,702</u>
Total Resources	<b><u>\$ 103,594,199</u></b>
Transfers in	10,674,321
<b><u>Where The Money Goes:</u></b>	
Personnel services	\$ 23,770,198
Materials and supplies	2,073,115
Contractual services	12,592,240
Direct charges for services	2,755,114
Capital outlay	35,426,698
Indirect charges	3,224,675
Debt service	4,274,138
Contingencies/reserves	8,853,796
Un-appropriated ending balance	<u>10,624,225</u>
Total Requirements	<b><u>\$ 103,594,199</u></b>
Transfers out	10,674,321
<b><u>Other Facts:</u></b>	
Permanent staffing (funded full time equivalencies)	217.85
Temporary staffing (funded full time equivalencies)	10.81
Bonded Debt outstanding (June 30, 2014 est.)	\$ 13,395,000
Property tax rate (per \$1,000 assessed value)	
Permanent rate levy	\$ 4.1335
Public safety operating levy	\$ 1.7900
Bonded debt (2014-15 estimate)	\$ 0.4046



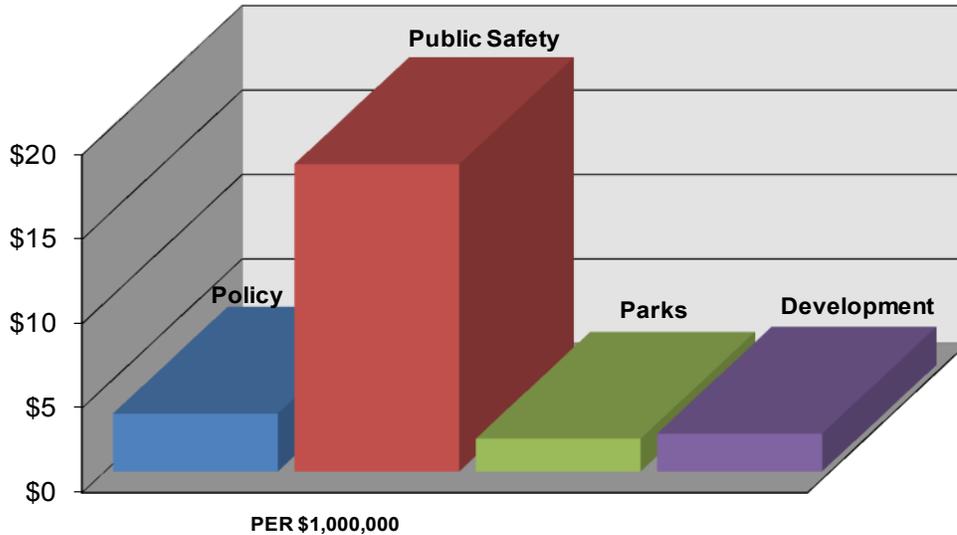
This chart shows the distribution of resources for the general fund operating budget for the FY'12 and FY'13 Actual Budgets, FY'14 Budget, FY'15 Recommended Budget, FY'15 Adopted Budget and the FY'16 Projected Budget.

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

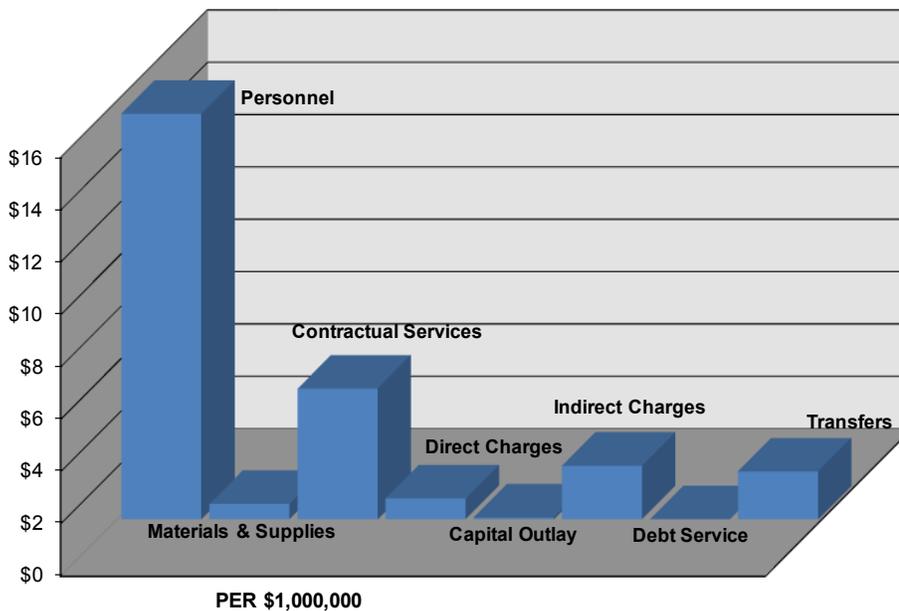
# General Program Expenditures

## For the Adopted FY'15 Budget

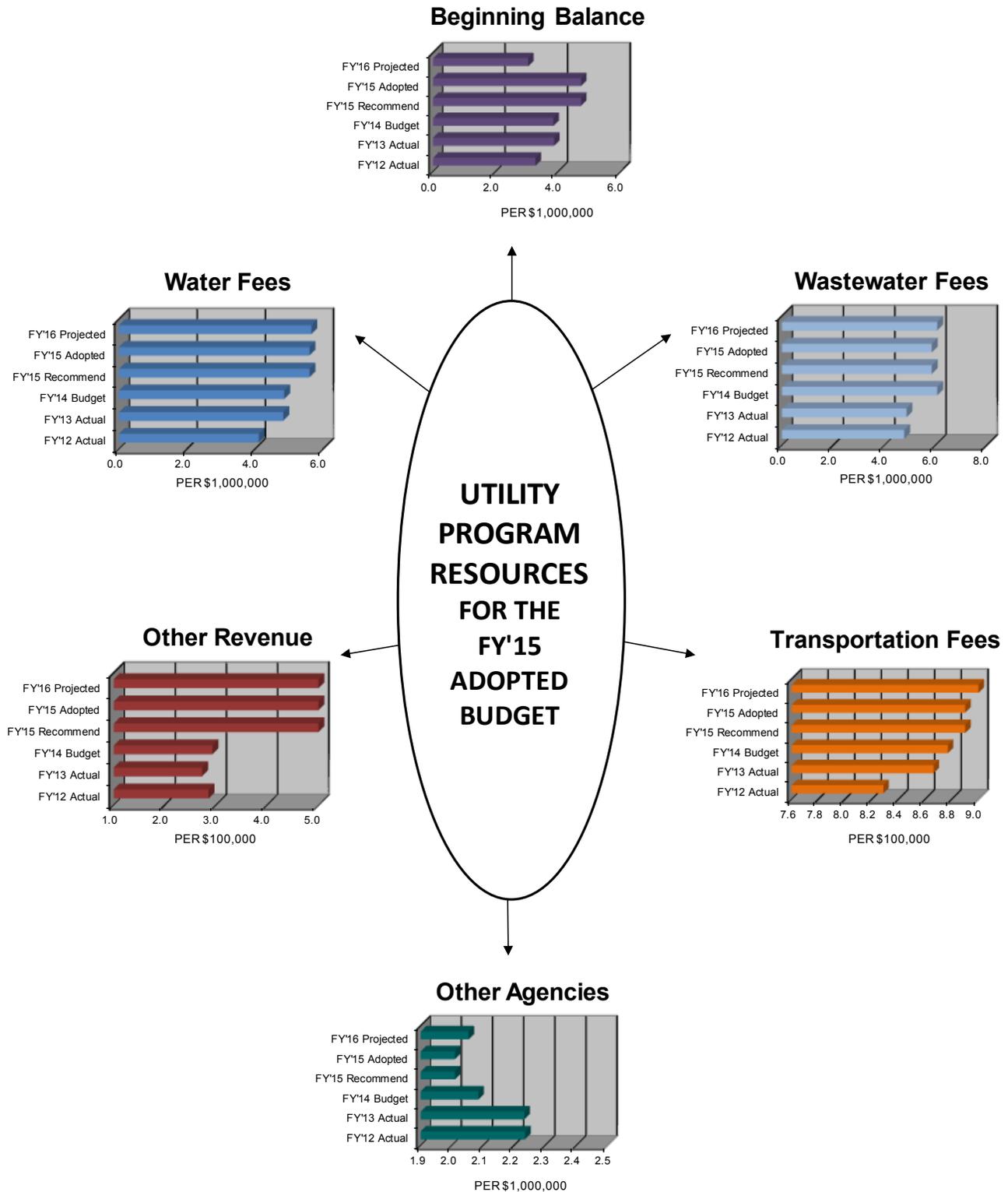
### Program Expenditures



### Expenditure Categories



These charts show the distribution of expenditures for each program and category of expenditures in the general operating budget for the FY'15 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.



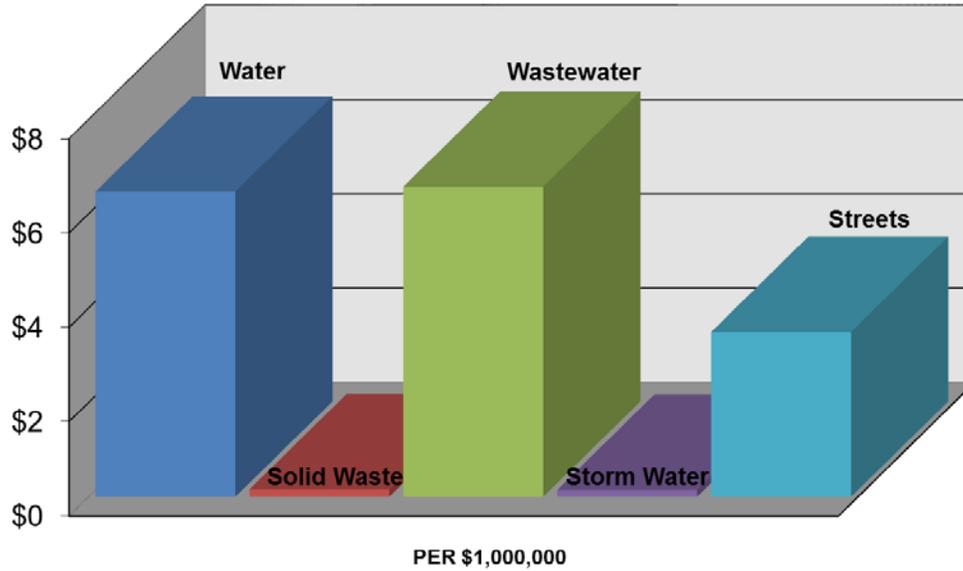
This chart shows the distribution of resources for the utility operating budget for the FY'12 and FY'13 Actual Budgets, FY'14 Budget, FY'15 Recommended Budget, FY'15 Adopted Budget and the FY'16 Projected Budget.

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

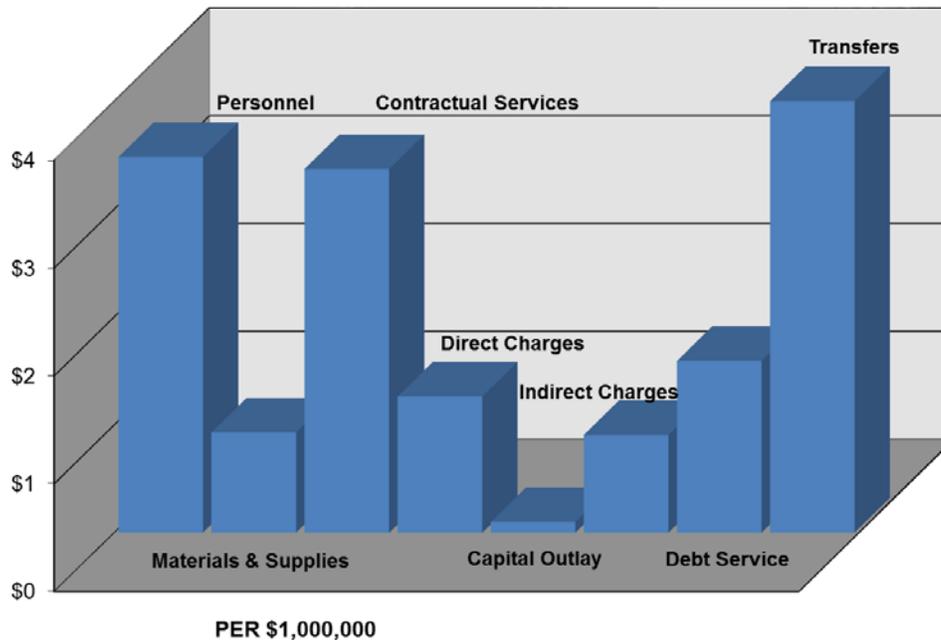
# Utility Program Expenditures

For the Adopted FY'15 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'15 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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
<b>Designated Resources</b>							
<i>Beginning Balance</i>	9,101,115	10,446,858	9,811,204	9,885,764	9,885,764	9,885,764	8,075,502
<b>General Operations</b>							
Business Taxes	289,609	285,867	282,200	275,000	275,000	275,000	275,000
Franchise Taxes	2,770,960	2,796,513	2,814,800	2,839,900	2,839,900	2,839,900	2,844,800
Fees in Lieu of Franchise	476,079	520,488	547,000	568,500	568,500	568,500	575,600
Licenses	7,090	7,238	6,700	6,940	6,940	6,940	6,940
State Rev. Sharing	303,474	315,257	315,700	335,600	335,600	335,600	342,300
State Cigarette Tax	50,542	49,296	45,500	39,000	39,000	39,000	37,000
State Liquor Tax	442,068	462,447	459,900	490,100	490,100	490,100	499,900
Other Misc.	192,472	458,322	11,700	10,600	10,600	901,600	10,600
Investment Interest	83,252	78,857	71,500	71,500	71,500	71,500	71,500
<b>Total General Operations</b>	<b>4,615,546</b>	<b>4,974,285</b>	<b>4,555,000</b>	<b>4,637,140</b>	<b>4,637,140</b>	<b>5,528,140</b>	<b>4,663,640</b>
<b>Public Safety</b>							
Property Taxes	14,784,914	14,969,837	14,835,100	15,480,030	15,480,030	15,480,030	15,767,400
Grants & Intergovernmental	982,337	779,788	621,500	672,304	672,304	672,304	596,100
Fees & Chg.'s for Services	83,000	244,533	234,000	234,000	234,000	234,000	234,000
Other Misc.	487,208	943,675	607,713	579,900	579,900	579,900	563,000
<b>Total Public Safety</b>	<b>16,337,459</b>	<b>16,937,833</b>	<b>16,298,313</b>	<b>16,966,234</b>	<b>16,966,234</b>	<b>16,966,234</b>	<b>17,160,500</b>
<b>Development</b>							
<i>Build. &amp; Safety Beg. Bal. *</i>	578,522	467,632	538,615	600,508	600,508	600,508	507,242
Building and Safety *	370,327	573,685	355,500	435,100	435,100	435,100	435,100
Planning	77,116	91,855	75,400	77,840	77,840	77,840	77,840
Economic Development	114,118	129,133	117,200	159,400	159,400	159,400	146,700
<i>Tourism Beg. Balance *</i>	13,662	9,736	0	29,553	29,553	29,553	84,185
Tourism Promotion*	283,471	326,912	292,200	399,800	399,800	399,800	367,200
Downtown Development	133,444	152,999	130,050	172,250	172,250	172,250	159,550
<b>Total Development</b>	<b>1,570,660</b>	<b>1,751,952</b>	<b>1,508,965</b>	<b>1,874,451</b>	<b>1,874,451</b>	<b>1,874,451</b>	<b>1,777,817</b>
<b>Parks</b>							
Parks Maintenance	186,041	201,315	175,425	232,325	232,325	232,325	215,425
Aquatics	0	1,397	0	0	0	0	0
Recreation	693	672	400	400	400	400	400
<b>Total Parks</b>	<b>186,734</b>	<b>203,384</b>	<b>175,825</b>	<b>232,725</b>	<b>232,725</b>	<b>232,725</b>	<b>215,825</b>
<b>Total General Fund</b>	<b>31,811,514</b>	<b>34,314,312</b>	<b>32,349,307</b>	<b>33,596,314</b>	<b>33,596,314</b>	<b>34,487,314</b>	<b>31,893,284</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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
<b>Requirements</b>							
Mayor and Council	188,591	203,408	306,438	297,135	297,135	297,135	295,915
General Operations							
Personnel Services	38,201	185,085	0	0	0	0	0
Contractual/Prof Svcs.	196,018	219,040	1,184,130	195,400	195,400	1,167,400	123,400
Direct Charges	68,640	87,140	115,540	138,928	138,928	138,928	141,128
Contingencies	0	0	2,788,070	2,000,000	2,000,000	2,000,000	2,000,000
Debt Service	0	0	0	0	0	0	0
Transfers Out	859,115	1,001,895	1,225,000	1,821,700	1,821,700	1,821,700	1,045,500
<i>Ending Fund Balance**</i>	10,446,858	11,807,366	3,951,557	6,156,502	6,156,502	6,075,502	4,695,951
Total General Operations	11,608,832	13,300,526	9,264,297	10,312,530	10,312,530	11,203,530	8,086,979
Public Safety							
Police Division	12,079,334	12,638,943	9,327,768	9,367,099	9,367,099	9,367,099	9,600,900
Support Division	3,491,486	3,626,109	3,035,871	3,000,117	3,000,117	3,000,117	3,153,148
Fire Rescue Division	0	0	5,590,923	5,664,603	5,664,603	5,664,603	5,846,997
Crisis Support Services	40,267	41,475	42,730	44,000	44,000	44,000	44,000
Street Lighting	308,713	299,461	349,450	0	0	0	0
Sobering Center	0	0	0	130,000	130,000	130,000	130,000
Total Public Safety	15,919,800	16,605,988	18,346,742	18,205,819	18,205,819	18,205,819	18,775,045
Development							
Building and Safety *	481,216	476,457	894,115	1,035,608	1,035,608	1,035,608	942,342
<i>Build. &amp; Safety End. Bal. *</i>	467,632	564,860	0	0	0	0	0
Planning	630,443	668,752	780,879	818,131	818,131	818,131	872,742
Economic Development	170,050	174,259	194,704	170,665	170,665	170,665	180,458
Tourism Promotion*	297,134	336,648	302,171	429,353	429,353	429,353	451,385
<i>Tourism End. Balance*</i>	0	0	0	0	0	0	0
Downtown Development	339,712	343,206	374,408	382,730	382,730	382,730	389,688
Total Development	2,386,187	2,564,182	2,546,277	2,836,487	2,836,487	2,836,487	2,836,615
Parks							
Parks Maintenance	1,472,701	1,416,272	1,624,481	1,662,921	1,662,921	1,662,921	1,702,675
Aquatics	99,789	92,914	122,104	125,288	125,288	125,288	126,821
Recreation	135,614	131,022	138,968	156,134	156,134	156,134	150,234
Total Parks	1,708,104	1,640,208	1,885,553	1,944,343	1,944,343	1,944,343	1,979,730
<b>Total General Fund</b>	<b>31,811,514</b>	<b>34,314,312</b>	<b>32,349,307</b>	<b>33,596,314</b>	<b>33,596,314</b>	<b>34,487,314</b>	<b>31,893,284</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'12	ACTUAL FY'13	BUDGET FY'14	RECOMMEND BUDGET FY'15	COMMITTEE APPROVED FY'15	COUNCIL ADOPTED FY'15	PROJECTED FY'16
General Fund							
Mayor and Council	188,591	203,408	306,438	297,135	297,135	297,135	295,915
Development							
Planning	630,443	668,752	780,879	818,131	818,131	818,131	872,742
Building and Safety	948,848	1,041,317	894,115	1,035,608	1,035,608	1,035,608	942,342
Economic Development	170,050	174,259	194,704	170,665	170,665	170,665	180,458
Tourism Promotion	297,134	336,648	302,171	429,353	429,353	429,353	451,385
Downtown Development	339,712	343,206	374,408	382,730	382,730	382,730	389,688
Total Development	2,386,187	2,564,182	2,546,277	2,836,487	2,836,487	2,836,487	2,836,615
Parks							
Parks Maintenance	1,472,701	1,416,272	1,624,481	1,662,921	1,662,921	1,662,921	1,702,675
Aquatics	99,789	92,914	122,104	125,288	125,288	125,288	126,821
Recreation	135,614	131,022	138,968	156,134	156,134	156,134	150,234
Total Parks	1,708,104	1,640,208	1,885,553	1,944,343	1,944,343	1,944,343	1,979,730
Public Safety							
Police Division	12,079,334	12,638,943	9,327,768	9,367,099	9,367,099	9,367,099	9,600,900
Support Division	3,491,486	3,626,109	3,035,871	3,000,117	3,000,117	3,000,117	3,153,148
Fire Rescue Division	0	0	5,590,923	5,664,603	5,664,603	5,664,603	5,846,997
Crisis Support Services	40,267	41,475	42,730	44,000	44,000	44,000	44,000
Street Lighting	308,713	299,461	349,450	0	0	0	0
Sobering Center	0	0	0	130,000	130,000	130,000	130,000
Total Public Safety	15,919,800	16,605,988	18,346,742	18,205,819	18,205,819	18,205,819	18,775,045
General Program Operations	11,608,832	13,300,526	9,264,297	10,312,530	10,312,530	11,203,530	8,005,979
<b>Total General Fund</b>	<b>31,811,514</b>	<b>34,314,312</b>	<b>32,349,307</b>	<b>33,596,314</b>	<b>33,596,314</b>	<b>34,487,314</b>	<b>31,893,284</b>
Management Services	622,751	686,830	645,123	671,851	671,851	671,851	704,218
Administrative Services	1,333,376	1,386,348	1,639,839	1,671,751	1,671,751	1,671,751	1,761,036
Legal Services	258,685	243,730	295,552	310,954	310,954	310,954	313,566
Human Resources	398,302	443,309	485,452	525,172	525,172	525,172	538,517
General Program Operations	815,377	913,556	817,886	800,714	800,714	800,714	645,706
Total Administrative Fund	3,428,491	3,673,773	3,883,852	3,980,442	3,980,442	3,980,442	3,963,043
Transient Room Tax	973,893	1,084,773	1,010,500	1,384,000	1,384,000	1,384,000	1,275,400
Community Dev Block Grant	1,025,944	960,320	1,719,080	845,844	845,844	845,844	508,554
Housing & Economic Dev.	991,819	951,115	704,942	987,885	987,885	987,885	643,770
Total Special Revenue Funds	2,991,656	2,996,208	3,434,522	3,217,729	3,217,729	3,217,729	2,427,724
Debt Service - General Obligation	1,086,203	1,120,720	1,088,200	1,121,200	1,121,200	1,121,200	1,151,600
Debt Service - Bancroft	347,869	332,611	797,239	935,574	935,574	935,574	677,574
Total Debt Service Funds	1,434,072	1,453,331	1,885,439	2,056,774	2,056,774	2,056,774	1,829,174
Lands & Buildings Projects	6,523,839	5,863,923	8,539,167	12,970,694	12,970,694	12,970,694	3,723,326
Total Construction Funds	6,523,839	5,863,923	8,539,167	12,970,694	12,970,694	12,970,694	3,723,326
Environmental Waste Fees Fund	250,941	255,845	244,000	251,000	251,000	251,000	259,000
Agency Fund	208,347	203,009	262,451	207,869	207,869	207,869	192,369
Total Agency Funds	459,288	458,854	506,451	458,869	458,869	458,869	451,369

## Summary of Requirements by Fund and Activity

	ACTUAL FY'12	ACTUAL FY'13	BUDGET FY'14	RECOMMEND BUDGET FY'15	COMMITTEE APPROVED FY'15	COUNCIL ADOPTED FY'15	PROJECTED FY'16
Water Treatment	1,432,233	1,529,966	1,636,499	1,695,164	1,695,164	1,695,164	1,702,488
Water Distribution	1,014,314	1,045,376	1,259,875	1,310,484	1,310,484	1,310,484	1,371,103
Customer Service	352,298	391,059	377,835	366,960	366,960	366,960	380,346
Debt Service	396,253	36,404	507,220	504,770	504,770	504,770	507,170
General Program Operations	2,280,210	3,306,098	2,750,479	3,702,802	3,702,802	3,702,802	2,867,353
Water Debt Reserve Fund	0	0	0	0	0	0	0
Water Construction Projects	2,918,134	7,970,397	6,159,262	3,872,568	3,872,568	3,872,568	1,903,351
<b>Total Water Fund</b>	<b>8,393,442</b>	<b>14,279,300</b>	<b>12,691,170</b>	<b>11,452,748</b>	<b>11,452,748</b>	<b>11,452,748</b>	<b>8,731,811</b>
Wastewater Collection	610,532	664,654	724,766	777,652	777,652	777,652	803,139
Wastewater Treatment	1,658,256	1,653,176	2,004,990	2,278,209	2,278,209	2,278,209	2,312,899
Jo-Gro	650,324	609,560	622,513	0	0	0	0
Customer Service	255,016	264,006	410,326	408,653	408,653	408,653	426,275
Debt Service	491,356	492,015	941,763	941,963	941,963	941,963	933,713
General Program Operations	2,569,389	3,129,275	2,820,322	3,438,105	3,438,105	3,438,105	2,912,947
Wastewater Debt Reserve Fund	0	0	0	0	0	0	0
Wastewater Construction	3,343,146	4,393,468	3,594,738	5,437,462	5,437,462	5,437,462	1,671,277
<b>Total Wastewater Fund</b>	<b>9,578,019</b>	<b>11,206,154</b>	<b>11,119,418</b>	<b>13,282,044</b>	<b>13,282,044</b>	<b>13,282,044</b>	<b>9,060,250</b>
Solid Waste Field Operations	16,856	13,374	17,032	25,644	25,644	25,644	26,679
Post Closure Operations	72,177	53,899	122,600	127,470	127,470	127,470	129,510
General Program Operations	150,457	172,175	174,967	207,004	207,004	207,004	228,595
Solid Waste Construction	1,426,750	1,382,288	1,482,131	1,541,976	1,541,976	1,541,976	1,580,976
<b>Total Solid Waste Fund</b>	<b>1,666,240</b>	<b>1,621,736</b>	<b>1,796,730</b>	<b>1,902,094</b>	<b>1,902,094</b>	<b>1,902,094</b>	<b>1,965,760</b>
Street & Drainage Maintenance	1,097,912	1,044,084	1,266,708	1,327,022	1,327,022	1,327,022	1,366,745
Customer Service	53,308	52,766	171,789	175,053	175,053	175,053	185,486
General Program Operations	2,388,260	2,462,619	2,194,476	2,086,680	2,086,680	2,086,680	1,869,847
Street Lighting	0	0	0	367,100	367,100	367,100	385,500
Transportation Projects	10,710,361	11,164,091	7,864,976	11,744,699	11,744,699	11,744,699	2,773,032
<b>Total Streets Utility Fund</b>	<b>14,249,841</b>	<b>14,723,560</b>	<b>11,497,949</b>	<b>15,700,554</b>	<b>15,700,554</b>	<b>15,700,554</b>	<b>6,580,610</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	10,563	146,563	146,563	146,563	0
Stormwater & Open Space Projects	847,475	923,118	413,795	344,549	344,549	344,549	82,824
<b>Total Storm Water Utility Fund</b>	<b>858,038</b>	<b>933,681</b>	<b>424,358</b>	<b>491,112</b>	<b>491,112</b>	<b>491,112</b>	<b>82,824</b>
Garage	1,044,471	1,056,853	1,627,165	1,670,892	1,670,892	1,670,892	1,018,465
Equipment Replacement	4,219,953	4,048,834	3,894,685	3,672,008	3,672,008	3,672,008	2,265,454
Information Technology	652,618	652,594	761,997	897,143	897,143	897,143	887,797
Property Management	780,971	779,443	770,607	838,194	838,194	838,194	803,401
Engineering	964,954	924,004	867,617	912,826	912,826	912,826	915,537
Community Development Mgmt.	1,103,559	1,168,160	1,217,319	1,247,059	1,247,059	1,247,059	1,310,084
Insurance	3,913,244	4,260,476	4,032,832	5,030,024	5,030,024	5,030,024	4,716,027
<b>Total Support Services Funds</b>	<b>12,679,770</b>	<b>12,890,364</b>	<b>13,172,222</b>	<b>14,268,146</b>	<b>14,268,146</b>	<b>14,268,146</b>	<b>11,916,765</b>
<b>Total All Funds</b>	<b>94,074,210</b>	<b>104,415,196</b>	<b>101,300,585</b>	<b>113,377,520</b>	<b>113,377,520</b>	<b>114,268,520</b>	<b>82,625,940</b>

Operating Budget Summary of Resources by Program & Source for Fiscal Year 2016 Projected										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	591,427	459,258	0	1,107,270	1,264,973	204,424	3,627,352
Current Revenues										
Property Taxes	0	15,767,400	0	0	0	0	0	0	0	15,767,400
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	596,100	3,600	0	2,038,320	0	0	0	15,500	2,653,520
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	908,000	0	5,651,750	6,058,600	129,510	13,192,100
Other Revenue	0	144,300	23,325	4,550	3,000	0	36,840	42,000	27,200	281,215
Direct Charges for Service	0	0	0	0	0	0	20,600	11,900	0	32,500
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	217,900	188,900	652,700	385,500	0	0	0	5,000	1,450,000
<b>Total Current Revenues</b>	<b>0</b>	<b>17,160,500</b>	<b>215,825</b>	<b>1,186,390</b>	<b>3,348,320</b>	<b>0</b>	<b>5,721,190</b>	<b>6,124,000</b>	<b>180,360</b>	<b>33,936,585</b>
Total Prog. Gen. Res.	0	17,160,500	215,825	1,777,817	3,807,578	0	6,828,460	7,388,973	384,784	37,563,937
General Support Resources										
Beginning Balance	8,301,894	1,614,545	1,763,905	1,058,798	0	0	0	0	0	12,739,142
<b>Total Resources</b>	<b>8,301,894</b>	<b>18,775,045</b>	<b>1,979,730</b>	<b>2,836,615</b>	<b>3,807,578</b>	<b>0</b>	<b>6,828,460</b>	<b>7,388,973</b>	<b>384,784</b>	<b>50,303,079</b>
General Support Resources										
Beginning Balance	8,075,502									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,120,400									
Fees in Lieu of Franchise	575,600									
Licenses & Permits	6,940									
Fines & Forfeitures	0									
Revenue From Other Agencies	879,200									
Use of Assets	71,500									
Fees & Charges	0									
Other Revenue	10,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,663,640									
<b>Total General Support Resources</b>	<b>12,739,142</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget Summary of Requirements by Program & Major Object for Fiscal Year 2016 Projected										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	14,356,902	635,217	994,761	714,512	0	1,541,041	1,362,552	19,470	19,624,455
Materials and Supplies	20,700	425,936	133,750	33,300	66,012	0	480,577	373,780	6,370	1,540,425
Contractual Services	324,900	2,214,105	859,821	647,583	1,009,468	0	981,640	1,354,159	86,639	7,478,315
Direct Charges for Services	187,963	39,250	162,362	446,156	400,709	0	411,404	462,472	31,930	2,142,246
Capital Outlay	0	48,000	9,000	0	0	0	61,500	13,400	0	131,900
Indirect Charges	26,880	1,690,852	179,580	214,435	180,800	0	357,980	375,400	14,520	3,040,447
<b>Operating Expenditures</b>	<b>560,443</b>	<b>18,775,045</b>	<b>1,979,730</b>	<b>2,336,235</b>	<b>2,371,501</b>	<b>0</b>	<b>3,834,142</b>	<b>3,941,763</b>	<b>158,929</b>	<b>33,957,788</b>
Other Requirements										
Debt Service	0	0	0	0	0	0	507,170	933,713	0	1,440,883
Transfers Out	1,045,500	0	0	5,000	960,597	0	1,312,178	1,159,362	0	4,482,637
<b>Total Other Expenditures</b>	<b>1,045,500</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>960,597</b>	<b>0</b>	<b>1,819,348</b>	<b>2,093,075</b>	<b>0</b>	<b>5,923,520</b>
Contingencies	2,000,000	0	0	390,023	475,480	0	1,174,970	1,354,135	225,855	5,620,463
Ending Balance	4,695,951	0	0	105,357	0	0	0	0	0	4,801,308
<b>Total Requirements</b>	<b>8,301,894</b>	<b>18,775,045</b>	<b>1,979,730</b>	<b>2,836,615</b>	<b>3,807,578</b>	<b>0</b>	<b>6,828,460</b>	<b>7,388,973</b>	<b>384,784</b>	<b>50,303,079</b>

Operating Budget Summary of Resources by Program & Source for Fiscal Year 2015 Adopted										
	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										
	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 Adopted										
	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	1,821,700	0	0	5,000	1,201,952	0	2,224,177	1,782,392	0	7,035,221
<b>Total Other Expenditures</b>	<b>1,821,700</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>8,628,159</b>
Contingencies	2,000,000	0	0	507,242	459,258	358	1,107,270	1,264,973	204,424	5,543,525
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 2015 Approved										
	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										
	10,609,665	1,239,585	1,711,618	962,036	0	0	0	0	0	14,522,904
<b>Total Resources</b>	<b>10,609,665</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>53,483,612</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	0									
Other Revenue	10,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,637,140 *									
<b>Total General Support Resources</b>	<b>14,522,904</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2015 Approved										
	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	396,900	2,133,558	848,248	642,446	973,538	0	958,678	1,352,808	85,274	7,391,450
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>631,463</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>33,071,241</b>
Other Requirements										
Debt Service	0	0	0	0	0	146,205	504,770	941,963	0	1,592,938
Transfers Out	1,821,700	0	0	5,000	1,201,952	0	2,224,177	1,782,392	0	7,035,221
<b>Total Other Expenditures</b>	<b>1,821,700</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>8,628,159</b>
Contingencies	2,000,000	0	0	507,242	459,258	358	1,107,270	1,264,973	204,424	5,543,525
Ending Balance	6,156,502	0	0	84,185	0	0	0	0	0	6,240,687
<b>Total Requirements</b>	<b>10,609,665</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>53,483,612</b>

Operating Budget										
Summary of Resources by Program & Source for Fiscal Year 2015 Recommended										
	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										
	10,609,665	1,239,585	1,711,618	962,036	0	0	0	0	0	14,522,904
<b>Total Resources</b>	<b>10,609,665</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>53,483,612</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	0									
Other Revenue	10,000									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,637,140 *									
<b>Total General Support Resources</b>	<b>14,522,904</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2015 Recommended										
	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	396,900	2,133,558	848,248	642,446	973,538	0	958,678	1,352,808	85,274	7,391,450
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>631,463</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>33,071,241</b>
Other Requirements										
Debt Service	0	0	0	0	0	146,205	504,770	941,963	0	1,592,938
Transfers Out	1,821,700	0	0	5,000	1,201,952	0	2,224,177	1,782,392	0	7,035,221
<b>Total Other Expenditures</b>	<b>1,821,700</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>8,628,159</b>
Contingencies	2,000,000	0	0	507,242	459,258	358	1,107,270	1,264,973	204,424	5,543,525
Ending Balance	6,156,502	0	0	84,185	0	0	0	0	0	6,240,687
<b>Total Requirements</b>	<b>10,609,665</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>53,483,612</b>

Operating Budget Summary of Resources by Program & Source for Fiscal Year 2014 Budget										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	538,615	667,858	10,563	1,606,908	1,403,380	156,549	4,383,873
Current Revenues										
Property Taxes	0	14,835,100	0	0	0	0	0	0	0	14,835,100
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	276,900	10,000	0	0	0	2,500	289,400
Fines & Forfeitures	0	238,400	0	7,700	0	0	0	0	0	246,100
Revenue From Other Agencies	0	621,500	3,600	700	2,073,515	0	0	0	11,750	2,711,065
Use of Assets	0	0	0	3,200	2,000	0	9,000	9,500	600	24,300
Fees & Charges	0	234,000	0	158,600	877,000	0	4,856,430	6,057,900	122,600	12,306,530
Other Revenue	0	184,600	22,625	5,250	2,600	0	39,570	42,000	15,600	312,245
Direct Charges for Service	0	0	0	0	0	0	20,000	11,900	0	31,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	184,713	149,600	518,000	0	0	0	0	5,000	857,313
<b>Total Current Revenues</b>	<b>0</b>	<b>16,298,313</b>	<b>175,825</b>	<b>970,350</b>	<b>2,965,115</b>	<b>0</b>	<b>4,925,000</b>	<b>6,121,300</b>	<b>158,050</b>	<b>31,613,953</b>
Total Prog. Gen. Res.	0	16,298,313	175,825	1,508,965	3,632,973	10,563	6,531,908	7,524,680	314,599	35,997,826
General Support Resources	9,570,735	2,048,429	1,709,728	1,037,312	0	0	0	0	0	14,366,204
<b>Total Resources</b>	<b>9,570,735</b>	<b>18,346,742</b>	<b>1,885,553</b>	<b>2,546,277</b>	<b>3,632,973</b>	<b>10,563</b>	<b>6,531,908</b>	<b>7,524,680</b>	<b>314,599</b>	<b>50,364,030</b>
General Support Resources										
Beginning Balance	9,811,204									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,097,600									
Fees in Lieu of Franchise	547,000									
Licenses & Permits	6,700									
Fines & Forfeitures	0									
Revenue From Other Agencies	821,100									
Use of Assets	71,500									
Fees & Charges	0									
Other Revenue	11,100									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,555,000 *									
<b>Total General Support Resources</b>	<b>14,366,204</b>									
* Detail for these resources can be found in Appendix K										
Operating Budget Summary of Requirements by Program & Major Object for Fiscal Year 2014 Budget										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	13,972,987	600,411	1,065,667	657,593	0	1,450,460	1,551,733	11,090	19,309,941
Materials and Supplies	24,800	372,330	130,400	33,270	65,587	0	443,677	458,240	6,320	1,534,624
Contractual Services	1,375,200	2,324,278	819,506	468,140	571,301	0	944,727	1,311,476	82,300	7,896,928
Direct Charges for Services	159,958	37,500	154,782	397,332	384,944	0	402,070	445,996	28,582	2,011,164
Capital Outlay	0	6,000	9,000	0	10,000	0	55,500	19,200	90	99,790
Indirect Charges	46,150	1,633,647	171,454	196,398	170,000	0	340,700	398,700	13,100	2,970,149
<b>Operating Expenditures</b>	<b>1,606,108</b>	<b>18,346,742</b>	<b>1,885,553</b>	<b>2,160,807</b>	<b>1,859,425</b>	<b>0</b>	<b>3,637,134</b>	<b>4,185,345</b>	<b>141,482</b>	<b>33,822,596</b>
Other Requirements										
Debt Service	0	0	0	0	1,100	0	507,220	941,763	0	1,450,083
Transfers Out	1,225,000	0	0	5,000	1,308,000	0	1,333,000	1,034,000	0	4,905,000
<b>Total Other Expenditures</b>	<b>1,225,000</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>1,309,100</b>	<b>0</b>	<b>1,840,220</b>	<b>1,975,763</b>	<b>0</b>	<b>6,355,083</b>
Contingencies	2,788,070	0	0	380,470	464,448	0	1,054,554	1,363,572	173,117	6,224,231
Ending Balance	3,951,557	0	0	0	0	10,563	0	0	0	3,962,120
<b>Total Requirements</b>	<b>9,570,735</b>	<b>18,346,742</b>	<b>1,885,553</b>	<b>2,546,277</b>	<b>3,632,973</b>	<b>10,563</b>	<b>6,531,908</b>	<b>7,524,680</b>	<b>314,599</b>	<b>50,364,030</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	685,006	10,563	1,429,081	1,636,012	112,483	4,350,513
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	653	25,494
Fees & Charges	0	244,533	0	251,585	866,378	0	4,826,670	4,858,823	90,187	11,138,176
Other Revenue	0	75,999	34,273	16,495	8,945	0	28,863	49,924	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>16,937,833</b>	<b>203,384</b>	<b>1,274,584</b>	<b>2,874,463</b>	<b>0</b>	<b>4,879,822</b>	<b>5,176,674</b>	<b>126,965</b>	<b>31,473,725</b>
Total Prog. Gen. Res.	0	16,937,833	203,384	1,751,952	3,559,469	10,563	6,308,903	6,812,686	239,448	35,824,238
General Support Resources	13,503,934	(331,845)	1,436,824	812,230	0	0	0	0	0	15,421,143
<b>Total Resources</b>	<b>13,503,934</b>	<b>16,605,988</b>	<b>1,640,208</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>239,448</b>	<b>51,245,381</b>
General Support Resources										
Beginning Balance	10,446,858									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,083,018									
Fees in Lieu of Franchise	520,488									
Licenses & Permits	7,238									
Fines & Forfeitures	0									
Revenue From Other Agencies	910,706									
Use of Assets	78,857									
Fees & Charges	0									
Other Revenue	3,978									
Loan Repayment	370,000									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,974,285	*								
<b>Total General Support Resources</b>	<b>15,421,143</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	12,733,454	594,552	910,165	540,061	0	1,273,014	1,336,643	10,052	17,583,026
Materials and Supplies	22,704	345,228	125,832	21,410	55,607	0	417,289	351,910	1,389	1,341,369
Contractual Services	337,742	1,957,010	717,401	441,531	483,795	0	785,639	1,148,621	59,795	5,931,534
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	62,508	24,542	13,448	120,717
Indirect Charges	18,491	1,474,729	149,109	178,162	134,266	0	298,868	329,070	11,442	2,594,137
<b>Operating Expenditures</b>	<b>694,673</b>	<b>16,562,958</b>	<b>1,640,208</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>125,869</b>	<b>29,269,562</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>1,640,208</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>239,448</b>	<b>51,245,381</b>

Operating Budget										
Summary of Resources by Program & Source for Fiscal Year 2012 Actual										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	592,184	726,525	10,563	1,280,617	1,153,845	104,442	3,868,176
Current Revenues										
Property Taxes	0	14,784,914	0	0	0	0	0	0	0	14,784,914
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	240,191	8,506	0	0	0	2,830	251,527
Fines & Forfeitures	0	288,123	0	13,355	0	0	0	0	0	301,478
Revenue From Other Agencies	0	982,337	4,000	1,040	1,969,640	0	0	254,761	11,000	3,222,778
Use of Assets	0	0	0	3,221	3,463	0	9,641	9,984	587	26,896
Fees & Charges	0	83,000	0	160,563	828,645	0	4,105,622	4,768,496	105,031	10,051,357
Other Revenue	0	24,594	37,243	6,280	2,701	0	56,165	43,299	15,600	185,882
Direct Charges for Service	0	0	0	0	0	0	23,263	4,488	0	27,751
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	174,491	145,491	553,826	0	0	0	0	0	873,808
<b>Total Current Revenues</b>	<b>0</b>	<b>16,337,459</b>	<b>186,734</b>	<b>978,476</b>	<b>2,812,955</b>	<b>0</b>	<b>4,194,691</b>	<b>5,081,028</b>	<b>135,048</b>	<b>29,726,391</b>
Total Prog. Gen. Res.	0	16,337,459	186,734	1,570,660	3,539,480	10,563	5,475,308	6,234,873	239,490	33,594,567
General Support Resources	11,797,423	(417,659)	1,521,370	815,527	0	0	0	0	0	13,716,661
<b>Total Resources</b>	<b>11,797,423</b>	<b>15,919,800</b>	<b>1,708,104</b>	<b>2,386,187</b>	<b>3,539,480</b>	<b>10,563</b>	<b>5,475,308</b>	<b>6,234,873</b>	<b>239,490</b>	<b>47,311,228</b>
General Support Resources										
Beginning Balance	9,101,115									
Current Revenues										
Property Taxes	0									
Taxes Other than Property	3,061,254									
Fees in Lieu of Franchise	476,079									
Licenses & Permits	7,090									
Fines & Forfeitures	0									
Revenue From Other Agencies	975,273									
Use of Assets	83,252									
Fees & Charges	0									
Other Revenue	12,598									
Loan Repayment	0									
Unspent Contingency	0									
Transfers In	0									
Total Current Revenues	4,615,546 *									
<b>Total General Support Resources</b>	<b>13,716,661</b>									

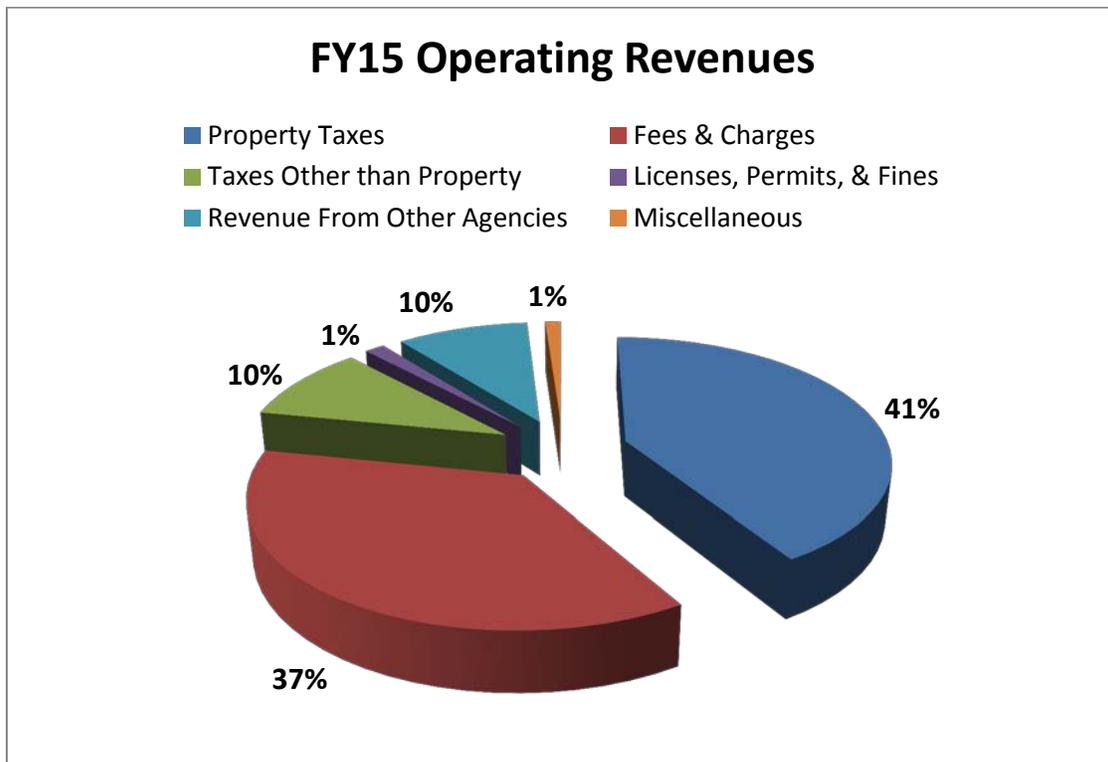
\* Detail for these resources can be found in Appendix K

Operating Budget										
Summary of Requirements by Program & Major Object for Fiscal Year 2012 Actual										
	Policy & Legis.	Public Safety	Parks	Development	Transportation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	38,201	12,310,468	609,710	898,962	554,123	0	1,281,746	1,389,708	9,883	17,092,801
Materials and Supplies	17,472	297,055	131,409	19,064	48,320	0	383,630	315,157	323	1,212,430
Contractual Services	301,027	1,830,599	756,747	402,749	530,709	0	721,569	1,111,107	82,056	5,736,563
Direct Charges for Services	116,989	30,000	48,132	412,100	256,084	0	401,821	318,343	23,199	1,606,668
Capital Outlay	616	8,317	6,824	0	0	0	19,641	4,577	0	39,975
Indirect Charges	17,145	1,412,461	155,282	170,944	138,295	0	288,766	323,717	11,546	2,518,156
<b>Operating Expenditures</b>	<b>491,450</b>	<b>15,888,900</b>	<b>1,708,104</b>	<b>1,903,819</b>	<b>1,527,531</b>	<b>0</b>	<b>3,097,173</b>	<b>3,462,609</b>	<b>127,007</b>	<b>28,206,593</b>
Other Requirements										
Debt Service	0	0	0	0	785	0	396,253	491,356	0	888,394
Transfers Out	859,115	30,900	0	5,000	1,326,158	0	552,801	900,046	0	3,674,020
<b>Total Other Expenditures</b>	<b>859,115</b>	<b>30,900</b>	<b>0</b>	<b>5,000</b>	<b>1,326,943</b>	<b>0</b>	<b>949,054</b>	<b>1,391,402</b>	<b>0</b>	<b>4,562,414</b>
Contingencies	0	0	0	0	0	0	0	0	0	0
Ending Balance	10,446,858	0	0	477,368	685,006	10,563	1,429,081	1,380,862	112,483	14,542,221
<b>Total Requirements</b>	<b>11,797,423</b>	<b>15,919,800</b>	<b>1,708,104</b>	<b>2,386,187</b>	<b>3,539,480</b>	<b>10,563</b>	<b>5,475,308</b>	<b>6,234,873</b>	<b>239,490</b>	<b>47,311,228</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**

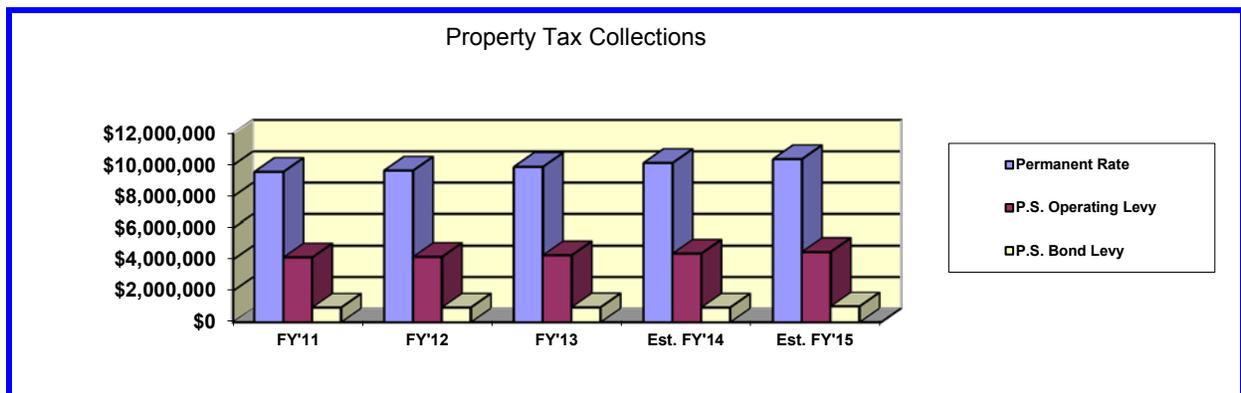
The compilation of this one-year operating budget and second year budget projection reflects the key revenue sources outlined below. At the end of this “Key Revenue Details” section is a recap of major revenues and the basis of estimate used.

**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’15 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. Due to the decline in the housing market and significantly lower property tax growth rates, Public Safety will have to use more General Fund support from non-dedicated resources in coming years as compared to recent years. Limited growth in revenues coupled with cost increases largely out of the City’s control will cause some pressure on the General Fund in coming years.

FY’14 was the third year of the three-year Public Safety Local Option Levy which will end June 30, 2014. 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 \$4.6 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 \$1.2 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 \$6.328/\$1,000 assessed valuation as compared to a rate of close to \$6.309 for FY’14. 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. At this time, market values locally appear to have stabilized and have turned back up and more than 80% of the properties in City limits still have an assessed value under the market value due to the State's restrictions on increases to assessed values.

Total assessed values rose approximately 2.5% in FY'14 and are estimated to increase about 2.4% in FY'15 due in part to new construction. Historical trends together with updated data furnished by the Josephine County Assessor's office and construction valuation reports from the previous calendar year are used to project assessed values. The number of building permits and respective valuations along with local housing market conditions are also factored into the equation.

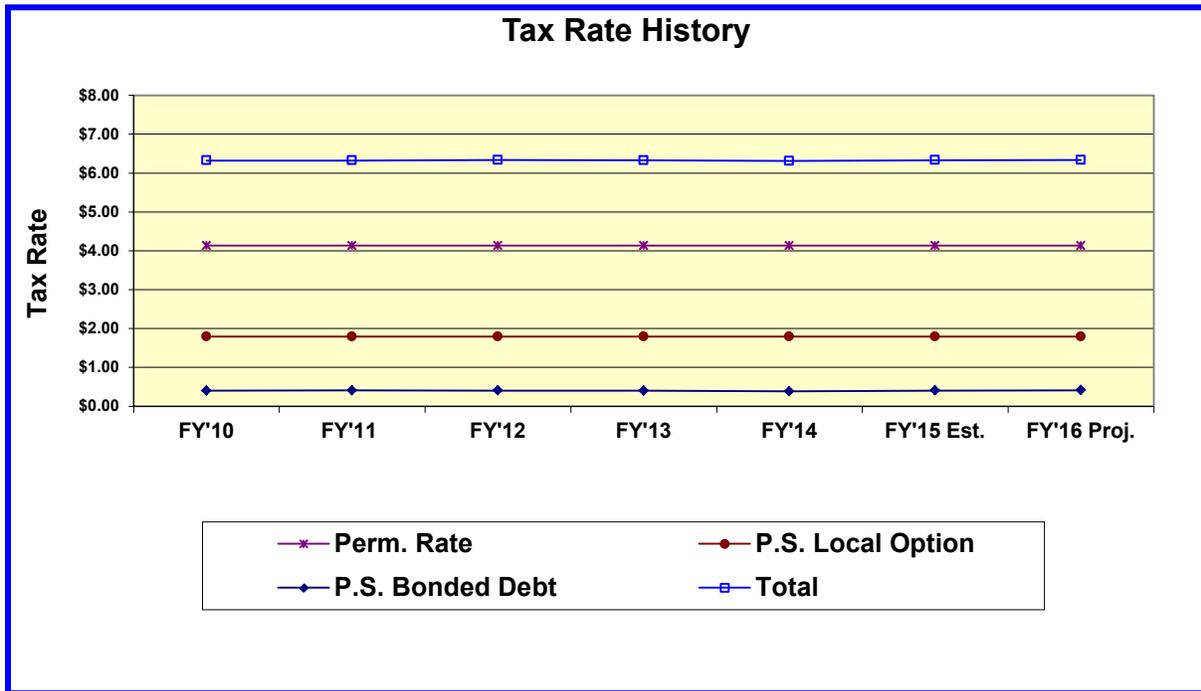
The absence of new annexations, which could have had a positive impact on the property tax base and State shared revenues in recent years, will also impact FY'15. Bringing in the additional valuation from these properties that the City already serves would increase tax dollars thereby sharing the burden of funding public services. The impact of not annexing properties served by the City is expected to continue to affect resources in future years, however the City Council is discussing the potential for an annexation vote in November of 2014 that would bring in many of the properties already served by the City.

### **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 \$4.8 million in FY'15 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 FY'15 adopted budget and the FY'16 projection are based on the approved levy at the same rate of \$1.79 per \$1,000 of assessed value.

Through strategic restructuring efforts, with a focus on continued levels of service in the highest operational risk areas, Public Safety staff and management have strived to bring forward budget recommendations that will facilitate holding the levy at the \$1.79 rate. And managed by the Council's new PAVE Committee (Performance Audit, Visioning and Enhancement Committee), a Public Safety strategic planning project began in March of 2014 and should be completed in the summer of 2014. This project will provide a comprehensive analysis of the City's Public Safety operations today (at a cost of less than 1% of the Public

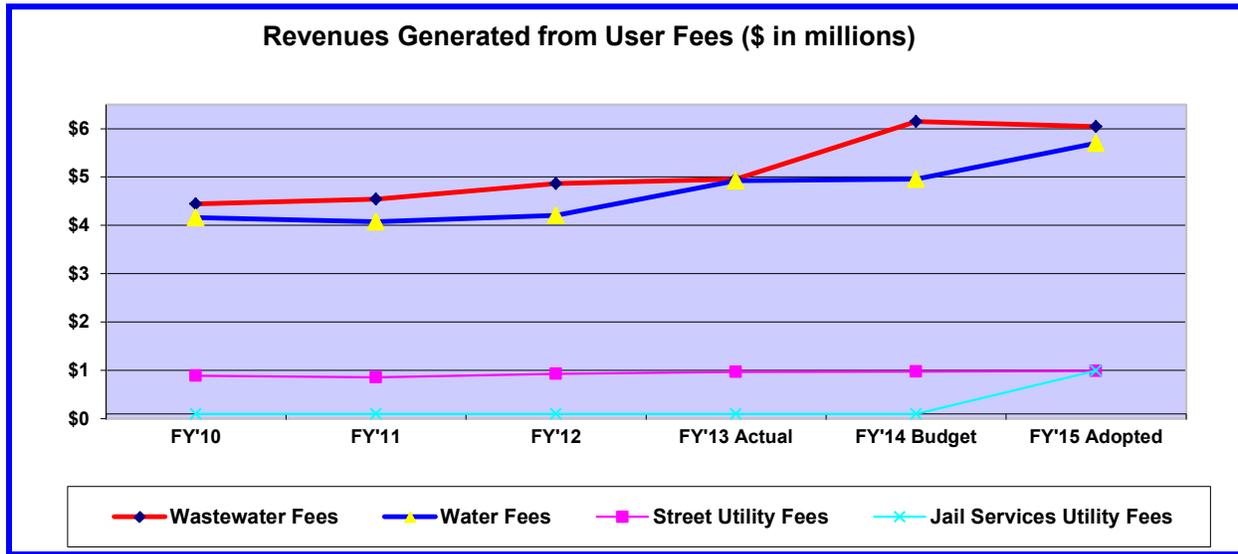
Safety annual operating budget) and will use that analysis to develop a plan of Public Safety operations for the future.



**Taxes Other than Property**

Franchise fees (Right of Way Privilege Taxes) received from each of the private utilities providing service to municipal residents are estimated to total \$2.84 million in FY'15 and this is the second largest revenue source for the General Fund. This amount is relatively stable from year to year, but due to the recession and less use of traditional utilities such as land-based phone lines, the revenue projection is built around flat local economic growth to be conservative. If the City were to annex properties, there would be new revenues from telephone, electric, gas, garbage, and cable television services as well as increases from state gas tax revenues and other state revenue sharing amounts. Diminished growth in land based telephones compared to cell phones has resulted in an adverse impact on telecommunications franchise fees, but most other franchise revenue sources are relatively stable and in many cases increasing slightly as user 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 in recent years is the primary reason franchise revenues are projected to be up about 1.8% compared to the FY'14 budget estimate.

**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
Budget FY'14	\$6,047,400	\$4,856,430	\$877,000	\$0
Adopted FY'15	\$5,815,600	\$5,597,750	\$890,000	\$891,000

The foregoing chart reflects revenue estimates for wastewater, water, street, and the new Jail Services Utility fee that has been implemented effective August 1, 2014. 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.

Otherwise, increases are largely a result of consumer price index changes applied to the utility rates each January 1<sup>st</sup>. Based on Council action in 2011 to index the Street Utility fee to the CPI index for future years like the other utility rates, these fees now show moderate increases to keep up with inflation over time.

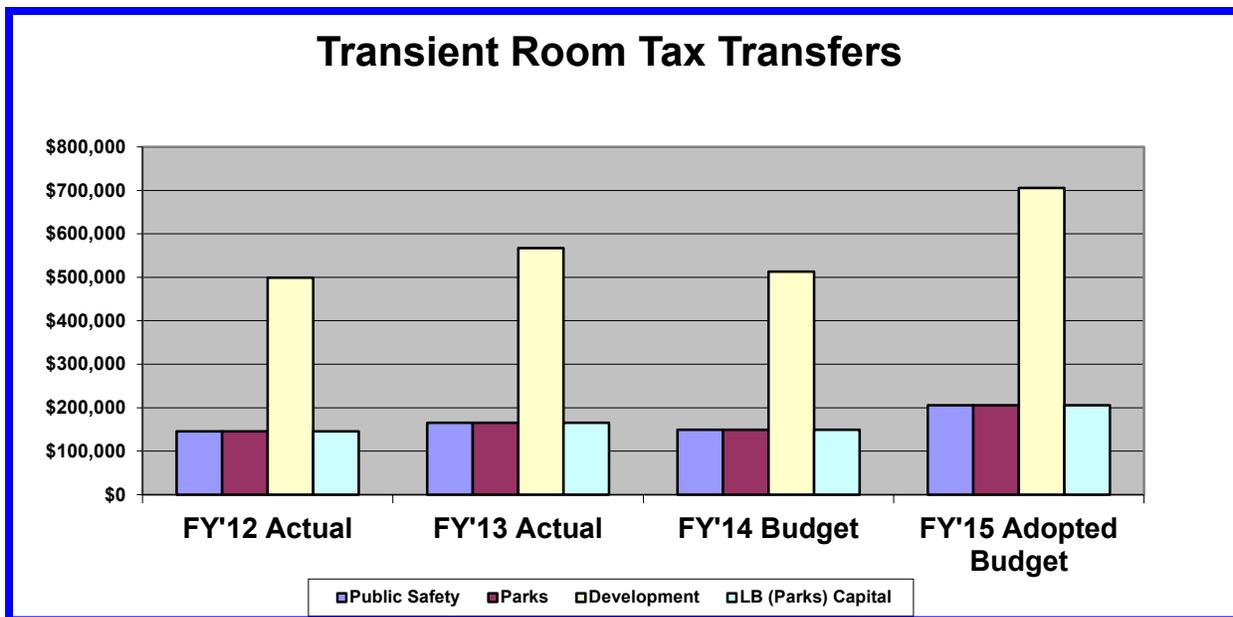
**Revenues from Other Agencies**

Revenues from other agencies are generally on track with estimates for FY'14 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'15 by about 5% in total to a total of \$864,700 for the FY'15 year. State Gas Tax is projected to provide intergovernmental revenue of \$1.995 million in FY'15 for the Transportation/Streets maintenance and projects, about flat with the FY'14 budgeted amount. 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 \$1.3 million, of which approximately \$1.1 million will be directed to operations and approximately \$200,000 will be directed to Parks Capital projects. The combined total is up 32% from the FY'14 transfer budget due to both higher revenue estimates and extra resources projected for FY'14 that will be carried forward for distributions in FY'15. Current trends show that the effects of the economic downturn have settled out. 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'15 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	Property Taxes	\$15,480,030	91.2%	5 year historical trends, new construction estimate from Building division together with information from Josephine County Assessor's office
General	Development	Permits & Licenses	\$308,700	24.8%	Estimated # of residential, industrial and commercial building permits issued
General	Policy & Legislation	Taxes other than Property (franchise & business)	\$3,114,900	56.3%	Historical trends together with growth projections and rate increases/decreases approval by state. Also refer to Appendix K.
Transportation	Transportation	State Gas Tax	\$1,994,752	68.8%	Historical growth trends together with per capita revenue projections received from state
Transportation	Transportation	Street Utility Fees	\$890,000	30.7%	Current accounts plus CPI
Water	Water	User Fees & Charges	\$5,597,750	96.2%	Historical growth in # of accounts and utilization, together with projected housing starts
Wastewater	Wastewater	User Fees & Charges	\$5,815,600	96.0%	Historical growth in # of accounts together with projected housing starts

Property Tax Analysis

		<i>Actual FY'12</i>	<i>Actual FY'13</i>	<i>Budget FY'14</i>	<i>Estimated FY'15</i>	<i>Projected FY'16</i>
Assessed Value-Taxable Base	(a)	\$2,508,735,657	\$2,560,620,162	\$2,624,936,968	\$2,688,689,000	\$2,740,575,000
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)	10,383,574	10,584,705	10,852,957	11,113,696	11,328,167
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)	4,490,637	4,583,512	4,698,638	4,812,753	4,905,629
Public Safety Estimated Debt Rate*	(f)	0.4053	0.4015	0.3857	0.4046	0.4109
Anticipated Levy for Bonded Debt	(g)	1,016,791	1,028,089	1,012,439	1,087,807	1,126,096
Total Anticipated Taxes Lines (c) + (e) + (g)	(h)	\$15,891,002	\$16,196,306	\$16,564,034	\$17,014,256	\$17,359,892

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

	<i>Tax Certification</i>	<i>Collections</i>	<i>Rate</i>
<b><u>FY'12 Actual</u></b>			
Permanent Rate Revenues	\$10,383,574	\$9,659,832	4.1335
Public Safety Operating Levy	4,490,637	4,183,162	1.7900
Public Safety Bonded Debt	1,016,791	947,169	0.4053
Total Actual	\$15,891,002	\$14,790,163	6.3288

<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 Budget</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 Estimated</u></b>			
Permanent Rate Revenues	11,113,696	\$10,391,306	4.1335
Public Safety Operating Levy	4,812,753	4,499,924	1.7900
Public Safety Bonded Debt	1,087,807	1,017,100	0.4046
Total Estimated	\$17,014,256	\$15,908,330	6.3281

<b><u>FY'16 Projected</u></b>			
Permanent Rate Revenues	11,328,167	\$10,591,837	4.1335
Public Safety Operating Levy	4,905,629	4,586,763	1.7900
Public Safety Bonded Debt	1,126,096	1,052,900	0.4109
Total Estimated	\$17,359,892	\$16,231,500	6.3344

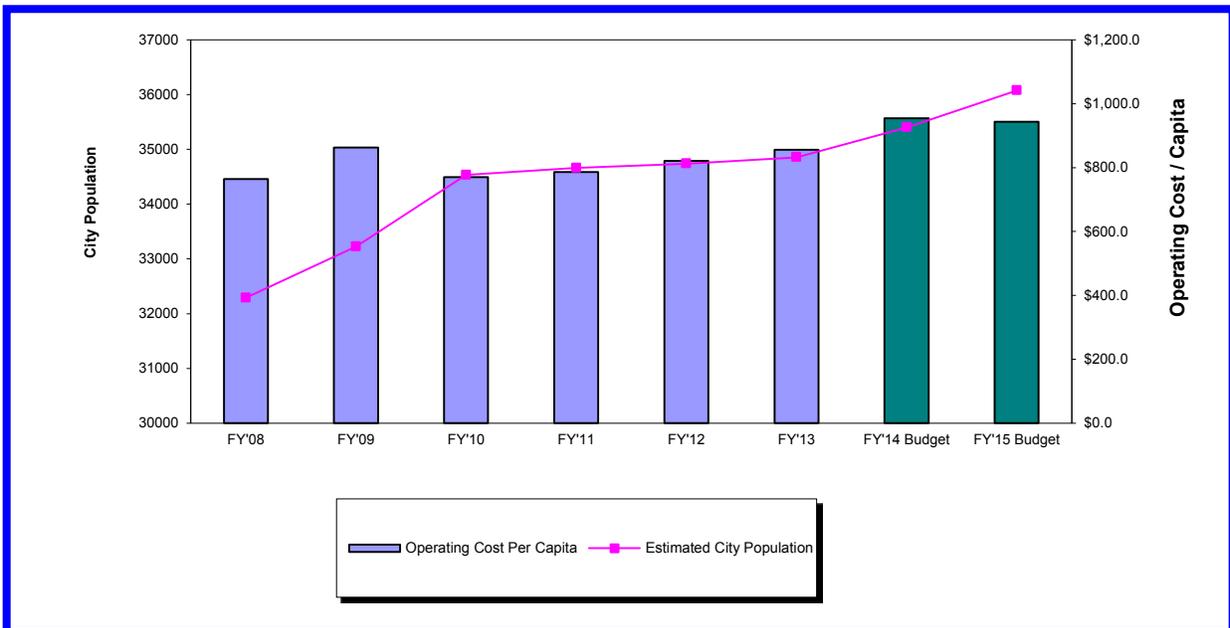
**OPERATING COST TRENDS**

This year’s operating budget is increasing by only approximately \$0.2 million or 0.7% of the total revised operating budget for FY’14. As discussed in the budget message, the primary factors in changes include COLAs given to most employees, changes to health insurance rates, very little change in adopted staffing levels and service levels, and a change to the former Jo-Gro operation.

