City of Grants Pass, Oregon

Adopted Operating & Capital Budget

Fiscal Year 2013 - 14

WHERE THE ROGUE RIVER RUNS

© City of Grants Pass

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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For the Fiscal Year Beginning

July 1, 2012

President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the **City of Grants Pass, Oregon** for its annual budget for the fiscal year beginning **July 1, 2012**.

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

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

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July 22, 2013

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

Budget Message for Fiscal Year 2013-14

BUDGET OVERVIEW

I am pleased to present to you the balanced budget for the Fiscal Year 2013-14 (FY'14). This budget represents the combined efforts of the City Council, the Budget Committee, staff, advisory boards, and the citizens of Grants Pass. This year's budget planning process and resulting Strategic Plan incorporates input from all stakeholders and extra meetings were held to collect this key 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.

This year the budget document is organized slightly different 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. Followed by this section are the financial policies and planning procedures that guide the annual budget process 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 28 years.

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 32.5% of the City's total budget in the FY'14 adopted 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. 67% 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 $4.5 million that are shared by all General Fund programs.

More than 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 17% of the total budget. Special revenue funds such as Transportation, Transient Room Taxes, and others account for approximately 9% 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

Citizens showed overwhelming support for the Public Safety Local Option levy in the November 2010 vote which will allow the City to continue to provide similar service levels without increasing its tax levy in FY'14. 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. One of the highest ranked priorities in this year's Strategic Plan is to work on a renewal of the levy which would begin in FY'15 after a public vote in November of 2013.

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 to lower rates for current and future years; and 7) staff working hard to turn back budgetary savings from operating budgets each year. 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 Three-Year Public Safety Levy in November of 2010. The approved levy provides an estimated $4.5 million in FY'14 for City Public Safety operations. While all property taxes are dedicated to Public Safety, the temporary local option levy will expire June 30, 2014. The overwhelming support for the Public Safety Levy in 2010 demonstrates the community's desire for quality services. The budget for FY'14 continues the high level of Public Safety services and other government services our citizens have received and expect to receive over the period covered by the current levy. The three-year levy starting in FY'12 is set at the same rate as the previous two-year levy. While conservative projections through FY'14 show that significant General Fund savings will have to be used in this final year of the current levy, the resources provided by the levy should be sufficient to maintain current services through the next fiscal year in combination with the drawdown of General Fund reserves.

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. While the typical phone survey was not completed in 2011, it was completed again in 2012 showing 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. While this annual budget process only results in a budget approved and adopted for FY'14, the budget projection for the second year in FY'15 has also been incorporated into the budget book for informational purposes and to help plan for operations beyond FY'14.

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 2012-2013 without any changes and these 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 2013-14 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 a reality. This operating and capital budget places an emphasis on the work plan items in the new Strategic Plan that were scored the highest in priority by the City Council.

Budget guidelines

The executive team and staff were given some specific guidelines for preparing the FY'14 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. No new staff positions or newly funded staff positions are included in this budget as compared to the approved staffing level at the end of FY'13. There remains to be a high number of approved but unfunded staff positions in this year's budget. This allows the City to quickly react to demand for additional services throughout the year if approved by the City Council.

Budget changes overview

Effective January 1st of 2013, the City operational departments have been 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:

- 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 you will see some staff time from these departments such as the director position allocated in part to the new divisions under management

by that department. 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 total budget, which includes all internal service funds, carry-over balances, contingency balances, and capital project resources is $99,524,381 and a 1.3% reduction to the current year's total adopted budget of $100,871,860. Total Fund budget tables can be found in the appendix of the budget book, while operating budget summaries and other total budget summaries can be found in the tables following this message.

The FY'14 Operating Budget, excluding contingencies, debt service, and transfers out to capital projects, totals $32,765,666. This is up approximately $1.26 million from the current year's Operating Budget total of $31,482,255, or a 4.1% increase year over year. The projection for FY'15 included in this budget shows a lesser 3.4% increase. Some factors heavily impacting inflation increases to the operating budget this year include higher PERS rates, an increase to health insurance rates, and 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. There is a higher than normal amount of potential retirements scheduled and budgeted for Public Safety and certain other departments in FY'14.

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. Additionally, all bargaining units accepted a cost sharing agreement to future increases in health insurance. After a number of years of minimal or no COLAs for all City employees, COLAs were successfully negotiated with all employees and units with the exception of the Fire union which is still in negotiations as of the date of this letter. 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'13 property tax rate for City residents was relatively unchanged and will remain nearly flat for this budget period. 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'13, other General Fund resources also must be directed to Public Safety programs to continue the current level of services. Without redirecting approximately $2.05 million of General Fund resources to Public Safety functions, there would have been cuts roughly equivalent to at least six to seven 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.

Looking out to FY'14 and FY'15, Public Safety's draw on other General Fund resources and reserves increases significantly each year due to relatively minimal growth in property tax revenues and the absence of the one-time revenue such as Redevelopment Agency property tax turnover and grant revenues that were scheduled to be phased out. <u>If the levy rate is kept the same for the term of the next Public Safety operating levy, 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.</u>

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 maintenance of current level of Public Safety services as a goal, under the City's current funding rates it is only possible for future Public Safety revenue and expenditure changes to match up well and keep a balanced budget if real estate market values increases start matching up more closely with CPI (inflation measure) increases. Changes to real estate market values and inflation measures have been significantly disconnected in recent years and the buffer between assessed values and real market values is growing smaller and smaller.

Activity picks up in Community Development

Grants Pass, like other regions throughout Oregon, has experienced a severe decline in building activity in the last six years. Community Development departments such as Building Services and Planning Services continue to budget for low levels of activity and low levels of staffing compared to previous years. There has, however, been a significant increase in development activity in the current year versus levels seen in the last two years. In fact, activity was high enough for Council to approve during the current year additional funding for one of the many unfunded positions in the Planning Division. Both residential and commercial development activity has picked up significantly in the current year, although there are still 16.5 positions (by FTE) in Parks and Community Development divisions that are authorized but unfunded in this budget.

The Building and Safety Division wisely maintained restricted reserves from prior years and is thus able to manage the temporary decline in revenues from permit activity. 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. This year, a $50,000 General Fund transfer (subsidy) to the Building division has been eliminated due to the pickup in development activity. This annual transfer began in FY'11 and the goal is to make sure there is closer to three years of operating reserves available to the Building department for maintaining services during low levels of permit activity. Shutting down the Building and Safety department and turning this required program over to the State would be a decision that by law could not be reversed in short order if activity picked up. 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'14 budget has retained a General Fund contingency of $3,315,000 excluding Building's restricted resources / requirements, which is well in excess of the typical 5% General Fund operating expenditure budget to allow the Council the flexibility to potentially enter into a temporary contract with Josephine County for Jail or other Criminal Justice program services. The County's Criminal Justice services that the City relies on have been cut back significantly in the last year due to funding challenges at the County level. This larger contingency and 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.

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 new 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.

New financial policy updates that went into effect last year 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. Currently the utilities are 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 balance 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 significantly understaffed compared to the service needs and calls for service. For example, it takes nearly 5 years for a new officer to become trained and sufficiently experienced on the job. The need for Fire and Police services is constant and it is a far better practice to ensure that funding of the services is more secure as well.

Two years ago Council held various workshops and discussions on alternative funding sources available and whether to begin to take public input on funding alternatives. In the end, Council decided that the current use of the local option levy

for City Public Safety services is still the preferred funding method. After the terms of the next levy are decided in coming months and the next election takes place, the Council and community should consider the changing local landscape of Public Safety and Criminal Justice program services and whether there is a more permanent funding solution or series of solutions available to either the City Public Safety or County Criminal Justice programs. While the City and County operate unique and separate public services that can't be easily combined, each relies on the other to some extent to carry out operations.

While the City continues to struggle in addressing the staffing need of the Police and Fire 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 continue with the new system. Other technology projects such as E-ticketing are in process this year 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.

On the Police side, officers take many more calls per officer than our city peers. As discussed in the last year, the Grants Pass Police department is one of the most understaffed agencies in Oregon compared to the service need and in order to respond to the urgent calls for service, some of the proactive work cannot be addressed. Grants Pass is the commercial hub of Josephine County and this speaks to both the population surge that Grants Pass experiences during a typical day and the need to boost staffing to be able to handle the relatively high calls for service. While many citizens may not be aware of how busy our Police force actually is today because they may not have been personally affected yet, we look forward to working with the Council and community on addressing these challenges before they get too far out of control. While Grants Pass still feels safe and is safe, it's not prudent to breeze over this risk to our residential and business community.

Public Safety concerns are also affected by the County. The 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.

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. 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 last year mostly just replaced ongoing contractual work.

Utility Infrastructure

Significant upgrades to utility infrastructure are ahead for all the City's managed utility systems. The City Council recently approved 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. 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 includes three representatives from the City Council, will be studying the best way to meet the City's long-term Water Treatment needs. There is also an expansion necessary to the Wastewater Restoration Plant on the intermediate-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.

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 set to occur July 1, 2013. The PERS Board made a policy decision to spread unfunded liabilities, largely the result of retirement benefits for Tier 1/Tier 2 employees, to all groups. As the membership in Tier 1/Tier 2 has declined due to retirements, the financial impact of liabilities and financial market losses in 2008 produced staggering rate projections for these employees. Government agencies have found these impacts more manageable by allocating a portion of the liabilities across all groups of employees. It is 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 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. 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.

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 (Insurance Fund). 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 a PERS law change made by the State Legislature in this year's session, rates starting July 1st, 2013 will be 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.

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 until the losses are recovered and the retirement assets equal the actuarial liabilities. Over the next two years, the City will bill all departments at rates slightly higher than what is paid into the system each year on average. The PERS reserve will grow slightly and be used to offset future rate 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 a relatively small amount of City PERS reserves will lessen the future impact of PERS rate hikes towards the end of the rate increase cycle and will help smooth the potential volatility of City personnel and related benefit costs. While the City cannot control these rates 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 change would have increased by between 3.66% and 4.38% for the various classes of PERS employees. If the City was fully staffed for all funded positions in the adopted budget next year, this increase would amount to approximately $575,000 per year starting with the Fiscal 2014 budget year. In contrast, the City's PERS reserve will only approach approximately $1.8 million at the end of FY'13 and those reserves can only be used once. 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.

Managing heath 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 three to four years, with nearly 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.

After a couple years of below average annual increases to health insurance premiums (last year was less than 1%), the City was originally facing a 23% increase annual increase to health insurance premiums for calendar year 2013. While the City's agent was able to negotiate this down to 16%, this was still not acceptable nor was it within budget parameters. The City and Staff successfully implemented changes to the deductible and out of pocket structure so that the final increase for 2013 came in closer to 7% between the two plans, which is a savings of approximately $200,000 per year as compared to the plan cost without these changes. 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 10 years. In the future budget periods presented in this budget, rate increases of 10% per calendar year have been factored in for periods after calendar 2013.

Negotiating with labor organizations

In the next year the City will be negotiating with at least two of the four unions/bargaining groups. The Grants Pass Employees Association (GPEA) is now considered an official bargaining unit within the City effective in 2010. GPEA makes up most non-supervisory employees that are not part of another union and two years ago the first contract with GPEA was completed with the option to talk about either wages or insurance benefits in certain years covered by the new three-year contract. The other unions include GPPA (Grants Pass Police Association), IAFF (International Association of Firefighters), and the Teamsters Local Union.

After a number of years of minimal or no COLAs (Cost of Living Adjustments) for all employees, the following is the summary of what has been agreed upon for the period beginning January 1, 2013:

- GPEA – 2.3% (wages only negotiation for calendar year 2013)
- GPPA – 3.5% (two year contract with second year no increase)
- Teamsters – 2.85% (one year contract)
- IAFF – Still in negotiations as of today
- Non bargaining – 2.6%

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. 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'14 and the projected FY'15 year presented in this budget book factor in inflation to salary schedules each year in amounts close to recent nationally reported CPI changes. 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 in the last year as Staff embraced the City Departments' reorganization and necessary changes to health insurance plans. The knowledge and years of experience of our employees will help Grants Pass succeed. Through this budget we are recognizing the needs of today and the needs of the future by planning strategically and implementing measurable objectives. With the Council adopted and prioritized Strategic Plan, staff will be able to direct their energies, skills, and talents, in applying the recommended 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 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. If the next Public Safety levy moves forward at the same rate it has been at for the last five years, there will need to be 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. The Public Safety levy will need to be renewed this year and the City's utility rates will always need to be reviewed on a regular basis. 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.

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.

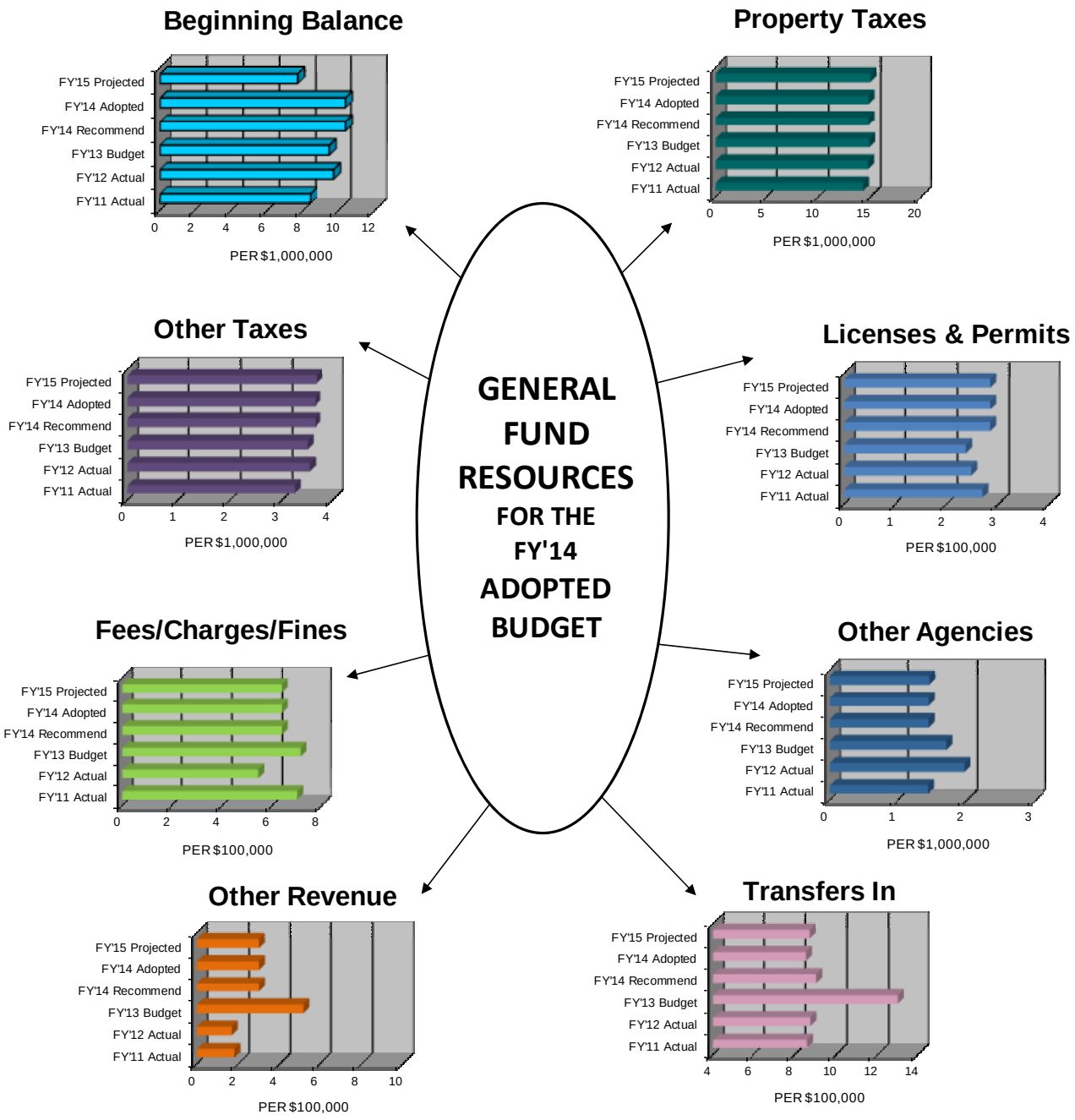
Respectfully submitted,

Aaron K. Cubic, City Manager

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

Quick Facts

Adopted FY'14	**Operating & Other**
Where The Money Comes From:	
Property taxes	$ 15,814,000
Business taxes	282,200
Transient room taxes	1,010,500
Franchise fees	2,814,800
Other governments	6,613,969
Licenses and permits	296,100
User fees and charges	21,130,351
Fee in lieu of franchise	547,600
System development charges	551,000
All other revenues	3,949,582
Carryover/beginning balance	39,090,866
Total Resources	**$ 92,100,968**
Transfers in	7,423,413
Where The Money Goes:	
Personnel services	$ 24,035,416
Materials and supplies	2,076,164
Contractual services	10,633,621
Direct charges for services	2,679,090
Capital outlay	28,340,042
Indirect charges	3,094,823
Debt service	2,688,283
Contingencies/reserves	10,653,826
Un-appropriated ending balance	7,899,703
Total Requirements	**$ 92,100,968**
Transfers out	7,423,413
Other Facts:	
Permanent staffing (funded full time equivalencies)	222.75
Temporary staffing (funded full time equivalencies)	10.29
Bonded Debt outstanding (June 30, 2013 est.)	$ 15,332,500
Property tax rate (per $1,000 assessed value)	
Permanent rate levy	$ 4.1335
Public safety operating levy	$ 1.7900
Bonded debt (2013 estimate)	$ 0.3891

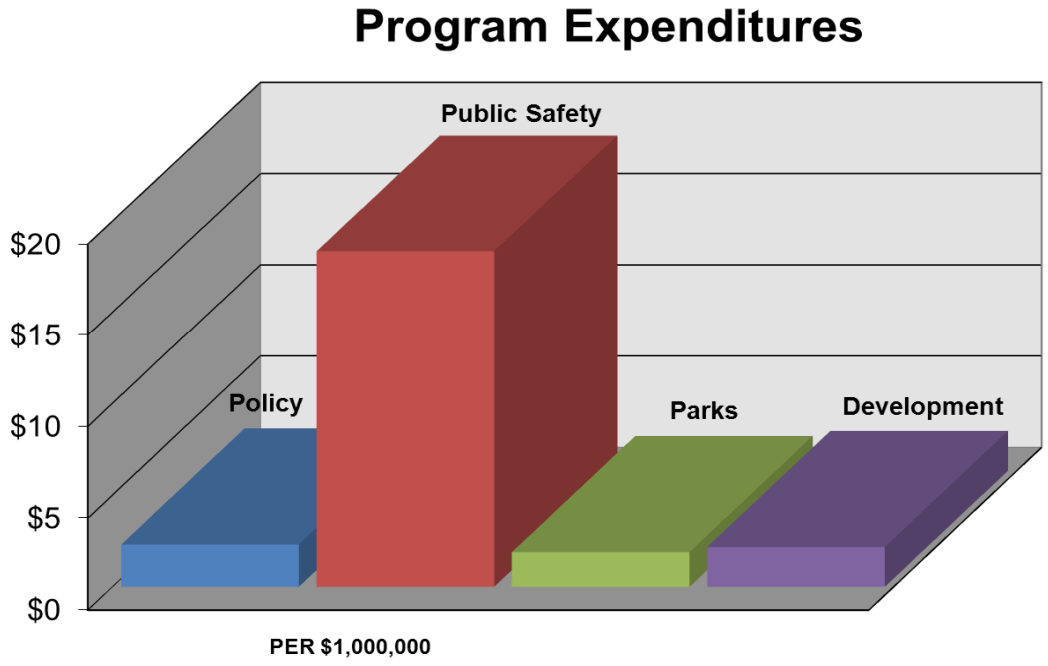


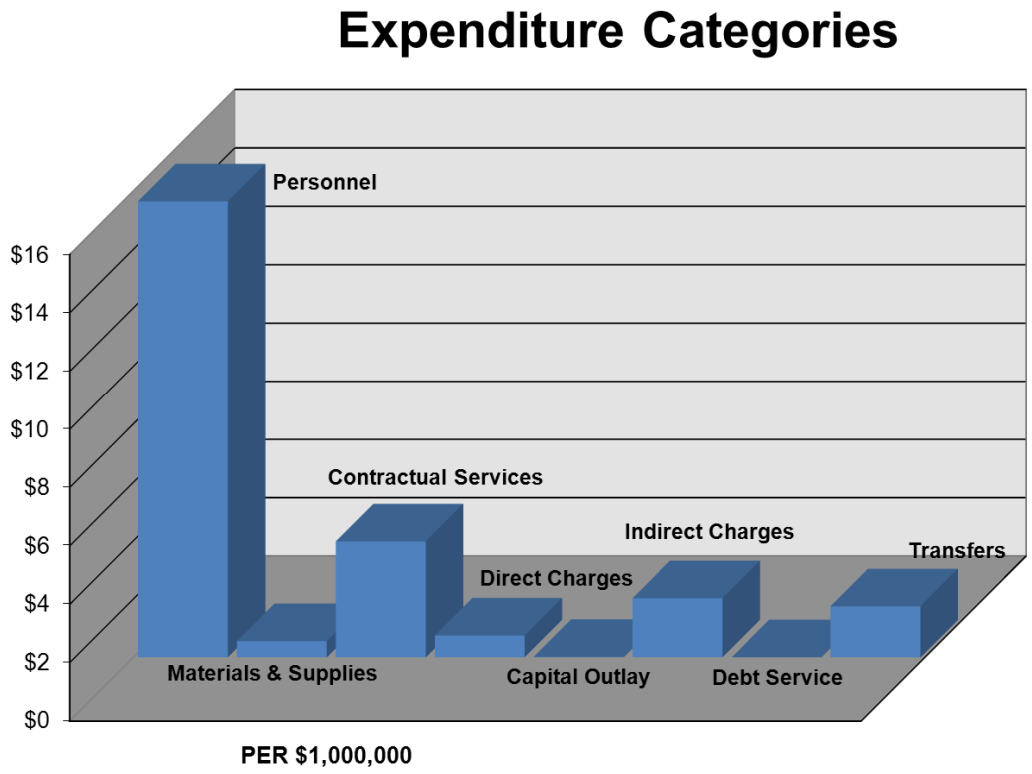
This chart shows the distribution of resources for the general fund operating budget for the FY'11 and FY'12 Actual Budgets, FY'13 Budget, FY'14 Adopted Budget and FY'15 Projected Budget.

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

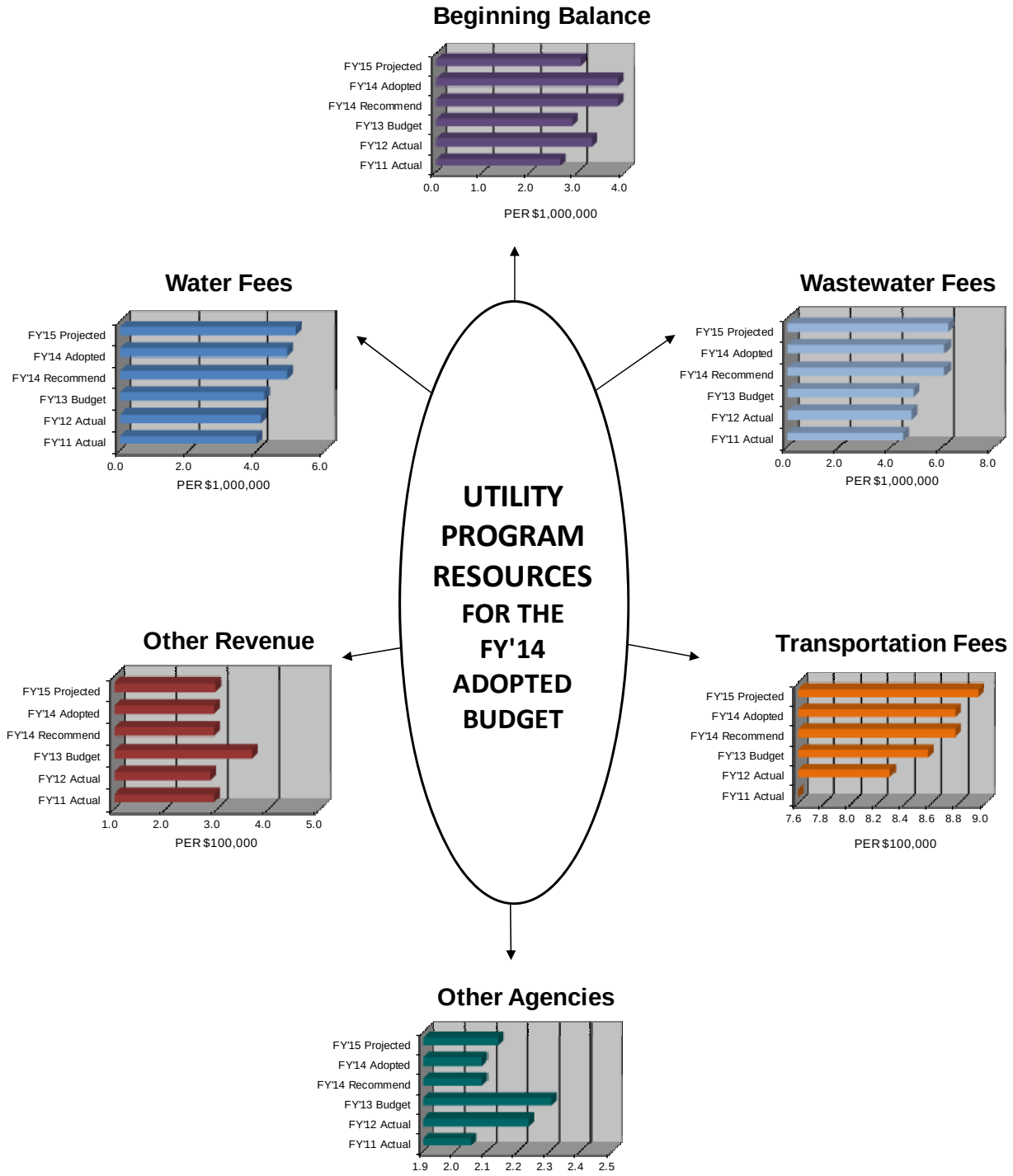
General Program Expenditures

For the Adopted FY'14 Budget





These charts show the distribution of expenditures for each program and category of expenditures in the general operating budget for the FY'14 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.



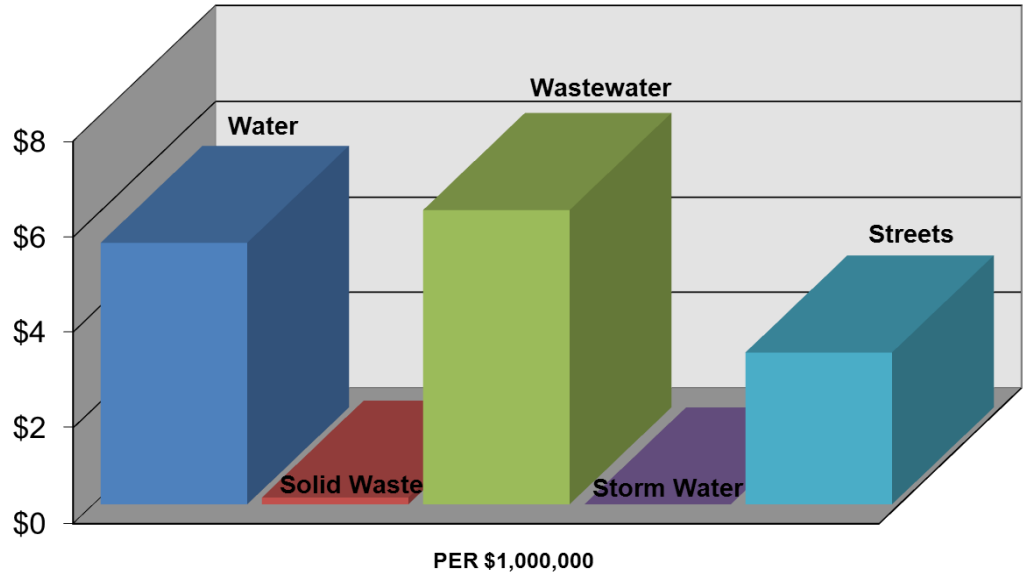
This chart shows the distribution of resources for the utility operating budget for the FY’11 and FY’12 Actual Budgets, FY’13 Budget, FY’14 Adopted Budget and FY’15 Projected Budget.