**Operating costs per capita less than inflation**

Due to minimal growth in the total adopted operational budget this year, the increase over the years continues to be 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’14 and FY’15. Actual numbers for FY’14 and FY’15 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 2.43% in the last decade and using FY'06 as the base year, the FY'15 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'14 / FY'15 budget periods.

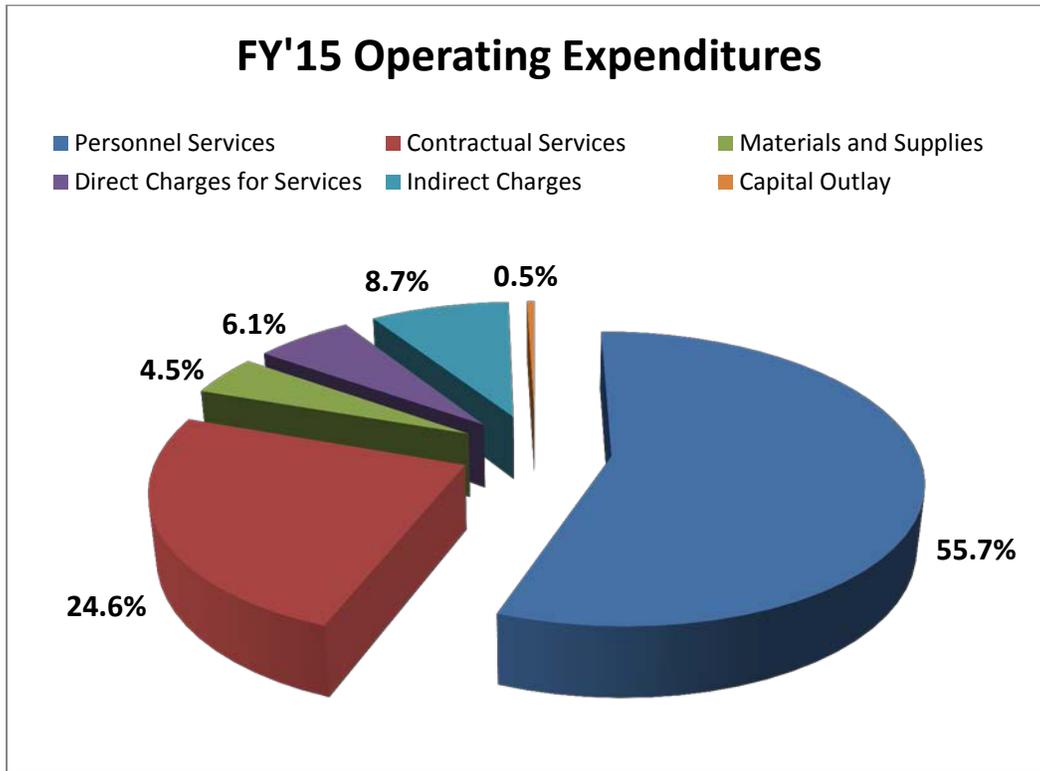
	<u>FY'10 *</u>	<u>FY'11 *</u>	<u>FY'12 *</u>	<u>FY'13 *</u>	<u>FY'14 Budget</u>	<u>FY'15 Budget</u>
Estimated City Population	34,533	34,660	34,740	34,855	35,402	36,075
Operating Cost	\$26,601,138	\$27,246,692	\$28,510,070	\$29,850,463	\$33,822,596	\$34,043,241
<b>Actual Op. Cost / Capita</b>	<b>\$770</b>	<b>\$786</b>	<b>\$821</b>	<b>\$856</b>	<b>\$955</b>	<b>\$944</b>
Cost / Capita If Matched Avg. Inflation	\$832	\$852	\$873	\$894	\$916	\$938
<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'15 operating expenditure increase compared to the previous year's budget is well under recently reported CPI figures.

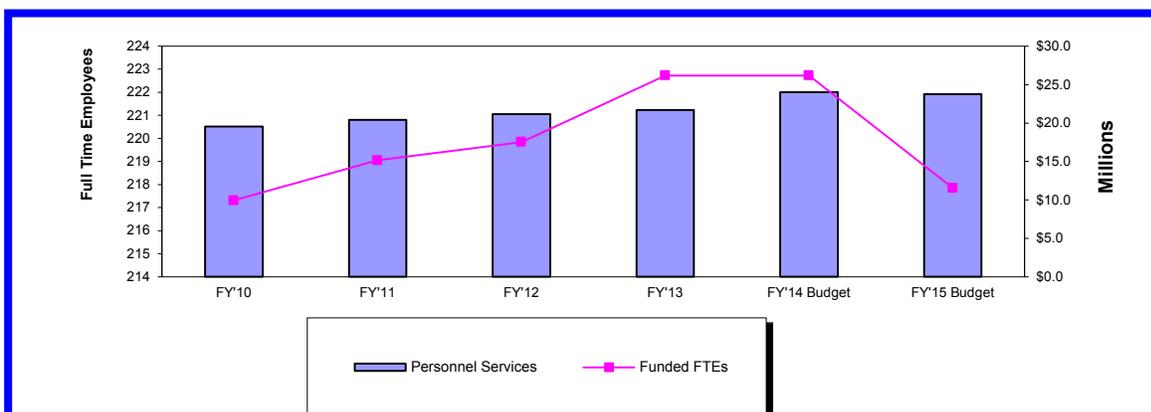
In some cases, such as in the City operated Water and Wastewater utilities, certain major expenses such as electricity are rising significantly faster than nationally reported inflation figures. Increased mandated and contractual obligations for personnel costs and items such as energy costs continue 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**

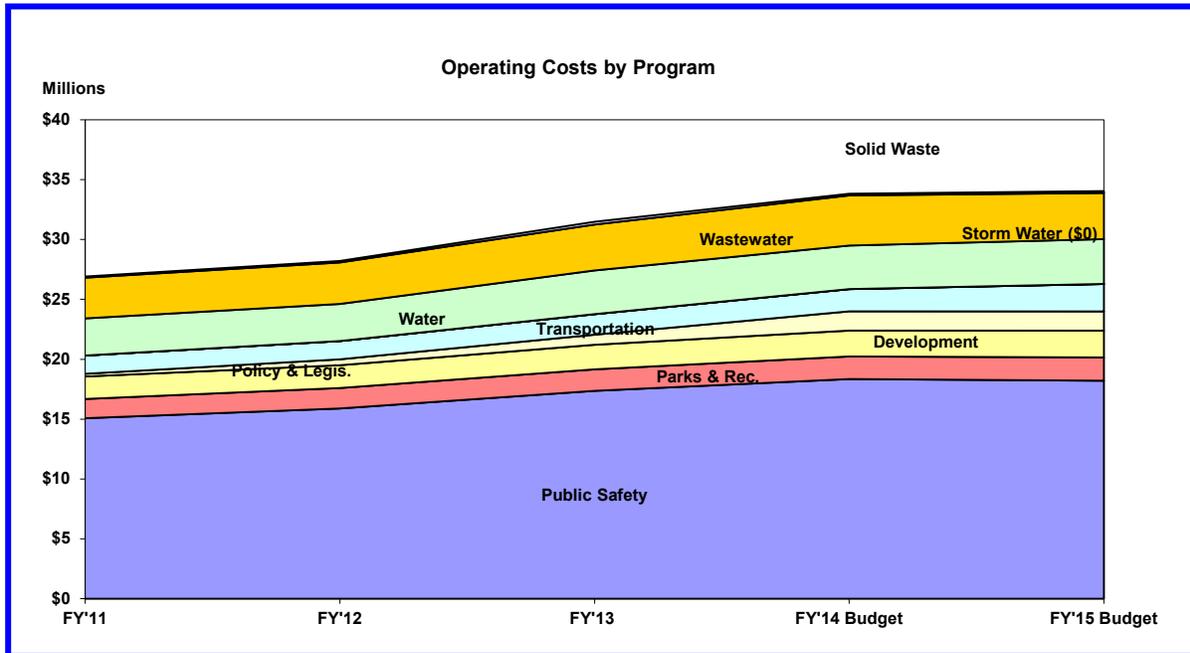
As you can see from the following chart, public service is about people serving people. Fifty-seven percent of the City’s operating expenditures are personnel costs. This is followed by contractual services at 22.4%.



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 a decrease of almost \$0.3 million largely due to the closing of Jo-Gro and moving the Tourism division to a contractual service. These personnel decreases were offset by increases in health insurance rates and steps due to certain employees that have not yet reached the maximum step in various employee group salary schedules. After a number of years of minimal or no COLAs (cost of living adjustments), most employee groups received a COLA in the last year.

The impact of every 3% increase to PERS rates equates to nearly \$400,000 per year in benefit costs for the City, and 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'16 until the State PERS system is fully funded. PERS rates billed out to departments have been slightly different than rates paid into the system with the difference accounted for in the Benefits Administration fund and 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 will be in FY'15.

**Staffing Changes**

The FY'15 staffing changes are mainly due to changes in service delivery. The Tourism division is moving to a contractual relationship for this budget and the Jo-Gro composting division in the Wastewater Fund has been shut down. There is one new position in the Property Management division that is required to replace some contractual work ongoing today. The net difference in funded positions for FY'15 with all of these changes is a net decrease of 4.9 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 Adopted 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'15 Unfunded Personnel Positions</b>			
Activity	Program	Title	# of Positions
Finance	Administrative Services Fleet	Accounting Tech (1.5) Assistant Finance Director Admin. Support Spec. (0.10)	2.60
Wastewater	Wastewater Treatment / JO- GRO	Utility Worker	2.00
Parks & Community Development	Support	Office Assistant	1.00
Planning	Development	Planner III Department Support Tech Associate Planner (2) Assistant Planner (3)	7.00
Building	Development	Residential Building Insp. Plans Examiner II (2) Office Assistant I Building Inspector I	5.00
Engineering	Support	Utility Engineer Project Specialist (2)	3.00
Parks	Parks	Urban Forester (0.5)	0.50
Streets	Transportation	Urban Forester	0.50
		<b>Total</b>	<b>21.60</b>

## Staff Allocation

<i>Department/Activity</i>	Budget FY'12	Budget FY'13	Budget FY'14	Recommend FY'15	Adopted FY'15	Projected FY'16
<b>Administration</b>						
<i>Management</i>	6.856	6.975	4.575	5.075	5.075	5.075
<i>Legal</i>	2.474	2.550	2.500	2.500	2.500	2.500
<i>Information Services</i>	4.900	5.900	6.050	5.700	5.700	5.700
<i>General Insurance</i>	0.489	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	1.850	1.825	0.075	0.075	0.075
<i>Downtown</i>	1.550	1.550	1.525	1.675	1.675	1.675
<i>Property Management</i>	2.100	2.100	2.050	2.400	2.400	2.400
	<u>21.219</u>	<u>22.275</u>	<u>19.875</u>	<u>18.775</u>	<u>18.775</u>	<u>18.775</u>
<b>Parks &amp; Community Develop.</b>						
<i>Management</i>	10.000	10.000	10.650	10.650	10.650	10.650
<i>Engineering</i>	7.500	7.500	7.500	7.500	7.500	7.500
<i>Planning</i>	11.000	11.000	10.900	10.900	10.900	10.900
<i>Building &amp; Safety</i>	7.000	7.000	7.100	7.100	7.100	7.100
<i>Park Maintenance</i>	8.200	8.200	7.050	7.050	7.050	7.050
<i>Aquatics</i>	0.400	0.400	0.350	0.350	0.350	0.350
<i>Recreation</i>	0.150	0.150	0.150	0.150	0.150	0.150
	<u>44.250</u>	<u>44.250</u>	<u>43.700</u>	<u>43.700</u>	<u>43.700</u>	<u>43.700</u>
<b>Finance</b>						
<i>Finance</i>	16.000	16.000	17.250	17.300	17.300	17.300
<i>Garage Operations</i>	3.150	3.050	3.000	2.950	2.950	2.950
<i>Equipment</i>	0.600	0.700	0.750	0.750	0.750	0.750
	<u>19.750</u>	<u>19.750</u>	<u>21.000</u>	<u>21.000</u>	<u>21.000</u>	<u>21.000</u>
<b>Human Resources</b>						
<i>Human Resources</i>	2.875	2.855	3.080	3.030	3.030	3.030
<i>Workers</i>	0.326	0.370	0.445	0.595	0.595	0.595
	<u>3.201</u>	<u>3.225</u>	<u>3.525</u>	<u>3.625</u>	<u>3.625</u>	<u>3.625</u>
<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>	9.410	9.210	9.210	10.460	10.460	10.460
<i>JO-GRO™</i>	4.110	4.310	4.310	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	0.100	0.160	0.160	0.160
<i>Storm Water</i>	-	-	-	-	-	-
<i>Street Maintenance</i>	8.060	8.060	8.060	8.060	8.060	8.060
	<u>43.600</u>	<u>43.600</u>	<u>43.600</u>	<u>40.600</u>	<u>40.600</u>	<u>40.600</u>
<b>Public Safety</b>						
<i>Field Division</i>	80.000	80.000	55.250	55.250	55.250	55.250
<i>Support Division</i>	30.875	31.875	24.700	24.700	24.700	24.700
<i>Fire Rescue Division</i>	-	-	31.800	31.800	31.800	31.800
	<u>110.875</u>	<u>111.875</u>	<u>111.750</u>	<u>111.750</u>	<u>111.750</u>	<u>111.750</u>
<b>Total</b>	<u>242.895</u>	<u>244.975</u>	<u>243.450</u>	<u>239.450</u>	<u>239.450</u>	<u>239.450</u>
<b>Unfunded</b>	<u>(23.050)</u>	<u>(22.300)</u>	<u>(20.700)</u>	<u>(21.600)</u>	<u>(21.600)</u>	<u>(21.600)</u>
<b>Net Funded Positions</b>	<u>219.845</u>	<u>222.675</u>	<u>222.750</u>	<u>217.850</u>	<u>217.850</u>	<u>217.850</u>

**Other Key Expenditure Details**

Materials & supplies are budgeted to be mostly flat for the next year while contractual services are budgeted to increase close to \$0.5 million due mostly to changes to service delivery and contracting more than providing certain services in house as previously described. 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 \$2.1 million in FY'15. 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 largely due to the transfer of the Street Lighting division from the General Fund to the Transportation Fund (the General Fund still supports this program) and a modest increase in General Fund capital contributions to the various Capital Project programs. 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'15 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 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'14 budget related to the actual savings in FY12 and the bulk of the General Fund capital transfers in this budget relate to actual General Fund savings in FY'13 plus projects that were cancelled and funding reallocated in the last year.

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. 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'15 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 four years during the term of the recently approved Public Safety Levy. This was by design in the financial planning for the levy terms. However, if recent savings trends do not continue transfers to capital projects may need to be reduced

significantly in future years after FY'15 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 for 2014-2015. This year, more than \$0.5 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. 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'15 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. This year, a final amount of approximately \$390,000 is budgeted to be allocated to the Business Software and E-Permitting project now that the City has contracted with the vendor for the systems. 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'15 budget.

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

	<b>FY'12</b>	<b>FY'13</b>	<b>FY'14 Budget</b>	<b>FY'15 Budget</b>
Transportation	1,326,158	1,190,847	1,308,000	1,201,952
Water	552,801	524,327	1,333,000	2,224,177
Wastewater	855,046	951,750	1,034,000	1,782,392

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 infrastructure master plan updates are also in process today. 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.

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

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

Project	Description	Future Costs Estimate	Future Savings
Business Software and E-Permitting	The City's Financial Software (ERP) System is nearly 18 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 \$1.1 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> </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>
Riverside Playground	The City is replacing the heavily used playground equipment at Riverside Park	<ul style="list-style-type: none"> <li>• The one time capital cost is \$200,000 and the ongoing maintenance costs will be similar to what they are today and perhaps slightly reduced due to no longer maintaining relatively old equipment</li> </ul>	<ul style="list-style-type: none"> <li>• The equipment will be properly maintained and there is slightly less risk of accidents or safety concerns for a highly used playground area</li> </ul>
Website Upgrade	Redesign the City's website and place the site on a modern content management system and more flexible system	<ul style="list-style-type: none"> <li>• One-time cost of approximately \$57,000</li> <li>• Ongoing annual maintenance costs will increase by about \$3000 to \$4000 per year, however system capabilities will also be upgraded over time</li> </ul>	<ul style="list-style-type: none"> <li>• Increased productivity and better customer service along with enhanced forms of communication with the public</li> <li>• Less administrative time and customer time for finding important information</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 will be reduced.</li> </ul>

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 starts in earnest during Fiscal 2014 and 2015.	<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> </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 cost.</li> </ul>	<ul style="list-style-type: none"> <li>• Safety is increased</li> <li>• Potential environmental problem decreased</li> <li>• Long-term maintenance cost will be reduced for this area</li> <li>• Structural defects fixed</li> </ul>
Wastewater Phase 2 Expansion	Expands capacity and meets regulatory requirements	<ul style="list-style-type: none"> <li>• Additional utility/energy consumption expected.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares to meet future regulatory costs 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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# Grants Pass Strategic Plan

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## Why a Strategic Plan

I am pleased to present the Grants Pass 2014-2015 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 and receiving 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 top five of the 175 objectives and actions:

- Annexation of properties into the City limits
- Participate in the pursuit of a Sobering Center
- Water Treatment – Acquire portable water treatment equipment to provide drinking water if Water Treatment Plant 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 action 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.

A handwritten signature in black ink, appearing to read "Aaron K. Cubic". The signature is fluid and cursive, with a horizontal line extending from the end.

Aaron K. Cubic  
City Manager

# Organizational Values

“We Strive for Excellence”

Our primary value:

***Public service***

We strive to do those things which serve the best interests of all the people in Grants Pass.

Our supporting values:

***Quality***

We provide excellent service at an exceptional value in the services we offer.

***Teamwork***

We create opportunities to use each other’s strengths to achieve common goals. We communicate and share mutual ownership of our work results across the organization.

***Individual***

We respect and support the individual. We make each citizen feel important in our contacts. We are committed to pursuing opportunities for individual achievement, personal growth and development and recognition for each employee.

***Creativity***

We encourage innovation and flexibility. We recommend efforts at trying new ideas and we are willing to take risks and make changes to improve service.

***Future***

We plan strategically and we work from our plans. We look to the future and are guided by a view of what the community can be. Our daily actions reflect a long-term view of the community.

***Celebrate***

We celebrate! We recognize our successes and the successes of others. We share individual and team contributions and achievements. We have fun!

# Mission of Council

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To represent all of the citizens by providing 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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- **Increase proactive patrol with specific attention to the downtown area, to include foot patrol, bicycles, T3s**
- **Evaluate Department of Public Safety through PAVE**
- **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:

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### **Objective 1: Increase proactive patrol with specific attention to the downtown area, to include foot patrol, bicycles, T3s. \***

Action 1: Expand use of video cameras on City grounds \*\*

Action 2: Explore use of officer worn video recording cameras \*\*

### **Objective 2: Evaluate Department of Public Safety through PAVE.**

Action 1: Pursue the use of E-Ticketing to improve organizational efficiency \*\*

Action 2: Explore the formation of a Public Safety Review Board \*

### **Objective 3: Improve preparedness for emergencies.**

Action 1: Complete emergency preparedness plans and implement \*\*\*

Action 2: Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters \*

### **Objective 4: Explore creation of a Municipal Court. \***

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

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

Action 2: Increase proactive policing, such as foot patrol in downtown corridor \*\*

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

Action 4: Assess Jail Bed Contract in the event the system continues to be underfunded \*

Action 5: Seek more grant funding for Firewise Program \*

### **Objective 6: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.**

Action 1: Continue addressing vagrancy issue \*\*

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

## *Leadership Objectives:*

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- ***Provide leadership training***
- ***Implement community communication strategies***
- ***Ensure efficiency and effectiveness in City operations***
- ***Provide outstanding customer service in all areas of operations***

## *Leadership Actions:*

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### ***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: Implement community communication strategies.***

- Action 1: Expand City communications through use of Channel 21 and other means\*\*
- Action 2: Develop new websites for both the City and Tourism \*
- Action 3: Hold Quarterly Town Hall meetings \*\*
- Action 4: Implement a City leadership walkabout program \*\*
- Action 5: Encourage and seek out younger generation to volunteer on City committees \*\*
- Action 6: Create/improve volunteer program and recognition \*
- Action 7: Continue to explore greater use of volunteer assistance for park maintenance \*
- Action 8: Explore options for a Citywide Social Media policy\*
- Action 9: Develop a Tree Committee Facebook page \*
- Action 10: Open doors and improve communication with City, other groups and Commissions \*

### ***Objective 4: Ensure efficiency and effectiveness in City operations.***

- Action 1: Select a new financial software program and plan for new software implementation \*
- Action 2: Continue to provide quarterly financial summary reports \*
- Action 3: Continue progress reflecting recommendations from strategic plans developed through PAVE \*
- Action 4: Address highest priority recommendations from the 2012 Fleet Performance Audit \*
- Action 5: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies\*
- Action 6: Recruit and retain qualified employees \*
- Action 7: Complete a compensation study of wages in accordance with the classification study to assist with employment recruitment and retention \*\*
- Action 8: Evaluate the benefit of having a Public Safety Director position vs. a Police & Fire Chief \*

- Action 9: The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value. \*\*
- Action 10: Digitize 13,000 tax lot files into DF and TIFF format and link to Laserfiche and GIS \*
- Action 11: Evaluate opportunities to outsource services \*\*
- Action 12: Improve access to Municipal Building \*
- Action 13: Upgrade heating/cooling system in the Municipal Building \*
- Action 14: Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations \*
- Action 15: Document management – create records retention policy \*
- Action 16: Reduce IT single points of failure by increasing system and network redundancy (IT Emergency Preparedness)\*
- Action 17: Fix phone system \*
- Action 18: Establish a pre-application analysis for building development projects \*\*\*
- Action 19: Have a public safety oversight committee of business experts and councilors to evaluate and manage cost savings in the Public Safety Department \*\*
- Action 20: 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) \*\*

**Objective 5: Provide outstanding customer service in all areas of operations.**

- Action 1: Provide centralized point of contact with standardized information \*

## Encourage Economic Prosperity

### Leadership Objectives:

- **Facilitate an environment to encourage business prosperity and economic opportunities**
- **Streamline development process**
- **Business first attitude by cultivating a business-friendly environment; Grants Pass wants to be known as a friendly and helpful place to do business**
- **Enhance business retention, expansion and development**

### Leadership Actions:

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

- Action 1: Pursue development of bronze forge in Grants Pass \*
- Action 2: Adopt an amendment to the transportation plan for Spalding Industrial based on the previous year's traffic study \*
- Action 3: Prepare funding package to resolve sewer issues in Spalding Park \*\*

- Action 4: Develop business loan program incorporating a job creation forgiveness element \*
- Action 5: Develop a joint City/County Economic Development Strategic Plan with associated performance evaluation standards \*\*
- Action 6: Find solutions for business development and remodeling \*
- Action 7: Create a clear process for the city, business owners and HBSC to obtain proper signage for the Historic District \*
- Action 8: Develop an annual award for the best Historic Renovation \*
- Action 9: Develop a comprehensive information list to be provided with property inquires\*
- Action 10: City must stay up-to-date on business health in the downtown \*
- Action 11: Prepare CDBG consolidated plan under new status as an entitlement community \*
- Action 12: Review long term parking permits and enforcement strategies \*

**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: Business first attitude by cultivating a business-friendly environment; Grants Pass wants to be known as a friendly and helpful place to do business. \***

**Objective 4: Enhance business retention, expansion and 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**
- **Coordinate and collaborate partnerships to enhance economic opportunities**

**Leadership Actions:**

---

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

- Action 1: Develop gateway signage and landscaping \*\*\*
- Action 2: Review and refresh the City's "Branding and Marketing" \*\*

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

- Action 1: Update the Historic Landmark Inventory including the scoring criteria used to evaluate structures \*
- Action 2: Evaluate expanding the Historic District \*
- Action 3: Resolve Historic District conflict related to all buildings not being regulated under the same provisions \*
- Action 4: Revise the sign code to include a guideline section for regulating signs in the Historic District \*
- Action 5: Increase signage for Historical District awareness \*

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

- Action 1: Improve access points to the river with paved trails and kiosks containing maps and historical information. \*

**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 \*\*\*
- Action 2: Reorganize the Economic Development and Tourism functions to better promote the City of Grants Pass \*

## Facilitate Sustainable, Manageable Growth

**Leadership Objectives:**

- **Complete expansion of the Urban Growth Boundary**
- **Review annexation policy**
- **Prepare industrial zones for economic expansion**
- **Identify and implement appropriate sustainability practices**
- **Improve bicycle/pedestrian paths**
- **Develop proactive solutions to community development challenges**

**Leadership Actions:**

**Objective 1: Complete expansion of the Urban Growth Boundary. \*\*\***

- Action 1: Review the UGB and define with the Council the future look. Include the County when evaluating the industrial lands \*

**Objective 2: Review annexation policy. \*\*\***

- Action 1: Annexation of properties into the City limits \*\*\*
- Action 2: Incorporate sustainable construction methods into Public Works construction projects as feasible \*
- Action 3: Support text changes associated with Code Assistance work \*

**Objective 3: Prepare industrial zones for economic expansion. \***

**Objective 4: Identify and implement appropriate sustainability practices. \***

**Objective 5: Improve bicycle/pedestrian paths. \***

**Objective 6: 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 \*

## 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**

**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: Support the Library \*\*
- Action 2: Promote re-use of vacant properties for community gardens or use empty planter strips \*
- Action 3: Apply for Bike and/or Walk Friendly designation \*
- Action 4: Prepare a short-term priority list for city parks to be included in the Budget process \*
- Action 5: Complete Tussing Park Phase II by installing restrooms \*\*
- Action 6: Complete River Vista by installing lighting for automobiles and pedestrian \*
- Action 7: Promote local developers/contractors \*\*
- Action 8: Utilize local developers \*
- Action 9: Facilitate creation of a Safe Routes to School project \*
- Action 10: Support community events such as Weekend Parkways \*\*
- Action 11: Improve dangerous/problem pedestrian crossings with improved lighting, striping and pedestrian signals \*\*\*
- Action 12: Rename Redwood Park to Phil Paquin Park \*\*\*
- Action 13: Evaluate improving/expanding soccer fields through a Soccer Task Force \*\*
- Action 14: Honor John Reinhart with Volunteer of the Year Award \*
- Action 15: Improve trails to provide walking/biking transportation alternatives and recreation potential \*
- Action 16: Support and improve current parks \*
- Action 17: Neighborhood watch captains to meet quarterly to exchange information \*

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

## Leadership Objectives:

---

- **Plan for utility infrastructure**
- **Ensure water infrastructure needs are met**
- **Ensure sewer infrastructure needs are met**
- **Ensure storm facility infrastructure needs are met**
- **Ensure transportation infrastructures needs are met**

## Leadership Actions:

---

### **Objective 1: Plan for utility infrastructure.**

- Action 1: Develop 20-year infrastructure master plans and combined utilities plan \*
- Action 2: Complete Sewer Master Plan \*\*\*
- Action 3: Complete Water Master Plan \*\*\*
- Action 4: Complete Storm Drain Master Plan and consider funding option \*
- Action 5: Water Treatment - Acquire portable water treatment equipment to provide drinking water if WTP is damaged and unable to produce water \*\*\*
- Action 6: Water Distribution and Wastewater Collection - Evaluate relocation or abandonment of old water mains that could cause considerable damage to private property if they failed \*
- Action 7: Rewrite the infrastructure related master plans \*
- Action 8: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites \*

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

- Action 1: Replace Reservoir No. 3 \*\*\*
- Action 2: Acquire a portable generator for remote pump stations that do not have a stationary generator onsite \*\*
- Action 3: Complete projects as part of small main replacement \*
- Action 4: Complete design of Water Treatment Plant backup power \*
- Action 5: Initiate the process to replace the Water Treatment Plant \*
- Action 6: Construct structural improvements to correct seismic deficiencies \*

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

- Action 1: Initiate the process to expand the Wastewater Treatment Plant as required to accommodate growth in the community \*\*
- Action 2: Upgrade sewer lines \*
- Action 3: Complete JO-GRO storm water improvements \*
- Action 4: Evaluate Wastewater Treatment Plant expansion \*

### **Objective 4: Ensure storm facility infrastructure needs are met.**

- Action 1: Evaluate storm drainage deficiencies across the City \*

**Objective 5: Ensure transportation infrastructures needs are met.**

- Action 1: Complete a Study of Parking Needs for the Downtown Core District \*\*\*
- Action 2: Design, bid and construct the Drury Lane project \*
- Action 3: Complete Redwood Avenue design \*
- Action 4: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council \*
- Action 5: Implement separated protected bike lanes \*
- Action 6: Make entrance to the 'Red Lot' off of 4th Street \*
- Action 7: Interconnect bicycles \*\*
- Action 8: Interconnect trails \*
- Action 9: Work with ODOT to construct cycle-tract on 6<sup>th</sup> Street \*
- Action 10: Evaluate one City street for a road diet \*
- Action 11: Improve traffic safety \*\*
- Action 12: Replace the bridge over Gilbert Creek on Savage \*\*
- Action 13: Establish priority for construction of Redwood Avenue projects \*

## Preserve and Enjoy our Natural Resources

**Leadership Objectives:**

- **Improve Urban Forest by planting street trees, park trees through the Tree Planting Program**
- **Improve Parkland through private / public partnerships**
- **Ensure park infrastructure needs are met**
- **Comply with all NPDES permit requirements**

**Leadership Actions:**

**Objective 1: Improve Urban Forest by planting street trees, park trees through the Tree Planting Program. \***

**Objective 2: Improve Parkland through private / public partnerships.**

- Action 1: Develop soccer complex through partnership with Soccer Club \*

**Objective 3: 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: Replace aged gazebo at Lawnridge 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 \*

**Objective 4: Comply with all NPDES permit requirements. \*\*\***

## Table of Contents

Profile of the City of Grants Pass.....	68
City Government.....	73
Mayor and City Council.....	74
Citizen Involvement.....	75
City Organizational Chart.....	76





### 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 population of 34,885, it is the county seat of Josephine County and serves as the major commercial center for the county population of more than 82,815.

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 5,741 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 neutral to positive across most regions. Still, unemployment remains somewhat elevated in the Rogue Valley area. Measures of activity have improved for most regions since January of last year; the Rogue Valley measure has been generally steady.

Josephine County total payroll employment rose by 170 jobs in March. Manufacturing had the largest increase, gaining 100 jobs over the month. Leisure and hospitality gained 40 jobs, as the seasonal upturn in this tourism-dependent industry is beginning. Wholesale trade and other services each gained 20 jobs over the month. Government employment rose by 20 jobs, with a gain of 10 on both state government and local government education.

The seasonally adjusted rate in March was 9.7 percent, down from 11.3 percent in March 2013.

Since March 2013 to current, total payroll employment rose by 80. Manufacturing had the largest over the year increase, gaining 170 jobs, 30 of those in wood product manufacturing. Increases were also estimated in ambulatory health care services (+80) and professional and business services (+60). Construction employment was unchanged from February and decreased by 70 jobs over the year in Josephine County. Other industries shedding jobs over the year included wholesale trade (-50), food and beverage stores (-90), and leisure and hospitality (-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 (2013):**

Average Temperature:	High	Low
July	93°	74°
January	53°	33°

Annual Precipitation 25.8

**Elevation:** 960'

**Population:**

Year	Amount	% Increase
2013	34,855	.3
2012	34,740	.3
2011	34,660	.4
2010	34,533	3.9
2009	33,225	2.9
2008	32,290	1.7
2007	31,740	2.6
2006	30,930	18.6
2005	26,085	2.6
2004	25,423	3.9
2003	24,470	2.5
2002	23,870	.9
2001	23,670	2.2
2000	23,170	32.4
1990	17,503	16.5
1980	15,032	20.7
1970	12,455	23.1
1960	10,118	

**Taxes (2013):**

Sales tax	None
Consolidated property tax rate per \$1,000 assessed value	\$12.49

**Education (March 31, 2013):**

Grants Pass School District #7	
Attendance centers	10
Student/teacher ratio	24:1
Total enrollment	5,741

**Elections (November 2012):**

Registered voters	18,475
Ballots cast	14,490
Percentage voted	78.43%

**Fire Protection:**

Stations	3
Employees	30
Interns	9

**Police Protection:**

Employees (sworn)	50
Volunteers (auxiliary)	15
Volunteer hours	2,950

**Recreation and Culture:**

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

**Assessed Property Value:**

In thousands of dollars	
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
2004	\$1,350,701

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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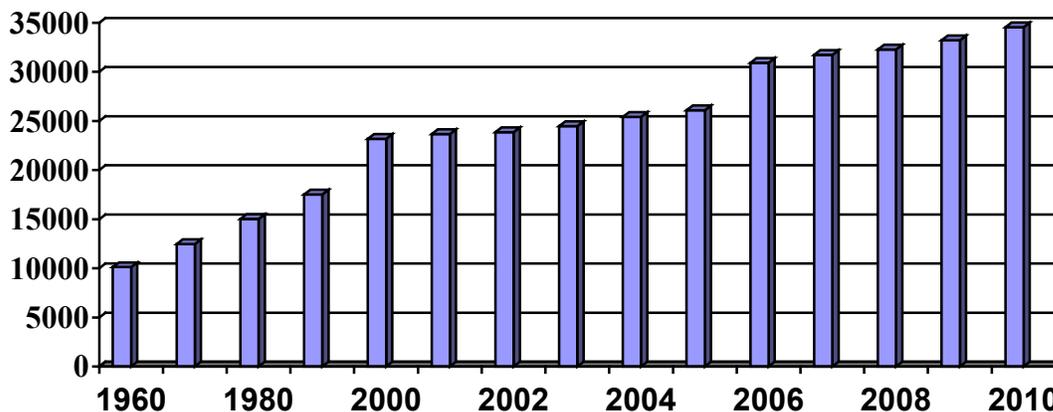
**Mortgage:**

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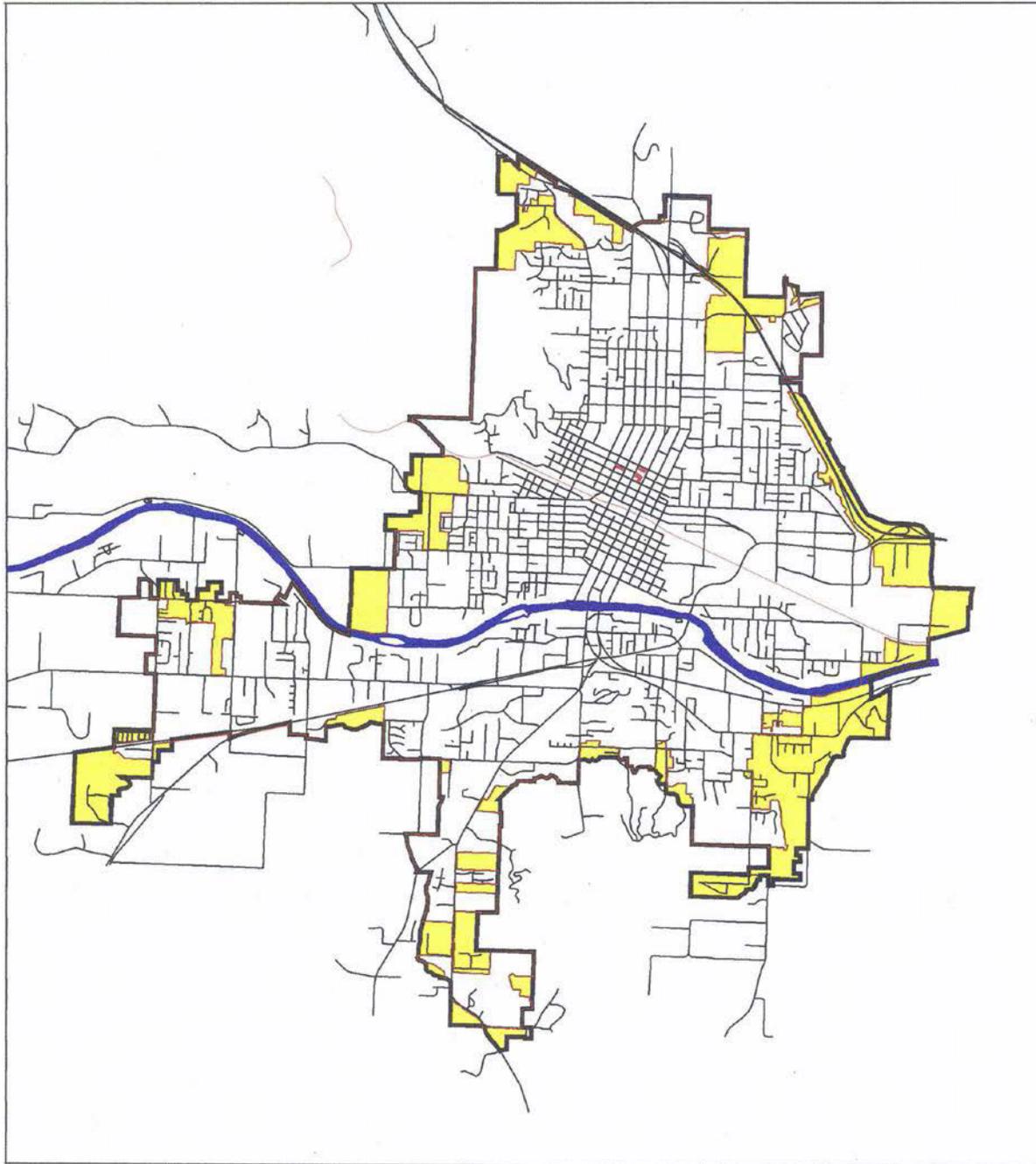
**Gross Rent:**

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
-  AREA BETWEEN UGB & CITYLIMITS



1" = 5000'

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.

Dennis Webber  
Term 11/2/11-12/31/14  
**WARD 1**



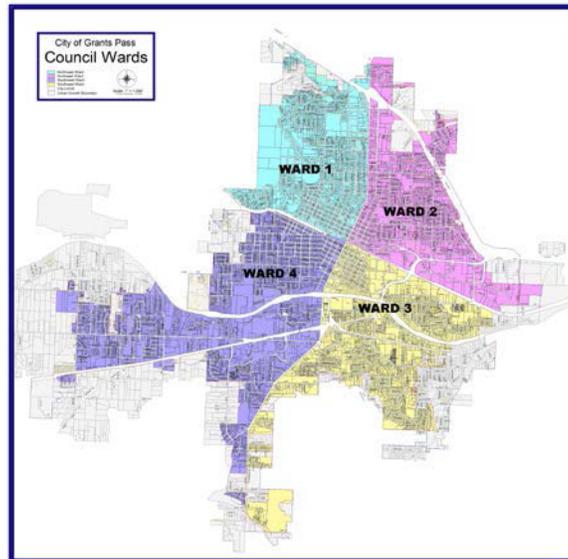
Darin Fowler  
Term 1/1/13-12/31/16  
**MAYOR**



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



Jim Goodwin  
Term 2/25/13-12/31/14  
**WARD 4**



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



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



Rcik Riker  
Term 4/7/10-12/31/14  
**WARD 2**



Jim Williams  
Term 1/3/11-12/31/14  
**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
- Riverfront Review 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 Growth Boundary Steering Committee
- Bronze Forge Task Force
- Allen Creek Soccer Task Force
- Downtown Parking Task Force

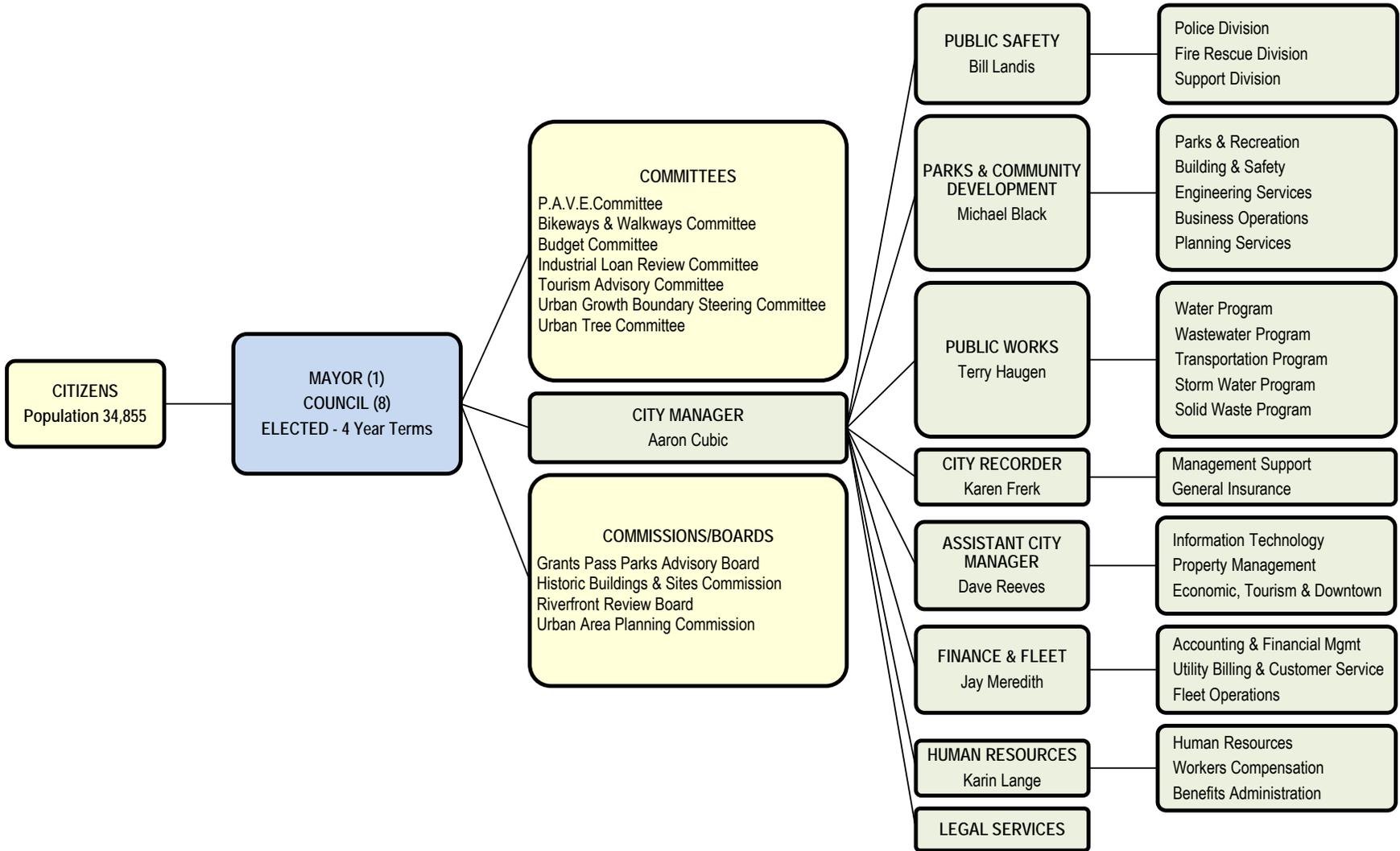
The Organization Chart for the City of Grants Pass displays the full time equivalencies and the methods of reporting for the City organization. Your local government is a broad mix of services. We operate three independent utilities: Solid Waste, Water, and Wastewater. The governmental side of our organization 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.

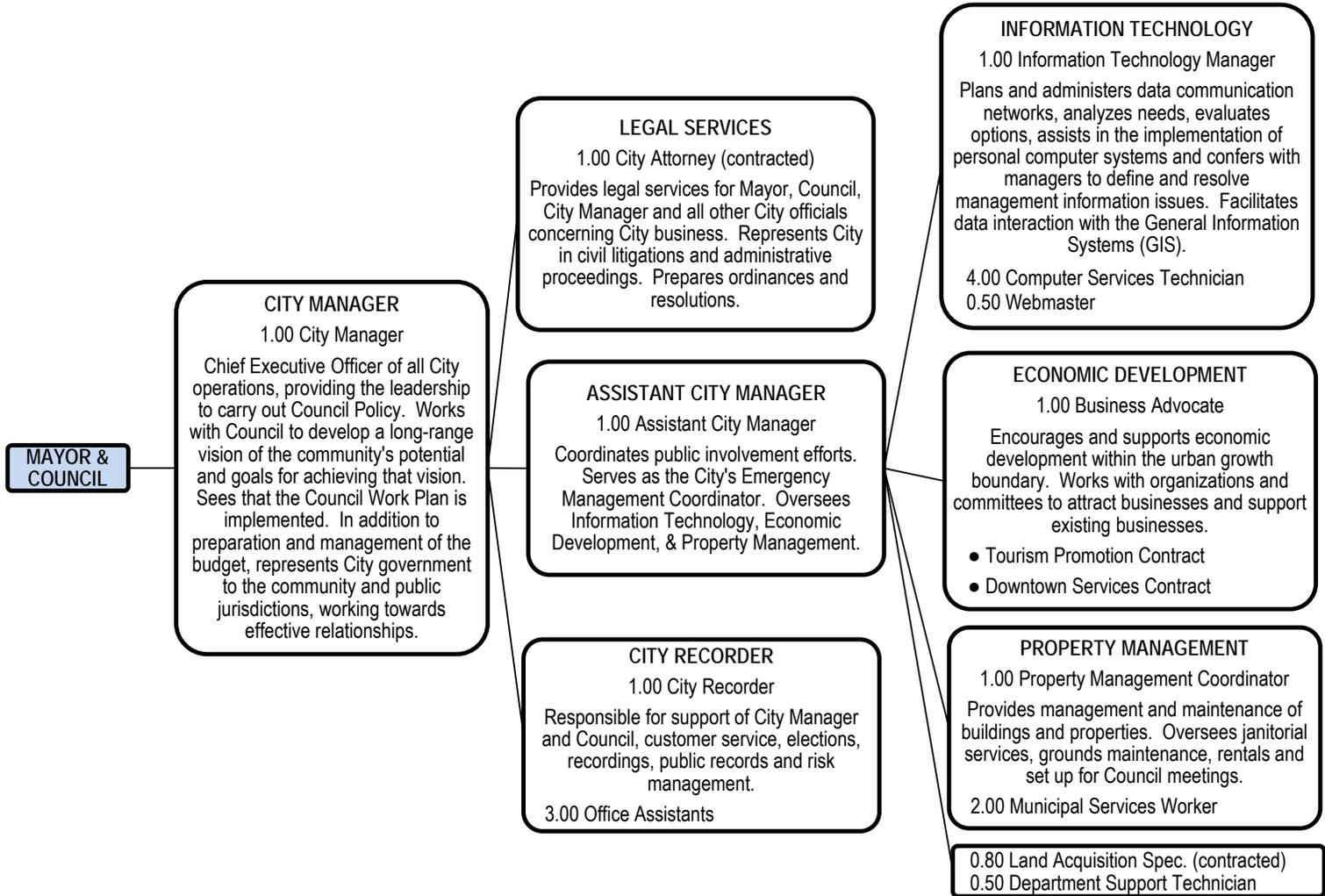
The following organization charts show each department and its permanent personnel. We extensively use volunteers, contractors, and on-call/seasonal personnel that are not shown in the organization chart. A great example is Public Safety where dozens of full-time job equivalents are created in the many 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.

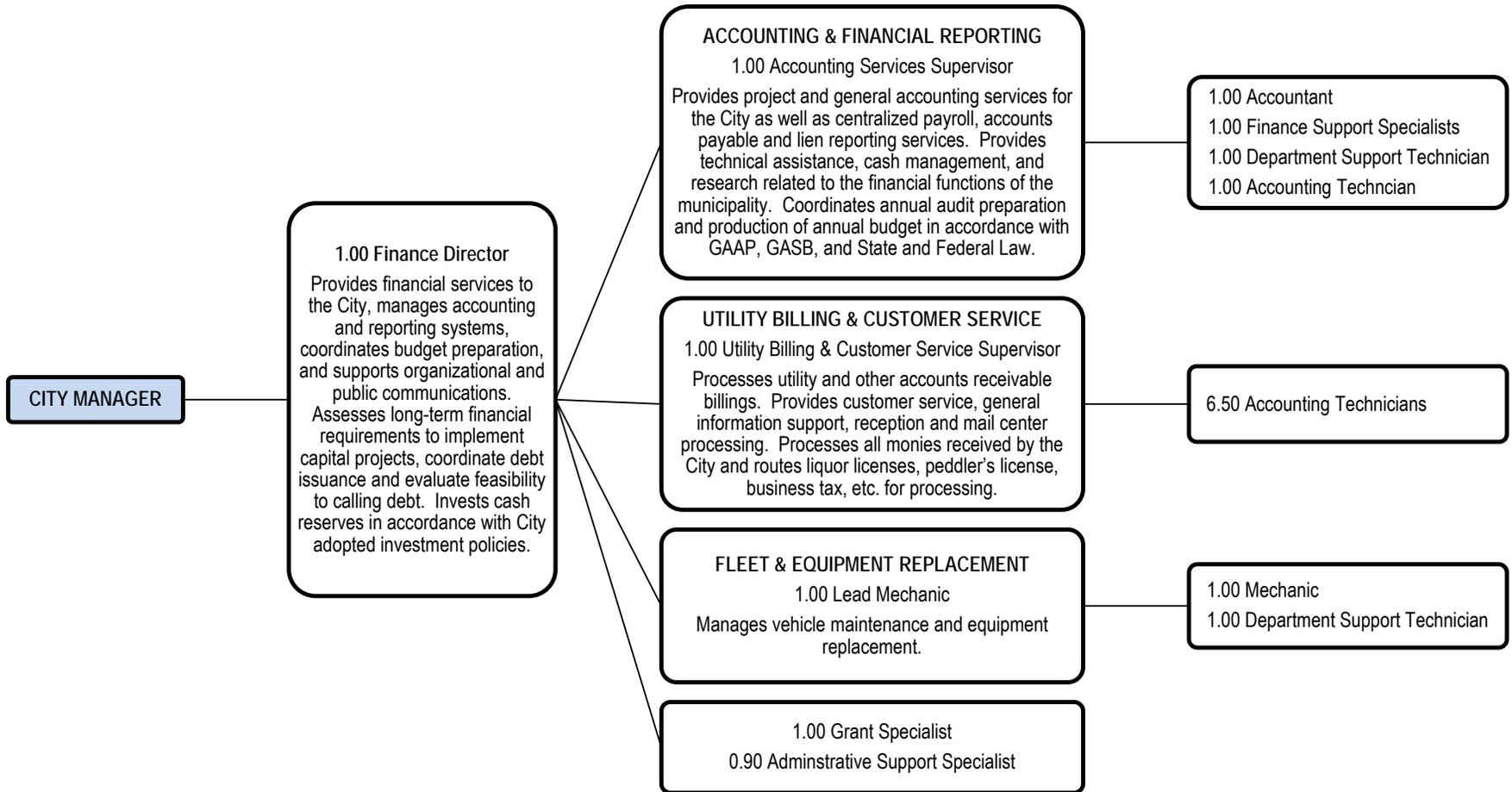
# CITY OF GRANTS PASS ORGANIZATIONAL CHART



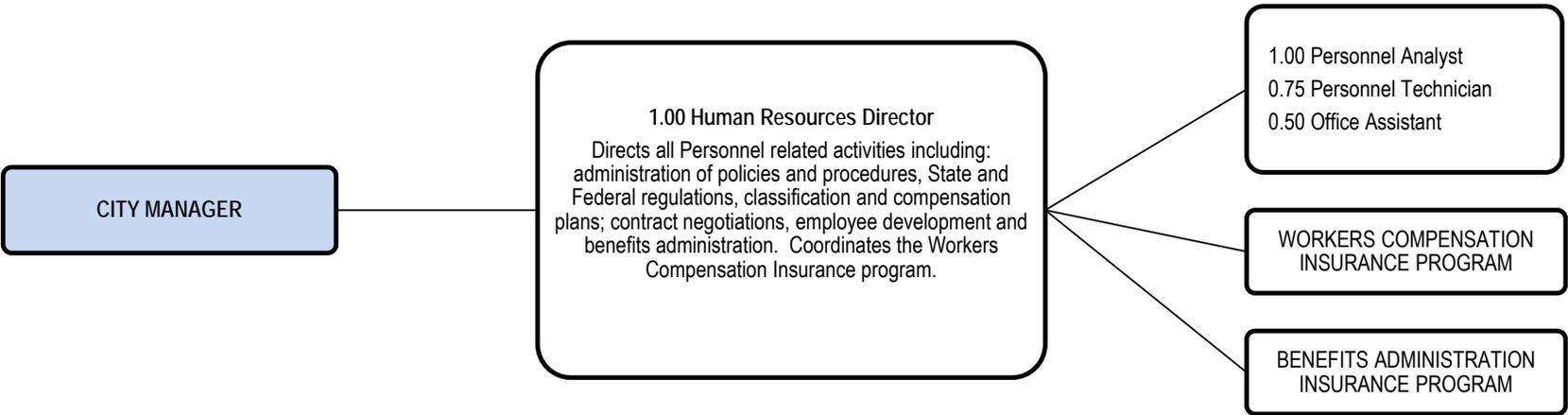
### Administration



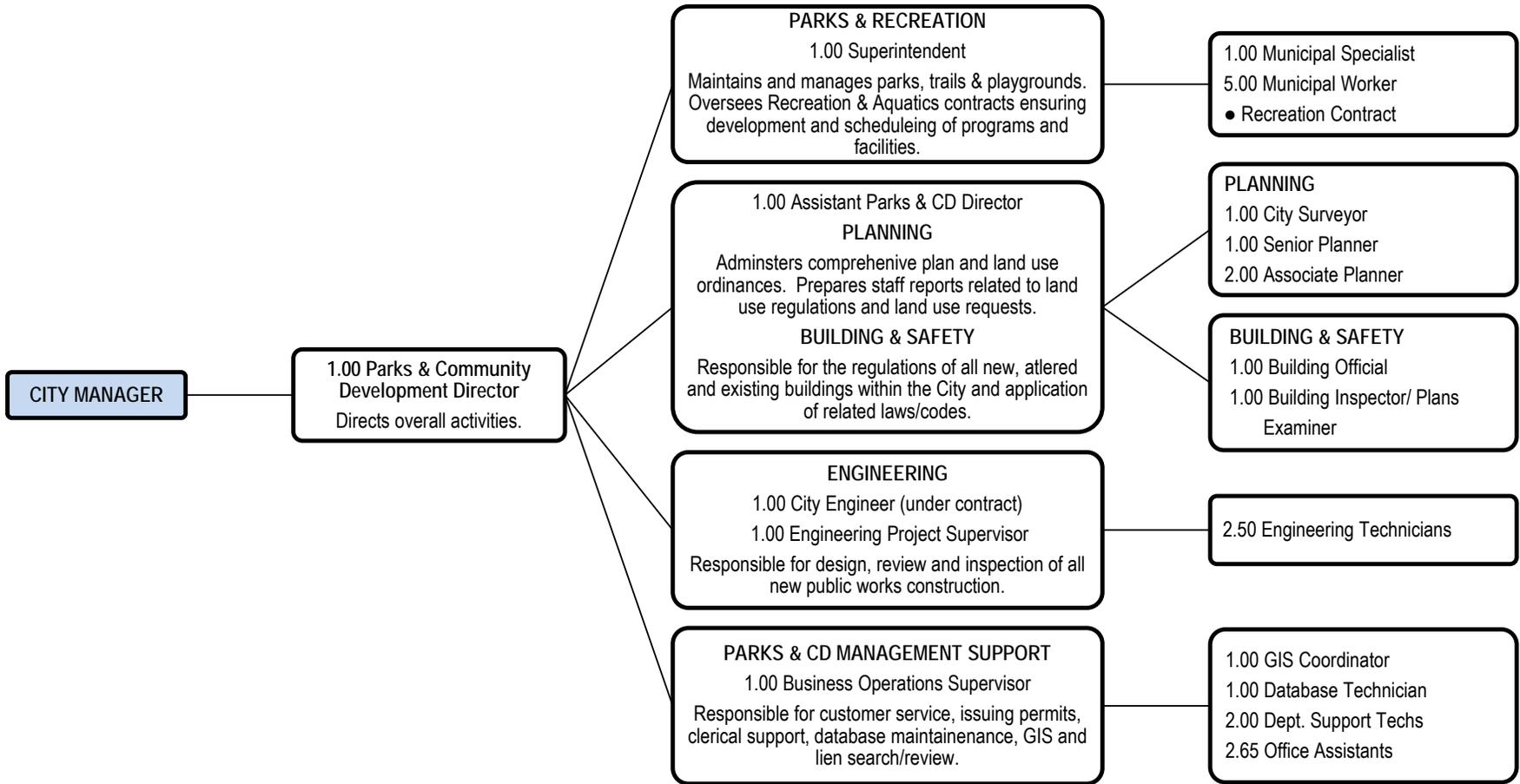
**Finance & Fleet**



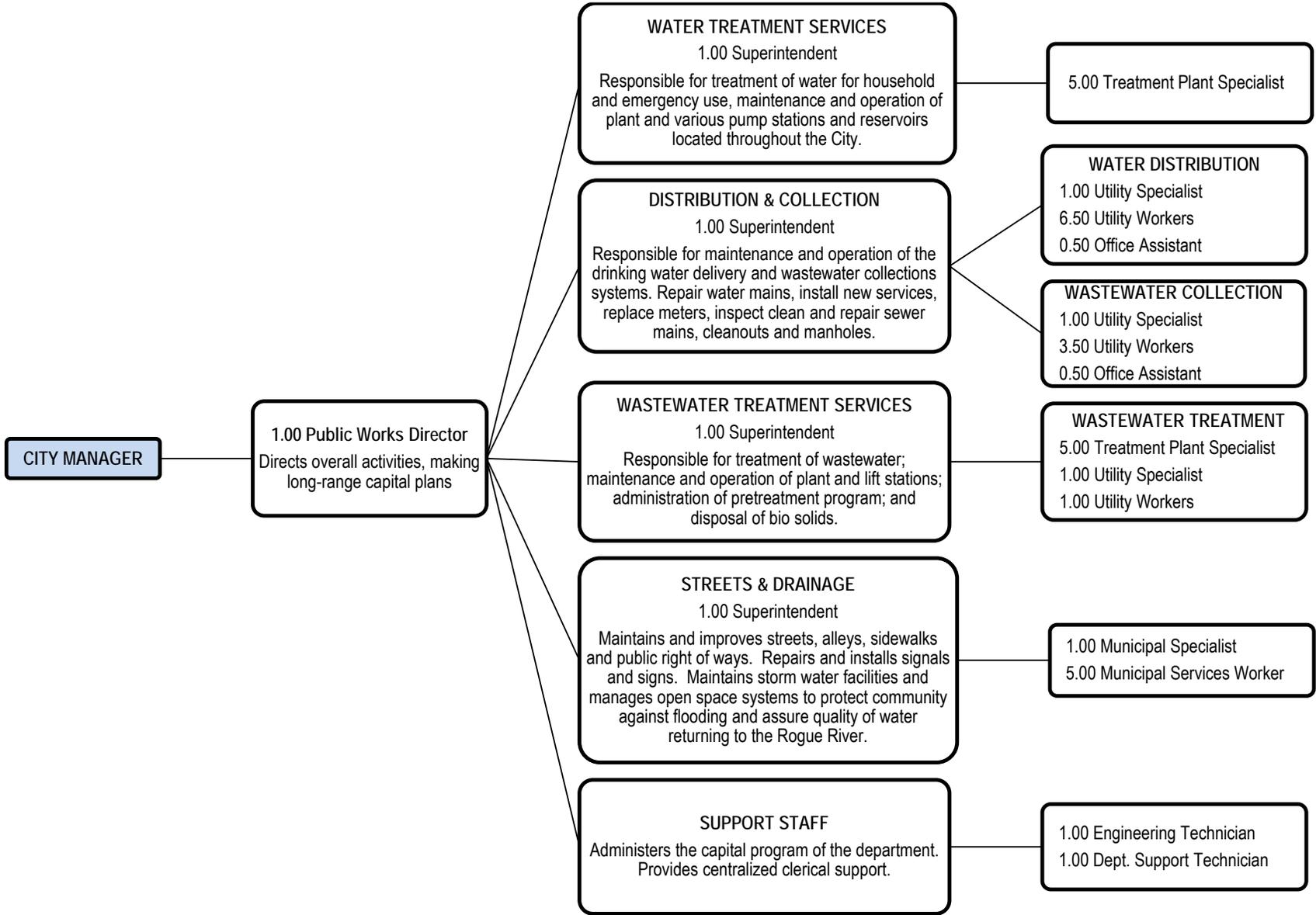
### Human Resources



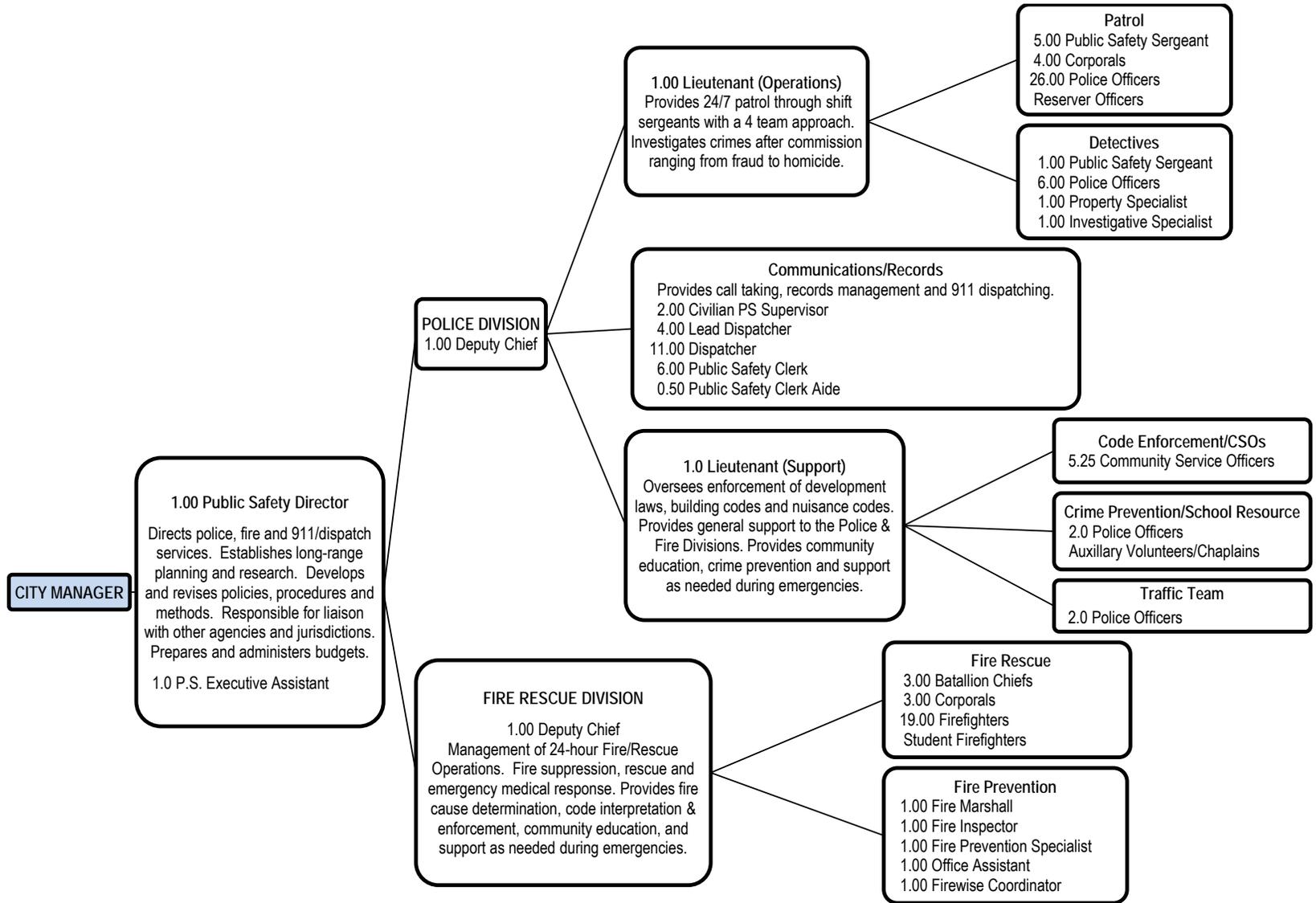
**Parks & Community Development**



### Public Works



**PUBLIC SAFETY**





## Table of Contents

Budget Format.....	86
Budget Process.....	88
Budget Development Calendar.....	90
How to Read the Budget .....	91
Oregon Budget Law.....	93
Resolution Adopting the Budget.....	97
Revenue Sources.....	103
Fund Structure & Accounting Methods.....	105
Financial Management Goals & Policies.....	110



**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, 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. 14-6220**

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS ADOPTING THE BUDGET AND MAKING APPROPRIATIONS FOR FISCAL YEAR 2014-2015.**

**RESOLUTION ADOPTING THE FY'15 BUDGET**

**WHEREAS** the City of Grants Pass hereby adopts a budget for Fiscal Year 2014-2015 in the sum of \$113,377,520 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, 2014 and for the purposes shown below are hereby appropriated as follows:

General Fund

Mayor and Council	297,135
Public Safety Fire Rescue Division	5,664,603
Public Safety Police Division	9,367,099
Public Safety Support Division	3,000,117
Crisis Support Services	44,000
Sobering Center	130,000
Park Maintenance Services	1,662,921
Aquatic Services	125,288
Recreation Services	156,134
Planning Services	813,131
Building and Safety Services	528,366
Economic Development Services	170,665
Downtown Development Services	382,730
Tourism Promotion Services	345,168
General Program Operations	1,306,328
Inter-fund Transfers	1,826,700
Contingency	<u>2,507,242</u>

Total General Fund Appropriation \$28,327,627

Administrative Services Fund

Management Services	671,851
Finance Services	1,671,751
Legal Services	310,954
Human Resources	525,172
General Program Operations	349,935
Contingency	<u>450,779</u>

Total Administrative Fund Appropriation \$ 3,980,442

Transportation Fund

Street & Drainage Maintenance Services	1,327,022	
Customer Services	175,053	
Street Lighting	367,100	
General Program Operations	425,470	
Inter-fund Transfers	1,201,952	
Contingency	<u>459,258</u>	
Total Street Utility Fund Appropriation		<u>\$3,955,855</u>

Storm Water and Open Space Fund

Storm Water Maintenance	0	
Customer Services	0	
General Program Operations	0	
Debt Service	146,205	
Contingency	<u>358</u>	
Total Storm Water and Open Space Appropriation		<u>\$ 146,563</u>

Transient Room Tax Fund

Materials & Services	10,900	
Contingency	50,000	
Inter-fund Transfers	<u>1,323,100</u>	
Total Transient Room Tax Fund Appropriation		<u>\$ 1,384,000</u>

Debt Service/Bancroft Fund

Materials & Services	18,000	
Debt Service	150,000	
Inter-fund Transfers	750,000	
Contingency	<u>17,574</u>	
Total Debt Service/Bancroft Bond Appropriation		<u>\$ 935,574</u>

Debt Service/General Obligation Bond

Debt Service	<u>1,071,200</u>	
Total Debt Service/General Obligation Bond Appropriation		<u>\$1,071,200</u>

Community Development Block Grant Fund

Materials & Services	406,000	
Inter-fund Transfers	250,000	
Contingency	<u>189,844</u>	
Total Community Development Block Grant Appropriation		<u>\$ 845,844</u>

Downtown & Industrial Loan Fund

Materials & Services	350,000	
Contingency	632,885	
Inter-fund Transfers	<u>5,000</u>	
Total Downtown & Industrial Loan Fund Appropriation		<u>\$ 987,885</u>

Transportation Projects Fund

Capital Outlay	<u>11,744,699</u>	
Total Transportation Projects Fund Appropriation		<u>\$11,744,699</u>

Stormwater & Open Space Projects Fund

Capital Outlay	232,549	
Inter-fund Transfers	<u>112,000</u>	
Total Storm Water & Open Space Projects Fund Appropriation		<u>\$ 344,549</u>

Water Projects Fund

Capital Outlay	<u>3,872,568</u>	
Total Water Projects Fund Appropriation		<u>\$ 3,872,568</u>

Wastewater Projects Fund

Capital Outlay	<u>5,437,462</u>	
Total Wastewater Projects Fund Appropriation		<u>\$5,437,462</u>

Lands and Building Projects Fund

Capital Outlay	11,510,694	
Debt Service	<u>1,460,000</u>	
Total Lands & Buildings Projects Fund Appropriation		<u>\$12,970,694</u>

Solid Waste Projects Fund

Capital Outlay	1,512,976	
Inter-fund Transfers	<u>29,000</u>	
Total Solid Waste Projects Fund Appropriation		<u>\$1,541,976</u>

Water Fund

Water Treatment	1,695,164
Water Distribution	1,310,484
Customer Services	366,960
Debt Services	504,770
General Program Operations	371,355
Contingency	1,107,270
Inter-fund Transfers	<u>2,224,177</u>

Total Water Fund Appropriation \$7,580,180

Wastewater Fund

Wastewater Collection	777,652
Wastewater Treatment	2,278,209
Customer Services	408,653
Debt Service	941,963
General Program Operations	390,740
Contingency	1,264,973
Inter-fund Transfers	<u>1,782,392</u>

Total Wastewater Fund Appropriation \$7,844,582

Solid Waste Fund

Field Operations	25,644
Post Closure Operations	115,820
General Program Operations	14,230
Contingency	<u>204,424</u>

Total Solid Waste Fund Appropriation \$360,118

Environmental Waste Fees Fund

Materials & Services	<u>251,000</u>
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Total Environmental Waste Fees Fund Appropriation \$ 251,000

Fleet Operations Fund

Garage Operations	894,664
Equipment Replacement	1,563,508
Inter-fund Transfers	1,150,000
Contingency	<u>476,228</u>

Total Fleet Operations Fund Appropriation \$4,084,400

Support Services Fund

Community Development Management Services	1,104,418
Engineering Services	787,789
Property Management Services	701,700
Information Technology	721,769
Inter-fund Transfers	20,000
Contingency	<u>559,546</u>

Total Support Services Fund Appropriation \$3,895,222

Insurance Fund

Workers' Compensation Insurance Services	443,672
General Insurance Service	619,445
Benefits Administration	47,823
Contingency	<u>933,415</u>

Total Insurance Fund Appropriation \$2,044,355

Agency Fund

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

**Total Appropriations, All Funds 103,644,295**

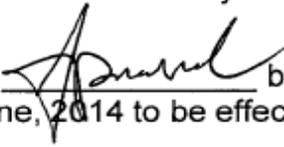
*Total Un-appropriated Amounts, All Funds* 10,624,225

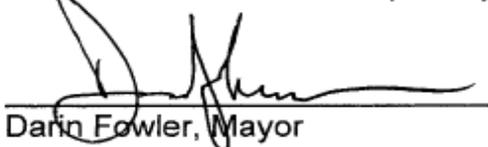
*Total Budget* 114,268,520

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Grants Pass that the budget for fiscal year 2014-2015 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.

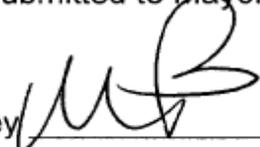
**ADOPTED** by the Council of the City of Grants Pass, Oregon, in regular session this 18<sup>th</sup> day of June, 2014.

**SUBMITTED** to and  by the Mayor of the City of Grants Pass, Oregon, this 23 day of June, 2014 to be effective on the date indicated as adopted by the City Council.

  
Darin Fowler, Mayor

**ATTEST:**  
  
Karen Frerk, City Recorder

Date submitted to Mayor: 6/19/14

Approved as to Form, Mark Bartholomew, City Attorney 

RESOLUTION NO. 14-6219

A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS LEVYING TAXES AND CATEGORIZING TAXES FOR FISCAL YEAR 2014-2015.

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. \$1,087,807 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 2014-2015 upon the assessed value of all taxable property within the City as follows:

CATEGORIZING TAXES

Table with 3 columns: Tax Category, Subject to the General Government Limitation, Excluded from the Limitation. Rows include General Fund Permanent Tax Rate Levy, General Fund/Public Safety Local Option Levy, and Debt Service Fund/Public Safety General Obligation Bond.

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 18th day of June 2014.

SUBMITTED to and [Signature] by the Mayor of the City of Grants Pass, Oregon, this 23 day of June, 2014.

[Signature]
Darin Fowler, Mayor

ATTEST:

[Signature]
Karen Frerk, City Recorder

Date submitted to Mayor: 6/19/14

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

**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.

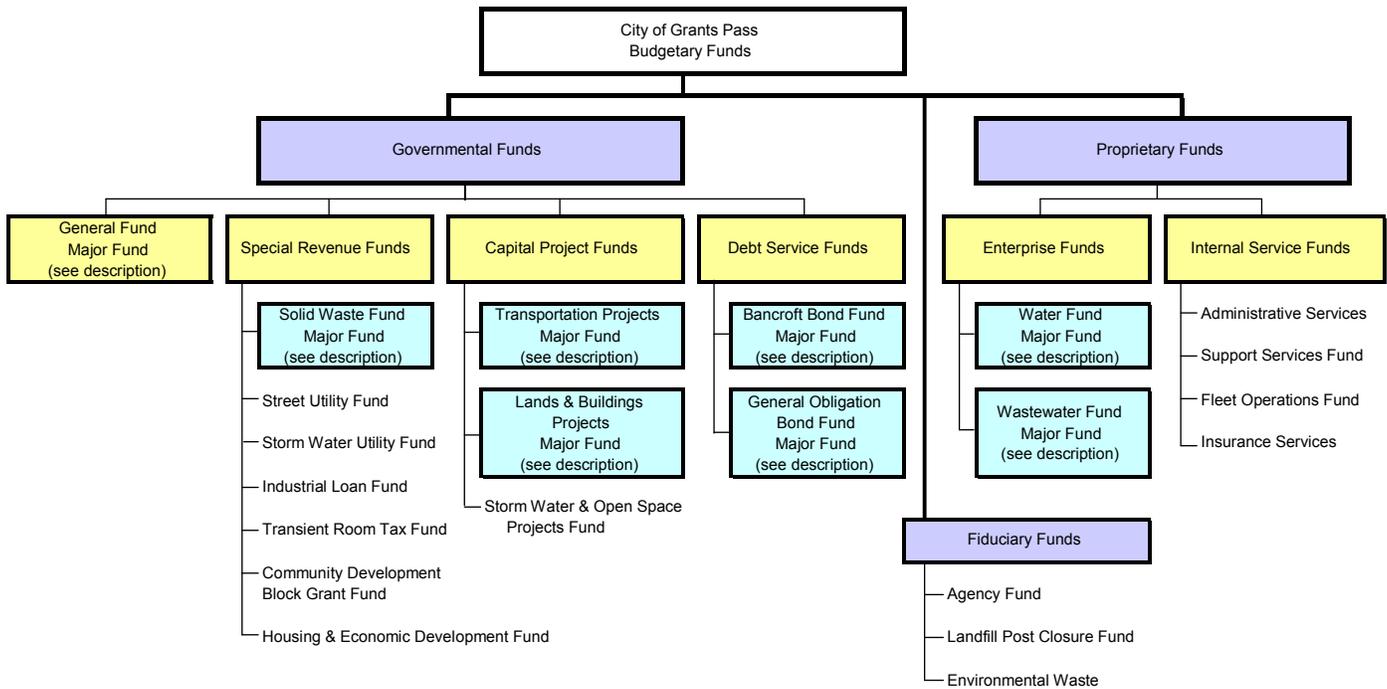
Use of Assets: are the revenues from rent or sale of city property and interest on funds.

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.

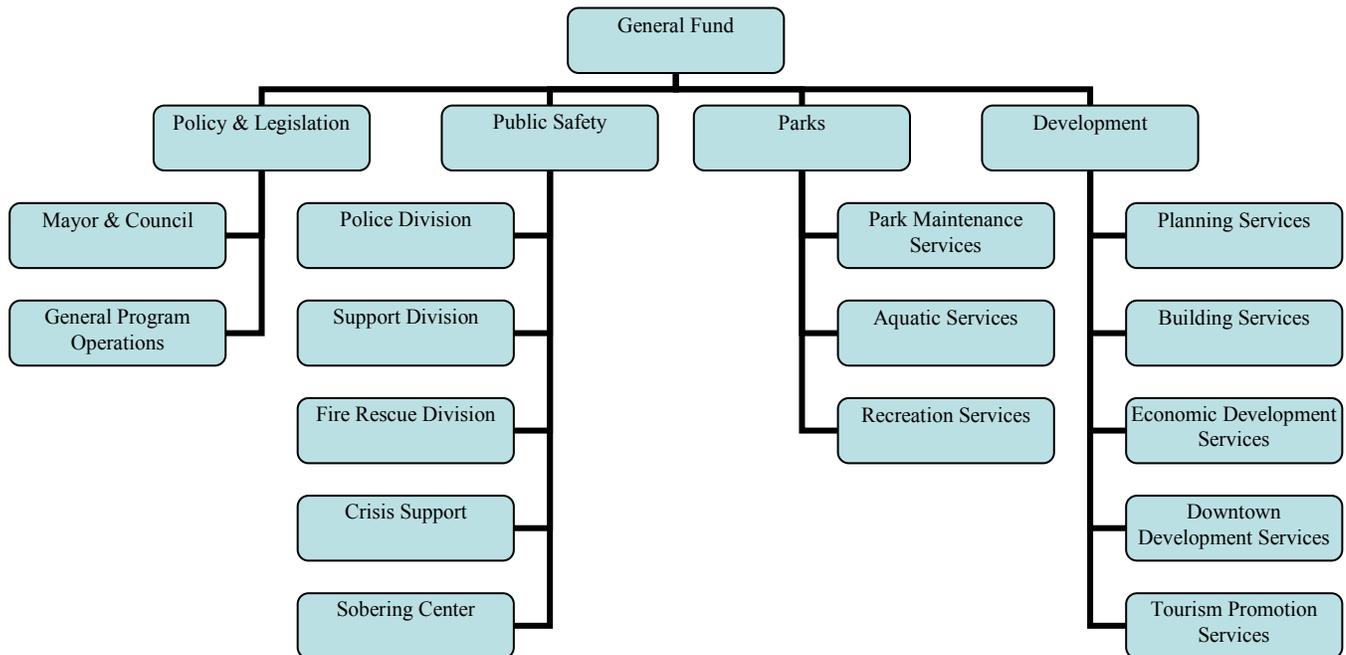
Governmental funds use a current financial resources measurement focus and the modified accrual basis of accounting. This means revenues are recognized when measurable and available. Expenditures are recognized when a current liability is incurred. Long-term liabilities such as debt service expenditures, 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 discretely 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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
General Support	<u>11,797,423</u>	<u>13,503,934</u>	<u>9,570,735</u>	<u>10,609,665</u>	<u>10,609,665</u>	<u>11,500,665</u>	<u>8,301,894</u>
<b>Total Resources</b>	<b><u>11,797,423</u></b>	<b><u>13,503,934</u></b>	<b><u>9,570,735</u></b>	<b><u>10,609,665</u></b>	<b><u>10,609,665</u></b>	<b><u>11,500,665</u></b>	<b><u>8,301,894</u></b>
Requirements							
Mayor and Council	188,591	203,408	306,438	297,135	297,135	297,135	295,915
General Program Operations	<u>11,608,832</u>	<u>13,300,526</u>	<u>9,264,297</u>	<u>10,312,530</u>	<u>10,312,530</u>	<u>11,203,530</u>	<u>8,005,979</u>
<b>Total Requirements</b>	<b><u>11,797,423</u></b>	<b><u>13,503,934</u></b>	<b><u>9,570,735</u></b>	<b><u>10,609,665</u></b>	<b><u>10,609,665</u></b>	<b><u>11,500,665</u></b>	<b><u>8,301,894</u></b>

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

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### **Mission Statement:**

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

### **Services Delivered:**

The Mayor and Council represent the legislative branch of the City. The Mayor, elected at-large for a four-year term, serves as the chief elected official of the City and presides over the Council meetings. Although he votes only in case of a tie, he approves Council resolutions and ordinances. If the Mayor does not approve an ordinance or resolution, “such ordinance or resolution shall then be put upon its passage again, and if three-fourths of all members constituting the Council shall vote in favor of such ordinance or resolution, it shall thereupon become a law without the approval of the Mayor”.

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

The Council is comprised of eight members, who are elected at-large for overlapping four-year terms, two from each of four separate wards. The Council is the official policy making body for the City and is responsible for the overall direction of the municipality. The Council establishes the vision for the City, sets goals, 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.

### **FY’15 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 and specifically identified Council 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’14 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.

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## Program: Policy and Legislation – Mayor & Council

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### *Financial Summary*

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
General Support	<u>188,591</u>	<u>203,408</u>	<u>306,438</u>	<u>297,135</u>	<u>297,135</u>	<u>297,135</u>	<u>295,915</u>
<b>Total Resources</b>	<b><u>188,591</u></b>	<b><u>203,408</u></b>	<b><u>306,438</u></b>	<b><u>297,135</u></b>	<b><u>297,135</u></b>	<b><u>297,135</u></b>	<b><u>295,915</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Materials & Supplies	17,472	22,704	21,800	21,800	21,800	21,800	20,700
Contractual/Prof Services	105,009	118,702	214,500	201,500	201,500	201,500	201,500
Direct Charges	48,349	43,511	44,418	46,835	46,835	46,835	46,835
Capital Outlay	616	0	0	0	0	0	0
Indirect Charges	<u>17,145</u>	<u>18,491</u>	<u>25,720</u>	<u>27,000</u>	<u>27,000</u>	<u>27,000</u>	<u>26,880</u>
<b>Total Requirements</b>	<b><u>188,591</u></b>	<b><u>203,408</u></b>	<b><u>306,438</u></b>	<b><u>297,135</u></b>	<b><u>297,135</u></b>	<b><u>297,135</u></b>	<b><u>295,915</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'15 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'15 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 also pays Engineering charges for services for non-project support requested by various general fund programs. This program also 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'14 slightly above this range due to some one-time savings from recent years still being available for use and should end FY'15 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'15. 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'14 Activity Review:**

Transfers to capital projects were reduced from the original adopted budget along with a reduction in the contingency (in July of 2013) to provide the resources for a temporary rental of up to 30 beds in the Josephine County Adult Jail for use by City Police. This contract will expire at the end of June 2014.

## Program: Policy and Legislation – General Program Operations

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
General Support	<u>11,608,832</u>	<u>13,300,526</u>	<u>9,264,297</u>	<u>10,312,530</u>	<u>10,312,530</u>	<u>11,203,530</u>	<u>8,005,979</u>
<b>Total Resources</b>	<b><u>11,608,832</u></b>	<b><u>13,300,526</u></b>	<b><u>9,264,297</u></b>	<b><u>10,312,530</u></b>	<b><u>10,312,530</u></b>	<b><u>11,203,530</u></b>	<b><u>8,005,979</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	38,201	185,085	0	0	0	0	0
Materials & Services	0	0	3,000	0	0	0	0
Contractual/Prof Services	196,018	219,040	1,160,700	195,400	195,400	1,167,400	123,400
Direct Charges	68,640	87,140	115,540	138,928	138,928	138,928	141,128
Indirect Charges	0	0	20,430	0	0	0	0
Transfers Out	<u>859,115</u>	<u>1,001,895</u>	<u>1,225,000</u>	<u>1,821,700</u>	<u>1,821,700</u>	<u>1,821,700</u>	<u>1,045,500</u>
<i>Subtotal Expenditures</i>	<u>1,161,974</u>	<u>1,493,160</u>	<u>2,524,670</u>	<u>2,156,028</u>	<u>2,156,028</u>	<u>3,128,028</u>	<u>1,310,028</u>
Contingencies	0	0	2,788,070	2,000,000	2,000,000	2,000,000	2,000,000
Ending Balance	<u>10,446,858</u>	<u>11,807,366</u>	<u>3,951,557</u>	<u>6,156,502</u>	<u>6,156,502</u>	<u>6,075,502</u>	<u>4,695,951</u>
<b>Total Requirements</b>	<b><u>11,608,832</u></b>	<b><u>13,300,526</u></b>	<b><u>9,264,297</u></b>	<b><u>10,312,530</u></b>	<b><u>10,312,530</u></b>	<b><u>11,203,530</u></b>	<b><u>8,005,979</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 Council goal for Public Safety. The Public Safety Program is currently funded, in part, by a three-year Public Safety local option levy passed by the voters in November of 2010, for fiscal years FY'12 through FY'14. In addition to the levy, the program utilizes all tax base generated property tax revenues and other general support revenues.

### Mission Statement:

*“Keeping Grants Pass Safe” reflects Grants Pass Department of Public Safety commitment to provide a safe environment for our community through delivery of professional police, fire and public safety support services. I believe that this is directly tied to the Council goals of adding business and economic development because our citizens and tourists feel safe and 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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	16,337,459	16,937,833	16,298,313	16,966,234	16,966,234	16,966,234	17,160,500
General Support	(417,659)	(331,845)	2,048,429	1,239,585	1,239,585	1,239,585	1,614,545
<b>Total Resources</b>	<b><u>15,919,800</u></b>	<b><u>16,605,988</u></b>	<b><u>18,346,742</u></b>	<b><u>18,205,819</u></b>	<b><u>18,205,819</u></b>	<b><u>18,205,819</u></b>	<b><u>18,775,045</u></b>
Requirements							
Police Division	12,079,334	12,638,943	9,327,768	9,367,099	9,367,099	9,367,099	9,600,900
Support Division	3,491,486	3,626,109	3,035,871	3,000,117	3,000,117	3,000,117	3,153,148
Fire Rescue Division	0	0	5,590,923	5,664,603	5,664,603	5,664,603	5,846,997
Crisis Support Services	40,267	41,475	42,730	44,000	44,000	44,000	44,000
Street Lighting	308,713	299,461	349,450	0	0	0	0
Sobering Center	0	0	0	130,000	130,000	130,000	130,000
<b>Total Requirements</b>	<b><u>15,919,800</u></b>	<b><u>16,605,988</u></b>	<b><u>18,346,742</u></b>	<b><u>18,205,819</u></b>	<b><u>18,205,819</u></b>	<b><u>18,205,819</u></b>	<b><u>18,775,045</u></b>

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## Program: Public Safety – Police Division

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### Services Delivered:

The Public Safety Police Division’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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
# of locations community camera sited in	1	N/A	1	1	1	1	1
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	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Response Time To Priority 1 and 2 Emergency Calls: Dispatch to Arrival (in minutes)	4.47	<5	4.02	<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 Patrol	79%	100%	80%	87%	100%	100%	100%

### FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Keep Citizens Safe

**Objective 1: Increase proactive patrol with specific attention to the downtown area, to include foot patrol, bicycles and T3s**

- **Action 1:** Expand use of video cameras on City grounds.
- **Action 2:** Explore use of officer worn video recording cameras.

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

- **Action 2:** Increase proactive policing, such as foot patrol in downtown corridor.

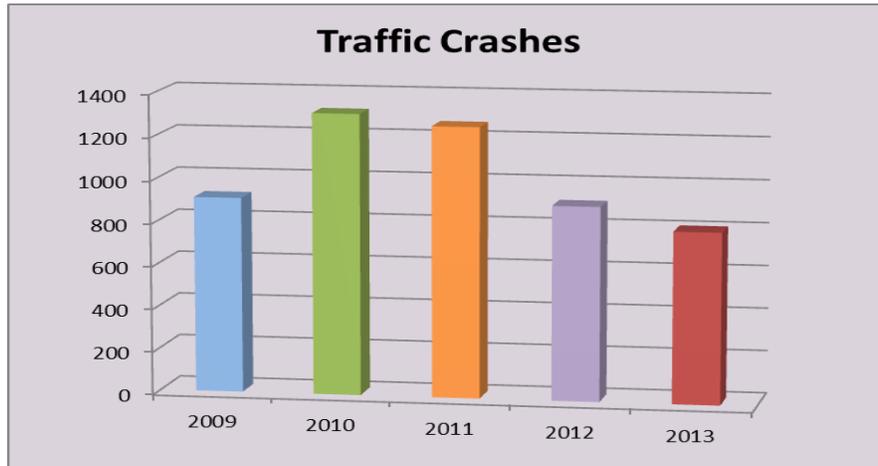
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## Program: Public Safety – Police Division

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### Budget Highlights:

During the next two budget cycles, GPDPS (Grants Pass Department of Public Safety) will have the completed PAVE/ audit/ Strategic Plan to follow with regards to planning and needs which should make for an efficient plan to follow and budget appropriately.



### FY'14 Activity Review:

- ✓ 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.
- ✓ Achieved CALEA reaccreditation for the 20<sup>th</sup> consecutive year proving that GPDPS adheres to the highest professional National law enforcement standards as measured by this audit. This places Grants Pass in the top 5% of all law enforcement agencies with regards to practicing these high professional standards.



## Program: Public Safety – Police Division

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
<b>Current Resources</b>							
<b>Activity Generated</b>							
Property Taxes	11,379,676	11,525,975	7,611,320	7,991,900	7,991,900	7,991,900	8,090,600
Federal Grants	348,601	159,043	17,200	0	0	0	0
State Grants	26,963	8,177	14,500	7,500	7,500	7,500	7,500
Local Funding	119,765	126,418	70,600	70,600	70,600	70,600	70,600
Public Safety Fees	83,000	244,533	232,100	232,100	232,100	232,100	232,100
District Court Fines	238,323	207,578	195,800	195,800	195,800	195,800	195,800
Towing Fines	49,800	44,900	42,600	5,000	5,000	5,000	5,000
Other Revenue	24,381	75,636	184,100	143,800	143,800	143,800	143,800
Transfer Room Tax Fund	<u>174,491</u>	<u>615,198</u>	<u>184,713</u>	<u>234,800</u>	<u>234,800</u>	<u>234,800</u>	<u>217,900</u>
<b>Total Current Revenues</b>	<b><u>12,445,000</u></b>	<b><u>13,007,458</u></b>	<b><u>8,552,933</u></b>	<b><u>8,881,500</u></b>	<b><u>8,881,500</u></b>	<b><u>8,881,500</u></b>	<b><u>8,963,300</u></b>
General Support	<u>(365,666)</u>	<u>(368,515)</u>	<u>774,835</u>	<u>485,599</u>	<u>485,599</u>	<u>485,599</u>	<u>637,600</u>
<b>Total Resources</b>	<b><u>12,079,334</u></b>	<b><u>12,638,943</u></b>	<b><u>9,327,768</u></b>	<b><u>9,367,099</u></b>	<b><u>9,367,099</u></b>	<b><u>9,367,099</u></b>	<b><u>9,600,900</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	9,347,696	9,659,205	7,240,658	7,230,149	7,230,149	7,230,149	7,396,939
Materials & Supplies	252,612	320,237	180,790	181,190	181,190	181,190	188,415
Contractual/Prof Services	1,314,756	1,418,851	1,032,178	1,065,705	1,065,705	1,065,705	1,104,237
Direct Charges	30,000	37,500	18,750	20,500	20,500	20,500	20,500
Capital Outlay	8,317	15,037	6,000	18,000	18,000	18,000	18,000
Indirect Charges	1,095,053	1,145,083	849,392	851,555	851,555	851,555	872,809
Transfers Out	<u>30,900</u>	<u>43,030</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>12,079,334</u></b>	<b><u>12,638,943</u></b>	<b><u>9,327,768</u></b>	<b><u>9,367,099</u></b>	<b><u>9,367,099</u></b>	<b><u>9,367,099</u></b>	<b><u>9,600,900</u></b>

## Program: Public Safety – Police Division

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Public Safety Director	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	2.00	2.00	1.00	1.00	1.00	1.00	1.00
Lieutenant	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Public Safety Sergeants	5.00	5.00	6.00	6.00	6.00	6.00	6.00
Battalion Chief	3.00	3.00	0.00	0.00	0.00	0.00	0.00
Fire Corporals	3.00	3.00	0.00	0.00	0.00	0.00	0.00
Police Corporals	5.00	5.00	4.00	4.00	4.00	4.00	4.00
Police Officers	35.00	35.00	36.00	36.00	36.00	36.00	36.00
Firefighters	19.00	19.00	0.00	0.00	0.00	0.00	0.00
Firewise Coordinator <sup>#</sup>	1.00 <sup>#</sup>	1.00 <sup>#</sup>	0.00	0.00	0.00	0.00	0.00
Community Service Officer	5.00	5.00	5.25	5.25	5.25	5.25	5.25
Investigative Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
PS Executive Assistant (Previously Support Specialist-Administrative)	<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>
<i>Subtotal</i>	<i>81.00</i>	<i>81.00</i>	<i>58.25</i>	<i>58.25</i>	<i>58.25</i>	<i>58.25</i>	<i>58.25</i>
Public Safety Director							
To: Fire Rescue	0.00	0.00	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	0.00	0.00	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)
Deputy Chief							
To: Fire Rescue	0.00	0.00	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Support	0.00	0.00	(0.40)	(0.40)	(0.40)	(0.40)	(0.40)
From: Fire Rescue	0.00	0.00	0.10	0.10	0.10	0.10	0.10
Lieutenant							
To: Fire Rescue	0.00	0.00	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	0.00	0.00	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)
PS Executive Assistant (Previously Admin Support Specialist)							
To: Fire Rescue	0.00	0.00	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	0.00	0.00	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
Community Service Officer							
To: Downtown Dev.	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
To: Downtown Dev.	<u>(0.50)</u>						
<i>Subtotal Distributed</i>	<i>(1.00)</i>	<i>(1.00)</i>	<i>(3.00)</i>	<i>(3.00)</i>	<i>(3.00)</i>	<i>(3.00)</i>	<i>(3.00)</i>
<b>Total Positions</b>	<b><u>80.00</u></b>	<b><u>80.00</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>
<sup>#</sup> Temporary (While Grant Lasts)	<i>(1.00)</i>	<i>(1.00)</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<b>Total Permanent Positions</b>	<b><u>79.00</u></b>	<b><u>79.00</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>	<b><u>55.25</u></b>
Temporary/Seasonal Hours	<u>1,400</u>	<u>1,850</u>	<u>1,300</u>	<u>1,300</u>	<u>1,300</u>	<u>1,300</u>	<u>1,300</u>

### *Capital Outlay/By Item:*

In-Car ICOP video Systems/Radios			<u>6,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>
<b>Total Capital Outlay</b>			<b><u>6,000</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 Division’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 eleven outside agencies. The division is also responsible for the records operations staff who oversee processing and management of the City’s public safety records, and provide non-emergent call-taking and reception for the Department.

### Performance Measurements:

#### Support Division Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of Internal Line calls received in 9-1-1 center	42,561	38,740	35,500	40,430	38,400	36,490	36,400
<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	97.54%	90%	97.86%	90%	90%	90%	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>
**9-1-1 center calls per FTE	7,503	7,102	7,435	7,350	7,300	7,200	7,100

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

### FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Keep Citizens Safe

**Objective 2: Evaluate Department of Public Safety through PAVE**

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

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

### Budget Highlights:

The Dispatch Center will once again prepare for what always promises to be a very active fire season. Work with outside agencies and Josephine County Emergency Services will be critical. The PAVE audit will help us better assess appropriate staffing levels and practices to insure we are delivering the highest levels of service. We have begun to focus on better customer service within our records division and plan to adjust schedules and improve staff training to better serve the public.

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## Program: Public Safety – Support Division

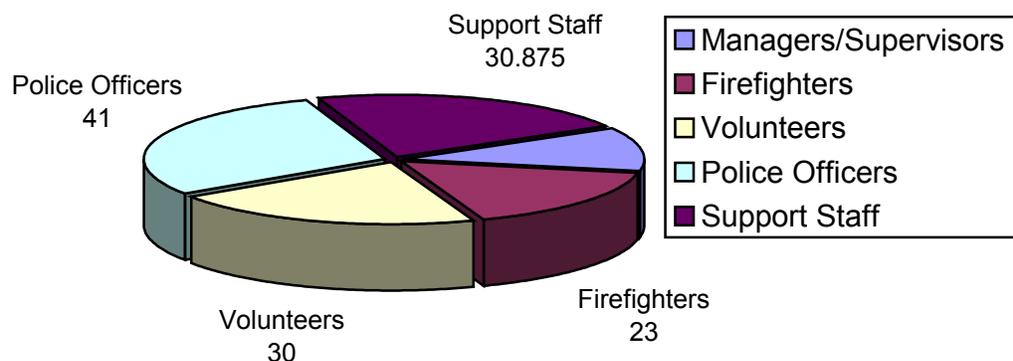
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### FY'14 Activity Review:

- ✓ The CAD/RMS system conversion is complete, although ongoing training and upgrades continue which will better educate us as to the capabilities of a new system and all of its capabilities.
- ✓ Staffing remains a challenge in the dispatch center. We continue to work with Human Resources to assure a viable list of potential candidates, and are currently in the process of hiring a new Dispatch Supervisor.

### Public Safety Department Employee Distribution



## Program: Public Safety – Support Division

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Current Resources							
Activity Generated							
Property Taxes	3,045,833	3,081,319	2,462,100	2,557,500	2,557,500	2,557,500	2,651,900
9-1-1 Dispatch Fees	363,597	362,958	372,400	379,100	379,100	379,100	386,700
9-1-1 Admin Fees	123,411	123,192	126,400	128,700	128,700	128,700	131,300
Other Revenue	<u>213</u>	<u>363</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Current Revenues</b>	<b>3,533,054</b>	<b>3,567,832</b>	<b>2,960,900</b>	<b>3,065,300</b>	<b>3,065,300</b>	<b>3,065,300</b>	<b>3,169,900</b>
General Support	<u>(41,568)</u>	<u>58,277</u>	<u>74,971</u>	<u>(65,183)</u>	<u>(65,183)</u>	<u>(65,183)</u>	<u>(16,752)</u>
<b>Total Resources</b>	<b><u>3,491,486</u></b>	<b><u>3,626,109</u></b>	<b><u>3,035,871</u></b>	<b><u>3,000,117</u></b>	<b><u>3,000,117</u></b>	<b><u>3,000,117</u></b>	<b><u>3,153,148</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	2,962,772	3,074,249	2,557,966	2,518,618	2,518,618	2,518,618	2,639,444
Materials & Supplies	44,443	24,991	21,850	24,500	24,500	24,500	32,300
Contractual/Prof Services	166,863	197,223	180,066	184,261	184,261	184,261	194,906
Indirect Charges	<u>317,408</u>	<u>329,646</u>	<u>275,989</u>	<u>272,738</u>	<u>272,738</u>	<u>272,738</u>	<u>286,498</u>
<b>Total Requirements</b>	<b><u>3,491,486</u></b>	<b><u>3,626,109</u></b>	<b><u>3,035,871</u></b>	<b><u>3,000,117</u></b>	<b><u>3,000,117</u></b>	<b><u>3,000,117</u></b>	<b><u>3,153,148</u></b>

## Program: Public Safety – Support Division

### Personnel

	BUDGET FY'12 #	BUDGET FY'13 #	BUDGET FY'14 #	MANAGER RECOMMEND FY'15 #	COMMITTEE APPROVED FY'15 #	COUNCIL ADOPTED FY'15 #	PROJECTED FY'16 #
Public Safety Director	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Deputy Chief	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Fire Marshall	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Fire Prevention Specialist II	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Police Officer	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Fire Inspector	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Support Specialist-Administrative	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Dispatcher	10.000	11.000	11.000	11.000	11.000	11.000	11.000
Lead Dispatcher	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Civilian PS Supervisor	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Prevention Program Office Asst.	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Public Safety Clerk Aide	0.875	0.875	0.500	0.500	0.500	0.500	0.500
Public Safety Clerk	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>
<i>Subtotal</i>	<i>30.875</i>	<i>31.875</i>	<i>23.500</i>	<i>23.500</i>	<i>23.500</i>	<i>23.500</i>	<i>23.500</i>
Public Safety Director							
From: Police	0.000	0.000	0.200	0.200	0.200	0.200	0.200
Deputy Chief							
From: Police	0.000	0.000	0.400	0.400	0.400	0.400	0.400
From: Fire Rescue	0.000	0.000	0.100	0.100	0.100	0.100	0.100
Lieutenant							
From: Police	0.000	0.000	0.200	0.200	0.200	0.200	0.200
PS Executive Assistant (Previously Admin Support Specialist)							
From: Police	<u>0.000</u>	<u>0.000</u>	<u>0.300</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>0.000</i>	<i>1.200</i>	<i>1.200</i>	<i>1.200</i>	<i>1.200</i>	<i>1.200</i>
<b>Total Positions</b>	<b><u>30.875</u></b>	<b><u>31.875</u></b>	<b><u>24.700</u></b>	<b><u>24.700</u></b>	<b><u>24.700</u></b>	<b><u>24.700</u></b>	<b><u>24.700</u></b>
Temporary/Seasonal Hours	<u>2,600</u>	<u>2,300</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 codes and ordinances.

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

### Performance Measurements:

#### Fire Rescue Division Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of fire inspections	505	530	550	530	530	530	530
<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’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Keep Citizens Safe

**Objective 2: Evaluate Department of Public Safety through PAVE**

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

- **Action 5:** Seek more grant funding for Firewise Program.

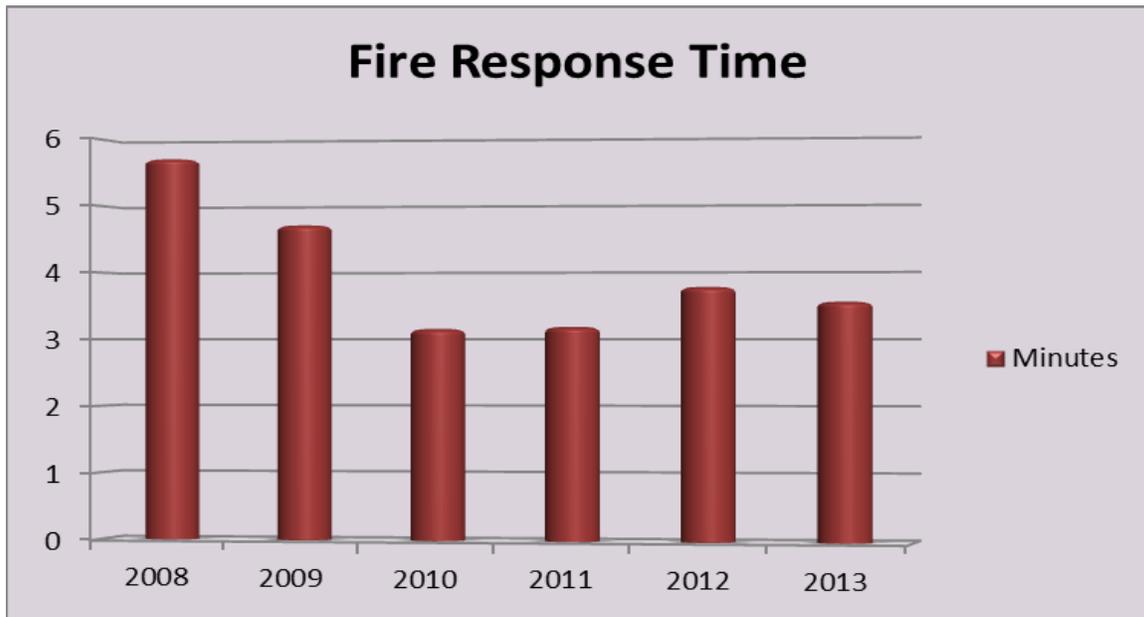
### Budget Highlights:

The PAVE/ audit/ Strategic Plan will help us evaluate the services provided. 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 expand and improve upon the Firewise program.

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## Program: Public Safety – Fire Rescue Division

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### FY'14 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.
- ✓ Fire/Rescue coordinated the implementation of the Grants Pass Alert Network, which is used by all of Public Safety to provided messages to community members via web, email and text.
- ✓ 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 FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Current Resources							
Activity Generated							
Property Taxes	0	0	4,369,500	4,887,500	4,887,500	4,887,500	4,980,500
Intergovernmental Revenue	0	0	20,400	86,404	86,404	86,404	0
Other Revenue	0	0	500	500	500	500	500
Public Safety Fees	<u>0</u>	<u>0</u>	<u>1,900</u>	<u>1,900</u>	<u>1,900</u>	<u>1,900</u>	<u>1,900</u>
<b><i>Total Current Revenues</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>4,392,300</i></b>	<b><i>4,976,304</i></b>	<b><i>4,976,304</i></b>	<b><i>4,976,304</i></b>	<b><i>4,982,900</i></b>
General Support	<u>0</u>	<u>0</u>	<u>1,198,623</u>	<u>688,299</u>	<u>688,299</u>	<u>688,299</u>	<u>864,097</u>
<b>Total Resources</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>5,590,923</u></b>	<b><u>5,664,603</u></b>	<b><u>5,664,603</u></b>	<b><u>5,664,603</u></b>	<b><u>5,846,997</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	0	0	4,174,363	4,193,101	4,193,101	4,193,101	4,320,519
Materials & Supplies	0	0	169,690	198,196	198,196	198,196	205,221
Contractual/Prof Services	0	0	719,854	709,592	709,592	709,592	740,962
Direct Charges	0	0	18,750	18,750	18,750	18,750	18,750
Capital Outlay	0	0	0	30,000	30,000	30,000	30,000
Indirect Charges	<u>0</u>	<u>0</u>	<u>508,266</u>	<u>514,964</u>	<u>514,964</u>	<u>514,964</u>	<u>531,545</u>
<b>Total Requirements</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>5,590,923</u></b>	<b><u>5,664,603</u></b>	<b><u>5,664,603</u></b>	<b><u>5,664,603</u></b>	<b><u>5,846,997</u></b>

## Program: Public Safety – Fire Rescue Division

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Deputy Chief	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Fire Marshall	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Fire Inspector	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Battalion Chief	0.00	0.00	3.00	3.00	3.00	3.00	3.00
Fire Corporals	0.00	0.00	3.00	3.00	3.00	3.00	3.00
Firefighters	0.00	0.00	19.00	19.00	19.00	19.00	19.00
Fire Prevention Specialist II	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Prevention Program Office Asst.	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Firewise Coordinator#	<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>
<i>Subtotal</i>	<i>0.00</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>
Public Safety Director							
From: Police	0.00	0.00	0.30	0.30	0.30	0.30	0.30
Deputy Chief							
From: Police	0.00	0.00	0.10	0.10	0.10	0.10	0.10
To: Police	0.00	0.00	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Support	0.00	0.00	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
Lieutenant							
From: Police	0.00	0.00	0.30	0.30	0.30	0.30	0.30
PS Executive Assistant (Previously Admin Support Specialist)							
From: Police	<u>0.00</u>	<u>0.00</u>	<u>0.30</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>0.00</i>	<i>0.80</i>	<i>0.80</i>	<i>0.80</i>	<i>0.80</i>	<i>0.80</i>
<b>Total Positions</b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>31.80</u></b>	<b><u>31.80</u></b>	<b><u>31.80</u></b>	<b><u>31.80</u></b>	<b><u>31.80</u></b>
<i>#Temporary (While Grant Lasts)</i>	<i>0.00</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>
<b>Total Permanent Positions</b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>30.80</u></b>	<b><u>30.80</u></b>	<b><u>30.80</u></b>	<b><u>30.80</u></b>	<b><u>30.80</u></b>
Temporary/Seasonal Hours	<u>0.00</u>	<u>0.00</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

### *Capital Outlay/By Item:*

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

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## Program: Public Safety – Crisis Support Services

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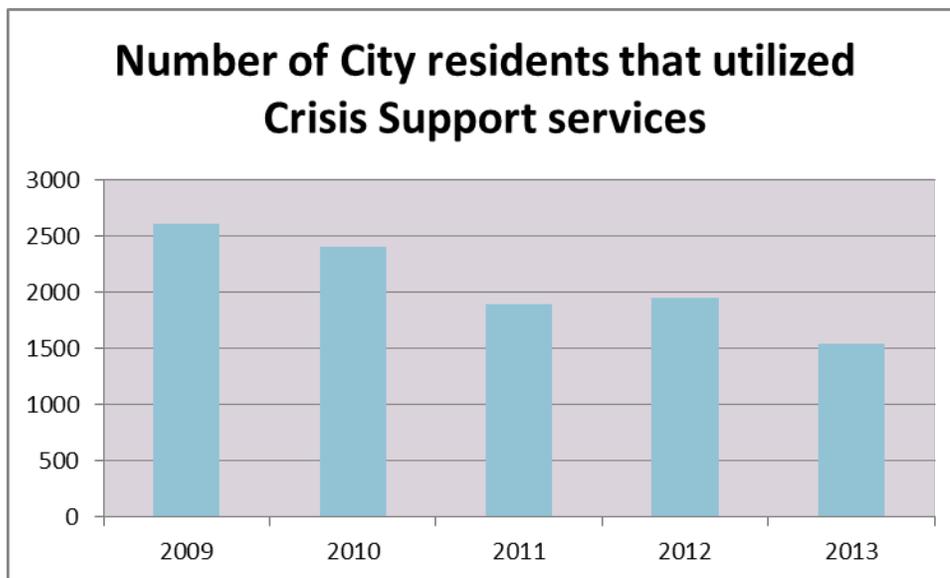
### Services Delivered:

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’15 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.

### FY’14 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.

## Program: Public Safety – Crisis Support Services

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Current Resources							
Activity Generated							
Property Taxes	<u>41,944</u>	<u>41,647</u>	<u>42,730</u>	<u>43,130</u>	<u>43,130</u>	<u>43,130</u>	<u>44,400</u>
<b><i>Total Current Revenues</i></b>	<b><i>41,944</i></b>	<b><i>41,647</i></b>	<b><i>42,730</i></b>	<b><i>43,130</i></b>	<b><i>43,130</i></b>	<b><i>43,130</i></b>	<b><i>44,400</i></b>
General Support	<u>(1,677)</u>	<u>(172)</u>	<u>0</u>	<u>870</u>	<u>870</u>	<u>870</u>	<u>(400)</u>
<b>Total Resources</b>	<b><u>40,267</u></b>	<b><u>41,475</u></b>	<b><u>42,730</u></b>	<b><u>44,000</u></b>	<b><u>44,000</u></b>	<b><u>44,000</u></b>	<b><u>44,000</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Contractual/Prof Services	<u>40,267</u>	<u>41,475</u>	<u>42,730</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>
<b>Total Requirements</b>	<b><u>40,267</u></b>	<b><u>41,475</u></b>	<b><u>42,730</u></b>	<b><u>44,000</u></b>	<b><u>44,000</u></b>	<b><u>44,000</u></b>	<b><u>44,000</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 FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Current Resources							
Activity Generated							
Property Taxes	<u>317,461</u>	<u>320,896</u>	<u>349,450</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><i>Total Current Revenues</i></b>	<b><i>317,461</i></b>	<b><i>320,896</i></b>	<b><i>349,450</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>0</i></b>
General Support	<u>(8,748)</u>	<u>(21,435)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Resources</b>	<b><u>308,713</u></b>	<b><u>299,461</u></b>	<b><u>349,450</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Contractual/Prof Services	<u>308,713</u>	<u>299,461</u>	<u>349,450</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>308,713</u></b>	<b><u>299,461</u></b>	<b><u>349,450</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'15 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 participate in the efforts to create a Sobering Center in Grants Pass. This will enhance community livability and partners 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 FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Current Resources							
<i>Total Current Revenues</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
General Support	<u>0</u>	<u>0</u>	<u>0</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>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>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Contractual/Prof Services	<u>0</u>	<u>0</u>	<u>0</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>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>

**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 baseball/softball field rehabilitation at Reinhart Volunteer Park, Riverside Park River Trail installation, River Vista Lighting and River Access Point improvements at Riverside, Tussing and Reinhart Parks. Staff also facilitates volunteer projects in multiple parks and manages the urban forest through the Tree City USA program.

	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	186,734	203,384	175,825	232,725	232,725	232,725	215,825
General Support	<u>1,521,370</u>	<u>1,436,824</u>	<u>1,709,728</u>	<u>1,711,618</u>	<u>1,711,618</u>	<u>1,711,618</u>	<u>1,763,905</u>
<b>Total Resources</b>	<b><u>1,708,104</u></b>	<b><u>1,640,208</u></b>	<b><u>1,885,553</u></b>	<b><u>1,944,343</u></b>	<b><u>1,944,343</u></b>	<b><u>1,944,343</u></b>	<b><u>1,979,730</u></b>
<b>Requirements</b>							
Park Maintenance Services	1,472,701	1,416,272	1,624,481	1,662,921	1,662,921	1,662,921	1,702,675
Aquatic Services	99,789	92,914	122,104	125,288	125,288	125,288	126,821
Recreation Services	<u>135,614</u>	<u>131,022</u>	<u>138,968</u>	<u>156,134</u>	<u>156,134</u>	<u>156,134</u>	<u>150,234</u>
<b>Total Requirements</b>	<b><u>1,708,104</u></b>	<b><u>1,640,208</u></b>	<b><u>1,885,553</u></b>	<b><u>1,944,343</u></b>	<b><u>1,944,343</u></b>	<b><u>1,944,343</u></b>	<b><u>1,979,730</u></b>

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## Program: Parks – Park Maintenance Services

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### Mission Statement:

*“Promote healthier individuals and families and a strong community by protecting, preserving and promoting parks, green space and recreation services.”*

### Services Delivered:

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

### Performance Measurements:

#### Parks Division Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	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>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of residents rating facilities as satisfactory	99%*	80%	97%*	90%	90%	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>Goal</b>	<b>Goal</b>	<b>Goal</b>
Cost per acre of parks and trails	\$7552	N/A	\$7263	N/A	\$8329	\$8500	\$8800
Water utility costs per acre of parkland	\$573	N/A	\$612	N/A	\$643	\$675	\$680

\*From survey cards

### FY'15 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.
- Install a River Trail at Riverside Park.
- Improve River Access Points in Parks.

#### Promote Healthy Neighborhoods

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

- Complete River Vista Lighting Project.
- Rehabilitate the four baseball/softball fields at Reinhart Volunteer Park.

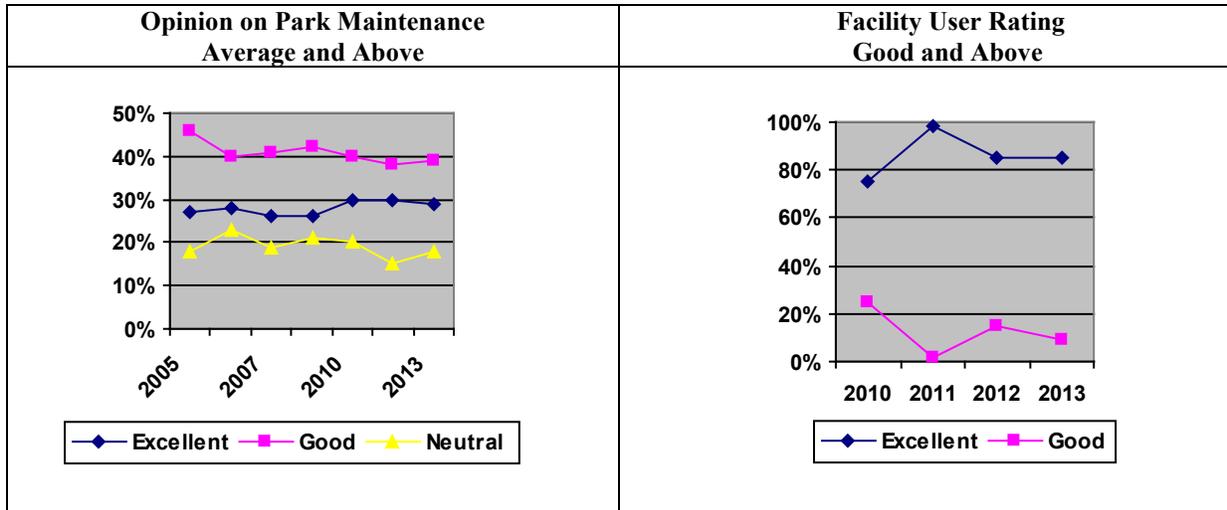
#### Preserve and Enjoy our Natural Resources

##### Improve urban forest by planting street trees and park trees through the tree planting program

- Planted 48 trees.

**Program: Parks – Park Maintenance Services**

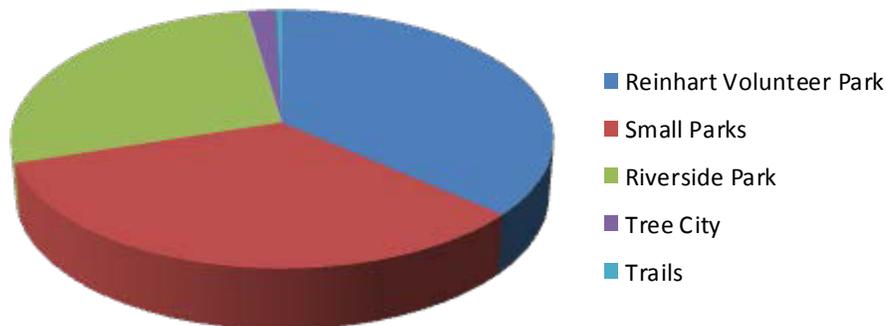
**Community Survey**



**FY'14 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'14**



## Program: Parks – Park Maintenance Services

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Current Resources							
Activity Generated							
State Grants	4,000	3,600	3,600	3,600	3,600	3,600	3,600
Facility Rents	27,403	23,059	14,900	14,900	14,900	14,900	14,900
Other Revenue	9,147	9,145	7,325	8,025	8,025	8,025	8,025
Transfers	<u>145,491</u>	<u>165,511</u>	<u>149,600</u>	<u>205,800</u>	<u>205,800</u>	<u>205,800</u>	<u>188,900</u>
<b>Total Current Revenues</b>	<b><u>186,041</u></b>	<b><u>201,315</u></b>	<b><u>175,425</u></b>	<b><u>232,325</u></b>	<b><u>232,325</u></b>	<b><u>232,325</u></b>	<b><u>215,425</u></b>
General Support	<u>1,286,660</u>	<u>1,214,957</u>	<u>1,449,056</u>	<u>1,430,596</u>	<u>1,430,596</u>	<u>1,430,596</u>	<u>1,487,250</u>
<b>Total Resources</b>	<b><u>1,472,701</u></b>	<b><u>1,416,272</u></b>	<b><u>1,624,481</u></b>	<b><u>1,662,921</u></b>	<b><u>1,662,921</u></b>	<b><u>1,662,921</u></b>	<b><u>1,702,675</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	576,526	556,812	550,980	562,741	562,741	562,741	581,087
Materials & Supplies	99,667	111,092	105,000	107,250	107,250	107,250	107,550
Contractual/Prof Services	613,244	575,234	669,786	690,178	690,178	690,178	701,576
Direct Charges	44,382	44,382	151,032	151,832	151,832	151,832	157,862
Capital Outlay	5,000	0	0	0	0	0	0
Indirect Charges	<u>133,882</u>	<u>128,752</u>	<u>147,683</u>	<u>150,920</u>	<u>150,920</u>	<u>150,920</u>	<u>154,600</u>
<b>Total Requirements</b>	<b><u>1,472,701</u></b>	<b><u>1,416,272</u></b>	<b><u>1,624,481</u></b>	<b><u>1,662,921</u></b>	<b><u>1,662,921</u></b>	<b><u>1,662,921</u></b>	<b><u>1,702,675</u></b>

## Program: Parks – Park Maintenance Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'12	FY'13	FY'14	RECOMMEND	APPROVED	ADOPTED	FY'16
	#	#	#	#	#	#	#
Parks & Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Urban Forester	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
Municipal Service Worker	<u>5.00*</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
<i>Subtotal</i>	<i>8.00</i>						
Parks and Comm. Service Director							
From: Property Mgmt.	0.40	0.40	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*	0.15*	0.00	0.00	0.00	0.00	0.00
Property/Project Coordinator							
From: Property Mgmt	0.05	0.05	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	0.05	0.00	0.00	0.00	0.00	0.00
Office Assistant II							
From: Property Management	0.50*	0.50*	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>0.20</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>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>
Total Un-Funded Positions	(1.565)	(0.565)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)
<b>Total Funded Positions</b>	<b><u>6.635</u></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>
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
Municipal Service Worker	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II	0.050	0.050	0.000	0.000	0.000	0.000	0.000
Admin Support Specialist	0.015	0.015	0.000	0.000	0.000	0.000	0.000

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## Program: Parks – Aquatic Services

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### Mission Statement:

*“Promote healthier individuals and families and a strong community by protecting, preserving and promoting parks, green space and recreation services.”*

### Services Delivered:

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

### Performance Measurements:

#### Aquatics Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Annual attendance	17,332	N/A	9,921	16,000	16,000	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>Goal</b>	<b>Goal</b>	<b>Goal</b>
Aquatics Expenditures per Capita	\$2.89	N/A	\$2.87	N/A	<\$3.00	<\$3.00	<\$3.00

\*was unable to acquire data on actuals

### FY'15 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.
- Two exterior doors will be replaced.
- Aluminum bleachers will be installed.
- One sand filter will have sand changed.
- New chairs and chaise lounges will be purchased.

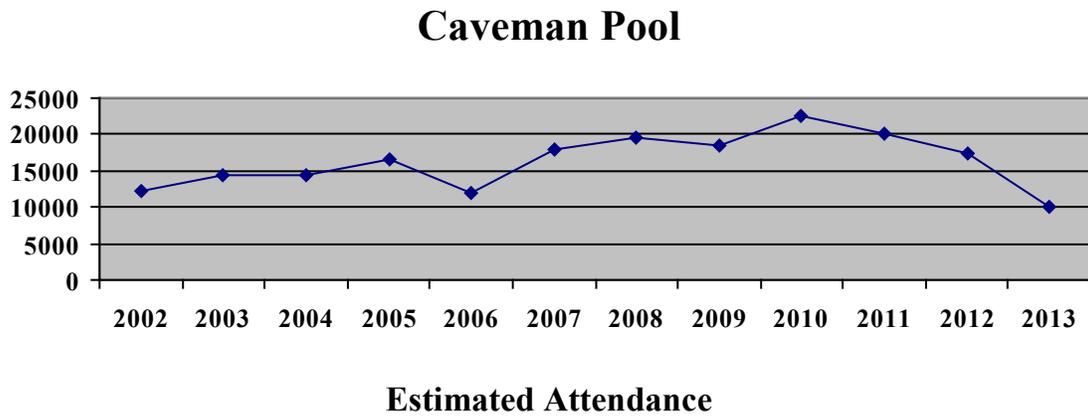
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## Program: Parks – Aquatic Services

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### Budget Highlights:

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



### FY'14 Activity Review:

- Half of the deep pool was painted.
- The pool building was painted.

## Program: Parks – Aquatic Services

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Current Resources							
Activity Generated							
Facility Rents	<u>0</u>	<u>1,397</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i><b>Total Current Revenues</b></i>	<i><b>0</b></i>	<i><b>1,397</b></i>	<i><b>0</b></i>	<i><b>0</b></i>	<i><b>0</b></i>	<i><b>0</b></i>	<i><b>0</b></i>
General Support	<u>99,789</u>	<u>91,517</u>	<u>122,104</u>	<u>125,288</u>	<u>125,288</u>	<u>125,288</u>	<u>126,821</u>
<b>Total Resources</b>	<b><u>99,789</u></b>	<b><u>92,914</u></b>	<b><u>122,104</u></b>	<b><u>125,288</u></b>	<b><u>125,288</u></b>	<b><u>125,288</u></b>	<b><u>126,821</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	21,438	28,287	32,810	34,456	34,456	34,456	35,463
Materials & Supplies	31,742	14,740	25,400	26,000	26,000	26,000	26,200
Contractual/Prof Services	35,714	36,259	43,793	44,442	44,442	44,442	44,618
Capital Outlay	1,824	5,182	9,000	9,000	9,000	9,000	9,000
Indirect Charges	<u>9,071</u>	<u>8,446</u>	<u>11,101</u>	<u>11,390</u>	<u>11,390</u>	<u>11,390</u>	<u>11,540</u>
<b>Total Requirements</b>	<b><u>99,789</u></b>	<b><u>92,914</u></b>	<b><u>122,104</u></b>	<b><u>125,288</u></b>	<b><u>125,288</u></b>	<b><u>125,288</u></b>	<b><u>126,821</u></b>

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## Program: Parks – Aquatic Services

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### Personnel

	BUDGET FY'12 #	BUDGET FY'13 #	BUDGET FY'14 #	MANAGER RECOMMEND FY'15 #	COMMITTEE APPROVED FY'15 #	COUNCIL ADOPTED FY'15 #	PROJECTED FY'16 #
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	0.05	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>0.40</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>
Part Time/Seasonal Hours	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>

### Capital Outlay/By Item

Pool Epoxy	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
<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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### Mission Statement:

*“Promote healthier individuals and families and a strong community by protecting, preserving and promoting parks, green space and recreation services.”*

### Services Delivered:

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

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

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

### Performance Measurements:

#### Recreation Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of reservations processed	306	N/A	241	N/A	300	2574*	2500
Number of participants for youth programs	N/A	N/A	N/A	N/A	2310	2356	2300
Adult and Youth Sports Team Participants	N/A	N/A	N/A	N/A	3612	3648	3600
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Pavilion reservations	241	N/A	283	N/A	220	198	220
<b>Efficiency</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
Recreation Expenditures per Capita	\$3.84	N/A	\$3.93	N/A	<\$4.00	<\$4.00	<\$4.00

\*Reservation total now includes fields.

### FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Preserve and Enjoy our Natural Resources

##### Encourage use of City resources

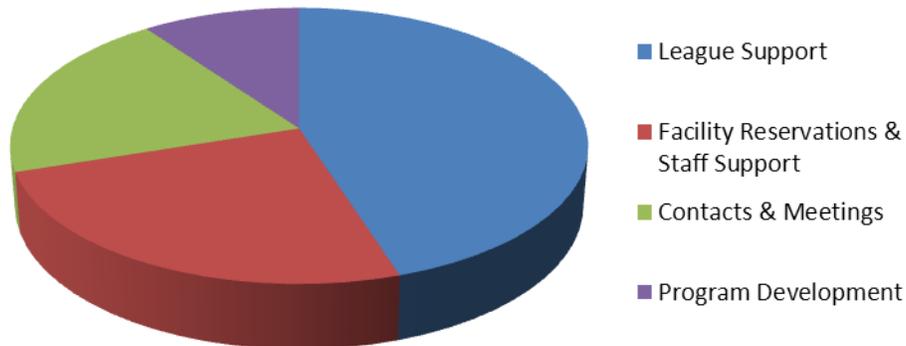
- Program will continue to provide program coordination, league support, and park and field reservation services. This service is currently provided by contract with Recreation Northwest.

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## Program: Parks – Recreation Services

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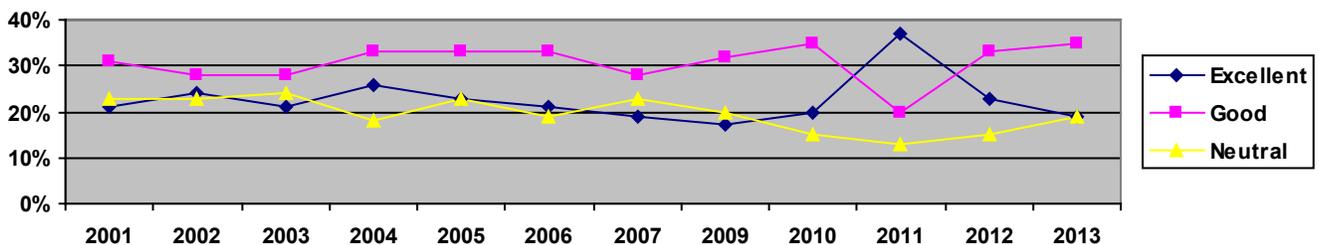
### Recreation Components



### FY'14 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Current Resources							
Activity Generated							
Other Revenue	<u>693</u>	<u>672</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>
<b>Total Current Revenues</b>	<b>693</b>	<b>672</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
General Support	<u>134,921</u>	<u>130,350</u>	<u>138,568</u>	<u>155,734</u>	<u>155,734</u>	<u>155,734</u>	<u>149,834</u>
<b>Total Resources</b>	<b><u>135,614</u></b>	<b><u>131,022</u></b>	<b><u>138,968</u></b>	<b><u>156,134</u></b>	<b><u>156,134</u></b>	<b><u>156,134</u></b>	<b><u>150,234</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	11,746	9,453	16,621	17,846	17,846	17,846	18,667
Contractual/Prof Services	107,789	105,908	105,927	113,628	113,628	113,628	113,627
Direct Charges	3,750	3,750	3,750	4,500	4,500	4,500	4,500
Capital Outlay	0	0	0	6,800	6,800	6,800	0
Indirect Charges	<u>12,329</u>	<u>11,911</u>	<u>12,670</u>	<u>13,360</u>	<u>13,360</u>	<u>13,360</u>	<u>13,440</u>
<b>Total Requirements</b>	<b><u>135,614</u></b>	<b><u>131,022</u></b>	<b><u>138,968</u></b>	<b><u>156,134</u></b>	<b><u>156,134</u></b>	<b><u>156,134</u></b>	<b><u>150,234</u></b>

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
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		<u>0</u>	<u>6,800</u>	<u>6,800</u>	<u>6,800</u>	<u>0</u>
<b>Total Capital Outlay</b>		<b><u>0</u></b>	<b><u>6,800</u></b>	<b><u>6,800</u></b>	<b><u>6,800</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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	1,570,660	1,751,952	1,508,965	1,874,451	1,874,451	1,874,451	1,777,817
General Support	<u>815,527</u>	<u>812,230</u>	<u>1,037,312</u>	<u>962,036</u>	<u>962,036</u>	<u>962,036</u>	<u>1,058,798</u>
<b>Total Resources</b>	<b><u>2,386,187</u></b>	<b><u>2,564,182</u></b>	<b><u>2,546,277</u></b>	<b><u>2,836,487</u></b>	<b><u>2,836,487</u></b>	<b><u>2,836,487</u></b>	<b><u>2,836,615</u></b>
Requirements							
Planning Services	630,443	668,752	780,879	818,131	818,131	818,131	872,742
Building Services	948,848	1,041,317	894,115	1,035,608	1,035,608	1,035,608	942,342
Economic Development Svc's	170,050	174,259	194,704	170,665	170,665	170,665	180,458
Downtown Development Svc's	339,712	343,206	374,408	382,730	382,730	382,730	389,688
Tourism Promotion Svc's	<u>297,134</u>	<u>336,648</u>	<u>302,171</u>	<u>429,353</u>	<u>429,353</u>	<u>429,353</u>	<u>451,385</u>
<b>Total Requirements</b>	<b><u>2,386,187</u></b>	<b><u>2,564,182</u></b>	<b><u>2,546,277</u></b>	<b><u>2,836,487</u></b>	<b><u>2,836,487</u></b>	<b><u>2,836,487</u></b>	<b><u>2,836,615</u></b>

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## Program: Development – Planning Services

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### Mission Statement:

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

### Services Delivered:

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

The division provides staffing for the Historical Buildings and Sites Commission, the Urban Area Planning Commission and City Council on a variety of planning applications. Planning staff 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, conducting site inspections, pursuing grants to help fund public projects and community plans such as the reutilization/redevelopment of the Dimmick hospital site, and coordinating with the Code Enforcement Division to ensure compliance with zoning regulations.

### Performance Measurements:

**Planning Division Performance Measures**

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of land use application hearings held	46	25	63	N/A	65	65	65
Planning daily front counter hours	2	N/A	2	N/A	9	9	9
Community education forums	N/A	N/A	2	2	3-4	3-4	3-4
<b>Effectiveness</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
% of land use applications completed on time or early*	80%	100%	95%	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>
% of sign permits reviewed within two business days	N/A	N/A	93%	95%	95%	95%	95%

\*The Planning division dealt with multiple staffing changes and training of new employees during 2013. Staff efficiency will continue to increase during 2014-15.

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

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### **FY'15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

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

##### **Objective 1: Complete expansion of the Urban Growth Boundary**

- Complete the local hearings process with the City Council and Board of County Commissioners and submit a final approval of the Urban Growth Boundary expansion evaluation to the State.
- Support text changes associated with Code Assistance work.

##### **Objective 2: Review annexation policy**

- Place annexation measure on the ballot.
- Annex properties into the city limits.

#### **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 including the scoring criteria used to evaluate structures.
- Evaluate expanding the Historic District.
- Resolve Historic District conflict related to not all buildings being regulated under the same provisions.

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## Program: Development – Planning Services

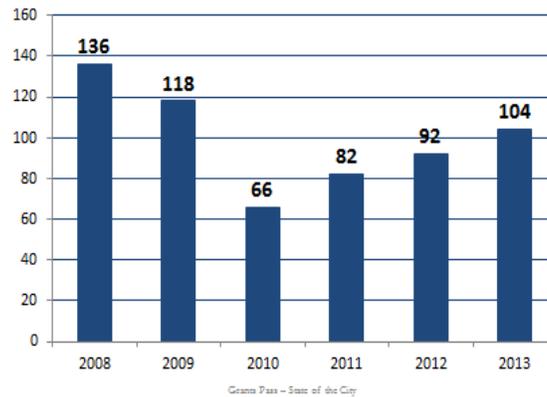
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### FY'14 Activity Review:

During calendar year 2014, the division received 104 land use applications within the City and the urbanizing area, including: 23 site plan reviews, 9 site plan modifications, 8 lot line adjustments, 1 subdivision tentative plan, 6 appeals, 1 comp plan amendment, 1 land partition, 7 variances, 4 code amendments, 4 historic reviews, 2 major home occupations, 10 property line vacations, and 6 conditional use permits.

Staff also worked with applicants on 21 pre-applications ~ a service designed to assist the developer in the preparation of project proposals that reflect code requirements.

**Development Permit Applications: 2008 - 2013**



Of the 104 applications processed, six (6) of the applications were decided on by a Hearings Officer, five (5) decided on or recommended by the Historical Buildings and Sites Commission (HBSC), and six (6) decided on or recommended to the City Council by the Urban Area Planning Commission (UAPC). The City Council deliberated on twenty-four (24) 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. Thirty-nine (39) percent of the applications received in 2013 were reviewed and deliberated on in a public hearing setting.

In addition to the land use applications reviewed, the division issued Development Permits and reviewed construction drawings for projects that advanced to commercial and industrial construction. The activity also reviewed permits for 74 single-family dwellings, 17 manufactured homes. Fifty-eight (58) sign permits were reviewed and issued. Other administrative applications included; review of 4 Municipal Code amendments, 3 Sign Code Appeals, 1 Director’s Interpretation, and 22 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.

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.