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

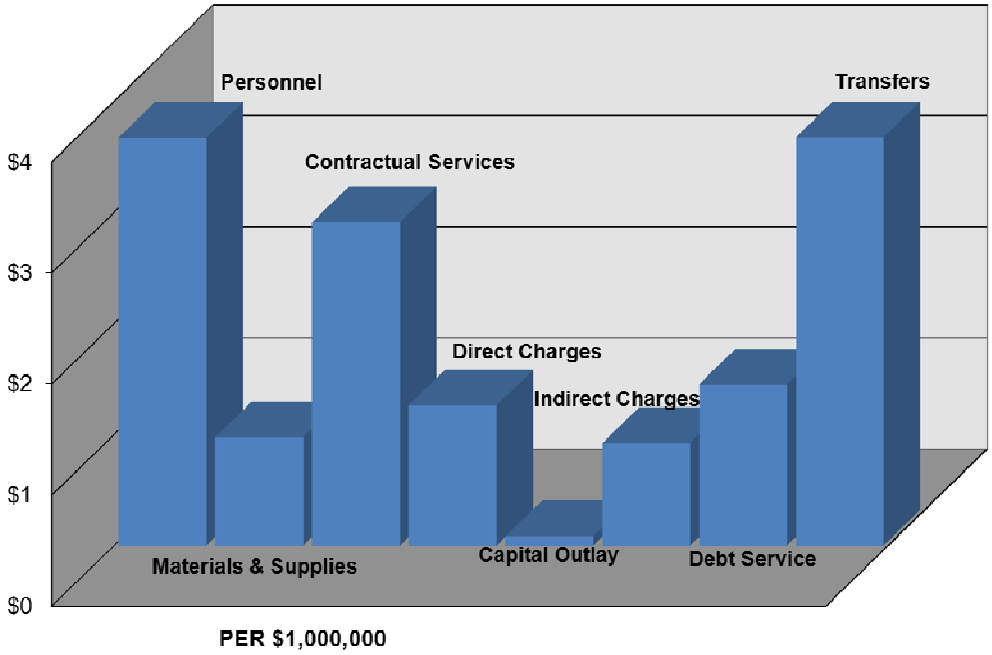
Utility Program Expenditures

For the Adopted FY'14 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'14 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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Designated Resources							
Beginning Balance	7,649,444	9,101,115	8,953,955	9,811,204	9,811,204	9,811,204	7,266,557
General Operations							
Business Taxes	290,832	289,609	287,100	282,200	282,200	282,200	282,200
Franchise Taxes	2,501,300	2,770,960	2,732,600	2,814,800	2,814,800	2,814,800	2,832,600
Fees in Lieu of Franchise	453,559	476,079	475,600	547,000	547,000	547,000	565,000
Licenses	7,465	7,090	6,900	6,700	6,700	6,700	6,700
State Rev. Sharing	273,267	303,474	303,900	315,700	315,700	315,700	322,000
State Cigarette Tax	51,640	50,542	47,200	45,500	45,500	45,500	43,500
State Liquor Tax	390,524	442,068	428,500	459,900	459,900	459,900	469,100
Other Misc.	32,546	192,472	871,608	11,700	11,700	11,700	11,700
Investment Interest	80,618	83,252	73,500	71,500	71,500	71,500	71,500
Total General Operations	4,081,751	4,615,546	5,226,908	4,555,000	4,555,000	4,555,000	4,604,300
Public Safety							
Property Taxes	14,299,222	14,784,914	14,884,600	14,835,100	14,835,100	14,835,100	15,009,600
Grants & Intergovernmental	718,233	982,337	735,999	621,500	621,500	621,500	616,100
Fees & Chg.'s for Services	224,431	83,000	259,300	234,000	234,000	234,000	234,000
Other Misc.	467,676	487,208	601,400	607,713	607,713	607,713	606,100
Total Public Safety	15,709,562	16,337,459	16,481,299	16,298,313	16,298,313	16,298,313	16,465,800
Development							
*Build. & Safety Beg. Bal. **	704,512	578,522	488,109	538,615	538,615	538,615	380,470
Building and Safety *	401,579	370,327	368,200	405,500	355,500	355,500	355,500
Planning	75,279	77,116	60,000	75,400	75,400	75,400	75,400
Economic Development	132,027	114,118	114,100	117,200	117,200	117,200	120,600
*Tourism Beg. Balance **	13,822	13,662	13,662	0	0	0	0
Tourism Promotion*	275,350	283,471	284,200	292,200	292,200	292,200	300,900
Downtown Development	127,991	133,444	131,450	130,050	130,050	130,050	133,450
Total Development	1,730,560	1,570,660	1,459,721	1,558,965	1,508,965	1,508,965	1,366,320
Parks							
Parks Maintenance	185,670	186,041	175,000	175,425	175,425	175,425	179,925
Aquatics	1,177	0	0	0	0	0	0
Recreation	816	693	800	400	400	400	400
Total Parks	187,663	186,734	175,800	175,825	175,825	175,825	180,325
Total General Fund	**29,358,980**	**31,811,514**	**32,297,683**	**32,399,307**	**32,349,307**	**32,349,307**	**29,883,302**

**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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Requirements							
Mayor and Council	156,312	188,591	289,524	296,438	316,438	306,438	291,728
General Operations							
Personnel Services	0	38,201	194,112	0	0	0	0
Contractual/Prof Svcs.	23,535	196,018	291,200	117,200	117,200	142,200	252,200
Direct Charges	45,480	68,640	67,140	115,540	115,540	115,540	116,740
Contingencies	0	0	1,100,000	1,100,000	1,130,000	3,315,000	1,145,000
Debt Service	0	0	0	0	0	0	0
Transfers Out	876,067	859,115	1,382,040	1,790,000	1,740,000	1,740,000	770,000
Ending Fund Balance	9,101,115	10,446,858	7,355,288	6,151,557	6,151,557	3,951,557	4,024,073
Total General Operations	10,046,197	11,608,832	10,389,780	9,274,297	9,254,297	9,264,297	6,308,013
Public Safety							
Police Division	11,542,743	12,079,334	13,237,144	9,327,768	9,327,768	9,327,768	9,643,072
Support Division	3,198,789	3,491,486	3,803,264	3,035,871	3,035,871	3,035,871	3,126,844
Fire Rescue Division	0	0	0	5,590,923	5,590,923	5,590,923	5,739,698
Crisis Support Services	39,618	40,267	41,480	42,730	42,730	42,730	44,000
Street Lighting	293,549	308,713	319,000	349,450	349,450	349,450	360,000
Total Public Safety	15,074,699	15,919,800	17,400,888	18,346,742	18,346,742	18,346,742	18,913,614
Development							
Building and Safety *	527,569	481,216	542,530	944,115	894,115	894,115	735,970
*Build. & Safety End. Bal.**	578,522	467,632	313,779	0	0	0	0
Planning	601,458	630,443	726,765	780,879	780,879	780,879	799,971
Economic Development	164,813	170,050	174,340	194,704	194,704	194,704	199,018
Tourism Promotion*	275,510	297,134	307,862	302,171	302,171	302,171	308,703
*Tourism End. Balance**	13,662	0	0	0	0	0	0
Downtown Development	313,552	339,712	355,823	374,408	374,408	374,408	385,855
Total Development	2,475,086	2,386,187	2,421,099	2,596,277	2,546,277	2,546,277	2,429,517
Parks							
Parks Maintenance	1,389,844	1,472,701	1,535,600	1,624,481	1,624,481	1,624,481	1,670,640
Aquatics	84,092	99,789	122,688	122,104	122,104	122,104	124,282
Recreation	132,750	135,614	138,104	138,968	138,968	138,968	145,508
Total Parks	1,606,686	1,708,104	1,796,392	1,885,553	1,885,553	1,885,553	1,940,430
Total General Fund	**29,358,980**	**31,811,514**	**32,297,683**	**32,399,307**	**32,349,307**	**32,349,307**	**29,883,302**

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

Summary of Requirements by Fund and Activity

	ACTUAL FY'11	ACTUAL FY'12	BUDGET FY'13	RECOMMEND BUDGET FY'14	COMMITTEE APPROVED FY'14	COUNCIL ADOPTED FY'14	PROJECTED FY'15
General Fund							
Mayor and Council	156,312	188,591	289,524	296,438	316,438	306,438	291,728
Development							
Planning	601,458	630,443	726,765	780,879	780,879	780,879	799,971
Building and Safety	1,106,091	948,848	856,309	944,115	894,115	894,115	735,970
Economic Development	164,813	170,050	174,340	194,704	194,704	194,704	199,018
Tourism Promotion	289,172	297,134	307,862	302,171	302,171	302,171	308,703
Downtown Development	313,552	339,712	355,823	374,408	374,408	374,408	385,855
Total Development	2,475,086	2,386,187	2,421,099	2,596,277	2,546,277	2,546,277	2,429,517
Parks							
Parks Maintenance	1,389,844	1,472,701	1,535,600	1,624,481	1,624,481	1,624,481	1,670,640
Aquatics	84,092	99,789	122,688	122,104	122,104	122,104	124,282
Recreation	132,750	135,614	138,104	138,968	138,968	138,968	145,508
Total Parks	1,606,686	1,708,104	1,796,392	1,885,553	1,885,553	1,885,553	1,940,430
Public Safety							
Police Division	11,542,743	12,079,334	13,237,144	9,327,768	9,327,768	9,327,768	9,643,072
Support Division	3,198,789	3,491,486	3,803,264	3,035,871	3,035,871	3,035,871	3,126,844
Fire Rescue Division	0	0	0	5,590,923	5,590,923	5,590,923	5,739,698
Crisis Support Services	39,618	40,267	41,480	42,730	42,730	42,730	44,000
Street Lighting	293,549	308,713	319,000	349,450	349,450	349,450	360,000
Total Public Safety	15,074,699	15,919,800	17,400,888	18,346,742	18,346,742	18,346,742	18,913,614
General Program Operations	10,046,197	11,608,832	10,389,780	9,274,297	9,254,297	9,264,297	6,308,013
Total General Fund	**29,358,980**	**31,811,514**	**32,297,683**	**32,399,307**	**32,349,307**	**32,349,307**	**29,883,302**
Management Services	716,528	622,751	758,920	635,481	635,481	635,481	655,118
Administrative Services	1,271,957	1,333,376	1,437,121	1,639,839	1,639,839	1,639,839	1,715,952
Legal Services	334,843	258,685	333,651	295,552	295,552	295,552	309,415
Human Resources	361,726	398,302	462,971	485,452	485,452	485,452	496,608
General Program Operations	699,003	815,377	609,726	827,528	827,528	827,528	799,103
Total Administrative Fund	3,384,057	3,428,491	3,602,389	3,883,852	3,883,852	3,883,852	3,976,196
Transient Room Tax	940,207	973,893	1,084,700	1,010,500	1,010,500	1,010,500	1,039,600
Community Dev Block Grant	992,244	1,025,944	910,413	1,719,080	1,719,080	1,719,080	434,940
Housing & Economic Dev.	985,710	991,819	991,726	704,942	704,942	704,942	410,827
Total Special Revenue Funds	2,918,161	2,991,656	2,986,839	3,434,522	3,434,522	3,434,522	1,885,367
Debt Service - General Obligation	1,495,217	1,086,203	1,100,300	1,088,200	1,088,200	1,088,200	1,121,200
Debt Service - Bancroft	457,315	347,869	869,059	797,239	797,239	797,239	2,039,239
Total Debt Service Funds	1,952,532	1,434,072	1,969,359	1,885,439	1,885,439	1,885,439	3,160,439
Lands & Buildings Projects	5,667,829	6,523,839	9,325,565	8,539,167	8,539,167	8,539,167	2,888,544
Total Construction Funds	5,667,829	6,523,839	9,325,565	8,539,167	8,539,167	8,539,167	2,888,544
Environmental Waste Fees Fund	254,111	250,941	225,000	244,000	244,000	244,000	255,000
Agency Fund	302,078	267,148	264,861	262,451	262,451	262,451	246,951
Total Agency Funds	556,189	518,089	489,861	506,451	506,451	506,451	501,951

Summary of Requirements by Fund and Activity

	ACTUAL FY'11	ACTUAL FY'12	BUDGET FY'13	RECOMMEND BUDGET FY'14	COMMITTEE APPROVED FY'14	COUNCIL ADOPTED FY'14	PROJECTED FY'15
Water Treatment	1,405,166	1,432,233	1,649,406	1,636,499	1,636,499	1,636,499	1,713,711
Water Distribution	1,054,760	1,014,314	1,247,157	1,259,875	1,259,875	1,259,875	1,318,628
Customer Service	341,344	352,298	396,015	377,835	377,835	377,835	389,675
Debt Service	397,653	396,253	146,000	507,220	507,220	507,220	504,770
General Program Operations	2,236,251	2,280,210	1,844,165	2,750,479	2,750,479	2,750,479	2,309,270
Water Debt Reserve Fund	0	0	0	0	0	0	0
Water Construction Projects	2,848,966	2,918,134	7,619,249	4,383,058	4,383,058	4,383,058	1,327,343
Total Water Fund	8,284,140	8,393,442	12,901,992	10,914,966	10,914,966	10,914,966	7,563,397
Wastewater Collection	632,113	610,532	725,525	724,766	724,766	724,766	752,424
Wastewater Treatment	1,630,827	1,658,256	1,795,092	2,004,990	2,004,990	2,004,990	2,042,799
Jo-Gro	537,690	650,324	708,807	622,513	622,513	622,513	662,582
Customer Service	268,214	255,016	273,512	410,326	410,326	410,326	418,922
Debt Service	485,573	491,356	492,813	941,763	941,763	941,763	941,963
General Program Operations	1,861,254	2,569,389	2,446,469	2,820,322	2,820,322	2,820,322	2,783,612
Wastewater Debt Reserve Fund	0	0	0	0	0	0	0
Wastewater Construction	2,939,722	3,343,146	2,986,180	3,594,738	3,594,738	3,594,738	1,237,676
Total Wastewater Fund	8,355,393	9,578,019	9,428,398	11,119,418	11,119,418	11,119,418	8,839,978
Solid Waste Field Operations	18,213	16,856	25,063	17,032	17,032	17,032	17,622
Post Closure Operations	44,629	72,177	207,200	122,600	122,600	122,600	125,140
General Program Operations	139,121	150,457	155,603	174,967	174,967	174,967	190,945
Solid Waste Construction	1,392,909	1,426,750	1,379,505	1,482,131	1,482,131	1,482,131	1,596,131
Total Solid Waste Fund	1,594,872	1,666,240	1,767,371	1,796,730	1,796,730	1,796,730	1,929,838
Street & Drainage Maintenance	1,075,410	1,097,912	1,253,127	1,266,708	1,266,708	1,266,708	1,297,557
Customer Service	66,837	53,308	53,723	171,789	171,789	171,789	178,806
General Program Operations	1,930,000	2,388,260	2,027,708	2,194,476	2,194,476	2,194,476	2,020,178
Transportation Projects	10,420,040	10,710,361	9,578,125	7,864,976	7,864,976	7,864,976	3,903,416
Total Streets Utility Fund	13,492,287	14,249,841	12,912,683	11,497,949	11,497,949	11,497,949	7,399,957
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	10,563	10,563	10,563	10,563
Stormwater & Open Space Projects	808,841	847,475	749,297	413,795	413,795	413,795	122,493
Total Storm Water Utility Fund	819,404	858,038	759,860	424,358	424,358	424,358	133,056
Garage	628,718	652,618	640,144	761,997	761,997	761,997	809,911
Equipment Replacement	1,089,078	1,044,471	987,409	1,627,165	1,627,165	1,627,165	1,582,437
Information Technology	4,053,583	4,219,953	3,927,912	3,894,685	3,894,685	3,894,685	2,774,901
Property Management	718,880	780,971	732,417	770,607	770,607	770,607	728,493
Engineering	1,239,380	964,954	1,034,025	867,617	867,617	867,617	880,235
Community Development Mgmt.	802,040	1,103,559	1,032,832	1,217,319	1,217,319	1,217,319	1,230,716
Insurance	3,641,718	3,913,244	4,178,021	4,032,832	4,032,832	4,032,832	3,654,306
Total Support Services Funds	12,173,397	12,679,770	12,532,760	13,172,222	13,172,222	13,172,222	11,660,999
Total All Funds	**88,557,241**	**94,133,011**	**100,974,760**	**99,574,381**	**99,524,381**	**99,524,381**	**79,823,024**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2015 Projected

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	380,470	464,448	10,563	1,054,554	1,363,572	173,117	3,446,724
Current Revenues										
Property Taxes	0	15,009,600	0	0	0	0	0	0	0	15,009,600
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	616,100	3,600	700	2,123,193	0	0	0	11,750	2,755,343
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	894,400	0	5,112,440	6,175,330	125,140	12,699,910
Other Revenue	0	184,600	22,625	5,250	2,500	0	39,660	42,000	15,600	312,235
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	183,100	154,100	533,500	0	0	0	0	5,000	875,700
Total Current Revenues	**0**	**16,465,800**	**180,325**	**985,850**	**3,032,093**	**0**	**5,181,500**	**6,238,730**	**160,590**	**32,244,888**
Total Prog. Gen. Res.	0	16,465,800	180,325	1,366,320	3,496,541	10,563	6,236,054	7,602,302	333,707	35,691,612
General Support Resources	6,599,741	2,447,814	1,760,105	1,063,197	0	0	0	0	0	11,870,857
Total Resources	**6,599,741**	**18,913,614**	**1,940,430**	**2,429,517**	**3,496,541**	**10,563**	**6,236,054**	**7,602,302**	**333,707**	**47,562,469**

General Support Resources	
Beginning Balance	7,266,557
Current Revenues	
Property Taxes	0
Taxes Other than Property	3,115,400
Fees in Lieu of Franchise	565,000
Licenses & Permits	6,700
Fines & Forfeitures	0
Revenue From Other Agencies	834,600
Use of Assets	71,500
Fees & Charges	0
Other Revenue	11,100
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Revenues	4,604,300
Total General Support Resource	**11,870,857**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2015 Projected

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	14,387,903	623,052	1,106,776	685,978	0	1,517,760	1,616,787	11,610	19,949,866
Materials and Supplies	20,700	398,425	131,000	31,585	67,162	0	465,927	461,780	6,440	1,583,019
Contractual Services	453,200	2,378,863	842,422	467,648	583,615	0	969,792	1,352,419	84,010	7,131,969
Direct Charges for Services	161,158	37,500	158,531	410,043	393,736	0	413,260	454,031	29,142	2,057,401
Capital Outlay	0	28,000	9,000	0	0	0	77,500	15,760	10	130,270
Indirect Charges	25,610	1,682,923	176,425	201,508	174,120	0	355,500	410,100	13,450	3,039,636
Operating Expenditures	**660,668**	**18,913,614**	**1,940,430**	**2,217,560**	**1,904,611**	**0**	**3,799,739**	**4,310,877**	**144,662**	**33,892,161**
Other Requirements										
Debt Service	0	0	0	0	1,100	0	504,770	941,963	0	1,447,833
Transfers Out	770,000	0	0	5,000	1,116,000	0	818,000	891,000	0	3,600,000
Total Other Expenditures	**770,000**	**0**	**0**	**5,000**	**1,117,100**	**0**	**1,322,770**	**1,832,963**	**0**	**5,047,833**
Contingencies	1,145,000	0	0	206,957	474,830	0	1,113,545	1,458,462	189,045	4,587,839
Ending Balance	4,024,073	0	0	0	0	10,563	0	0	0	4,034,636
Total Requirements	**6,599,741**	**18,913,614**	**1,940,430**	**2,429,517**	**3,496,541**	**10,563**	**6,236,054**	**7,602,302**	**333,707**	**47,562,469**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2014 Adopted

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	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
Total Current Revenues	**0**	**16,298,313**	**175,825**	**970,350**	**2,965,115**	**0**	**4,925,000**	**6,121,300**	**158,050**	**31,613,953**
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
Total Resources	**9,570,735**	**18,346,742**	**1,885,553**	**2,546,277**	**3,632,973**	**10,563**	**6,531,908**	**7,524,680**	**314,599**	**50,364,030**

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
Total General Support Resource	**14,366,204**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2014 Adopted

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	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	21,800	372,330	130,400	33,270	65,587	0	443,677	458,240	6,320	1,531,624
Contractual Services	356,700	2,324,278	819,506	468,140	571,301	0	944,727	1,311,476	82,300	6,878,428
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	25,720	1,633,647	171,454	196,398	170,000	0	340,700	398,700	13,100	2,949,719
Operating Expenditures	**564,178**	**18,346,742**	**1,885,553**	**2,160,807**	**1,859,425**	**0**	**3,637,134**	**4,185,345**	**141,482**	**32,780,666**
Other Requirements										
Debt Service	0	0	0	0	1,100	0	507,220	941,763	0	1,450,083
Transfers Out	1,740,000	0	0	5,000	1,308,000	0	1,333,000	1,034,000	0	5,420,000
Total Other Expenditures	**1,740,000**	**0**	**0**	**5,000**	**1,309,100**	**0**	**1,840,220**	**1,975,763**	**0**	**6,870,083**
Contingencies	3,315,000	0	0	380,470	464,448	0	1,054,554	1,363,572	173,117	6,751,161
Ending Balance	3,951,557	0	0	0	0	10,563	0	0	0	3,962,120
Total Requirements	**9,570,735**	**18,346,742**	**1,885,553**	**2,546,277**	**3,632,973**	**10,563**	**6,531,908**	**7,524,680**	**314,599**	**50,364,030**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2014 Approved

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	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
Total Current Revenues	**0**	**16,298,313**	**175,825**	**970,350**	**2,965,115**	**0**	**4,925,000**	**6,121,300**	**158,050**	**31,613,953**
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
Total Resources	**9,570,735**	**18,346,742**	**1,885,553**	**2,546,277**	**3,632,973**	**10,563**	**6,531,908**	**7,524,680**	**314,599**	**50,364,030**

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 *
Total General Support Resource	**14,366,204**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2014 Approved

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	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	21,800	372,330	130,400	33,270	65,587	0	443,677	458,240	6,320	1,531,624
Contractual Services	341,700	2,324,278	819,506	468,140	571,301	0	944,727	1,311,476	82,300	6,863,428
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	25,720	1,633,647	171,454	196,398	170,000	0	340,700	398,700	13,100	2,949,719
Operating Expenditures	**549,178**	**18,346,742**	**1,885,553**	**2,160,807**	**1,859,425**	**0**	**3,637,134**	**4,185,345**	**141,482**	**32,765,666**
Other Requirements										
Debt Service	0	0	0	0	1,100	0	507,220	941,763	0	1,450,083
Transfers Out	1,740,000	0	0	5,000	1,308,000	0	1,333,000	1,034,000	0	5,420,000
Total Other Expenditures	**1,740,000**	**0**	**0**	**5,000**	**1,309,100**	**0**	**1,840,220**	**1,975,763**	**0**	**6,870,083**
Contingencies	1,130,000	0	0	380,470	464,448	0	1,054,554	1,363,572	173,117	4,566,161
Ending Balance	6,151,557	0	0	0	0	10,563	0	0	0	6,162,120
Total Requirements	**9,570,735**	**18,346,742**	**1,885,553**	**2,546,277**	**3,632,973**	**10,563**	**6,531,908**	**7,524,680**	**314,599**	**50,364,030**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2014 Recommended

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	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	568,000	0	0	0	0	5,000	907,313
Total Current Revenues	**0**	**16,298,313**	**175,825**	**1,020,350**	**2,965,115**	**0**	**4,925,000**	**6,121,300**	**158,050**	**31,663,953**
Total Prog. Gen. Res.	0	16,298,313	175,825	1,558,965	3,632,973	10,563	6,531,908	7,524,680	314,599	36,047,826
General Support Resources	9,570,735	2,048,429	1,709,728	1,037,312	0	0	0	0	0	14,366,204
Total Resources	**9,570,735**	**18,346,742**	**1,885,553**	**2,596,277**	**3,632,973**	**10,563**	**6,531,908**	**7,524,680**	**314,599**	**50,414,030**

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 *
Total General Support Resource	**14,366,204**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2014 Recommended

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	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	21,800	372,330	130,400	33,270	65,587	0	443,677	458,240	6,320	1,531,624
Contractual Services	321,700	2,324,278	819,506	468,140	571,301	0	944,727	1,311,476	82,300	6,843,428
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	25,720	1,633,647	171,454	196,398	170,000	0	340,700	398,700	13,100	2,949,719
Operating Expenditures	**529,178**	**18,346,742**	**1,885,553**	**2,160,807**	**1,859,425**	**0**	**3,637,134**	**4,185,345**	**141,482**	**32,745,666**
Other Requirements										
Debt Service	0	0	0	0	1,100	0	507,220	941,763	0	1,450,083
Transfers Out	1,790,000	0	0	5,000	1,308,000	0	1,333,000	1,034,000	0	5,470,000
Total Other Expenditures	**1,790,000**	**0**	**0**	**5,000**	**1,309,100**	**0**	**1,840,220**	**1,975,763**	**0**	**6,920,083**
Contingencies	1,100,000	0	0	430,470	464,448	0	1,054,554	1,363,572	173,117	4,586,161
Ending Balance	6,151,557	0	0	0	0	10,563	0	0	0	6,162,120
Total Requirements	**9,570,735**	**18,346,742**	**1,885,553**	**2,596,277**	**3,632,973**	**10,563**	**6,531,908**	**7,524,680**	**314,599**	**50,414,030**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2013 Budget

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	501,771	437,558	10,563	1,021,804	1,265,825	145,506	3,383,027
Current Revenues										
Property Taxes	0	14,884,600	0	0	0	0	0	0	0	14,884,600
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	230,000	8,000	0	0	0	2,500	240,500
Fines & Forfeitures	0	294,200	0	10,000	0	0	0	0	0	304,200
Revenue From Other Agencies	0	735,999	4,000	5,700	2,029,770	0	0	263,000	11,500	3,049,969
Use of Assets	0	0	0	3,600	1,500	0	7,500	9,000	560	22,160
Fees & Charges	0	259,300	0	149,600	857,130	0	4,201,969	4,847,493	207,200	10,522,692
Other Revenue	0	132,700	26,300	5,250	600	0	39,470	47,000	15,600	266,920
Direct Charges for Service	0	0	0	0	0	0	12,000	9,900	0	21,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	174,500	145,500	553,800	0	0	0	0	5,000	878,800
Total Current Revenues	**0**	**16,481,299**	**175,800**	**957,950**	**2,897,000**	**0**	**4,260,939**	**5,176,393**	**242,360**	**30,191,741**
Total Prog. Gen. Res.	0	16,481,299	175,800	1,459,721	3,334,558	10,563	5,282,743	6,442,218	387,866	33,574,768
General Support Resources	10,679,304	919,589	1,620,592	961,378	0	0	0	0	0	14,180,863
Total Resources	**10,679,304**	**17,400,888**	**1,796,392**	**2,421,099**	**3,334,558**	**10,563**	**5,282,743**	**6,442,218**	**387,866**	**47,755,631**

General Support Resources		
Beginning Balance	8,953,955	
Current Revenues		
Property Taxes	0	
Taxes Other than Property	3,020,400	
Fees in Lieu of Franchise	475,600	
Licenses & Permits	6,900	
Fines & Forfeitures	0	
Revenue From Other Agencies	953,600	
Use of Assets	73,500	
Fees & Charges	0	
Other Revenue	20,000	
Loan Repayment	250,000	
Unspent Contingency	0	
Transfers In	426,908	
Total Current Revenues	5,226,908	*
Total General Support Resource	**14,180,863**	

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2013 Budget

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	194,112	13,116,766	688,610	967,067	652,323	0	1,414,288	1,520,095	10,585	18,563,846
Materials and Supplies	24,700	460,145	122,800	25,335	67,440	0	449,627	362,130	7,320	1,519,497
Contractual Services	490,013	2,181,994	766,297	460,601	569,400	0	922,897	1,224,358	95,694	6,711,254
Direct Charges for Services	110,651	30,000	48,132	413,181	272,339	0	445,221	333,578	24,764	1,677,866
Capital Outlay	0	42,000	9,000	0	0	0	82,500	30,000	75,000	238,500
Indirect Charges	22,500	1,528,783	161,553	186,136	155,600	0	334,200	361,300	21,220	2,771,292
Operating Expenditures	**841,976**	**17,359,688**	**1,796,392**	**2,052,320**	**1,717,102**	**0**	**3,648,733**	**3,831,461**	**234,583**	**31,482,255**
Other Requirements										
Debt Service	0	0	0	0	1,100	0	146,000	492,813	0	639,913
Transfers Out	1,382,040	41,200	0	5,000	1,195,946	0	524,327	996,750	0	4,145,263
Total Other Expenditures	**1,382,040**	**41,200**	**0**	**5,000**	**1,197,046**	**0**	**670,327**	**1,489,563**	**0**	**4,785,176**
Contingencies	1,100,000	0	0	50,000	420,410	0	963,683	1,121,194	153,283	3,808,570
Ending Balance	7,355,288	0	0	313,779	0	10,563	0	0	0	7,679,630
Total Requirements	**10,679,304**	**17,400,888**	**1,796,392**	**2,421,099**	**3,334,558**	**10,563**	**5,282,743**	**6,442,218**	**387,866**	**47,755,631**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2012 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	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
Total Current Revenues	**0**	**16,337,459**	**186,734**	**978,476**	**2,812,955**	**0**	**4,194,691**	**5,081,028**	**135,048**	**29,726,391**
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
Total Resources	**11,797,423**	**15,919,800**	**1,708,104**	**2,386,187**	**3,539,480**	**10,563**	**5,475,308**	**6,234,873**	**239,490**	**47,311,228**