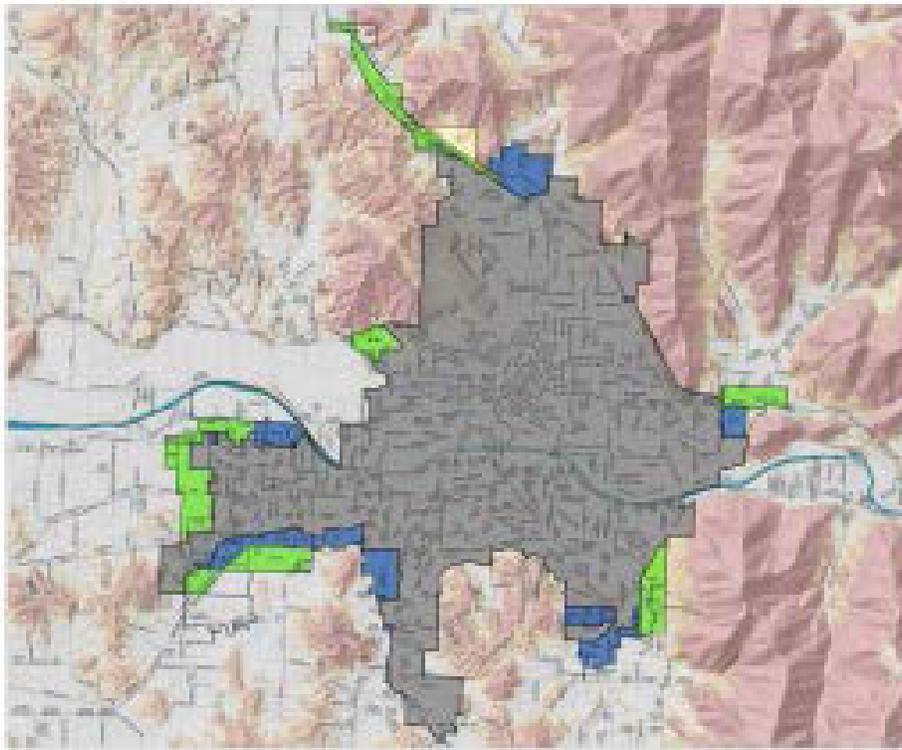
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## Program: Development – Planning Services

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### **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 FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Current Resources							
Activity Generated							
Sign Permits	12,420	8,612	9,500	9,500	9,500	9,500	9,500
State Grants	0	715	0	0	0	0	0
Solid Waste Agency	1,040	2,385	700	0	0	0	0
Planning Fees	63,156	79,943	64,900	68,040	68,040	68,040	68,040
Other Revenues	<u>500</u>	<u>200</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>
<i><b>Total Current Revenues</b></i>	<i><b>77,116</b></i>	<i><b>91,855</b></i>	<i><b>75,400</b></i>	<i><b>77,840</b></i>	<i><b>77,840</b></i>	<i><b>77,840</b></i>	<i><b>77,840</b></i>
General Support	<u>553,327</u>	<u>576,897</u>	<u>705,479</u>	<u>740,291</u>	<u>740,291</u>	<u>740,291</u>	<u>794,902</u>
<b>Total Resources</b>	<b><u>630,443</u></b>	<b><u>668,752</u></b>	<b><u>780,879</u></b>	<b><u>818,131</u></b>	<b><u>818,131</u></b>	<b><u>818,131</u></b>	<b><u>872,742</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	314,876	326,490	424,819	440,212	440,212	440,212	469,695
Materials & Supplies	373	3,598	6,945	8,300	8,300	8,300	7,000
Contractual/Prof Services	23,379	25,662	40,087	41,745	41,745	41,745	46,067
Direct Charges	229,956	247,661	233,523	248,959	248,959	248,959	266,080
Indirect Charges	56,859	60,341	70,505	73,915	73,915	73,915	78,900
Transfers Out	<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>Total Requirements</b>	<b><u>630,443</u></b>	<b><u>668,752</u></b>	<b><u>780,879</u></b>	<b><u>818,131</u></b>	<b><u>818,131</u></b>	<b><u>818,131</u></b>	<b><u>872,742</u></b>

## Program: Development – Planning Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Asst. Parks & CD Director	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	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>0.00</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>0.00</i>	<i>(0.10)</i>	<i>(0.10)</i>	<i>(0.10)</i>	<i>(0.10)</i>	<i>(0.10)</i>
<b>Total Positions</b>	<b><u>11.00</u></b>	<b><u>11.00</u></b>	<b><u>10.90</u></b>	<b><u>10.90</u></b>	<b><u>10.90</u></b>	<b><u>10.90</u></b>	<b><u>10.90</u></b>
Total Un-Funded Positions	(8.00)	(8.00)	(7.00)	(7.00)	(7.00)	(7.00)	(7.00)
<b>Total Funded Positions</b>	<b><u>3.00</u></b>	<b><u>3.00</u></b>	<b><u>3.90</u></b>	<b><u>3.90</u></b>	<b><u>3.90</u></b>	<b><u>3.90</u></b>	<b><u>3.90</u></b>
Temporary/Seasonal Hours	<u>280</u>						

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

Associate Planner	3.00	3.00	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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### Mission Statement:

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

### Services Delivered:

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

### Performance Measurements:

#### Building Division Performance Measures

Indicator	2010-11		2011-12		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of building inspections	2933	N/A	3699	N/A	3700	3700	3700
Number of permits issued	1328	N/A	1720	N/A	1750	1750	1750
<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	89%	100%	100%	100%	100%	100%	100%
% of Residential Inspections Completed within 1 Business Day of Request	99%	100%	99%	100%	100%	100%	100%
% of Commercial Inspections Completed within 1 Business Day of Request	99%	100%	99%	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	664	N/A	664	N/A	>650	>650	>650

### FY'15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

- **Action 16:** Evaluate current pre-application process for implementation of new procedures to include smaller building projects.

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

- **Action 1:** As software decisions are made regarding citywide financial system, staff will pursue complimentary e-permitting software for implementation.
- **Action 2:** Create a policy in conjunction with economic development department to identify areas where improvement can be made. Present policy to the Planning Commission and City Council.
- **Action 3:** Publish information about continuing education for builders and developers and provide on-site training for new codes to builders and developers.

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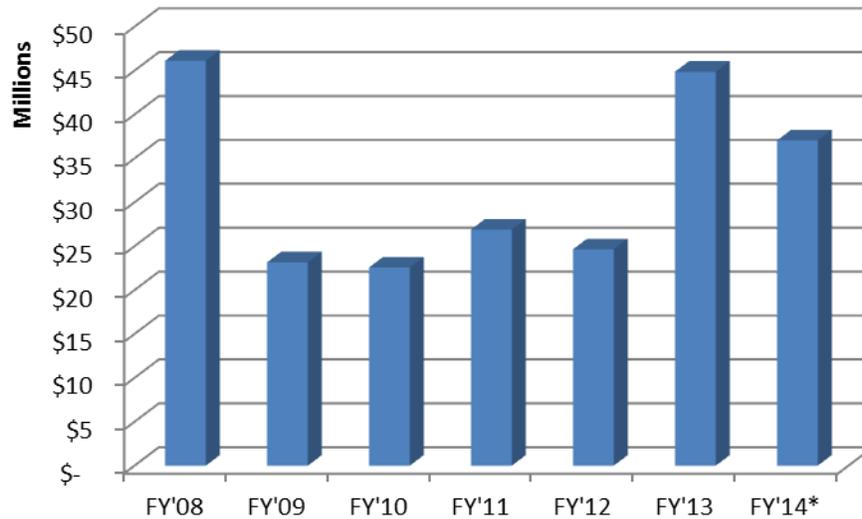
## Program: Development – Building Services

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### **Budget Highlights:**

FY'15 budgeted expenses have increased approximately 3% from FY'14 expenses. Budgeted FY'15 revenues have increased approximately 22% from FY'14. The FY'15 budget maintains 2 existing funded positions, with 5 positions to remain vacant and unfunded.

**Construction Valuation FY'08 – FY'14**



\*7/1/13-3/31/14

### **FY'14 Activity Review:**

In the first nine months of FY'14 we permitted and provided inspection services for 1,270 permits, compared to 1,247 permits in the first nine months of FY'13. The building construction valuation for the first nine months of FY'14 compared to the same period in FY'13 shows an increase of approximately 4%.

## Program: Development – Building Services

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>578,522</u>	<u>467,632</u>	<u>538,615</u>	<u>600,508</u>	<u>600,508</u>	<u>600,508</u>	<u>507,242</u>
Current Resources							
Activity Generated							
Building Permits	113,260	190,114	137,600	157,200	157,200	157,200	157,200
Plumbing Permits	30,446	56,283	41,000	45,800	45,800	45,800	45,800
Mechanical Permits	31,228	38,200	32,000	32,400	32,400	32,400	32,400
Sewer Permits	3,192	2,829	3,300	2,700	2,700	2,700	2,700
Electrical Permits	41,572	61,468	44,700	52,300	52,300	52,300	52,300
Development Charges	97,407	171,642	93,700	142,200	142,200	142,200	142,200
Interest on Investments	3,221	3,149	3,200	2,500	2,500	2,500	2,500
Transfer from General Ops.	<u>50,000</u>	<u>50,000</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>370,326</u></b>	<b><u>573,685</u></b>	<b><u>355,500</u></b>	<b><u>435,100</u></b>	<b><u>435,100</u></b>	<b><u>435,100</u></b>	<b><u>435,100</u></b>
<b>Total Resources</b>	<b><u>948,848</u></b>	<b><u>1,041,317</u></b>	<b><u>894,115</u></b>	<b><u>1,035,608</u></b>	<b><u>1,035,608</u></b>	<b><u>1,035,608</u></b>	<b><u>942,342</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	212,654	216,062	244,703	250,207	250,207	250,207	261,244
Materials & Supplies	521	1,503	7,100	6,200	6,200	6,200	6,200
Contractual/Prof Services	64,383	71,682	76,660	80,451	80,451	80,451	81,167
Direct Charges	161,844	143,896	138,487	143,474	143,474	143,474	153,510
Indirect Charges	<u>41,814</u>	<u>43,314</u>	<u>46,695</u>	<u>48,034</u>	<u>48,034</u>	<u>48,034</u>	<u>50,198</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>481,216</u></b>	<b><u>476,457</u></b>	<b><u>513,645</u></b>	<b><u>528,366</u></b>	<b><u>528,366</u></b>	<b><u>528,366</u></b>	<b><u>552,319</u></b>
Contingencies	0	0	380,470	507,242	507,242	507,242	390,023
Ending Balance	<u>467,632</u>	<u>564,860</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>948,848</u></b>	<b><u>1,041,317</u></b>	<b><u>894,115</u></b>	<b><u>1,035,608</u></b>	<b><u>1,035,608</u></b>	<b><u>1,035,608</u></b>	<b><u>942,342</u></b>

## Program: Development – Building Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
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>0.00</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>0.00</i>	<i>0.10</i>	<i>0.10</i>	<i>0.10</i>	<i>0.10</i>	<i>0.10</i>
<b>Total Positions</b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>	<b><u>7.10</u></b>	<b><u>7.10</u></b>	<b><u>7.10</u></b>	<b><u>7.10</u></b>	<b><u>7.10</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>2.00</u></b>	<b><u>2.10</u></b>	<b><u>2.10</u></b>	<b><u>2.10</u></b>	<b><u>2.10</u></b>	<b><u>2.10</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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### **Mission Statement:**

*“To improve the economic vitality of Grants Pass by developing an entrepreneurship culture, helping local business expand and recruiting new traded sector businesses to Grants Pass.”*

### **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.

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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
Businesses Approved for Economic Incentive Grants	6	5	4	5	5	5	5
Number of businesses expanded	3	3	1	3	3	3	3
Average monthly contacts with local businesses	11	10	5	10	10	10	10
Business trainings provided	4	4	0	4	4	4	4
Effectiveness	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Jobs generated	305	200	125	200	200	200	200
Investment of Capital	\$5,764,000	\$1 Mill					

### **FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Encourage Economic Prosperity**

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

- Pursue development of bronze forge in Grants Pass.
- Adopt an amendment to the transportation plan for Spalding Industrial based on the previous year’s traffic study.
- Prepare funding package to resolve sewer issues in Spalding Park.
- Develop business loan program incorporating a job creation forgiveness element.
- Develop a joint City/County Economic Development Strategic Plan with associated performance evaluation standards.
- Find solutions for business development and remodeling.
- Create a clear process for the City, business owners and HBSC to obtain proper signage for the Historic District.
- Develop an annual award for the best Historic Renovation.

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

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### **FY'15 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:**

- Develop a comprehensive information list to be provided with property inquiries.
- City must stay up-to-date on business health in the downtown area.
- Prepare CDBG consolidated plan under new status as an entitlement community.
- Review long term parking permits and enforcement strategies.

#### **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.

#### **Objective 3: Business first attitude by cultivating a business-friendly environment; Grants Pass wants to be known as a friendly and helpful place to do business**

#### **Objective 4: Ensure efficiency and effectiveness in City operations**

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

Economic development activity helps to mold 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. The City anticipates implementation of the information derived from the performance audit will help strengthen best practices and will encourage investment of resource needed to enhance our business community.

### **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'14 Activity Review:**

The Economic Development Services activity had one funded employee, the Economic Development Specialist. This employee was an active partner within our region, working closely with the Chamber of Commerce, SOREDI, Job Council and the Small Business Development Center. In addition, the Economic Development Specialist partnered with the Downtown management team and the Towne Center Association to promote economic activity in our Downtown. The position was not filled for the significant portion of the year. The City's partners have filled a critical role in supporting economic development needs of the City of Grants Pass.

## Program: Development – Economic Development Services

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Current Resources							
Activity Generated							
Transfer from Room Tax	109,118	124,133	112,200	154,400	154,400	154,400	141,700
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>114,118</i></b>	<b><i>129,133</i></b>	<b><i>117,200</i></b>	<b><i>159,400</i></b>	<b><i>159,400</i></b>	<b><i>159,400</i></b>	<b><i>146,700</i></b>
General Support	<u>55,932</u>	<u>45,126</u>	<u>77,504</u>	<u>11,265</u>	<u>11,265</u>	<u>11,265</u>	<u>33,758</u>
<b>Total Resources</b>	<b><u>170,050</u></b>	<b><u>174,259</u></b>	<b><u>194,704</u></b>	<b><u>170,665</u></b>	<b><u>170,665</u></b>	<b><u>170,665</u></b>	<b><u>180,458</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	98,532	100,695	115,910	92,934	92,934	92,934	101,701
Materials & Supplies	25	59	0	200	200	200	200
Contractual/Prof Services	54,158	53,517	56,860	57,567	57,567	57,567	57,693
Direct Charges	2,074	4,147	4,234	4,464	4,464	4,464	4,464
Indirect Charges	<u>15,261</u>	<u>15,841</u>	<u>17,700</u>	<u>15,500</u>	<u>15,500</u>	<u>15,500</u>	<u>16,400</u>
<b>Total Requirements</b>	<b><u>170,050</u></b>	<b><u>174,259</u></b>	<b><u>194,704</u></b>	<b><u>170,665</u></b>	<b><u>170,665</u></b>	<b><u>170,665</u></b>	<b><u>180,458</u></b>

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## Program: Development – Economic Development Services

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### Personnel

	BUDGET FY'12 #	BUDGET FY'13 #	BUDGET FY'14 #	MANAGER RECOMMEND FY'15 #	COMMITTEE APPROVED FY'15 #	COUNCIL ADOPTED FY'15 #	PROJECTED FY'16 #
Economic Development							
Economic Development Specialist	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Business Advocate	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</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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### **Mission Statement:**

*“To promote and enhance a vibrant commercial and cultural district with supporting infrastructure, maintenance, security, information exchange, marketing and promotions.”*

### **Services Delivered:**

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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of Merchant Surveys	2	2	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	N/A	95%	96.8%	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	1040	780	2080	2080	2080	2080	2080

### **FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Encourage Economic Prosperity**

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

- Find solutions for business development and remodeling.
- Create a clear process for the city, business owners and HBSC to obtain proper signage for the Historic District.
- Develop an annual award for the best Historic Renovation.
- City must stay up-to-date on business health in the downtown.
- Prepare CDBG consolidated plan under new status as an entitlement community.
- Review long term parking permits and enforcement strategies.

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## Program: Development – Downtown Development Services

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### FY'15 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:

#### Expand Tourism and Cultural Opportunities

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

- Update the Historic Landmark Inventory including the scoring criteria used to evaluate structures.
- Evaluate expanding the Historic District.
- Resolve Historic District conflict related to all buildings not being regulated under the same provisions.
- Revise the sign code to include a guideline section for regulating signs in the Historic District.
- Increase signage for Historical District awareness.

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

##### **Objective 5: Ensure transportation infrastructure needs are met**

- Complete a Study of Parking Needs for the Downtown Core District.

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

##### **Objective 4: Ensure efficiency and effectiveness in City operations**

- Evaluate opportunities to outsource services.

#### Keep Citizens Safe

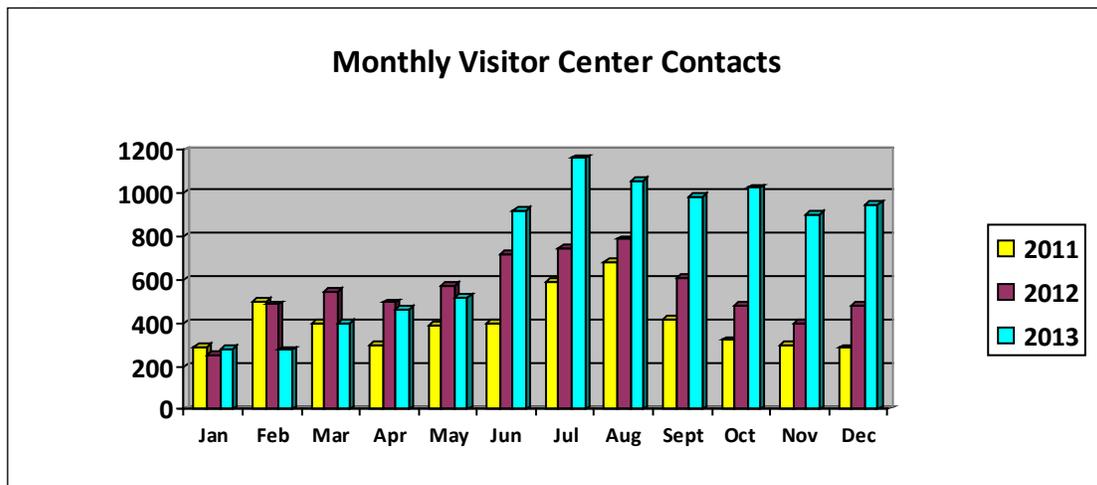
##### **Objective 1: Increase proactive patrol with specific attention to the downtown area, to include foot patrol, bicycles, T3s**

#### 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 Downtown Program Coordinator. Additionally, they maintain contact with the Towne Center Association with regards to events held in the downtown. The flower basket program and the winter holiday events will be maintained at the current level of funding.

#### FY'14 Activity Review:

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



## Program: Development – Downtown Development Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
<b>Current Resources</b>							
<b>Activity Generated</b>							
Parking Lot Permits	8,010	8,345	8,200	8,200	8,200	8,200	8,200
Reserved Parking Permits	63	600	600	600	600	600	600
Parking Violations	13,355	7,805	7,700	7,700	7,700	7,700	7,700
Other Revenue	2,898	12,116	1,350	1,350	1,350	1,350	1,350
Transfer from Room Tax Fund	<u>109,118</u>	<u>124,133</u>	<u>112,200</u>	<u>154,400</u>	<u>154,400</u>	<u>154,400</u>	<u>141,700</u>
<b>Total Current Revenues</b>	<b><u>133,444</u></b>	<b><u>152,999</u></b>	<b><u>130,050</u></b>	<b><u>172,250</u></b>	<b><u>172,250</u></b>	<b><u>172,250</u></b>	<b><u>159,550</u></b>
General Support	<u>206,268</u>	<u>190,207</u>	<u>244,358</u>	<u>210,480</u>	<u>210,480</u>	<u>210,480</u>	<u>230,138</u>
<b>Total Resources</b>	<b><u>339,712</u></b>	<b><u>343,206</u></b>	<b><u>374,408</u></b>	<b><u>382,730</u></b>	<b><u>382,730</u></b>	<b><u>382,730</u></b>	<b><u>389,688</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	135,398	129,280	138,103	144,330	144,330	144,330	150,594
Materials & Supplies	13,710	13,021	15,775	19,900	19,900	19,900	19,900
Contractual/Prof Services	143,888	153,872	168,737	163,479	163,479	163,479	163,443
Direct Charges	15,833	15,833	17,714	18,271	18,271	18,271	18,271
Indirect Charges	<u>30,883</u>	<u>31,200</u>	<u>34,079</u>	<u>36,750</u>	<u>36,750</u>	<u>36,750</u>	<u>37,480</u>
<b>Total Requirements</b>	<b><u>339,712</u></b>	<b><u>343,206</u></b>	<b><u>374,408</u></b>	<b><u>382,730</u></b>	<b><u>382,730</u></b>	<b><u>382,730</u></b>	<b><u>389,688</u></b>

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**Program: Development – Downtown Development Services**

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**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Assistant City Manager							
From: Management	0.000	0.000	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	0.250	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	0.150	0.550	0.550	0.550	0.550
Parks and Comm. Service Director							
From: Property Management	<u>0.050</u>	<u>0.050</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>1.550</u></b>	<b><u>1.525</u></b>	<b><u>1.675</u></b>	<b><u>1.675</u></b>	<b><u>1.675</u></b>	<b><u>1.675</u></b>
Temporary/Seasonal Hours	<u>350</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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### Mission Statement:

*“Promote 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.”*

### Services Delivered:

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

### Performance Measurements:

**Tourism Performance Measures**

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	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	N/A	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.)	N/A	N/A	2	2	2	2	2

### FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

- Art Along the Rogue (AATR) 12<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.
- New AG 2 ARTS agritourism program will be promoted through brochures distribution and web development and continue to be expanded as additional partners are added.
- An updated Marketing Plan will be developed with the input from the Tourism Advisory Committee.

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

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

- Develop gateway signage and landscaping.
- Review and refresh the City’s “Branding and Marketing”.

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## Program: Development – Tourism Promotion Services

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### FY'15 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:

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

- Improve access points to the river with paved trails and kiosks containing maps and historical information.

#### 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.
- Reorganize the Economic Development and Tourism functions to better promote the City of Grants Pass.

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

#### Objective 4: Ensure efficiency and effectiveness in City operations

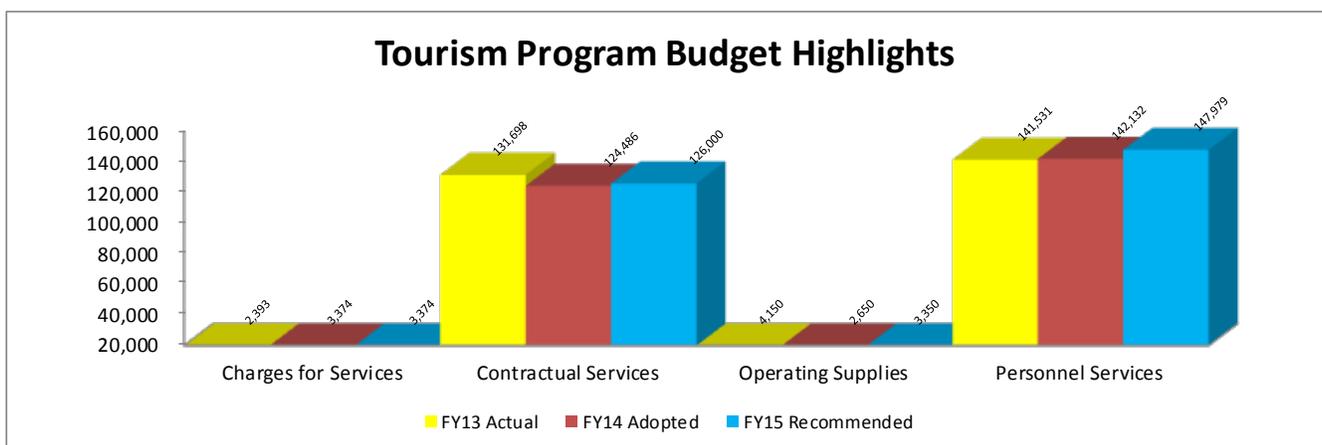
- Evaluate opportunities to outsource services.

### Budget Highlights:

Projected revenues are forecasted to increase slightly FY'15. This program is revenue driven; the program's expenses are set based on the anticipated Room Tax collection and independent revenue generated in the fiscal year. The City is examining the options to outsource travel and Tourism services and will have determined feasibility and potential changes by the beginning of FY'14-15.

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.



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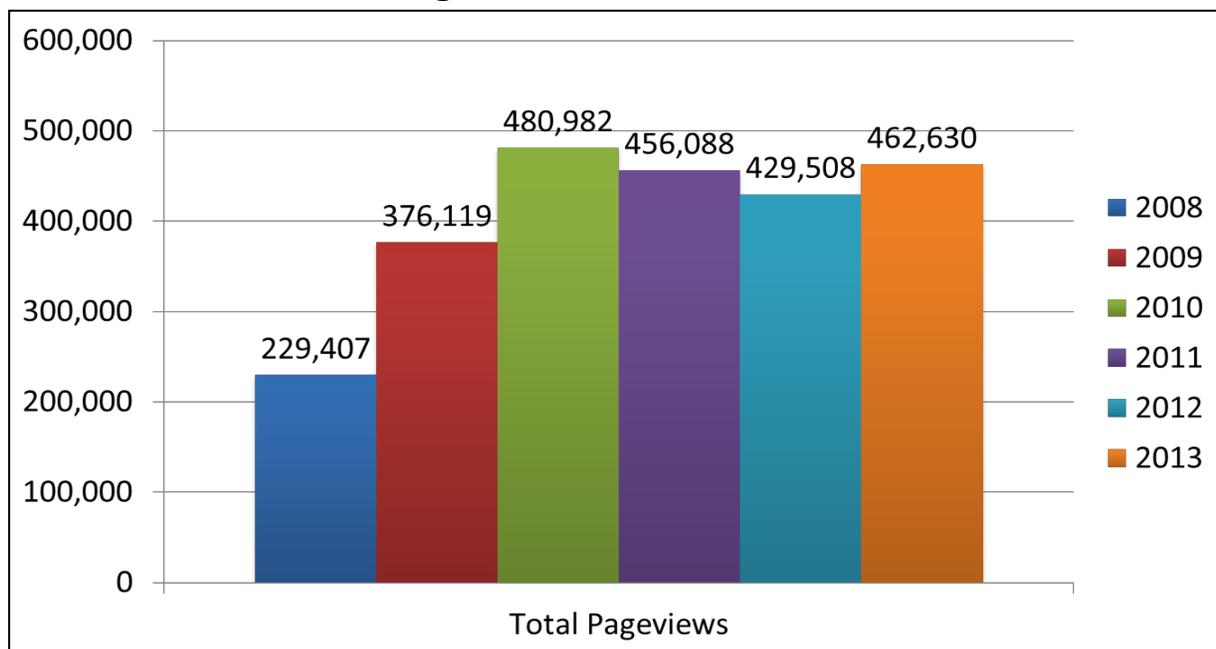
## Program: Development – Tourism Promotion Services

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### FY'14 Activity Review

The Tourism program continues to work with the Marketing Plan as a guide to continued promotion, development, advertising and training. Significant staff time and effort is spent on the tourism website ([www.visitgrantspass.org](http://www.visitgrantspass.org)) to keep information up to date, fresh, dynamic and interesting through the creation of new pages which highlight activities and local events. A quarterly e-newsletter was sent to over 22,000 subscribers. Social media activities such as Facebook, YouTube, etc. have become an important part of the marketing activities. Several brochures/rack cards continued to be produced and distributed. Art Along the Rogue, our fall “shoulder” season event, was again extremely well received by the community and visitors. Attendance for this event continues to grow. The new AG 2 ARTS program was launched with close to 20 partners, a dynamic brochure and web presence.

Tourism Website Traffic  
Page Views 2008 - 2013



## Program: Development – Tourism Promotion Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>13,662</u>	<u>9,736</u>	<u>0</u>	<u>29,553</u>	<u>29,553</u>	<u>29,553</u>	<u>84,185</u>
Current Resources							
Activity Generated							
Sales	1,440	3,627	2,700	2,900	2,900	2,900	2,900
Transfer from Room Tax	280,590	319,200	288,600	396,900	396,900	396,900	364,300
Other Transfers	0	3,533	0	0	0	0	0
Other Revenue	<u>1,442</u>	<u>552</u>	<u>900</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Current Revenues</b>	<b>283,472</b>	<b>326,912</b>	<b>292,200</b>	<b>399,800</b>	<b>399,800</b>	<b>399,800</b>	<b>367,200</b>
General Support	<u>0</u>	<u>0</u>	<u>9,971</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Resources</b>	<b><u>297,134</u></b>	<b><u>336,648</u></b>	<b><u>302,171</u></b>	<b><u>429,353</u></b>	<b><u>429,353</u></b>	<b><u>429,353</u></b>	<b><u>451,385</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	137,502	137,638	142,132	10,755	10,755	10,755	11,527
Materials & Supplies	4,435	3,229	3,450	0	0	0	0
Contractual/Prof Services	116,941	136,798	125,796	299,204	299,204	299,204	299,213
Direct Charges	2,393	2,393	3,374	3,831	3,831	3,831	3,831
Indirect Charges	<u>26,127</u>	<u>27,466</u>	<u>27,419</u>	<u>31,378</u>	<u>31,378</u>	<u>31,378</u>	<u>31,457</u>
<b>Subtotal Expenditures</b>	<b>287,398</b>	<b>307,524</b>	<b>302,171</b>	<b>345,168</b>	<b>345,168</b>	<b>345,168</b>	<b>346,028</b>
Ending Balance	<u>9,736</u>	<u>29,124</u>	<u>0</u>	<u>84,185</u>	<u>84,185</u>	<u>84,185</u>	<u>105,357</u>
<b>Total Requirements</b>	<b><u>297,134</u></b>	<b><u>336,648</u></b>	<b><u>302,171</u></b>	<b><u>429,353</u></b>	<b><u>429,353</u></b>	<b><u>429,353</u></b>	<b><u>451,385</u></b>

## Program: Development – Tourism Promotion Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12 #	FY'13 #	FY'14 #	FY'15 #	FY'15 #	FY'15 #	FY'16 #
Tourism/Downtown Specialist	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Office Assistant II	<u>1.000</u>	<u>1.000</u>	<u>1.000</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>2.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>
Assistant City Manager							
From: Management	0.000	0.000	0.025	0.025	0.025	0.025	0.025
Parks and Comm. Service Director							
From: Property Management	0.050	0.050	0.000	0.000	0.000	0.000	0.000
Office Assistant II							
From: Property Management	0.050*	0.050*	0.000	0.000	0.000	0.000	0.000
From: Management	0.000	0.000	0.050*	0.050	0.050	0.050	0.050
Tourism/Downtown Specialist							
To: Downtown	<u>(0.250)</u>	<u>(0.250)</u>	<u>(0.250)</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>(0.150)</i>	<i>(0.175)</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>1.850</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>
Total Un-Funded Positions	(0.005)	(0.005)	(0.005)	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>1.845</u></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>

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

Office Assistant II	0.005	0.005	0.005	0.000	0.000	0.000	0.000
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# 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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	14,249,841	14,723,560	11,497,949	15,700,554	15,700,554	15,700,554	6,580,610
<b>Total Resources</b>	<b><u>14,249,841</u></b>	<b><u>14,723,560</u></b>	<b><u>11,497,949</u></b>	<b><u>15,700,554</u></b>	<b><u>15,700,554</u></b>	<b><u>15,700,554</u></b>	<b><u>6,580,610</u></b>
Requirements							
Street & Drainage Maint.	1,097,912	1,044,084	1,266,708	1,327,022	1,327,022	1,327,022	1,366,745
Customer Services	53,308	52,766	171,789	175,053	175,053	175,053	185,486
General Program Operations	2,388,260	2,462,619	2,194,476	2,086,680	2,086,680	2,086,680	1,869,847
Street Lighting	0	0	0	367,100	367,100	367,100	385,500
Capital Construction	10,710,361	11,164,091	7,864,976	11,744,699	11,744,699	11,744,699	2,773,032
<b>Total Requirements</b>	<b><u>14,249,841</u></b>	<b><u>14,723,560</u></b>	<b><u>11,497,949</u></b>	<b><u>15,700,554</u></b>	<b><u>15,700,554</u></b>	<b><u>15,700,554</u></b>	<b><u>6,580,610</u></b>

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

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### **Mission Statement:**

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

### **Services Delivered:**

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

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

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

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

## Program: Transportation/Street Utility

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>726,525</u>	<u>685,006</u>	<u>667,858</u>	<u>687,503</u>	<u>687,503</u>	<u>687,503</u>	<u>459,258</u>
Current Resources							
Activity Generated							
Gas Tax Allocation	1,884,988	1,898,025	1,988,865	1,994,752	1,994,752	1,994,752	2,038,320
Interest	3,463	2,789	2,000	3,500	3,500	3,500	3,500
Permit Fees	8,506	13,674	10,000	10,000	10,000	10,000	10,000
Revenue Other Agencies	84,652	84,652	84,650	0	0	0	0
Transportation Fees	828,645	866,378	877,000	890,000	890,000	890,000	908,000
Other Revenue	2,701	8,945	2,600	3,000	3,000	3,000	3,000
Trans from Gen Fund	0	0	0	367,100	367,100	367,100	385,500
Capital Construction	<u>10,710,361</u>	<u>11,164,091</u>	<u>7,864,976</u>	<u>11,744,699</u>	<u>11,744,699</u>	<u>11,744,699</u>	<u>2,773,032</u>
<b>Total Current Revenues</b>	<b><u>13,523,316</u></b>	<b><u>14,038,554</u></b>	<b><u>10,830,091</u></b>	<b><u>15,013,051</u></b>	<b><u>15,013,051</u></b>	<b><u>15,013,051</u></b>	<b><u>6,121,352</u></b>
<b>Total Resources</b>	<b><u>14,249,841</u></b>	<b><u>14,723,560</u></b>	<b><u>11,497,949</u></b>	<b><u>15,700,554</u></b>	<b><u>15,700,554</u></b>	<b><u>15,700,554</u></b>	<b><u>6,580,610</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Streets and Drainage Maint.	1,097,912	1,044,084	1,266,708	1,327,022	1,327,022	1,327,022	1,366,745
Customer Services	53,308	52,766	171,789	175,053	175,053	175,053	185,486
General Operations	238,016	245,637	250,928	249,870	249,870	249,870	252,970
Street Lighting	0	0	0	367,100	367,100	367,100	385,500
Capital Construction	<u>10,700,361</u>	<u>11,164,091</u>	<u>7,864,976</u>	<u>11,744,699</u>	<u>11,744,699</u>	<u>11,744,699</u>	<u>2,773,032</u>
Indirect Charges	138,295	134,266	170,000	175,600	175,600	175,600	180,800
Transfers Out	1,336,158	1,190,847	1,308,000	1,201,952	1,201,952	1,201,952	960,597
Debit Services	<u>785</u>	<u>856</u>	<u>1,100</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b><u>13,564,835</u></b>	<b><u>13,832,547</u></b>	<b><u>11,033,501</u></b>	<b><u>15,241,296</u></b>	<b><u>15,241,296</u></b>	<b><u>15,241,296</u></b>	<b><u>6,105,130</u></b>
Contingencies	0	0	464,448	459,258	459,258	459,258	475,480
Ending Balance	<u>685,006</u>	<u>891,013</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>14,249,841</u></b>	<b><u>14,723,560</u></b>	<b><u>11,497,949</u></b>	<b><u>15,700,554</u></b>	<b><u>15,700,554</u></b>	<b><u>15,700,554</u></b>	<b><u>6,580,610</u></b>

## Program: Transportation – Street and Drainage Maintenance

### Services Delivered:

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

### Performance Measurements:

#### Streets Division 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 streets to maintain	167	N/A	167	N/A	167	167	167
Asphalt digouts/repairs made on segments	25	20	32	20	20	20	20
School crosswalk to maintain	84	84	85	85	85	85	85
Number of street segments crack sealed	31	25	60	25	30	30	30
<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	20	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	20	20	20
Feet of roadway cracks sealed per man-hour	55	40	45	40	40	40	40

### FY'15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Maintain, Operate, and Expand our Infrastructure

##### **Objective 4: Ensure storm facility infrastructure needs are met**

###### **Action 1:** Evaluate storm drainage deficiencies across the City

- Design of the Western Avenue project will be completed.
- 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.

##### **Objective 5: Ensure transportation infrastructure needs are met**

- Continue major street maintenance preparation and repairs, including crack sealing, digout and 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.
- Traffic markings will be enhanced.

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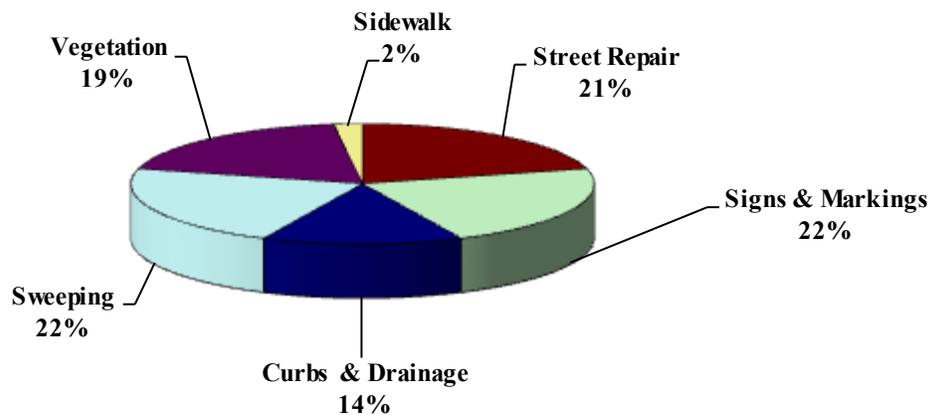
## Program: Transportation – Street and Drainage Maintenance

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### Budget Highlights:

The FY'15 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, \$27,700 for traffic painting and markings, \$15,000 for alley maintenance and \$153,869 for street sweeping.

### Street and Drainage Activities



Actual Expenditures FY'13

### FY'14 Activity Review:

Digouts and skin patches were completed on 32 street segments. Crack sealing was completed on 60 segments, four new pedestrian access ramps were installed and 275 feet of hazardous sidewalk was repaired. Several drainage issues were addressed, including installation of 200 feet of new drain line on the North end of George Tweed and replacement of approximately 115 feet of damaged curb and gutter. Installed pavement markings and striping on many streets throughout the City. Also, continued field investigations of storm drain lines and manholes to upgrade the existing drain maps. Installed 130 new street signs and 150 signs were repaired and 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 FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	554,123	540,061	657,593	691,585	691,585	691,585	714,512
Materials & Supplies	48,320	55,607	65,587	65,762	65,762	65,762	66,012
Contractual/Prof Services	495,469	448,416	531,528	567,675	567,675	567,675	584,221
Direct Charges	0	0	2,000	2,000	2,000	2,000	2,000
Capital Outlay	<u>0</u>	<u>0</u>	<u>10,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,097,912</u></b>	<b><u>1,044,084</u></b>	<b><u>1,266,708</u></b>	<b><u>1,327,022</u></b>	<b><u>1,327,022</u></b>	<b><u>1,327,022</u></b>	<b><u>1,366,745</u></b>

## Program: Transportation – Street and Drainage Maintenance

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
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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### Capital Outlay/By Item

Snow Plow Implement	10,000	0	0	0	0
<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: Transportation – Customer Services

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### Mission Statement:

*“The mission of the Customer Service Department is to provide support to the individual utilities to include billing, collection, and timely courteous responses to the needs of individual customers regarding their City utility account.”*

### Services Delivered:

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

### Performance Measurements:

#### Street Utility Customer Service Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
# of transportation utility customers	11,942	N/A	11,960	N/A	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	.10%	<1%	.10%	<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	\$.30	<\$1.00	<\$1.00	<\$1.00	<\$1.00

### FY'15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

##### Ensure efficiency and effectiveness in City operations

- The Street Utility Fee will be billed to an estimated 11,960 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 11,960 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 and delivery via email or first class mail. In addition, several of the staff will participate in the research and selection of new utility billing software with the goal of improving service delivery and efficiency.

### **FY'14 Activity Review:**

The Customer Service office generated approximately 133,600 utility billings during FY' 14 and receipted approximately 143,400 utility payments through a variety of collection methods including in person, via community drop boxes, online from individual financial institutions, via mail, online via the City website or drafted from individual bank accounts per customer request. As most payments come into the office in the form of check or money order the customer service office has worked to reduce the costs associated with transport of checks to the bank via armored car. The customer service office converted to complete check submission via a customer cash letter to the bank eliminating the need for daily pick up of utility deposits. 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	35,240	35,379	38,073	38,763	38,763	38,763	39,747
Direct Charges	<u>18,068</u>	<u>17,387</u>	<u>133,716</u>	<u>136,290</u>	<u>136,290</u>	<u>136,290</u>	<u>145,739</u>
<b>Total Requirements</b>	<b><u>53,308</u></b>	<b><u>52,766</u></b>	<b><u>171,789</u></b>	<b><u>175,053</u></b>	<b><u>175,053</u></b>	<b><u>175,053</u></b>	<b><u>185,486</u></b>

## Program: Transportation – General Program Operations

### Mission Statement:

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

### Services Delivered:

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’15 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’15 is budgeted to transfer \$1,177,952 to projects, all of which is from Gas Tax.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY’12	FY’13	FY’14	FY’15	FY’15	FY’15	FY’16
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	0	0	1,700	0	0	0	0
Direct Charges	238,016	245,637	249,228	249,870	249,870	249,870	252,970
Indirect Charges	138,295	134,266	170,000	175,600	175,600	175,600	180,800
Transfers Out	1,326,158	1,190,847	1,308,000	1,201,952	1,201,952	1,201,952	960,597
Debt Service	785	856	1,100	0	0	0	0
<b>Subtotal Expenditures</b>	<b>1,703,254</b>	<b>1,571,606</b>	<b>1,730,028</b>	<b>1,627,422</b>	<b>1,627,422</b>	<b>1,627,422</b>	<b>1,394,367</b>
Contingencies	0	0	464,448	459,258	459,258	459,258	475,480
Ending Balance	685,006	891,013	0	0	0	0	0
<b>Total Requirements</b>	<b>2,388,260</b>	<b>2,462,619</b>	<b>2,194,476</b>	<b>2,086,680</b>	<b>2,086,680</b>	<b>2,086,680</b>	<b>1,869,847</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) retains all control of street lighting, location of lights, repairs, maintenance and response to problem issues. PP&L completes installation of new lights based upon multiple triggers like new subdivisions and areas determined to need lighting installed. The City does not control replacement cycles, types of poles or lights, bulb wattage, how often the lenses are cleaned, or how work orders are processed.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	PROJECTED
	FY'12	FY'13	FY'14	RECOMMEND	APPROVED	ADOPTED	FY'16
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	<u>0</u>	<u>0</u>	<u>0</u>	<u>367,100</u>	<u>367,100</u>	<u>367,100</u>	<u>385,500</u>
<b>Total Requirements</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>367,100</u></b>	<b><u>367,100</u></b>	<b><u>367,100</u></b>	<b><u>385,500</u></b>

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

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### **Mission Statement:**

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

### **Services Delivered:**

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

### **FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate, and Expand our Infrastructure**

##### **Objective 1: Plan for Utility Infrastructure**

- Update Master Transportation Plan when UGB expansion is complete.

##### **Objective 5: Ensure transportation infrastructure needs are met**

##### **Action 2: Design, bid and construct the Drury Lane project**

- Complete Drury Lane reconstruction.

##### **Action 3: Complete Redwood Avenue design**

- Complete Redwood Avenue design phase III.

##### **Action 4: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council**

##### **Action 12: Replace the bridge over Gilbert Creek on Savage**

- Design bridge replacement over Gilbert Creek on Savage.

##### **Other Management Action:**

- Continue Street overlay program.
- Replace sidewalk bridge over Skunk Creek. at Manzanita.
- Install pedestrian crossing safety improvements at G and Booth/Foundry area and on New Hope at Florer.
- Construct pedestrian/bicycle improvements on Lincoln Road.
- Design improvements to Eastern Avenue.
- Design Elmer Nelson bridge replacement.

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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’13”; the re-assessed resource needs of projects using current data for the “Revised FY’14” column, guiding our “Recommended FY’15” and resources estimated “Through FY’15”. 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’14 Activity Review:**

- Completed construction of Hubbard Lane improvements.
- Completed construction of storm drain improvements to Western Avenue.
- Completed the design of improvements to the west end of Redwood Avenue.
- Continued the Street overlay and maintenance program.
- Continued design and construction of the D Street sidewalk.
- Continued the evaluation of safety crossings for pedestrians and bicyclists.
- Began design of improvements to the east end of Redwood Avenue.

## Program: Transportation – Capital Construction

### ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'13	Revised FY'14	Adopted FY'15	Total Through FY'15	Future Years	Total Project
TR0000 Miscellaneous Proj.- General (612)	379,634	861,475	(1,077,048)	164,061	107,097	271,158
TR0000 Miscellaneous Proj.- SDC's (614)	1,497,162	(229,000)	(750,000)	518,162	(1,150,000)	(631,838)
TR0000 Miscellaneous Proj.- LID's (619)	66,876	500,000	50,000	616,876	0	616,876
TR1050 Emergency Storm Drain Projects	209,188	(40,000)	20,000	189,188	80,000	269,188
TR4719 Fruitdale Trail	320,073	90,000	0	410,073	50,000	460,073
TR4934 Redwood Ave:Dowell to Hubbard (619)	2,656,115	(700,000)	2,603,000	4,559,115	0	4,559,115
TR5022 Master Transportation Plan Update	310,264	0	0	310,264	0	310,264
TR5025 Right of Way Purchases	106,619	0	0	106,619	25,000	131,619
TR5083 Traffic Calming	74,630	0	0	74,630	0	74,630
TR6075 Lincoln Rd.Sdwk:Lwr River Rd to Bridge St.	91,471	0	435,000	526,471	0	526,471
TR6087 Josephine Cnty Transit - ODOT Op Grant	779,194	192,092	192,092	1,163,378	0	1,163,378
TR6115 Drury Lane Reconstruction (619)	1,568,580	665,000	0	2,233,580	0	2,233,580
TR6116 Allen Creek Rd Imprv-	904,982	50,000	50,000	1,004,982	250,000	1,254,982
TR6118 CMAQ Sidewalk Project	50,327	0	750,000	800,327	1,150,000	1,950,327
TR6157 Overlay/Maintenance FY13/FY14	673,428	539,425	0	1,212,853	0	1,212,853
TR6158 Street Lighting/Signal Improvements	63,057	10,000	10,000	83,057	40,000	123,057
TR6160 Safety Plan for Pedestrians & Bikes (613)	25,106	25,000	25,000	75,106	0	75,106
TR6161 Bike Lane Striping FY13/FY14 (613)	75,056	75,000	75,000	225,056	300,000	525,056
TR6162 Safety Crossings G and Bridge	75,298	75,000	0	150,298	0	150,298
TR6163 Bike Boulevards (613)	0	15,000	15,000	30,000	60,000	90,000
TR6164 D Street Sidewalks	110,408	110,000	110,000	330,408	0	330,408
TR6165 Gilbert Creek Bridge Replacement on	0	150,000	450,000	600,000	150,000	750,000
TR6201 Overlay/Maintenance FY15/FY16	0	0	300,000	300,000	900,000	1,200,000
TR6202 Aluminum Storm Pipe ID & Inspection	0	30,000	0	30,000	0	30,000
TR6203 Redwood Avenue Phase 3-Pansy>Rdwd Cir	0	730,000	470,000	1,200,000	0	1,200,000
TR8413 Sidewalk Infill & Repair Fund	173,196	10,000	(10,000)	173,196	200,000	373,196
TR9700 Miscellaneous Proj. - Bikeway (613)	795,459	(55,000)	(15,000)	725,459	40,000	765,459
<b>NEW PROJECTS</b>						
TRXX01 Eastern Avenue Improvements	0	0	400,000	400,000	0	400,000
TRXX02 Fruitdale Drive	0	0	0	0	10,300,000	10,300,000
TRXX03 Elmer Nelson Bridge Replacement	0	0	150,000	150,000	850,000	1,000,000
TRXX04 Edgewater/Evergreen Storm Water Eval.	0	0	50,000	50,000	0	50,000
TRXX05 Pedestrian Safety and Transit Hub Eval	0	0	60,000	60,000	0	60,000
TRXX06 Dimmick Railroad Crossing Corridor Study	0	0	50,000	50,000	0	50,000
<b>Total Projects</b>	<b>11,006,123</b>	<b>3,103,992</b>	<b>4,413,044</b>	<b>18,523,159</b>	<b>13,352,097</b>	<b>31,875,256</b>

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## Program: Transportation – Capital Construction

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### CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

	Actual Through FY'13	Revised FY'14	Adopted FY'15	Total Through FY'15	Future Years	Total Project
TR4785 Florer Drive LID (619)	139,018	(17,475)	0	121,543	0	121,543
TR4924 Hubbard Lane Widening	2,353,745	(325,000)	0	2,028,745	0	2,028,745
TR5051 Transit Shelter	53,724	(27,200)	0	26,524	0	26,524
TR6114 Storm Drain Deficiency Evaluation	100,798	175,000	0	275,798	0	275,798
TR6117 Bike/Ped Path to Sidewalk Connectivity	20,176	0	0	20,176	0	20,176
TR6159 Rail Crossing Improvements	125,506	0	0	125,506	0	125,506
TR6217 Prospect Ave Storm Drain Improvements	<u>0</u>	<u>60,000</u>	<u>0</u>	<u>60,000</u>	<u>0</u>	<u>60,000</u>
<b>Total Closed Projects</b>	<b><u>2,792,967</u></b>	<b><u>(134,675)</u></b>	<b><u>0</u></b>	<b><u>2,658,292</u></b>	<b><u>0</u></b>	<b><u>2,658,292</u></b>
<b>Grand Total - All Projects</b>	<b><u>13,799,090</u></b>	<b><u>2,969,317</u></b>	<b><u>4,413,044</u></b>	<b><u>21,181,451</u></b>	<b><u>13,352,097</u></b>	<b><u>34,533,548</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'15

	Adopted FY'15 Beginning Fund Balance	Adopted FY'15 Revenue	Adopted FY'15 Capital Outlay	Adopted FY'15 Transfers	Adopted FY'15 Appropriated Fund Balance
TR0000 Miscellaneous Projects - General (612)	1,085,456	(1,077,048)	0	0	8,408
TR0000 Miscellaneous Projects - SDC's (614)	892,156	(750,000)	0	0	142,156
TR0000 Miscellaneous Projects - LID's (619)	66,876	50,000	50,000	0	66,876
TR1050 Emergency Storm Drain Projects	5,570	20,000	25,570	0	0
TR4719 Fruitdale Trail	123,732	0	123,732	0	0
TR4934 Redwood Ave:Dowell to Hubbard (619)	1,174,498	2,603,000	3,777,498	0	0
TR5022 Master Transportation Plan Targeted Updt	260,264	0	260,264	0	0
TR5025 Right of Way Purchases	30,278	0	30,278	0	0
TR5083 Traffic Calming	20,744	0	20,744	0	0
TR6075 Lincoln Rd.Sdwk:Lwr River Rd to Bridge St	744	435,000	435,744	0	0
TR6087 Josephine County Transit - ODOT Op Grant	(5)	192,092	192,092	0	(5)
TR6115 Drury Lane Reconstruction (619)	1,962,539	0	1,962,539	0	0
TR6116 Allen Creek Rd Imprv-W.Harbeck>Denton Trl	851,941	50,000	901,941	0	0
TR6118 CMAQ Sidewalk Project	0	750,000	750,000	0	0
TR6157 Overlay/Maintenance FY13/FY14	0	0	0	0	0
TR6158 Street Lighting/Signal Improvements	35,780	10,000	45,780	0	0
TR6160 Safety Plan for Pedestrians & Bikes (613)	25,106	25,000	50,106	0	0
TR6161 Bike Lane Striping FY13/FY14 (613)	9,156	75,000	84,156	0	0
TR6162 Safety Crossings G and Bridge	70,333	0	70,333	0	0
TR6163 Bike Boulevards (613)	0	15,000	15,000	0	0
TR6164 D Street Sidewalks	26,281	110,000	136,281	0	0
TR6165 Gilbert Creek Bridge Replcmnt on Savage	50,000	450,000	500,000	0	0
TR6201 Overlay/Maintenance FY15/FY16	0	300,000	300,000	0	0
TR6202 Aluminum Storm Pipe ID & Inspection	0	0	0	0	0
TR6203 Redwood Avenue Phase 3-Pansy>Rdwd Cir	530,000	470,000	1,000,000	0	0
TR8413 Sidewalk Infill & Repair Fund	58,613	(10,000)	48,613	0	0
TR9700 Miscellaneous Projects - Bikeway Fund(613)	51,593	(15,000)	36,593	0	0
<b>NEW PROJECTS</b>					
TRXX01 Eastern Avenue Improvements	0	400,000	400,000	0	0
TRXX02 Fruitdale Drive	0	0	0	0	0
TRXX03 Elmer Nelson Bridge Replacement	0	150,000	150,000	0	0
TRXX04 Edgewater/Evergreen Storm Water Eval.	0	50,000	50,000	0	0
TRXX05 Pedestrian Safety and Transit Hub Eval	0	60,000	60,000	0	0
TRXX06 Dimmick Railroad Crossing Corridor Study	0	50,000	50,000	0	0
<b>Total Projects</b>	<b><u>7,331,655</u></b>	<b><u>4,413,044</u></b>	<b><u>11,527,264</u></b>	<b><u>0</u></b>	<b><u>217,435</u></b>

## Program: Transportation – Capital Construction

### Financial Summary

	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Fund Balance	<u>7,918,121</u>	<u>8,008,200</u>	<u>4,763,959</u>	<u>7,331,655</u>	<u>7,331,655</u>	<u>7,331,655</u>	<u>217,435</u>
<b>Requirements</b>							
Revenue from Other Agencies	614,181	643,878	601,517	2,010,092	2,010,092	2,010,092	1,200,000
Development Charges	543,980	634,431	151,000	150,000	150,000	150,000	150,000
Investment Interest	54,074	48,350	31,000	10,000	10,000	10,000	10,000
Advance Finance Interest	3,959	3,854	0	0	0	0	0
SDC Loans	47,156	40,896	0	0	0	0	0
General Fund	0	200,000	250,000	280,000	280,000	280,000	250,000
Street Utility Fund	1,326,158	1,175,847	1,293,000	1,162,952	1,162,952	1,162,952	945,597
Debt Service	0	0	500,000	750,000	750,000	750,000	0
Storm Drain & Open Space	0	220,000	0	0	0	0	0
Lands & Bldgs.	0	53,000	500	0	0	0	0
Sewer Fund	0	0	75,000	0	0	0	0
Water Fund	0	120,000	165,000	50,000	50,000	50,000	0
Water Projects	200,000	0	0	0	0	0	0
Advance Financing	2,712	15,385	0	0	0	0	0
Miscellaneous Revenue	<u>20</u>	<u>250</u>	<u>34,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Current Revenues</b>	<b><u>2,792,240</u></b>	<b><u>3,155,891</u></b>	<b><u>3,101,017</u></b>	<b><u>4,413,044</u></b>	<b><u>4,413,044</u></b>	<b><u>4,413,044</u></b>	<b><u>2,555,597</u></b>
<b>Total Resources</b>	<b><u>10,710,361</u></b>	<b><u>11,164,091</u></b>	<b><u>7,864,976</u></b>	<b><u>11,744,699</u></b>	<b><u>11,744,699</u></b>	<b><u>11,744,699</u></b>	<b><u>2,773,032</u></b>
<b>Requirements</b>							
Capital Outlay	2,706,402	2,510,319	7,586,652	11,527,264	11,527,264	11,527,264	2,580,000
Transfers Out	<u>10,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b><u>2,716,402</u></b>	<b><u>2,510,319</u></b>	<b><u>7,586,652</u></b>	<b><u>11,527,264</u></b>	<b><u>11,527,264</u></b>	<b><u>11,527,264</u></b>	<b><u>2,580,000</u></b>
Appropriated Fund Balance	<u>7,993,959</u>	<u>8,653,772</u>	<u>278,324</u>	<u>217,435</u>	<u>217,435</u>	<u>217,435</u>	<u>193,032</u>
<b>Total Requirements</b>	<b><u>10,710,361</u></b>	<b><u>11,164,091</u></b>	<b><u>7,864,976</u></b>	<b><u>11,744,699</u></b>	<b><u>11,744,699</u></b>	<b><u>11,744,699</u></b>	<b><u>2,773,032</u></b>

**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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	<u>858,038</u>	<u>933,681</u>	<u>424,358</u>	<u>491,112</u>	<u>491,112</u>	<u>491,112</u>	<u>82,824</u>
<b>Total Resources</b>	<b><u>858,038</u></b>	<b><u>933,681</u></b>	<b><u>424,358</u></b>	<b><u>491,112</u></b>	<b><u>491,112</u></b>	<b><u>491,112</u></b>	<b><u>82,824</u></b>
Requirements							
General Program Operations	10,563	10,563	10,563	146,563	146,563	146,563	0
Capital Construction	<u>847,475</u>	<u>923,118</u>	<u>413,795</u>	<u>344,549</u>	<u>344,549</u>	<u>344,549</u>	<u>82,824</u>
<b>Total Requirements</b>	<b><u>858,038</u></b>	<b><u>933,681</u></b>	<b><u>424,358</u></b>	<b><u>491,112</u></b>	<b><u>491,112</u></b>	<b><u>491,112</u></b>	<b><u>82,824</u></b>

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

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### **Mission Statement:**

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

### **Services Delivered:**

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

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

## Program: Utilities/Storm Water Program

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>10,563</u>	<u>0</u>
Current Resources							
Activity Generated							
Transfers	0	0	0	136,000	136,000	136,000	0
Capital Construction	<u>847,475</u>	<u>923,118</u>	<u>413,795</u>	<u>344,549</u>	<u>344,549</u>	<u>344,549</u>	<u>82,824</u>
<b><i>Total Current Revenues</i></b>	<b><u>847,475</u></b>	<b><u>923,118</u></b>	<b><u>413,795</u></b>	<b><u>480,549</u></b>	<b><u>480,549</u></b>	<b><u>480,549</u></b>	<b><u>82,824</u></b>
<b>Total Resources</b>	<b><u>858,038</u></b>	<b><u>933,681</u></b>	<b><u>424,358</u></b>	<b><u>491,112</u></b>	<b><u>491,112</u></b>	<b><u>491,112</u></b>	<b><u>82,824</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Capital Construction	847,475	703,118	338,795	232,549	232,549	232,549	82,824
Debt Service	0	0	0	146,205	146,205	146,205	0
Transfers Out	<u>0</u>	<u>220,000</u>	<u>75,000</u>	<u>112,000</u>	<u>112,000</u>	<u>112,000</u>	<u>0</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>847,475</u></b>	<b><u>923,118</u></b>	<b><u>413,795</u></b>	<b><u>490,754</u></b>	<b><u>490,754</u></b>	<b><u>490,754</u></b>	<b><u>82,824</u></b>
Contingencies	0	0	0	358	358	358	0
Ending 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>
<b>Total Requirements</b>	<b><u>858,038</u></b>	<b><u>933,681</u></b>	<b><u>424,358</u></b>	<b><u>491,112</u></b>	<b><u>491,112</u></b>	<b><u>491,112</u></b>	<b><u>82,824</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'15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate, and Expand our Infrastructure**

##### **Objective 4: Ensure storm facility infrastructure needs are met**

###### **Action 1: Evaluate storm drainage deficiencies across the City**

- The Storm Water Division will continue the immediate maintenance and repair work as previously provided through the Transportation/Street Utility – Street and Drainage Maintenance Program for FY'15. Staff and program expansions will occur following the adoption of the formal Storm Water Utility.

### **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'14 Activity Review:**

This will be a new program budget following adoption of the Storm Water Utility. FY'14 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Parks & Community Svc's Director							
From: Property Management	<u>0.00</u>						
<b>Total Positions</b>	<b><u>0.00</u></b>						
Part Time/Seasonal Hours	<u>0</u>						

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## Program: Utilities/Storm Water – Customer Services

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### Services Delivered:

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

### FY'15 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
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'15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

No activity is expected this year.

### Financial Summary

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>146,205</u>	<u>146,205</u>	<u>146,205</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>146,205</i>	<i>146,205</i>	<i>146,205</i>	<i>0</i>
Contingencies	0	0	0	358	358	358	0
Ending 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>
<b>Total Requirements</b>	<b><u>10,563</u></b>	<b><u>10,563</u></b>	<b><u>10,563</u></b>	<b><u>146,563</u></b>	<b><u>146,563</u></b>	<b><u>146,563</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 new program to protect the capacity for current and future users of this system.

The capital improvement plan required by state law as the basis for expending revenues from the improvement fees portion of the Storm Water and Open Space System Development Charge, shall include the update to the Storm Water and Open Space Master Plan and implementation of the Storm Water Management program. The General Fund will also contribute funds to allow for the implementation of the Rogue Basin Total Maximum Daily Load & Water Quality Management Plan (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 \$422 per development. These monies will be used to pay for the planning, acquisition, and capital development of facilities to accommodate and control storm water runoff, directly associated open space, and water quality control facilities to clean surface water runoff prior to natural surface water conveyances. The second SDC fee is being collected for storm water construction in the Sand Creek sub-basin area, and the charge is currently \$12,439 per acre. Both of these charges will be collected at the time of the building or development permit until a new Storm Water Utility and System Development Charges are adopted by the City Council.

### **FY'15 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.

##### **Objective 4: Ensure storm facility infrastructure needs are met**

- Complete installation of a storm water quality feature north of Estates Lane.
- Continue with the implementation of the TMDL Plan.
- Begin storm water assessment of Edgewater, Evergreen and Plummer area.

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

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### **Budget Highlights:**

The Active Capital Project list includes projects coming to a close in FY'14, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the “Actual resources through FY'13”; the re-assessed resource needs of projects using current data for the “Revised FY'14” column, guiding our “Recommended FY'15” and resources estimated “Through FY'15”. 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'14 Activity Review:**

- Continued implementation of the TMDL Plan.
- Continued the Update to the Storm Water Master Plan.
- Researched the potential for increasing the detention capability of Southdown Estates pond.

## Program: Utilities/Storm Water – Capital Construction

### ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'13	Revised FY'14	Adopted FY'15	Total Through FY'15	Future Years	Total Project
DO0000 Miscellaneous Projects - SDC's (642)	732,337	(18,000)	(78,000)	636,337	101,000	737,337
DO0000 Miscellaneous Projects - (648)	86,487	0	0	86,487	0	86,487
DO5074 Major Redwood Storm Project	100,000	0	0	100,000	0	100,000
DO6071 TMDL Plan Implementation	75,000	45,000	30,000	150,000	120,000	270,000
DO6113 Storm Water Quality Feature North of Estates Lane	150,000	0	0	150,000	0	150,000
DO6169 Stormwater Plan Update	<u>225,000</u>	<u>60,000</u>	<u>105,000</u>	<u>390,000</u>	<u>5,000</u>	<u>395,000</u>
<b>Total Projects</b>	<b><u>1,368,824</u></b>	<b><u>87,000</u></b>	<b><u>57,000</u></b>	<b><u>1,512,824</u></b>	<b><u>226,000</u></b>	<b><u>1,738,824</u></b>

### ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'15

	Adopted FY'15 Beginning Fund Balance	Adopted FY'15 Revenue	Adopted FY'15 Capital Outlay	Adopted FY'15 Transfers Out	Adopted FY'15 Appropriated Fund Balance
DO0000 Miscellaneous Projects - SDC's 642	79,337	(78,000)	0	0	1,337
DO0000 Miscellaneous Projects - 648	26,487	0	0	0	26,487
DO5074 Major Redwood Storm Project	42,000	0	0	42,000	0
DO6071 TMDL Plan Implementation	46,619	30,000	76,619	0	0
DO6113 Storm Water Quality Feature North of Estates Lane	92,747	0	22,747	70,000	0
DO6169 Storm Water Plan Update	<u>359</u>	<u>105,000</u>	<u>105,359</u>	<u>0</u>	<u>0</u>
<b>Total Projects</b>	<b><u>287,549</u></b>	<b><u>57,000</u></b>	<b><u>204,725</u></b>	<b><u>112,000</u></b>	<b><u>27,824</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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Fund Balance	<u>801,715</u>	<u>826,532</u>	<u>356,795</u>	<u>287,549</u>	<u>287,549</u>	<u>287,549</u>	<u>27,824</u>
<b>Resources</b>							
Development Charges	22,945	60,372	25,000	25,000	25,000	25,000	25,000
Investment Interest	5,226	3,893	2,000	2,000	2,000	2,000	0
SDC Loans	2,589	2,321	0	0	0	0	0
General Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Transportation Projects	<u>0</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
<i>Total Current Revenues</i>	<u>45,760</u>	<u>96,586</u>	<u>57,000</u>	<u>57,000</u>	<u>57,000</u>	<u>57,000</u>	<u>55,000</u>
<b>Total Resources</b>	<b><u>847,475</u></b>	<b><u>923,118</u></b>	<b><u>413,795</u></b>	<b><u>344,549</u></b>	<b><u>344,549</u></b>	<b><u>344,549</u></b>	<b><u>82,824</u></b>
<b>Requirements</b>							
Capital Outlay	24,691	169,983	273,302	204,725	204,725	204,725	35,000
Transfers Out	<u>0</u>	<u>220,000</u>	<u>75,000</u>	<u>112,000</u>	<u>112,000</u>	<u>112,000</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<u>24,691</u>	<u>389,983</u>	<u>348,302</u>	<u>316,725</u>	<u>316,725</u>	<u>316,725</u>	<u>35,000</u>
Appropriated Fund Balance	<u>822,784</u>	<u>533,135</u>	<u>65,493</u>	<u>27,824</u>	<u>27,824</u>	<u>27,824</u>	<u>47,824</u>
<b>Total Requirements</b>	<b><u>847,475</u></b>	<b><u>923,118</u></b>	<b><u>413,795</u></b>	<b><u>344,549</u></b>	<b><u>344,549</u></b>	<b><u>344,549</u></b>	<b><u>82,824</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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	<u>8,393,442</u>	<u>14,279,300</u>	<u>12,691,170</u>	<u>11,452,748</u>	<u>11,452,748</u>	<u>11,452,748</u>	<u>8,731,811</u>
<b>Total Resources</b>	<b><u>8,393,442</u></b>	<b><u>14,279,300</u></b>	<b><u>12,691,170</u></b>	<b><u>11,452,748</u></b>	<b><u>11,452,748</u></b>	<b><u>11,452,748</u></b>	<b><u>8,731,811</u></b>
Requirements							
Water Treatment	1,432,233	1,529,966	1,636,499	1,695,164	1,695,164	1,695,164	1,702,488
Water Distribution	1,014,314	1,045,376	1,259,875	1,310,484	1,310,484	1,310,484	1,371,103
Customer Services	352,298	391,059	377,835	366,960	366,960	366,960	380,346
Debt Service	396,253	36,404	507,220	504,770	504,770	504,770	507,170
General Program Operations	2,280,210	3,306,098	2,750,479	3,702,802	3,702,802	3,702,802	2,867,353
Capital Construction	<u>2,918,134</u>	<u>7,970,397</u>	<u>6,159,262</u>	<u>3,872,568</u>	<u>3,872,568</u>	<u>3,872,568</u>	<u>1,903,351</u>
<b>Total Requirements</b>	<b><u>8,393,442</u></b>	<b><u>14,279,300</u></b>	<b><u>12,691,170</u></b>	<b><u>11,452,748</u></b>	<b><u>11,452,748</u></b>	<b><u>11,452,748</u></b>	<b><u>8,731,811</u></b>

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## Program: Utilities/Water Program

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### Mission Statement:

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

### Services Delivered:

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

Major repairs and improvements to the water system are financed through capital expenditures. Minor repairs and ongoing operational needs are financed through the operating budgets. The budget is structured in 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’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### **Maintain, Operate, and Expand our Infrastructure**

##### **Objective 1: Plan for utility infrastructure**

**Action 1:** Develop 20-year infrastructure master plans and combined utilities plan.

- The Water Distribution Master Plan update will be initiated following completion of the UGB expansion process.

**Action 5:** Water Treatment - Acquire portable water treatment equipment to provide drinking water if WTP (Water Treatment Plant) is damaged and unable to produce water.

**Action 6:** Water Distribution and Wastewater Collection - Evaluate relocation or abandonment of old water mains that could cause considerable damage to private property if they failed.

**Action 8:** Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.

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## Program: Utilities/Water Program

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### *FY'15 Anticipated Accomplishments & Corresponding Council Goal – Cont'd:*

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

**Action 1:** Replace Reservoir No. 3.

- Replacement construction will be substantially complete.

**Action 2:** Acquire a portable generator for remote pump stations that do not have a stationary generator onsite.

**Action 3:** 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 4:** Complete design of Water Treatment Plant backup power.

- Backup power system will be made operational.

**Action 5:** Initiate the process to replace the Water Treatment Plant.

### *FY'14 Activity Review:*

- Responded to community concerns regarding hexavalent chromium in the water supply by continuing sampling and analysis for same as per EPA recommendations and compliance with the Unregulated Contaminants Monitoring Rule 3.
- Completed the Water Treatment Plant Facility Plan Update.
- Monitoring and compliance of disinfection byproducts reduction within the water system was achieved per EPA directives.
- Decommissioned the existing Reservoir No. 3 and initiated construction of the replacement reservoir.
- Completed an update to the Water management and Conservation Plan and submitted same to Oregon Water Resources Department for approval.

## Program: Utilities/Water Program

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>1,280,617</u>	<u>1,429,081</u>	<u>1,606,908</u>	<u>1,913,280</u>	<u>1,913,280</u>	<u>1,913,280</u>	<u>1,107,270</u>
Current Resources							
Activity Generated							
Sale of Water	4,105,622	4,826,670	4,856,430	5,597,750	5,597,750	5,597,750	5,651,750
Direct Charges to:							
Solid Waste Operations	23,263	14,180	20,000	20,400	20,400	20,400	20,600
Interest	9,641	10,109	9,000	12,000	12,000	12,000	12,000
Other Revenue	56,165	28,863	39,570	36,750	36,750	36,750	36,840
Capital Construction	<u>2,918,134</u>	<u>7,970,397</u>	<u>6,159,262</u>	<u>3,872,568</u>	<u>3,872,568</u>	<u>3,872,568</u>	<u>1,903,351</u>
<b>Total Current Revenues</b>	<b><u>7,112,825</u></b>	<b><u>12,850,219</u></b>	<b><u>11,084,262</u></b>	<b><u>9,539,468</u></b>	<b><u>9,539,468</u></b>	<b><u>9,539,468</u></b>	<b><u>7,624,541</u></b>
<b>Total Resources</b>	<b><u>8,393,442</u></b>	<b><u>14,279,300</u></b>	<b><u>12,691,170</u></b>	<b><u>11,452,748</u></b>	<b><u>11,452,748</u></b>	<b><u>11,452,748</u></b>	<b><u>8,731,811</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Water Treatment	1,432,233	1,529,966	1,636,499	1,695,164	1,695,164	1,695,164	1,702,488
Water Distribution	1,014,314	1,045,376	1,259,875	1,310,484	1,310,484	1,310,484	1,371,103
Customer Services	352,298	391,059	377,835	366,960	366,960	366,960	380,346
General Program Operations	9,562	17,270	22,225	22,225	22,225	22,225	22,225
Capital Construction	<u>2,718,134</u>	<u>7,970,397</u>	<u>6,159,262</u>	<u>3,872,568</u>	<u>3,872,568</u>	<u>3,872,568</u>	<u>1,903,351</u>
Indirect Charges	288,766	298,868	340,700	349,130	349,130	349,130	357,980
Debt Service	396,253	36,404	507,220	504,770	504,770	504,770	507,170
Transfers Out	<u>752,801</u>	<u>524,327</u>	<u>1,333,000</u>	<u>2,224,177</u>	<u>2,224,177</u>	<u>2,224,177</u>	<u>1,312,178</u>
<b>Subtotal Expenditures</b>	<b><u>6,964,361</u></b>	<b><u>11,813,667</u></b>	<b><u>11,636,616</u></b>	<b><u>10,345,478</u></b>	<b><u>10,345,478</u></b>	<b><u>10,345,478</u></b>	<b><u>7,556,841</u></b>
Contingency	0	0	1,054,554	1,107,270	1,107,270	1,107,270	1,174,970
Ending Balance	<u>1,429,081</u>	<u>2,465,633</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>8,393,442</u></b>	<b><u>14,279,300</u></b>	<b><u>12,691,170</u></b>	<b><u>11,452,748</u></b>	<b><u>11,452,748</u></b>	<b><u>11,452,748</u></b>	<b><u>8,731,811</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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### Mission Statement:

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

### Services Delivered:

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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Gallons of water produced (in Billions)	1.91	1.92	2.00	1.91	1.91	1.93	1.93
<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	4.0%	<3%	3.9%	<3%	<3%	<3%	<3%
Average hours to place booster stations back into service upon notice of failure	1.1	<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	646	650	652	650	650	650	650

### FY’15 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

- Staff will update and distribute the Consumer Confidence Report per EPA Rules.
- Staff will operate a pilot test facility program to begin activities relating to the potential construction of a new water treatment facility.
- Staff will purchase and install new Anthracite to keep filters working in optimal condition.

#### Maintain, Operate, and Expand our Infrastructure

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

- One raw water pump will be rebuilt to near new condition.
- Staff will continue to remove solids from the log pond.
- Staff will purchase and install a portable water quality monitoring station.

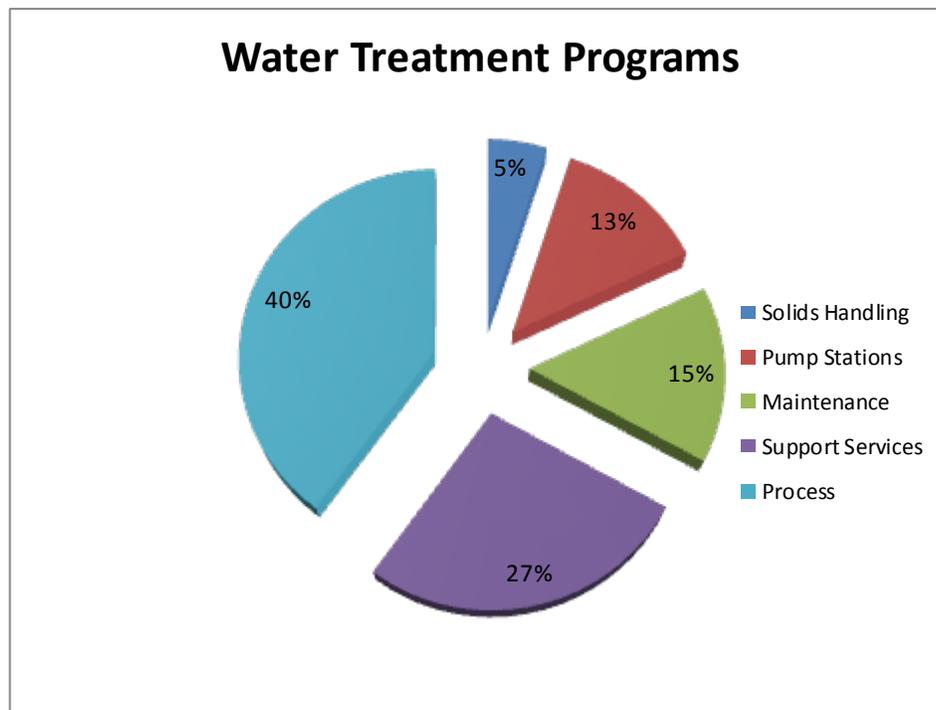
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## Program: Utilities/Water – Water Treatment Services

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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'14 Activity Review:**

Plant staff completed the Water Treatment Plant Facility Plant Update. The update allows Public Works staff to begin the planning process for constructing a new water treatment facility. Plant Staff rebuilt two High Head Discharge pumps which help to ensure continued operation at peak capacity through the summer high demand period. Staff purchased a new generator for the Water Treatment Plant which will allow for production of water during an extended power outage. Staff continues to monitor the Disinfection By-products (DBP) levels in the North Valley area to ensure that DBP levels remain below the compliance rate of 0.080 mg/L.

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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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	632,611	648,214	699,217	706,736	706,736	706,736	727,729
Materials & Supplies	274,317	296,050	295,400	318,850	318,850	318,850	310,800
Contractual/Prof Services	502,987	538,430	621,511	638,784	638,784	638,784	645,415
Direct Charges	20,154	20,793	7,871	8,044	8,044	8,044	8,044
Capital Outlay	<u>2,164</u>	<u>26,479</u>	<u>12,500</u>	<u>22,750</u>	<u>22,750</u>	<u>22,750</u>	<u>10,500</u>
<b>Total Requirements</b>	<b><u>1,432,233</u></b>	<b><u>1,529,966</u></b>	<b><u>1,636,499</u></b>	<b><u>1,695,164</u></b>	<b><u>1,695,164</u></b>	<b><u>1,695,164</u></b>	<b><u>1,702,488</u></b>

## Program: Utilities/Water – Water Treatment Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
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)	(0.03)	(0.00)	(0.00)	(0.00)
To: Solid Waste Field Operations	(0.05)	(0.05)	(0.05)	(0.05)	(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)	(0.05)	(0.08)	(0.08)	(0.08)
To: Jo-Gro™	<u>(0.03)</u>	<u>(0.03)</u>	<u>(0.03)</u>	<u>(0.03)</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>5,415</u>	<u>4,100</u>	<u>4,100</u>	<u>4,100</u>	<u>4,100</u>	<u>4,100</u>	<u>4,100</u>

### Capital Outlay/By Item

Streaming Current Monitor	12,500	0	0	0	0
Water Quality Monitoring Stations	0	14,250	14,250	14,250	0
Sewage Ejection Pump & Controls	0	8,500	8,500	8,500	0
SCADA Software	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10,500</u>
<b>Total Capital Outlay</b>	<b><u>12,500</u></b>	<b><u>22,750</u></b>	<b><u>22,750</u></b>	<b><u>22,750</u></b>	<b><u>10,500</u></b>

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## Program: Utilities/Water – Water Distribution Services

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### Mission Statement:

*“Providing excellence in customer service and the highest levels of water quality to serve our community.”*

### Services Delivered:

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

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

### Performance Measurements:

#### Water Distribution Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of residential water meters replaced	642	800	948	800	886	710	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	26	N/A	7	<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	N/A	<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'15 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

- 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'15 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. Funds for the replacement of residential and commercial water meters continue in the Customer Service Program. The Water Quality Program contains continuing funding for contract reservoir cleaning and water sample testing. The System Maintenance Program contains funding for water main and fire hydrant repairs and maintenance. The FY'15 capital budget contains continued funding for new water services. Funds are also allocated for purchase of de-chlorination equipment for system flushing, a hydraulic pipe cutter for water main repairs, and a wide flat edged backhoe bucket for trench repairs.

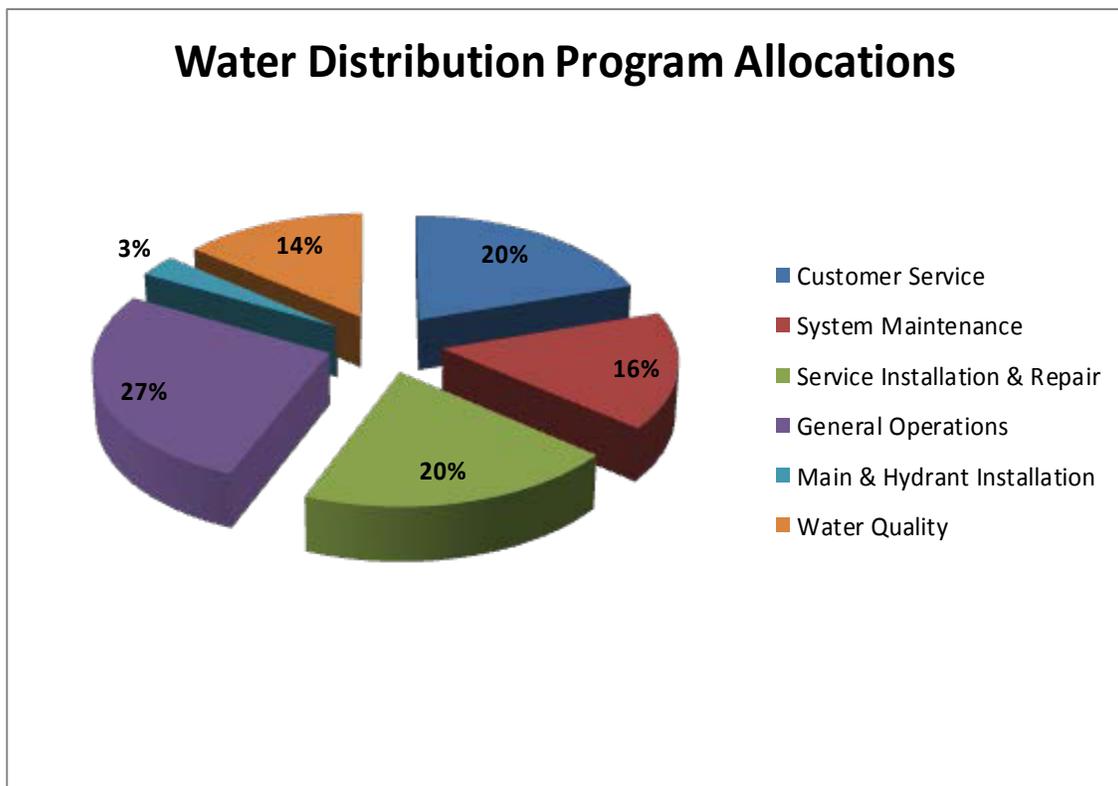
#### **FY'14 Activity Review:**

Despite the continued reduction of new construction projects, Distribution crews remained busy with the work related to various public improvement projects. The relocation and adjustment of water services and two fire hydrants were successfully completed in conjunction with the SE L Street and NE Josephine Street Reconstruction Projects. Distribution crews were also actively involved with the installation of new pipe tie-ins and old pipe line abandonments during both the NE C Street and SE Oak & River Oaks 2 Inch Main Replacement Projects. 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 17 as of March 1, 2013. Water main repairs totaled 8 for the same period.

## Program: Utilities/Water – Water Distribution Services

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	649,135	624,800	751,243	766,624	766,624	766,624	813,312
Materials & Supplies	109,313	121,239	148,277	163,677	163,677	163,677	169,777
Contractual/Prof Services	188,212	212,431	278,166	279,159	279,159	279,159	295,490
Direct Charges	50,177	50,877	39,189	41,524	41,524	41,524	41,524
Capital Outlay	<u>17,477</u>	<u>36,029</u>	<u>43,000</u>	<u>59,500</u>	<u>59,500</u>	<u>59,500</u>	<u>51,000</u>
<b>Total Requirements</b>	<b><u>1,014,314</u></b>	<b><u>1,045,376</u></b>	<b><u>1,259,875</u></b>	<b><u>1,310,484</u></b>	<b><u>1,310,484</u></b>	<b><u>1,310,484</u></b>	<b><u>1,371,103</u></b>



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

**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	RECOMMEND	APPROVED	ADOPTED	PROJECTED			
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
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>						
<i>Subtotal</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>						
<i>Subtotal Distributed</i>	<i>(1.20)</i>						
<b>Total Positions</b>	<b><u>8.80</u></b>						
Temporary/Seasonal Hours	<u>2,400</u>	<u>2,100</u>	<u>2,400</u>	<u>2,400</u>	<u>2,400</u>	<u>2,400</u>	<u>2,400</u>

**Capital Outlay/By Item**

New Water Services	43,000	43,000	43,000	43,000	45,000
Smooth Edge Implement Bucket	0	4,500	4,500	4,500	0
Dechlorination Flushing Device	0	6,000	6,000	6,000	0
Pipe Cutting Equipment	0	6,000	6,000	6,000	0
Utility Locater Upgrade	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,000</u>
<b>Total Capital Outlay</b>	<b><u>43,000</u></b>	<b><u>59,500</u></b>	<b><u>59,500</u></b>	<b><u>59,500</u></b>	<b><u>51,000</u></b>

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## Program: Utilities/Water – Customer Services

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### Mission Statement:

*“The mission of the Customer Service Department is to provide support to the individual utilities to include billing, collection, and timely courteous responses to the needs of individual customers regarding their City utility account.”*

### Services Delivered:

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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of water services	10,670	N/A	10,670	N/A	10,700	10,700	10,700
<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	.05%	>1%	.01%	<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.	\$2.38	<\$2.50	\$2.21	<\$2.50	<\$2.50	<\$2.50	<2.50

### FY'15 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 10,600 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.

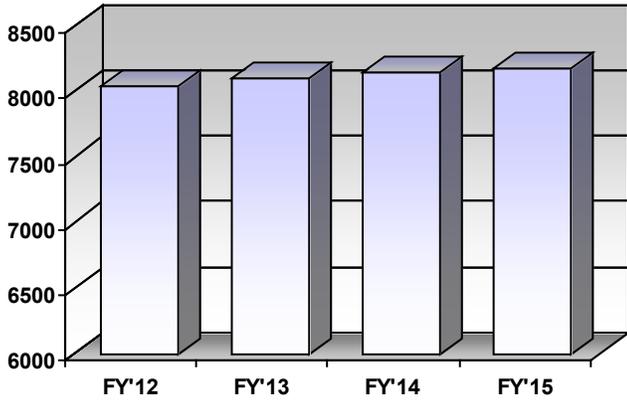
The City of Grants Pass Utility Customer Service Department serves approximately 10,670 water utility customers. The goal of the department is to provide excellent customer service to the citizens of Grants Pass. Cost per account for the water utility includes costs associated with direct salaries, employee 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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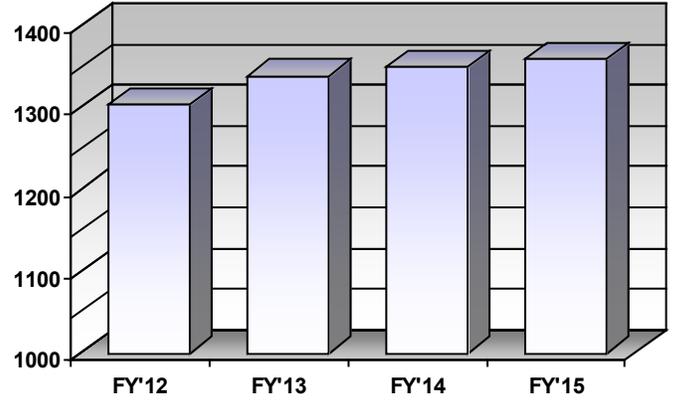
## Program: Utilities/Water – Customer Services

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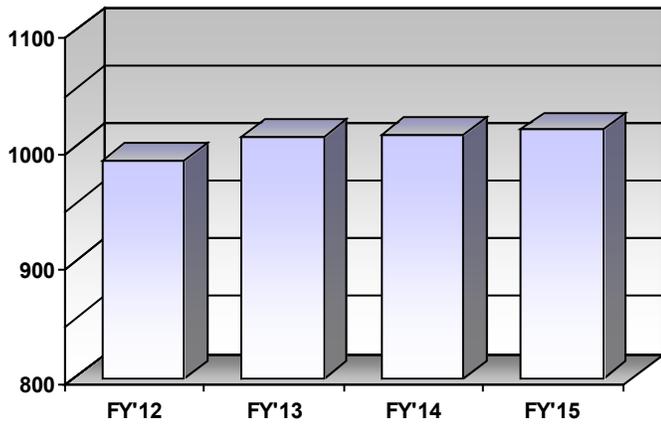
Number of RESIDENTIAL Customers



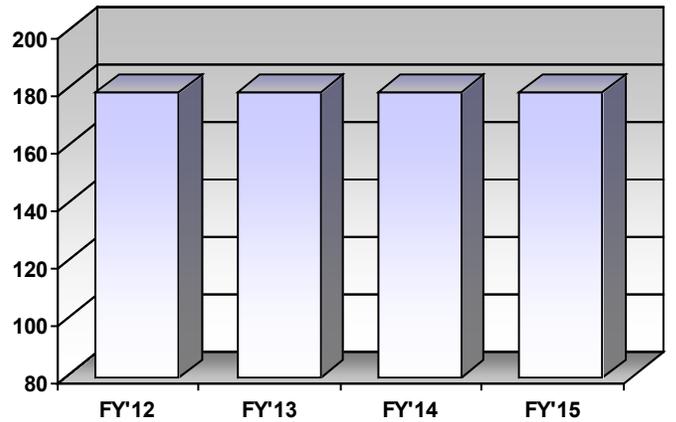
Number of COMMERCIAL Customers



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 and deliver via either email or first class mail. In addition, several of the staff will participate in the research and selection of new utility billing software with the goal of improving service delivery and efficiency.

### **FY'14 Activity Review:**

The Customer Service office generated approximately 133,600 utility billings during FY'14 and receipted approximately 143,400 utility payments through a variety of collection methods including in person, via community drop boxes, online from individual financial institutions, via mail, online via the City website or drafted from individual bank accounts per customer request. As most payments come into the office in the form of check or money order, the customer service office has worked to reduce the costs associated with transport of checks to the bank via armored car. The customer service office converted to complete check submission via a customer cash letter to the bank eliminating the need for daily pick up of utility deposits. 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	30,312	29,383	34,700	30,385	30,385	30,385	30,385
Direct Charges	<u>321,986</u>	<u>361,676</u>	<u>343,135</u>	<u>336,575</u>	<u>336,575</u>	<u>336,575</u>	<u>349,961</u>
<b>Total Requirements</b>	<b><u>352,298</u></b>	<b><u>391,059</u></b>	<b><u>377,835</u></b>	<b><u>366,960</u></b>	<b><u>366,960</u></b>	<b><u>366,960</u></b>	<b><u>380,346</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'15 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 ensuring City's credit rating and ability to borrow in the future.

### Budget Highlights:

A debt service schedule for the budgetary period is included here. A full debt service schedule can be found in Appendix P.

	FY'12*	FY'13	FY'14	FY'15	FY'16
<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>	<u><b>\$397,800</b></u>	<u><b>\$36,404</b></u>	<u><b>\$507,220</b></u>	<u><b>\$504,770</b></u>	<u><b>\$507,170</b></u>

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'12	FY'13	FY'14	RECOMMEND	APPROVED	ADOPTED	FY'16
	\$	\$	\$	FY'15	FY'15	FY'15	\$
Debt Service	<u>396,253</u>	<u>36,404</u>	<u>507,220</u>	<u>504,770</u>	<u>504,770</u>	<u>504,770</u>	<u>507,170</u>
<b>Total Requirements</b>	<u><b>396,253</b></u>	<u><b>36,404</b></u>	<u><b>507,220</b></u>	<u><b>504,770</b></u>	<u><b>504,770</b></u>	<u><b>504,770</b></u>	<u><b>507,170</b></u>

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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'15 budget provides for \$2,224,177 in transfers to capital. This includes \$200,000 for acquisition of an emergency water treatment trailer, \$60,000 for Master Plan Updates, \$50,000 for a Water Emergency Operations Plan update, \$390,000 for the Water Treatment Plant replacement project, and \$50,000 for small main replacements.

### FY'14 Activity Review:

The Water General Fund was able to transfer the full amount of Capital Transfers for FY'14 of \$1,333,000.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	58	5,395	10,350	10,350	10,350	10,350	10,350
Direct Charges	9,504	11,875	11,875	11,875	11,875	11,875	11,875
Indirect Charges	288,766	298,868	340,700	349,130	349,130	349,130	357,980
Transfers Out	<u>552,801</u>	<u>524,327</u>	<u>1,333,000</u>	<u>2,224,177</u>	<u>2,224,177</u>	<u>2,224,177</u>	<u>1,312,178</u>
<b><i>Subtotal Expenditures</i></b>	<b><i>851,129</i></b>	<b><i>840,465</i></b>	<b><i>1,695,925</i></b>	<b><i>2,595,532</i></b>	<b><i>2,595,532</i></b>	<b><i>2,595,532</i></b>	<b><i>1,692,383</i></b>
Contingencies	0	0	1,054,554	1,107,270	1,107,270	1,107,270	1,174,970
Ending Balance	<u>1,429,081</u>	<u>2,465,633</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>2,280,210</u></b>	<b><u>3,306,098</u></b>	<b><u>2,750,479</u></b>	<b><u>3,702,802</u></b>	<b><u>3,702,802</u></b>	<b><u>3,702,802</u></b>	<b><u>2,867,353</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'15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

#### **Maintain, Operate, and Expand our Infrastructure**

##### **Objective 1: Plan for utility infrastructure**

**Action 1:** Develop 20-year infrastructure master plans and combined utilities plan.

- This will be initiated following adoption of the UGB expansion.

**Action 5:** Water Treatment - Acquire portable water treatment equipment to provide drinking water if WTP is damaged and unable to produce water.

**Action 6:** Water Distribution and Wastewater Collection - Evaluate relocation or abandonment of old water mains that could cause considerable damage to private property if they failed.

**Action 8:** Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.

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

**Action 1:** Replace Reservoir No. 3.

**Action 2:** Acquire a portable generator for remote pump stations that do not have a stationary generator onsite.

**Action 3:** Complete projects as part of small main replacement.

**Action 4:** Complete design of Water Treatment Plant backup power.

**Action 5:** Initiate the process to replace the Water Treatment Plant.

### **Budget Highlights:**

The Active Capital Project list includes projects coming to a close in FY'14, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'13"; the re-assessed resource needs of projects using current data for the "Revised FY'14" column, guiding our "Recommended FY'15" and resources estimated "Through FY'15". 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.

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

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### **FY'14 Activity Review:**

- Completed work on the Water Treatment Plant Facility Plan.
- Completed an update to the Water Management and Conservation Plan, and submitted to Oregon Water Resources Department for approval.
- Continued construction of replacement of Reservoir No. 3.
- Continued work on the Small Main Replacement program.
- Continued work to install a backup power generator for the Water Treatment Plant.
- Continued negotiations with ODFW and OWRD on time extensions for the development of the City's municipal water rights.
- Began construction of Starlite PRV vault (Starlite pump station upgrade).

## Program: Utilities/Water – Capital Construction

### ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'13	Revised FY'14	Adopted FY'15	Total Through FY'15	Future Years	Total Project
WA0000 Miscellaneous Water Projects - SDC's (752)	102,717	(146,000)	79,000	508,929	(1,138,000)	(629,071)
WA0000 Miscellaneous Water Projects - AFD's (755)	(28,565)	(5,011)	0	2,946	0	2,946
WA0000 Miscellaneous Water Projects – Gen. (758)	105,961	264,011	(290,823)	264,327	(5,714,822)	(5,450,495)
WA0000 Miscellaneous Water Projects - LID's (759)	(971)	0	0	12,581	0	12,581
WA4526 Starlite Pump Station Upgrade	0	0	0	245,000	0	245,000
WA4742 Reservoir and Pump Station Site Purchases	0	75,000	100,000	285,000	65,000	350,000
WA4966 Water Management & Conserv. Plan Updt	20,000	0	10,000	80,000	0	80,000
WA4971 Meadow Wood Reservoir No. 16	0	0	0	0	1,575,000	1,575,000
WA5028 Water Main on Private Property	0	25,000	0	75,000	0	75,000
WA5094 Water Distribution System Master Plan Update	20,000	0	60,000	200,000	0	200,000
WA5096 WTP Structural Repairs	50,000	75,000	75,000	500,000	345,000	845,000
WA6000 MSA Task Order #1	20,000	10,000	20,000	110,000	80,000	190,000
WA6001 Water Main Looping	0	(50,000)	0	5,000	720,000	725,000
WA6052 Reservoir No. 3 Upgrades	5,283,565	325,000	150,000	6,381,565	0	6,381,565
WA6058 Water System Security Projects	10,000	10,000	10,000	70,000	70,000	140,000
WA6059 Pump Station Repairs	40,000	10,000	10,000	85,000	85,000	170,000
WA6122 WTP Emergency Generator	(50,000)	75,000	0	275,000	0	275,000
WA6206 Reservoir No 4 Hatch Repairs	0	50,000	0	50,000	0	50,000
WA6207 WTP Upgrade	0	660,000	1,525,000	2,185,000	53,950,000	56,135,000
<b>NEW PROJECTS</b>						
WAXX01 Purchase of Emergency Water Pump Stations	0	0	200,000	200,000	0	200,000
WAXX02 Water Main Relocations	0	0	300,000	300,000	200,000	500,000
WAXX03 Water Rate & SDC Study	0	0	70,000	70,000	0	70,000
WAXX04 Purchase Portable Generator for Pump Station	0	0	75,000	75,000	0	75,000
WAXX05 Arc Flash Study WA and SE	0	0	100,000	100,000	0	100,000
WAXX06 Small Main Replacement FY15	0	0	100,000	100,000	255,000	355,000
WAXX07 Water Emergency Ops Plan Update	0	0	50,000	50,000	0	50,000
<b>Total Projects</b>	<b><u>5,572,707</u></b>	<b><u>1,378,000</u></b>	<b><u>2,643,177</u></b>	<b><u>12,230,348</u></b>	<b><u>50,492,178</u></b>	<b><u>62,722,526</u></b>

### CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

WA4841 Small Main Replacement	50,000	50,000	0	366,324	0	366,324
WA6002 WTP Facility Plan Update	100,000	25,000	0	325,000	0	325,000
WA6168 WTP Exterior Repairs & Painting	55,000	(28,000)	0	27,000	0	27,000
WA6204 Fall Protection at Reservoirs and Pump Stns.	0	25,000	0	25,000	0	25,000
<b>Total Closed Projects</b>	<b><u>205,000</u></b>	<b><u>72,000</u></b>	<b><u>0</u></b>	<b><u>743,324</u></b>	<b><u>0</u></b>	<b><u>743,324</u></b>
<b>Grand Total - All Projects</b>	<b><u>5,777,707</u></b>	<b><u>1,450,000</u></b>	<b><u>2,643,177</u></b>	<b><u>12,973,672</u></b>	<b><u>50,492,178</u></b>	<b><u>63,465,850</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'15

	Adopted FY'15 Beginning Fund Balance	Adopted FY'15 Revenue	Adopted FY'15 Capital Outlay	Adopted FY'15 Transfers	Adopted FY'15 Appropriated Fund Balance
WA0000 Miscellaneous Water Projects - SDC's (752)	24,929	79,000	0	0	103,929
WA0000 Miscellaneous Water Projects - AFD's (755)	2,946	0	0	0	2,946
WA0000 Miscellaneous Water Projects - General (758)	450,120	(290,823)	0	0	159,297
WA0000 Miscellaneous Water Projects - LID's (759)	0	0	0	0	0
WA4526 Starlite Pump Station Upgrade	0	0	0	0	0
WA4742 Reservoir and Pump Station Site Purchases	107,873	100,000	207,873	0	0
WA4966 Water Management & Conserv. Plan Updt	0	10,000	10,000	0	0
WA4971 Meadow Wood Reservoir No. 16	0	0	0	0	0
WA5028 Water Main on Private Property	0	0	0	0	0
WA5094 Water Distribution System Master Plan Update	113,613	60,000	173,613	0	0
WA5096 WTP Structural Repairs	37,539	75,000	112,539	0	0
WA6000 MSA Task Order #1	8,370	20,000	28,370	0	0
WA6001 Water Main Looping	5,000	0	5,000	0	0
WA6052 Reservoir No. 3 Upgrades	2,133	150,000	152,133	0	0
WA6058 Water System Security Projects	1,867	10,000	11,867	0	0
WA6059 Pump Station Repairs	15,000	10,000	25,000	0	0
WA6122 WTP Emergency Generator	0	0	0	0	0
WA6206 Reservoir No 4 Hatch Repairs	0	0	0	0	0
WA6207 WTP Upgrade	460,000	1,525,000	1,985,000	0	0
<b>NEW PROJECTS</b>					
WAXX01 Purchase of Emergency Water Pump Stations	0	200,000	200,000	0	0
WAXX02 Water Main Relocations	0	300,000	300,000	0	0
WAXX03 Water Rate & SDC Study	0	70,000	70,000	0	0
WAXX04 Purchase Portable Generator for Pump Station	0	75,000	75,000	0	0
WAXX05 Arc Flash Study WA and SE	0	100,000	100,000	0	0
WAXX06 Small Main Replacement FY15	0	100,000	100,000	0	0
WAXX07 Water Emergency Ops Plan Update	<u>0</u>	<u>50,000</u>	<u>50,000</u>	<u>0</u>	<u>0</u>
<b>Total Projects</b>	<b><u>1,229,390</u></b>	<b><u>2,643,177</u></b>	<b><u>3,606,395</u></b>	<b><u>0</u></b>	<b><u>266,172</u></b>

## Program: Utilities/Water – Capital Construction

### Financial Summary

	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Fund Balance	<u>2,287,706</u>	<u>2,100,127</u>	<u>4,709,262</u>	<u>1,229,391</u>	<u>1,229,391</u>	<u>1,229,391</u>	<u>266,173</u>
<b>Resources</b>							
Development Charges	98,420	246,079	150,000	150,000	150,000	150,000	150,000
Investment Interest	14,909	18,641	14,000	14,000	14,000	14,000	0
Advance Finance Interest	0	1	0	0	0	0	0
SDC Loans	7,699	6,559	0	0	0	0	0
General Fund	0	150,000	100,000	150,000	150,000	150,000	155,000
Sewer/Transport. Projects	0	0	0	135,000	135,000	135,000	0
Water Fund	502,801	394,327	1,168,000	2,174,177	2,174,177	2,174,177	1,312,178
Advance Financing	266	18,985	18,000	20,000	20,000	20,000	20,000
Other Revenue	<u>6,333</u>	<u>5,035,678</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i><b>Total Current Revenues</b></i>	<u><b>630,428</b></u>	<u><b>5,870,270</b></u>	<u><b>1,450,000</b></u>	<u><b>2,643,177</b></u>	<u><b>2,643,177</b></u>	<u><b>2,643,177</b></u>	<u><b>1,637,178</b></u>
<b>Total Resources</b>	<u><b>2,918,134</b></u>	<u><b>7,970,397</b></u>	<u><b>6,159,262</b></u>	<u><b>3,872,568</b></u>	<u><b>3,872,568</b></u>	<u><b>3,872,568</b></u>	<u><b>1,903,351</b></u>
<b>Requirements</b>							
Capital Outlay	619,845	3,261,136	5,883,919	3,606,395	3,606,395	3,606,395	1,535,000
Transfers Out	<u>200,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i><b>Subtotal Expenditures</b></i>	<u><b>819,845</b></u>	<u><b>3,261,136</b></u>	<u><b>5,883,919</b></u>	<u><b>3,606,395</b></u>	<u><b>3,606,395</b></u>	<u><b>3,606,395</b></u>	<u><b>1,535,000</b></u>
Appropriated Fund Balance	<u>2,098,289</u>	<u>4,709,261</u>	<u>275,343</u>	<u>266,173</u>	<u>266,173</u>	<u>266,173</u>	<u>368,351</u>
<b>Total Requirements</b>	<u><b>2,918,134</b></u>	<u><b>7,970,397</b></u>	<u><b>6,159,262</b></u>	<u><b>3,872,568</b></u>	<u><b>3,872,568</b></u>	<u><b>3,872,568</b></u>	<u><b>1,903,351</b></u>

**WHERE THE ROGUE RIVER RUNS**

**GRANTS  
PASS**



**O R E G O N**

© City of Grants Pass

# WASTEWATER

## ACTIVITIES

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



## DESCRIPTION

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

	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	<u>9,578,019</u>	<u>11,206,154</u>	<u>11,119,418</u>	<u>13,282,044</u>	<u>13,282,044</u>	<u>13,282,044</u>	<u>9,060,250</u>
<b>Total Resources</b>	<b><u>9,578,019</u></b>	<b><u>11,206,154</u></b>	<b><u>11,119,418</u></b>	<b><u>13,282,044</u></b>	<b><u>13,282,044</u></b>	<b><u>13,282,044</u></b>	<b><u>9,060,250</u></b>
Requirements							
Wastewater Collection	610,532	664,654	724,766	777,652	777,652	777,652	803,139
Wastewater Treatment	1,658,256	1,653,176	2,004,990	2,278,209	2,278,209	2,278,209	2,312,899
Jo Gro	650,324	609,560	622,513	0	0	0	0
Customer Services	255,016	264,006	410,326	408,653	408,653	408,653	426,275
Debt Service	491,356	492,015	941,763	941,963	941,963	941,963	933,713
General Program Operations	2,569,389	3,129,275	2,820,322	3,438,105	3,438,105	3,438,105	2,912,947
Capital Construction	<u>3,343,146</u>	<u>4,393,468</u>	<u>3,594,738</u>	<u>5,437,462</u>	<u>5,437,462</u>	<u>5,437,462</u>	<u>1,671,277</u>
<b>Total Requirements</b>	<b><u>9,578,019</u></b>	<b><u>11,206,154</u></b>	<b><u>11,119,418</u></b>	<b><u>13,282,044</u></b>	<b><u>13,282,044</u></b>	<b><u>13,282,044</u></b>	<b><u>9,060,250</u></b>

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## Program: Utilities/Wastewater Program

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### **Mission Statement:**

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

### **Services Delivered:**

The process of collection, treatment, and disposal of wastewater is one of the basic functions of our City. With primary focus on public safety and the environment, this utility collects wastewater from customers, conveys it to the City’s Water Restoration Plant for treatment, and ultimately discharges a treated effluent to the Rogue River. Solids removed during the treatment phase are trucked to 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’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:**

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

##### **Objective 1: Plan for utility infrastructure**

###### **Action 1: Develop 20-year infrastructure master plans and combined utilities plan**

- The Wastewater Treatment Facility Plan update has been initiated and is anticipated to be completed in FY’14.

###### **Action 2: Complete Sewer Master Plan**

- The Wastewater Collection System Master Plan update will continue following the completion of the UGB expansion. To date system modeling has been done on the existing UGB in anticipation of the expansion.

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

- ###### **Action 1:** Initiate the process to expand the Wastewater Treatment Plant as required to accommodate growth in the community.

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## Program: Utilities/Wastewater Program

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### *FY'14 Activity Review:*

- Several sewer main segments have been replaced in the core of the community as per the Sewer Collection Master Plan.
- Planning and design of storm water improvements at the JO-GRO™ facility continued to correct E. coli violations, which have been reported to the Department of Environmental Quality (DEQ). Based upon Council direction, the decision was made to discontinue the JO-GRO™ co-composting operation and to dispose of bio-solids at the Dry Creek Landfill. There is no longer a need to construct the storm water improvements.
- The Industrial Pretreatment local limits were approved by the Department of Environmental Quality (DEQ).



## Program: Utilities/Wastewater Program

### Program Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>1,153,845</u>	<u>1,636,012</u>	<u>1,403,380</u>	<u>1,933,582</u>	<u>1,933,582</u>	<u>1,933,582</u>	<u>1,264,973</u>
Current Resources							
Activity Generated							
Sewage Fees	4,768,496	4,858,823	6,057,900	5,845,600	5,845,600	5,845,600	6,058,600
Redwood Sanitary Sewer Svc.	241,936	239,638	0	0	0	0	0
Direct Charges	4,488	19,495	11,900	11,900	11,900	11,900	11,900
Revenue Other Agencies	12,825	0	0	0	0	0	0
Interest	9,984	8,794	9,500	11,500	11,500	11,500	11,500
Other Revenue	43,299	49,924	42,000	42,000	42,000	42,000	42,000
Capital Construction	<u>3,343,146</u>	<u>4,393,468</u>	<u>3,594,738</u>	<u>5,437,462</u>	<u>5,437,462</u>	<u>5,437,462</u>	<u>1,671,277</u>
<b>Total Current Revenues</b>	<b><u>8,424,174</u></b>	<b><u>9,570,142</u></b>	<b><u>9,716,038</u></b>	<b><u>11,348,462</u></b>	<b><u>11,348,462</u></b>	<b><u>11,348,462</u></b>	<b><u>7,795,277</u></b>
<b>Total Resources</b>	<b><u>9,578,019</u></b>	<b><u>11,206,154</u></b>	<b><u>11,119,418</u></b>	<b><u>13,282,044</u></b>	<b><u>13,282,044</u></b>	<b><u>13,282,044</u></b>	<b><u>9,060,250</u></b>
Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Wastewater Collection	610,532	664,654	724,766	777,652	777,652	777,652	803,139
Wastewater Treatment	1,658,256	1,653,176	2,004,990	2,278,209	2,278,209	2,278,209	2,312,899
Customer Services	255,016	264,006	410,326	408,653	408,653	408,653	426,275
Jo Gro	605,324	598,458	622,513	0	0	0	0
General Program Operations	9,764	12,000	24,050	24,050	24,050	24,050	24,050
Capital Construction	<u>3,343,146</u>	<u>4,393,468</u>	<u>3,594,738</u>	<u>5,437,462</u>	<u>5,437,462</u>	<u>5,437,462</u>	<u>1,671,277</u>
Indirect Charges	323,717	329,070	398,700	366,690	366,690	366,690	375,400
Debt Service	491,356	492,015	941,763	941,963	941,963	941,963	933,713
Transfers Out	<u>900,046</u>	<u>962,852</u>	<u>1,034,000</u>	<u>1,782,392</u>	<u>1,782,392</u>	<u>1,782,392</u>	<u>1,159,362</u>
<b>Subtotal Expenditures</b>	<b><u>8,197,157</u></b>	<b><u>9,369,699</u></b>	<b><u>9,755,846</u></b>	<b><u>12,017,071</u></b>	<b><u>12,017,071</u></b>	<b><u>12,017,071</u></b>	<b><u>7,706,115</u></b>
Contingency	0	0	1,363,572	1,264,973	1,264,973	1,264,973	1,354,135
Ending Balance	<u>1,380,862</u>	<u>1,836,455</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>9,578,019</u></b>	<b><u>11,206,154</u></b>	<b><u>11,119,418</u></b>	<b><u>13,282,044</u></b>	<b><u>13,282,044</u></b>	<b><u>13,282,044</u></b>	<b><u>9,060,250</u></b>

## Program: Utilities/Wastewater – Wastewater Collection

### Mission Statement:

“Providing safe and uninterrupted operation of sanitary sewer lines in support of the Wastewater Program.”

### 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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Miles of sanitary sewer receiving routine cleaning	40	44	30.6	44	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	20	22	15.3	22	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'15 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 operation

- Excellence in customer service and protection of the environment shall remain the highest priorities in this activity.
- Continue multiple utility administered contracts for emergency repairs of failed public sewer main lines.
- Continue contract root foaming of public sewer mainlines.

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

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

###### Action 2: 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.

#### Preserve and Enjoy our Natural Resources

##### Objective 4: Comply with all NPDES permit requirements

- Continue cleaning of problem sewer lines every six months.
- Continue routine cleaning of all other sewer mains on a rotating 4 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.

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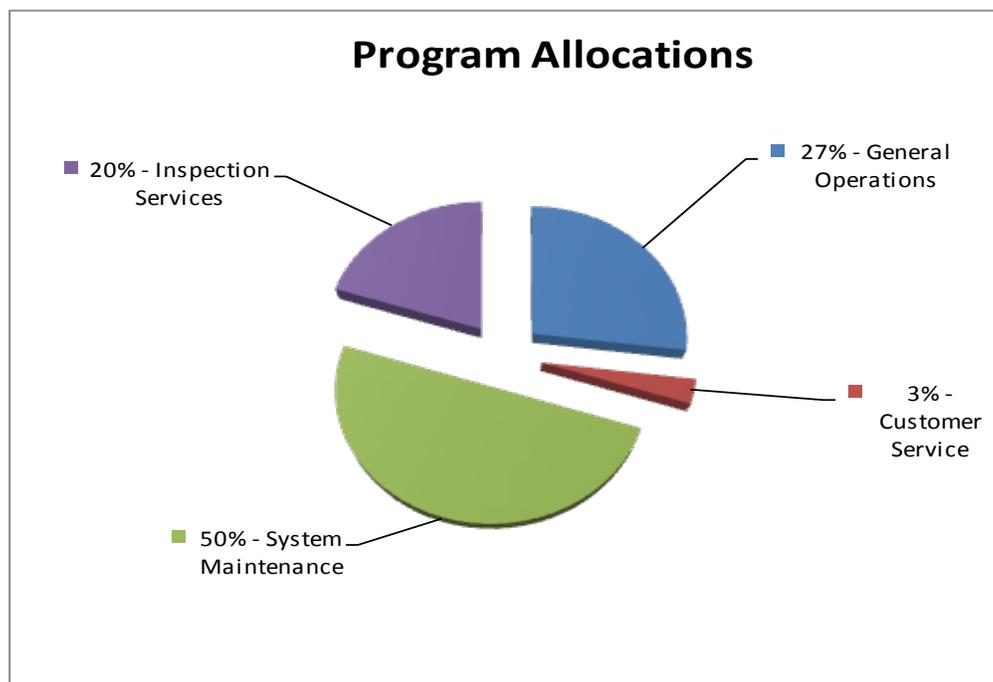
## Program: Utilities/Wastewater Collection

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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 steadily increase during FY’15. However, the moderate pace of new development still should provide the department with opportunities to focus on existing system maintenance. The FY’15 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 and six new style vacuum release valves to replace older higher maintenance valves on the forced sewer mains in the Redwood Area.



### **FY’14 Activity Review:**

Crews provided TV inspection services during the replacement of four aging clay and concrete sewer mains located in public alleys both east and west of SW Pine Street and between SW 5<sup>TH</sup> and SW Oak Streets. Routine cleaning and TV inspection of the existing collection system continued at an increased pace in FY’14. 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	421,908	438,701	474,862	500,984	500,984	500,984	523,470
Materials & Supplies	21,052	18,564	38,690	40,530	40,530	40,530	39,780
Contractual/Prof Services	105,630	121,413	143,968	167,772	167,772	167,772	175,523
Direct Charges	60,734	61,434	49,746	52,366	52,366	52,366	52,366
Capital Outlay	<u>1,208</u>	<u>24,542</u>	<u>17,500</u>	<u>16,000</u>	<u>16,000</u>	<u>16,000</u>	<u>12,000</u>
<b>Total Requirements</b>	<b><u>610,532</u></b>	<b><u>664,654</u></b>	<b><u>724,766</u></b>	<b><u>777,652</u></b>	<b><u>777,652</u></b>	<b><u>777,652</u></b>	<b><u>803,139</u></b>

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Utility Specialist	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Utility Worker	<u>4.00</u>	<u>4.00</u>	<u>4.00</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		10,000	16,000	16,000	16,000	12,000
Manholes		<u>7,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Capital Outlay</b>		<b><u>17,500</u></b>	<b><u>16,000</u></b>	<b><u>16,000</u></b>	<b><u>16,000</u></b>	<b><u>12,000</u></b>

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## Program: Utilities/Wastewater Treatment

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### Mission Statement:

*“The mission of the Wastewater Treatment Program is to protect human health and welfare through safe and efficient administration of State and Federal Treatment Standards.”*

### 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 Merlin Landfill for operation and maintenance services.

### Performance Measurements:

#### Wastewater Treatment Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Gallons of water treated (in billions)	2.12	N/A	2.125	2.17	2.17	2.17	2.17
<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	22.5	<25	25.9	<25	<25	<30	<30
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*	\$725	<\$730	\$720	<\$745	<\$760	<\$775	<\$790
Average Kwh per million gallons treated	2,276	<2,550	2,077	<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 data (2011) is \$945.

### FY'15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Maintain, Operate, and Expand our Infrastructure

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

**Action 1:** Initiate the process to expand the Wastewater Treatment Plant as required to accommodate growth in the community.

- Design UV Channel 1 replacement and make Seismic upgrades to Main Building and Digester control room.

#### Preserve and Enjoy our Natural Resources

##### Objective 4: Comply with all NPDES permit requirements

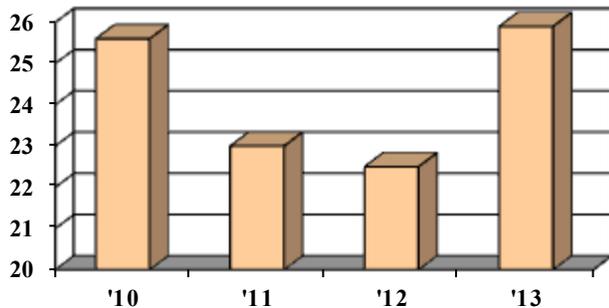
- Treating the community's wastewater to meet State and Federal standards will remain the main objective of this activity.

## Program: Utilities/Wastewater – Wastewater Treatment

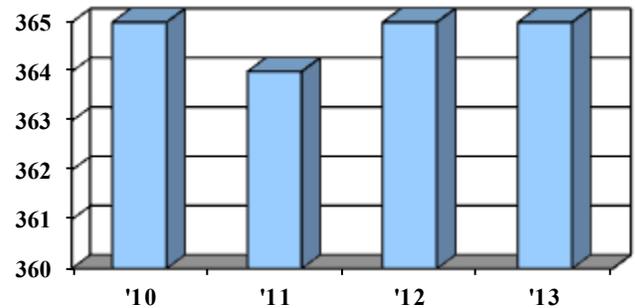
### Budget Highlights:

- This Budget includes funds to rebuild one of the WRP Influent Pumps and one of the Darneille Pump Station Pumps.

This budget includes costs for contracted solids hauling and disposal at the Drycreek Landfill.



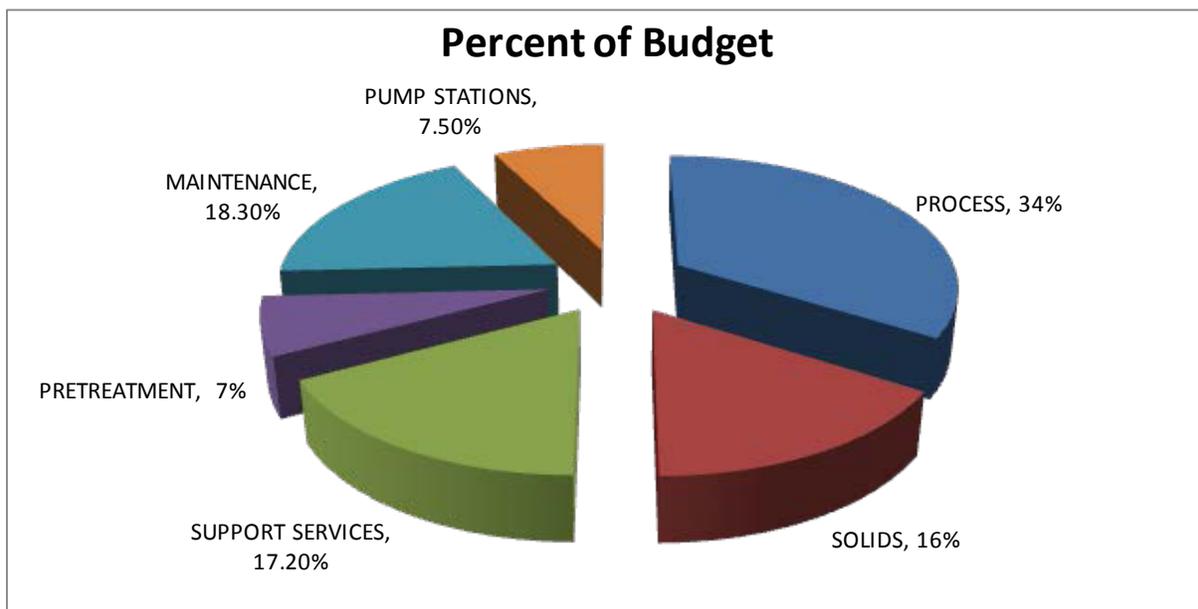
□ Pounds active polymer per dry ton feed solids



□ Days treated wastewater met State and Federal standards

### FY'14 Activity Review:

During the 2014 budget year, this activity will treat an estimated 1.85 billion gallons of wastewater and disposed of an estimated 5,157 wet tons of Biosolids to the JO-GRO™ Co-Composting facility and Landfill.



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## Program: Utilities/Wastewater Treatment

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### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	680,541	650,391	769,303	798,992	798,992	798,992	839,082
Materials & Supplies	225,821	250,782	326,000	333,000	333,000	333,000	334,000
Contractual/Prof Services	735,471	737,105	906,011	1,142,734	1,142,734	1,142,734	1,136,334
Direct Charges	14,259	14,898	1,976	2,083	2,083	2,083	2,083
Capital Outlay	<u>2,164</u>	<u>0</u>	<u>1,700</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>
<b>Total Requirements</b>	<b><u>1,658,256</u></b>	<b><u>1,653,176</u></b>	<b><u>2,004,990</u></b>	<b><u>2,278,209</u></b>	<b><u>2,278,209</u></b>	<b><u>2,278,209</u></b>	<b><u>2,312,899</u></b>

## Program: Utilities/Wastewater – Wastewater Treatment

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
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)	(0.25)	(0.00)	(0.00)	(0.00)	(0.00)
Trmt. Plant Spec – Operations							
To: JO-GRO™	(0.30)	(0.50)	(0.50)	(0.00)	(0.00)	(0.00)	(0.00)
Utility Worker							
To: JO-GRO™	(0.50)	(0.50)	(0.50)	(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>(0.59)</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>
<b>Total Positions</b>	<b><u>9.41</u></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>
Total Un-Funded Positions	(0.50)	(0.50)	(0.50)	(2.00)	(2.00)	(2.00)	(2.00)
<b>Total Funded Positions</b>	<b><u>8.91</u></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>

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

Utility Worker	0.50	0.50	0.50	2.00	2.00	2.00	2.00
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### Capital Outlay/By Item

Computer Upgrade			<u>1,700</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>	<u>1,400</u>
<b>Total Capital Outlay</b>			<b><u>1,700</u></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>

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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 RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	287,259	247,551	307,568	0	0	0	0
Materials & Supplies	68,284	82,564	93,550	0	0	0	0
Contractual/Prof Services	248,576	268,343	221,395	0	0	0	0
Capital Outlay	1,205	0	0	0	0	0	0
Transfers Out	<u>45,000</u>	<u>11,102</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>650,324</u></b>	<b><u>609,560</u></b>	<b><u>622,513</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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Utility Specialist	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Utility Worker	<u>2.00</u>	<u>2.00</u>	<u>2.00</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>3.00</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	0.03	0.00	0.00	0.00	0.00
Utility Plant Superintendent							
From: Wastewater Treatment	0.25	0.25	0.25	0.00	0.00	0.00	0.00
Utility Worker							
From: Wastewater Treatment	0.50*	0.50*	0.50*	0.00	0.00	0.00	0.00
Trmt. Plant Spec. – Maintenance							
From: Wastewater Treatment	0.30	0.50	0.50	0.00	0.00	0.00	0.00
Department Support Technician							
From: Water Treatment	<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>1.11</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>
<b>Total Positions</b>	<b><u>4.11</u></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>
Total Un-Funded Positions	(0.50)	(0.50)	(0.50)	(0.00)	(0.00)	(0.00)	(0.00)
<b>Total Funded Positions</b>	<b><u>3.61</u></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>

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

Utility Worker	0.50	0.50	0.50	0.00	0.00	0.00	0.00
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## Program: Utilities/Wastewater – Customer Services

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### Mission Statement:

*“The mission of the Customer Service Department is to provide support to the individual utilities to include billing, collection, and timely courteous responses to the needs of individual customers regarding their City utility account.”*

### Services Delivered:

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

### Performance Measurements:

#### Waste Water Customer Service Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of wastewater customers	12,881	N/A	12,936	N/A	13,000	13,000	13,000
<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	.05%	<1%	.11%	<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 Waste Water Cust.	\$2.19	<\$2.50	\$2.19	<\$2.50	<\$2.50	<\$2.50	<\$2.50

### FY'15 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 the 12,500+ 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.

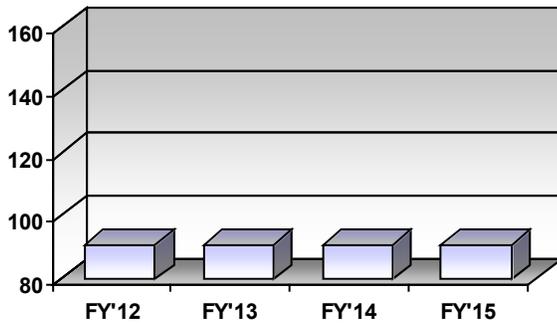
The City of Grants Pass Utility Customer Service Department serves approximately 12,900 waste water utility customers. The goal of the department is to provide excellent customer service to the citizens of Grants Pass. Cost per account for the waste water utility includes costs associated with direct 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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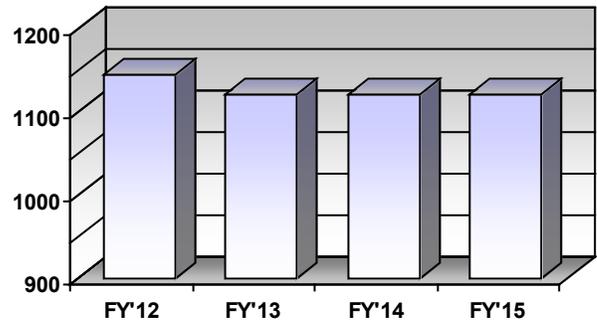
## Program: Utilities/Wastewater – Customer Services

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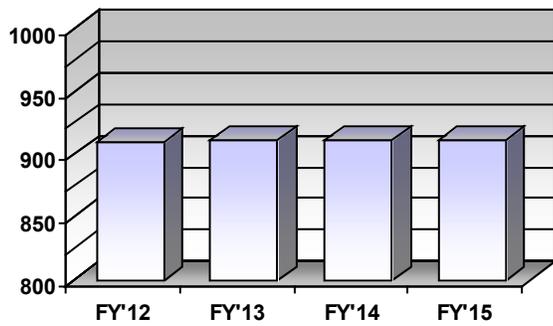
Number of PUBLIC AGENCY Customers



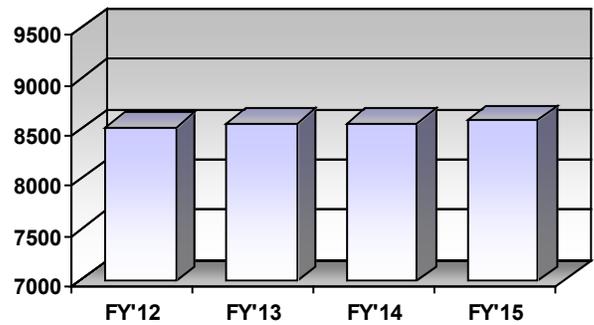
Number of COMMERCIAL Customers



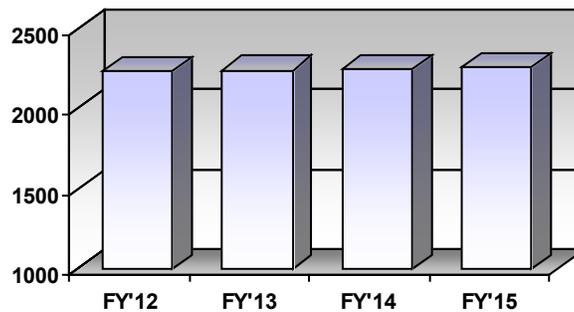
Number of MULTIFAMILY Customers



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 and delivery via email or first class mail. In addition several of the staff will participate in the research and selection of new utility billing software with the goal of improving service delivery and efficiency.

### FY'14 Activity Review:

The Customer Service office generated approximately 133,600 utility billings during FY' 14 and receipted approximately 143,400 utility payments through a variety of collection methods including in person, via community drop boxes, online from individual financial institutions, via mail, online via the City website or drafted from individual bank accounts per customer request. As most payments come into the office in the form of check or money order, the customer service office has worked to reduce the costs associated with transport of checks to the bank via armored car. The customer service office converted to complete check submission via a customer cash letter to the bank eliminating the need for daily pick up of utility deposits. 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	21,170	21,635	39,802	42,002	42,002	42,002	42,002
Direct Charges	<u>233,846</u>	<u>242,371</u>	<u>370,524</u>	<u>366,651</u>	<u>366,651</u>	<u>366,651</u>	<u>384,273</u>
<b>Total Requirements</b>	<b><u>255,016</u></b>	<b><u>264,006</u></b>	<b><u>410,326</u></b>	<b><u>408,653</u></b>	<b><u>408,653</u></b>	<b><u>408,653</u></b>	<b><u>426,275</u></b>

## Program: Utilities/Wastewater – Debt Service

### Mission Statement:

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

### Services Delivered:

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’15 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 ensuring 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’12	FY’13	FY’14	FY’15	FY’16
<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’12	FY’13	FY’14	FY’15	FY’15	FY’15	FY’16
	\$	\$	\$	\$	\$	\$	\$
Debt Service	<u>491,356</u>	<u>492,015</u>	<u>941,763</u>	<u>941,963</u>	<u>941,963</u>	<u>941,963</u>	<u>933,713</u>
<b>Total Requirements</b>	<u>491,356</u>	<u>492,015</u>	<u>941,763</u>	<u>941,963</u>	<u>941,963</u>	<u>941,963</u>	<u>933,713</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'15 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'15 budget provides for \$1,782,392 in transfers to capital as well as the re-allotment of funds previously allocated to JO-GRO™ improvements. This includes \$1,115,000 to Restoration Plant repair/expansion projects, \$750,000 to rehabilitation of the Webster Pump Station #1, \$400,000 to collection system maintenance and repair, as well as \$50,000 for evaluation of the effluent diffuser at the Water Restoration Plant.

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'12	FY'13	FY'14	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	\$	\$	\$	FY'15	FY'15	FY'15	FY'16
				\$	\$	\$	\$
Direct Charges	9,504	11,875	23,750	23,750	23,750	23,750	23,750
Contractual/Prof Services	260	125	300	300	300	300	300
Indirect Charges	323,717	329,070	398,700	366,690	366,690	366,690	375,400
Transfers Out	<u>855,046</u>	<u>951,750</u>	<u>1,034,000</u>	<u>1,782,392</u>	<u>1,782,392</u>	<u>1,782,392</u>	<u>1,159,362</u>
<b><i>Subtotal Expenditures</i></b>	<b><i>1,188,527</i></b>	<b><i>1,292,820</i></b>	<b><i>1,456,750</i></b>	<b><i>2,173,132</i></b>	<b><i>2,173,132</i></b>	<b><i>2,173,132</i></b>	<b><i>1,558,812</i></b>
Contingencies	0	0	1,363,572	1,264,973	1,264,973	1,264,973	1,354,135
Ending Balance	<u>1,380,862</u>	<u>1,836,455</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>2,569,389</u></b>	<b><u>3,129,275</u></b>	<b><u>2,820,322</u></b>	<b><u>3,438,105</u></b>	<b><u>3,438,105</u></b>	<b><u>3,438,105</u></b>	<b><u>2,912,947</u></b>

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## Program: Utilities/Wastewater – Capital Construction

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### 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'12	BUDGET FY'13	BUDGET FY'14	MANAGER RECOMMEND FY'15	COMMITTEE APPROVED FY'15	COUNCIL ADOPTED FY'15	PROJECTED FY'16
Engineering Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00

### FY'15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

#### Maintain, Operate, and Expand our Infrastructure

##### Objective 1: Plan for utility infrastructure

- Develop 20-year infrastructure master plans after the UGB expansion is completed.

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

###### Action 2: Upgrade sewer lines

- Upgrade sewer lines in the core of the community per the Sewer Collection Master Plan.

###### Action 4: Evaluate Wastewater Treatment Plant expansion

- Initiate plant expansion per the Wastewater Treatment Facility Plan Update.

### Budget Highlights:

The Active Capital Project list includes projects coming to a close in FY'14, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the “Actual resources through FY'13”; the re-assessed resource needs of projects using current data for the “Revised FY'14” column, guiding our “Recommended FY'15” and resources estimated “Through FY'15”. 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.

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

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### **FY'14 Activity Review:**

- Structural sewer lines were replaced in the core of the City.
- Work continued on the Wastewater Treatment Plant Facility Plan Update.
- Continued preliminary work on the Collection System Master Plan in anticipation of the UGB expansion being approved.
- Continued design work on JO-GRO™ storm water deficiency improvements. The project was terminated when the decision was made to discontinue the JO-GRO™ operation.