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 *
Total General Support Resourc	**13,716,661**

* 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	Develop-ment	Trans-portation	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
Operating Expenditures	**491,450**	**15,888,900**	**1,708,104**	**1,903,819**	**1,527,531**	**0**	**3,097,173**	**3,462,609**	**127,007**	**28,206,593**
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
Total Other Expenditures	**859,115**	**30,900**	**0**	**5,000**	**1,326,943**	**0**	**949,054**	**1,391,402**	**0**	**4,562,414**
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
Total Requirements	**11,797,423**	**15,919,800**	**1,708,104**	**2,386,187**	**3,539,480**	**10,563**	**5,475,308**	**6,234,873**	**239,490**	**47,311,228**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2011 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	718,334	572,393	10,563	1,375,614	580,311	80,458	3,337,673
Current Revenues										
Property Taxes	0	14,299,222	0	0	0	0	0	0	0	14,299,222
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	261,106	5,383	0	0	0	2,660	269,149
Fines & Forfeitures	0	272,581	0	33,516	0	0	0	0	0	306,097
Revenue From Other Agencies	0	718,233	4,000	469	1,727,410	0	1,080	311,473	10,500	2,773,165
Use of Assets	0	0	0	3,092	3,807	0	11,577	8,048	956	27,480
Fees & Charges	0	224,431	0	169,662	758,790	0	3,972,271	4,441,798	81,789	9,648,741
Other Revenue	0	19,766	37,334	8,252	4,464	0	54,108	54,048	15,600	193,572
Direct Charges for Service	0	0	0	0	0	0	13,024	12,493	0	25,517
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	175,329	146,329	536,129	0	0	7,500	7,500	10,000	882,787
Total Current Revenues	**0**	**15,709,562**	**187,663**	**1,012,226**	**2,499,854**	**0**	**4,059,560**	**4,835,360**	**121,505**	**28,425,730**
Total Prog. Gen. Res.	0	15,709,562	187,663	1,730,560	3,072,247	10,563	5,435,174	5,415,671	201,963	31,763,403
General Support Resources	10,202,509	(634,863)	1,419,023	744,526	0	0	0	0	0	11,731,195
Total Resources	**10,202,509**	**15,074,699**	**1,606,686**	**2,475,086**	**3,072,247**	**10,563**	**5,435,174**	**5,415,671**	**201,963**	**43,494,598**

General Support Resources	
Beginning Balance	7,649,444
Current Revenues	
Property Taxes	0
Taxes Other than Property	2,792,827
Fees in Lieu of Franchise	453,559
Licenses & Permits	7,465
Fines & Forfeitures	0
Revenue From Other Agencies	715,431
Use of Assets	80,618
Fees & Charges	0
Other Revenue	31,851
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Revenues	4,081,751 *
Total General Support Resource	**11,731,195**

* Detail for these resources can be found in Appendix K

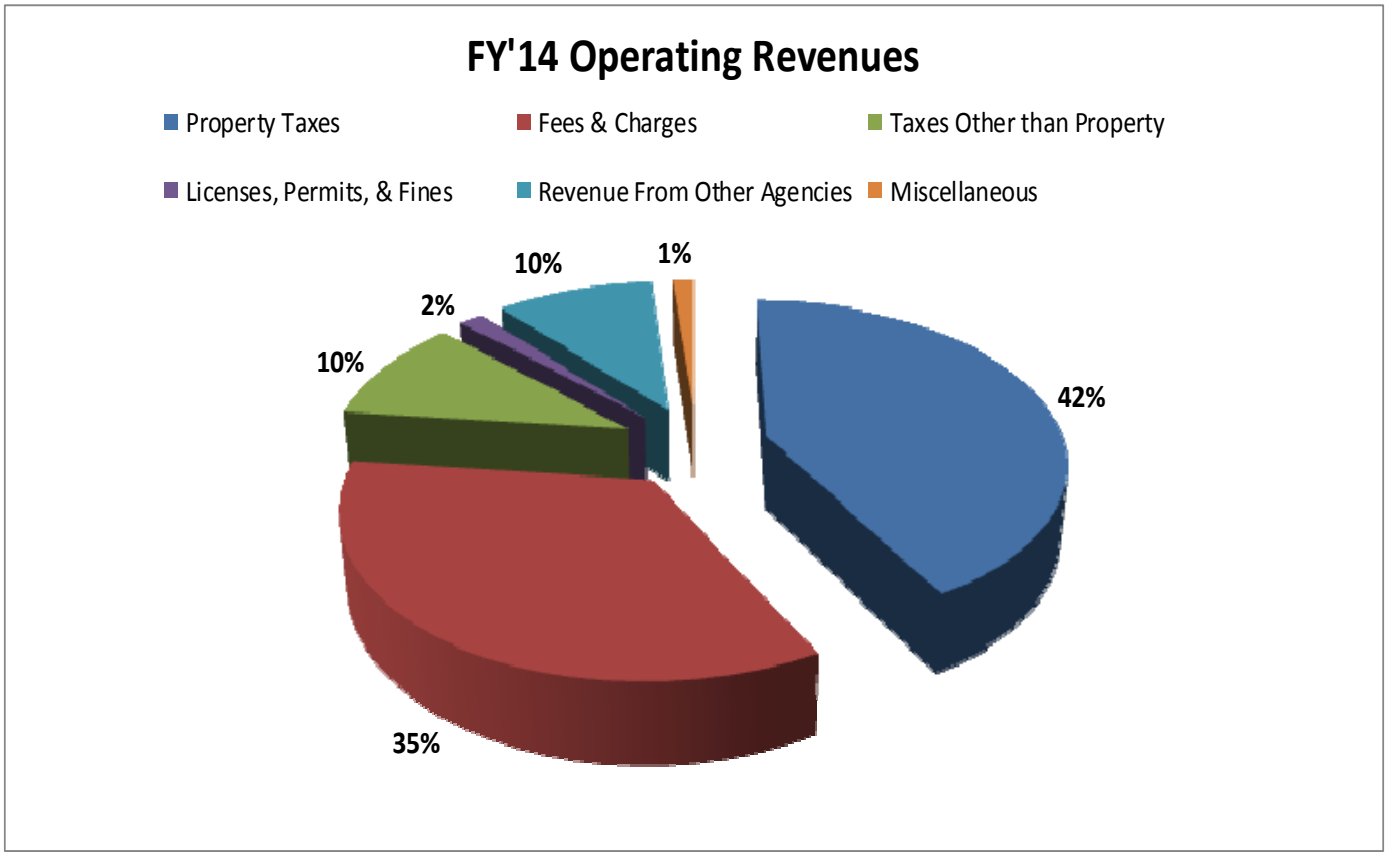
Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2011 Actual

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	11,601,293	551,601	913,151	582,867	0	1,234,131	1,428,188	10,056	16,321,287
Materials and Supplies	16,028	262,516	123,358	15,371	60,817	0	358,293	293,786	89	1,130,258
Contractual Services	99,346	1,795,250	713,962	399,763	468,481	0	774,545	1,016,018	57,541	5,324,906
Direct Charges for Services	93,202	30,733	47,201	373,705	274,194	0	391,876	329,034	20,917	1,560,862
Capital Outlay	2,541	37,762	24,085	888	225	0	51,987	11,653	49	129,190
Indirect Charges	14,210	1,347,145	146,479	175,024	139,789	0	290,541	319,368	8,869	2,441,425
Operating Expenditures	**225,327**	**15,074,699**	**1,606,686**	**1,877,902**	**1,526,373**	**0**	**3,101,373**	**3,398,047**	**97,521**	**26,907,928**
Other Requirements										
Debt Service	0	0	0	0	765	0	397,653	485,573	0	883,991
Transfers Out	876,067	0	0	5,000	818,584	0	655,531	378,206	0	2,733,388
Total Other Expenditures	**876,067**	**0**	**0**	**5,000**	**819,349**	**0**	**1,053,184**	**863,779**	**0**	**3,617,379**
Contingencies	0	0	0	0	0	0	0	0	0	0
Ending Balance	9,101,115	0	0	592,184	726,525	10,563	1,280,617	1,153,845	104,442	12,969,291
Total Requirements	**10,202,509**	**15,074,699**	**1,606,686**	**2,475,086**	**3,072,247**	**10,563**	**5,435,174**	**5,415,671**	**201,963**	**43,494,598**

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

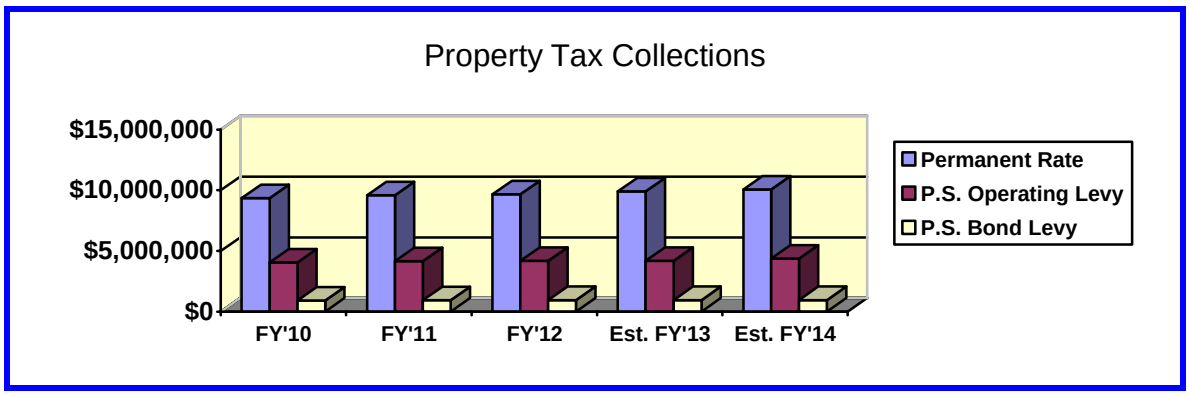
The compilation of this one-year operating budget and second year budget projection reflects the key revenue sources outlined below. At the end of this "Key Revenue Details" section is a recap of major revenues and the basis of estimate used.

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'14 budget more than 80% 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 our control will cause significant pressure on the General Fund in coming years.

FY'13 was the second year of the three-year Public Safety Local Option Levy which will end June 30, 2014. The levy was renewed at the same rate of $1.79 per $1,000 of assessed valuation and is estimated to be a total levy of approximately $4.66 million for FY'14. 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 $2.0 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 slightly less than FY'13 at close to $6.31/$1,000 assessed valuation as compared to a rate of $6.325 for the current fiscal year.



Grants Pass' total taxable values continue to increase slightly, mostly a result of small amounts of new construction. 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 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 more than half of the properties still have an assessed value under the market value due to the State's restrictions on increases to assessed values.

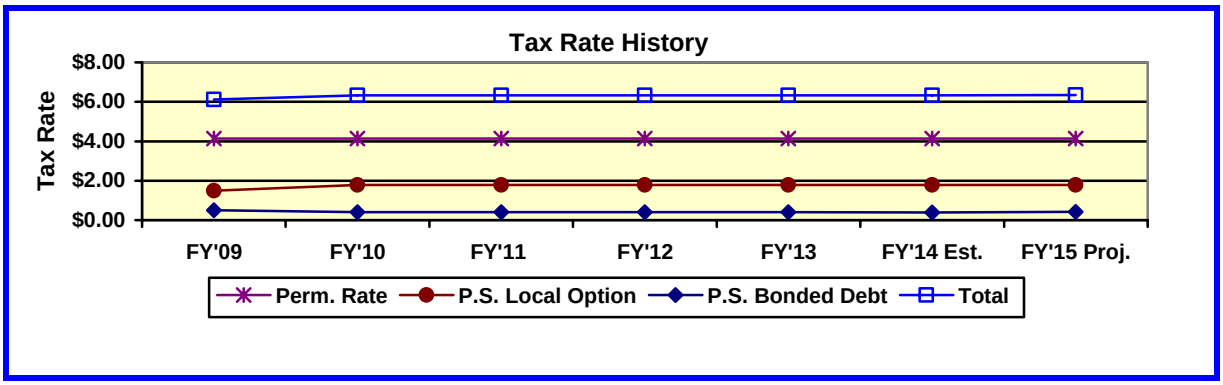
Total assessed values rose approximately 2.1% in FY'13 and are estimated to increase about 1.6% in FY'14 due largely to new construction. Historical trends together with updated data furnished by the Josephine County Assessor's office and construction valuation reports from the previous calendar year 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 in recent years, will also impact FY'14. Bringing in the additional valuation from these properties that the City already serves would increase tax dollars thereby sharing the burden of funding public services. The impact of not annexing properties served by the City is expected to continue to affect resources in future years. The questions surrounding annexations will require staff to seek more firm input and direction from the City Council about whether the City should provide services outside the corporate limits within the Urban Growth Boundary. These questions become even more critical to address over the next year as the City is currently in the process of redefining and finalizing the new UGB borders and the Council's new Strategic Plan includes a leadership objective to review the annexation policy.

Property Taxes – Future Public Safety Local Option Levy

In November of 2010, the voters overwhelmingly supported the three-year renewal of the Public Safety Local Option Levy. The levy will provide funding for the Public Safety Department through FY'14. FY'15 projections are based on the assumption that Council intends to bring the levy renewal forward to voters at the current rate of $1.79/$1,000.

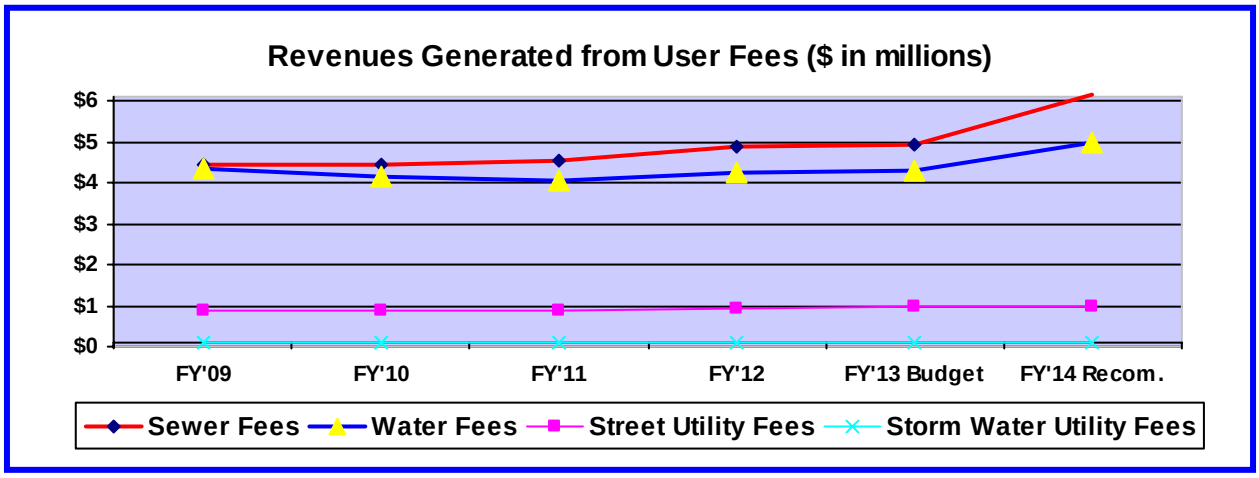
Through strategic restructuring efforts, with a focus on continued levels of service in the highest operational risk areas, Public Safety staff and management have strived to bring forward budget recommendations that will facilitate holding the levy at the $1.79 rate. This rate will continue to delay implementation of important recommendations from the Public Safety Strategic Plan completed early in 2008 but will maintain critical levels of service.



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 $2.815 million in FY'14 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. 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 recently implemented by Pacific Power is the primary reason franchise revenues are projected to be up about 3% compared to the FY'13 budget estimate.

User Fees and Charges



Revenue estimates for Utility user fees:

	Wastewater	Water	Street	Storm Water
Actual FY'12	$4,768,496	$4,105,622	$828,645	$0
Budget FY'13	$4,847,493	$4,201,969	$857,130	$0
Adopted FY'14	$6,057,900	$4,856,430	$877,000	$0

The foregoing chart reflects revenue estimates for wastewater, water, street, and storm water funds. Sewer fees are showing an increase due largely to the anticipation that the Redwood Sanitary Sewer Service District will be consolidated with the City of Grants Pass Wastewater utility at the end of the current fiscal year. 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 1st. 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 will begin to increase over time as well.

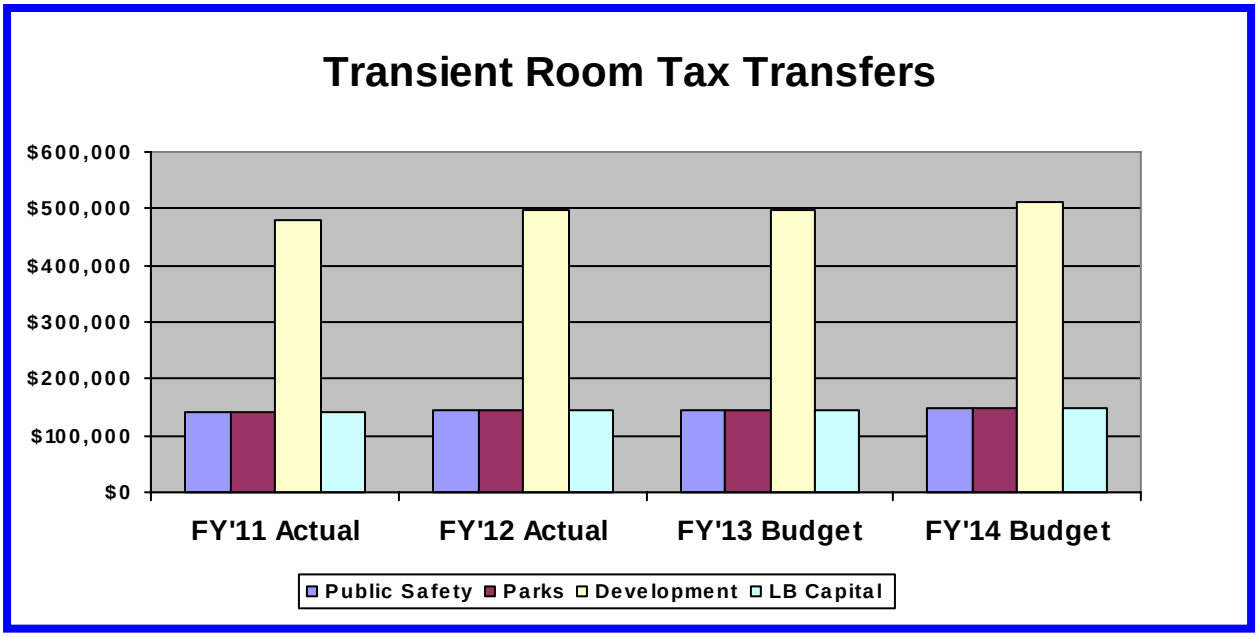
Revenues from Other Agencies

Revenues from other agencies are generally on track with estimates for FY'13 and a decrease of about $471,000 is projected for operating revenues in FY'14. Factors include the end of several Public Safety operating grants as well as the elimination of the 911 excise tax that was previously passed through the City's budget to the 911 Agency but now can be paid directly to the agency. In addition, RSSSD will be consolidated with the City Wastewater utility starting in FY'14 and the City will no longer be separately collecting revenue from RSSSD for treatment and maintenance services.

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 about 5% from FY'13 to FY'14. State Gas Tax is projected to provide intergovernmental revenue of $1.989 million in FY'14, a 2% increase over FY'13 estimates. Per capita estimates for Revenue Sharing and Gas Tax are provided by the state through the League of Oregon Cities and are used as a base for revenue projections.

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 $961,800, of which approximately $812,200 will be directed to operations and approximately $149,600 will be directed to Capital. The combined total is up 2.8% from FY'13 estimates. 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'14 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	$14,835,100	91.0%	5 year historical trends, new construction estimate from Building division together with information from Josephine County Assessor's office
General	Development	Permits & Licenses	$276,900	28.5%	Estimated # of residential, industrial and commercial building permits issued
General	Policy & Legislation	Taxes other than Property (franchise & business)	$3,097,000	68.0%	Historical trends together with growth projections and rate increases/decreases approval by state. Also refer to Appendix K.
Transportation	Transportation	State Gas Tax	$1,988,865	67.1%	Historical growth trends together with per capita revenue projections received from state
Transportation	Transportation	Street Utility Fees	$877,000	29.6%	Current accounts plus CPI
Water	Water	User Fees & Charges	$4,856,430	95.6%	Historical growth in # of accounts and utilization, together with projected housing starts
Wastewater	Wastewater	User Fees & Charges	$6,047,400	96.4%	Historical growth in # of accounts together with projected housing starts

Property Tax Analysis

		Actual FY'11	*Actual FY'12*	*Budget FY'13*	*Estimated FY'14*	*Projected FY'15*
Assessed Value	(a)	$2,478,646,959	$2,508,735,657	$2,560,620,162	$2,602,588,000	$2,634,095,000
Taxable Base	(b)	2,478,646,959	2,508,735,657	2,560,620,153	2,602,588,000	2,634,095,000
Permanent Tax Rate *	(c)	4.1335	4.1335	4.1335	4.1335	4.1335
Anticipated Levy from Permanent Tax Rate (b) x (c) + Tax Roll Corrections	(d)	10,253,966	10,383,574	10,584,326	10,757,797	10,888,032
Public Safety Local Option Tax*	(e)	1.79	1.79	1.79	1.79	1.79
Anticipated Levy on Taxable Base from Local Option Tax (b) x (e)	(f)	4,436,778	4,490,637	4,583,510	4,658,633	4,715,030
Public Safety Estimated Debt Rate*	(g)	0.4066	0.4053	0.4015	0.3891	0.4217
Anticipated Levy for Bonded Debt	(h)	1,007,818	1,016,791	1,028,089	1,012,588	1,110,770
Total Anticipated Taxes Lines (d) + (f) + (h)		$15,698,562	$15,891,002	$16,195,925	$16,429,018	$16,713,832

* Tax rates are $1,000 per assessed value

	Tax Certification	*Collections*	*Rate*
FY'11 Actual			
Permanent Rate Revenues	$10,253,966	$9,577,073	4.1335
Public Safety Operating Levy	4,436,778	4,147,323	1.7900
Public Safety Bonded Debt	1,007,818	942,071	0.4066
Total Actual	$15,698,562	$14,666,467	6.3301
FY'12 Actual			
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	0.4066
Total Actual	$15,891,002	$14,790,163	6.3301
FY'13 Budget			
Permanent Rate Revenues	$10,584,326	$9,896,345	4.1335
Public Safety Operating Levy	4,583,510	4,285,582	1.7900
Public Safety Bonded Debt	1,028,089	961,263	0.4015
Total Estimated	$16,195,925	$15,143,190	6.3250
FY'14 Estimated			
Permanent Rate Revenues	$10,757,797	$10,058,579	4.1335
Public Safety Operating Levy	4,658,633	4,355,821	1.7900
Public Safety Bonded Debt	1,012,588	946,770	0.3891
Total Estimated	$16,429,018	$15,361,170	6.3126
FY'15 Projected			
Permanent Rate Revenues	$10,888,032	10,180,347	4.1335
Public Safety Operating Levy	4,715,030	4,408,553	1.7900
Public Safety Bonded Debt	1,110,770	1,038,570	0.4217
Total Estimated	$16,713,832	$15,627,470	6.3452

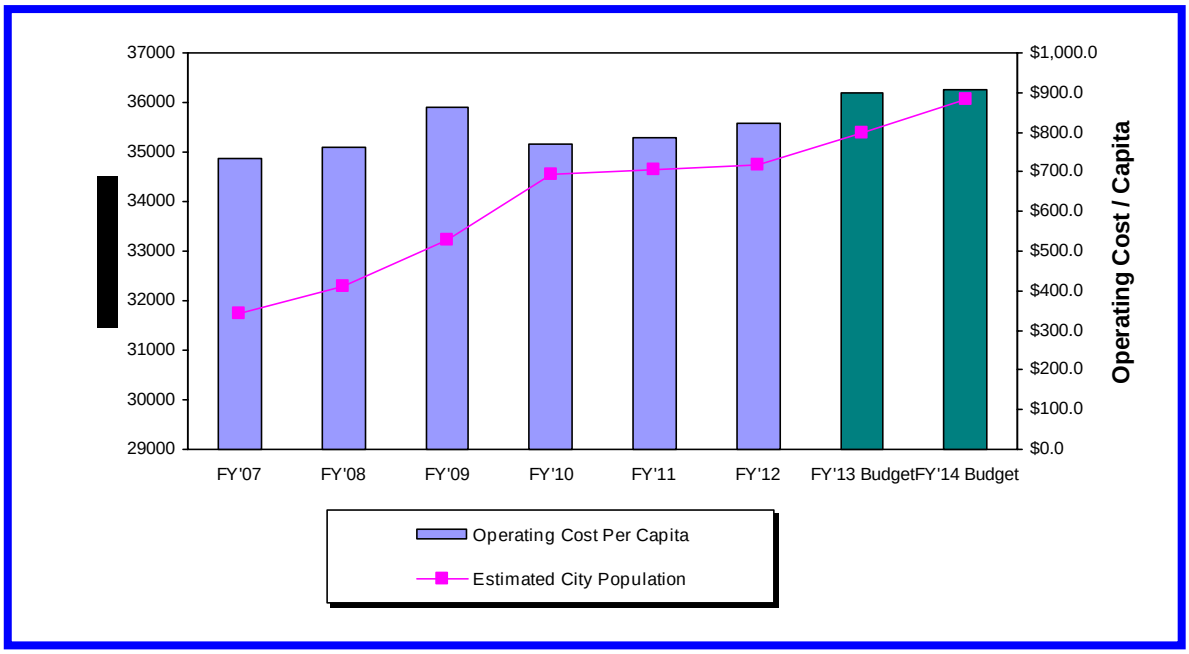
OPERATING COST TRENDS

This year's operating budget is increasing by $1.3 million. As discussed in the budget message, the primary factors in changes include COLAs given to most employees, changes to employee PERS and health insurance rates, and the consolidation of the Redwood Sanitary Sewer Service District with the City of Grants Pass Wastewater Utility.

Operating costs per capita less than inflation

Despite modest growth in the total adopted operational budget this year, the increase over the years is 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.

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'13 and FY'14. Actual numbers for FY'13 and FY'14 will be below budget as long as no contingency transfers occur because programs cannot legally spend more than adopted budget appropriations.



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 as measured by the national CPI index 10-year average through the FY'14 adopted budget. Using the average inflation rate of 2.47% in the last decade and using FY'06 as the base year, the adopted FY'14 budget estimated operating costs per capita are under the compounded effect of inflation since 2006. While budgets will never be fully spent unless there are unanticipated events, even the budgeted expenditures are still projected to be under standard inflation measures during this time period.

	FY'08 *	FY'09 *	FY'10 *	FY'11 *	FY'12 *	FY'13 Budget *	FY'14 Budget
Estimated City Population	32,290	33,225	34,533	34,660	34,740	35,400	36,073
Operating Cost	$24,671,902	$28,661,981	$26,601,138	$27,246,692	$28,510,070	$31,897,255	$32,780,666
Actual Op. Cost / Capita	**$764**	**$863**	**$770**	**$786**	**$821**	**$901**	**$909**
Cost / Capita If Matched Avg. Inflation	$794	$813	$833	$854	$875	$897	$919

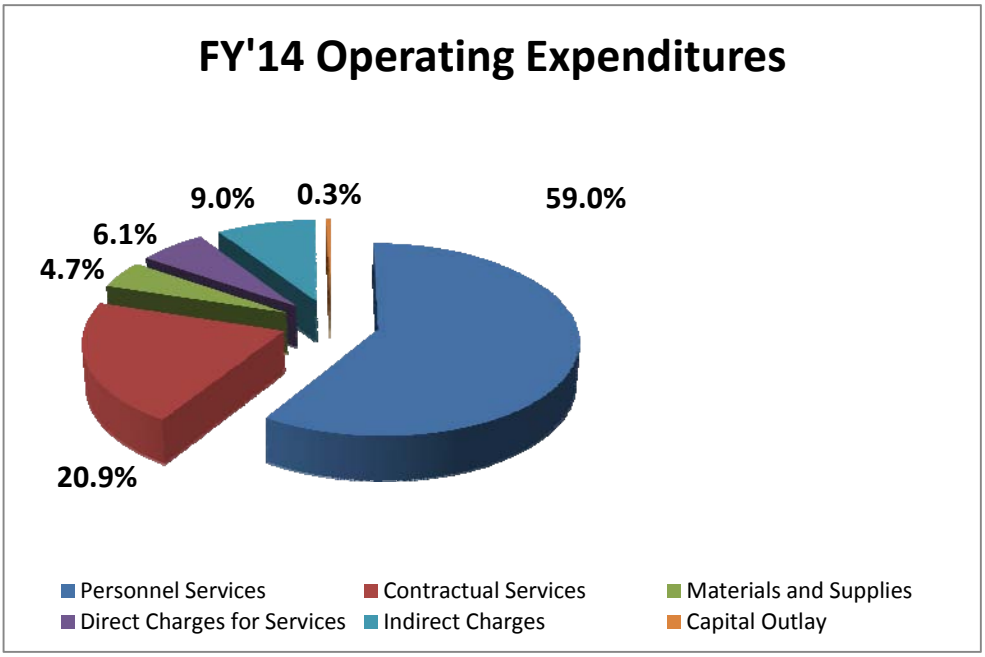
*** Costs include RSSSD costs before consolidated in FY'14**

However, there is a growing strain on the City's operational budgets as actual inflation for operations is starting to outpace growth in revenues in the short-term. Growth in revenues and expenditures per capita will never exactly match the national or regional consumer price index; however there is a growing gap between actual operating inflation and the total operational revenue growth.

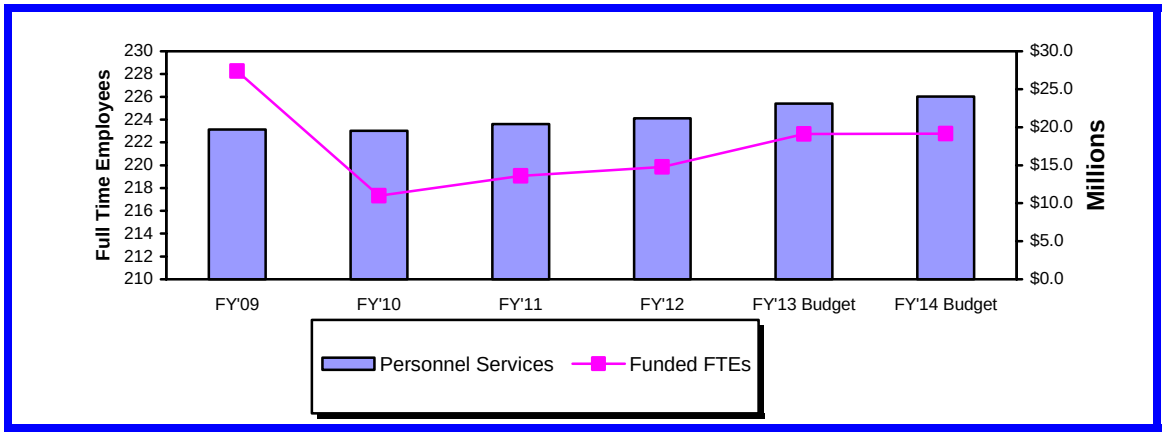
In some cases, such as in the City operated Water and Wastewater utilities, certain major expenses such as electricity are rising significantly faster than nationally reported inflation figures. Increased mandated and contractual obligations for personnel costs and items such as energy costs continue to have an effect on budgets throughout City governmental and utility operations. While nationally reported CPI changes remain in the 1.5% to 3% range, the cost of electricity has increased more than 50% in the last eight years. 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 rapidly. 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

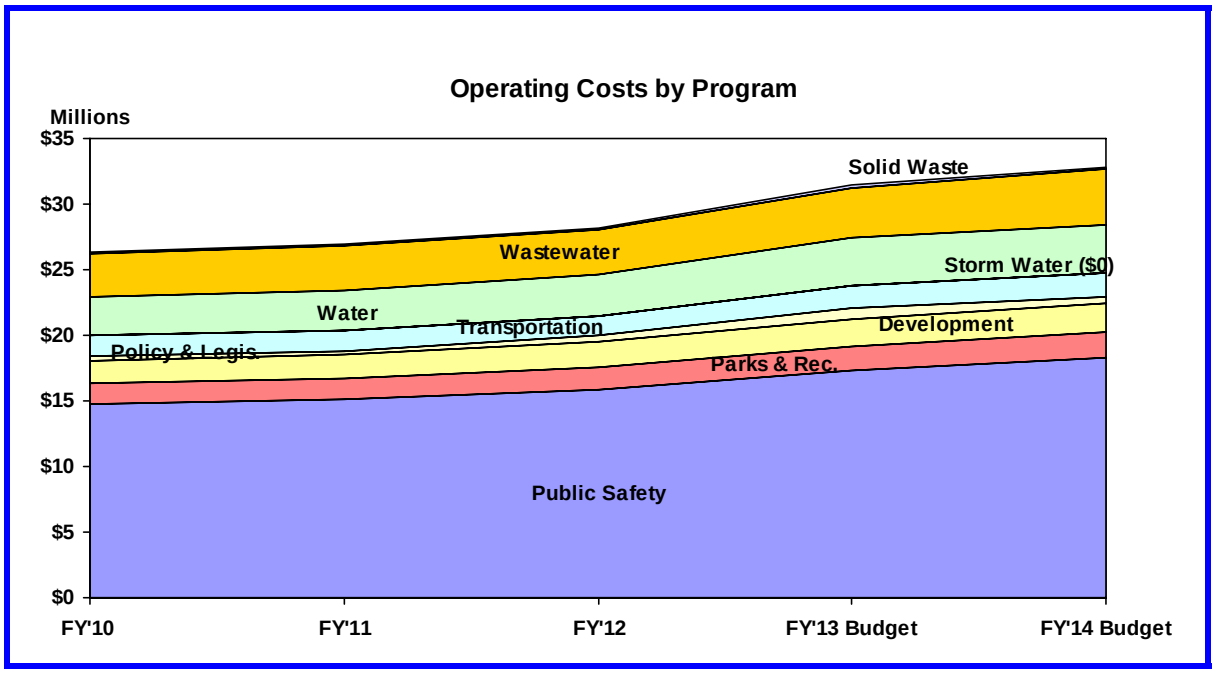
As you can see from the following chart, public service is about people serving people. Fifty-nine percent of the City's operating expenditures are personnel costs. This is followed by contractual services at 20.9%.



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



Operating Costs by Program



The City utilizes internal service funds for: Property Management, Vehicle Maintenance, Vehicle Replacement, Engineering, Community Development Management, Administrative Services (including Management, Legal, General Accounting, Accounts Payable and Receivables, Utilities Billing, Payroll, Human Resources, and General Programs), Insurance, Benefits, and Information Technology. Use of these funds helps in identifying the true cost of program operations and can centralize specific operations to help reduce expenses and increase efficiencies. Costs of internal service funds are built into the operating expenditure budget for all operating programs such as the General Fund departments and the Utility Funds.

Personnel services is showing an increase of approximately $944,000, largely due to a projected increase in health insurance rates, employer PERS rates charged out for FY'14, 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 <u>at least</u> 3% every two years until the PERS system is fully funded again. PERS rates billed out to departments are increased each year to approximately match the expected actual PERS rate change every two years. A 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'14.

Staffing Changes

The FY'14 budget has minimal staffing changes. The net difference in funded positions for FY'14 is negligible (up 0.025.) As a result of restructuring that occurred during FY'13, the FY'14 budget has a net decrease in total positions of 1.57. The key elements of this decrease was the elimination of the Parks and Community Services Director position and an Office Assistant in Management while adding to some part-time clerical staff. In FY'13, one of the authorized but unfunded planning positions was approved to be filled by the City Council and this FY'14 budget does not have any staffing changes as compared to the approved and funded staffing level at the end of FY'13.

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.

Summary of FY'14 Unfunded Personnel Positions

Activity	Program	Title	# of Positions
Management	Management, IT, & Property Management	Office Assistant	0.10
Finance	Administrative Services Fleet	Accounting Tech (1.5) Assistant Finance Director Admin. Support Spec. (0.1)	2.60
Wastewater	Wastewater Treatment / JO-GRO	Utility Worker	1.00
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
		Total	20.70

Staff Allocation

Department/Activity	Actual FY'11	Actual FY'12	Budget FY'13	Recommend FY'14	Adopted FY'14	Projected FY'15
Administration						
Management	6.700	6.856	6.975	4.575	4.575	4.575
Legal	2.380	2.474	2.550	2.500	2.500	2.500
Information Services	4.950	4.900	5.900	6.050	6.050	6.050
General Insurance	0.540	0.489	0.400	0.350	0.350	0.350
Economic Development	1.000	1.000	1.000	1.000	1.000	1.000
Tourism Promotion	1.850	1.850	1.850	1.825	1.825	1.825
Downtown	1.450	1.550	1.550	1.525	1.525	1.525
Property Management	2.150	2.100	2.100	2.050	2.050	2.050
Capital Projects	0.150	-	-	-	-	-
	21.170	21.219	22.325	19.875	19.875	19.875
Parks & Community Development						
Management	8.000	10.000	10.000	10.350	10.350	10.350
Engineering	9.500	7.500	7.500	7.500	7.500	7.500
Planning	11.000	11.000	11.000	10.900	10.900	10.900
Building & Safety	7.000	7.000	7.000	7.100	7.100	7.100
Park Maintenance	8.100	8.200	8.200	7.350	7.350	7.350
Aquatics	0.350	0.400	0.400	0.350	0.350	0.350
Recreation	0.150	0.150	0.150	0.150	0.150	0.150
	44.100	44.250	44.250	43.700	43.700	43.700
Finance						
Finance	16.000	16.000	16.000	17.250	17.250	17.250
Garage Operations	2.950	3.150	3.050	3.000	3.000	3.000
Equipment Replacement	0.800	0.600	0.700	0.750	0.750	0.750
	19.750	19.750	19.750	21.000	21.000	21.000
Human Resources						
Human Resources	3.000	2.875	2.855	3.080	3.080	3.080
Workers Compensation	0.330	0.326	0.370	0.445	0.445	0.445
	3.330	3.201	3.225	3.525	3.525	3.525
Public Works						
Water Treatment	6.460	6.460	6.460	6.460	6.460	6.460
Water Distribution	8.800	8.800	8.800	8.800	8.800	8.800
Wastewater Collection	5.660	5.660	5.660	5.660	5.660	5.660
Wastewater Treatment	9.410	9.410	9.210	9.210	9.210	9.210
JO-GRO™	4.110	4.110	4.310	4.310	4.310	4.310
Capital Projects	1.000	1.000	1.000	1.000	1.000	1.000
Solid Waste	0.100	0.100	0.100	0.100	0.100	0.100
Storm Water	-	-	-	-	-	-
Street Maintenance	8.060	8.060	8.060	8.060	8.060	8.060
	43.600	43.600	43.600	43.600	43.600	43.600
Public Safety						
Field Division	76.500	80.000	80.000	55.250	55.250	55.250
Support Division	30.350	30.875	31.875	24.700	24.700	24.700
Fire Rescue Division	-	-	-	31.800	31.800	31.800
	106.850	110.875	111.875	111.750	111.750	111.750
Total	238.800	242.895	245.025	243.450	243.450	243.450
Unfunded	(19.750)	(23.050)	(22.300)	(20.700)	(20.700)	(20.700)
Net Funded Positions	219.050	219.845	222.725	222.750	222.750	222.750

Other Key Expenditure Details

Materials & supplies are budgeted to increase by $12,000 due mostly to increases in chemical budgets. Contractual services are budgeted to increase $167,000 due mostly to increased rates for water/sewer, electricity, natural gas, and other utility rates along with additional meeting broadcasting expenses and a new contract with Josephine Community Libraries. The capital outlay classification within operating budgets is minimal as compared to capital project fund appropriations and, at $99,800 for the adopted FY'14 budget, is down by $138,000. 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. They are increasing by $511,000 in the FY'14 budget. A main factor of this is the consolidation of the Redwood Sanitary Sewer Service District with the City's Wastewater Fund. Internal Service Funds include Fleet, Engineering, Property Management, Information Technology, Administrative Services, and others.

Operating transfers out are up $1.3 million in FY'14. One of the largest contribution factors is the Water Fund's increasing contribution to upcoming capital needs. Transfers out of the General Fund to Capital funds are increasing by $418,000 in this budget. 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

Standard annual transfers from the General Fund to capital projects of nearly $1 million per year to transportation and other high priority projects were eliminated four years ago. This elimination helped to ensure the City could continue to provide operating services at levels similar to prior years. While this certainly didn't reduce the City's need to maintain or upgrade equipment and infrastructure, the General Fund FY'14 capital transfer allocation follows the same methodology used in the previous year budget recommendations. What follows is a brief description of this capital project funding allocation method.

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% 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'13 budget related to the actual savings in FY11 and the bulk of the General Fund capital transfers in this adopted budget relate to actual General Fund savings in FY'12 plus projects that were cancelled and funding reallocated.

The bulk of the savings experienced each year will likely be recommended to be transferred to priority capital projects because the decision to eliminate regularly scheduled capital transfers from the General Fund may have negative long-term implications as the City defers capital investments. In addition, there continue to be some potential 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'14 with a budgetary fund balance between 35% and 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 2-3 years after FY'14. However, transfers to capital projects will need to be reduced significantly in future years after FY'14 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 2013-2014. This year, more than $0.5 million was recommended 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 proposed in the FY'14 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 financial software system, 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, an additional $450,000 is budgeted to be allocated to the Financial Software System project now that the City has received quotes to replace its 18-year old financial software system. In addition to having more efficient operating systems, projects such as connectivity and replacing the phone system will save money on telecom expenses each and every year in the future once they are completed. Projects such as the Financial Software 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 three years and continues to be a prominent consideration in the adopted FY'14 budget.

Operating Transfers to Capital Projects

	FY'11	FY'12	FY'13 Budget	FY'14 Budget
Transportation	818,584	1,326,158	1,180,946	1,293,000
Water	522,531	502,801	394,327	1,168,000
Wastewater	376,206	855,046	951,750	959,000

The City's financial policies also state that the minimum transfer from the utility operating fund to the capital projects fund should be the annual depreciation cost (a measure of the cost of equipment wearing out over time that needs to be replaced). Each of the three utility systems noted above has annual depreciation costs of nearly $1 million or more per year and in the near term only the Transportation Fund and Water Fund are able to transfer enough money to capital projects annually.

Wastewater is close to where it needs to be but is not quite keeping up with the minimum policy. 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 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 a couple 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.

Operating and maintaining 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. 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
HTE (Financial Software) replacement	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.	• Total project costs are estimated to be at least $600,000 including data conversion, training, and implementation costs • Annual software maintenance costs are expected to be similar to current annual software maintenance costs of approximately $50,000 per year	• 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 • Less training time required from a more modern web based financial software system
Spray Park	The City is pursuing a grant to help provide the resources for a new Spray Park to be series of water spray features built on a pad in Riverside Park	• Limited additional future costs beyond maintenance of the spray park and a minimal amount of power costs in the summer	• The City's Park will be better used and provide more activity for kids, however dollar savings or extra City revenue potential as a result will be minimal from this project
E-Permitting and Digital Archiving	Scan in all the City property files, make them available online, and offer the ability to obtain certain development permits online	• Minimal annual fees on digital systems and storage drives • Upfront scanning and systems purchase costs	• Increased productivity and better customer service • Less administrative time for finding critical property documents
Redwood Avenue Phase 3	Widen Redwood Avenue from near the Allen Creek intersection	• This road serves most of the Redwood area residents • No significant anticipated change from current maintenance costs. • Any added sweeping, patrol, or other related costs will be minimal.	• Issues of a narrow and old road will be eliminated. • Long-term maintenance costs will be reduced and safety will be increased
Other Road Improvements	There are a number of other road improvements in the Capital Budget	• No significant anticipated change from current maintenance costs. • Any sweeping, utility, patrol, or other related costs will be minimal.	• Most are on the Transportation Master Plan and are designed to provide for current and future demands. • Long-term maintenance costs will be reduced.

Water Reservoir #3 upgrades	After structural assessment, it was determined reservoir #3 would require in-place replacement. Design will be complete soon and the construction of a new reservoir could begin in earnest in the spring of 2013.	• Limited additional maintenance costs beyond today's requirements. • Equipment depreciation costs over 60-70 years.	• Avoids potential costly repairs and maintenance to existing infrastructure and avoids having a failure for critical water capacity and infrastructure needs.
Various Sewer Main Structural Repairs	Replaces very old structurally deficient sewer pipe in various streets and alleys.	• No known increases in cost.	• Safety is increased • Potential environmental problem decreased • Long-term maintenance cost will be reduced for this area • Structural defects fixed
Wastewater Phase 2 Expansion	Expands capacity and meets regulatory requirements	• Additional utility/energy consumption expected.	• Prepares to meet future regulatory costs.

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

City of Grants Pass Strategic Plan

Why a Strategic Plan

I am pleased to present the Grants Pass 2013-2014 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

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

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

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

Strategic Plan

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 proving 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 nine goals which reflect the City's Mission and Vision.

- Provide cooperative shared leadership involving Council, Staff and Community
- Keep citizens safe
- 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 top seven of the 130 objectives and actions:

- Partner to design, install and maintain a welcoming entryway to Grants Pass
- Implement grant program for fire sprinkler and structural retrofits of historic buildings
- Implement an E-permitting system for building and planning.
- Establish a pre-application analysis for building development projects
- Dissolve Redwood Sanitary Sewer Service District
- Complete City Charter update
- Replace the bridge over Gilbert Creek on Savage.

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.

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

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

Council Vision

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

Strategic Goals

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

- Provide cooperative shared leadership involving Council, Staff and Community
- Keep citizens safe
- 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

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Objectives:

- ***Complete City Charter update***
- ***Provide leadership training***
- ***Develop and implement a communication plan***
- ***Ensure efficiency and effectiveness in City operations***
- ***Budget Police and Fire as separate divisions***
- ***Develop a plan and start annexing areas into the city as law requires and needs permit.***
- ***Assess future use of the Rogue River Reserve land***
- ***Review City's contract review board policies***
- ***Explore the formation of a Public Safety Review Board***

Leadership Actions:

Objective 1: Complete City Charter update. ***
Action 1: Develop annexation procedures ***
Action 2: Incorporate City Recorder into Charter ***

Objective 2: Provide leadership training.
Action 1: Develop vision, goals and a work plan with annual retreat
Action 2: Provide opportunities for Councilor training
Action 3: Provide opportunities for Committee training

Objective 3: Develop and implement a communication plan.
Action 1: Use Channel 21 for education **
Action 2: Develop new website for both the City and Tourism *
Action 3: Quarterly Town Hall meetings **
Action 4: Strengthen committees and advisory groups *
Action 5: Develop a meeting participation incentive program *

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: Complete one performance audit each year *
Action 4: Address highest priority recommendations from the 2012 Fleet Performance Audit *
Action 5: Evaluate pros and cons of City Debt Free Financial Policy, "Debt Free 2030" *
Action 6: Recruit and retain qualified employees *

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Action 7: Complete a compensation study of the wages for unrepresented staff to deal with compression/inversion issues **

Action 8: Priority based budgeting. Review all approved and budgeted capital projects. Eliminate everything that is being simply carried forward with no actual plan of implementation and properly label all other accounts so current and future councils can know what these items were designated for when they were added to the budget *

Action 9: Develop centralized point of contact for City Hall with provided follow through **

Action 10: Digitize 13,000 tax lot files into DF and TIFF format and link to Laserfiche and GIS *

Action 11: Improve public access to public documents through the internet using a public facing GIS application **

Action 12: Improve access to Municipal Building *

Action 13: Upgrade heating/cooling system in the Municipal Building *

Action 14: Dissolve Redwood Sanitary Sewer Service District ***

Action 15: Document management – create records retention policy *

Action 16: Implement sustainable practices (paperless Council packet, recycling) ***

Action 17: Provide a comprehensive planning process for Downtown Plaza *

Action 18: Improve transparency *

Action 19: Establish a pre-application analysis for building development projects ***

Action 20: List the methods of access to information such as TV, website, news media and monthly newsletter. Summarize how they are used *

Objective 5: Budget Police and Fire as separate divisions. *

Objective 6: Develop a plan and start annexing areas into the city as law requires and needs permit. *

Objective 7: Assess future use of the River Road Reserve land. **

Action 1: Monitor progress of current agreements with UCAN and Fort Vannoy Farms (Bob Crouse). **

Objective 8: Review City's contract review board policies. *

Action 1: Consider the creation of a review board for all contracts not approved by Council *

Objective 9: Explore the formation of a Public Safety Review Board. **

Encourage Economic Prosperity

Leadership Objectives:

- ***Recruit destination art based industry***
- ***Remove barriers for industry / traded sector***
- ***Review use of funding options (Reimbursement Districts, Redevelopment Agencies) to facilitate economic growth***
- ***Reinvest in downtown***
- ***Streamline development process***

Leadership Actions:

Objective 1: Recruit destination art based industry.
Action 1: Pursue development of bronze forge in Grants Pass *
Action 2: Revitalize/develop craft beer brewer *

Objective 2: Remove barriers for industry / traded sector.
Action 1: Adopt an amendment to the transportation plan for Spalding Industrial based on the previous year's traffic study *
Action 2: Truck Stop study *
Action 3: Prepare funding package to resolve sewer issues in Spalding Park **

***Objective 3: Review use of funding options (Reimbursement Districts, Redevelopment Agencies) to facilitate economic growth. **
Action 1: Develop business loan program incorporating a job creation forgiveness element *

Objective 4: Reinvest in downtown.
Action 1: Continue work on downtown gathering place by designing and building the 5th St. Plaza **
Action 2: Implement grant program for fire sprinkler and structural retrofits of historic buildings ***
Action 3: Create downtown historic walking tour with plaques and signs for buildings and places *
Action 4: Create physical connections to 5th St. Plaza *

Objective 5: Streamline development process.
Action 1: Prepare changes to Development Code (i.e. uses in industrial area, bed and breakfast) *
Action 2: Implement an E-Permitting system for building and planning ***
Action 3: Create a fast-track land use process for job creating industrial development and building permits *
Action 4: Continue education and transparency of development process for applicants *
Action 5: Assess Economic Development programs **

Expand Tourism and Cultural Opportunities

Leadership Objectives:

- ***Support local events***
- ***Partner to design, install and maintain a welcoming entryway to Grants Pass***
- ***Increase accessibility to public art***
- ***Re-invigorate branding and marketing focus***

Leadership Actions:

Objective 1: Support local events.

Action 1: Maintain current tourism events *

Action 2: Investigate at least one new tourism event or expansion of an existing one **

Action 3: Christmas tree location (6th Street) *

Action 4: Promote/Celebrate local artists, authors etc. that have published works that speak to the history of Grants Pass *

Action 5: Continue current art programs including "Art in Motion" and mural development *

Objective 2: Partner to design, install and maintain a welcoming entryway to Grants Pass. *

Action 1: Attractive/consistent entryway signs *

Objective 3: Provide an environment to help preserve and enhance Grants Pass's 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 not all buildings being regulated under the same provisions *

Action 4: Revise the sign code to include a guideline section for regulating signs in the Historic District *

Objective 4: Increase recreational and cultural opportunities.

Action 1: Improve access points at river with paved trails and kiosks containing maps and historical information. *

Objective 5: Re-invigorate branding and marketing focus.

Action 1: Encourage buying local *

Action 2: Increase efforts to attract additional Travel Writers *

Keep Citizens Safe

Leadership Objectives:

- ***Work with County on funding efforts for criminal justice system***
- ***Prepare a ballot measure for the continuation/renewal of the Public Safety Levy***
- ***Increase proactive time for police through technology***
- ***Evaluate dispatch/records operations to improve efficiency***
- ***Improve preparedness for emergencies***
- ***Explore creation of a Municipal Court***

Leadership Actions:

Objective 1: Work with County on funding efforts for criminal justice system. *
Action 1: Review lease agreement/switching spaces with Josephine County **

Objective 2: Prepare a ballot measure for the continuation/renewal of the Public Safety Levy. **

Objective 3: Increase proactive time for police through technology. *
Action 1: Complete implementation of Computer Aided Dispatch System
Action 2: Evaluate use of cameras at traffic signals for enforcement **
Action 3: Expand use of community video cameras in parks and other open spaces **
Action 4: Promote crime prevention type of educational videos *
Action 5: Maintain CALEA re-accreditation **

Objective 4: Evaluate dispatch/records operations to improve efficiency. *
Action 1: Scheduling options for dispatch *
Action 2: Utilize the GPDPS Traffic Team to coordinate targeted enforcement *
Action 3: Create a one-hour traffic safety video to air on Channel 21*
Action 4: Pursue the use of E-Ticketing to improve organizational efficiency **

Objective 5: Improve preparedness for emergencies.
Action 1: Complete emergency preparedness plans and implement ***
Action 2: Maintain and implement the City of Grants Pass addendum to the Josephine County Natural Hazards Mitigation Plan *
Action 3: Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters *
Action 4: Staff, Police, Fire & citizens utilize 'Neighborhood Watch" programs to verbally discuss safety in the community for an emergency. Tie into the emergency preparedness with expanded participation **

Objective 6: Explore creation of a Municipal Court. *

Facilitate Sustainable, Manageable Growth

Leadership Objectives:

- ***Complete expansion of the Urban Growth Boundary***
- ***Review annexation policy***
- ***Prepare industrial zones for economic expansion***
- ***Evaluate alternative sustainable energy and construction solutions on infrastructure projects and facilitate construction as appropriate***
- ***Improve bicycle/pedestrian paths***
- ***Acquire property for transportation corridor mitigation***

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: Amend Development Code to facilitate growth (home businesses, remodeling, cell towers, encourage infill *

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: Evaluate alternative sustainable energy and construction solutions on infrastructure projects and facilitate construction as appropriate.*

Objective 5: Improve bicycle/pedestrian paths. *

Objective 6: Acquire property for transportation corridor mitigation. **

Action 1: ‘M’ Street and South Y **

Promote Healthy Neighborhoods

Leadership Objectives:

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

Leadership Actions:

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

Action 1: Install donated outdoor exercise equipment in a City park *
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 to include 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 (Redevelopment money until the end of June). *
Action 7: Promote local developers/contractors **
Action 8: Utilize local developers *
Action 9: Facilitate creation of a Safe Routes to School project *
Action 10: Promote walking and biking for all City residents and visitors
Action 11: Continue to install neighborhood trails and sidewalks *
Action 12: Hold community clean ups in neighborhoods *
Action 13: Evaluate improving/expanding soccer fields through a Soccer Task Force **

Objective 2: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Leadership Objectives:

- ***Plan for utility infrastructure***
- ***Design and construct needed water facilities***
- ***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: Eliminate all charges on the water/sewer bill that are not directly related to the provision of those services *

Objective 2: Design and construct needed water facilities.

Action 1: Complete Bond Offering for Water Reservoir 3 ***
Action 2: Replace Reservoir 3 ***
Action 3: Complete projects as part of small main replacement *
Action 4: Complete design of Water Treatment Plant backup power *

Objective 3: Ensure sewer infrastructure needs are met.

Action 1: Upgrade sewer lines *
Action 2: Evaluate improvements to RSSSD *
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: Develop, design and construct annual overlay / reconstruction program *
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: Leaf collection – streets *
Action 7: Interconnect bicycles **
Action 8: Interconnect trails *
Action 9: Work with ODOT to construct cycle-tract on 6th 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 ***

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***
- ***Develop Text Amendment on significant sized trees, steep slope and street tree list***
- ***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: Develop Text Amendment on significant sized trees, steep slope and street tree list. *

Objective 4: Comply with all NPDES permit requirements. *

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

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 34,740, it is the county seat of Josephine County and serves as the major commercial center for the county population of more than 82,930.

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 5,684 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.