## Program: Utilities/Wastewater – Capital Construction

### ACTIVE CAPITAL PROJECT RESOURCES

	Actual Through FY'13	Revised FY'14	Adopted FY'15	Total Through FY'15	Future Years	Total Project
SE0000 Miscellaneous Projects - SDC Fund 722	166,318	(50,000)	0	116,318	(3,900,000)	(3,783,682)
SE0000 Miscellaneous Projects - AFD Fund 725	84,778	0	0	84,778	0	84,778
SE0000 Miscellaneous Projects - General Fund 728	1,730,281	371,000	(1,050,608)	1,050,673	(5,049,638)	(3,998,965)
SE4963 Update WRP Facility Plan	220,000	110,000	0	330,000	0	330,000
SE4964 WRP Phase 2 Expansion	1,085,000	450,000	1,900,000	3,435,000	8,590,000	12,025,000
SE5080 WRP Structural Repairs	158,000	75,000	75,000	308,000	300,000	608,000
SE5081 Collection System Master Plan Update	225,000	50,000	0	275,000	0	275,000
SE6012 Western Avenue Sewer Replacement	10,000	0	0	10,000	2,050,000	2,060,000
SE6064 Sewer Main Structural Repairs	865,000	400,000	550,000	1,815,000	1,885,000	3,700,000
SE6111 Mill Street Sewer Reconstruction	125,000	0	0	125,000	4,215,000	4,340,000
SE6112 Sewer Rate Study SE & RS	35,000	35,000	0	70,000	0	70,000
SE6156 Sewer Mains Related to Overlays	50,000	0	0	50,000	1,850,000	1,900,000
SE6198 Collection System Maintenance-Repair	0	125,000	75,000	200,000	300,000	500,000
SE6199 Pump-Lift Station Equipment Improvement	0	75,000	10,000	85,000	40,000	125,000
SE6200 Spaulding Indust. Pk WW Infrastructure Study	0	100,000	0	100,000	0	100,000
<b>NEW PROJECTS</b>						
SEXX01 General Engineering Services	0	0	40,000	40,000	80,000	120,000
SEXX02 Effluent Mixing Zone Dye Tracer Study	0	0	50,000	50,000	0	50,000
SEXX03 WRP Equipment Improvement	0	0	50,000	50,000	200,000	250,000
SEXX04 Webster PS No. 1 Rehab	0	0	750,000	750,000	0	750,000
SEXX05 WRP SCADA System Evaluation	0	0	50,000	50,000	0	50,000
<b>Total Projects</b>	<b><u>4,754,377</u></b>	<b><u>1,741,000</u></b>	<b><u>2,499,392</u></b>	<b><u>8,994,769</u></b>	<b><u>10,560,362</u></b>	<b><u>19,555,131</u></b>

### CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

SE4745 WRP & JO-GRO™ Equipment Improv.	400,000	0	0	400,000	0	400,000
SE4960 JO-GRO™ Miscellaneous Upgrades	879,020	(450,000)	0	429,020	0	429,020
SE5060 General Engineering	<u>121,000</u>	<u>(30,000)</u>	<u>0</u>	<u>91,000</u>	<u>0</u>	<u>91,000</u>
<b>Total Closed Projects</b>	<b><u>1,400,020</u></b>	<b><u>(480,000)</u></b>	<b><u>0</u></b>	<b><u>920,020</u></b>	<b><u>0</u></b>	<b><u>920,020</u></b>
<b>Grand Total - All Projects</b>	<b><u>6,154,397</u></b>	<b><u>1,261,000</u></b>	<b><u>2,499,392</u></b>	<b><u>9,914,789</u></b>	<b><u>10,560,362</u></b>	<b><u>20,475,151</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'15

	Adopted FY'15 Beginning Fund Balance	Adopted FY'15 Revenue	Adopted FY'15 Capital Outlay	Adopted FY'15 Transfers	Adopted FY'15 Appropriated Fund Balance
SE0000 Miscellaneous Projects - SDC Fund 722	116,318	0	0	0	116,318
SE0000 Miscellaneous Projects - AFD Fund 725	3,838	0	0	0	3,838
SE0000 Miscellaneous Projects - General Fund 728	1,137,367	(1,050,608)	0	0	86,759
SE4963 Update WRP Facility Plan	0	0	0	0	0
SE4964 WRP Phase 2 Expansion	1,087,518	1,900,000	2,987,518	0	0
SE5080 WRP Structural Repairs	77,382	75,000	152,382	0	0
SE5081 Collection System Master Plan Update	85,095	0	85,095	0	0
SE6012 Western Avenue Sewer Replacement	4,879	0	4,879	0	0
SE6064 Sewer Main Structural Repairs	150,673	550,000	700,673	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	25,000	75,000	100,000	0	0
SE6199 Pump-Lift Station Equipment Improvement	40,000	10,000	50,000	0	0
SE6200 Spaulding Indust. Pk. WW Infrastructure Study	75,000	0	75,000	0	0
<b>NEW PROJECTS</b>					
SEXX01 General Engineering Services	0	40,000	40,000	0	0
SEXX02 Effluent Mixing Zone Dye Tracer Study	0	50,000	50,000	0	0
SEXX03 WRP Equipment Improvement	0	50,000	50,000	0	0
SEXX04 Webster PS No. 1 Rehab	0	750,000	750,000	0	0
SEXX05 WRP SCADA System Evaluation	0	50,000	50,000	0	0
<b>Total Projects</b>	<b><u>2,938,070</u></b>	<b><u>2,499,392</u></b>	<b><u>5,230,547</u></b>	<b><u>0</u></b>	<b><u>206,915</u></b>

## Program: Utilities/Wastewater – Capital Construction

### Financial Summary

	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Fund Balance	<u>2,229,858</u>	<u>3,152,559</u>	<u>2,333,738</u>	<u>2,938,070</u>	<u>2,938,070</u>	<u>2,938,070</u>	<u>206,915</u>
<b>Resources</b>							
Development Charges	168,271	254,974	150,000	150,000	150,000	150,000	150,000
Investment Interest	16,846	17,269	1,000	1,000	1,000	1,000	0
Advance Finance Interest	436	397	0	0	0	0	0
SDC Loans	8,816	7,559	0	0	0	0	0
General Fund	0	0	150,000	150,000	150,000	150,000	155,000
Sewer Fund	855,046	951,750	959,000	1,647,392	1,647,392	1,647,392	1,159,362
Water Fund	50,000	0	0	0	0	0	0
Equipment Replacement	0	0	0	550,000	550,000	550,000	0
RSSSD	5,000	5,000	0	0	0	0	0
Miscellaneous Revenues	8,049	0	0	0	0	0	0
Advance Financing	<u>824</u>	<u>3,960</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>0</u>
<i>Total Current Revenues</i>	<u><i>1,113,288</i></u>	<u><i>1,240,909</i></u>	<u><i>1,261,000</i></u>	<u><i>2,499,392</i></u>	<u><i>2,499,392</i></u>	<u><i>2,499,392</i></u>	<u><i>1,464,362</i></u>
<b>Total Resources</b>	<u><b>3,343,146</b></u>	<u><b>4,393,468</b></u>	<u><b>3,594,738</b></u>	<u><b>5,437,462</b></u>	<u><b>5,437,462</b></u>	<u><b>5,437,462</b></u>	<u><b>1,671,277</b></u>
<b>Requirements</b>							
Capital Outlay	<u>647,808</u>	<u>941,424</u>	<u>3,550,062</u>	<u>5,230,547</u>	<u>5,230,547</u>	<u>5,230,547</u>	<u>1,385,000</u>
<i>Subtotal Expenditures</i>	<u><i>647,808</i></u>	<u><i>941,424</i></u>	<u><i>3,550,062</i></u>	<u><i>5,230,547</i></u>	<u><i>5,230,547</i></u>	<u><i>5,230,547</i></u>	<u><i>1,385,000</i></u>
Appropriated Fund Balance	<u>2,695,338</u>	<u>3,452,044</u>	<u>44,676</u>	<u>206,915</u>	<u>206,915</u>	<u>206,915</u>	<u>286,277</u>
<b>Total Requirements</b>	<u><b>3,343,146</b></u>	<u><b>4,393,468</b></u>	<u><b>3,594,738</b></u>	<u><b>5,437,462</b></u>	<u><b>5,437,462</b></u>	<u><b>5,437,462</b></u>	<u><b>1,671,277</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 the next 20 years.

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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	<u>1,666,240</u>	<u>1,621,736</u>	<u>1,796,730</u>	<u>1,902,094</u>	<u>1,902,094</u>	<u>1,902,094</u>	<u>1,965,760</u>
<b>Total Resources</b>	<b><u>1,666,240</u></b>	<b><u>1,621,736</u></b>	<b><u>1,796,730</u></b>	<b><u>1,902,094</u></b>	<b><u>1,902,094</u></b>	<b><u>1,902,094</u></b>	<b><u>1,965,760</u></b>
Requirements							
Solid Waste Field Operations	16,856	13,374	17,032	25,644	25,644	25,644	26,679
Post-Closure Operations	72,177	53,899	122,600	127,470	127,470	127,470	129,510
Solid Waste Gen. Operations	150,457	172,175	174,967	207,004	207,004	207,004	228,595
Capital Construction	<u>1,426,750</u>	<u>1,382,288</u>	<u>1,482,131</u>	<u>1,541,976</u>	<u>1,541,976</u>	<u>1,541,976</u>	<u>1,580,976</u>
<b>Total Requirements</b>	<b><u>1,666,240</u></b>	<b><u>1,621,736</u></b>	<b><u>1,796,730</u></b>	<b><u>1,902,094</u></b>	<b><u>1,902,094</u></b>	<b><u>1,902,094</u></b>	<b><u>1,965,760</u></b>

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

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### **Mission Statement:**

*“The mission of the Solid Waste Program is to meet the area’s current and future solid waste collection needs, protecting human health, welfare and the environment.”*

### **Services Delivered:**

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’15 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.
- 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.

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

### Program Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>104,442</u>	<u>112,483</u>	<u>156,549</u>	<u>187,406</u>	<u>187,406</u>	<u>187,406</u>	<u>204,424</u>
Current Resources							
Activity Generated							
Burn Permits	2,830	2,580	2,500	2,500	2,500	2,500	2,500
Landfill Fees	105,031	90,187	122,600	127,470	127,470	127,470	129,510
Solid Waste Agency	11,000	11,000	11,750	15,000	15,000	15,000	15,500
Interest	587	653	600	650	650	650	650
Transfers	0	5,000	5,000	5,000	5,000	5,000	5,000
Other Revenue	15,600	17,545	15,600	22,092	22,092	22,092	27,200
Capital Construction	<u>1,426,750</u>	<u>1,382,288</u>	<u>1,482,131</u>	<u>1,541,976</u>	<u>1,541,976</u>	<u>1,541,976</u>	<u>1,580,976</u>
<b>Total Current Revenues</b>	<b><u>1,561,798</u></b>	<b><u>1,509,253</u></b>	<b><u>1,640,181</u></b>	<b><u>1,714,688</u></b>	<b><u>1,714,688</u></b>	<b><u>1,714,688</u></b>	<b><u>1,761,336</u></b>
<b>Total Resources</b>	<b><u>1,666,240</u></b>	<b><u>1,621,736</u></b>	<b><u>1,796,730</u></b>	<b><u>1,902,094</u></b>	<b><u>1,902,094</u></b>	<b><u>1,902,094</u></b>	<b><u>1,965,760</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Field Operations	16,856	13,374	17,032	25,644	25,644	25,644	26,679
Post Closure Operations	98,605	101,053	111,350	115,820	115,820	115,820	117,730
Capital Construction	1,402,750	1,353,288	1,453,131	1,512,976	1,512,976	1,512,976	1,551,976
Indirect Charges	11,546	11,442	13,100	14,230	14,230	14,230	14,520
Transfers Out	<u>24,000</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>
<b>Subtotal Expenditures</b>	<b><u>1,553,757</u></b>	<b><u>1,508,157</u></b>	<b><u>1,623,613</u></b>	<b><u>1,697,670</u></b>	<b><u>1,697,670</u></b>	<b><u>1,697,670</u></b>	<b><u>1,739,905</u></b>
Contingency	0	0	173,117	204,424	204,424	204,424	225,855
Ending Balance	<u>112,483</u>	<u>113,579</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,666,240</u></b>	<b><u>1,621,736</u></b>	<b><u>1,796,730</u></b>	<b><u>1,902,094</u></b>	<b><u>1,902,094</u></b>	<b><u>1,902,094</u></b>	<b><u>1,965,760</u></b>

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## Program: Utilities/Solid Waste – Field Operations

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### Services Delivered:

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

### FY'15 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 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.

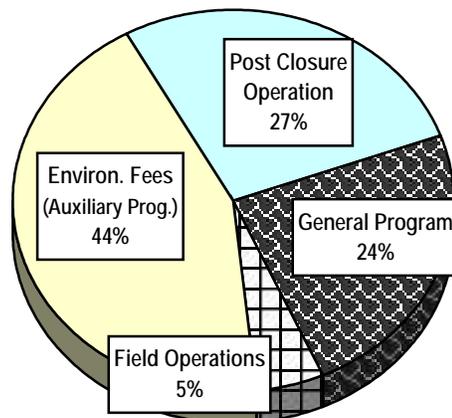
### Budget Highlights:

The FY'15 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'14 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'14 Budget Allocations



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

**Financial Summary**

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	9,883	10,052	11,090	18,440	18,440	18,440	19,470
Materials & Supplies	51	143	320	420	420	420	370
Contractual/Prof Services	3,380	2,315	4,650	5,854	5,854	5,854	5,909
Direct Charges	3,542	864	882	930	930	930	930
Capital Outlay	<u>0</u>	<u>0</u>	<u>90</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>16,856</u></b>	<b><u>13,374</u></b>	<b><u>17,032</u></b>	<b><u>25,644</u></b>	<b><u>25,644</u></b>	<b><u>25,644</u></b>	<b><u>26,679</u></b>

**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Public Works Director							
From: Water Treatment	0.05	0.05	0.05	0.08	0.08	0.08	0.08
Department Support Technician							
From: Water Treatment	<u>0.05</u>	<u>0.05</u>	<u>0.05</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>0.10</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>

**Capital Outlay/By Item**

Computer		90	0	0	0	0
<b>Total Capital Outlay</b>		<b><u>90</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/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'15 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**

- 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'14 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Materials & Supplies	272	1,246	6,000	6,000	6,000	6,000	6,000
Contractual/Prof Services	78,676	57,480	77,650	79,420	79,420	79,420	80,730
Direct Charges	19,657	28,879	27,700	30,400	30,400	30,400	31,000
Capital Outlay	0	13,448	0	0	0	0	0
Indirect Charges	<u>9,860</u>	<u>10,105</u>	<u>11,250</u>	<u>11,650</u>	<u>11,650</u>	<u>11,650</u>	<u>11,780</u>
<b><i>Subtotal Expenditures</i></b>	<b><i>108,465</i></b>	<b><i>111,158</i></b>	<b><i>122,600</i></b>	<b><i>127,470</i></b>	<b><i>127,470</i></b>	<b><i>127,470</i></b>	<b><i>129,510</i></b>
Ending Balance	<u>(36,288)</u>	<u>(57,259)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>72,177</u></b>	<b><u>53,899</u></b>	<b><u>122,600</u></b>	<b><u>127,470</u></b>	<b><u>127,470</u></b>	<b><u>127,470</u></b>	<b><u>129,510</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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Indirect Charges	<u>1,686</u>	<u>1,337</u>	<u>1,850</u>	<u>2,580</u>	<u>2,580</u>	<u>2,580</u>	<u>2,740</u>
<i>Subtotal Expenditures</i>	<i><u>1,686</u></i>	<i><u>1,337</u></i>	<i><u>1,850</u></i>	<i><u>2,580</u></i>	<i><u>2,580</u></i>	<i><u>2,580</u></i>	<i><u>2,740</u></i>
Contingencies	0	0	173,117	204,424	204,424	204,424	225,855
Ending Balance	<u>148,771</u>	<u>170,838</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>150,457</u></b>	<b><u>172,175</u></b>	<b><u>174,967</u></b>	<b><u>207,004</u></b>	<b><u>207,004</u></b>	<b><u>207,004</u></b>	<b><u>228,595</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'15 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’13”; the re-assessed resource needs of projects using current data for the “Revised FY’14” column, guiding our “Recommended FY’15” and resources estimated “Through FY’15”. 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'14 Activity Review:**

Continued implementation of the ROD and monitoring of the remediation programs.

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

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**ACTIVE CAPITAL PROJECT RESOURCES**

	Actual Through FY'13	Revised FY'14	Adopted FY'15	Total Through FY'15	Future Years	Total Project
LA0000 Miscellaneous Projects	2,359,911	0	0	2,359,911	540,000	2,899,911
LA2640 Remediation	3,033,646	0	250,000	3,283,646	0	3,283,646
LA4490 Melson Lot Line Adjustment	20,000	0	0	20,000	0	20,000
LA4691 Clean Up Program	<u>925,919</u>	<u>218,000</u>	<u>(87,000)</u>	<u>1,056,919</u>	<u>398,200</u>	<u>1,455,119</u>
<b>Total Projects</b>	<b><u>6,339,476</u></b>	<b><u>218,000</u></b>	<b><u>163,000</u></b>	<b><u>6,720,476</u></b>	<b><u>938,200</u></b>	<b><u>7,658,676</u></b>

**ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'15**

	Adopted FY'15 Beginning Fund Balance	Adopted FY'15 Revenue	Adopted FY'15 Capital Outlay	Adopted FY'15 Transfers	Adopted FY'15 Appropriated Fund Balance
LA0000 Miscellaneous Projects	305,696	0	0	0	305,696
LA2640 Remediation	157,970	250,000	95,000	5,000	307,970
LA4490 Melson Lot Line Adjustment	0	0	0	0	0
LA4691 Clean Up Program	<u>915,310</u>	<u>(87,000)</u>	<u>0</u>	<u>24,000</u>	<u>804,310</u>
<b>Total Projects</b>	<b><u>1,378,976</u></b>	<b><u>163,000</u></b>	<b><u>95,000</u></b>	<b><u>29,000</u></b>	<b><u>1,417,976</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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Fund Balance	<u>1,307,704</u>	<u>1,168,131</u>	<u>1,264,131</u>	<u>1,378,976</u>	<u>1,378,976</u>	<u>1,378,976</u>	<u>1,417,976</u>
<b>Resources</b>							
Investment Interest	7,675	6,568	10,000	6,500	6,500	6,500	6,500
Interfund Interest Repayment	7,571	7,589	8,000	6,500	6,500	6,500	6,500
Loan Repayments	<u>103,800</u>	<u>200,000</u>	<u>200,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<i>Total Current Revenues</i>	<u><i>119,046</i></u>	<u><i>214,157</i></u>	<u><i>218,000</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>1,426,750</b></u>	<u><b>1,382,288</b></u>	<u><b>1,482,131</b></u>	<u><b>1,541,976</b></u>	<u><b>1,541,976</b></u>	<u><b>1,541,976</b></u>	<u><b>1,580,976</b></u>
<b>Requirements</b>							
Capital Outlay	234,619	76,534	75,000	95,000	95,000	95,000	95,000
Transfers Out	<u>24,000</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>258,619</i></u>	<u><i>105,534</i></u>	<u><i>104,000</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>1,168,131</u>	<u>1,276,754</u>	<u>1,378,131</u>	<u>1,417,976</u>	<u>1,417,976</u>	<u>1,417,976</u>	<u>1,456,976</u>
<b>Total Requirements</b>	<u><b>1,426,750</b></u>	<u><b>1,382,288</b></u>	<u><b>1,482,131</b></u>	<u><b>1,541,976</b></u>	<u><b>1,541,976</b></u>	<u><b>1,541,976</b></u>	<u><b>1,580,976</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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	<u>3,428,491</u>	<u>3,673,773</u>	<u>3,883,852</u>	<u>3,980,442</u>	<u>3,980,442</u>	<u>3,980,442</u>	<u>3,963,043</u>
<b>Total Resources</b>	<b><u>3,428,491</u></b>	<b><u>3,673,773</u></b>	<b><u>3,883,852</u></b>	<b><u>3,980,442</u></b>	<b><u>3,980,442</u></b>	<b><u>3,980,442</u></b>	<b><u>3,963,043</u></b>
Requirements							
Management Services	622,751	686,830	645,123	671,851	671,851	671,851	704,218
Finance Services	1,333,376	1,386,348	1,639,839	1,671,751	1,671,751	1,671,751	1,761,036
Legal Services	258,685	243,730	295,552	310,954	310,954	310,954	313,566
Human Resources	398,302	443,309	485,452	525,172	525,172	525,172	538,517
General Program Operations	<u>815,377</u>	<u>913,556</u>	<u>817,886</u>	<u>800,714</u>	<u>800,714</u>	<u>800,714</u>	<u>645,706</u>
<b>Total Requirements</b>	<b><u>3,428,491</u></b>	<b><u>3,673,773</u></b>	<b><u>3,883,852</u></b>	<b><u>3,980,442</u></b>	<b><u>3,980,442</u></b>	<b><u>3,980,442</u></b>	<b><u>3,963,043</u></b>

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## Program: Administrative Services – Program Summary

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### Mission Statement:

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

### Services Delivered:

This program is responsible for administrative and fiscal management of the City. This includes management, financial, legal and human resource services. Administrative Services also provides for expenditures that support the entire City, such as postage, copying and 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>485,399</u>	<u>603,610</u>	<u>554,598</u>	<u>554,598</u>	<u>554,598</u>	<u>554,598</u>	<u>450,779</u>
<b>Current Resources</b>							
<b>Activity Generated</b>							
Redwood Sewer District	50,005	55,230	0	0	0	0	0
GP Redevelopment Agency	5,762	3,402	0	0	0	0	0
Revenue Other Agencies	10,964	14,613	25,100	16,800	16,800	16,800	14,100
Interest	6,729	6,515	6,800	6,800	6,800	6,800	6,800
Other Revenue	26,230	46,418	42,000	42,000	42,000	42,000	42,000
Administrative Charges	2,248,602	2,328,633	2,614,100	2,704,721	2,704,721	2,704,721	2,793,841
Direct Charges	<u>594,800</u>	<u>615,352</u>	<u>641,254</u>	<u>655,523</u>	<u>655,523</u>	<u>655,523</u>	<u>655,523</u>
<b>Total Current Revenues</b>	<b><u>2,943,092</u></b>	<b><u>3,070,163</u></b>	<b><u>3,329,254</u></b>	<b><u>3,425,844</u></b>	<b><u>3,425,844</u></b>	<b><u>3,425,844</u></b>	<b><u>3,512,264</u></b>
<b>Total Resources</b>	<b><u>3,428,491</u></b>	<b><u>3,673,773</u></b>	<b><u>3,883,852</u></b>	<b><u>3,980,442</u></b>	<b><u>3,980,442</u></b>	<b><u>3,980,442</u></b>	<b><u>3,963,043</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Management Services	596,831	660,910	612,718	639,781	639,781	639,781	672,148
Finance Services	1,267,500	1,329,007	1,583,977	1,599,597	1,599,597	1,599,597	1,688,882
Legal Services	249,797	236,022	287,649	302,621	302,621	302,621	305,233
Human Resources	386,690	431,697	472,751	511,780	511,780	511,780	525,125
General Program Operations	142,523	128,299	191,000	191,500	191,500	191,500	192,500
Direct Charges	170,063	171,635	184,761	205,364	205,364	205,364	205,564
Capital Outlay	11,477	817	10,000	10,000	10,000	10,000	10,000
Indirect Charges	<u>0</u>	<u>0</u>	<u>0</u>	<u>69,020</u>	<u>69,020</u>	<u>69,020</u>	<u>71,990</u>
<b>Subtotal Expenditures</b>	<b><u>2,824,881</u></b>	<b><u>2,958,387</u></b>	<b><u>3,342,856</u></b>	<b><u>3,529,663</u></b>	<b><u>3,529,663</u></b>	<b><u>3,529,663</u></b>	<b><u>3,671,442</u></b>
Contingencies	0	0	540,996	450,779	450,779	450,779	291,601
Ending Balance	<u>603,610</u>	<u>715,386</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>3,428,491</u></b>	<b><u>3,673,773</u></b>	<b><u>3,883,852</u></b>	<b><u>3,980,442</u></b>	<b><u>3,980,442</u></b>	<b><u>3,980,442</u></b>	<b><u>3,963,043</u></b>

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## Program: Administrative Services – Management Services

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### Mission Statement:

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

### Services Delivered:

This 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. In addition to direct City administration, the management staff will provide community service by coordinating the painting of at least 5 homes in the 26<sup>th</sup> year of the Paint Your Heart Out Program.

### Performance Measurements:

#### Management Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of community forums held	4	2	5	2	2	2	2
Number of leadership training opportunities held for Council and committee members	4	2	1	2	2	2	2
Number of joint workshops held with County Commissioners	15	28	4	4	4	4	4
Number of meetings held with District 7 representatives	2	4	0	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>
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)	80%	85%	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	\$21.26	N/A	\$19.77	\$21.97	\$18.40	\$18.40	\$18.97

### FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

- Provide leadership training.
- Implement community communication strategies.
- Ensure efficiency and effectiveness in City Operations.
- Provide outstanding customer service in all areas of operations.

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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'14 Activity Review:**

**Strategic Planning** – The City Manager facilitated the Grants Pass 2014-2015 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' 13/14:

Transient/Homeless, Tractor Trailer Parking, Goal Setting, Development Permitting and Processes, and Temporary Jail Bed Contract.

**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.

**PAVE** – Management proposed some changes to the City's audit process. The adopted changes built on the success of the Audit Committee and included visioning and enhancement, which created the Performance Audit, Visioning and Enhancement (PAVE) Committee.

**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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	565,435	628,954	574,651	601,843	601,843	601,843	633,530
Materials & Supplies	9,683	8,889	7,700	7,100	7,100	7,100	7,100
Contractual/Prof Services	21,713	23,067	30,367	30,838	30,838	30,838	31,518
Direct Charges	<u>25,920</u>	<u>25,920</u>	<u>32,405</u>	<u>32,070</u>	<u>32,070</u>	<u>32,070</u>	<u>32,070</u>
<b>Total Requirements</b>	<b><u>622,751</u></b>	<b><u>686,830</u></b>	<b><u>645,123</u></b>	<b><u>671,851</u></b>	<b><u>671,851</u></b>	<b><u>671,851</u></b>	<b><u>704,218</u></b>

## Program: Administrative Services – Management Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12 #	FY'13 #	FY'14 #	FY'15 #	FY'15 #	FY'15 #	FY'16 #
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	0.000	1.000	1.000	1.000	1.000	1.000
Administrative Coordinator	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Department Support Technician	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Office Assistant	2.000*	2.000*	3.000*	3.000	3.000	3.000	3.000
Grant Specialist	<u>0.850</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>6.850</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>
Assistant City Manager							
To: Downtown	0.000	0.000	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
To: Information Technology	0.000	0.000	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
To: Property Management	0.000	0.000	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	0.000	0.000	(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	0.000	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
To: Workers Comp	0.000	0.000	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
Administrative Coordinator							
To: General Insurance	0.000	(0.200)	0.000	0.000	0.000	0.000	0.000
To: Workers Comp	0.000	(0.150)	0.000	0.000	0.000	0.000	0.000
Office Assistant							
To: General Insurance	(0.050)	(0.050)	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	0.000	(0.400)	(0.050)	(0.050)	(0.050)	(0.050)
To: Property Management	0.000	0.000	(0.350)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	0.000	0.000	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Workers Comp	0.000	0.000	(0.050)	(0.150)	(0.150)	(0.150)	(0.150)
Department Support Technician							
From: Legal	<u>0.106</u>	<u>0.425</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>0.006</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>
<b>Total Positions</b>	<b><u>6.856</u></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>
Total Un-Funded Positions	(0.250)	(0.500)	(0.015)	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>6.606</u></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>
Temporary/Seasonal Hours	<u>375</u>						
<b>*Recap of Unfunded Positions by Fiscal Year:</b>							
Office Assistant I/II	0.250	0.500	0.015	0.000	0.000	0.000	0.000
Seasonal Hours	225	225	225	225	225	225	225

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## Program: Administrative Services – Finance Services

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### Mission Statement:

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

### Services Delivered:

This activity is responsible for fiscal management of the City. This includes utility billing, accounting and record keeping; payroll, accounts payable and receivable; licensing, business and occupancy tax administration; cash and debt management as well as planning, controlling and reporting City finances. Other fiscal responsibilities include coordination and compilation of the budget document and preparation of the annual financial report. This activity also provides oversight and management of the financial record retention systems.

### Performance Measurements:

#### Finance Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of receipts (in 100s)	1,544	N/A	1,403	N/A	1,500	1,500	1,500
Accounts payable disbursements	6,920	N/A	6,993	N/A	7,000	7,000	7,000
Payroll disbursements	6,472	N/A	6,618	N/A	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	N/A	N/A	13	<10	<10	<10	<10
Write-Offs as % of Current Year Billing	N/A	N/A	0.01%	<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	N/A	N/A	24.2%	25%	25%	25%	25%
Cost of Utility Customer Service per utility customers	\$4.63	\$4.63	\$4.95	<\$5.00	<\$5.00	<\$5.00	<\$5.00

### FY'15 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

- **Action 1:** Oversee implementation of Tyler software.
- **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

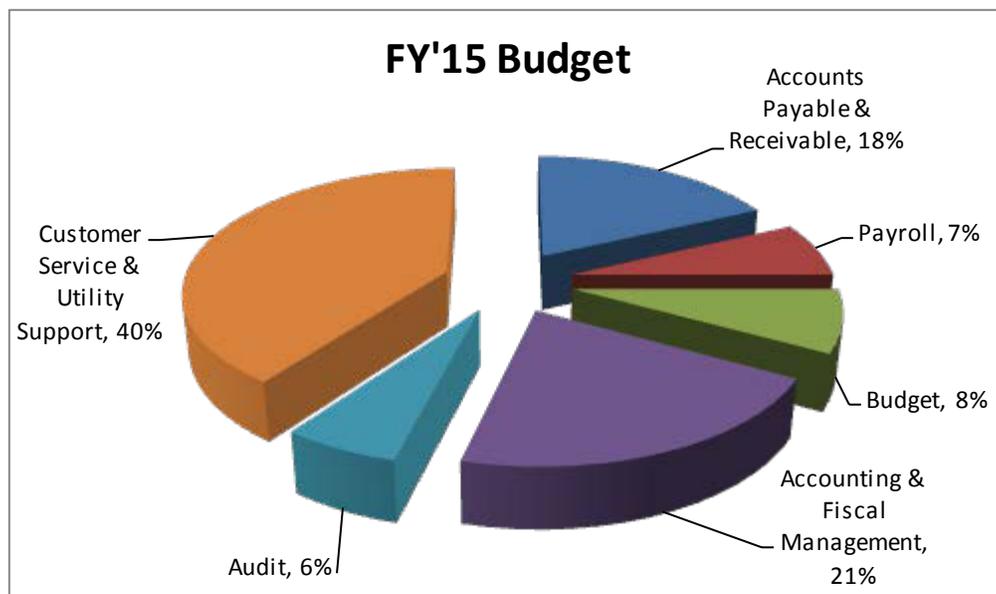
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### Budget Highlights:

The primary change for FY'15 is an additional \$11,300 in square footage charges for the relocation and expansion of the customer service office. Currently, during peak service times customers have to line up outside the office. Additionally, there is no space to provide customers somewhere to sit down and fill out paperwork. The remainder of the increase is a result of increases in personnel expenses.

Challenges facing the Department in FY'15 will include the phase one implementation 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 tables and codes, convert and validate financial data and learn a new system. The team will also be responsible for training City staff on key modules including budget and accounts payable as well as working with Council to establish new reporting formats.

### Services Provided



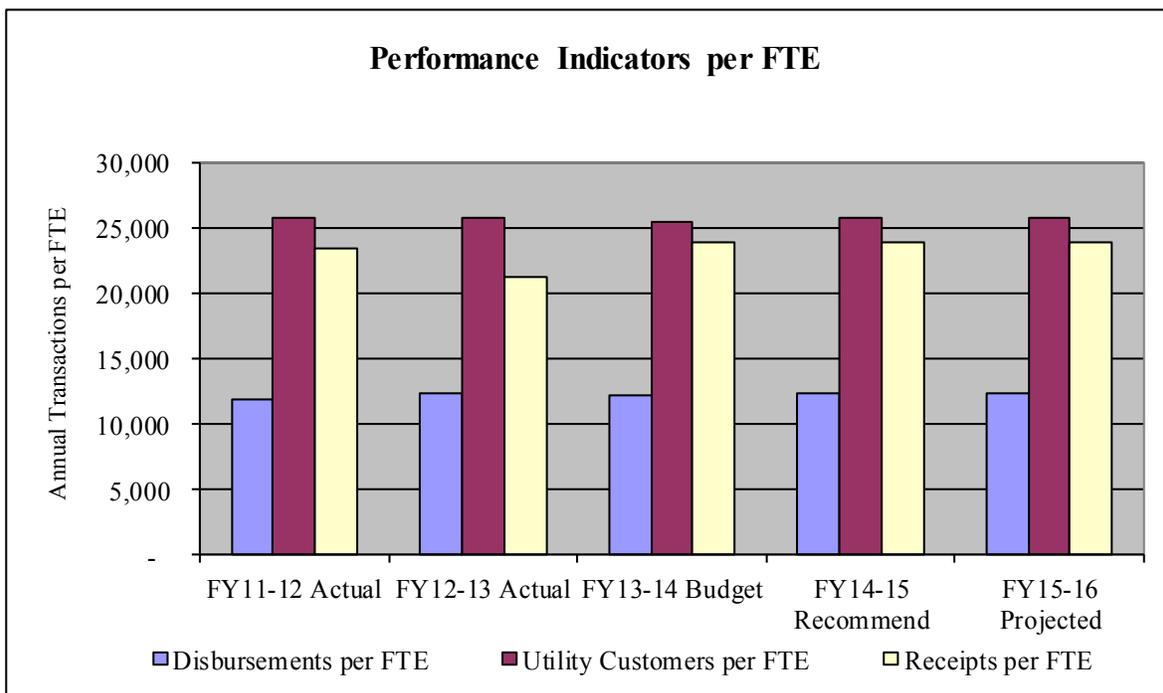
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## Program: Administrative Services – Finance Services

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### FY'14 Activity Review:

- ✓ Received the Government Finance Officers Association’s Certificate of Achievement for Excellence in Financial Reporting for the 30<sup>th</sup> consecutive year.
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 29<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 Audit Committee’s engagement for a performance audit of IT security.
- ✓ Facilitated the ERP selection process culminating in Council’s authorization to contract with Tyler Technologies.



## Program: Administrative Services – Finance Services

### Financial Summary

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	1,035,945	1,075,676	1,288,481	1,293,583	1,293,583	1,293,583	1,361,449
Materials & Supplies	23,447	9,153	21,000	21,000	21,000	21,000	21,000
Contractual/Prof Services	208,108	244,178	274,496	285,014	285,014	285,014	306,433
Direct Charges	54,399	56,524	55,862	72,154	72,154	72,154	72,154
Capital Outlay	<u>11,477</u>	<u>817</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,333,376</u></b>	<b><u>1,386,348</u></b>	<b><u>1,639,839</u></b>	<b><u>1,671,751</u></b>	<b><u>1,671,751</u></b>	<b><u>1,671,751</u></b>	<b><u>1,761,036</u></b>

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
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	0.00	1.00	1.00	1.00	1.00	1.00
Accountant	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Grant Specialist	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Support Specialist	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Accounting Technician	<u>9.00*</u>	<u>9.00*</u>	<u>9.00*</u>	<u>9.00*</u>	<u>9.00*</u>	<u>9.00*</u>	<u>9.00*</u>
<i>Subtotal</i>	<i>16.00</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>
Finance Director							
To: Garage Operations	0.00	0.00	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: To Equipment Replacement	0.00	0.00	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Admin. Support Specialist							
From: Garage Operations	0.00	0.00	0.30*	0.35*	0.35*	0.35*	0.35*
Department Support Technician							
From: Garage Operations	<u>0.00</u>	<u>0.00</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>0.00</i>	<i>0.25</i>	<i>0.30</i>	<i>0.30</i>	<i>0.30</i>	<i>0.30</i>
<b>Total Positions</b>	<b><u>16.00</u></b>	<b><u>16.00</u></b>	<b><u>17.25</u></b>	<b><u>17.300</u></b>	<b><u>17.300</u></b>	<b><u>17.300</u></b>	<b><u>17.300</u></b>
Total Un-Funded Positions	(2.50)	(2.50)	(2.53)	(2.535)	(2.535)	(2.535)	(2.535)
<b>Total Funded Positions</b>	<b><u>13.50</u></b>	<b><u>13.50</u></b>	<b><u>14.72</u></b>	<b><u>14.765</u></b>	<b><u>14.765</u></b>	<b><u>14.765</u></b>	<b><u>14.765</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	1.50	1.500	1.500	1.500	1.500
Admin. Support Specialist	0.00	0.00	0.03	0.035	0.035	0.035	0.035
Assistant Finance Director	1.00	1.00	1.00	1.000	1.000	1.000	1.000

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## Program: Administrative Services – Legal Services

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### Mission Statement:

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

### Services Delivered:

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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Accessible and Timely Legal Information/Action	N/A	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	N/A	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	N/A	100%	100%	100%	100%	100%	100%

### FY'15 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 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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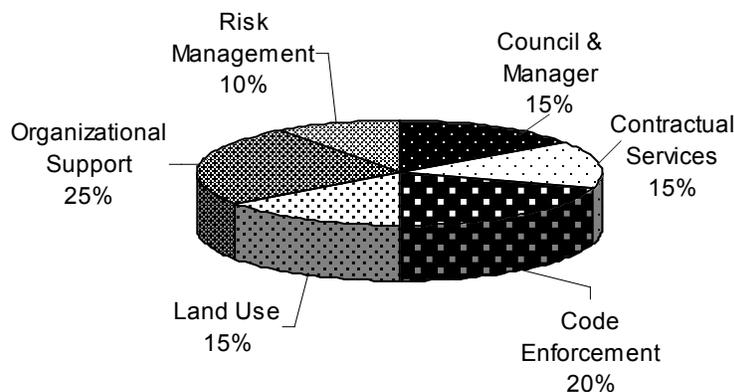
## Program: Administrative Services – Legal Services

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### Budget Highlights:

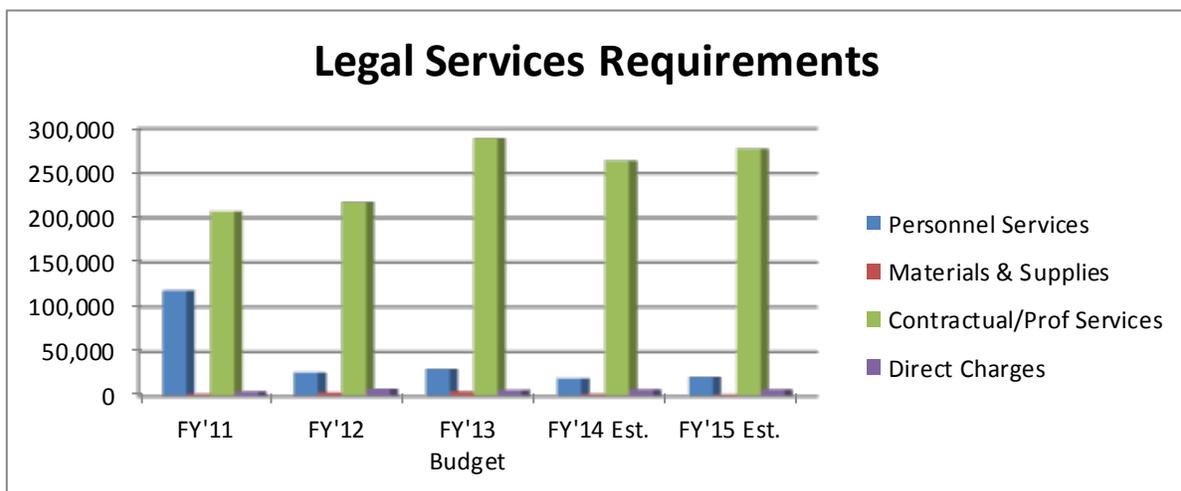
The City contracts with Hornecker, Cowling, Hassen & Heysell LLP, for our City Attorney services. The City contracts for Land Acquisition services, which include creating a file system to be used for organizing the City's property files, in addition to providing assistance to departments on various land 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'14 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	27,253	10,778	20,469	23,105	23,105	23,105	25,401
Materials & Supplies	4,506	2,919	3,300	3,100	3,100	3,100	3,100
Contractual/Prof Services	218,038	222,325	263,880	276,416	276,416	276,416	276,732
Direct Charges	<u>8,888</u>	<u>7,708</u>	<u>7,903</u>	<u>8,333</u>	<u>8,333</u>	<u>8,333</u>	<u>8,333</u>
<b>Total Requirements</b>	<b><u>258,685</u></b>	<b><u>243,730</u></b>	<b><u>295,552</u></b>	<b><u>310,954</u></b>	<b><u>310,954</u></b>	<b><u>310,954</u></b>	<b><u>313,566</u></b>

## Program: Administrative Services – Legal Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	RECOMMEND	APPROVED	ADOPTED	PROJECTED			
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
City Attorney	1.000*	1.000*	1.000*	1.000*	1.000*	1.000*	1.000*
Assistant City Attorney	0.500*	0.500*	0.500*	0.500*	0.500*	0.500*	0.500*
Land Acquisition Specialist	0.800	0.800*	0.800*	0.800*	0.800*	0.800*	0.800*
Department Support Technician	0.850	0.850	0.500	0.500	0.500	0.500	0.500
Office Assistant II	<u>0.000</u>						
<i>Subtotal</i>	<i>3.150</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>
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)
Office Assistant II							
To: Workers Comp	0.000	0.000	0.000	0.000	0.000	0.000	0.000
To: General Ins.	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Department Support Technician							
To: Workers Comp	(0.106)	0.000	0.000	0.000	0.000	0.000	0.000
To: General Ins.	(0.289)	0.000	0.000	0.000	0.000	0.000	0.000
To: Management	(0.106)	(0.425)	(0.125)	(0.125)	(0.125)	(0.125)	(0.125)
Office Assistant II							
From: Management	<u>0.050</u>						
<i>Subtotal Distribution</i>	<i>(0.676)</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>
<b>Total Positions</b>	<b><u>2.474</u></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>

**\*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	0.000	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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### Mission Statement:

*“The Human Resources Department is committed to working strategically with all City Departments to provide equitable administration of policies and procedures. The department will strive to attract and hire qualified personnel and foster a positive work environment.”*

### Services Delivered:

This activity is responsible for the administration of personnel policies, classification and compensation plans 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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of positions processed for recruitment or promotion	22	N/A	24	20	20	20	20
Number of employment applications received and processed	1208	N/A	920	800	700	700	700
Number of applicants hired	55	N/A	65	40	45	45	45
<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	N/A	N/A	<10%	<10%	<10%	<10%
Working Days for HR Review of Applications and Selection Process	N/A	N/A	4	6	6	5	5
Time to process an applicant from date of offer to date of final acceptance	N/A	N/A	2.5	3 wks.	2.5 wks.	2.5 wks.	2.5 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	1:73	1:75	1:75	1:75	1:69	1:64	1:64

### FY'15 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, GPPA and GPEA will expire December 31, 2014. Negotiations may begin in FY'13 for IAFF and in summer or fall for GPPA and GPEA.
- Recruitments will be ongoing for police, reserve police and dispatch to fill vacancies and to create hiring lists.
- Updates and revisions of Administrative Directives will continue.

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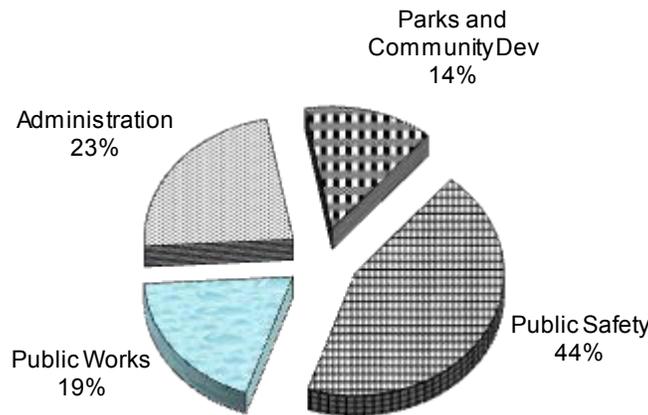
## Program: Administrative Services – Human Resources

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### **Budget Highlights:**

The line items for legal, negotiations, and recruitments for FY'15 remain almost static. The line items that are related to expenditures for pre-employment, which have increased over the last few years, will also remain static. There is an additional line item for the FY'15 budget to meet the City's goal to complete a compensation study of wages in accordance with the classification study to assist with employment recruitment and retention.

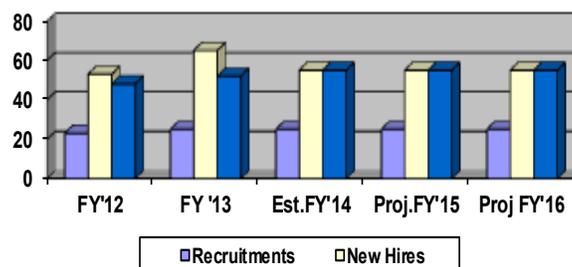
**PERCENTAGE OF TIME UTILIZED BY DEPARTMENT**



### **FY'14 Activity Review:**

Contract negotiations were opened with Teamsters, whose contract expired December 31, 2013. As a part of the negotiations, a major project was begun to create new job descriptions for Teamster positions. Negotiations for wages only were opened with the GPEA. Both negotiations are ongoing.

Recruitment activity has been high due to the increase in retirements. Police recruitment processes are ongoing to fill vacancies and create a hiring list. The expenses related to the recruitment process were high in FY'14, due to the City's policy of conducting thorough background checks, predominantly in Public Safety. A compensation study was commissioned for the non-bargaining employees in the City. New Administrative Directives were created including policies for Family Medical Leave and Workplace Attire. Revisions were made in several Administrative Directives including the Workplace Smoking policy, Military Leave, Substance Abuse policy, and American with Disabilities Act Compliance policy. This fiscal year the department held another very successful Benefits Fair which included wellness testing and flu shots. The Wellness Committee was very active. The Committee organized a Healthy Living Fair in the spring which was well attended and very informative.



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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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	298,293	315,742	329,693	353,349	353,349	353,349	367,805
Materials & Supplies	4,175	6,671	3,200	4,200	4,200	4,200	2,700
Contractual/Prof Services	84,222	109,284	139,858	154,231	154,231	154,231	154,620
Direct Charges	<u>11,612</u>	<u>11,612</u>	<u>12,701</u>	<u>13,392</u>	<u>13,392</u>	<u>13,392</u>	<u>13,392</u>
<b>Total Requirements</b>	<b><u>398,302</u></b>	<b><u>443,309</u></b>	<b><u>485,452</u></b>	<b><u>525,172</u></b>	<b><u>525,172</u></b>	<b><u>525,172</u></b>	<b><u>538,517</u></b>

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**Program: Administrative Services – Human Resources**

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**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'12	FY'13	FY'14	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'15	FY'15	FY'15	FY'16
Human Resources Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Personnel Analyst	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Personnel Technician	0.500	0.500	0.750	0.750	0.750	0.750	0.750
Office Assistant I	<u>0.500</u>						
<i>Subtotal</i>	<i>3.000</i>	<i>3.000</i>	<i>3.250</i>	<i>3.250</i>	<i>3.250</i>	<i>3.250</i>	<i>3.250</i>
Human Resources Director							
To: Workers Comp	0.000	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)
Personnel Analyst							
To: Workers Comp	<u>(0.125)</u>	<u>(0.125)</u>	<u>(0.150)</u>	<u>(0.200)</u>	<u>(0.200)</u>	<u>(0.200)</u>	<u>(0.200)</u>
<i>Subtotal Distributed</i>	<i>(0.125)</i>	<i>(0.145)</i>	<i>(0.170)</i>	<i>(0.220)</i>	<i>(0.220)</i>	<i>(0.220)</i>	<i>(0.220)</i>
<b>Total Positions</b>	<b><u>2.875</u></b>	<b><u>2.855</u></b>	<b><u>3.080</u></b>	<b><u>3.030</u></b>	<b><u>3.030</u></b>	<b><u>3.030</u></b>	<b><u>3.030</u></b>
Temporary/Seasonal Hours	<u>0</u>	<u>480</u>	<u>600</u>	<u>640</u>	<u>640</u>	<u>640</u>	<u>640</u>

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

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### **Mission Statement:**

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

### **Services Delivered:**

This activity provides for those expenditures that do not fall within a single activity, yet provide service to the entire organization and its staff.

### **FY’15 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.

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

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***Financial Summary***

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	17,397	12,071	16,000	16,000	16,000	16,000	16,000
Materials & Supplies	18,482	19,504	27,800	27,800	27,800	27,800	28,800
Contractual/Prof Services	106,644	96,724	147,200	147,700	147,700	147,700	147,700
Direct Charges	69,244	69,871	75,890	79,415	79,415	79,415	79,615
Capital Outlay	0	0	10,000	10,000	10,000	10,000	10,000
Indirect Charges	<u>0</u>	<u>0</u>	<u>0</u>	<u>69,020</u>	<u>69,020</u>	<u>69,020</u>	<u>71,990</u>
<b><i>Subtotal Expenditures</i></b>	<b><i>211,767</i></b>	<b><i>198,170</i></b>	<b><i>276,890</i></b>	<b><i>349,935</i></b>	<b><i>349,935</i></b>	<b><i>349,935</i></b>	<b><i>354,105</i></b>
Contingencies	0	0	540,996	450,779	450,779	450,779	291,601
Ending Balance	<u>603,610</u>	<u>715,386</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>815,377</u></b>	<b><u>913,556</u></b>	<b><u>817,886</u></b>	<b><u>800,714</u></b>	<b><u>800,714</u></b>	<b><u>800,714</u></b>	<b><u>645,706</u></b>

***Capital Outlay/By Item***

Conference Room Upgrade	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
<b>Total Capital Outlay</b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	<u>12,679,770</u>	<u>12,890,364</u>	<u>13,172,222</u>	<u>14,268,146</u>	<u>14,268,146</u>	<u>14,268,146</u>	<u>11,916,765</u>
<b>Total Resources</b>	<b><u>12,679,770</u></b>	<b><u>12,890,364</u></b>	<b><u>13,172,222</u></b>	<b><u>14,268,146</u></b>	<b><u>14,268,146</u></b>	<b><u>14,268,146</u></b>	<b><u>11,916,765</u></b>
Requirements							
Community Develop. Mgmt.	1,103,559	1,168,160	1,217,319	1,247,059	1,247,059	1,247,059	1,310,084
Engineering Services	964,954	924,004	867,617	912,826	912,826	912,826	915,537
Property Management Services	780,971	779,443	770,607	838,194	838,194	838,194	803,401
Information Technology	652,618	652,594	761,997	897,143	897,143	897,143	887,797
Garage Services	1,044,471	1,056,853	1,627,165	1,670,892	1,670,892	1,670,892	1,018,465
Equipment Replacement Svc's	4,219,953	4,048,834	3,894,685	3,672,008	3,672,008	3,672,008	2,265,454
Insurance	<u>3,913,244</u>	<u>4,260,476</u>	<u>4,032,832</u>	<u>5,030,024</u>	<u>5,030,024</u>	<u>5,030,024</u>	<u>4,716,027</u>
<b>Total Requirements</b>	<b><u>12,679,770</u></b>	<b><u>12,890,364</u></b>	<b><u>13,172,222</u></b>	<b><u>14,268,146</u></b>	<b><u>14,268,146</u></b>	<b><u>14,268,146</u></b>	<b><u>11,916,765</u></b>

## Program: Support Services – Parks & Community Development Management

### Mission Statement:

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

### Services Delivered:

Support services provide the overall management, support, coordination and fiscal accountability of Parks, Recreation, Aquatics, Building, Engineering, Geographic Information Systems (GIS), and Planning. This includes support for current and long range planning, data collection, infrastructure development review and construction. Staff provides customer service for private development of residential and commercial properties including new water and sewer service connections. Internal service for public development such as new streets, sidewalks, sewer and water lines is also provided. Staff assists customers with development processes and permit procedures at the public information counter and over the phone for 9 hours every business day. The public also has access to a GIS application, Capital Project information, Development Statistics, and divisional information via the Parks & Community Development portion of the City website. Additionally, assistance is provided 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. Support services also provide City lien search assistance, review and release of satisfied agreements.

### Performance Measurements:

#### Parks & Community Development Management Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Tax lot files linked to GIS	N/A	N/A	N/A	N/A	13,000	1,000	1,000
Cash Receipt errors	N/A	N/A	N/A	N/A	Less than 1%	Less than 1%	Less than 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>
Practical GIS Trainings	N/A	N/A	N/A	N/A	8	10	10
GIS Survey of Effectiveness of Training	N/A	N/A	N/A	N/A	90%	90%	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>
Inspections Scheduled Online	N/A	N/A	N/A	N/A		400	1000

### FY’15 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.
- Continue education and transparency of development process for applicants.

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## Program: Support Services – Parks & Community Development Management

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### FY'15 Anticipated Accomplishments & Corresponding Council Goal - Cont'd:

#### Facilitate Sustainable, Manageable Growth

**Objective 1: Complete expansion of the Urban Growth Boundary**

**Objective 6: 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.

#### Preserve and Enjoy our Natural Resources

**Objective 2: Improve Parkland through private/public partnerships**

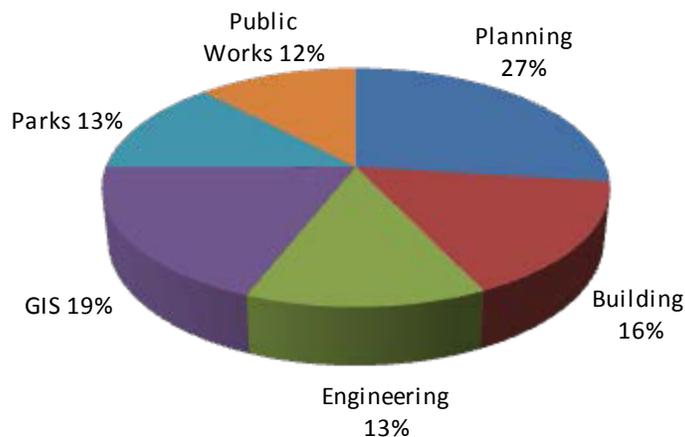
- Develop soccer complex through partnership with Soccer Club.

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 will begin in July 2014. This project will require substantial staff time for the duration of the project.

#### 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'14



#### FY'14 Activity Review:

In Calendar Year 2014 this activity processed 2,037 building and utility permits, scheduled 4,856 inspections, calculated and collected over \$1,000,000 in System Development Charges, supported UGB functions, digitized over 7,000 tax lot files, implemented a public GIS web based application, selected a E-Permitting software vendor, created and implemented a fire sprinkler/seismic grant program for qualifying buildings.

## Program: Support Services – Parks & Community Development Management

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>92,191</u>	<u>121,018</u>	<u>141,815</u>	<u>140,449</u>	<u>140,449</u>	<u>140,449</u>	<u>142,641</u>
Current Resources							
Activity Generated							
Redwood Sewer District	34,177	38,295	11,875	0	0	0	0
Direct Charges:							
General Fund	421,800	422,408	513,632	537,619	537,619	537,619	570,706
Transportation	24,912	27,983	27,803	28,315	28,315	28,315	29,504
Wastewater	37,236	40,946	65,965	79,578	79,578	79,578	83,617
Water	37,236	40,946	40,578	41,500	41,500	41,500	43,643
Property Management	12,000	15,000	15,000	15,000	15,000	15,000	15,000
Engineering	326,676	327,649	300,851	296,088	296,088	296,088	316,463
Administrative Services	20,004	25,000	25,000	25,000	25,000	25,000	25,000
Transfers in	0	10,000	0	0	0	0	0
GIS Fees	95,284	94,786	74,800	81,410	81,410	81,410	81,410
Other Revenue	<u>2,043</u>	<u>4,129</u>	<u>0</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>	<u>2,100</u>
<b>Total Current Revenues</b>	<b><u>1,011,368</u></b>	<b><u>1,047,142</u></b>	<b><u>1,075,504</u></b>	<b><u>1,106,610</u></b>	<b><u>1,106,610</u></b>	<b><u>1,106,610</u></b>	<b><u>1,167,443</u></b>
<b>Total Resources</b>	<b><u>1,103,559</u></b>	<b><u>1,168,160</u></b>	<b><u>1,217,319</u></b>	<b><u>1,247,059</u></b>	<b><u>1,247,059</u></b>	<b><u>1,247,059</u></b>	<b><u>1,310,084</u></b>
Requirements							
Personnel Services	737,934	754,485	856,531	897,558	897,558	897,558	941,535
Materials & Supplies	21,477	18,998	35,100	26,250	26,250	26,250	26,050
Contractual/Prof Services	120,190	64,064	75,543	86,867	86,867	86,867	117,260
Direct Charges	71,487	75,012	74,811	80,743	80,743	80,743	80,743
Capital Outlay	31,453	6,354	0	13,000	13,000	13,000	0
Transfers Out	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>17,000</u>
<b>Subtotal Expenditures</b>	<b><u>982,541</u></b>	<b><u>918,913</u></b>	<b><u>1,091,985</u></b>	<b><u>1,104,418</u></b>	<b><u>1,104,418</u></b>	<b><u>1,104,418</u></b>	<b><u>1,182,588</u></b>
Contingencies	0	0	125,334	142,641	142,641	142,641	127,496
Ending Balance	<u>121,018</u>	<u>249,247</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,103,559</u></b>	<b><u>1,168,160</u></b>	<b><u>1,217,319</u></b>	<b><u>1,247,059</u></b>	<b><u>1,247,059</u></b>	<b><u>1,247,059</u></b>	<b><u>1,310,084</u></b>

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

**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'12	FY'13	FY'14	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	#	#	#	#
Parks & Community Dev. Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Operations Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	0.00	0.00	0.00	0.00	0.00
GIS Coordinator	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant I	2.00*	2.00*	2.65*	2.65*	2.65*	2.65*	2.65*
Department Support Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Database Technician	<u>1.00</u>						
<i>Subtotal</i>	<i>10.00</i>	<i>10.00</i>	<i>10.65</i>	<i>10.65</i>	<i>10.65</i>	<i>10.65</i>	<i>10.65</i>
<b>Total Positions</b>	<b><u>10.00</u></b>	<b><u>10.00</u></b>	<b><u>10.65</u></b>	<b><u>10.65</u></b>	<b><u>10.65</u></b>	<b><u>10.65</u></b>	<b><u>10.65</u></b>
Total Un-Funded Positions*	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
<b>Total Funded Positions</b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b><u>9.65</u></b>	<b><u>9.65</u></b>	<b><u>9.65</u></b>	<b><u>9.65</u></b>	<b><u>9.65</u></b>
Temporary/Seasonal Hours	<u>0*</u>	<u>0*</u>	<u>0*</u>	<u>431</u>	<u>431</u>	<u>431</u>	<u>431</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	600	0	0	0	0

**Capital Outlay/By Item**

Reflectorless Surveyor Equip.	<u>0</u>	<u>13,000</u>	<u>13,000</u>	<u>13,000</u>	<u>0</u>
<b>Total Capital Outlay</b>	<b><u>0</u></b>	<b><u>13,000</u></b>	<b><u>13,000</u></b>	<b><u>13,000</u></b>	<b><u>0</u></b>

## Program: Support Services – Engineering Services

### Mission Statement:

*“Quality Engineering Today for a Reliable Tomorrow.”*

### Services Delivered:

Activity in the Engineering Services Division ensures the development of our community occurs in an orderly manner and reaches the highest standards for quality. The Engineering Division uses adopted facility plans and development standards to ensure compliance and quality in all infrastructure. Working with other activities, the Division participates in site plan review, design, plan checking and inspection of new public facilities.

Services are provided to other City divisions and to customers of the Community Development Department with information from over 6,800 plans and “as-built” drawings. Engineering 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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of City projects managed annually	10	12	22	16	20	20	20
Number of developer installed projects managed annually	11	10	14	12	14	14	14
<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	91%	90%	93%	90%	93%	95%	95%
% of complete private development plans reviewed within specified timeframe	64%	80%	78%	80%	65%**	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>
% of projects designed, bid and constructed on time and on budget	*	*	*	*	71%	90%	90%

\*New Performance Measure - information not available

\*\*Pending timely interdepartmental review.

### FY’15 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'15 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'14/15 Overlays, D Street Sidewalk Phase 2, Small Water Main Replacement on J Street, Wastewater Structural Repairs in two alleys between 5<sup>th</sup> and 6<sup>th</sup> Streets and in 5<sup>th</sup> Street near Central Avenue, Drury Lane Street Improvements, and water line and sewer line projects as determined by Public Works.

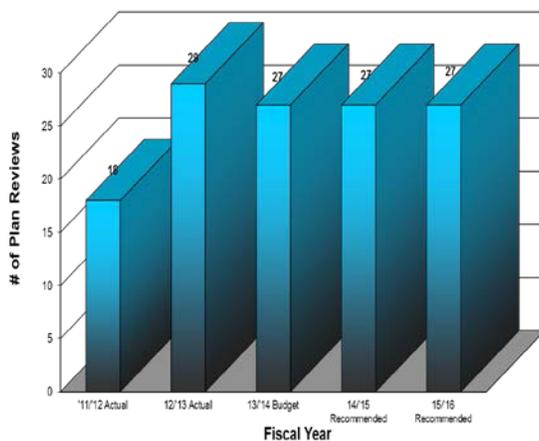
#### Promote Healthy Neighborhoods

- Work with Planning and Public Works to create a safe routes project at South Middle School.
- Depending on CMAQ funding, install the remaining portion of Fruitdale Creek Trail.
- Install pedestrian paths at Riverside Park, Tussing Park and Morrison Park.
- Install sidewalks on the South side of "D" St. between 11<sup>th</sup> St. and Foothill Blvd.

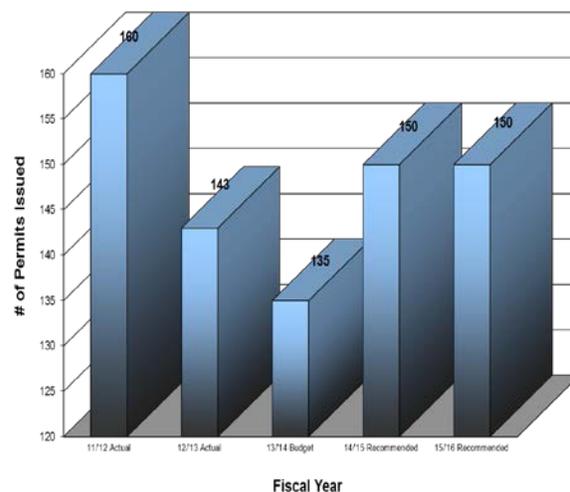
### Budget Highlights:

Based on current estimates, the FY'14 budget appears to be on track for expenditures to match or be close to anticipated revenues. A new billing process was adopted for the FY '14 budget cycle. Final reports will be generated at the end of FY'14 and the results analyzed to determine the actual effectiveness of the new billing system. For FY'15, staffing levels remain the same with some minimal changes to account for computer upgrades.

Plan Reviews Processed per Fiscal Year



Encroachment Permits Issued by Fiscal Year



### FY'14 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 include River Oaks Small Main Replacement, "C" St. Sewer and Water Replacement, Sewer Replacement in the alley between 3<sup>rd</sup> and 5<sup>th</sup> Streets and H and I Streets, Sewer Replacement in the alley between 3<sup>rd</sup> and 5<sup>th</sup> Streets and H and I Streets, 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: Three Rivers Community Hospital Outpatient Building, Summerfield Subdivision, Phones Plus, Inc., GPID Office Expansion, Bear Hotel Parking Lot Expansion, H Street Parking Lot, Dutch Bros. Tech Way Extension, Tee Time Building Renovation and Sequoia Village Subdivision – Phase 5.

## Program: Support Services – Engineering Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>374,034</u>	<u>151,722</u>	<u>56,917</u>	<u>122,326</u>	<u>122,326</u>	<u>122,326</u>	<u>125,037</u>
<b>Current Resources</b>							
<b>Activity Generated</b>							
Redwood Sewer Svc. Dist.	498	8,332	0	0	0	0	0
Rev Other Agencies	0	4,177	0	0	0	0	0
Engineering Fees	34,776	22,746	17,600	31,300	31,300	31,300	31,300
Sale of publications	161	274	0	0	0	0	0
Interest	2,262	1,345	1,000	1,500	1,500	1,500	1,500
Other Revenue	52	10	0	0	0	0	0
<b>Direct Charges:</b>							
General Fund	30,000	55,000	85,000	110,200	110,200	110,200	110,200
Transportation	134,959	190,410	158,200	154,400	154,400	154,400	154,400
Wastewater Operations	56,512	56,500	75,800	63,400	63,400	63,400	63,400
Storm Water Operations	0	0	19,600	0	0	0	0
Solid Waste Operations	2,423	0	0	2,600	2,600	2,600	2,600
Water Operations	57,535	87,000	66,600	53,700	53,700	53,700	53,700
Administrative Services	9,772	10,000	10,000	11,300	11,300	11,300	11,300
Transportation Projects	178,504	198,520	229,700	246,500	246,500	246,500	246,500
Lands & Buildings Proj.	25,461	35,280	30,000	19,000	19,000	19,000	19,000
Wastewater Projects	39,102	71,273	84,000	64,400	64,400	64,400	64,400
Water Projects	<u>18,903</u>	<u>31,415</u>	<u>33,200</u>	<u>32,200</u>	<u>32,200</u>	<u>32,200</u>	<u>32,200</u>
<b><i>Total Current Revenues</i></b>	<b><u>590,920</u></b>	<b><u>772,282</u></b>	<b><u>810,700</u></b>	<b><u>790,500</u></b>	<b><u>790,500</u></b>	<b><u>790,500</u></b>	<b><u>790,500</u></b>
<b>Total Resources</b>	<b><u>964,954</u></b>	<b><u>924,004</u></b>	<b><u>867,617</u></b>	<b><u>912,826</u></b>	<b><u>912,826</u></b>	<b><u>912,826</u></b>	<b><u>915,537</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	446,574	372,740	374,285	349,880	349,880	349,880	362,038
Materials & Supplies	9,605	8,697	5,650	10,000	10,000	10,000	9,150
Contractual/Prof Services	30,377	91,426	132,996	131,721	131,721	131,721	131,688
Direct Charges	<u>326,676</u>	<u>327,649</u>	<u>300,951</u>	<u>296,188</u>	<u>296,188</u>	<u>296,188</u>	<u>316,563</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>813,232</u></b>	<b><u>800,512</u></b>	<b><u>813,882</u></b>	<b><u>787,789</u></b>	<b><u>787,789</u></b>	<b><u>787,789</u></b>	<b><u>819,439</u></b>
Contingencies	0	0	53,735	125,037	125,037	125,037	96,098
Ending Balance	<u>151,722</u>	<u>123,492</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>964,954</u></b>	<b><u>924,004</u></b>	<b><u>867,617</u></b>	<b><u>912,826</u></b>	<b><u>912,826</u></b>	<b><u>912,826</u></b>	<b><u>915,537</u></b>

**Program: Support Services – Engineering Services**

**Personnel**

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'12	FY'13	FY'14	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'15	FY'15	FY'15	FY'16
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	0.00	0.00	0.00	0.00
Engineering Projects Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Department Support Technician	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>						
<b>Total Positions</b>	<b><u>7.50</u></b>						
Total Un-Funded Positions*	(3.00)	(3.00)	(3.00)	(3.00)	(3.00)	(3.00)	(3.00)
<b>Total Funded Positions</b>	<b><u>4.50</u></b>						
Temporary/Seasonal Hours	<u>0</u>	<u>260</u>	<u>520</u>	<u>520</u>	<u>520</u>	<u>520</u>	<u>520</u>

<b>*Recap of Unfunded Positions by Fiscal Year:</b>							
Utility Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00

<b>**Note the following are funded under Contractual Services instead of Personnel Services:</b>							
City Engineer**	0.00	0.00	1.00	1.00	1.00	1.00	1.00

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## Program: Support Services – Property Management Services

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### Mission Statement:

*“To manage and improve City buildings and properties, infrastructure, and vacant lands in a manner which strives for excellence, efficiency, aesthetics, safety, and sustainability.”*

### Services Delivered:

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

### FY’15 Performance Measurements:

#### Property Management Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of days River Vista rented	28	18	27	18	18	24	28
<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	99.73%	100%	99.99%	100%	100%	100%	100%
% of properties receiving fire hazards abatement at scheduled quarterly intervals	N/A	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	\$1.48	\$1.73	\$1.67	\$1.93	\$1.93	\$1.65	\$1.65
Annual kWh of Power at City Hall (target 5% reduction to prior year starting 2011-2012 and expressed in kWh)	615,767	625,000	585,367	593,750	593,750	564,100	535,900

### FY’15 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.
- Prepare a 10 year HVAC renovation plan for the Municipal Campus.

#### Keep Citizens Safe

- Replace sidewalks around the Municipal Campus.
- Continue to implement additional security and ergonomic access measures at City locations.

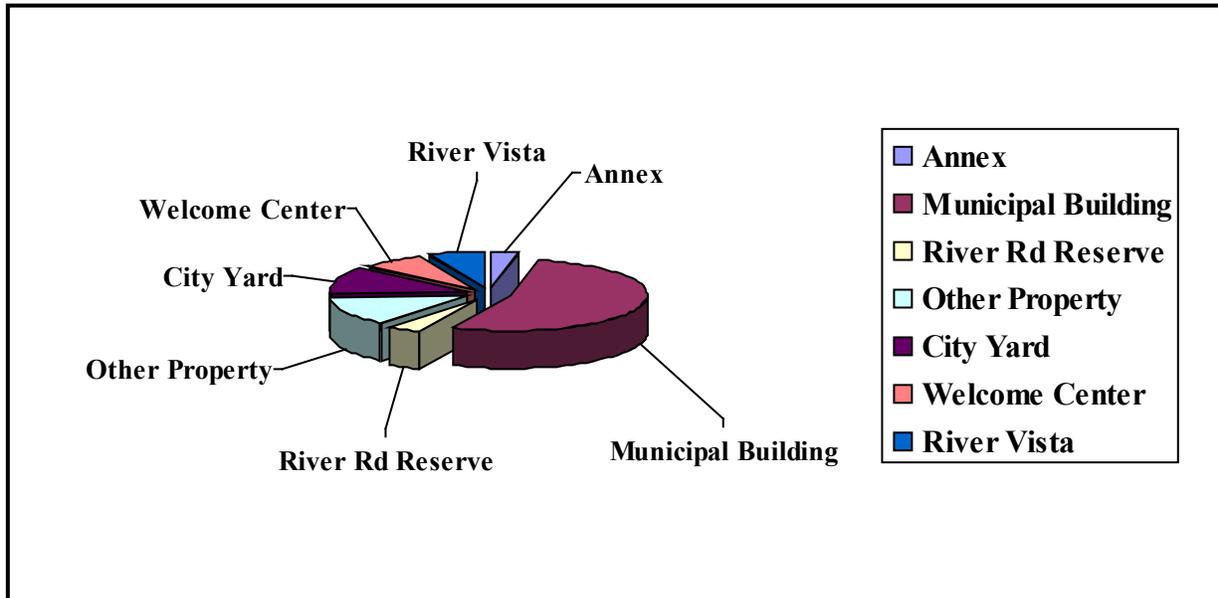
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## Program: Support Services – Property Management Services

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### **Budget Highlights:**

The breezeway structure between the Council Chambers and the offices will be repaired and re-roofed; Parts of the HVAC system continue to be evaluated and several recommendations are being considered; Cameras were installed at some City properties.



**Account by Expenditures FY' 13**

### **FY'14 Activity Review:**

- The remainder of the floor vents were cleaned.
- One vacant building was demolished, two had the asbestos removed, and one was renovated and rented.
- We have cleaned and sanitized **70%** of the floor vents in the Municipal Building.
- Electronic door openers were installed on Parks and Community Development and Administration doors.
- Five 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>145,985</u>	<u>155,041</u>	<u>125,083</u>	<u>151,287</u>	<u>151,287</u>	<u>151,287</u>	<u>116,494</u>
Current Resources							
Activity Generated							
Direct Charges:							
General Fund	148,921	146,156	145,040	143,925	143,925	143,925	143,925
Transportation	71,354	71,354	79,153	83,595	83,595	83,595	83,595
Wastewater Operations	47,261	47,261	51,722	54,449	54,449	54,449	54,449
Solid Waste Operations	864	864	882	930	930	930	930
Water Operations	42,599	42,599	47,060	49,568	49,568	49,568	49,568
Fleet Operations	37,822	37,822	35,784	36,960	36,960	36,960	36,960
Community Develop. Mgmt.	71,487	75,012	74,811	80,743	80,743	80,743	80,743
Administrative Services	169,520	166,045	176,380	185,912	185,912	185,912	185,912
Interest	1,112	1,287	1,000	1,000	1,000	1,000	1,000
Rent of Assets	38,489	35,735	33,692	49,825	49,825	49,825	49,825
Other Revenue	<u>5,557</u>	<u>267</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Current Revenues</i>	<b><u>634,986</u></b>	<b><u>624,402</u></b>	<b><u>645,524</u></b>	<b><u>686,907</u></b>	<b><u>686,907</u></b>	<b><u>686,907</u></b>	<b><u>686,907</u></b>
<b>Total Resources</b>	<b><u>780,971</u></b>	<b><u>779,443</u></b>	<b><u>770,607</u></b>	<b><u>838,194</u></b>	<b><u>838,194</u></b>	<b><u>838,194</u></b>	<b><u>803,401</u></b>
Requirements							
Personnel Services	191,652	188,667	195,554	230,268	230,268	230,268	241,301
Materials & Supplies	24,082	27,549	31,050	31,650	31,650	31,650	29,150
Contractual/Prof Services	281,356	269,281	308,926	303,191	303,191	303,191	306,281
Direct Charges	12,000	15,000	15,000	15,000	15,000	15,000	15,000
Capital Outlay	59,937	50,450	61,000	57,800	57,800	57,800	67,000
Indirect Charges	56,903	55,095	61,108	63,791	63,791	63,791	65,925
Transfers Out	<u>0</u>	<u>0</u>	<u>15,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<b><u>625,930</u></b>	<b><u>606,042</u></b>	<b><u>687,638</u></b>	<b><u>721,700</u></b>	<b><u>721,700</u></b>	<b><u>721,700</u></b>	<b><u>724,657</u></b>
Contingencies	0	0	82,969	116,494	116,494	116,494	78,744
Ending Balance	<u>155,041</u>	<u>173,401</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>780,971</u></b>	<b><u>779,443</u></b>	<b><u>770,607</u></b>	<b><u>838,194</u></b>	<b><u>838,194</u></b>	<b><u>838,194</u></b>	<b><u>803,401</u></b>

## Program: Support Services – Property Management Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER	COMMITTEE	COUNCIL	
	FY'12	FY'13	FY'14	RECOMMEND	APPROVED	ADOPTED	PROJECTED
	#	#	#	FY'15	FY'15	FY'15	FY'16
Parks & Community Svc. Director	1.00	1.00	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	1.00	2.00	2.00	2.00	2.00
Office Assistant II	<u>1.00*</u>	<u>1.00*</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<i>Subtotal</i>	<i>4.00</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>
Assistant City Manager							
From: Management	0.00	0.00	0.10	0.10	0.10	0.10	0.10
Parks & Community Svc. Director							
To: Downtown	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
To: Park Maintenance	(0.40)	(0.40)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
To: Garage Operations	(0.10)	(0.10)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
To: Tourism	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
To: Information Technology	(0.15)	(0.15)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
To: Equipment Replacement	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Admin. Support Specialist							
From: Garage Operations	0.20*	0.20*	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Property Management Coordinator							
To: Park Maintenance	(0.05)	(0.05)	(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: Land and Building Cap Proj.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
To: Street Maintenance	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
Municipal Service Worker							
To: Park Maintenance	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
To: Aquatics	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
To: Downtown	(0.15)	(0.15)	(0.15)	(0.55)	(0.55)	(0.55)	(0.55)
Office Assistant II							
From: Management	0.00	0.00	0.35*	0.10	0.10	0.10	0.10
To: Park Maintenance	(0.50)	(0.50)	0.00	0.00	0.00	0.00	0.00
To: Tourism	(0.05)	(0.05)	0.00	0.00	0.00	0.00	0.00
To: Information Technology	<u>(0.20)</u>	<u>(0.20)</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>(1.90)</i>	<i>0.05</i>	<i>(0.60)</i>	<i>(0.60)</i>	<i>(0.60)</i>	<i>(0.60)</i>
<b>Total Positions</b>	<b><u>2.100</u></b>	<b><u>2.100</u></b>	<b><u>2.050</u></b>	<b><u>2.400</u></b>	<b><u>2.400</u></b>	<b><u>2.400</u></b>	<b><u>2.400</u></b>
Total Un-Funded Positions	(0.045)	(0.045)	(0.035)	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>2.055</u></b>	<b><u>2.055</u></b>	<b><u>2.015</u></b>	<b><u>2.400</u></b>	<b><u>2.400</u></b>	<b><u>2.400</u></b>	<b><u>2.400</u></b>

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

Admin Support Specialist	0.020	0.020	0.000	0.000	0.000	0.000	0.000
Office Assistant I/II	0.025	0.025	0.035	0.000	0.000	0.000	0.000

### Capital Outlay/By Item

Remodeling/Renovation		51,000	57,800	57,800	57,800	67,000
Sidewalks at Muni Building		<u>10,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Capital Outlay</b>		<b><u>61,000</u></b>	<b><u>57,800</u></b>	<b><u>57,800</u></b>	<b><u>57,800</u></b>	<b><u>67,000</u></b>

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## Program: Support Services – Information Technology Services

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### Mission Statement:

The Information Technology (IT) Division provides technical support for the 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”.

### Services Delivered:

The IT division maintains internal City technology resources including physical data network infrastructure, network data backups, data storage and network security, connectivity, and server equipment. The IT staff also provides 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	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number help desk tickets completed	1589	1500	1632	1500	1500	1500	1500
Number of training sessions held	8	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	704	750	660	750	750	750	750
Help desk tickets closed within one day	929	1000	847	1000	1000	1000	1000

### FY’15 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

##### Objective 2: Implement community communication strategies

- Develop new websites for both the City and Tourism.
- Explore options for a Citywide Social Media policy.

##### Objective 4: Ensure efficiency and effectiveness in City operations

- Select a new financial software program and plan for new software implementation.
- The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value.
- Digitize 13,000 tax lot files into DF and TIFF format and link to Laserfiche and GIS.
- Reduce IT single points of failure by increasing system and network redundancy (IT Emergency Preparedness).
- Fix phone system.
- Explore options to upgrade City Website.

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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'14 Activity Review:**

- User service request are being responded to faster and more efficiently. The department completes approximately 125 requests each month.
- A wireless network for the City Hall meeting rooms was created to provide internet access.
- Improved security has been implemented for all IT systems.
- The IT performance audit was successfully completed including risk and intrusion assessments. There were no surprises, and recommendations are being implemented as resources are made available.

## Program: Support Services – Information Technology Services

### Financial Summary

Resources	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>112,036</u>	<u>92,491</u>	<u>140,824</u>	<u>206,039</u>	<u>206,039</u>	<u>206,039</u>	<u>175,374</u>
Current Resources							
Activity Generated							
Interest	1,012	1,403	1,300	1,900	1,900	1,900	1,900
Other Revenue	206	1,718	0	0	0	0	0
Redwood Sewer District	9,754	10,398	0	0	0	0	0
Solid Waste Agency	1,420	1,708	4,250	4,250	4,250	4,250	3,600
Information Tech Charges	<u>528,190</u>	<u>544,876</u>	<u>615,623</u>	<u>684,954</u>	<u>684,954</u>	<u>684,954</u>	<u>706,923</u>
<b>Total Current Revenues</b>	<b><u>540,582</u></b>	<b><u>560,103</u></b>	<b><u>621,173</u></b>	<b><u>691,104</u></b>	<b><u>691,104</u></b>	<b><u>691,104</u></b>	<b><u>712,423</u></b>
<b>Total Resources</b>	<b><u>652,618</u></b>	<b><u>652,594</u></b>	<b><u>761,997</u></b>	<b><u>897,143</u></b>	<b><u>897,143</u></b>	<b><u>897,143</u></b>	<b><u>887,797</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Personnel Services	399,419	379,117	507,246	562,348	562,348	562,348	596,887
Materials & Supplies	5,028	8,361	7,000	7,000	7,000	7,000	7,000
Contractual/Prof Services	129,897	30,540	50,605	72,140	72,140	72,140	117,878
Direct Charges	25,783	25,782	25,437	26,821	26,821	26,821	26,821
Indirect Charges	<u>0</u>	<u>0</u>	<u>0</u>	<u>53,460</u>	<u>53,460</u>	<u>53,460</u>	<u>59,860</u>
<b>Subtotal Expenditures</b>	<b><u>560,127</u></b>	<b><u>443,800</u></b>	<b><u>590,288</u></b>	<b><u>721,769</u></b>	<b><u>721,769</u></b>	<b><u>721,769</u></b>	<b><u>808,446</u></b>
Contingencies	0	0	171,709	175,374	175,374	175,374	79,351
Ending Balance	<u>92,491</u>	<u>208,794</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>652,618</u></b>	<b><u>652,594</u></b>	<b><u>761,997</u></b>	<b><u>897,143</u></b>	<b><u>897,143</u></b>	<b><u>897,143</u></b>	<b><u>887,797</u></b>

## Program: Support Services – Information Technology Services

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Information Technology Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Information System Supervisor	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Computer Services Technician	3.000	4.000	4.000	4.000	4.000	4.000	4.000
Webmaster	<u>0.500</u>						
<i>Subtotal</i>	<i>4.500</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	0.000	0.150	0.150	0.150	0.150	0.150
Parks and Comm. Service Director							
From: Property Management	0.150	0.150	0.000	0.000	0.000	0.000	0.000
Office Assistant II							
From: Property Management	0.200*	0.200*	0.000	0.000	0.000	0.000	0.000
From: Management	0.000	0.000	0.400*	0.050	0.050	0.050	0.050
Admin Support Specialist							
From: Garage	<u>0.050*</u>	<u>0.050*</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>0.400</i>	<i>0.550</i>	<i>0.200</i>	<i>0.200</i>	<i>0.200</i>	<i>0.200</i>
<b>Total Positions</b>	<b><u>4.900</u></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>
Total Un-Funded Positions	(0.025)	(0.025)	(0.040)	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>4.875</u></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>

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

Admin Support Specialist	0.005	0.005	0.000	0.000	0.000	0.000	0.000
Office Assistant II	0.020	0.020	0.040	0.000	0.000	0.000	0.000

## Program: Support Services – Garage Operations

### Mission Statement:

“Provide safe, efficient, reliable equipment at the lowest possible cost.”

### Services Delivered:

This activity maintains vehicles and equipment for all departments. The budget includes costs for fuel, insurance, replacement parts, tires, preventive maintenance and repairs. Two City mechanics work out of the City service center, performing repair and maintenance on over 160 City-owned vehicles and miscellaneous equipment.

### Performance Measurements:

#### Fleet Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of vehicles in fleet	124	N/A	124	N/A	118	*116	*116
Pieces of equipment in fleet	47	N/A	47	N/A	50	**37	**37
<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	66,875	N/A	66,281	N/A	66,700	***67,000	67,000

Note: \* surplus vehicles/equipment that are awaiting disposal not included

Note: \*\*capital asset standards of \$5,000 and greater were applied

Note: \*\*\*adding one new patrol car

### FY'15 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

- **Action 4:** Address the highest priority recommendations from the 2012 Fleet Performance Audit.
- **Action 14:** Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facilities upgrade according to the performance audit recommendations.
- **Action 20:** 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).

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

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### **Budget Highlights:**

Departments are charged for actual expenses incurred in the prior calendar year. Unpredictable fuel and related petroleum costs and increased vehicle usage due to serving expanding areas may continue to impact vehicle operational costs. Revising shop rates will be necessary in response to the anticipation of replacing the shop building.

### **FY'14 Activity Review:**

During FY'14 all maintenance operation rates were reviewed. Recertification testing for mechanic EVT certificates was completed. Customer satisfaction surveys indicate continued high levels of confidence in vehicle maintenance service. Fuel costs fell by 3%, fuel consumption fell by 1%. The average price per gallon of fuel went from \$3.93 in 2012 to \$3.81 in 2013. Fleet continues to work on addressing recommendations from the October 2012 Fleet Performance audit.

## Program: Support Services – Garage Operations

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>356,767</u>	<u>237,558</u>	<u>207,091</u>	<u>270,323</u>	<u>270,323</u>	<u>270,323</u>	<u>176,228</u>
Current Resources							
Activity Generated							
Internal Billings	664,826	792,759	803,074	783,569	783,569	783,569	825,237
Interest	2,245	1,877	2,000	2,000	2,000	2,000	2,000
Other Revenue	<u>20,633</u>	<u>24,659</u>	<u>615,000</u>	<u>615,000</u>	<u>615,000</u>	<u>615,000</u>	<u>15,000</u>
<b>Total Current Revenues</b>	<b><u>687,704</u></b>	<b><u>819,295</u></b>	<b><u>1,420,074</u></b>	<b><u>1,400,569</u></b>	<b><u>1,400,569</u></b>	<b><u>1,400,569</u></b>	<b><u>842,237</u></b>
<b>Total Resources</b>	<b><u>1,044,471</u></b>	<b><u>1,056,853</u></b>	<b><u>1,627,165</u></b>	<b><u>1,670,892</u></b>	<b><u>1,670,892</u></b>	<b><u>1,670,892</u></b>	<b><u>1,018,465</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	257,491	266,179	291,532	286,372	286,372	286,372	299,475
Materials & Supplies	372,452	354,520	392,940	393,940	393,940	393,940	398,600
Contractual/Prof Services	75,048	90,550	92,247	109,524	109,524	109,524	142,512
Direct Charges	13,500	13,500	13,500	13,500	13,500	13,500	13,500
Capital Outlay	15,066	8,972	10,000	10,000	10,000	10,000	10,000
Indirect Charges	73,356	73,372	80,022	81,328	81,328	81,328	87,010
Debt Service	0	0	0	0	0	0	30,000
Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b><u>806,913</u></b>	<b><u>807,093</u></b>	<b><u>880,241</u></b>	<b><u>1,494,664</u></b>	<b><u>1,494,664</u></b>	<b><u>1,494,664</u></b>	<b><u>981,097</u></b>
Contingencies	0	0	746,924	176,228	176,228	176,228	37,368
Ending Balance	<u>237,558</u>	<u>249,760</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,044,471</u></b>	<b><u>1,056,853</u></b>	<b><u>1,627,165</u></b>	<b><u>1,670,892</u></b>	<b><u>1,670,892</u></b>	<b><u>1,670,892</u></b>	<b><u>1,018,465</u></b>

## Program: Support Services – Garage Operations

### Personnel

	BUDGET	BUDGET	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	#	#	#	#	#	#	#
Admin. Support Specialist	1.000*	1.000*	1.000*	1.000*	1.000*	1.000*	1.000*
Lead Fleet Mechanic	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Mechanic	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Department Support Technician	<u>1.000*</u>	<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	0.000	0.100	0.100	0.100	0.100	0.100
Parks and Comm. Service Director							
From: Property Management	0.100	0.100	0.000	0.000	0.000	0.000	0.000
Admin. Support Specialist							
To: Finance	0.000	0.000	(0.300)	(0.350)	(0.350)	(0.350)	(0.350)
To: Park Maintenance	(0.150)	(0.150)	0.000	0.000	0.000	0.000	0.000
To: Property Management	(0.150)	(0.200)	0.000	0.000	0.000	0.000	0.000
To: Information Technology	(0.100)	(0.050)	0.000	0.000	0.000	0.000	0.000
To: Equipment Replacement	(0.200)	(0.300)	(0.350)	(0.350)	(0.350)	(0.350)	(0.350)
Dept. Support Technician							
To: Finance	0.000	0.000	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Equipment Replacement	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
Lead Fleet Mechanic							
To: Equipment Replacement	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Mechanic							
To: Equipment Replacement	<u>(0.100)</u>						
<i>Subtotal Distributed</i>	<i>(0.850)</i>	<i>(0.950)</i>	<i>(1.000)</i>	<i>(1.050)</i>	<i>(1.050)</i>	<i>(1.050)</i>	<i>(1.050)</i>
<b>Total Positions</b>	<b><u>3.150</u></b>	<b><u>3.050</u></b>	<b><u>3.000</u></b>	<b><u>2.950</u></b>	<b><u>2.950</u></b>	<b><u>2.950</u></b>	<b><u>2.950</u></b>
Total Un-Funded Positions	(0.125)	(0.115)	(0.035)	(0.030)	(0.030)	(0.030)	(0.030)
<b>Total Funded Positions</b>	<b><u>3.025</u></b>	<b><u>2.935</u></b>	<b><u>2.965</u></b>	<b><u>2.920</u></b>	<b><u>2.920</u></b>	<b><u>2.920</u></b>	<b><u>2.920</u></b>

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

Admin Support Specialist	0.040	0.030	0.035	0.030	0.030	0.030	0.030
Department Support Technician	0.085	0.085	0.000	0.000	0.000	0.000	0.000

### Capital Outlay/By Item

Tools/Equipment	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
<b>Total Capital Outlay</b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>

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## Program: Support Services – Equipment Replacement

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### Mission Statement:

“To collect and account for depreciation funds; stabilize yearly department costs and replace vehicles and equipment as they wear out.”

### Services Delivered:

This activity operates as a reserve fund which obtains replacement vehicles and equipment as they wear out. A monthly depreciation fee is collected on each department vehicle. Over the projected life of a vehicle, funds are collected and then used to replace the vehicle. Payment and account balances are kept on each vehicle. Actual replacement decisions are made after reviewing age, maintenance costs and reliability of each vehicle.

### Performance Measurements:

#### Equipment Replacement Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of vehicles/equipment with replacement accounts in schedule	110	N/A	110	111	111	111	112
<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 operational vehicles not in replacement schedule	15%	N/A	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	100%	N/A	87%	76%	76%	78%	78%

### FY'15 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

- Action 4: Address the highest priority recommendations from the 2012 Fleet Performance Audit.

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

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### **Budget Highlights:**

The FY'15 Budget includes replacement funds for two patrol cars, one detective vehicle, a ½ ton pickup truck for Code Enforcement and one new patrol vehicle for Public Safety. Additionally, we will evaluate replacing a Hydro-Vacuum truck, a tanker truck, two compressors, one Park maintenance ATV, a wood chipper, one five yard and one ten yard dump truck and a crack sealer machine. When possible, new equipment will be purchased through the Oregon State Purchasing System. Late model used vehicles may be purchased when deemed good values.

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

### **FY'14 Activity Review:**

During FY'14 a total of nine vehicles and ten pieces of equipment were evaluated for replacement. Three patrol cars, one detective vehicle and one motorcycle were replaced for Public Safety. One pickup was replaced for Fire and two for Public Works. Seven fleet vehicles were decommissioned and sold at auction.

## Program: Support Services – Equipment Replacement

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>3,153,262</u>	<u>3,303,976</u>	<u>3,165,006</u>	<u>3,003,662</u>	<u>3,003,662</u>	<u>3,003,662</u>	<u>1,558,500</u>
Current Resources							
Activity Generated							
Revenue Other Agencies	104,523	0	0	0	0	0	0
Internal Billings	663,701	684,960	684,679	628,346	628,346	628,346	646,954
Interest	19,568	19,839	30,000	30,000	30,000	30,000	26,000
Transfer General Fund	190,000	0	0	0	0	0	0
Transfer Wastewater Fund	45,000	11,102	0	0	0	0	0
Transfer Property Services	0	0	5,000	0	0	0	0
Transfer TR Projects	10,000	0	0	0	0	0	0
Other Revenue	<u>33,899</u>	<u>28,957</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>34,000</u>
<b>Total Current Revenues</b>	<b><u>1,066,691</u></b>	<b><u>744,858</u></b>	<b><u>729,679</u></b>	<b><u>668,346</u></b>	<b><u>668,346</u></b>	<b><u>668,346</u></b>	<b><u>706,954</u></b>
<b>Total Resources</b>	<b><u>4,219,953</u></b>	<b><u>4,048,834</u></b>	<b><u>3,894,685</u></b>	<b><u>3,672,008</u></b>	<b><u>3,672,008</u></b>	<b><u>3,672,008</u></b>	<b><u>2,265,454</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	49,098	63,901	74,061	73,187	73,187	73,187	75,871
Materials & Supplies	0	1,038	1,500	0	0	0	0
Contractual/Prof Services	29,430	26,724	601,505	601,439	601,439	601,439	1,560
Direct Charges	24,322	24,322	22,284	23,460	23,460	23,460	23,460
Capital Outlay	809,013	274,902	1,167,000	861,500	861,500	861,500	327,000
Indirect Charges	4,114	4,640	3,974	3,922	3,922	3,922	4,032
Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>	<u>0</u>
<b>Subtotal Expenditures</b>	<b><u>915,977</u></b>	<b><u>395,527</u></b>	<b><u>1,870,324</u></b>	<b><u>2,113,508</u></b>	<b><u>2,113,508</u></b>	<b><u>2,113,508</u></b>	<b><u>431,923</u></b>
Contingencies	0	0	300,000	300,000	300,000	300,000	300,000
Ending Balance	<u>3,303,976</u>	<u>3,653,307</u>	<u>1,724,361</u>	<u>1,258,500</u>	<u>1,258,500</u>	<u>1,258,500</u>	<u>1,533,531</u>
<b>Total Requirements</b>	<b><u>4,219,953</u></b>	<b><u>4,048,834</u></b>	<b><u>3,894,685</u></b>	<b><u>3,672,008</u></b>	<b><u>3,672,008</u></b>	<b><u>3,672,008</u></b>	<b><u>2,265,454</u></b>

## Program: Support Services – Equipment Replacement

### Personnel

	BUDGET FY'12 #	BUDGET FY'13 #	BUDGET FY'14 #	MANAGER RECOMMEND FY'15 #	COMMITTEE APPROVED FY'15 #	COUNCIL ADOPTED FY'15 #	PROJECTED FY'16 #
Finance Director							
From: Finance	0.000	0.000	0.050	0.050	0.050	0.050	0.050
Parks/Community Svcs. Director							
From: Property Mgmt	0.050	0.050	0.000	0.000	0.000	0.000	0.000
Dept. Support Technician							
From: Garage	0.150*	0.150*	0.150	0.150	0.150	0.150	0.150
Admin. Support Specialist							
From: Garage	0.200*	0.300*	0.350*	0.350*	0.350*	0.350*	0.350*
Lead Fleet Mechanic							
From: Garage	0.100	0.100	0.100	0.100	0.100	0.100	0.100
Mechanic							
From: Garage	<u>0.100</u>	<u>0.100</u>	<u>0.100</u>	<u>0.100</u>	<u>0.100</u>	<u>0.100</u>	<u>0.100</u>
<b>Total Positions</b>	<b><u>0.600</u></b>	<b><u>0.700</u></b>	<b><u>0.750</u></b>	<b><u>0.750</u></b>	<b><u>0.750</u></b>	<b><u>0.750</u></b>	<b><u>0.750</u></b>
Total Un-Funded Positions	(0.035)	(0.045)	(0.035)	(0.035)	(0.035)	(0.035)	(0.035)
<b>Total Funded Positions</b>	<b><u>0.565</u></b>	<b><u>0.655</u></b>	<b><u>0.715</u></b>	<b><u>0.715</u></b>	<b><u>0.715</u></b>	<b><u>0.715</u></b>	<b><u>0.715</u></b>

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

Admin Support Specialist	0.020	0.030	0.035	0.035	0.035	0.035	0.035
Department Support Technician	0.015	0.015	0.000	0.000	0.000	0.000	0.000

### Capital Outlay/By Item

Wood chipper, Melter Applicator	45,000	15,000	15,000	15,000	31,000
Heavy Industrial Trucks	235,000	400,000	400,000	400,000	0
Automobiles	14,000	8,500	8,500	8,500	0
5yrd & 10yrd /Dump Trucks	169,000	126,000	126,000	126,000	0
Police Vehicles	351,000	167,000	167,000	167,000	70,000
Pick-Up Trucks	30,000	0	0	0	77,000
Fire Apparatus	40,000	30,000	30,000	30,000	32,000
Heavy Equipment	225,000	85,000	85,000	85,000	117,000
Air Compressors	30,000	30,000	30,000	30,000	0
Vibratory Roller – Streets	<u>28,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Capital Outlay</b>	<b><u>1,167,000</u></b>	<b><u>861,500</u></b>	<b><u>861,500</u></b>	<b><u>861,500</u></b>	<b><u>327,000</u></b>

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## Program: Support Services – Workers’ Compensation Insurance

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### Mission Statement:

*“The City of Grants Pass is committed to providing a safe and healthful work environment. The success of this program is dependent on the commitment made by all City employees, at all levels. Leading by example will build a work environment allowing employees the opportunity to communicate their concerns and/or ideas as it relates to their safety, and the safety of others.”*

### Services Delivered:

This activity administers the City’s self-insurance program for workers’ compensation. The operating divisions are charged based on 100% of State rates. Losses are paid directly to the claimants from this reserve. Insurance for excess coverage (individual claims in excess of \$500,000 and aggregate claims of \$1,000,000), accounts payable and administration are also paid by this activity.

### Performance Measurements:

#### Workers Compensation Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of Safety Training Classes Held for non-Public Safety employees	6	N/A	6	4	6	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	0.79	0.70	0.76	0.70	0.70	0.70	0.70
% of time mandatory safety training is completed and documented	69%	80%	78.8%	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)	0.91	N/A	1.72	0	0	0	0

### FY’15 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

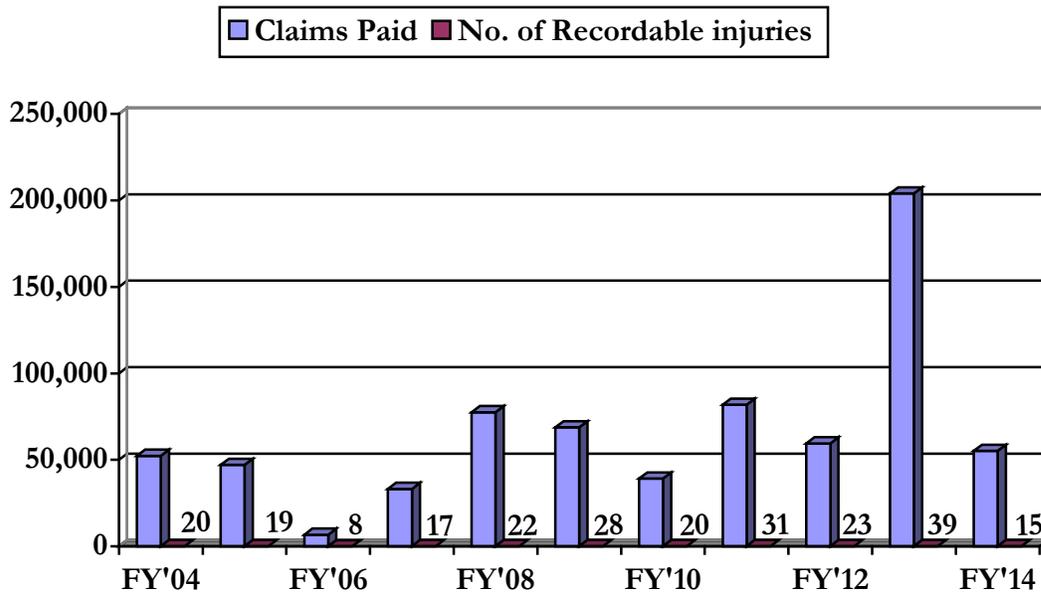
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### Budget Highlights:

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’14 Activity Review:

The Safety Committee is continually working towards preventing employee injuries. In FY’13 our organization had a higher injury rate than in previous years. As a result, 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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>973,130</u>	<u>905,850</u>	<u>940,161</u>	<u>872,344</u>	<u>872,344</u>	<u>872,344</u>	<u>736,872</u>
Current Resources							
Activity Generated							
Internal Billings	192,368	265,672	311,000	302,000	302,000	302,000	308,000
Interest	6,570	5,638	6,200	6,200	6,200	6,200	6,200
Other Revenue	<u>100</u>	<u>6,376</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>199,038</u></b>	<b><u>277,686</u></b>	<b><u>317,200</u></b>	<b><u>308,200</u></b>	<b><u>308,200</u></b>	<b><u>308,200</u></b>	<b><u>314,200</u></b>
<b>Total Resources</b>	<b><u>1,172,168</u></b>	<b><u>1,183,536</u></b>	<b><u>1,257,361</u></b>	<b><u>1,180,544</u></b>	<b><u>1,180,544</u></b>	<b><u>1,180,544</u></b>	<b><u>1,051,072</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	27,532	28,937	36,068	50,266	50,266	50,266	53,525
Materials & Supplies	5,277	6,524	6,200	6,200	6,200	6,200	6,200
Contractual/Prof Services	231,421	257,878	386,460	386,619	386,619	386,619	390,694
Direct Charges	<u>2,088</u>	<u>1,814</u>	<u>512</u>	<u>587</u>	<u>587</u>	<u>587</u>	<u>587</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>266,318</u></b>	<b><u>295,153</u></b>	<b><u>429,240</u></b>	<b><u>443,672</u></b>	<b><u>443,672</u></b>	<b><u>443,672</u></b>	<b><u>451,006</u></b>
Contingencies	0	0	500,000	500,000	500,000	500,000	500,000
Ending Balance	<u>905,850</u>	<u>888,383</u>	<u>328,121</u>	<u>236,872</u>	<u>236,872</u>	<u>236,872</u>	<u>100,066</u>
<b>Total Requirements</b>	<b><u>1,172,168</u></b>	<b><u>1,183,536</u></b>	<b><u>1,257,361</u></b>	<b><u>1,180,544</u></b>	<b><u>1,180,544</u></b>	<b><u>1,180,544</u></b>	<b><u>1,051,072</u></b>

## Program: Support Services – Workers’ Compensation Insurance

### Personnel

	BUDGET FY'12 #	BUDGET FY'13 #	BUDGET FY'14 #	MANAGER RECOMMEND FY'15 #	COMMITTEE APPROVED FY'15 #	COUNCIL ADOPTED FY'15 #	PROJECTED FY'16 #
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	0.020	0.000	0.000	0.000	0.000	0.000	0.000
City Recorder							
From: Management	0.000	0.000	0.150	0.150	0.150	0.150	0.150
Administration Coordinator							
From: Management	0.000	0.150	0.000	0.000	0.000	0.000	0.000
HR Director							
From: Human Resources	0.000	0.020	0.020	0.020	0.020	0.020	0.020
Personnel Analyst							
From: Human Resources	0.125	0.125	0.150	0.200	0.200	0.200	0.200
Office Assistant							
From: Management	0.000	0.000	0.050*	0.150	0.150	0.150	0.150
Department Support Technician							
From: Legal Services	<u>0.106</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>0.326</u></b>	<b><u>0.370</u></b>	<b><u>0.445</u></b>	<b><u>0.595</u></b>	<b><u>0.595</u></b>	<b><u>0.595</u></b>	<b><u>0.595</u></b>
Total Un-Funded Positions	0.000	0.000	(0.005)	0.000	0.000	0.000	0.000
<b>Total Funded Positions</b>	<b><u>0.326</u></b>	<b><u>0.370</u></b>	<b><u>0.440</u></b>	<b><u>0.595</u></b>	<b><u>0.595</u></b>	<b><u>0.595</u></b>	<b><u>0.595</u></b>

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

Office Assistant	0.000	0.000	0.005	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

## Program: Support Services – General Insurance

### Mission Statement:

*“The role of Risk Management is to effectively manage the City’s various liability exposures through the purchasing of cost effective insurance, coupled with the development and implementation of effective and proven loss control programs.”*

### Services Delivered:

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

### FY’15 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.

### Performance Measurements:

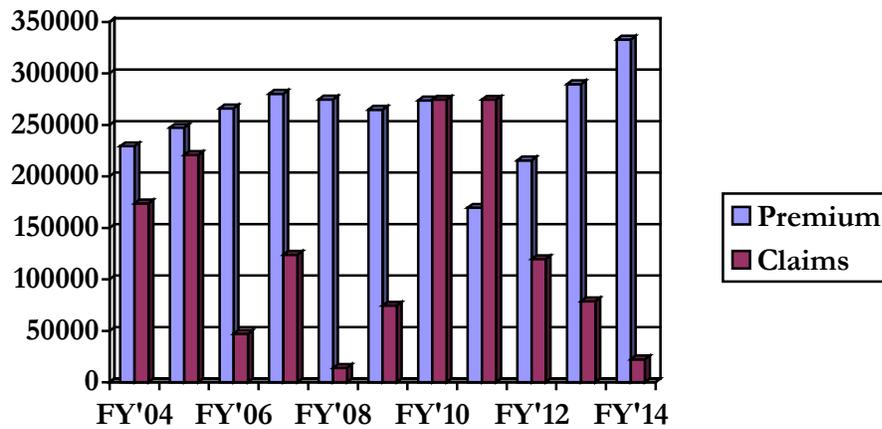
#### General Insurance Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of claims managed	23	0	12	0	0	0	0
At Fault Employee Vehicle & Equipment Incidents	1	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	0	0	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	\$354	N/A	\$102	\$200	\$200	\$200	\$200
% of new hires receiving safety orientation	100%	100%	100%	100%	100%	100%	100%
% of seasonal hires receiving safety orientation	63%	100%	95%	100%	100%	100%	100%

### Budget Highlights:

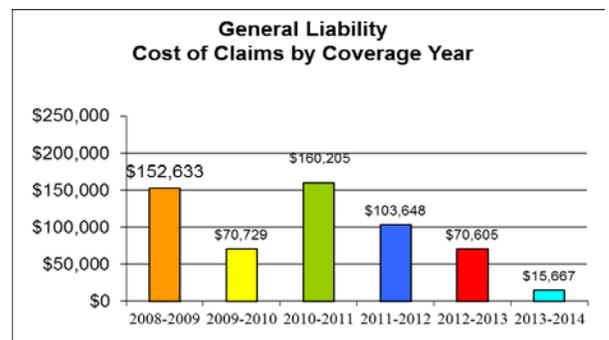
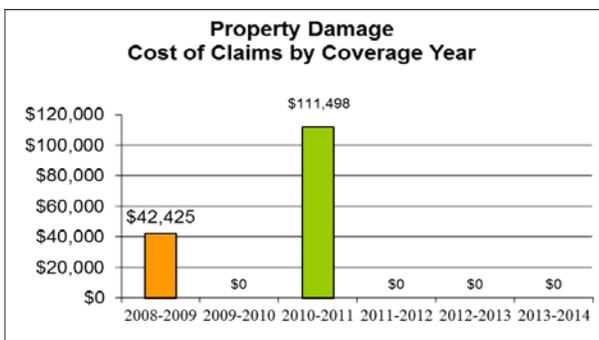
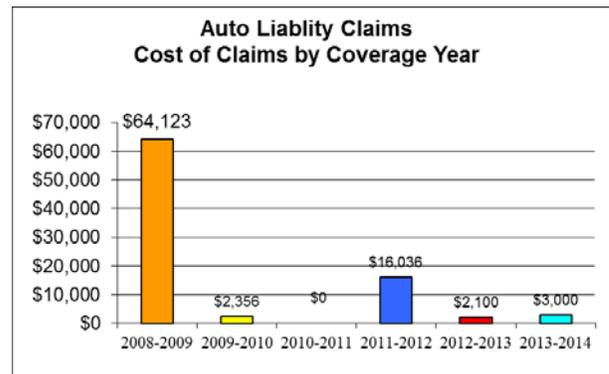
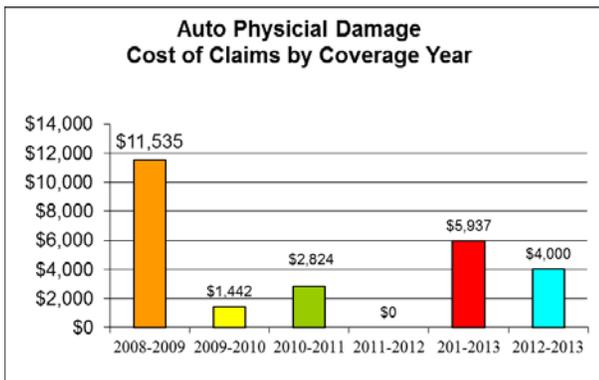
The City continues to use City County Insurance Services (CIS) to ensure long-term insurance viability. CIS will not be able to provide final premium costs prior to budget preparation. However, preliminary figures from CIS are estimated to result in an overall rate increase of 26% for all lines of coverage. This increase is due to the pool’s loss experience in significant employment claims.

## Program: Support Services – General Insurance



### FY'14 Activity Review:

During FY'14, 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 FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>664,882</u>	<u>784,930</u>	<u>682,241</u>	<u>579,246</u>	<u>579,246</u>	<u>579,246</u>	<u>408,415</u>
Current Resources							
Activity Generated							
Internal Billings	394,291	277,097	293,530	291,409	291,409	291,409	354,323
Interest	5,069	3,461	0	3,500	3,500	3,500	3,500
Redwood Sewer District	1,784	1,558	0	0	0	0	0
Loan Repayments	785	856	0	146,205	146,205	146,205	0
Other Revenue	<u>15,298</u>	<u>0</u>	<u>0</u>	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>	<u>0</u>
<b><i>Total Current Revenues</i></b>	<b><u>417,227</u></b>	<b><u>282,972</u></b>	<b><u>293,530</u></b>	<b><u>448,614</u></b>	<b><u>448,614</u></b>	<b><u>448,614</u></b>	<b><u>357,823</u></b>
<b>Total Resources</b>	<b><u>1,082,109</u></b>	<b><u>1,067,902</u></b>	<b><u>975,771</u></b>	<b><u>1,027,860</u></b>	<b><u>1,027,860</u></b>	<b><u>1,027,860</u></b>	<b><u>766,238</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	8,553	21,127	18,946	20,216	20,216	20,216	22,045
Materials & Supplies	0	678	200	10,200	10,200	10,200	200
Contractual/Prof Services	286,538	376,841	542,910	588,280	588,280	588,280	588,560
Direct Charges	<u>2,088</u>	<u>1,814</u>	<u>670</u>	<u>749</u>	<u>749</u>	<u>749</u>	<u>749</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>297,179</u></b>	<b><u>400,460</u></b>	<b><u>562,726</u></b>	<b><u>619,445</u></b>	<b><u>619,445</u></b>	<b><u>619,445</u></b>	<b><u>611,554</u></b>
Contingencies	0	0	413,045	408,415	408,415	408,415	154,684
Ending Balance	<u>784,930</u>	<u>667,442</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,082,109</u></b>	<b><u>1,067,902</u></b>	<b><u>975,771</u></b>	<b><u>1,027,860</u></b>	<b><u>1,027,860</u></b>	<b><u>1,027,860</u></b>	<b><u>766,238</u></b>

**Program: Support Services – General Insurance**

**Personnel**

	BUDGET FY'12 #	BUDGET FY'13 #	BUDGET FY'14 #	MANAGER RECOMMEND FY'15 #	COMMITTEE APPROVED FY'15 #	COUNCIL ADOPTED FY'15 #	PROJECTED FY'16 #
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	0.000	0.000	0.200	0.200	0.200	0.200
Administration Coordinator							
From: Management	0.000	0.150	0.150	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	0.289	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II							
From: Mgmt. Services	<u>0.050</u>	<u>0.050</u>	<u>0.050</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
<b>Total Positions</b>	<b><u>0.489</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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### Mission Statement:

“This fund is overseen by the Human Resources Department where our mission statement 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 employee and encourages a healthy workforce.”

### Services Delivered:

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

### FY’15 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 2014 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 2015, as the existing contract expires December 31, 2014.
- 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.

### Performance Measurements:

#### Benefits Administration Performance Measures

Indicator	2011-12		2012-13		2013-14	2014-15	2015-16
	Actual	Est	Actual	Est	Est	Est	Est
<b>Outputs</b>							
Number of insurance meetings held	2	3	4	3	3	3	3
Number of Wellness Committee meetings held	n/a	n/a	4	6	6	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 %	.36%	<10%	6.86%	<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	\$16	\$25	\$24	\$25	\$25	\$25	\$25

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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'15. 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. A line item was included in the FY'15 budget to cover the expense of a Wellness Newsletter.

### **FY'14 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 last year to higher deductible plans and competitive negotiations by our Agent of Record, the City was able to remain with our carrier PacificSource with only an 8.50% increase. The PacificSource Dental premium did not increase for 2014, while Willamette Dental had a 3.09% increase.

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 very successful Benefit Fair was held in the fall of 2013. It included wellness testing and flu shots. Benefit representatives were onsite to answer employee questions. The Wellness Committee contributed to the Benefits Fair. The Wellness Committee again organized a Healthy Living Fair, after the success of the fair in 2013. Vendors in the health industry within our Community participate and employees are again able to do wellness testing. The Wellness Committee continues to actively look for ways to encourage a healthy lifestyle for our employees.

## Program: Support Services – Benefits Administration

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>1,498,404</u>	<u>1,638,538</u>	<u>1,703,300</u>	<u>2,312,400</u>	<u>2,312,400</u>	<u>2,312,400</u>	<u>2,773,797</u>
Current Resources							
Activity Generated							
Internal Billings	148,425	359,715	85,900	494,920	494,920	494,920	110,620
Interest	10,783	10,770	10,500	14,300	14,300	14,300	14,300
Revenue Other Agencies	1,355	0	0	0	0	0	0
Other Revenue	<u>0</u>	<u>15</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Current Revenues</i>	<u><i>160,563</i></u>	<u><i>370,500</i></u>	<u><i>96,400</i></u>	<u><i>509,220</i></u>	<u><i>509,220</i></u>	<u><i>509,220</i></u>	<u><i>124,920</i></u>
<b>Total Resources</b>	<b><u>1,658,967</u></b>	<b><u>2,009,038</u></b>	<b><u>1,799,700</u></b>	<b><u>2,821,620</u></b>	<b><u>2,821,620</u></b>	<b><u>2,821,620</u></b>	<b><u>2,898,717</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Personnel Services	17,310	15,680	151,600	33,513	33,513	33,513	33,513
Materials & Supplies	720	717	1,900	2,900	2,900	2,900	2,900
Contractual/Prof Services	<u>2,399</u>	<u>4,636</u>	<u>11,050</u>	<u>11,410</u>	<u>11,410</u>	<u>11,410</u>	<u>11,410</u>
<i>Subtotal Expenditures</i>	<u><i>20,429</i></u>	<u><i>21,033</i></u>	<u><i>164,550</i></u>	<u><i>47,823</i></u>	<u><i>47,823</i></u>	<u><i>47,823</i></u>	<u><i>47,823</i></u>
Contingencies	0	0	25,000	25,000	25,000	25,000	25,000
Ending Balance	<u>1,638,538</u>	<u>1,988,005</u>	<u>1,610,150</u>	<u>2,748,797</u>	<u>2,748,797</u>	<u>2,748,797</u>	<u>2,825,894</u>
<b>Total Requirements</b>	<b><u>1,658,967</u></b>	<b><u>2,009,038</u></b>	<b><u>1,799,700</u></b>	<b><u>2,821,620</u></b>	<b><u>2,821,620</u></b>	<b><u>2,821,620</u></b>	<b><u>2,898,717</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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Program Generated Resources	<u>4,885,016</u>	<u>4,908,393</u>	<u>5,826,412</u>	<u>5,733,372</u>	<u>5,733,372</u>	<u>5,733,372</u>	<u>4,708,267</u>
<b>Total Resources</b>	<b><u>4,885,016</u></b>	<b><u>4,908,393</u></b>	<b><u>5,826,412</u></b>	<b><u>5,733,372</u></b>	<b><u>5,733,372</u></b>	<b><u>5,733,372</u></b>	<b><u>4,708,267</u></b>
Requirements							
Transient Room Tax Fund	973,893	1,084,773	1,010,500	1,384,000	1,384,000	1,384,000	1,275,400
Bancroft Bond Fund	347,869	332,611	797,239	935,574	935,574	935,574	677,574
General Obligation Bond Fund	1,086,203	1,120,720	1,088,200	1,121,200	1,121,200	1,121,200	1,151,600
Industrial Loan Fund	991,819	951,115	704,942	987,885	987,885	987,885	643,770
C D Block Grant Fund	1,025,944	960,320	1,719,080	845,844	845,844	845,844	508,554
Environmental Fees	250,941	255,845	244,000	251,000	251,000	251,000	259,000
Trust Fund	<u>208,347</u>	<u>203,009</u>	<u>262,451</u>	<u>207,869</u>	<u>207,869</u>	<u>207,869</u>	<u>192,369</u>
<b>Total Requirements</b>	<b><u>4,885,016</u></b>	<b><u>4,908,393</u></b>	<b><u>5,826,412</u></b>	<b><u>5,733,372</u></b>	<b><u>5,733,372</u></b>	<b><u>5,733,372</u></b>	<b><u>4,708,267</u></b>

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

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### **Mission Statement:**

This fund is overseen by the Finance Department where our mission is to “*Provide fiscal integrity and efficient service through communication, technology and teamwork.*”

### **Services Delivered:**

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

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

### **FY’15 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**

- 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. In the last two fiscal years the revenue locally has climbed an average of 10% per year. As FY’13 and estimated FY’14 revenues have already passed pre-recession levels, the FY’15 budget is prepared with a conservative growth estimate of 3%. The FY’15 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’14 Activity Review:**

The FY’13 audit was completed during FY’14 with no material discoveries. FY’14 revenue is trending above original estimates.

## Program: Auxiliary Services – Transient Room Tax Fund

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>21,606</u>	<u>22,078</u>	<u>0</u>	<u>144,300</u>	<u>144,300</u>	<u>144,300</u>	<u>0</u>
Current Resources							
Activity Generated							
Transient Occupancy Tax	951,487	1,061,816	1,010,500	1,239,700	1,239,700	1,239,700	1,275,400
Interest	<u>800</u>	<u>879</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>952,287</u></b>	<b><u>1,062,695</u></b>	<b><u>1,010,500</u></b>	<b><u>1,239,700</u></b>	<b><u>1,239,700</u></b>	<b><u>1,239,700</u></b>	<b><u>1,275,400</u></b>
<b>Total Resources</b>	<b><u>973,893</u></b>	<b><u>1,084,773</u></b>	<b><u>1,010,500</u></b>	<b><u>1,384,000</u></b>	<b><u>1,384,000</u></b>	<b><u>1,384,000</u></b>	<b><u>1,275,400</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Contractual/Prof Services	3,015	13,200	3,300	3,400	3,400	3,400	3,500
Direct Charges	13,501	7,500	7,500	7,500	7,500	7,500	7,500
Transfers Out	<u>935,299</u>	<u>1,063,999</u>	<u>999,700</u>	<u>1,323,100</u>	<u>1,323,100</u>	<u>1,323,100</u>	<u>1,214,400</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>951,815</u></b>	<b><u>1,084,699</u></b>	<b><u>1,010,500</u></b>	<b><u>1,334,000</u></b>	<b><u>1,334,000</u></b>	<b><u>1,334,000</u></b>	<b><u>1,225,400</u></b>
Contingencies	0	0	0	50,000	50,000	50,000	50,000
Ending Balance	<u>22,078</u>	<u>74</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>973,893</u></b>	<b><u>1,084,773</u></b>	<b><u>1,010,500</u></b>	<b><u>1,384,000</u></b>	<b><u>1,384,000</u></b>	<b><u>1,384,000</u></b>	<b><u>1,275,400</u></b>

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

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### **Mission Statement:**

This fund is overseen by the Finance Department where our mission is to “*Provide fiscal integrity and efficient service through communication, technology and teamwork.*”

### **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’15 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**

- 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’15.

### **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’14 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'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Beginning Balance	<u>229,486</u>	<u>226,498</u>	<u>137,239</u>	<u>25,574</u>	<u>25,574</u>	<u>25,574</u>	<u>17,574</u>
Current Resources							
Activity Generated							
Interest	1,274	1,070	0	0	0	0	0
Assessment Principal	66,178	58,868	130,000	130,000	130,000	130,000	130,000
Assessment Interest	50,931	46,175	30,000	30,000	30,000	30,000	30,000
Bond & Loan Proceeds	<u>0</u>	<u>0</u>	<u>500,000</u>	<u>750,000</u>	<u>750,000</u>	<u>750,000</u>	<u>500,000</u>
<b><i>Total Current Revenues</i></b>	<b><u>118,383</u></b>	<b><u>106,113</u></b>	<b><u>660,000</u></b>	<b><u>910,000</u></b>	<b><u>910,000</u></b>	<b><u>910,000</u></b>	<b><u>660,000</u></b>
<b>Total Resources</b>	<b><u>347,869</u></b>	<b><u>332,611</u></b>	<b><u>797,239</u></b>	<b><u>935,574</u></b>	<b><u>935,574</u></b>	<b><u>935,574</u></b>	<b><u>677,574</u></b>

Requirements	ACTUAL	ACTUAL	BUDGET	MANAGER RECOMMEND	COMMITTEE APPROVED	COUNCIL ADOPTED	PROJECTED
	FY'12	FY'13	FY'14	FY'15	FY'15	FY'15	FY'16
	\$	\$	\$	\$	\$	\$	\$
Contractual/Prof Services	7,571	7,589	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	103,800	200,000	200,000	150,000	150,000	150,000	150,000
Transfers Out	<u>0</u>	<u>0</u>	<u>500,000</u>	<u>750,000</u>	<u>750,000</u>	<u>750,000</u>	<u>500,000</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>121,371</u></b>	<b><u>217,589</u></b>	<b><u>718,000</u></b>	<b><u>918,000</u></b>	<b><u>918,000</u></b>	<b><u>918,000</u></b>	<b><u>668,000</u></b>
Contingencies	0	0	79,239	17,574	17,574	17,574	9,574
Ending Balance	<u>226,498</u>	<u>115,022</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>347,869</u></b>	<b><u>332,611</u></b>	<b><u>797,239</u></b>	<b><u>935,574</u></b>	<b><u>935,574</u></b>	<b><u>935,574</u></b>	<b><u>677,574</u></b>

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

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### **Mission Statement:**

This fund is overseen by the Finance Department where our mission is to “*Provide fiscal integrity and efficient service through communication, technology and teamwork.*”

### **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’15 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**

- 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’14 was 0.3857/\$1000** assessed value and a similar rate is expected for FY’15.

### **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’14 Activity Review:**

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

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

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>92,265</u>	<u>106,003</u>	<u>108,300</u>	<u>55,400</u>	<u>55,400</u>	<u>55,400</u>	<u>50,000</u>
Current Resources							
Activity Generated							
Property Taxes	979,775	1,012,267	978,900	1,064,800	1,064,800	1,064,800	1,100,600
Interest	63	2,450	1,000	1,000	1,000	1,000	1,000
Other Revenue	<u>14,100</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><b>993,938</b></u>	<u><b>1,014,717</b></u>	<u><b>979,900</b></u>	<u><b>1,065,800</b></u>	<u><b>1,065,800</b></u>	<u><b>1,065,800</b></u>	<u><b>1,101,600</b></u>
<b>Total Resources</b>	<u><b>1,086,203</b></u>	<u><b>1,120,720</b></u>	<u><b>1,088,200</b></u>	<u><b>1,121,200</b></u>	<u><b>1,121,200</b></u>	<u><b>1,121,200</b></u>	<u><b>1,151,600</b></u>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Debt Service	<u>980,200</u>	<u>1,007,800</u>	<u>1,038,200</u>	<u>1,071,200</u>	<u>1,071,200</u>	<u>1,071,200</u>	<u>1,101,600</u>
<i>Subtotal Expenditures</i>	<u><b>980,200</b></u>	<u><b>1,007,800</b></u>	<u><b>1,038,200</b></u>	<u><b>1,071,200</b></u>	<u><b>1,071,200</b></u>	<u><b>1,071,200</b></u>	<u><b>1,101,600</b></u>
Ending Balance	<u>106,003</u>	<u>112,920</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>	<u><b>1,086,203</b></u>	<u><b>1,120,720</b></u>	<u><b>1,088,200</b></u>	<u><b>1,121,200</b></u>	<u><b>1,121,200</b></u>	<u><b>1,121,200</b></u>	<u><b>1,151,600</b></u>

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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'15 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:**

The anticipated loan repayments are budgeted to be available for new loans in FY'15. This year \$50,000 has been budgeted for Downtown Loan(s), \$150,000 for Industrial Loan(s), \$50,000 for Micro-enterprise loans and \$50,000 for Job Creation Grants. There is also a \$25,000 Oregon Business Development Department Brownfields grant that will be accounted for in this fund.

### **FY'14 Activity Review:**

No new loans were processed in FY'14. Grants were given to design and assist with two downtown façade projects.

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

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>978,695</u>	<u>938,972</u>	<u>694,057</u>	<u>927,000</u>	<u>927,000</u>	<u>927,000</u>	<u>632,885</u>
Current Resources							
Activity Generated							
Interest	7,237	5,959	6,735	6,735	6,735	6,735	6,735
Loan Repayments	5,887	6,184	4,000	4,000	4,000	4,000	4,000
Revenues other Agencies	0	0	0	50,000	50,000	50,000	0
Other Revenue	<u>0</u>	<u>0</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>
<b><i>Total Current Revenues</i></b>	<b><u>13,124</u></b>	<b><u>12,143</u></b>	<b><u>10,885</u></b>	<b><u>60,885</u></b>	<b><u>60,885</u></b>	<b><u>60,885</u></b>	<b><u>10,885</u></b>
<b>Total Resources</b>	<b><u>991,819</u></b>	<b><u>951,115</u></b>	<b><u>704,942</u></b>	<b><u>987,885</u></b>	<b><u>987,885</u></b>	<b><u>987,885</u></b>	<b><u>643,770</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Contractual/Prof Services	47,847	25,000	300,000	350,000	350,000	350,000	300,000
Transfers Out	<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>Subtotal Expenditures</i></b>	<b><u>52,847</u></b>	<b><u>30,000</u></b>	<b><u>305,000</u></b>	<b><u>355,000</u></b>	<b><u>355,000</u></b>	<b><u>355,000</u></b>	<b><u>305,000</u></b>
Contingencies	0	0	399,942	632,885	632,885	632,885	338,770
Ending Balance	<u>938,972</u>	<u>921,115</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>991,819</u></b>	<b><u>951,115</u></b>	<b><u>704,942</u></b>	<b><u>987,885</u></b>	<b><u>987,885</u></b>	<b><u>987,885</u></b>	<b><u>643,770</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'15 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 project for LB6041 Food Bank Warehouse.

### **Budget Highlights:**

The FY'15 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.

### **FY'14 Activity Review:**

The City issued a façade grant for work in the Downtown core. Additionally, this program provided \$111,000 in funding for small business and non-profit transportation SDC incentives as well as \$16,000 for the Food Bank Warehouse project.

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'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>934,187</u>	<u>941,986</u>	<u>800,620</u>	<u>452,134</u>	<u>452,134</u>	<u>452,134</u>	<u>189,844</u>
Current Resources							
Activity Generated							
CD Block Grant	71,973	0	900,000	375,000	375,000	375,000	300,000
Interest	9,294	7,565	7,460	7,460	7,460	7,460	7,460
Loan Repayments	<u>10,490</u>	<u>10,769</u>	<u>11,000</u>	<u>11,250</u>	<u>11,250</u>	<u>11,250</u>	<u>11,250</u>
<i>Total Current Revenues</i>	<u><i>91,757</i></u>	<u><i>18,334</i></u>	<u><i>918,460</i></u>	<u><i>393,710</i></u>	<u><i>393,710</i></u>	<u><i>393,710</i></u>	<u><i>318,710</i></u>
<b>Total Resources</b>	<b><u>1,025,944</u></b>	<b><u>960,320</u></b>	<b><u>1,719,080</u></b>	<b><u>845,844</u></b>	<b><u>845,844</u></b>	<b><u>845,844</u></b>	<b><u>508,554</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Contractual/Prof Services	8,958	15,008	116,850	406,000	406,000	406,000	336,000
Capital Outlay	0	0	825,000	0	0	0	0
Transfers Out	<u>75,000</u>	<u>150,000</u>	<u>361,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>0</u>
<i>Subtotal Expenditures</i>	<u><i>83,958</i></u>	<u><i>165,008</i></u>	<u><i>1,302,850</i></u>	<u><i>656,000</i></u>	<u><i>656,000</i></u>	<u><i>656,000</i></u>	<u><i>336,000</i></u>
Contingencies	0	0	416,230	189,844	189,844	189,844	172,554
Ending Balance	<u>941,986</u>	<u>795,312</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>1,025,944</u></b>	<b><u>960,320</u></b>	<b><u>1,719,080</u></b>	<b><u>845,844</u></b>	<b><u>845,844</u></b>	<b><u>845,844</u></b>	<b><u>508,554</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'15 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**

- Provide timely and accurate disbursement of solid waste fees to the Solid Waste Agency.

### **Budget Highlights:**

Expenditures represent an estimated \$251,000 in EPF fees to be passed through to the Solid Waste Agency.

### **FY'14 Activity Review:**

All EPF fees received due at June 30, 2014 and received by August 31, 2014 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 FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>12,280</u>	<u>12,280</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Current Resources Activity Generated							
Landfill Fees	<u>238,661</u>	<u>243,565</u>	<u>244,000</u>	<u>251,000</u>	<u>251,000</u>	<u>251,000</u>	<u>259,000</u>
<i>Total Current Revenues</i>	<u>238,661</u>	<u>243,565</u>	<u>244,000</u>	<u>251,000</u>	<u>251,000</u>	<u>251,000</u>	<u>259,000</u>
<b>Total Resources</b>	<b><u>250,941</u></b>	<b><u>255,845</u></b>	<b><u>244,000</u></b>	<b><u>251,000</u></b>	<b><u>251,000</u></b>	<b><u>251,000</u></b>	<b><u>259,000</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Contractual/Prof Services	<u>238,661</u>	<u>243,564</u>	<u>244,000</u>	<u>251,000</u>	<u>251,000</u>	<u>251,000</u>	<u>259,000</u>
<i>Subtotal Expenditures</i>	<u>238,661</u>	<u>243,564</u>	<u>244,000</u>	<u>251,000</u>	<u>251,000</u>	<u>251,000</u>	<u>259,000</u>
Ending Balance	<u>12,280</u>	<u>12,281</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Requirements</b>	<b><u>250,941</u></b>	<b><u>255,845</u></b>	<b><u>244,000</u></b>	<b><u>251,000</u></b>	<b><u>251,000</u></b>	<b><u>251,000</u></b>	<b><u>259,000</u></b>

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## **Program: Auxiliary Services – Agency Fund**

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### **Mission Statement:**

This fund is overseen by the Finance Department where our mission is to *“Provide fiscal integrity and efficient service through communication, technology and teamwork.”*

### **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’15 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**

- 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’14 Activity Review:**

All funds were accounted for during the FY’13 audit and there were no outstanding refunds due.

## Program: Auxiliary Services – Agency Fund

### Financial Summary

Resources	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Balance	<u>191,160</u>	<u>195,150</u>	<u>240,451</u>	<u>185,869</u>	<u>185,869</u>	<u>185,869</u>	<u>170,369</u>
Current Resources							
Activity Generated							
Interest	<u>17,187</u>	<u>7,859</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>17,187</u>	<u>7,859</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>208,347</u></b>	<b><u>203,009</u></b>	<b><u>262,451</u></b>	<b><u>207,869</u></b>	<b><u>207,869</u></b>	<b><u>207,869</u></b>	<b><u>192,369</u></b>

Requirements	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Contractual/Prof Services	7,097	0	25,000	25,000	25,000	25,000	25,000
Direct Charges	<u>6,100</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>13,197</u>	<u>12,500</u>	<u>37,500</u>	<u>37,500</u>	<u>37,500</u>	<u>37,500</u>	<u>37,500</u>
Ending Balance	<u>195,150</u>	<u>190,509</u>	<u>224,951</u>	<u>170,369</u>	<u>170,369</u>	<u>170,369</u>	<u>154,869</u>
<b>Total Requirements</b>	<b><u>208,347</u></b>	<b><u>203,009</u></b>	<b><u>262,451</u></b>	<b><u>207,869</u></b>	<b><u>207,869</u></b>	<b><u>207,869</u></b>	<b><u>192,369</u></b>

**WHERE THE ROGUE RIVER RUNS**



© City of Grants Pass

# CAPITAL IMPROVEMENT PROJECTS

## ACTIVITIES

### \* Lands & Buildings Projects

## DESCRIPTION

The Lands & Buildings Capital Improvement Projects program accounts for:

- Purchase of property.
- Construction of buildings.
- Major repair and replacement projects for: parks, parking lots, trails, and facilities.
- Major capital equipment replacement (such as the public safety CAD system or ERP {Integrated Enterprise Resource Planning} computer systems).
- Major capital plans (e.g. Spalding traffic study, UGB planning, etc.).

Projects may take multiple years to complete, so resources are contributed and tracked individually by project, as are all expenditures. The Capital Budget document provides additional detail on every project.

	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Capital Construction	<u>6,523,839</u>	<u>5,863,923</u>	<u>8,539,167</u>	<u>12,970,694</u>	<u>12,970,694</u>	<u>12,970,694</u>	<u>3,723,326</u>
<b>Total Resources</b>	<b><u>6,523,839</u></b>	<b><u>5,863,923</u></b>	<b><u>8,539,167</u></b>	<b><u>12,970,694</u></b>	<b><u>12,970,694</u></b>	<b><u>12,970,694</u></b>	<b><u>3,723,326</u></b>
Capital Construction	<u>6,523,839</u>	<u>5,863,923</u>	<u>8,539,167</u>	<u>12,970,694</u>	<u>12,970,694</u>	<u>12,970,694</u>	<u>3,723,326</u>
<b>Total Requirements</b>	<b><u>6,523,839</u></b>	<b><u>5,863,923</u></b>	<b><u>8,539,167</u></b>	<b><u>12,970,694</u></b>	<b><u>12,970,694</u></b>	<b><u>12,970,694</u></b>	<b><u>3,723,326</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'15 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'15 projects address; 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 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 proposed projects include:

- Grants Pass Area Brownfield Coalition Community Assessment
- Fleet Maintenance Facility
- Park Gazebo Replacement
- Reinhart Park Irrigation Conversion
- Alternative Fuel Facility
- Downtown Parking Study
- Joint Economic Development Strategic Plan
- Mountain Bike Park
- Loveless Park Improvements
- DDA and AFD Evaluation and Clean Up
- Annexation
- E & F Street Landscaping
- Spalding Industrial Park Development

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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 was successful in getting the Spalding Park area recognized as a “Regionally Significant Industrial Area” which has made it eligible for up to \$3,000,000 in low interest loans and grants. The City has also had grant success with Neighborhood Planning Traffic Plan (LB6082) and Hillcrest Fire Station Seismic Rehabilitation (LB6100). We also use dedicated funding sources such as Parks System Development Charges and PEG funding sources for dedicated source projects.

Sources of revenue include proceeds from sale of real property, a percentage of Transient Room Tax receipts, transfers from General Fund operations, General Support, grants and donations, Parks System Development Charges and use of a small remaining balance prior projects when approved by the City Council.

The project listing shows resources across the columns. Columns show the “Actual resources through FY’13”; the re-assessed resource needs of projects using current data for the “Revised FY’14” column, guiding our “Recommended FY’15” and total resources estimated “Through FY’15”. 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’14 Activity Review:**

Projects anticipated to be complete in FY’14 include: Hillcrest Fire Station Seismic Rehabilitation, Seismic Evaluations, Healthy Community Schools, Park ADA Access, Spray Park, E-Ticket for Public Safety, E-Permitting & Digital Archiving, Fruitdale Creek Trail Construction, Downtown Historic Walking Tour, Special Events, Compensation Study, and County Lease & County Building Space projects. Many of these projects were un-funded by the Council in an effort to free up enough money to pay for additional jail beds at the County Jail.