Grants Pass and Josephine County's private sector are showing signs of recovery creating over 100 new jobs for the third straight year, but job totals are still below the 2009 employment numbers. Most major industries gained workers over the last year, with the exception of State and Local Government and financial activities, which lost over 210 and 30 employees respectively. Most of the Government loss was from local county government. Gaining employees last year were trade, transportation and utilities, professional and business services, and retail trade. Since February of 2012, Josephine County, in the smallest regional study area that includes Grants Pass, has seen a gain of 110 jobs but the adjusted unemployment percentage stayed the same at 11.6% in February of 2012 and 2013. Josephine County also saw a decrease in the Civilian Labor Force from 34,349 in February of 2012 to 33,332 in February of 2013. This decrease, along with a decrease in total employment 29,745 in February of 2012 to 29,076 in February of 2013, led to a total unemployment number of 4,604 in February of 2012 compared to 4,256 in February of 2013. This is still below the total employment number in 2008, thru 2012. The drop in the Civilian Labor Force could be caused by the ending of unemployment benefits rather than people moving away or finding a job.

Many traded sector companies saw growth in 2012 with Timber Products leading the way with a $2.1 million dollar expansion that will create no less than 30 jobs. Mycorhizal Applications complete work on their LEED Certified building and increase their employment by five. Sleade Adventure System moved to a new building and MVPro Audio moved to Grants Pass from California and currently has seven full time employees and is working to expand to fifteen in the coming year. The City also awarded six Façade Redevelopment Grants to companies in the Downtown Core, the most awarded in the last six years. There are currently discussions with three companies with expansion plans that could mean over two hundred new jobs in the next year if all plans are realized.

Profile of the City of Grants Pass

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 (2012):

Average Temperature:	High	Low
July	88°	57°
January	47°	32°

Annual Precipitation	40.7”

Elevation:	960’

Population:

Year	Amount	% Increase
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	$13.89

Education (March 31, 2013):

Grants Pass School District #7

Attendance centers	10
Student/teacher ratio	24:1
Total enrollment	5,684

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)	18
Volunteer hours	2,950

Recreation and Culture:

Parks	17
Green spaces/trails	8
Museums	2
Swimming pool	1

Assessed Property Value:

In thousands of dollars

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
2003	$1,253,169

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

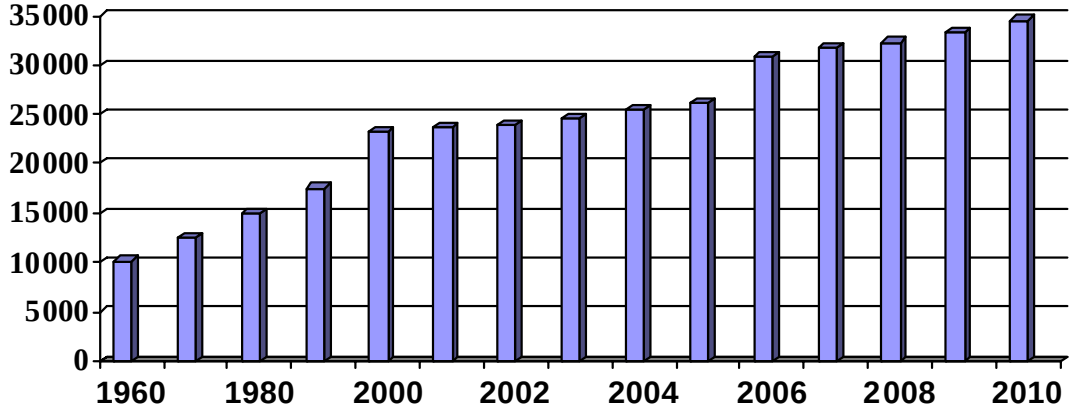
Mortgage:

Median Monthly Owner Costs	$1,478

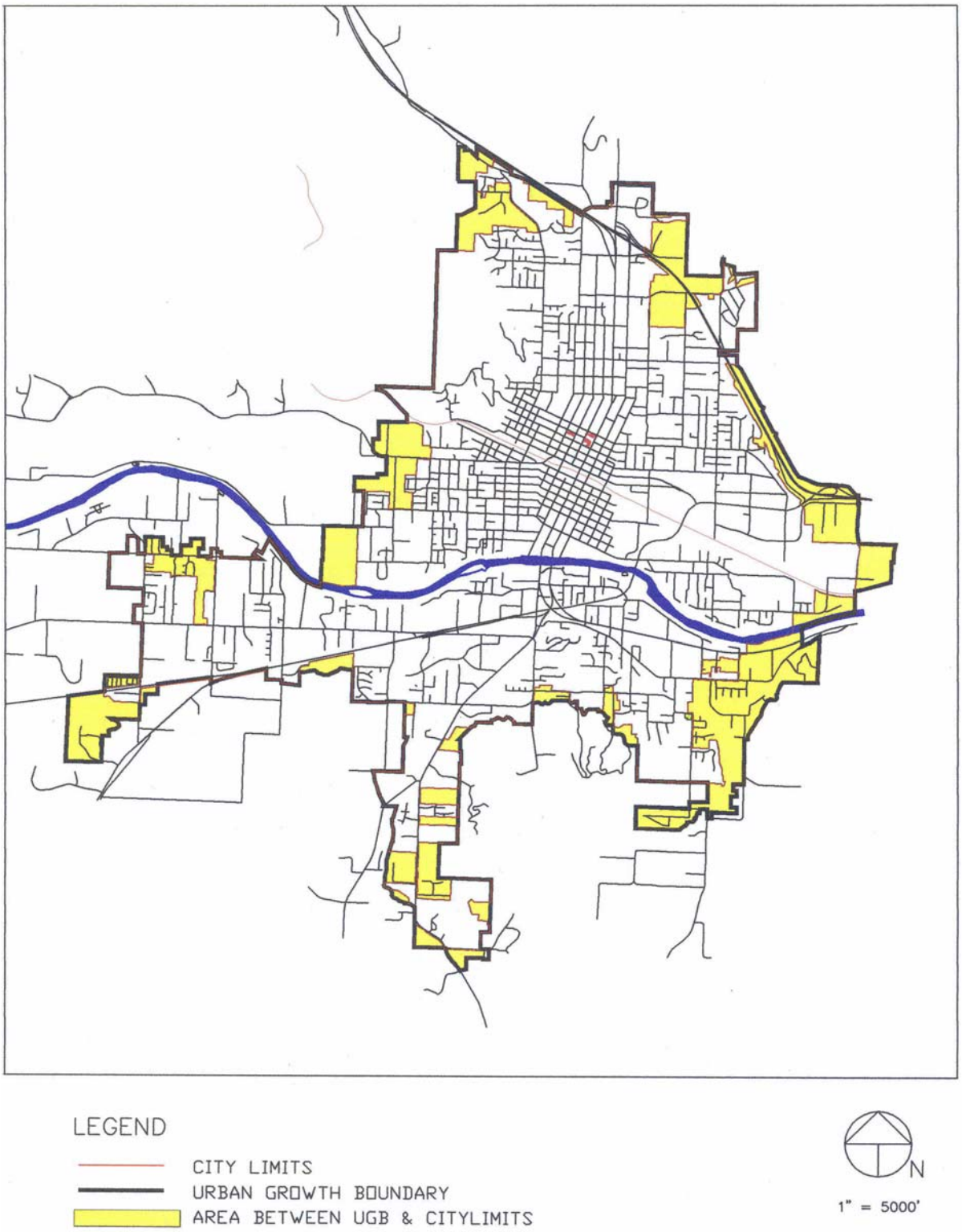
Gross Rent:

Median Gross Rent	$775

Population Growth



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



City Government

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.

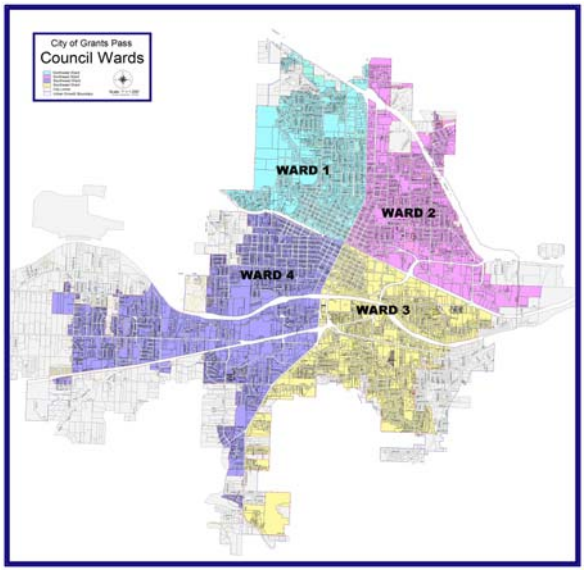
Mayor & Council

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

Citizen Involvement

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
- Audit 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
- Soccer Task Force

City Organizational Chart

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

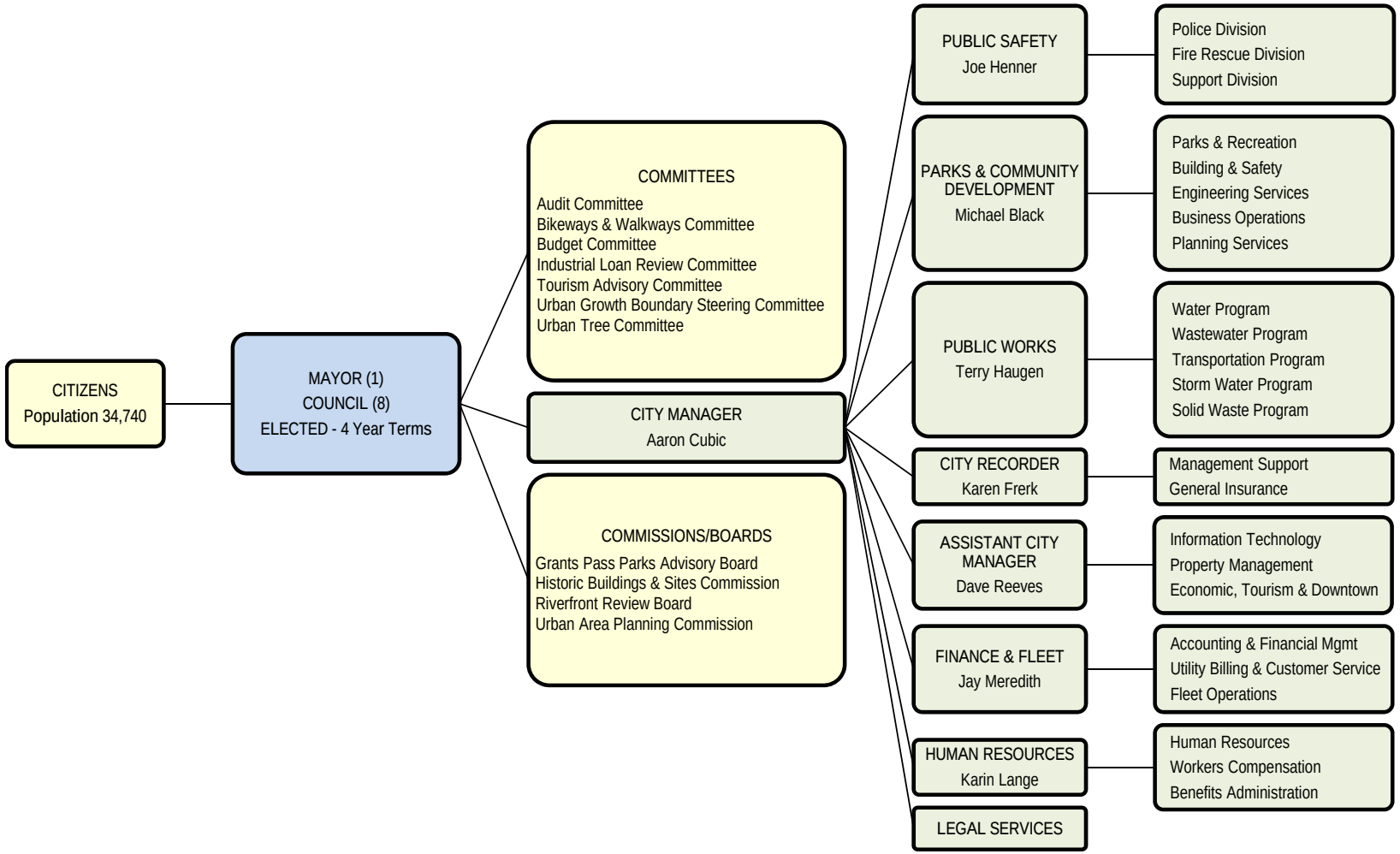
The organization is divided into five major divisions; Public Safety, Administrative Services, Community Development, Parks and Community Services, and Public Works. The directors for these major responsibilities, along with the City Attorney, Assistant City Manager and the City Manager, constitute the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

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

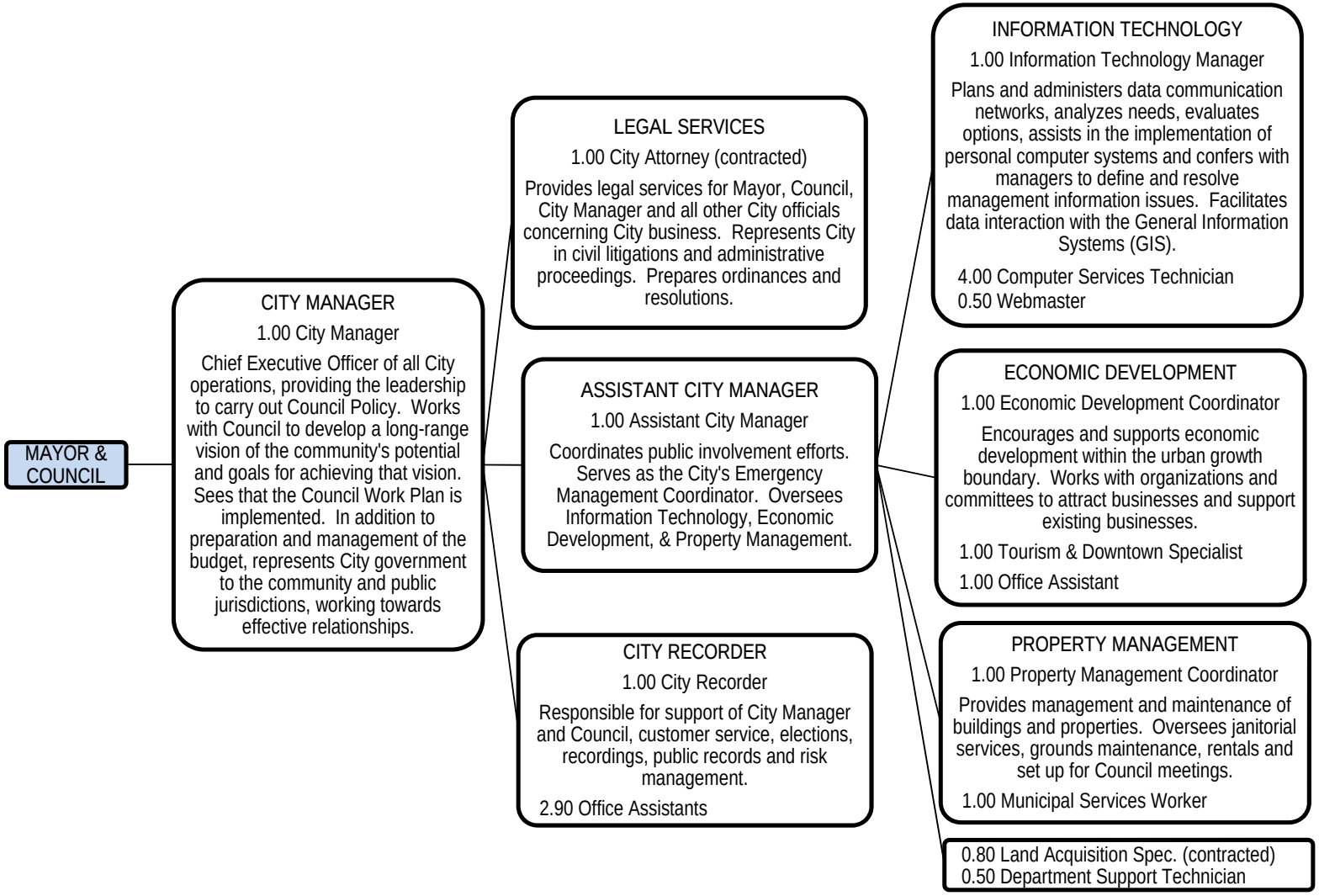
The City of Grants Pass is a dynamic organization. We are constantly working to develop better ways to coordinate services and assure our residents the best possible services delivered in a way that makes sense and meets the needs of most of our citizens.

City Organizational Chart

CITY OF GRANTS PASS ORGANIZATIONAL CHART

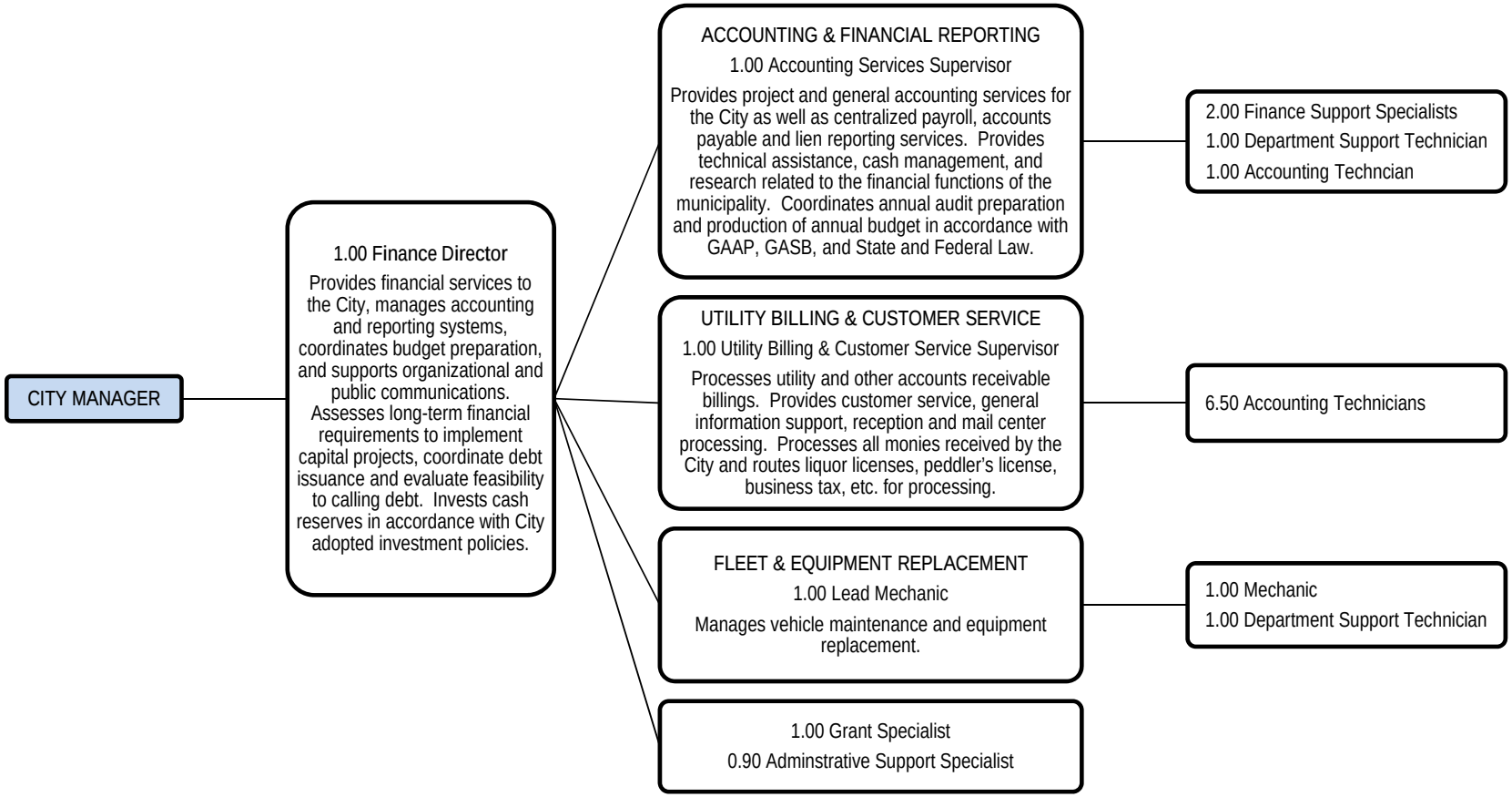


Administration



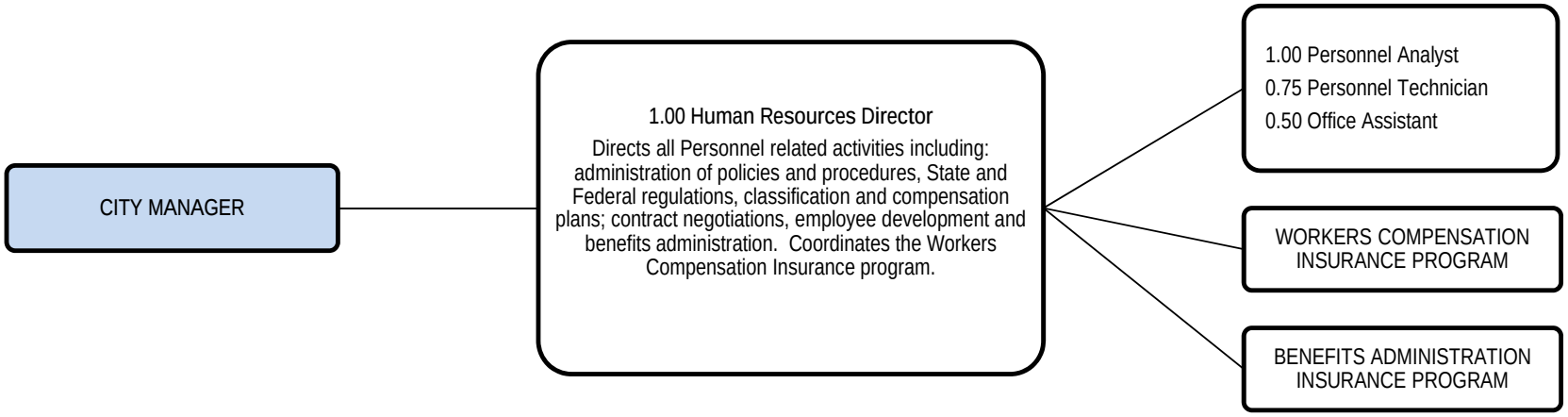
City Organizational Chart

Finance & Fleet



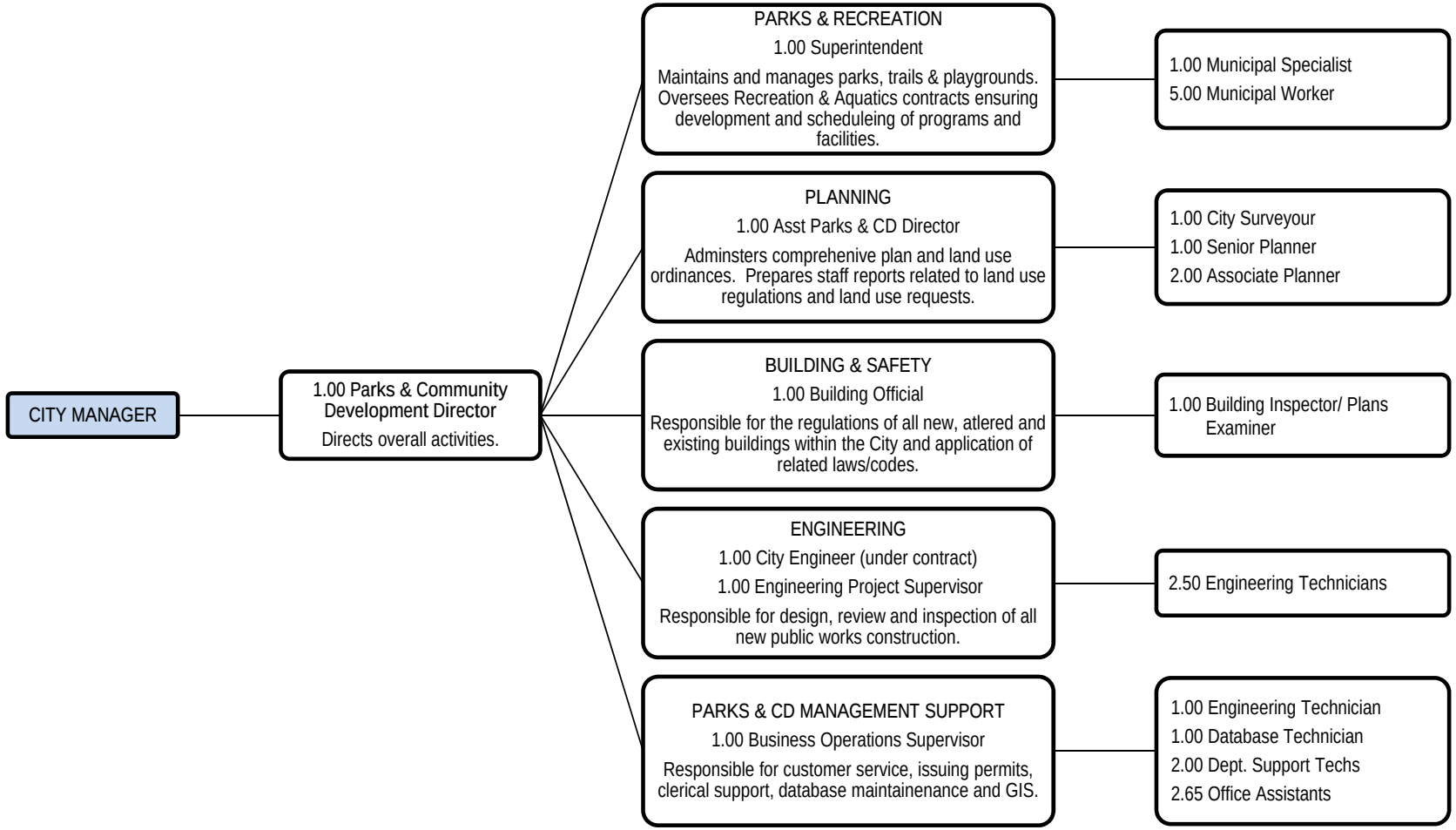
City Organizational Chart

Human Resources



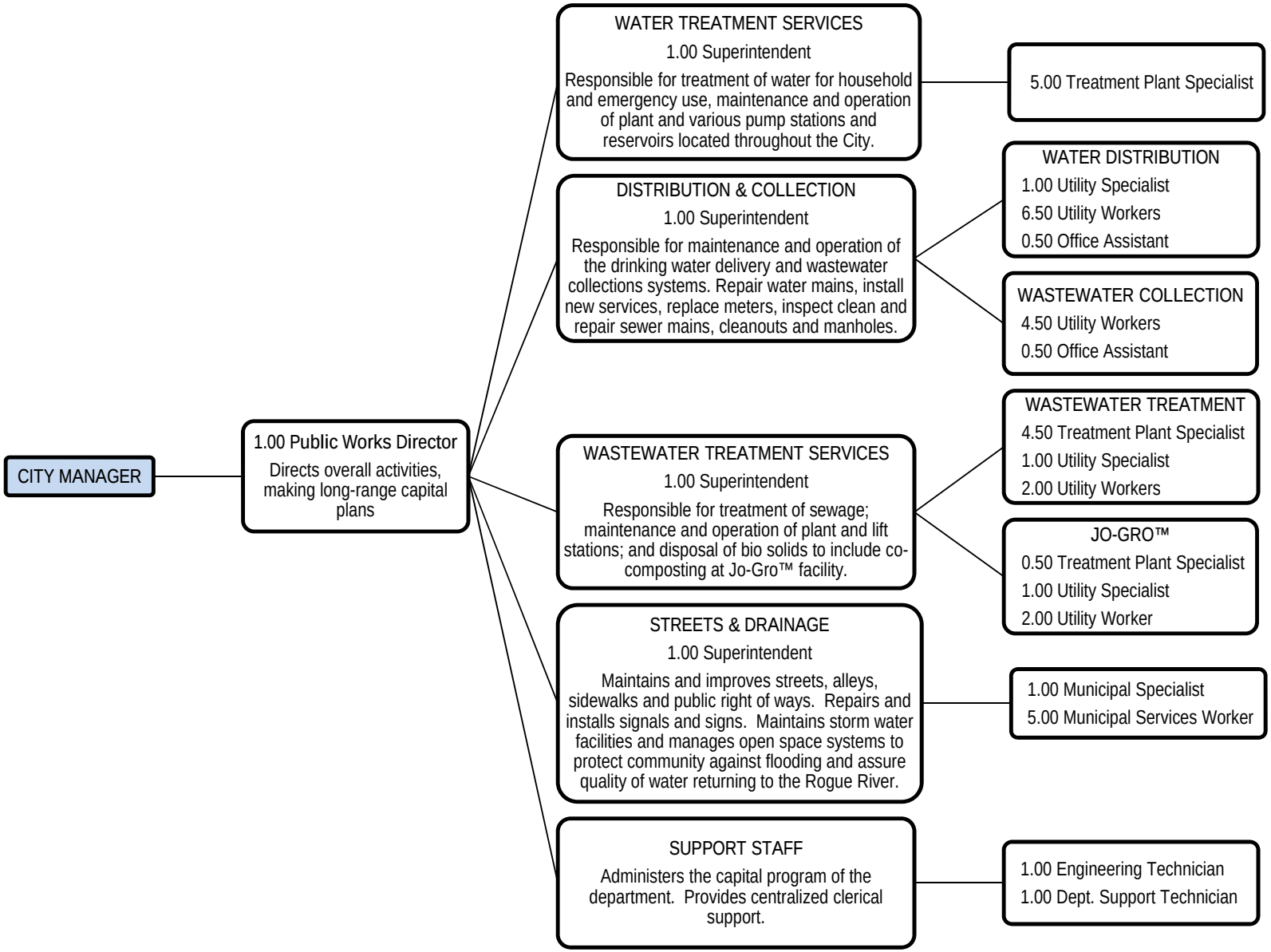
City Organizational Chart

Parks & Community Development



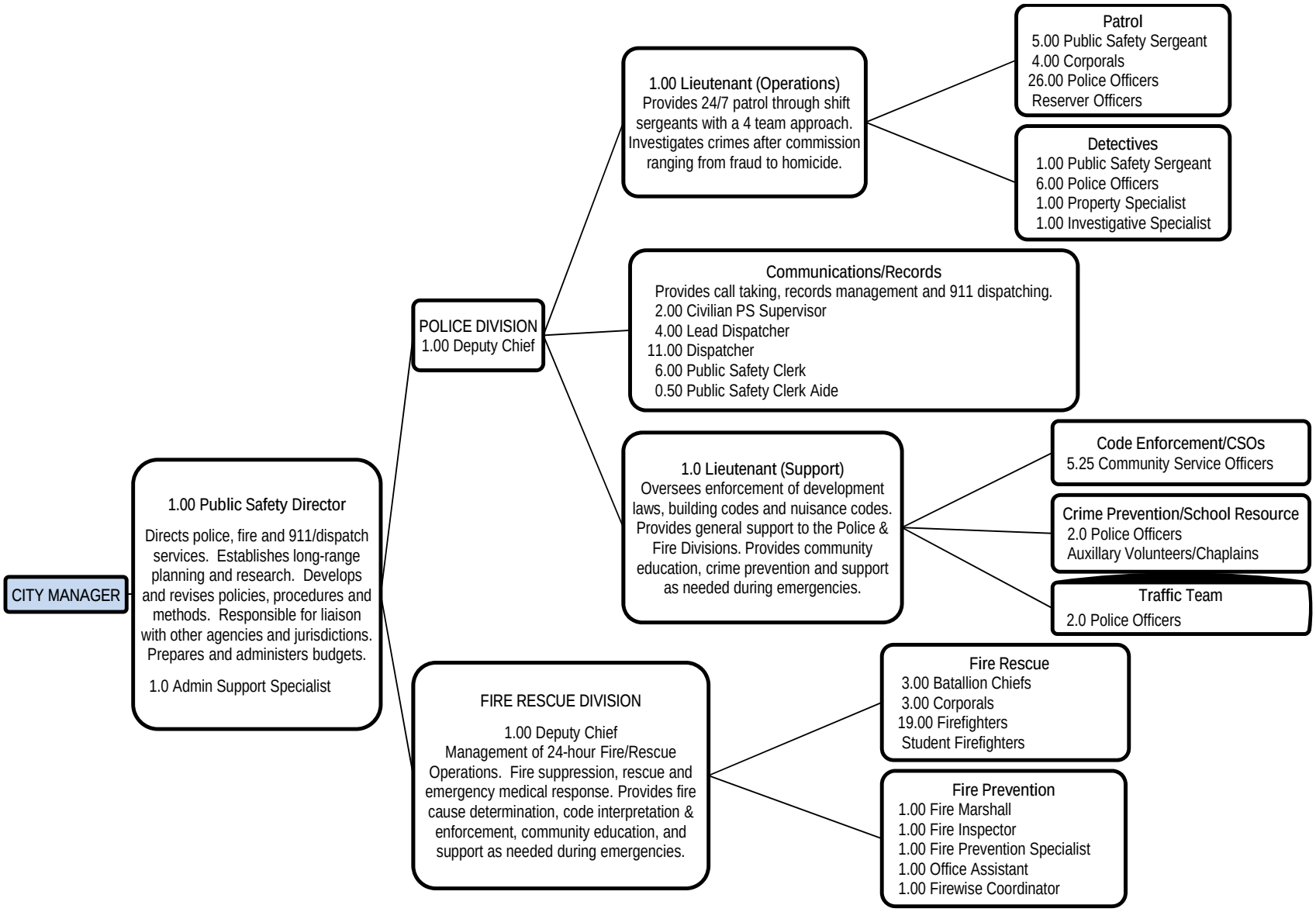
City Organizational Chart

Public Works



City Organizational Chart

PUBLIC SAFETY



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

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Budget Format Overview

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

The City Council groups the programs generally as follows:

General Government Activities

The General Fund Group

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

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

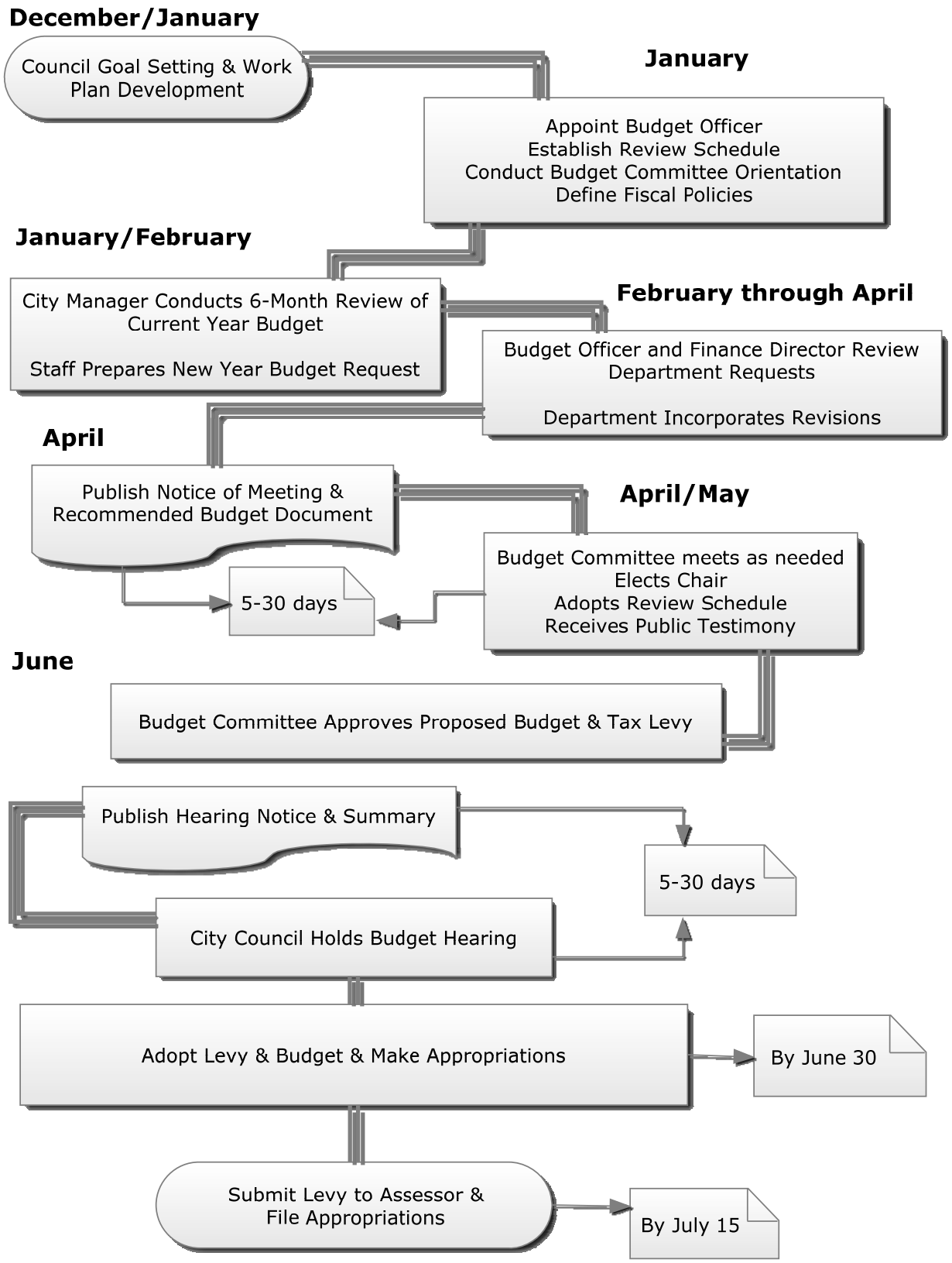
The Budget Committee recommendations and changes are forwarded to the City Council for adoption. In public hearing, the Council is limited, under statutory provision, to increasing expenditures in a fund by no more than 10% and they may not increase the amount of the tax levy approved by the Budget Committee. 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.


December/January
Council Goal Setting & Work Plan Development
January
Appoint Budget Officer
Establish Review Schedule
Conduct Budget Committee Orientation
Define Fiscal Policies
January/February
City Manager Conducts 6-Month Review of Current Year Budget
Staff Prepares New Year Budget Request
February through April
Budget Officer and Finance Director Review Department Requests
Department Incorporates Revisions
April
Publish Notice of Meeting & Recommended Budget Document
5-30 days
April/May
Budget Committee meets as needed
Elects Chair
Adopts Review Schedule
Receives Public Testimony
June
Budget Committee Approves Proposed Budget & Tax Levy
Publish Hearing Notice & Summary
5-30 days
City Council Holds Budget Hearing
Adopt Levy & Budget & Make Appropriations
By June 30
Submit Levy to Assessor & File Appropriations
By July 15

How to Read the Budget

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

Our budget begins with 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 it is 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. An example is Public Safety, the Public Safety Levy, Fines and Forfeitures, Licenses, and the ordinance dedicated portion of the Transient Room Tax are revenues either exclusively generated by this activity or dedicated to the activity by Council directives.

General Support is the total of the Business Tax revenues, Franchise Fees, State Shared Revenues, and miscellaneous revenues generated by the City generally. The total of all general resources can be found in the *Summary of Resources and Expenditures - Operating Budget*, in the Financial 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 provision 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, five to 30 days before the scheduled budget committee meeting date. The notice may be published once in a newspaper (five 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 five to 30 days before the scheduled hearing. This information must either appear in a newspaper of general circulation, be mailed, or be hand delivered.

   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. 13-6087

A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS ADOPTING THE BUDGET AND MAKING APPROPRIATIONS FOR FISCAL YEAR 2013-2014.

RESOLUTION ADOPTING THE FY'13 BUDGET

WHEREAS the City of Grants Pass hereby adopts a budget for Fiscal Year 2013-2014 in the sum of $99,524,381 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, 2013 and for the purposes shown below are hereby appropriated as follows:

General Fund		
Mayor and Council	306,438	
Public Safety Fire Rescue Division	5,590,923	
Public Safety Police Division	9,327,768	
Public Safety Support Division	3,035,871	
Crisis Support Services	42,730	
Street Lighting	349,450	
Park Maintenance Services	1,624,481	
Aquatic Services	122,104	
Recreation Services	138,968	
Planning Services	775,879	
Building and Safety Services	513,645	
Economic Development Services	194,704	
Downtown Development Services	374,408	
Tourism Promotion Services	302,171	
General Program Operations	257,740	
Inter-fund Transfers	1,745,000	
Contingency	3,695,470	
Total General Fund Appropriation		$28,397,750

Administrative Services Fund		
Management Services	635,481	
Finance Services	1,639,839	
Legal Services	295,552	
Human Resources	485,452	
General Program Operations	276,890	
Contingency	550,638	
Total Administrative Fund Appropriation		$ 3,883,852

Transportation Fund		
Street & Drainage Maintenance Services	1,266,708	
Customer Services	171,789	
General Program Operations	420,928	
Inter-fund Transfers	1,308,000	
Debt Service	1,100	
Contingency	464,448	
Total Street Utility Fund Appropriation		$3,632,973
Storm Water and Open Space Fund		
Storm Water Maintenance	0	
Customer Services	0	
General Program Operations	0	
Debt Service	0	
Contingency	0	
Total Storm Water and Open Space Appropriation		$ 0
Transient Room Tax Fund		
Materials & Services	10,800	
Contingency	37,900	
Inter-fund Transfers	961,800	
Total Transient Room Tax Fund Appropriation		$ 1,010,500
Debt Service/Bancroft Fund		
Materials & Services	18,000	
Debt Service	200,000	
Inter-fund Transfers	500,000	
Contingency	79,239	
Total Debt Service/Bancroft Bond Appropriation		$ 797,239
Debt Service/General Obligation Bond		
Debt Service	1,038,200	
Total Debt Service/General Obligation Bond Appropriation		$1,038,200
Community Development Block Grant Fund		
Materials & Services	116,850	
Capital Outlay	825,000	
Inter-fund Transfers	361,000	
Contingency	416,230	
Total Community Development Block Grant Appropriation		$ 1,719,080

Downtown & Industrial Loan Fund		
Materials & Services	300,000	
Contingency	399,942	
Inter-fund Transfers	5,000	
Total Downtown & Industrial Loan Fund Appropriation		$ 704,942
Transportation Projects Fund		
Capital Outlay	7,864,976	
Total Transportation Projects Fund Appropriation		$7,864,976
Stormwater & Open Space Projects Fund		
Capital Outlay	338,795	
Inter-fund Transfers	75,000	
Total Storm Water & Open Space Projects Fund Appropriation		$ 413,795
Water Projects Fund		
Capital Outlay	4,383,058	
Total Water Projects Fund Appropriation		$ 4,383,058
Wastewater Projects Fund		
Capital Outlay	3,594,738	
Total Wastewater Projects Fund Appropriation		$3,594,738
Lands and Building Projects Fund		
Capital Outlay	8,532,554	
Inter-fund Transfers	6,613	
Total Lands & Buildings Projects Fund Appropriation		$8,539,167
Solid Waste Projects Fund		
Capital Outlay	1,453,131	
Inter-fund Transfers	29,000	
Total Solid Waste Projects Fund Appropriation		$1,482,131

Water Fund		
Water Treatment	1,636,499	
Water Distribution	1,259,875	
Customer Services	377,835	
Debt Services	507,220	
General Program Operations	362,925	
Contingency	1,054,554	
Inter-fund Transfers	1,333,000	
Total Water Fund Appropriation		$6,531,908
Wastewater Fund		
Wastewater Collection	724,766	
Wastewater Treatment	2,004,990	
JO-GRO™	622,513	
Customer Services	410,326	
Debt Service	941,763	
General Program Operations	422,750	
Contingency	1,363,572	
Inter-fund Transfers	1,034,000	
Total Wastewater Fund Appropriation		$7,524,680
Solid Waste Fund		
Field Operations	17,032	
Post Closure Operations	111,350	
General Program Operations	13,100	
Contingency	173,117	
Total Solid Waste Fund Appropriation		$314,599
Environmental Waste Fees Fund		
Materials & Services	244,000	
Total Environmental Waste Fees Fund Appropriation		$ 244,000
Fleet Operations Fund		
Garage Operations	880,241	
Equipment Replacement	1,870,324	
Contingency	1,046,924	
Total Fleet Operations Fund Appropriation		$3,797,489

Support Services Fund		
Community Development Management Services	1,041,985	
Engineering Services	813,882	
Property Management Services	672,638	
Information Technology	590,288	
Inter-fund Transfers	65,000	
Contingency	433,747	
Total Support Services Fund Appropriation		$3,617,540
Insurance Fund		
Workers' Compensation Insurance Services	429,240	
General Insurance Service	562,726	
Benefits Administration	164,550	
Contingency	938,045	
Total Insurance Fund Appropriation		$2,094,561
Agency Fund		
Materials & Services	37,500	
Total Agency Fund Appropriation		$ 37,500
Total Appropriations, All Funds		**91,624,678**
Total Un-appropriated Amounts, All Funds	*7,899,703*	
Total Budget	*99,524,381*	

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Grants Pass that the budget for fiscal year 2013-2014 is hereby adopted and appropriations are authorized by the Council.

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

ADOPTED by the Council of the City of Grants Pass, Oregon, in regular session this 19th day June 2013.

SUBMITTED to and Approves by the Mayor of the City of Grants Pass, Oregon, this 21 day of June, 2013.

Darin Fowler, Mayor

ATTEST:

Karen Frerk, City Recorder

Date submitted to Mayor: 6/20/13

Approved as to Form, Mark Bartholomew, City Attorney

RESOLUTION NO. 13-6086

A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS LEVYING TAXES AND CATEGORIZING TAXES FOR FISCAL YEAR 2013-2014

RESOLUTION LEVYING AD VALOREM TAXES AND CATEGORIZING TAXES

NOW, THEREFORE, 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. $1,012,588 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 2013-2014 upon the assessed value of all taxable property within the City as follows:

CATEGORIZING TAXES

	Subject to the General Government Limitation	Excluded from the Limitation
General Fund Permanent Tax Rate Levy	$4.1335/$1,000	-0-
General Fund/Public Safety Local Option Levy	$1.7900/$1,000	-0-
Debt Service Fund/Public Safety General Obligation Bond (total bond levy)	$ -0-	$ 1,012,588

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 19th day of June 2013.

SUBMITTED to and approved by the Mayor of the City of Grants Pass, Oregon, this 21 day of June, 2013.

Darin Fowler, Mayor

ATTEST:

Karen Frerk, City Recorder

Date submitted to Mayor: 6/20/13

Approved as to Form, Mark Bartholomew, City Attorney

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

Property Tax

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

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

Taxes Other Than Property

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

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

Licenses and Permits

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

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

Revenue from Other Agencies

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

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

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

Use of Assets

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

Fees and Charges

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

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

Other Revenue
These revenues are ones not appropriately charged elsewhere.

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

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

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

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

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

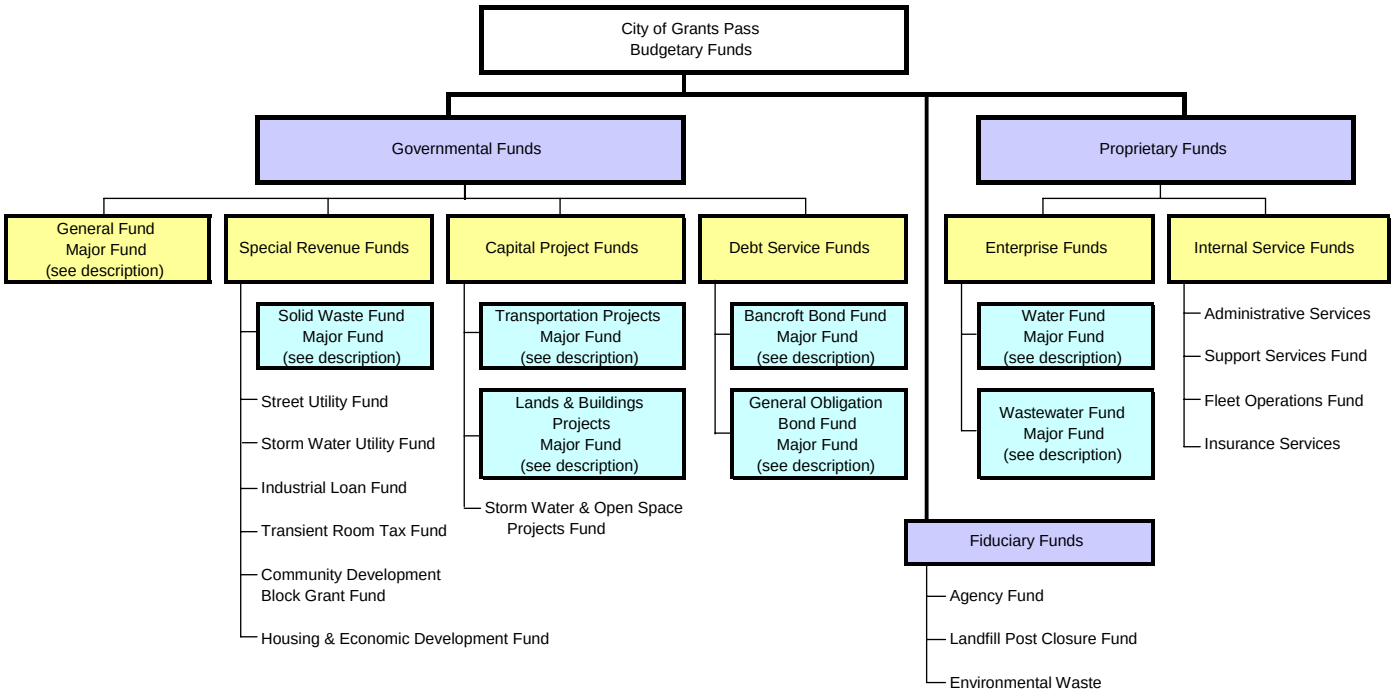
Use of Assets: are the revenues from rent or sale of city property and interest on funds.

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

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

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

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



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

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

General Fund

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

Special Revenue Funds

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

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

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

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

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

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

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

Capital Projects Funds

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

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

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

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

Debt Service Funds

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

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

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

Enterprise Funds

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

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

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

Internal Service Funds

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

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

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

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

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

Fiduciary Funds

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

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

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

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

Component Units

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

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

REVIEWED AND ADOPTED BY THE COUNCIL NOVEMBER 2, 2011

These policies have been developed to:

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

REVENUE

Flexibility

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

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

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

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

FINANCIAL BURDEN

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

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

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

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

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

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

BUDGET POLICIES

Goals and Services

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

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

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

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

Fund Balances

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

   Discussion: An adequate fund balance should be sufficient to provide for any anticipated cyclical variations in revenues and expenditures, and to provide working capital for ongoing operations for a period of at least 120 days. In the General fund, because of the cyclical nature of property taxes, the majority of which in 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:

Fund Name	Ending Fund Balance Target Range
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.

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

POLICY AND LEGISLATION

ACTIVITIES

∗Mayor & Council

∗General Program Operations

DESCRIPTION

This program provides for the activities of the Mayor and Council, expenses which cannot be specifically allocated and a contingency for 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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
General Support	10,202,509	11,797,423	10,679,304	9,570,735	9,570,735	9,570,735	6,599,741
Total Resources	**10,202,509**	**11,797,423**	**10,679,304**	**9,570,735**	**9,570,735**	**9,570,735**	**6,599,741**
Requirements							
Mayor and Council	156,312	188,591	289,524	296,438	316,438	306,438	291,728
General Program Operations	10,046,197	11,608,832	10,389,780	9,274,297	9,254,297	9,264,297	6,308,013
Total Requirements	**10,202,509**	**11,797,423**	**10,679,304**	**9,570,735**	**9,570,735**	**9,570,735**	**6,599,741**

Program: Policy and Legislation – Mayor & Council

Mission Statement:

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

Services Delivered:

The Mayor and Council represent the legislative branch of the City. The Mayor, elected at-large for a four-year term, serves as the chief elected official of the City and presides over the Council meetings. Although he votes only in case of a tie, he 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, 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'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 1: Provide Leadership Training

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 and the library membership are paid from this department.

FY'13 Activity Review:

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

Program: Policy and Legislation – Mayor & Council

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
General Support	156,312	188,591	289,524	296,438	316,438	306,438	291,728
Total Resources	**156,312**	**188,591**	**289,524**	**296,438**	**316,438**	**306,438**	**291,728**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Materials & Supplies	16,028	17,472	24,700	21,800	21,800	21,800	20,700
Contractual/Prof Services	75,811	105,009	198,813	204,500	224,500	214,500	201,000
Direct Charges	47,722	48,349	43,511	44,418	44,418	44,418	44,418
Capital Outlay	2,541	616	0	0	0	0	0
Indirect Charges	14,210	17,145	22,500	25,720	25,720	25,720	25,610
Total Requirements	**156,312**	**188,591**	**289,524**	**296,438**	**316,438**	**306,438**	**291,728**

Program: Policy and Legislation – General Program Operations

Services Delivered:

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

FY'14 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.

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'14 budget provides for $1,740,000 in capital project transfers. This includes $515,000 to Transportation, Stormwater, Water and Wastewater projects. In support of Council goal *"Provide Cooperative, Shared Leadership Involving Council, Staff and Community" – Objective 4: "Ensure efficiency and effectiveness in City Operations"* $450,000 is being transferred to LB6101 H T E Replacement to upgrade the City's outdated business software.

Other expenditures in this program include $41,000 for the City's required annual financial audit as well as $40,000 in funding for the on-going performance audits initiated by Council's Audit Committee. This program also pays Engineering charges for services for non-project support requested by various general fund programs ($80,000 in FY'14.)

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'13 slightly above this range due to some one-time savings from recent years still being available for use.

The Recommended FY'14 budget has a general fund contingency of $1,100,000 which is 5% of the expenditures for the City's General Fund operations (Policy & Legislation, Public Safety, Parks and Development). This contingency meets the recommended and standard minimum of a 5% contingency and should be sufficient to meet un-anticipated events in FY'14. The Contingency cannot be transferred to other expenditure categories or used in any dollar amount without Council's specific approval.

FY'13 Activity Review:

Transfers to Capital were made as budgeted, including the almost $500,000 to Public Works projects. Additionally, the Fleet performance audit was completed during FY'13.

Program: Policy and Legislation – General Program Operations

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
General Support	10,046,197	11,608,832	10,389,780	9,274,297	9,254,297	9,264,297	6,308,013
Total Resources	**10,046,197**	**11,608,832**	**10,389,780**	**9,274,297**	**9,254,297**	**9,264,297**	**6,308,013**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	0	38,201	194,112	0	0	0	0
Contractual/Prof Services	23,535	196,018	291,200	117,200	117,200	142,200	252,200
Direct Charges	45,480	68,640	67,140	115,540	115,540	115,540	116,740
Transfers Out	876,067	859,115	1,382,040	1,790,000	1,740,000	1,740,000	770,000
Subtotal Expenditures	***945,082***	***1,161,974***	***1,934,492***	***2,022,740***	***1,972,740***	***1,997,740***	***1,138,940***
Contingencies	0	0	1,100,000	1,100,000	1,130,000	3,315,000	1,145,000
Ending Balance	9,101,115	10,446,858	7,355,288	6,151,557	6,151,557	3,951,557	4,024,073
Total Requirements	**10,046,197**	**11,608,832**	**10,389,780**	**9,274,297**	**9,254,297**	**9,264,297**	**6,308,013**

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
© 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

DESCRIPTION

The Public Safety Program includes activities to protect the safety of individuals and property in our community. The activities of this program implement a portion of the Council goal for Public Safety. The Public Safety Program is currently funded, in part, by a three-year Public Safety local option levy passed by the voters in November of 2010, for fiscal years FY'12 through FY'14. In addition to the levy, the program utilizes all tax base generated property tax revenues and other general support revenues.

Mission Statement:

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

Organizational Core Values:

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

	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	15,709,562	16,337,459	16,481,299	16,298,313	16,298,313	16,298,313	16,465,800
General Support	(634,863)	(417,659)	919,589	2,048,429	2,048,429	2,048,429	2,447,814
Total Resources	**15,074,699**	**15,919,800**	**17,400,888**	**18,346,742**	**18,346,742**	**18,346,742**	**18,913,614**
Requirements							
Police Division	11,542,743	12,079,334	13,237,144	9,327,768	9,327,768	9,327,768	9,643,072
Support Division	3,198,789	3,491,486	3,803,264	3,035,871	3,035,871	3,035,871	3,126,844
Fire Rescue Division	0	0	0	5,590,923	5,590,923	5,590,923	5,739,698
Crisis Support Services	39,618	40,267	41,480	42,730	42,730	42,730	44,000
Street Lighting	293,549	308,713	319,000	349,450	349,450	349,450	360,000
Total Requirements	**15,074,699**	**15,919,800**	**17,400,888**	**18,346,742**	**18,346,742**	**18,346,742**	**18,913,614**

Program: Public Safety – Police Division

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 and one to the FBI Task Force responsible for the investigation of Cyber Crime. Community Service Officers enforce various codes and ordinances, including parking, transient camps, trash and garbage complaints, as well as violations of the city development code

Performance Measurements:

Police Division Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
# of locations community camera sited in	N/A	N/A	1	N/A	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	2	2	2	2	2
Average weekly hrs. of CSO downtown presence	40	40	40	40	40	40	40
Effectiveness							
Maintain CALEA accreditation	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Response Time To Priority 1 and 2 Emergency Calls: Dispatch to Arrival (in minutes)	4.24	<5	4.47	<5	<5	<5	<5
Efficiency							
Percentage of V-6 vehicles in Patrol	70	100%	79%	100%	87%	100%	100%

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Keep Citizens Safe

Objective 3: Increase proactive time for police through technology

- Action 1: Complete implementation of Computer Aided Dispatch System.
- Action 2: Evaluate use of cameras at traffic signals for enforcement.
- Action 3: Expand use of community video cameras in parks and other open spaces.
- Action 4: Promote crime prevention type of educational videos.
- Action 5: Maintain CALEA re-accreditation.