## Program: Capital Construction - Lands & Buildings Projects

### ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'13	Revised FY'14	Adopted FY'15	Total Through FY'15	Future Years	Total Project
LB0000	691 Miscellaneous Projects - General	3,841,834	33,646	1,505,000	5,380,480	75,000	5,455,480
LB0000	692 Miscellaneous Projects - SDC's	233,334	(11)	(116,000)	117,323	(336,058)	(218,735)
LB0000	693 Miscellaneous Projects - Room Tax	398,149	74,050	(223,200)	248,999	167,900	416,899
LB0000	694 Miscellaneous Projects - Dev. SDC's	102,846	(40,000)	(20,000)	42,846	51,000	93,846
LB4245	Property Acquisition for Muni Parking	117,175	700	0	117,875	0	117,875
LB4261	Tussing Park Development	675,352	0	30,000	705,352	0	705,352
LB4377	Municipal Building and Land Fund	604,469	33,550	195,000	833,019	0	833,019
LB4382	Industrial Financial Incentive Program	540,018	500	0	540,518	0	540,518
LB4383	Non-Profit Infrastructure Incentive Prog.	154,572	20,000	0	174,572	0	174,572
LB4539	Allen Creek Park Property Purchase	781,452	165,000	0	946,452	346,781	1,293,233
LB4564	City Service Center Shop Renovations	81,172	0	0	81,172	0	81,172
LB4710	Overland Park Reserve	569,444	(1,500)	(1,500)	566,444	284,229	850,673
LB4713	Allenwood Park Reserve	784,694	118,000	159,000	1,061,694	57,748	1,119,442
LB4832	River Road Reserve	3,666,314	20,000	7,343	3,693,657	0	3,693,657
LB4833	Urban Growth Boundry Planning	299,685	5,000	20,000	324,685	0	324,685
LB4911	Ramsey/Nebraska Property Sale	(228)	0	30,000	29,772	0	29,772
LB4954	Allen Creek Trail:Newhope to Wms Hwy	200,905	0	0	200,905	0	200,905
LB4955	Allen Creek Trail:Ramsey to Hwy 199	118,493	0	0	118,493	0	118,493
LB5067	Tree Refund Program	35,248	500	500	36,248	1,500	37,748
LB5076	Allenwood Park Development	86,781	0	0	86,781	77,000	163,781
LB5077	Re-Vegetation Program	103,203	12,000	12,000	127,203	46,000	173,203
LB6040	Economic Stimulus	36,102	0	0	36,102	24,000	60,102
LB6041	Food Bank Warehouse	50,197	515,803	1,734,000	2,300,000	0	2,300,000
LB6084	Vacant Property Safety & Renovation	35,269	0	20,000	55,269	60,000	115,269
LB6085	Code and Plan Updates related to the Urban Growth Boundary	75,534	25,000	50,000	150,534	0	150,534
LB6099	Property Acquisition & lot line legal Fees	20,121	0	5,000	25,121	15,000	40,121
LB6101	Business Software and E-Permitting	141,353	568,047	389,600	1,099,000	0	1,099,000
LB6103	Microsoft Upgrade	200,925	10,000	0	210,925	0	210,925
LB6104	Woodson Park Improvements	30,208	0	0	30,208	0	30,208
LB6105	PEG Fund Projects	170,347	35,000	35,000	240,347	35,000	275,347
LB6108	Small Business Transportation SDC	150,816	75,000	0	225,816	0	225,816
LB6135	Urban Renewal Agency - Analysis	50,216	0	0	50,216	0	50,216
LB6136	Fuels Reduction Plan	15,064	15,000	0	30,064	0	30,064
LB6138	Downtown Hardscape	20,084	0	0	20,084	0	20,084
LB6139	City Entryway	10,043	0	0	10,043	0	10,043
LB6141	Emergency Generator in Municipal Bldg.	60,259	0	0	60,259	0	60,259
LB6142	Remote Emergency Equipment (Cameras)	26,112	0	15,000	41,112	0	41,112
LB6143	School-Park Construct. Proj. (FY'15-FY'16)	55,508	25,000	25,000	105,508	25,000	130,508
LB6146	Riverside Playground	50,216	100,000	50,000	200,216	0	200,216
LB6152	Website Upgrade	32,138	25,000	0	57,138	0	57,138
LB6184	Soccer Complex	0	105,000	40,000	145,000	0	145,000
LB6185	Aerial Photography	0	50,000	0	50,000	51,000	101,000
LB6188	Technology Lifecycle Mgmt. (FY'14-FY'16)	0	50,000	50,000	100,000	50,000	150,000
LB6189	Existing Park and Sports Facility Rehab	0	75,000	50,000	125,000	100,000	225,000
LB6190	Riverside Park, River Trail	0	30,000	50,000	80,000	0	80,000

Continued on next page

## Program: Capital Construction - Lands & Buildings Projects

### ALL ACTIVE CAPITAL PROJECT RESOURCES – CONTINUED

	Actual Through FY'13	Revised FY'14	Adopted FY'15	Total Through FY'15	Future Years	Total Project
LB6191 River Access Points in Parks	0	45,000	0	45,000	0	45,000
LB6193 Weekend Parkways-Open Streets	0	0	5,000	5,000	5,000	10,000
LB6196 Sobering Center Assistance	0	40,000	0	40,000	0	40,000
LB6197 Fire Sprinkler & Structural Retrofit	0	250,000	250,000	500,000	0	500,000
LB8580 Izaak Walton Building Replacement	373,464	0	0	373,464	0	373,464
LB8870 Reinhart Volunteer Park	3,144,214	0	0	3,144,214	0	3,144,214
<b>NEW PROJECTS</b>						
LBXX01 Grants Pass Area Brownfield Coalition Community Assessment	0	0	200,000	200,000	400,000	600,000
LBXX02 Fleet Maintenance Facility	0	0	600,000	600,000	0	600,000
LBXX03 Park Gazebo Replacement	0	0	50,000	50,000	0	50,000
LBXX04 Reinhart Park Irrigation Conversion	0	0	70,000	70,000	80,000	150,000
LBXX05 Alternative Fueling Facility Design & Implementation Plan	0	0	112,000	112,000	0	112,000
LBXX06 Downtown Parking Study	0	0	50,000	50,000	0	50,000
LBXX07 Joint Economic Develop. Strategic Plan	0	0	150,000	150,000	0	150,000
LBXX08 Mountain Bike Park Improvement	0	0	50,000	50,000	200,000	250,000
LBXX09 Loveless Park Improvements	0	0	115,000	115,000	85,000	200,000
LBXX10 DDA and AFD Evaluation and Clean Up	0	0	50,000	50,000	0	50,000
LBXX11 Annexation	0	0	25,000	25,000	0	25,000
LBXX12 E & F Street Landscaping	0	0	25,000	25,000	0	25,000
LBXX13 Spalding Industrial Park Development	0	0	3,000,000	3,000,000	500,000	3,500,000
<b>Total Projects</b>	<b><u>18,143,102</u></b>	<b><u>2,480,285</u></b>	<b><u>8,863,743</u></b>	<b><u>29,487,130</u></b>	<b><u>2,401,100</u></b>	<b><u>31,888,230</u></b>

### ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

LB6100 Hillcrest Fire Station Seismic Rehab	485,944	9,958	0	495,902	0	495,902
LB6140 Seismic Evaluations	15,065	0	(10,000)	5,065	0	5,065
LB6144 Healthy Community Schools Project	34,967	0	0	34,967	0	34,967
LB6145 Park ADA Access	25,108	0	0	25,108	0	25,108
LB6149 Spray Park	74,288	(73,850)	0	438	0	438
LB6150 E-Ticket for Public Safety	40,306	59,062	0	99,368	0	99,368
LB6151 E-Permitting & Digital Archiving	150,646	(117,800)	0	32,846	0	32,846
LB6186 Fruitdale Creek Trail Construction	0	0	0	0	0	0
LB6187 Downtown Historic Walking Tour	0	0	0	0	0	0
LB6192 Special Events	0	0	0	0	0	0
LB6194 Compensation Study	0	5,000	0	5,000	0	5,000
LB6195 County Lease & County Building Space	0	0	0	0	0	0
<b>Total Closed Projects</b>	<b><u>826,324</u></b>	<b><u>(117,630)</u></b>	<b><u>(10,000)</u></b>	<b><u>698,694</u></b>	<b><u>0</u></b>	<b><u>698,694</u></b>
<b>Grand Total - All Projects</b>	<b><u>18,969,426</u></b>	<b><u>2,362,655</u></b>	<b><u>8,853,743</u></b>	<b><u>30,185,824</u></b>	<b><u>2,401,100</u></b>	<b><u>32,586,924</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'15

	Adopted FY'15 Beginning Fund Balance	Adopted FY'15 Revenue	Adopted FY'15 Capital Outlay	Adopted FY'15 Transfers	Adopted FY'15 Appropriated Fund Balance
LB0000 691 Miscellaneous Projects - General	258,547	1,505,000	1,460,000	0	303,547
LB0000 692 Miscellaneous Projects - SDC's	158,323	(116,000)	0	0	42,323
LB0000 693 Miscellaneous Projects - Room Tax	347,199	(223,200)	0	0	123,999
LB0000 694 Miscellaneous Projects - Dev. SDC's	52,846	(20,000)	0	0	32,846
LB4245 Property Acquisition for Muni Parking	117,875	0	0	0	117,875
LB4261 Tussing Park Development	71,168	30,000	101,168	0	0
LB4377 Municipal Building and Land Fund	366,445	195,000	400,000	0	161,445
LB4382 Industrial Financial Incentive Program	171,382	0	171,382	0	0
LB4383 Non-Profit Infrastructure Incentive Prog.	114,787	0	50,000	0	64,787
LB4539 Allen Creek Park Property Purchase	337,374	0	337,374	0	0
LB4564 City Service Center Shop Renovations	57,767	0	0	0	57,767
LB4710 Overland Park Reserve	(282,729)	(1,500)	0	0	(284,229)
LB4713 Allenwood Park Reserve	(216,748)	159,000	0	0	(57,748)
LB4832 River Road Reserve	25,393	7,343	32,736	0	0
LB4833 Urban Growth Boundry Planning	45,288	20,000	65,288	0	0
LB4911 Ramsey@ Nebraska Property Sale	(6,928)	30,000	23,072	0	0
LB4954 Allen Creek Trail:Newhope to Wms Hwy	198,845	0	198,845	0	0
LB4955 Allen Creek Trail:Ramsey to Hwy 199	84,026	0	84,026	0	0
LB5067 Tree Refund Program	1,009	500	1,509	0	0
LB5076 Allenwood Park Development	86,781	0	86,781	0	0
LB5077 Re-Vegetation Program	79,694	12,000	20,000	0	71,694
LB6040 Economic Stimulus	6,003	0	6,003	0	0
LB6041 Food Bank Warehouse	21,591	1,734,000	1,755,591	0	0
LB6084 Vacant Property Safety & Renovation	8,000	20,000	28,000	0	0
LB6085 Code and Plan Updates related to the Urban Growth Boundary	100,534	50,000	150,534	0	0
LB6099 Property Acquisition and lot line legal Fees	10,121	5,000	15,121	0	0
LB6101 Business Software and E-Permitting	327,400	389,600	617,000	0	100,000
LB6103 Microsoft Upgrade	53,802	0	53,802	0	0
LB6104 Woodson Park Improvements	28,155	0	28,155	0	0
LB6105 PEG Fund Projects	136,344	35,000	171,344	0	0
LB6108 Small Business Transport. SDC Incentive	225,816	0	225,816	0	0
LB6135 Urban Renewal Agency - Analysis	50,216	0	50,216	0	0
LB6136 Fuels Reduction Plan	20,527	0	20,527	0	0
LB6138 Downtown Hardscape	11,260	0	11,260	0	0
LB6139 City Entryway	10,043	0	10,043	0	0
LB6141 Emergency Generator in Municipal Bldg.	60,259	0	60,259	0	0
LB6142 Remote Emergency Equipment (Cameras)	1,649	15,000	16,649	0	0

Continued on next page

## Program: Capital Construction - Lands & Buildings Projects

### ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'15 – CONTINUED

	Adopted FY'15 Beginning Fund Balance	Adopted FY'15 Revenue	Adopted FY'15 Capital Outlay	Adopted FY'15 Transfers	Adopted FY'15 Appropriated Fund Balance
LB6143 School-Park Construct. Proj. (FY'15-FY'16)	10,306	25,000	35,306	0	0
LB6146 Riverside Playground	150,216	50,000	200,216	0	0
LB6152 Website Upgrade	57,138	0	57,138	0	0
LB6184 Soccer Complex	45,000	40,000	85,000	0	0
LB6185 Aerial Photography	50,000	0	50,000	0	0
LB6188 Technology Lifecycle Mgmt. (FY'14-FY'16)	0	50,000	50,000	0	0
LB6189 Existing Park & Sports Facility Rehab	0	50,000	50,000	0	0
LB6190 Park Trails	30,000	50,000	80,000	0	0
LB6191 River Access Points in Parks	45,000	0	45,000	0	0
LB6193 Weekend Parkways-Open Streets	0	5,000	5,000	0	0
LB6196 Sobering Center Assistance	40,000	0	40,000	0	0
LB6197 Fire Sprinkler & Structural Retrofit Grants for Historic Buildings	195,000	250,000	445,000	0	0
LB8580 Izaak Walton Building Replacement	329,920	0	0	0	329,920
LB8870 Reinhart Volunteer Park	14,307	0	14,307	0	0
<b>NEW PROJECTS</b>					
LBXX01 Grants Pass Area Brownfield Coalition Community Assessment	0	200,000	200,000	0	0
LBXX02 Fleet Maintenance Facility	0	600,000	600,000	0	0
LBXX03 Park Gazebo Replacement	0	50,000	50,000	0	0
LBXX04 Reinhart Park Irrigation Conversion	0	70,000	70,000	0	0
LBXX05 Alternative Fueling Facility Design & Implementation Plan	0	112,000	112,000	0	0
LBXX06 Downtown Parking Study	0	50,000	50,000	0	0
LBXX07 Joint Economic Develop. Strategic Plan	0	150,000	150,000	0	0
LBXX08 Mountain Bike Park Improvement	0	50,000	50,000	0	0
LBXX09 Loveless Park Improvements	0	115,000	115,000	0	0
LBXX10 DDA and AFD Evaluation and Clean Up	0	50,000	50,000	0	0
LBXX11 Annexation	0	25,000	25,000	0	0
LBXX12 E & F Street Landscaping	0	25,000	25,000	0	0
LBXX13 Spalding Industrial Park Development	0	3,000,000	1,500,000	0	1,500,000
<b>Total Projects</b>	<b><u>4,106,951</u></b>	<b><u>8,863,743</u></b>	<b><u>10,406,468</u></b>	<b><u>0</u></b>	<b><u>2,564,226</u></b>

### CLOSED OR CANCELLED CAPITAL PROJECT SUMMARY FOR FY'15

LB6140 Seismic Evaluations	<u>10,000</u>	<u>(10,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Closed Projects</b>	<b><u>10,000</u></b>	<b><u>(10,000)</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>Grand Total - All Projects</b>	<b><u>4,116,951</u></b>	<b><u>8,853,743</u></b>	<b><u>10,406,468</u></b>	<b><u>0</u></b>	<b><u>2,564,226</u></b>

## Program: Capital Construction - Lands & Buildings Projects

### Financial Summary

	ACTUAL FY'12 \$	ACTUAL FY'13 \$	BUDGET FY'14 \$	MANAGER RECOMMEND FY'15 \$	COMMITTEE APPROVED FY'15 \$	COUNCIL ADOPTED FY'15 \$	PROJECTED FY'16 \$
Beginning Fund Balance	<u>4,267,073</u>	<u>4,142,823</u>	<u>3,546,405</u>	<u>4,116,951</u>	<u>4,116,951</u>	<u>4,116,951</u>	<u>2,564,226</u>
<b>Resources</b>							
Federal Grants	273,191	58,347	1,300,000	1,300,000	1,300,000	1,300,000	200,000
State Grants	214,771	379,337	239,062	125,000	125,000	125,000	0
9-1-1 Agency	246,106	0	0	0	0	0	0
Other Agencies	292,992	0	0	75,000	75,000	75,000	0
Development Charges	98,862	119,601	87,500	87,500	87,500	87,500	85,000
Investment Interest	28,285	25,706	600	47,500	47,500	47,500	48,200
SDC Loans Interest	6,569	4,897	0	0	0	0	0
<b>Transfers In</b>							
General Fund	635,015	619,925	1,225,000	859,600	859,600	859,600	85,000
Transient Room Tax	145,491	165,511	149,600	205,800	205,800	205,800	188,900
Transfers	75,000	160,000	246,000	270,000	270,000	270,000	17,000
Transportation Projects	0	0	250,000	0	0	0	0
Debt Service	0	0	0	0	0	0	500,000
Vehicle Maintenance	0	0	0	600,000	600,000	600,000	0
Land Sale	0	139,034	830,000	1,487,343	1,487,343	1,487,343	0
Contributions/Donations	0	10,000	630,000	761,000	761,000	761,000	0
Miscellaneous Revenue	<u>240,484</u>	<u>38,742</u>	<u>35,000</u>	<u>3,035,000</u>	<u>3,035,000</u>	<u>3,035,000</u>	<u>35,000</u>
<b><i>Total Current Revenues</i></b>	<b><u>2,256,766</u></b>	<b><u>1,721,100</u></b>	<b><u>4,992,762</u></b>	<b><u>8,853,743</u></b>	<b><u>8,853,743</u></b>	<b><u>8,853,743</u></b>	<b><u>1,159,100</u></b>
<b>Total Resources</b>	<b><u>6,523,839</u></b>	<b><u>5,863,923</u></b>	<b><u>8,539,167</u></b>	<b><u>12,970,694</u></b>	<b><u>12,970,694</u></b>	<b><u>12,970,694</u></b>	<b><u>3,723,326</u></b>
<b>Requirements</b>							
Debt Service	0	120,000	800,000	1,460,000	1,460,000	1,460,000	0
Capital Outlay	2,381,016	1,540,747	6,175,553	8,946,468	8,946,468	8,946,468	2,730,000
Transfers Out	<u>0</u>	<u>477,220</u>	<u>6,613</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><i>Subtotal Expenditures</i></b>	<b><u>2,381,016</u></b>	<b><u>2,137,967</u></b>	<b><u>6,982,166</u></b>	<b><u>10,406,468</u></b>	<b><u>10,406,468</u></b>	<b><u>10,406,468</u></b>	<b><u>2,730,000</u></b>
Appropriated Fund Balance	<u>4,142,823</u>	<u>3,725,956</u>	<u>1,557,001</u>	<u>2,564,226</u>	<u>2,564,226</u>	<u>2,564,226</u>	<u>993,326</u>
<b>Total Requirements</b>	<b><u>6,523,839</u></b>	<b><u>5,863,923</u></b>	<b><u>8,539,167</u></b>	<b><u>12,970,694</u></b>	<b><u>12,970,694</u></b>	<b><u>12,970,694</u></b>	<b><u>3,723,326</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 22.4%. 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.

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 nearly \$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'16 until the State PERS system is fully funded. PERS rates billed out to departments have been slightly different than rates paid into the system, with the difference accounted for in the Benefits Administration fund and 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 will be 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 for at least the next four fiscal years by using the PERS reserve. The following are the projected PERS reserve balances assuming the next rate changes will be similar to recent rate changes:

<u>DATE</u>	<u>PERS RESERVE BALANCE PROJECTION:</u>
End of FY'14	\$2.3 million
End of FY'15	\$2.7 million
End of FY'16	\$2.8 million
End of FY'17	\$2.8 million
End of FY'18	\$2.5 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. According to the current plan and current projected rate

changes, the City will be charging out about the same rates as paid during FY’16 and FY’17, and the PERS rates paid into the system will exceed current internally billed rates starting in FY’18. On this plan, the City will start significant drawdowns of the PERS reserve starting in FY’18. If rates are kept the same and financial markets don’t perform well even more severe drawdowns of the reserve could 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 that 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 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 the next four years.

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’12 Actual</b>	<b>FY’13 Actual</b>	<b>FY’14 Budget</b>	<b>FY’15 Recommend</b>	<b>FY’16 Projected</b>
PERS/OPSRP-Employee 6%	779,676	778,912	855,996	843,670	871,896
PERS/OPSRP-Employer	2,197,445	2,354,460	2,807,638	2,618,591	2,700,064

<b>Total PERS Expenditures by Program Area</b>					
	<b>FY’12 Actual</b>	<b>FY’13 Actual</b>	<b>FY’14 Budget</b>	<b>FY’15 Adopted</b>	<b>FY’16 Projected</b>
Policy & Legislation	5,239	19,641	0	0	0
Public Safety	1,931,478	2,038,679	2,281,406	2,215,435	2,274,109
Parks	68,241	65,306	72,881	75,066	76,670
Development	113,249	120,335	141,757	124,180	131,405
Transportation	64,369	63,294	83,329	85,577	87,977
Water	147,239	153,867	180,424	180,822	191,884
Wastewater	166,177	165,907	203,474	170,245	175,954
Solid Waste	1,329	1,473	1,556	2,577	2,708
Administrative Services	233,563	252,484	277,972	290,798	300,551
Support Services	246,207	252,386	420,835	317,561	330,702
Lands & Building	30	0	0	0	0
<b>TOTAL</b>	<b>2,977,121</b>	<b>3,133,372</b>	<b>3,663,634</b>	<b>3,462,261</b>	<b>3,571,960</b>

Department	FY'12 ACTUAL	FY'13 ACTUAL	FY'14 REVISED	FY'15 RECOMMEND	FY'16 PROJECTED
<b>01-Policy &amp; Legislation</b>					
GENERAL OPERATIONS	5,239	19,641	0	0	0
	5,239	19,641	0	0	0
<b>02-Public Safety</b>					
PS-FIRE RESCUE DIVISION	0	0	697,610	704,797	723,397
PS-POLICE DIVISION	1,527,231	1,602,961	1,230,077	1,175,543	1,204,295
PS-SUPPORT DIVISION	404,247	435,718	353,719	335,095	346,417
	1,931,478	2,038,679	2,281,406	2,215,435	2,274,109
<b>03-Parks</b>					
AQUATIC SERVICES	2,623	3,330	3,885	4,140	4,226
PARKS MAINTENANCE SERVICE	64,080	60,694	66,636	68,388	69,808
RECREATION SERVICES	1,538	1,282	2,360	2,538	2,636
	68,241	65,306	72,881	75,066	76,670
<b>04-Development</b>					
BUILDING AND SAFETY	27,651	29,086	34,009	34,476	35,745
DOWNTOWN DEVELOPMENT	15,635	15,174	16,832	17,065	17,667
ECONOMIC DEVELOPMENT	12,685	13,421	14,207	12,336	13,491
PLANNING	41,042	45,195	58,053	58,902	63,064
TOURISM PROMOTION SERVICE	16,236	17,459	18,656	1,401	1,438
	113,249	120,335	141,757	124,180	131,405
<b>05-Transportation</b>					
STREET & DRAINAGE MAINT	61,224	59,831	79,087	81,305	83,578
TRANSPORTATION PROJECTS	3,145	2,769	4,242	4,272	4,399
	64,369	62,600	83,329	85,577	87,977
<b>06-Storm Water and Open Space</b>					
STORM DRAIN SDCs	0	694	0	0	0
	0	694	0	0	0
<b>07-Water</b>					
WATER DISTRIBUTION	72,420	72,728	92,714	92,902	98,577
WATER PROJECTS	3,878	5,184	4,116	4,146	4,269
WATER TREATMENT	70,941	75,955	83,594	83,774	89,038
	147,239	153,867	180,424	180,822	191,884

Department	FY'12 ACTUAL	FY'13 ACTUAL	FY'14 REVISED	FY'15 RECOMMEND	FY'16 PROJECTED
<b>08-Wastewater</b>					
JO GRO	33,474	31,006	39,752	0	0
WASTEWATER COLLECTION	48,637	52,634	59,890	61,892	64,451
WASTEWATER PROJECTS	2,576	2,464	4,116	4,146	4,269
WASTEWATER TREATMENT	81,490	79,803	99,716	104,207	107,234
	166,177	165,907	203,474	170,245	175,954
<b>09-Solid Waste</b>					
SOLID WASTE CONSTRUCTION	164	89	0	0	0
SOLID WASTE OPERATIONS	1,165	1,384	1,556	2,577	2,708
	1,329	1,473	1,556	2,577	2,708
<b>10-Administrative Services</b>					
FINANCE	116,736	130,393	159,243	159,931	167,198
HUMAN RESOURCES	35,669	40,847	46,487	49,443	49,076
LEGAL SERVICES	2,709	411	444	3,591	3,867
MANAGEMENT SERVICES	78,449	80,833	71,798	77,833	80,410
	233,563	252,484	277,972	290,798	300,551
<b>11-Support Services</b>					
BENEFITS ADMINISTRATION	0	0	120,000	0	0
ENGINEERING	54,909	46,938	46,240	47,517	49,056
EQUIPMENT REPLACEMENT	5,819	7,284	9,050	9,105	8,919
GARAGE OPERATIONS	29,905	31,639	36,336	35,265	36,454
GENERAL INSURANCE	376	2,496	2,487	2,706	2,967
INFORMATION TECHNOLOGY	46,486	43,082	65,958	74,152	77,739
PARKS & CD MGMT SERVICES	84,118	94,684	111,682	114,435	119,600
PROPERTY MANAGEMENT	21,753	22,654	24,280	27,753	28,970
WORKERS COMP INSURANCE	2,841	3,609	4,802	6,628	6,997
	246,207	252,386	420,835	317,561	330,702
<b>13-Lands &amp; Buildings</b>					
LANDS AND BLDGS PROJECTS	30	0	0	0	0
	30	0	0	0	0
	2,977,121	3,133,372	3,663,634	3,462,261	3,571,960

### 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 last year's session, rates starting July 1<sup>st</sup>, 2013 have been similar to rates paid in the last two years 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'14.

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, 2015 until the losses are recovered and the retirement assets equal the actuarial liabilities. Over the next year, 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'15 and use the reserve to help offset future increases.

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.

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 \$2.7 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 year 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%

Unfunded liabilities were reduced significantly during calendar 2013 due to both State law changes related to PERS and investment returns on the PERS portfolio that were significantly higher than the assumed return rate during 2013. The City's share of the unfunded liabilities related to its participation in PERS will be significantly reduced in the next annual report. And again, the PERS investment performance will be the

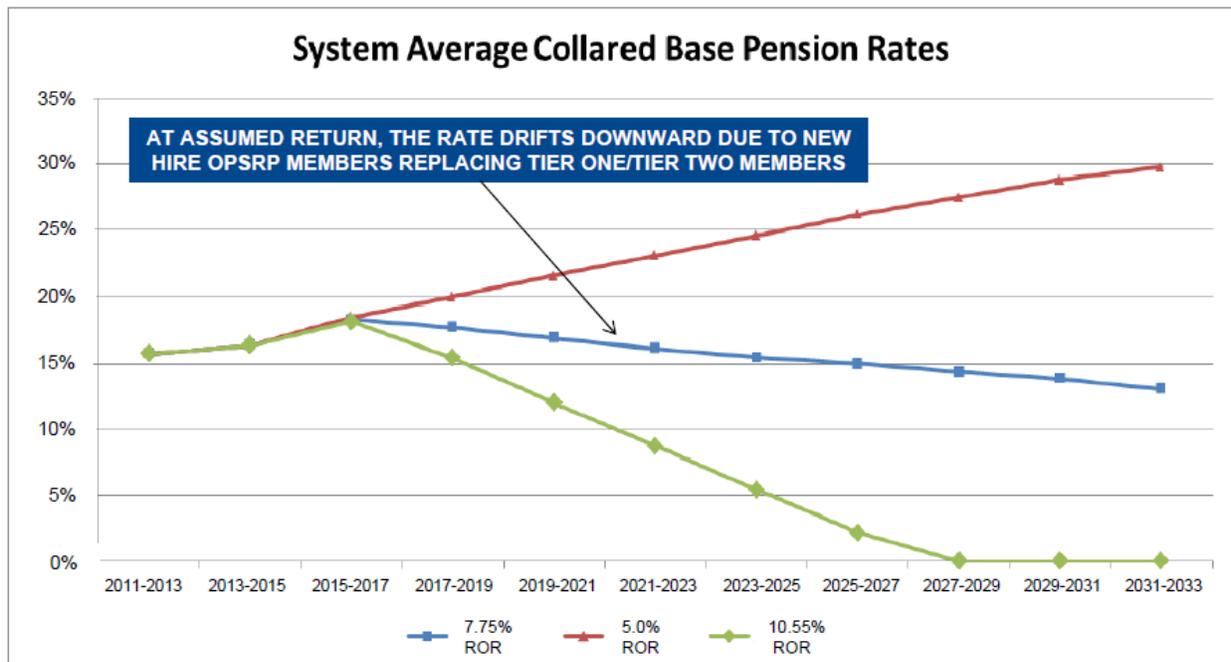
largest driver of future accrued liability reports and future PERS rate changes. The annual PERS report for each calendar year is typically available in the fall of the following year.

**Information directly from Oregon PERS**

The following charts and data points about Oregon PERS were copied from a presentation provided to the League of Oregon Cities on March 20, 2014. The first chart below highlights the importance of portfolio returns to the rate setting cycle for public agencies in Oregon.

## Steady Return Model Projections

Impact of consistently achieving the 7.75% assumed rate of return (ROR) compared to plus or minus 2.75% of that rate; includes effects of Senate Bills 822 and 861 and investment results through October 31, 2013



## PERS Membership, Retirements, and Benefits

- 167,000 active members; OPSRP (new program in 2003) now has the largest pool of active members (46%)
- 122,000 retirees/beneficiaries receiving monthly benefits
- 1 in 12 Oregonians is receiving or will receive a PERS benefit
- Average 6,000 retirements per year (peaked at 12,500 in 2003); about 9,500 retired in 2013; about 67,000 members are eligible to retire
- Average age at retirement for 2012 retirees: 61
- Average years of service at retirement for 2012 retirees: 22
- Average annual benefit for all current retirees: \$28,272
- Average annual benefit for 2012 retirees: \$29,235 (46% replacement rate of final salary)
- Average annual benefit for 2012 retirees with 30 years service: \$46,764 (70% replacement rate of final salary; still mostly Money Match)

## Benefit Component Comparisons

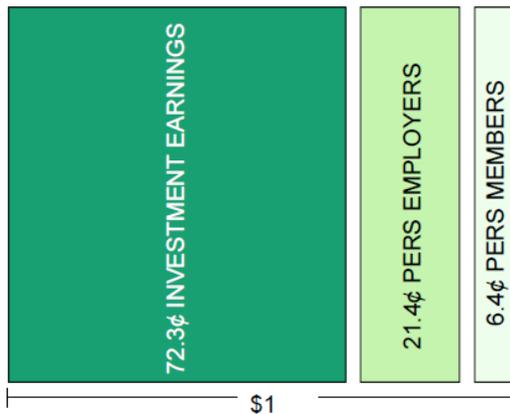
- Tier One: hired before January 1, 1996
- Tier Two: hired January 1, 1996 through August 28, 2003
- OPSRP: hired after August 28, 2003

	Tier One	Tier Two	OPSRP Pension	IAP
Normal retirement age	58 (or 30 yrs); P&F = age 55 or 50 w/ 25 yrs	60 (or 30 yrs) P&F = age 55 or 50 w/ 25 yrs	65 (58 w/ 30 yrs); P&F = age 60 or 53 w/ 25 yrs	Members retire from IAP when they retire from Tier One, Tier Two, or OPSRP
Early retirement	55 (50 for P&F)	55 (50 for P&F)	55, if vested	Members retire from IAP when they retire from Tier One, Tier Two, or OPSRP
Regular account earnings	Guaranteed assumed rate credited annually	No guarantee; market returns	Not applicable; no member account	No guarantee; market returns
Retirement calculation methods	<ul style="list-style-type: none"> <li>• Money Match</li> <li>• Full Formula</li> <li>• Formula + Annuity (hired before 8/21/1981)</li> </ul>	<ul style="list-style-type: none"> <li>• Money Match</li> <li>• Full Formula</li> </ul>	• Full Formula	Not applicable

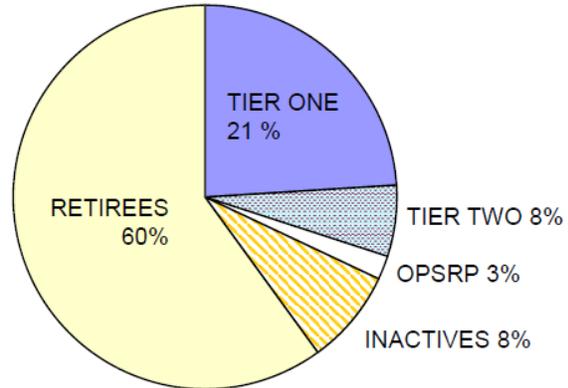
## Benefit Funding and Accrued Liabilities

### FUNDING SOURCES (1970-2012)

Money for benefit payments comes from three sources



### ACCRUED LIABILITIES



## 2007-2013 Funded Status and UAL

	Calendar Year (as of December 31)						
	2007	2008	2009	2010	2011	2012*	2013**
<b>Funded Status (%)</b>							
Including side accounts	112%	80%	86%	87%	82%	91%	96%
Excluding side accounts	98%	71%	76%	78%	73%	82%	87%
<b>Unfunded Actuarial Liability (UAL) (\$ billion)</b>							
Including side accounts	\$ -6.1***	\$11.0	\$8.1	\$7.7	\$11.0	\$5.6	\$2.2
Excluding side accounts	\$1.5	\$16.1	\$13.6	\$13.3	\$16.3	\$11.1	\$8.1

\* Includes liability reductions from Senate Bills 822 & 861 and Board-adopted changes to actuarial methods and assumptions.

\*\* 2013 is estimated.

\*\*\* This is a funding surplus. Side accounts are pre-payments made by employers.

## Employer Contribution Costs

- New contributions from PERS employers were approximately \$2 billion in the 2011-13 biennium; up from about \$1 billion in the 2009-11 biennium
  - Employer costs were projected to increase by about \$900 million in the 2013-15 biennium
    - \$224 million from state agencies,
    - \$330 million from K-12, and
    - \$352 million from local government and other entities
  - 2013 legislation (Senate Bill 822 as modified by Senate Bill 861) reduced PERS' unfunded actuarial liability by \$5 billion and reduced the 2013-15 biennium employer cost increase to about \$100 million
- 

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 2016 Projected								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Funds	Total
Property Taxes	15,767,400	0	1,100,600	0	0	0	0	16,868,000
Taxes Other than Property	3,696,000	1,275,400	0	0	0	0	0	4,971,400
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	1,478,900	2,353,820	0	1,400,000	0	17,700	0	5,250,420
Use of Assets	74,000	31,345	1,000	58,200	23,500	63,200	22,000	273,245
Fees & Charges	444,240	1,037,510	0	260,000	12,010,350	31,300	0	13,783,400
Other Revenue	182,175	195,600	660,000	35,000	98,840	142,925	259,000	1,573,540
Direct Charges for Service	0	0	0	0	32,500	5,459,782	0	5,492,282
Administrative Charges	0	0	0	0	0	3,500,764	0	3,500,764
Transfers In	1,059,500	390,500	0	2,016,497	2,781,540	0	0	6,248,037
<b>Total Current Revenues</b>	<b>23,226,355</b>	<b>5,296,675</b>	<b>1,761,600</b>	<b>3,769,697</b>	<b>14,946,730</b>	<b>9,215,671</b>	<b>281,000</b>	<b>58,497,728</b>
Beginning Resources	8,666,929	2,904,387	67,574	2,809,485	2,845,331	6,664,137	170,369	24,128,212
<b>Total Resources</b>	<b>31,893,284</b>	<b>8,201,062</b>	<b>1,829,174</b>	<b>6,579,182</b>	<b>17,792,061</b>	<b>15,879,808</b>	<b>451,369</b>	<b>82,625,940</b>

Summary of Requirements by Fund & Major Object for Fiscal Year 2016 Projected								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	15,986,880	733,982	0	0	2,903,593	5,030,375	0	24,654,830
Materials and Supplies	613,686	72,382	0	0	854,357	541,950	0	2,082,375
Contractual Services	4,046,409	1,735,607	8,000	0	2,335,799	2,724,846	284,000	11,134,661
Direct Charges for Services	835,731	440,139	10,000	0	873,876	682,987	12,500	2,855,233
Capital Outlay	57,000	1,551,976	0	6,579,182	3,649,528	414,000	0	12,251,686
Indirect Charges	2,111,747	195,320	0	0	733,380	288,817	0	3,329,264
<b>Operating Expenditures</b>	<b>23,651,453</b>	<b>4,729,406</b>	<b>18,000</b>	<b>6,579,182</b>	<b>11,350,533</b>	<b>9,682,975</b>	<b>296,500</b>	<b>56,308,049</b>
Other Requirements								
Debt Service	0	0	1,251,600	0	1,440,883	30,000	0	2,722,483
Transfers Out	1,050,500	2,208,997	500,000	0	2,471,540	17,000	0	6,248,037
<b>Total Other Expenditures</b>	<b>1,050,500</b>	<b>2,208,997</b>	<b>1,751,600</b>	<b>0</b>	<b>3,912,423</b>	<b>47,000</b>	<b>0</b>	<b>8,970,520</b>
Contingencies	2,390,023	1,262,659	9,574	0	2,529,105	1,690,342	0	7,881,703
Ending Balance	4,801,308	0	50,000	0	0	4,459,491	154,869	9,465,668
<b>Total Requirements</b>	<b>31,893,284</b>	<b>8,201,062</b>	<b>1,829,174</b>	<b>6,579,182</b>	<b>17,792,061</b>	<b>15,879,808</b>	<b>451,369</b>	<b>82,625,940</b>

**Summary of Resources by Fund & Source for Fiscal Year 2015 Adopted**

	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Debt Service Funds</b>	<b>Capital Construction Funds</b>	<b>Enterprise Funds</b>	<b>Intergov. Service Funds</b>	<b>Trust Fund</b>	<b>Total</b>
Property Taxes	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	21,050	0	7,506,498
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	872,630	251,000	6,302,047
Direct Charges for Service	0	0	0	0	32,300	5,654,059	0	5,686,359
Administrative Charges	0	0	0	0	0	3,389,675	0	3,389,675
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 Adopted**

	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Debt Service Funds</b>	<b>Capital Construction Funds</b>	<b>Enterprise Funds</b>	<b>Intergov. Service Funds</b>	<b>Trust Fund</b>	<b>Total</b>
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	1,826,700	2,809,052	750,000	112,000	4,006,569	1,170,000	0	10,674,321
<b>Total Other Expenditures</b>	<b>1,826,700</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>14,948,459</b>
Contingencies	2,507,242	1,536,769	17,574	0	2,372,243	2,419,968	0	8,853,796
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 C

Summary of Resources by Fund & Source for Fiscal Year 2015 Recommended								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
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	21,050	0	7,506,498
Use of Assets	74,000	31,345	1,000	1,546,843	38,500	67,200	22,000	1,780,888
Fees & Charges	444,240	1,017,470	0	262,500	11,743,350	31,300	0	13,498,860
Other Revenue	182,175	190,492	910,000	3,796,000	99,750	872,630	251,000	6,302,047
Direct Charges for Service	0	0	0	0	32,300	5,654,059	0	5,686,359
Administrative Charges	0	0	0	0	0	3,389,675	0	3,389,675
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>23,080,489</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>70,843,818</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>33,596,314</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>113,377,520</b>

Summary of Requirements by Fund & Major Object for Fiscal Year 2015 Recommended								
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
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	4,021,152	1,818,212	8,000	0	2,311,486	3,185,390	276,000	11,620,240
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>23,021,685</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>78,870,040</b>
Other Requirements								
Debt Service	0	146,205	1,221,200	1,460,000	1,446,733	0	0	4,274,138
Transfers Out	1,826,700	2,809,052	750,000	112,000	4,006,569	1,170,000	0	10,674,321
<b>Total Other Expenditures</b>	<b>1,826,700</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>14,948,459</b>
Contingencies	2,507,242	1,536,769	17,574	0	2,372,243	2,419,968	0	8,853,796
Ending Balance	6,240,687	0	50,000	0	0	4,244,169	170,369	10,705,225
<b>Total Requirements</b>	<b>33,596,314</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>113,377,520</b>

**Summary of Resources by Fund & Source for Fiscal Year 2014 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	14,835,100	0	978,900	0	0	0	0	15,814,000
Taxes Other than Property	3,644,600	1,010,500	0	0	0	0	0	4,655,100
Licenses & Permits	283,600	12,500	0	0	0	0	0	296,100
Fines & Forfeitures	246,100	0	0	0	0	0	0	246,100
Revenue From Other Agencies	1,446,900	2,985,265	0	2,140,579	0	41,225	0	6,613,969
Use of Assets	74,700	34,795	1,000	863,600	33,500	58,800	22,000	1,088,395
Fees & Charges	392,600	999,600	0	263,500	11,214,330	17,600	0	12,887,630
Other Revenue	223,575	233,350	660,000	699,000	100,570	700,692	244,000	2,861,187
Direct Charges for Service	0	0	0	0	31,900	5,285,998	0	5,317,898
Administrative Charges	0	0	0	0	0	3,229,723	0	3,229,723
Transfers In	852,313	5,000	0	4,184,100	2,377,000	5,000	0	7,423,413
<b>Total Current Revenues</b>	<b>21,999,488</b>	<b>5,281,010</b>	<b>1,639,900</b>	<b>8,150,779</b>	<b>13,757,300</b>	<b>9,339,038</b>	<b>266,000</b>	<b>60,433,515</b>
Beginning Resources	10,349,819	3,593,778	245,539	8,667,159	10,053,288	7,717,036	240,451	40,867,070
<b>Total Resources</b>	<b>32,349,307</b>	<b>8,874,788</b>	<b>1,885,439</b>	<b>16,817,938</b>	<b>23,810,588</b>	<b>17,056,074</b>	<b>506,451</b>	<b>101,300,585</b>

**Summary of Requirements by Fund & Major Object for Fiscal Year 2014 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	15,639,065	668,683	0	0	3,002,193	4,735,117	0	24,045,058
Materials and Supplies	560,800	71,907	0	0	901,917	544,540	0	2,079,164
Contractual Services	4,987,124	1,073,751	8,000	0	2,256,203	3,058,043	269,000	11,652,121
Direct Charges for Services	749,572	421,026	10,000	0	848,066	637,926	12,500	2,679,090
Capital Outlay	15,000	2,288,221	0	15,936,325	9,828,700	1,248,000	0	29,316,246
Indirect Charges	2,047,649	183,100	0	0	739,400	145,104	0	3,115,253
<b>Operating Expenditures</b>	<b>23,999,210</b>	<b>4,706,688</b>	<b>18,000</b>	<b>15,936,325</b>	<b>17,576,479</b>	<b>10,368,730</b>	<b>281,500</b>	<b>72,886,932</b>
Other Requirements								
Debt Service	0	1,100	1,238,200	800,000	1,448,983	0	0	3,488,283
Transfers Out	1,230,000	2,702,700	500,000	81,613	2,367,000	65,000	0	6,946,313
<b>Total Other Expenditures</b>	<b>1,230,000</b>	<b>2,703,800</b>	<b>1,738,200</b>	<b>881,613</b>	<b>3,815,983</b>	<b>65,000</b>	<b>0</b>	<b>10,434,596</b>
Contingencies	3,168,540	1,453,737	79,239	0	2,418,126	2,959,712	0	10,079,354
Ending Balance	3,951,557	10,563	50,000	0	0	3,662,632	224,951	7,899,703
<b>Total Requirements</b>	<b>32,349,307</b>	<b>8,874,788</b>	<b>1,885,439</b>	<b>16,817,938</b>	<b>23,810,588</b>	<b>17,056,074</b>	<b>506,451</b>	<b>101,300,585</b>

Appendix E

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	3,603,506	1,061,816	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	1,697,194	1,993,677	0	1,081,562	244,638	137,713	0	5,154,784
Use of Assets	82,006	32,002	3,520	268,951	69,329	52,135	7,859	515,802
Fees & Charges	496,118	956,565	0	814,404	10,186,546	22,746	0	12,476,379
Other Revenue	500,745	243,443	105,043	64,377	5,137,410	149,414	243,565	6,443,997
Direct Charges for Service	0	0	0	0	33,675	5,312,784	0	5,346,459
Administrative Charges	0	0	0	0	0	2,873,509	0	2,873,509
Transfers In	1,406,708	5,000	0	2,744,283	1,496,077	21,102	0	5,673,170
<b>Total Current Revenues</b>	<b>23,390,086</b>	<b>4,308,757</b>	<b>1,120,830</b>	<b>4,973,577</b>	<b>17,167,675</b>	<b>8,569,403</b>	<b>251,424</b>	<b>59,781,752</b>
Beginning Resources	10,924,226	3,879,219	332,501	12,977,555	8,317,779	7,994,734	207,430	44,633,444
<b>Total Resources</b>	<b>34,314,312</b>	<b>8,187,976</b>	<b>1,453,331</b>	<b>17,951,132</b>	<b>25,485,454</b>	<b>16,564,137</b>	<b>458,854</b>	<b>104,415,196</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	550,113	0	0	2,609,657	4,134,054	0	21,717,080
Materials and Supplies	515,174	56,996	0	0	769,199	474,218	0	1,815,587
Contractual Services	3,453,684	596,798	7,589	0	1,934,260	1,907,518	243,564	8,143,413
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	4,221,049	4,289,610	341,495	0	8,962,355
Indirect Charges	1,820,491	145,708	0	0	627,938	133,107	0	2,727,244
<b>Operating Expenditures</b>	<b>20,863,037</b>	<b>1,739,864</b>	<b>17,589</b>	<b>4,221,049</b>	<b>11,006,463</b>	<b>7,646,920</b>	<b>256,064</b>	<b>45,750,986</b>
Other Requirements								
Debt Service	0	856	1,207,800	120,000	528,419	0	0	1,857,075
Transfers Out	1,049,925	2,438,846	0	697,220	1,487,179	0	0	5,673,170
<b>Total Other Expenditures</b>	<b>1,049,925</b>	<b>2,439,702</b>	<b>1,207,800</b>	<b>817,220</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	12,912,863	12,463,393	8,917,217	202,790	51,133,965
<b>Total Requirements</b>	<b>34,314,312</b>	<b>8,187,976</b>	<b>1,453,331</b>	<b>17,951,132</b>	<b>25,485,454</b>	<b>16,564,137</b>	<b>458,854</b>	<b>104,415,196</b>

**Summary of Resources by Fund & Source for Fiscal Year 2012 Actual**

	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Debt Service Funds</b>	<b>Capital Construction Funds</b>	<b>Enterprise Funds</b>	<b>Intergov. Service Funds</b>	<b>Trust Fund</b>	<b>Total</b>
Property Taxes	14,784,914	0	979,775	0	0	0	0	15,764,689
Taxes Other than Property	3,537,333	951,487	0	0	0	0	0	4,488,820
Licenses & Permits	247,281	11,336	0	0	0	0	0	258,617
Fines & Forfeitures	301,478	0	0	0	0	0	0	301,478
Revenue From Other Agencies	1,962,650	2,052,613	0	1,641,241	259,761	220,242	0	6,136,507
Use of Assets	86,473	36,627	1,337	147,858	68,331	55,350	17,187	413,163
Fees & Charges	243,563	933,676	0	665,787	9,140,809	34,776	0	11,018,611
Other Revenue	80,715	138,478	131,209	243,216	114,936	143,453	238,661	1,090,668
Direct Charges for Service	0	0	0	0	27,751	4,776,558	0	4,804,309
Administrative Charges	0	0	0	0	0	2,776,792	0	2,776,792
Transfers In	873,808	0	0	2,396,664	1,407,847	245,000	0	4,923,319
<b>Total Current Revenues</b>	<b>22,118,215</b>	<b>4,124,217</b>	<b>1,112,321</b>	<b>5,094,766</b>	<b>11,019,435</b>	<b>8,252,171</b>	<b>255,848</b>	<b>51,976,973</b>
Beginning Resources	9,693,299	4,083,722	321,751	12,986,909	6,952,026	7,856,090	203,440	42,097,237
<b>Total Resources</b>	<b>31,811,514</b>	<b>8,207,939</b>	<b>1,434,072</b>	<b>18,081,675</b>	<b>17,971,461</b>	<b>16,108,261</b>	<b>459,288</b>	<b>94,074,210</b>

**Summary of Requirements by Fund & Major Object for Fiscal Year 2012 Actual**

	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Debt Service Funds</b>	<b>Capital Construction Funds</b>	<b>Enterprise Funds</b>	<b>Intergov. Service Funds</b>	<b>Trust Fund</b>	<b>Total</b>
Personnel Services	13,857,341	564,006	0	0	2,671,454	4,079,886	0	21,172,687
Materials and Supplies	465,000	48,643	0	0	698,787	498,934	0	1,711,364
Contractual Services	3,291,122	672,585	7,571	0	1,832,676	1,825,381	245,758	7,875,093
Direct Charges for Services	607,221	292,784	10,000	0	720,164	648,007	6,100	2,284,276
Capital Outlay	15,757	234,619	0	5,112,109	1,291,871	926,946	0	7,581,302
Indirect Charges	1,755,832	149,841	0	0	612,483	134,373	0	2,652,529
<b>Operating Expenditures</b>	<b>19,992,273</b>	<b>1,962,478</b>	<b>17,571</b>	<b>5,112,109</b>	<b>7,827,435</b>	<b>8,113,527</b>	<b>251,858</b>	<b>43,277,251</b>
Other Requirements								
Debt Service	0	785	1,084,000	0	887,609	0	0	1,972,394
Transfers Out	895,015	2,365,457	0	10,000	1,652,847	0	0	4,923,319
<b>Total Other Expenditures</b>	<b>895,015</b>	<b>2,366,242</b>	<b>1,084,000</b>	<b>10,000</b>	<b>2,540,456</b>	<b>0</b>	<b>0</b>	<b>6,895,713</b>
Contingencies	0	0	0	0	0	0	0	0
Ending Balance	10,924,226	3,879,219	332,501	12,959,566	7,603,570	7,994,734	207,430	43,901,246
<b>Total Requirements</b>	<b>31,811,514</b>	<b>8,207,939</b>	<b>1,434,072</b>	<b>18,081,675</b>	<b>17,971,461</b>	<b>16,108,261</b>	<b>459,288</b>	<b>94,074,210</b>

## OVERVIEW OF FUND BALANCES

Governmental Type Funds				
<i>Fund Name</i>	<i>FY'14 Actual Beginning Fund Balance</i>	<i>FY'15 Estimated Beginning Fund Balance *</i>	<i>FY'15 Estimated Ending Fund Balance *</i>	<i>Brief Explanation for Change Within Fiscal Year '15 If greater than 10%</i>
<b>General Fund</b>				
General - unrestricted	\$ 11,807,366	\$ 9,885,764	\$ 6,156,502	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	593,984	630,061	84,185	**See contingency footnote (Some Tourism funds expected to be carried over into FY16.)
<b>Special Revenue Funds</b>				
Community Development Block Grant	795,312	452,134	0	**See contingency footnote
Industrial and Downtown Loans	921,115	927,000	0	**See contingency footnote
Solid Waste	113,580	187,406	0	**See contingency footnote
Transportation Operations	891,013	687,503	0	**See contingency footnote

\* For the Governmental Type funds, the budgeted Fund Balance represents the difference between assets and liabilities. Inventory values and long-term obligations are not included. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent those resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.

## OVERVIEW OF FUND BALANCES

Proprietary Type Funds				
<i>Fund Name</i>	<i>FY'14 Beginning Fund Balance</i>	<i>FY'15 Estimated Beginning Fund Balance **</i>	<i>FY'15 Estimated Ending Fund Balance **</i>	<i>Brief Explanation for Change Within Fiscal Year '15 If greater than 10%</i>
<b>Enterprise Funds</b>				
Water Operations	\$ 2,465,633	\$ 1,913,280	0	**See contingency footnote
Wastewater Operations	1,836,455	1,932,582	0	**See contingency footnote
<b>Internal Service Funds</b>				
Administrative Services	715,386	554,598	0	**See contingency footnote
CD Management	249,247	140,449	0	**See contingency footnote
Engineering	123,492	122,326	0	**See contingency footnote
Equipment Replacement	3,653,307	3,003,662	1,258,500	Planned vehicle & equipment replacements reduced balance.
Garage Operations	249,760	270,323	0	**See contingency footnote
General Insurance	677,442	579,246	0	**See contingency footnote
Information Technology	208,794	206,039	0	**See contingency footnote
Insurance/Benefits Administration	1,988,005	2,312,400	2,748,797	Change due to planned PERS reserve
Workers' Compensation Insurance	888,384	872,344	236,872	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'15

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.

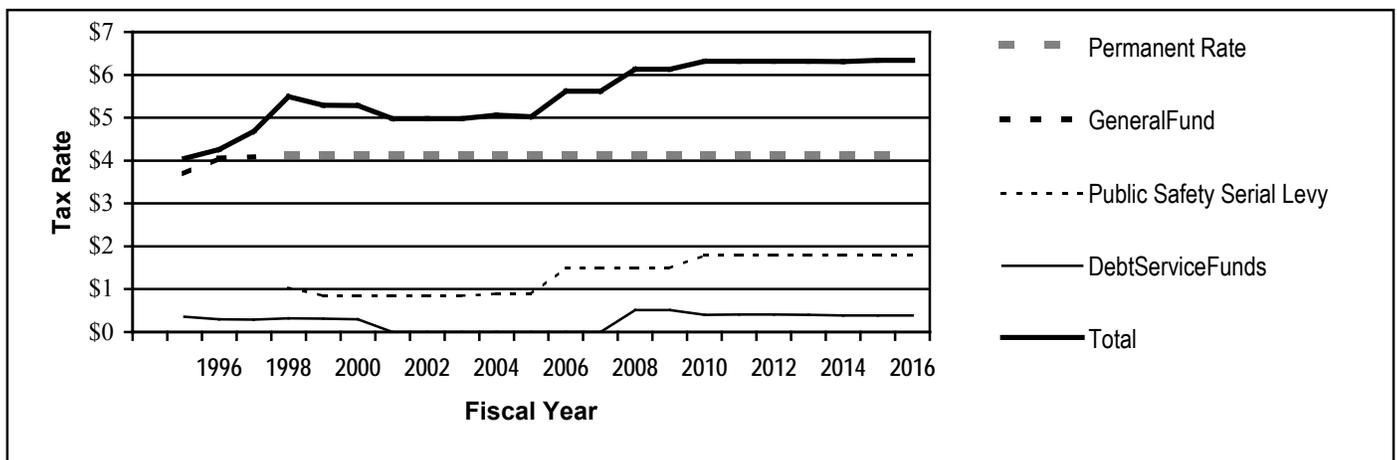
### Summary of Un-appropriated Ending Fund Balances

	ACTUAL FY'12	ACTUAL FY'13	BUDGET FY'14	COUNCIL ADOPTED FY'15	PROJECTED FY'16
General Fund	10,924,226	12,401,350	3,951,557	6,156,502	4,882,308
Street Utility Fund	685,006	891,013	0	0	0
Community Development Block Grant Fund	941,986	795,312	0	0	0
Housing & Economic Development Fund	938,972	921,115	0	0	0
Transient Room Tax Fund	22,078	74	0	0	0
General Obligation Bond Fund	106,003	112,920	50,000	50,000	50,000
Bancroft Bond Fund	226,498	115,022	0	0	0
Storm Water Utility Fund	10,563	10,563	10,563	0	0
Wastewater Fund	1,380,862	1,836,455	0	0	0
Solid Waste Fund	124,763	125,860	0	0	0
Water Fund	1,429,081	2,465,633	0	0	0
Fleet Operations Fund	3,541,534	3,903,067	1,724,361	1,258,500	1,533,531
Support Services Fund	520,272	754,934	0	0	0
Insurance Services Fund	3,329,318	3,543,830	1,938,271	2,985,669	2,925,960
Administrative Services Fund	603,610	715,386	0	0	0
Trust Funds	195,150	190,509	224,951	170,369	154,869
<b>Total Un-appropriated Balances</b>	<b>24,979,922</b>	<b>28,783,043</b>	<b>7,899,703</b>	<b>10,621,040</b>	<b>9,546,668</b>

## HISTORY OF PROPERTY TAX RATES

Property Taxes (Per \$1,000 of Assessed Value):

<i>Fiscal Year Ended June 30.</i>	<i>Permanent Rate</i>	<i>General Fund</i>	<i>Public Safety Serial Levy</i>	<i>Debt Service Funds</i>	<i>Total</i>
1995		3.69		0.36	4.05
1996		4.06		0.30	4.26
1997		4.09		0.29	4.38
1998	4.14		1.03	0.32	5.49
1999	4.13		0.85	0.31	5.29
2000	4.13		0.85	0.30	5.28
2001	4.13		0.85	0.00	4.98
2002	4.13		0.85	0.00	4.98
2003	4.13		0.85	0.00	4.98
2004	4.13		0.89	0.00	5.02
2005	4.13		0.89	0.00	5.02
2006	4.13		1.49	0.00	5.62
2007	4.13		1.49	0.00	5.62
2008	4.13		1.49	0.51	6.13
2009	4.13		1.49	0.50	6.12
2010	4.13		1.79	0.40	6.32
2011	4.13		1.79	0.41	6.33
2012	4.13		1.79	0.41	6.33
2013	4.13		1.79	0.40	6.32
2014	4.13		1.79	0.39	6.31
2015	4.13		1.79 est.	0.41 est.	6.33 est.
2016	4.13		1.79 est.	0.41 est.	6.33 est.



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**HISTORY OF LEVIES AND ASSESSED VALUES**


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<i>Fiscal 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>
2005	1,579,311,858	6,014,968	1,405,588	0
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 <sup>est.</sup>	2,688,689,000	11,113,696	4,812,753	1,087,807
2016 <sup>est.</sup>	2,740,575,000	11,328,167	4,905,629	1,126,096

## HISTORY OF GENERAL SUPPORT RESOURCES

<i>Description</i>	<i>ACTUAL FY'12</i>	<i>ACTUAL FY'13</i>	<i>BUDGET FY'14</i>	<i>ADOPTED FY'15</i>	<i>PROJECTED FY'16</i>
Beg. Fund Balance	\$9,101,115	\$10,446,858	\$9,811,204	\$9,885,764	\$8,156,502
Business Taxes	290,294	286,505	282,800	275,600	275,600
Franchise Taxes:					
PP&L	1,584,297	1,619,964	1,639,500	1,671,100	1,683,400
Qwest	127,651	116,688	112,800	95,700	88,300
Charter	320,715	370,878	374,800	339,500	339,500
Avista	445,788	398,448	397,000	440,700	440,700
Allied Waste	186,148	168,089	184,300	183,200	183,200
So. Or. Sanitation	63,239	64,827	63,400	64,600	64,600
Solid Waste Transfer	17,550	20,095	18,200	20,300	20,300
Other Telecom.	25,572	37,524	24,800	24,800	24,800
Fees in Lieu of Franchise	476,079	520,488	547,000	568,500	575,600
Licenses	7,090	7,238	6,700	6,940	6,940
State Rev. Sharing	303,474	315,257	315,700	335,600	342,300
State Cigarette Tax	50,542	49,296	45,500	39,000	37,000
State Liquor Tax	442,068	462,447	459,900	490,100	499,900
Jail Services Utility Fee	0	0	0	891,000	0
Other Misc.	22,598	373,978	11,100	10,000	10,000
Investment Interest	83,252	78,857	71,500	71,500	71,500
<b>TOTAL</b>	<b><u>\$13,547,472</u></b>	<b><u>\$15,337,437</u></b>	<b><u>\$14,366,204</u></b>	<b><u>\$15,413,904</u></b>	<b><u>\$12,820,142</u></b>

## MONTHLY SALARY SCHEDULE

<u>Positions</u>	<u>Entry*</u>	<u>Top*</u>
Reserve Police Officer (Volunteer), Fire Interns	N/A	N/A
Public Safety Clerk Aide	\$1,959	\$2,501
Office Assistant	\$2,208	\$3,227
Accounting Technician	\$2,390	\$3,227
Municipal Services Worker, Utility Worker**	\$2,791	\$3,394
Specialist (Municipal Services, Utility)**	\$2,930	\$3,563
Prevention Program Office Assistant	\$2,843	\$3,628
Lead Accounting Technician	\$2,390	\$3,645
Technician, (Database, Department Support), Webmaster	\$2,657	\$3,719
Treatment Plant Specialist**	\$3,108	\$3,777
Public Safety Clerk	\$2,965	\$3,785
Community Service Officer	\$3,064	\$3,911
Investigative Specialist	\$3,094	\$3,949
Specialist (Administrative, Finance Support), Mechanic	\$2,832	\$3,965
Personnel Technician	\$2,840	\$3,977
Property Specialist	\$3,283	\$4,190
Computer Services Technician	\$3,007	\$4,211
Public Safety Executive Assistant	\$3,089	\$4,363
Engineering Technician, GIS Coordinator	\$2,832	\$4,532
Public Safety Dispatcher	\$3,418	\$4,680
Assistant Planner, Building Inspector/Plans Examiner	\$3,491	\$4,888
Lead Public Safety Dispatcher	\$3,589	\$4,909
Accountant	\$3,571	\$4,999
Grants Specialist	\$3,583	\$5,196
Associate Planner, Land Acquisition Specialist, Urban Forester	\$3,753	\$5,442
Civilian Public Safety Supervisor	\$3,759	\$5,451
Supervisor (Business Operations , Customer Service & Engineering Projects, Accounting Services), Business Advocate, City Recorder, Lead Mechanic, Personnel Analyst, Property Management Coordinator	\$3,764	\$5,458
City Surveyor, Utility Engineer	\$3,923	\$5,688
Firefighter	\$4,175	\$5,695
Superintendent	\$3,934	\$5,704
Police Officer	\$4,354	\$5,935
Fire Inspector	\$4,708	\$6,009
Senior Planner	\$4,147	\$6,013
Police Corporal	\$4,586	\$6,246
Battalion Chief, Fire Marshal, Public Safety Sergeant	\$4,397	\$6,376
Building Official, Principal Planner	\$4,402	\$6,383
Fire Corporal	\$4,737	\$6,448
Public Safety Lieutenant	\$4,784	\$7,177
Assistant Parks & Community Dev. Director, City Engineer, Information Technology Manager	\$4,790	\$7,186
Deputy Chief	\$4,829	\$7,485
Department Director-Human Resources	\$5,241	\$8,124
Department Director-Finance	\$5,432	\$8,420
Department Director-Public Safety	\$5,521	\$8,558
Department Director (Parks & Comm. Dev., Public Works)	\$5,528	\$8,568
Assistant City Manager, City Attorney	\$5,623	\$8,716

\* As of January 1, 2014

\*\*Contract under negotiation

## REPRESENTATIVE ANNUAL SALARY AND FRINGE BENEFITS

*As of January 1, 2014*

	<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 +	-	499	2,933	3,931	5,678	4,060
<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>
<u>Legislated Benefits:</u>						
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
City Portion FICA Tax 7.65%	<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>
<u>Negotiated Benefits:</u>						
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'12 Actual</b>	<b>FY'13 Actual</b>	<b>FY'14 Budget</b>	<b>FY'15 Adopted</b>	<b>FY'16 Projected</b>
Fica/Medicare	1,005,288	1,010,523	1,095,300	1,068,304	1,098,161
Workers Comp	193,626	266,152	307,223	301,980	309,726
Insurance (Health & Life)	3,217,484	3,325,282	3,784,229	3,882,599	4,180,495
Retiree Insurance	103,708	109,429	200,444	290,527	372,117
PERS/OPSRP-Employee 6%	779,676	778,912	855,996	843,670	871,896
PERS/OPSRP-Employer	2,197,445	2,354,460	2,807,638	2,618,591	2,700,064

**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 recent years 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'12 Actual</b>	<b>FY'13 Actual</b>	<b>FY'14 Budget</b>	<b>FY'15 Adopted</b>	<b>FY'16 Projected</b>
Policy & Legislation	5,239	19,641	0	0	0
Public Safety	1,931,478	2,038,679	2,281,406	2,215,435	2,274,109
Parks	68,241	65,306	72,881	75,066	76,670
Development	113,249	120,335	141,757	124,180	131,405
Transportation	64,369	63,294	83,329	85,577	87,977
Water	147,239	153,867	180,424	180,822	191,884
Wastewater	166,177	165,907	203,474	170,245	175,954
Solid Waste	1,329	1,473	1,556	2,577	2,708
Administrative Services	233,563	252,484	277,972	290,798	300,551
Support Services	246,207	252,386	420,835	317,561	330,702
Lands & Building	30	0	0	0	0
<b>TOTAL</b>	<b>2,977,121</b>	<b>3,133,372</b>	<b>3,663,634</b>	<b>3,462,261</b>	<b>3,571,960</b>

<b>Total Insurance Expenditures by Program Area</b>					
	<b>FY'12 Actual</b>	<b>FY'13 Actual</b>	<b>FY'14 Budget</b>	<b>FY'15 Adopted</b>	<b>FY'16 Projected</b>
Policy & Legislation	4,065	11,813	0	0	0
Public Safety	1,640,223	1,745,883	1,994,291	2,110,863	2,271,572
Parks	109,139	108,599	113,379	114,493	124,355
Development	152,217	157,919	184,400	163,682	176,265
Transportation	113,960	104,332	128,387	130,864	142,086
Water	230,283	227,894	252,512	255,970	277,960
Wastewater	273,941	254,200	297,922	237,584	257,986
Solid Waste	1,746	1,673	1,818	3,090	3,346
Administrative Services	329,719	339,120	385,857	417,671	449,012
Support Services	359,892	371,715	423,520	446,829	476,360
Lands & Building	46	0	0	0	0
<b>TOTAL</b>	<b>3,215,231</b>	<b>3,323,148</b>	<b>3,782,086</b>	<b>3,881,046</b>	<b>4,178,942</b>

## COMPUTATION OF LEGAL DEBT MARGIN

*As of June 30, 2014*

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, 2014 <i>est.</i>	\$ 2,827,397,000
Less Non-Profit Housing	<u>- 1,943,580</u>
**Total	<u>\$ 2,825,453,420</u>
Debt limit, 3% of total real market value - ORS 287.004(2)	\$ 84,763,603

### Amount of debt applicable to debt limit

Total bonded debt, including special assessments bond and public safety general obligation bonds	\$ 13,395,000
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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>8,725,000</u>

Total Deductions	\$ <u>8,725,000</u>
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Total amount of debt applicable to debt limit	\$ <u>4,670,000</u>
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Legal debt margin	\$ <u>80,093,603</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>
2014-2015	865,000	206,200	775,000	166,963	375,000	129,770
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>\$4,670,000</u></b>	<b><u>\$608,300</u></b>	<b><u>\$4,475,000</u></b>	<b><u>\$791,128</u></b>	<b><u>\$4,250,000</u></b>	<b><u>\$803,140</u></b>

## INTERFUND LOANS

*As of June 30, 2014 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	May 2013	June 2014
Solid Waste Fund <sup>2</sup>	Bancroft Bond Fund	1,146,200	May 2013	June 2014
Insurance Fund <sup>3</sup>	Storm Water Utility	146,205	n/a	July 2014

<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.

<sup>3</sup> In Fiscal Years 2007 and 2008 the Council directed staff to create a Storm Water Utility. Costs were incurred with the understanding a Storm Water Utility Fee would be implemented. Finalization of this is still pending and Council reaffirms this operating loan each year. The Street Utility Fund currently pays interest on this loan pending a funding mechanism for the Storm Water Utility.

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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	\$20,744,200	0.79%
Masterbrand Cabinets Inc.	Industrial	20,264,240	0.77%
Auerbach Grants Pass & Freeman Grants Pass LLC	Commercial	18,181,620	0.69%
PacifiCorp (PP&L)	Utility	14,469,000	0.55%
Grants Pass FMS LLC	Commercial	13,781,210	0.53%
Lynn-Ann Development LLC	Developer	13,546,860	0.52%
Home Depot USA Inc.	Commercial	12,683,195	0.48%
HCP SH ELP3 Properties LLC	Commercial	11,689,630	0.45%
Avista Corporation	Utility	11,700,000	0.45%
Johnson Trust, Carl D	Commercial	11,132,930	0.42%
Sub-total of top taxpayers:		<u>\$ 148,192,885</u>	<u>5.65%</u>
Other taxpayers:		<u>\$2,476,744,083</u>	<u>94.35%</u>
Total all taxpayers:		<u>\$2,624,936,968</u>	<u>100.00%</u>

Source: Josephine County Assessor - October 2013

## SYSTEM DEVELOPMENT CHARGE REVENUES

### FY'15 System Development Charge Revenues

<i>Capital Improvement Type</i>	<i>SDC Fund Number</i>	<i>Est. Balance July 1, 2014</i>	<i>FY'15 SDC Revenue Budget</i>	<i>FY'15 Allocations</i>	<i>Est. Balance June 30, 2015</i>
Parks Land Acquisition	692	158,323	44,000	160,000	42,323
Parks Development	694	52,846	35,000	55,000	32,846
Storm Water & Open Space	642	79,337	27,000	105,000	1,337
Transportation	614	883,116	150,000	900,000	133,116
Transportation: Signal SDC	614	9,040	0	0	9,040
Water	752	272,212	154,000	400,000	26,212
Wastewater	722	116,318	150,000	150,000	116,318

### FY'15 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>			
LB4713	Allenwood Park Reserve	Park land acquisition	<u>160,000</u>
		<b>Total</b>	<b><u>\$160,000</u></b>
<b><u>Parks Land Development SDC to Capital Projects</u></b>			
LB6146	Riverside Playground	Parks Development	15,000
LB6184	Soccer Complex	Parks Development	15,000
LB6190	Riverside Park - River Trail	Parks Development	20,000
LBXX04	Reinhart Park Irrigation Sys.Conversion	Parks Development	<u>5,000</u>
		<b>Total</b>	<b><u>\$55,000</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	<u>105,000</u>
		<b>Total</b>	<b><u>\$105,000</u></b>
<b><u>Transportation SDC to Capital Projects</u></b>			
TR4934	Redwood Avenue LID-Dowell>Hubbard	Widen highway, add sidewalks and bike lanes	600,000
TR6075	Lincoln Rd Sidewlk:Lwr Riv.Rd>Bridge St.	Install sidewalks & bikeways along road	250,000
TRXX06	Dimmick RR Crossing Corridor Study	Study Railroad crossing factors incl. traffic impacts	<u>50,000</u>
		<b>Total</b>	<b><u>\$900,000</u></b>
<b><u>Water SDC to Capital Projects</u></b>			
WA4742	Reservoir & Pump Station Site Purchases	Purchase land for future reservoir & pump station	<u>75,000</u>
		<b>Total</b>	<b><u>\$75,000</u></b>
<b><u>Wastewater SDC to Capital Projects</u></b>			
SE4964	WRP Phase 2 Expansion	Expand aeration basin capacity, etc.	<u>150,000</u>
		<b>Total</b>	<b><u>\$150,000</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.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**

**GRANTS  
PASS**



**O R E G O N**

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