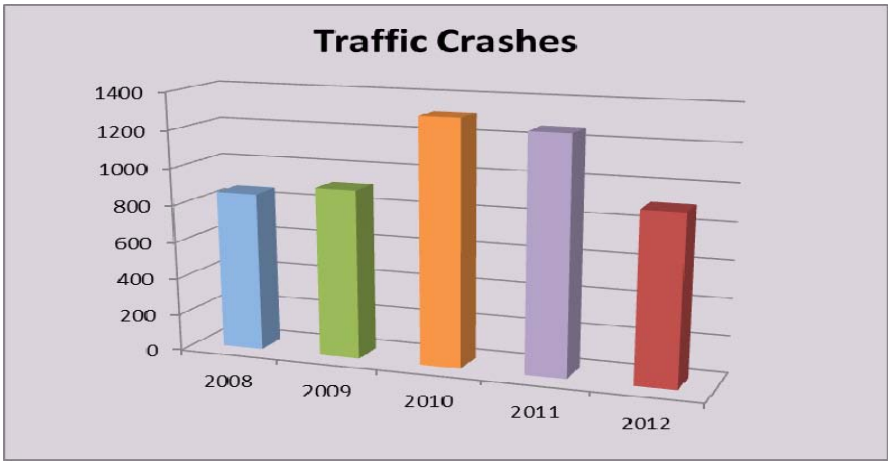
Objective 4: Evaluate dispatch/records operations to improve efficiency

- Action 2: Utilize the GPDPS Traffic Team to coordinate targeted enforcement.
- Action 3: Create a one-hour traffic safety video to air on Channel 21.
- Action 4: Pursue the use of E-Ticketing to improve organizational efficiency.

Program: Public Safety – Police Division

Budget Highlights:

During the next two budget cycles, GPDPS will continue to work closely with Human Resources to address recruiting, primarily as it relates to police. As a profession, we are not alone in the challenges we face trying to recruit, hire and retain quality candidates.



FY'13 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.
- ✓ Our 6 hybrid vehicles along with the continued conversion of our marked police fleet to V-6 engines helps reduce fuel consumption in the PS fleet. In FY14 and FY15, we should be cycling the last of our V-8 patrols cars out of our marked fleet, at which point all marked police vehicles will be V-6 engines.
- ✓ The Community Service Officers remain a steady force with respect to assisting patrol and fire with a variety of issues. GPDPS continued to evaluate additional areas of use, so they might offer additional relief to police officers.

Program: Public Safety – Police Division

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Property Taxes	11,015,203	11,379,676	11,459,420	7,611,320	7,611,320	7,611,320	7,716,500
Federal Grants	163,635	348,601	151,000	17,200	17,200	17,200	17,200
State Grants	18,875	26,963	17,500	14,500	14,500	14,500	14,500
Local Funding	53,782	119,765	70,600	70,600	70,600	70,600	70,600
Public Safety Fees	224,431	83,000	259,300	232,100	232,100	232,100	232,100
District Court Fines	218,681	238,323	249,800	195,800	195,800	195,800	195,800
Towing Fines	53,900	49,800	44,400	42,600	42,600	42,600	42,600
Other Revenue	17,716	24,381	132,600	184,100	184,100	184,100	184,100
Transfer Room Tax Fund	175,329	174,491	174,500	184,713	184,713	184,713	183,100
Total Current Revenues	***11,941,552***	***12,445,000***	***12,559,120***	***8,552,933***	***8,552,933***	***8,552,933***	***8,656,500***
General Support	(398,809)	(365,666)	678,024	774,835	774,835	774,835	986,572
Total Resources	**11,542,743**	**12,079,334**	**13,237,144**	**9,327,768**	**9,327,768**	**9,327,768**	**9,643,072**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	8,879,892	9,347,696	9,941,146	7,240,658	7,240,658	7,240,658	7,507,696
Materials & Supplies	238,166	252,612	411,975	180,790	180,790	180,790	189,390
Contractual/Prof Services	1,304,256	1,314,756	1,576,946	1,032,178	1,032,178	1,032,178	1,032,593
Direct Charges	30,733	30,000	30,000	18,750	18,750	18,750	18,750
Capital Outlay	33,980	8,317	42,000	6,000	6,000	6,000	18,000
Indirect Charges	1,055,716	1,095,053	1,193,877	849,392	849,392	849,392	876,643
Transfers Out	0	30,900	41,200	0	0	0	0
Total Requirements	**11,542,743**	**12,079,334**	**13,237,144**	**9,327,768**	**9,327,768**	**9,327,768**	**9,643,072**

Program: Public Safety – Police Division

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Public Safety Director	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Deputy Chief	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Lieutenant	1.00	1.00	1.00	2.00	2.00	2.00	2.00
Public Safety Sergeants	5.00	5.00	5.00	6.00	6.00	6.00	6.00
Battalion Chief	3.00	3.00	3.00	0.00	0.00	0.00	0.00
Fire Corporals	3.00	3.00	3.00	0.00	0.00	0.00	0.00
Police Corporals	5.00	5.00	5.00	4.00	4.00	4.00	4.00
Police Officers	32.00	35.00	35.00	36.00	36.00	36.00	36.00
Firefighters	19.00	19.00	19.00	0.00	0.00	0.00	0.00
Firewise Coordinator[#]	0.00	1.00[#]	1.00[#]	0.00	0.00	0.00	0.00
Community Service Officer	5.50	5.00	5.00	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
Support Specialist-Administrative	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Subtotal	*77.50*	*81.00*	*81.00*	*58.25*	*58.25*	*58.25*	*58.25*
Public Safety Director							
To: Fire Rescue	0.00	0.00	0.00	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	0.00	0.00	0.00	(0.20)	(0.20)	(0.20)	(0.20)
Deputy Chief							
To: Fire Rescue	0.00	0.00	0.00	(0.10)	(0.10)	(0.10)	(0.10)
To: Support	0.00	0.00	0.00	(0.40)	(0.40)	(0.40)	(0.40)
From: Fire Rescue	0.00	0.00	0.00	0.10	0.10	0.10	0.10
Lieutenant							
To: Fire Rescue	0.00	0.00	0.00	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	0.00	0.00	0.00	(0.20)	(0.20)	(0.20)	(0.20)
Admin Support Specialist							
To: Fire Rescue	0.00	0.00	0.00	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	0.00	0.00	0.00	(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.	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Subtotal Distributed	*(1.00)*	*(1.00)*	*(1.00)*	*(3.00)*	*(3.00)*	*(3.00)*	*(3.00)*
Total Positions	**76.50**	**80.00**	**80.00**	**55.25**	**55.25**	**55.25**	**55.25**
[#]Temporary (While Grant Lasts)	*0.00*	*(1.00)*	*(1.00)*	*0.00*	*0.00*	*0.00*	*0.00*
Total Permanent Positions	**76.50**	**79.00**	**79.00**	**55.25**	**55.25**	**55.25**	**55.25**
Temporary/Seasonal Hours	2,450	1,400	1,850	1,300	1,300	1,300	1,300

Capital Outlay/By Item:

Construction other than Buildings	9,000	0	0	0	0
In-Car ICOP video Systems/Radios	18,000	6,000	6,000	6,000	18,000
Thermal Imagers/SCBA	15,000	0	0	0	0
Total Capital Outlay	**42,000**	**6,000**	**6,000**	**6,000**	**18,000**

Program: Public Safety – Support Division

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, provide non-emergent call-taking and reception for the Department.

Performance Measurements:

Support Division Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of Internal Line calls received in 9-1-1 center	40,782	41,080	42,561	38,740	40,430	38,400	36,490
Effectiveness							
% of priority 1 Police calls dispatched within 60 seconds and priority 2 Police calls dispatched within 90 seconds	90%	90%	87%	90%	90%	90%	90%
Efficiency							
**9-1-1 center calls per FTE	7,247	6,854	7,503	7,102	7,350	7,300	7,200

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

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 9: Explore the formation of a Public Safety Review Board

Keep Citizens Safe

Objective 1: Work with County on funding efforts for criminal justice system

- Action 1: Review lease agreements/switching spaces with Josephine County.

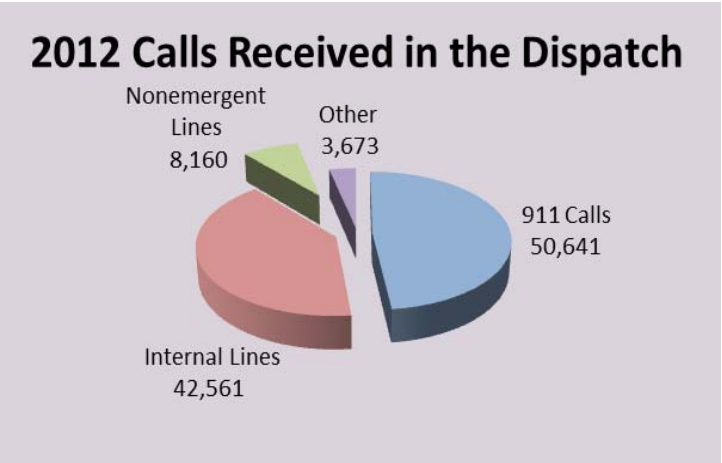
Objective 4: Evaluate dispatch/records operations to improve efficiency

- Action 1: Scheduling options for dispatch.

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. New CAD and MDT's will allow for improved efficiency and effectiveness, which we hope to measure for analysis in future years.

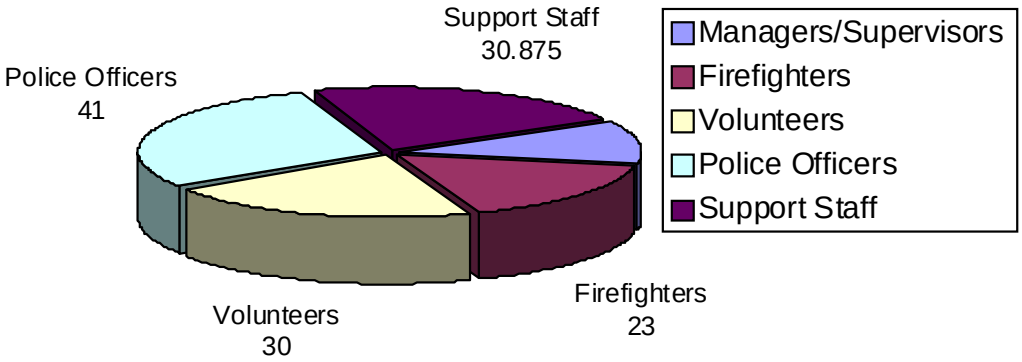
Program: Public Safety – Support Division



FY'13 Activity Review:

- ✓ The CAD/RMS system conversion consumed significant time. The final steps in this project will occur in FY'14.
- ✓ Staffing remained a challenge in the dispatch center. We continue to work with Human Resources to assure a viable list of potential candidates.

Public Safety Department Employee Distribution



Program: Public Safety – Support Division

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Property Taxes	2,948,087	3,045,833	3,064,700	2,462,100	2,462,100	2,462,100	2,487,400
9-1-1 Dispatch Fees	356,467	363,597	370,869	372,400	372,400	372,400	383,600
9-1-1 Admin Fees	120,992	123,411	125,880	126,400	126,400	126,400	130,200
State Grants	4,482	0	150	0	0	0	0
Other Revenue	2,050	213	100	0	0	0	0
Total Current Revenues	***3,432,078***	***3,533,054***	***3,561,699***	***2,960,900***	***2,960,900***	***2,960,900***	***3,001,200***
General Support	(233,289)	(41,568)	241,565	74,971	74,971	74,971	125,644
Total Resources	**3,198,789**	**3,491,486**	**3,803,264**	**3,035,871**	**3,035,871**	**3,035,871**	**3,126,844**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	2,721,401	2,962,772	3,175,620	2,557,966	2,557,966	2,557,966	2,626,613
Materials & Supplies	24,350	44,443	48,170	21,850	21,850	21,850	21,100
Contractual/Prof Services	157,827	166,863	244,568	180,066	180,066	180,066	194,642
Capital Outlay	3,782	0	0	0	0	0	0
Indirect Charges	291,429	317,408	334,906	275,989	275,989	275,989	284,489
Total Requirements	**3,198,789**	**3,491,486**	**3,803,264**	**3,035,871**	**3,035,871**	**3,035,871**	**3,126,844**

Program: Public Safety – Support Division

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Public Safety Director	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Deputy Chief	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Fire Marshall	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Fire Prevention Specialist II	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Police Officer	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Fire Inspector	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Support Specialist-Administrative	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Dispatcher	10.000	10.000	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	1.000	0.000	0.000	0.000	0.000
Public Safety Clerk Aide	0.600	0.875	0.875	0.500	0.500	0.500	0.500
Public Safety Clerk	5.750	6.000	6.000	6.000	6.000	6.000	6.000
Subtotal	*30.350*	*30.875*	*31.875*	*23.500*	*23.500*	*23.500*	*23.500*
Public Safety Director							
From: Police	0.000	0.000	0.000	0.200	0.200	0.200	0.200
Deputy Chief							
From: Police	0.000	0.000	0.000	0.400	0.400	0.400	0.400
From: Fire Rescue	0.000	0.000	0.000	0.100	0.100	0.100	0.100
Lieutenant							
From: Police	0.000	0.000	0.000	0.200	0.200	0.200	0.200
Admin Support Specialist							
From: Police	0.000	0.000	0.000	0.300	0.300	0.300	0.300
Subtotal Distributed	*0.000*	*0.000*	*0.000*	*1.200*	*1.200*	*1.200*	*1.200*
Total Positions	**30.350**	**30.875**	**31.875**	**24.700**	**24.700**	**24.700**	**24.700**
Temporary/Seasonal Hours	3,480	2,600	2,300	2,900	2,900	2,900	2,900

Program: Public Safety – Fire Rescue Division

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of fire inspections	754	530	505	530	530	530	530
Effectiveness							
Response Time To Emergency Calls: Dispatch to Arrival (Industry standard under 5 minutes)	3.18	<5	3.77	<5	<5	<5	<5
Efficiency							
Ratio of Student Firefighters to Firefighters	1:2	1:2	1:2	1:2	1:2	1:2	1:2

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

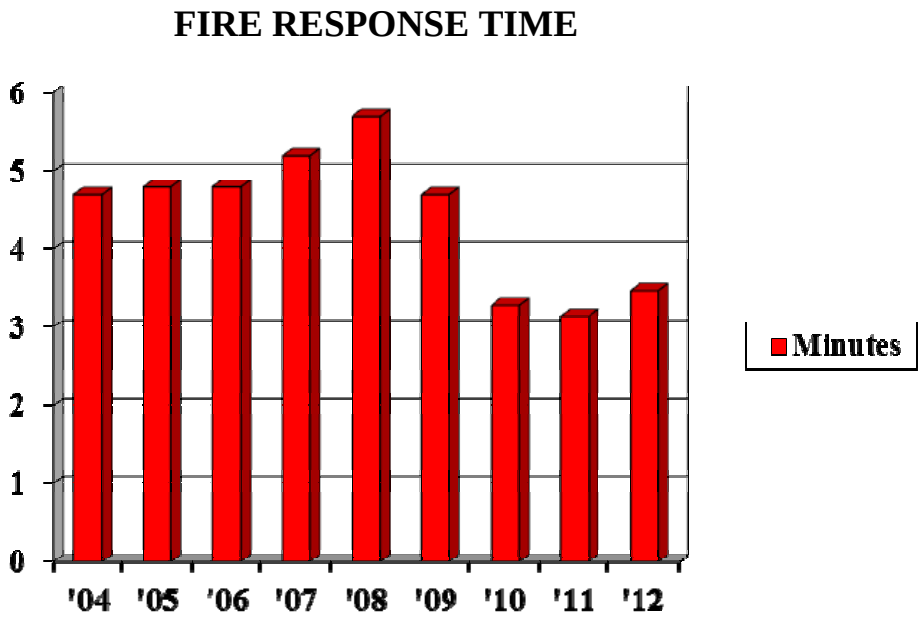
Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 5: Budget Police and Fire as separate divisions

Budget Highlights:

We continue to utilize our pool of Student Firefighters to assist with day-to-day operations. These folks 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, assistance is provided in order to continue to expand and improve upon the Firewise program.

Program: Public Safety – Fire Rescue Division



FY'13 Activity Review:

- ✓ We continue to see a reduction in emergency response time 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.

Program: Public Safety – Fire Rescue Division

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Property Taxes	0	0	0	4,369,500	4,369,500	4,369,500	4,401,700
Intergovernmental Revenue	0	0	0	20,400	20,400	20,400	0
Other Revenue	0	0	0	500	500	500	500
Public Safety Fees	0	0	0	1,900	1,900	1,900	1,900
Total Current Revenues	***0***	***0***	***0***	***4,392,300***	***4,392,300***	***4,392,300***	***4,404,100***
General Support	0	0	0	1,198,623	1,198,623	1,198,623	1,335,598
Total Resources	**0**	**0**	**0**	**5,590,923**	**5,590,923**	**5,590,923**	**5,739,698**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	0	0	0	4,174,363	4,174,363	4,174,363	4,253,594
Materials & Supplies	0	0	0	169,690	169,690	169,690	187,935
Contractual/Prof Services	0	0	0	719,854	719,854	719,854	747,628
Direct Charges	0	0	0	18,750	18,750	18,750	18,750
Capital Outlay	0	0	0	0	0	0	10,000
Indirect Charges	0	0	0	508,266	508,266	508,266	521,791
Total Requirements	**0**	**0**	**0**	**5,590,923**	**5,590,923**	**5,590,923**	**5,739,698**

Program: Public Safety – Fire Rescue Division

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Deputy Chief	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Fire Marshall	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Fire Inspector	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Battalion Chief	0.00	0.00	0.00	3.00	3.00	3.00	3.00
Fire Corporals	0.00	0.00	0.00	3.00	3.00	3.00	3.00
Firefighters	0.00	0.00	0.00	19.00	19.00	19.00	19.00
Fire Prevention Specialist II	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Prevention Program Office Asst.	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Firewise Coordinator#	0.00	0.00	0.00	1.00#	1.00#	1.00#	1.00#
Subtotal	*0.00*	*0.00*	*0.00*	*31.00*	*31.00*	*31.00*	*31.00*
Public Safety Director							
From: Police	0.00	0.00	0.00	0.30	0.30	0.30	0.30
Deputy Chief							
From: Police	0.00	0.00	0.00	0.10	0.10	0.10	0.10
To: Police	0.00	0.00	0.00	(0.10)	(0.10)	(0.10)	(0.10)
To: Support	0.00	0.00	0.00	(0.10)	(0.10)	(0.10)	(0.10)
Lieutenant							
From: Police	0.00	0.00	0.00	0.30	0.30	0.30	0.30
Admin Support Specialist							
From: Police	0.00	0.00	0.00	0.30	0.30	0.30	0.30
Subtotal Distributed	*0.00*	*0.00*	*0.00*	*0.80*	*0.80*	*0.80*	*0.80*
Total Positions	**0.00**	**0.00**	**0.00**	**31.80**	**31.80**	**31.80**	**31.80**
#Temporary (While Grant Lasts)	*0.00*	*0.00*	*0.00*	*(1.00)#*	*(1.00)#*	*(1.00)#*	*(1.00)#*
Total Permanent Positions	**0.00**	**0.00**	**0.00**	**30.80**	**30.80**	**30.80**	**30.80**
Temporary/Seasonal Hours	0.00	0.00	0.00	100	100	100	100

Capital Outlay/By Item:

Thermal Imager	0	0	0	0	10,000
Total Capital Outlay	**0**	**0**	**0**	**0**	**10,000**

Program: Public Safety – Crisis Support Services

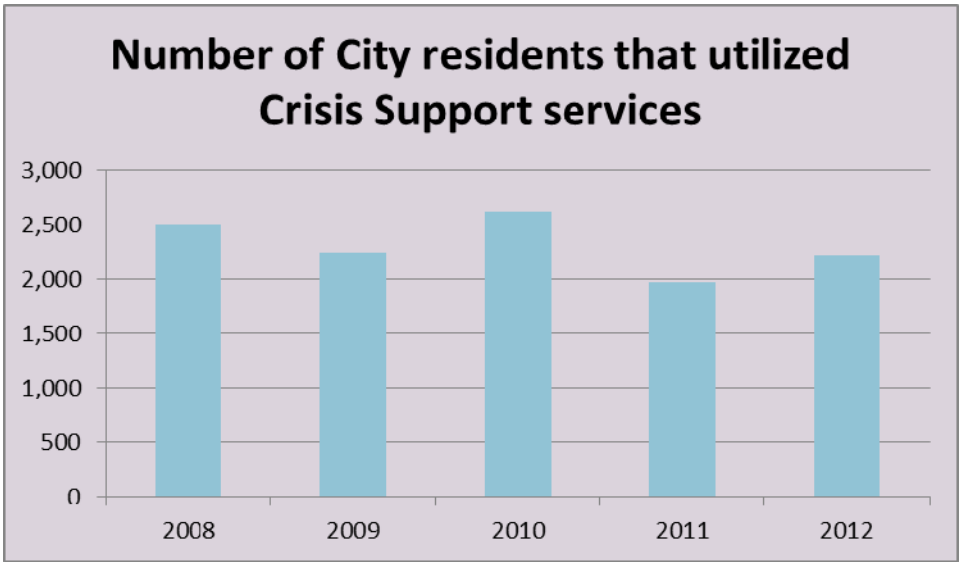
Services Delivered:

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'14 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'13 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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Property Taxes	41,127	41,944	41,480	42,730	42,730	42,730	44,000
Total Current Revenues	***41,127***	***41,944***	***41,480***	***42,730***	***42,730***	***42,730***	***44,000***
General Support	(1,509)	(1,677)	0	0	0	0	0
Total Resources	**39,618**	**40,267**	**41,480**	**42,730**	**42,730**	**42,730**	**44,000**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	39,618	40,267	41,480	42,730	42,730	42,730	44,000
Total Requirements	**39,618**	**40,267**	**41,480**	**42,730**	**42,730**	**42,730**	**44,000**

Program: Public Safety – Street Lighting

Services Delivered:

GPDPS 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 GPDPS. 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 is cleaned, or how work orders are processed.

Program: Public Safety – Street Lighting

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Property Taxes	294,805	317,461	319,000	349,450	349,450	349,450	360,000
Total Current Revenues	***294,805***	***317,461***	***319,000***	***349,450***	***349,450***	***349,450***	***360,000***
General Support	(1,256)	(8,748)	0	0	0	0	0
Total Resources	**293,549**	**308,713**	**319,000**	**349,450**	**349,450**	**349,450**	**360,000**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	293,549	308,713	319,000	349,450	349,450	349,450	360,000
Total Requirements	**293,549**	**308,713**	**319,000**	**349,450**	**349,450**	**349,450**	**360,000**

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

PARKS

ACTIVITIES

∗Park Maintenance Services

∗Aquatic Services

∗Recreation Services

DESCRIPTION

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

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

Projects include the addition of the Greenwood Dog Park, bike trail improvements to Loveless Park, ADA playground upgrades to the playground at Reinhart Volunteer Park, and a new play structure will be completed at Riverside Park. Also, a grant was submitted for a Water Sprayground in Riverside Park. Staff also facilitates volunteer projects in multiple parks and manages the urban forest through the Tree City USA program.

	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	187,663	186,734	175,800	175,825	175,825	175,825	180,325
General Support	1,419,023	1,521,370	1,620,592	1,709,728	1,709,728	1,709,728	1,760,105
Total Resources	**1,606,686**	**1,708,104**	**1,796,392**	**1,885,553**	**1,885,553**	**1,885,553**	**1,940,430**
Requirements							
Park Maintenance Services	1,389,844	1,472,701	1,535,600	1,624,481	1,624,481	1,624,481	1,670,640
Aquatic Services	84,092	99,789	122,688	122,104	122,104	122,104	124,282
Recreation Services	132,750	135,614	138,104	138,968	138,968	138,968	145,508
Total Requirements	**1,606,686**	**1,708,104**	**1,796,392**	**1,885,553**	**1,885,553**	**1,885,553**	**1,940,430**

Program: Parks – Park Maintenance Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Acres maintained	195	N/A	195	N/A	195	N/A	N/A
Number of sites maintained	32	N/A	32	N/A	32	N/A	N/A
Effectiveness							
% of residents rating facilities as satisfactory	78%	N/A	82%	N/A	80%	80%	80%
Acres of parkland per 1,000 population	4.98	N/A	4.98	N/A	4.98	4.98	4.98
Playground Structures per 10,000 Pop	3.7	N/A	3.7	N/A	3.7	3.7	3.7
Efficiency							
Cost per acre of parks and trails	$7127	N/A	$7552	N/A	$7875	$8329	$8567
Water utility costs per acre of parkland	$435	N/A	$573	N/A	$612	$643	$675

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Promote Healthy Neighborhoods

Create livable neighborhoods with basic services available within close proximity

- Parks staff will provide maintenance and customer services at all park sites.
- The addition of the Greenwood Dog Park.
- Ped/Bike trail improvements at Lincoln School.
- ADA playground upgrades to the playground at Reinhart Volunteer Park.
- Water Sprayground will be added in Riverside Park.

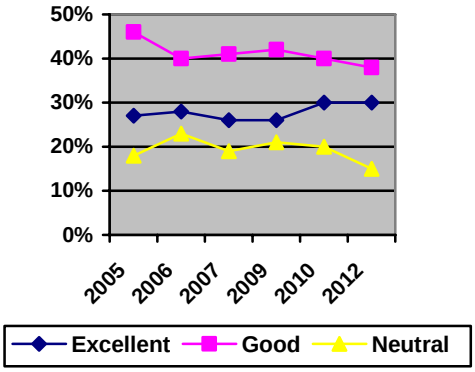
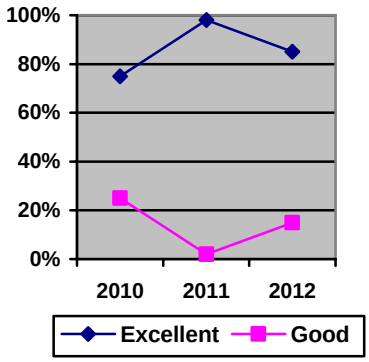
Preserve and Enjoy our Natural Resources

Develop facilities through grants/community involvement

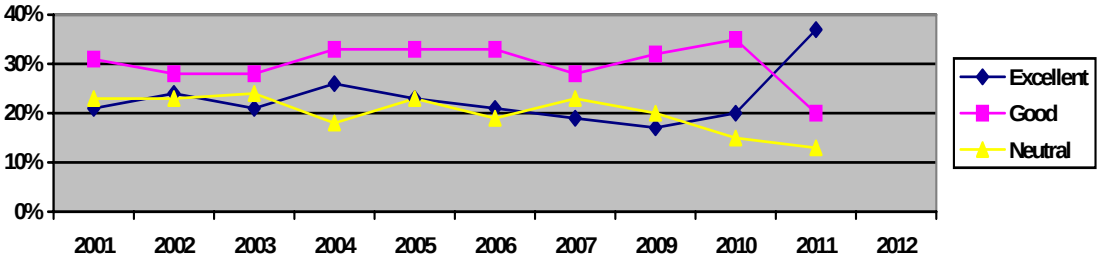
- Staff will continue to provide support for volunteer park projects.

Program: Parks – Park Maintenance Services

Community Survey

Opinion on Park Maintenance Average and Above	Facility User Rating Good and Above
	

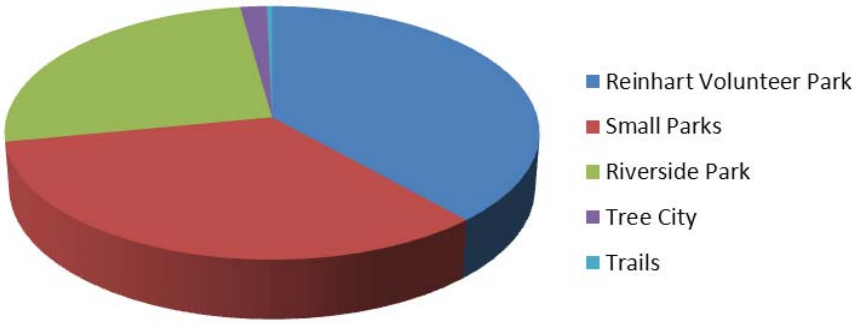
Acres of Developed Parkland Maintained



FY'13 Activity Review:

Noxious weed eradication was achieved along the Rogue River in Reinhart Volunteer Park and Tussing Park through a grant with Josephine County Soil and Water Conservation District. The Urban Forest Canopy in Grants Pass was increased by 125 trees.

Allocation of Funds for FY'13



Program: Parks – Park Maintenance Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
State Grants	4,000	4,000	4,000	3,600	3,600	3,600	3,600
Facility Rents	22,101	27,403	18,500	14,900	14,900	14,900	14,900
Other Revenue	13,240	9,147	7,000	7,325	7,325	7,325	7,325
Transfers	146,329	145,491	145,500	149,600	149,600	149,600	154,100
Total Current Revenues	***185,670***	***186,041***	***175,000***	***175,425***	***175,425***	***175,425***	***179,925***
General Support	1,204,174	1,286,660	1,360,600	1,449,056	1,449,056	1,449,056	1,490,715
Total Resources	**1,389,844**	**1,472,701**	**1,535,600**	**1,624,481**	**1,624,481**	**1,624,481**	**1,670,640**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	521,349	576,526	638,056	550,980	550,980	550,980	571,976
Materials & Supplies	102,041	99,667	99,100	105,000	105,000	105,000	105,000
Contractual/Prof Services	572,848	613,244	616,212	669,786	669,786	669,786	687,022
Direct Charges	43,451	44,382	44,382	151,032	151,032	151,032	154,781
Capital Outlay	23,415	5,000	0	0	0	0	0
Indirect Charges	126,740	133,882	137,850	147,683	147,683	147,683	151,861
Total Requirements	**1,389,844**	**1,472,701**	**1,535,600**	**1,624,481**	**1,624,481**	**1,624,481**	**1,670,640**

Program: Parks – Park Maintenance Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Parks & Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Urban Forester	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
Municipal Service Worker**	5.00*	5.00*	5.00	5.00	5.00	5.00	5.00
Subtotal	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*
Parks and Comm. Dev. Director							
From: Property Mgmt	0.00	0.00	0.00	0.30	0.30	0.30	0.30
Parks and Comm. Service Director							
From: Property Mgmt.	0.35	0.40	0.40	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*	0.15*	0.00	0.00	0.00	0.00
Property/Project Coordinator							
From: Property Mgmt	0.05	0.05	0.05	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	0.00	0.05	0.05	0.00	0.00	0.00	0.00
Office Assistant II							
From: Property Management	0.50	0.50*	0.50*	0.00	0.00	0.00	0.00
Urban Forester							
To: Streets	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Subtotal	*0.10*	*0.20*	*0.20*	*(0.65)*	*(0.65)*	*(0.65)*	*(0.65)*
Total Positions	**8.100**	**8.200**	**8.200**	**7.350**	**7.350**	**7.350**	**7.350**
Total Un-Funded Positions	(1.500)	(1.565)	(0.565)	(0.500)	(0.500)	(0.500)	(0.500)
Total Funded Positions	**6.600**	**6.635**	**7.635**	**6.850**	**6.850**	**6.850**	**6.850**
Temporary/Seasonal Hours	4,060	4,060	4,060	4,060	4,060	4,060	4,060

***Recap of Unfunded Positions by Fiscal Year:**							
Urban Forester	0.50	0.500	0.500	0.500	0.500	0.500	0.500
Municipal Service Worker	1.00	1.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II	0.00	0.050	0.050	0.000	0.000	0.000	0.000
Admin Support Specialist	0.00	0.015	0.015	0.000	0.000	0.000	0.000

Program: Parks – Aquatic Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Annual attendance	15,275	N/A	17,332	N/A	N/A	N/A	N/A
Effectiveness							
% of users rating facilities as good or higher	N/A	N/A	N/A	N/A	80%	80%	80%
Efficiency							
Aquatics Expenditures per Capita	$2.44	N/A	$2.89	N/A	<$3.00	<$3.00	<$3.00

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

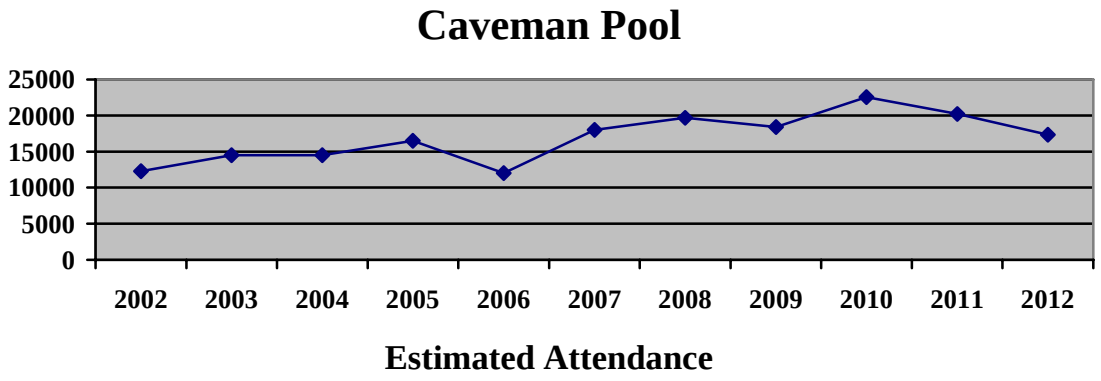
Maintain, Operate and Expand our Infrastructure to Meet Community Needs

- The Pool will continue to be painted on a rotating basis, weather permitting.
- New window installation will be completed.
- A new door will be purchased and installed for the electrical room.
- All of the doors and trim will be painted.
- New chairs and chaise lounges will be purchased.

Program: Parks – Aquatic Services

Budget Highlights:

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



FY'13 Activity Review:

The shallow end of the pool was painted. Three windows were replaced and tinted.

Program: Parks – Aquatic Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Facility Rents	1,177	0	0	0	0	0	0
Total Current Revenues	***1,177***	***0***	***0***	***0***	***0***	***0***	***0***
General Support	82,915	99,789	122,688	122,104	122,104	122,104	124,282
Total Resources	**84,092**	**99,789**	**122,688**	**122,104**	**122,104**	**122,104**	**124,282**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	20,919	21,438	34,678	32,810	32,810	32,810	33,863
Materials & Supplies	21,317	31,742	23,700	25,400	25,400	25,400	26,000
Contractual/Prof Services	33,523	35,714	44,156	43,793	43,793	43,793	44,120
Capital Outlay	670	1,824	9,000	9,000	9,000	9,000	9,000
Indirect Charges	7,663	9,071	11,154	11,101	11,101	11,101	11,299
Total Requirements	**84,092**	**99,789**	**122,688**	**122,104**	**122,104**	**122,104**	**124,282**

Program: Parks – Aquatic Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	0.00	0.05	0.05	0.00	0.00	0.00	0.00
From: Park Maintenance	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Total Positions	**0.35**	**0.40**	**0.40**	**0.35**	**0.35**	**0.35**	**0.35**
Part Time/Seasonal Hours	38	300	300	300	300	300	300

Capital Outlay/By Item

Pool Epoxy	9,000	9,000	9,000	9,000	9,000
Total Capital Outlay	**9,000**	**9,000**	**9,000**	**9,000**	**9,000**

Program: Parks – Recreation Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of reservations processed	315	N/A	306	N/A	241	300	300
Number of participants for youth programs	N/A	N/A	N/A	N/A	2310	N/A	N/A
Adult and Youth Sports Teams with Sponsors	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Adult and Youth Sports Team Participants	N/A	N/A	N/A	N/A	3612	N/A	N/A
Effectiveness							
Pavilion reservations	241	N/A	283	N/A	220	231	235
Efficiency							
Recreation Expenditures per Capita	$3.84	N/A	$3.93	N/A	<$4.00	<$4.00	<$4.00

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

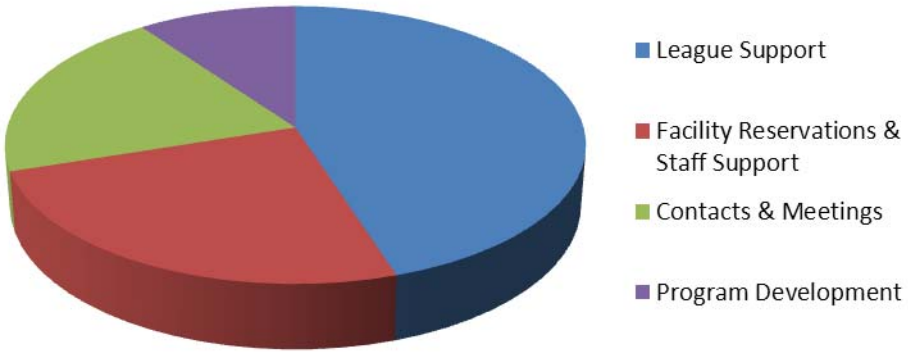
Preserve and Enjoy our Natural Resources

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.

Program: Parks – Recreation Services

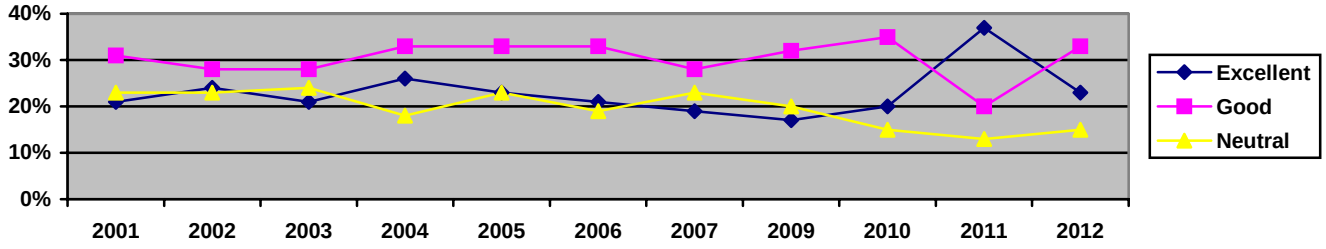
Recreation Components



FY'13 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.

Annual Survey of Citizen Satisfaction with Recreation Services



Program: Parks – Recreation Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Other Revenue	816	693	800	400	400	400	400
Total Current Revenues	***816***	***693***	***800***	***400***	***400***	***400***	***400***
General Support	131,934	134,921	137,304	138,568	138,568	138,568	145,108
Total Resources	**132,750**	**135,614**	**138,104**	**138,968**	**138,968**	**138,968**	**145,508**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	9,333	11,746	15,876	16,621	16,621	16,621	17,213
Contractual/Prof Services	107,591	107,789	105,929	105,927	105,927	105,927	111,280
Direct Charges	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Indirect Charges	12,076	12,329	12,549	12,670	12,670	12,670	13,265
Total Requirements	**132,750**	**135,614**	**138,104**	**138,968**	**138,968**	**138,968**	**145,508**

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Parks & Recreation Superintendent							
From: Park Maintenance	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Total Positions	**0.15**	**0.15**	**0.15**	**0.15**	**0.15**	**0.15**	**0.15**

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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	1,730,560	1,570,660	1,459,721	1,558,965	1,508,965	1,508,965	1,366,320
General Support	744,526	815,527	961,378	1,037,312	1,037,312	1,037,312	1,063,197
Total Resources	**2,475,086**	**2,386,187**	**2,421,099**	**2,596,277**	**2,546,277**	**2,546,277**	**2,429,517**
Requirements							
Planning Services	601,458	630,443	726,765	780,879	780,879	780,879	799,971
Building Services	1,106,091	948,848	856,309	944,115	894,115	894,115	735,970
Economic Development Svc's	164,813	170,050	174,340	194,704	194,704	194,704	199,018
Downtown Development Svc's	313,552	339,712	355,823	374,408	374,408	374,408	385,855
Tourism Promotion Svc's	289,172	297,134	307,862	302,171	302,171	302,171	308,703
Total Requirements	**2,475,086**	**2,386,187**	**2,421,099**	**2,596,277**	**2,546,277**	**2,546,277**	**2,429,517**

Program: Development – Planning Services

Mission Statement:

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

Services Delivered:

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

The division provides staffing for the Historical Buildings and Sites Commission, the Urban Area Planning Commission and City Council on a variety of planning applications. Planning staff works closely with citizen and technical steering committees for projects such as the Urban Growth Boundary expansion and 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, and coordinating with the Code Enforcement Division to ensure compliance with zoning regulations and correction of zoning violations.

Performance Measurements:

Planning Division Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of land use application hearings held	28	25	43	N/A	N/A	N/A	N/A
Community events held to promote biking and walking**	N/A	N/A	2	N/A	N/A	N/A	N/A
Number of customers assisted at the counter*	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Effectiveness							
% of land use applications completed on time or early	N/A	N/A	80%	100%	100%	100%	100%
Efficiency							
% of sign permits reviewed within two business days*	N/A	N/A	N/A	N/A	95%	95%	95%

*Tracking for this performance measure is new **Sunday Parkway & Ride Sally Ride

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 an additional Associate Planner position increasing the full time positions in the Division to four.

Program: Development – Planning Services

FY'14 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.

Objective 2: Review annexation policy

- Propose Development Code amendments related to objectives outlines in the Urbanization Element of the Comprehensive Plan. Update other Development Code sections and continue working on updates to the Master Plans.

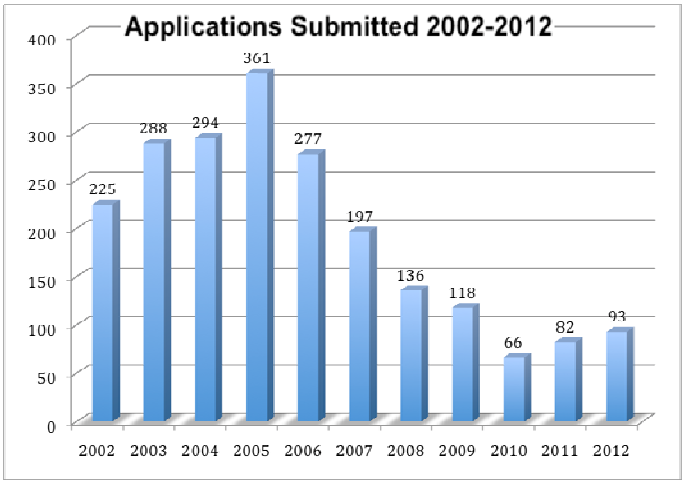
Promote Healthy Neighborhoods

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

- Partner with the School Districts to implement two (2) safety projects around schools or parks that provide safer biking and walking routes for children and families.
- Coordinate two (2) community events that promote biking, walking and other outdoor activities to make Grants Pass a healthier community.

FY'13 Activity Review:

During calendar year 2012, the division received 93 land use applications within the City and the urbanizing area, including: 29 site plan reviews, 9 site plan modifications, 8 lot line adjustments, 1 partition, 8 variances, 3 code amendments, 2 historic reviews, 1 major home occupation, and 6 conditional use permits. Staff also worked with applicants on 26 pre-applications, a service designed to assist the developer in the preparation of project proposals that reflect code requirements.



Of the 93 applications processed, twenty-two (22) of the applications were decided on by a Hearings Officer, two (2) by the Historical Buildings and Sites Commission (HBSC) and sixteen (16) decided on or recommended to the City Council by the Urban Area Planning Commission (UAPC). The City Council deliberated on three (3) land use hearings. This number does not include sign code appeals or other municipal code items considered by the City Council. Forty-six (46) percent of the applications received in 2012 were reviewed and deliberated on in a public hearing setting.

In addition to the land use applications reviewed, the division issued Development Permits and reviewed construction drawings for projects that advanced to construction. The activity also reviewed permits for 34 single-family dwellings, 4 manufactured homes, 10 new commercial buildings, and 75 commercial/industrial addition/remodel projects. 73 sign permits were reviewed and issued. Other administrative applications included; review of 4 Municipal Code amendments, 2 Sign Code Appeals, 1 Director's Interpretation, and 13 Minor Home Occupation permits.

Program: Development – Planning Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Sign Permits	9,578	12,420	7,000	9,500	9,500	9,500	9,500
State Grants	0	0	5,000	0	0	0	0
Solid Waste Agency	469	1,040	700	700	700	700	700
Planning Fees	63,857	63,156	47,000	64,900	64,900	64,900	64,900
Other Revenues	1,375	500	300	300	300	300	300
Total Current Revenues	***75,279***	***77,116***	***60,000***	***75,400***	***75,400***	***75,400***	***75,400***
General Support	526,179	553,327	666,765	705,479	705,479	705,479	724,571
Total Resources	**601,458**	**630,443**	**726,765**	**780,879**	**780,879**	**780,879**	**799,971**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	348,171	314,876	362,526	424,819	424,819	424,819	443,563
Materials & Supplies	391	373	4,150	6,945	6,945	6,945	5,235
Contractual/Prof Services	24,507	23,379	43,917	40,087	40,087	40,087	32,520
Direct Charges	167,501	229,956	246,012	233,523	233,523	233,523	241,412
Indirect Charges	55,888	56,859	65,160	70,505	70,505	70,505	72,241
Transfers Out	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Requirements	**601,458**	**630,443**	**726,765**	**780,879**	**780,879**	**780,879**	**799,971**

Program: Development – Planning Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Asst. Parks & CD Director	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	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	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal	*11.00*	*11.00*	*11.00*	*11.00*	*11.00*	*11.00*	*11.00*
Asst. Parks & CD Director							
To: Building	0.00	0.00	0.00	(0.10)	(0.10)	(0.10)	(0.10)
Subtotal Distributed	*0.00*	*0.00*	*0.00*	*(0.10)*	*(0.10)*	*(0.10)*	*(0.10)*
Total Positions	**11.00**	**11.00**	**11.00**	**10.90**	**10.90**	**10.90**	**10.90**
Total Un-Funded Positions	(7.00)	(8.00)	(8.00)	(7.00)	(7.00)	(7.00)	(7.00)
Total Funded Positions	**4.00**	**3.00**	**3.00**	**3.90**	**3.90**	**3.90**	**3.90**
Temporary/Seasonal Hours	0	280	280	280	280	280	280

***The following is a Recap of Unfunded Positions by Fiscal Year:**							
Associate Planner	3.00	3.00	3.00	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	0.00	1.00	1.00	1.00	1.00	1.00	1.00

Program: Development – Building Services

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		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of building inspections	3265	N/A	2933	N/A	2601*	N/A	N/A
Number of permits issued	1394	N/A	1328	N/A	1247*	N/A	N/A
Effectiveness							
% of Single Family Residential Permits Approved within 5 Business Days of Receipt	84%	100%	89%	100%	100%*	100%	100%
% of Residential Inspections Completed within 1 Business Day of Request	99%	100%	99%	100%	99%*	100%	100%
% of Commercial Inspections Completed within 1 Business Day of Request	99%	100%	99%	100%	99%*	100%	100%
Efficiency							
Building Permits Issued per FTE	697	N/A	664	N/A	623*	N/A	N/A

*7/1/12 – 3/31/13

FY'14 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 19: Evaluate current pre-application process for implementation of new procedures to include smaller building projects.

Encourage Economic Prosperity

Objective 5: Streamline development process

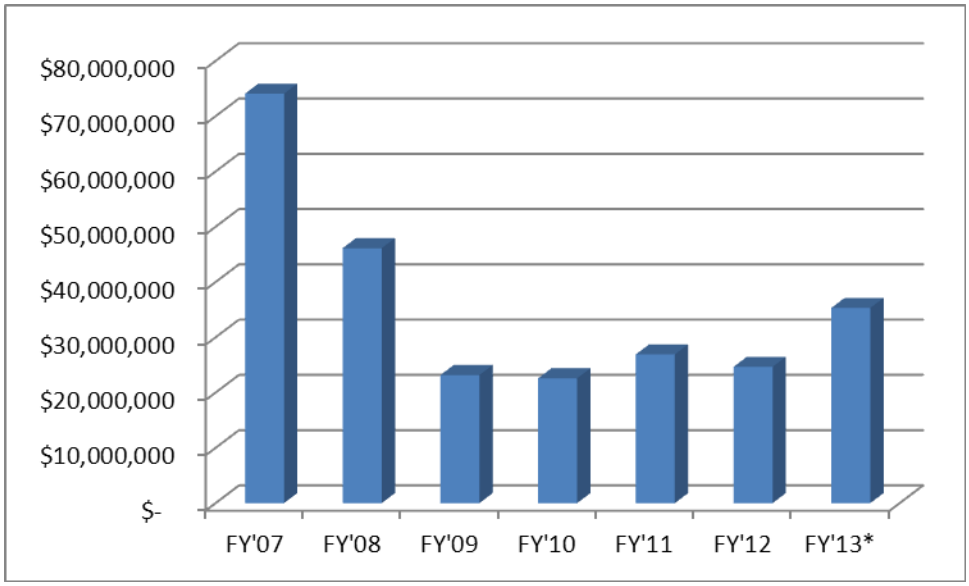
- Action 2: As software decisions are made regarding citywide financial system, staff will pursue complimentary e-permitting software for implementation.
- Action 3: Create a policy in conjunction with economic development department to identify areas where improvement can be made. Present policy to the Planning Commission and City Council.
- Action 4: Publish information about continuing education for builders and developers and provide on-site training for new codes to builders and developers.

Program: Development – Building Services

Budget Highlights:

FY'14 budgeted expenses have increased approximately 4% from FY'13 expenses. Projected FY'14 revenues have increased approximately 10% from FY'13. The FY'14 budget maintains 2 existing funded positions, with 5 positions to remain vacant and unfunded.

Construction Valuation FY'07 – FY'13



*7/1/12-3/31/13

FY'13 Activity Review:

In the first nine months of FY'13 we permitted and provided inspection services for 1247 permits, compared to 1328 permits issued in FY'12. The building construction valuation for the first nine months of FY'13 compared to the same period in FY'12 shows an increase of approximately 73%.

Program: Development – Building Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	704,512	578,522	488,109	538,615	538,615	538,615	380,470
Current Resources							
Activity Generated							
Building Permits	127,629	113,260	115,300	137,600	137,600	137,600	137,600
Plumbing Permits	41,608	30,446	30,000	41,000	41,000	41,000	41,000
Mechanical Permits	25,306	31,228	29,800	32,000	32,000	32,000	32,000
Sewer Permits	3,783	3,192	2,200	3,300	3,300	3,300	3,300
Electrical Permits	44,314	41,572	34,700	44,700	44,700	44,700	44,700
Development Charges	105,805	97,407	102,600	93,700	93,700	93,700	93,700
Interest on Investments	3,092	3,221	3,600	3,200	3,200	3,200	3,200
Miscellaneous Revenue	42	0	0	0	0	0	0
Transfer from General Ops.	50,000	50,000	50,000	50,000	0	0	0
Total Current Revenues	***401,579***	***370,326***	***368,200***	***405,500***	***355,500***	***355,500***	***355,500***
Total Resources	**1,106,091**	**948,848**	**856,309**	**944,115**	**894,115**	**894,115**	**735,970**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	220,437	212,654	226,931	244,703	244,703	244,703	252,641
Materials & Supplies	3,356	521	3,650	7,100	7,100	7,100	7,100
Contractual/Prof Services	68,226	64,383	73,278	76,660	76,660	76,660	77,971
Direct Charges	185,656	161,844	143,896	138,487	138,487	138,487	143,209
Indirect Charges	49,894	41,814	44,775	46,695	46,695	46,695	48,092
Subtotal Expenditures	***527,569***	***481,216***	***492,530***	***513,645***	***513,645***	***513,645***	***529,013***
Contingencies	0	0	50,000	430,470	380,470	380,470	206,957
Ending Balance	578,522	467,632	313,779	0	0	0	0
Total Requirements	**1,106,091**	**948,848**	**856,309**	**944,115**	**894,115**	**894,115**	**735,970**

Program: Development – Building Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
Subtotal	*7.00*	*7.00*	*7.00*	*7.00*	*7.00*	*7.00*	*7.00*
Asst. Parks & CD Director							
From: Planning	0.00	0.00	0.00	0.10	0.10	0.10	0.10
Subtotal Distributed	*0.00*	*0.00*	*0.00*	*0.10*	*0.10*	*0.10*	*0.10*
Total Positions	**7.00**	**7.00**	**7.00**	**7.10**	**7.10**	**7.10**	**7.10**
Total Un-Funded Positions	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)
Total Funded Positions	**2.00**	**2.00**	**2.00**	**2.10**	**2.10**	**2.10**	**2.10**

***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

Program: Development – Economic Development Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Businesses Approved for Economic Incentive Grants	2	4	6	5	5	5	5
Number of business expanded or retained	4	3	3	3	3	3	3
Average monthly contacts with local businesses	10	10	11	10	10	10	10
Business trainings provided	4	4	4	4	4	4	4
Effectiveness							
Jobs generated	263	200	305	200	200	200	200
Companies expanded, recruited, saved	4	3		3	3	3	3
Investment of Capital	$931,000	$1 Mill	$5,764,000	$1 Mill	$1 Mill	$1 Mill	$1 Mill

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Encourage Economic Prosperity

Assist in the expansion or retention of at least three traded sector businesses

- Assist with the expansion or retention of three businesses via the Enterprise Zone, Transportation SDC Incentive, revolving loan program, Grants Pass Business Development Program, Grants Pass Micro-loan program and/or Small Business Technical Assistance Program.

FY'14 Anticipated Accomplishments Cont'd:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

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.

This activity is particularly important when the Community and the State are experiencing a downturn in economic growth. The City anticipates that information from a performance audit will help identify best practices and resource requirements needed to implement recommendations.

Budget Highlights:

The FY'14 budget reflects revenues generated from the City's Transient Room Tax and General Fund revenue support. In terms of expenditures, the FY'14 budget continues support to our business community with a contribution for dues to SOREDI, the professional organization that provides recruitment services and enterprise zone management for the region.

FY'13 Activity Review:

The Economic Development Services activity has 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, (Holiday plaza and Buy Local Program.)

Program: Development – Economic Development Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Fines & Forfeitures	21,780	0	0	0	0	0	0
Transfer from Room Tax	105,247	109,118	109,100	112,200	112,200	112,200	115,600
Transfer from Industrial Loans	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Current Revenues	***132,027***	***114,118***	***114,100***	***117,200***	***117,200***	***117,200***	***120,600***
General Support	32,786	55,932	60,240	77,504	77,504	77,504	78,418
Total Resources	**164,813**	**170,050**	**174,340**	**194,704**	**194,704**	**194,704**	**199,018**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	96,435	98,532	98,649	115,910	115,910	115,910	119,714
Materials & Supplies	964	25	0	0	0	0	0
Contractual/Prof Services	50,039	54,158	55,744	56,860	56,860	56,860	56,970
Direct Charges	2,328	2,074	4,147	4,234	4,234	4,234	4,234
Indirect Charges	15,047	15,261	15,800	17,700	17,700	17,700	18,100
Total Requirements	**164,813**	**170,050**	**174,340**	**194,704**	**194,704**	**194,704**	**199,018**

Program: Development – Economic Development Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Economic Development							
Economic Development Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

Partner Agencies:

Program: Development – Downtown Development Services

***Mission Statement*:**

"To promote and enhance a vibrant commercial and cultural district with supporting infrastructure, maintenance, security, 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.

The goal is to provide:

- A clean, safe, well-lit, maintained and inviting appearance.
- Appealing sidewalks and storefronts occupied with a variety of inviting and interesting businesses.
- Activities that attract and benefit area residents, businesses, and visitors.
- A healthy mix of retail, restaurant, entertainment, and service businesses and a reputation for welcoming and supporting new businesses.
- Creative and fresh places where people will shop, enjoy, remember and return.

Performance Measurements:

Downtown Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of Merchant Surveys	1	1	2	2	3	3	3
Effectiveness							
% of posted hours downtown restrooms are in clean/working order	N/A	N/A	N/A	95%	95%	95%	95%
Efficiency							
Parking ticket revenue per operating expenditures	N/A	N/A	N/A	85%	90%	90%	90%

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Encourage Economic Prosperity

Objective 4: Reinvest in Downtown

- Continue flower basket program at the 2012 level with staff assistance in watering and care.
- Property Management staff will continue to provide oversight and labor for power washing, gum busting, graffiti removal, tree and tree-well maintenance, landscape maintenance, ornamental light operations, and infrastructure improvements.

Expand Tourism and Cultural Opportunities

Objective 5: Continue current art programs

- Staff and contractors will assist with the coordination and placement of public art displays, events, and merchant concerns.

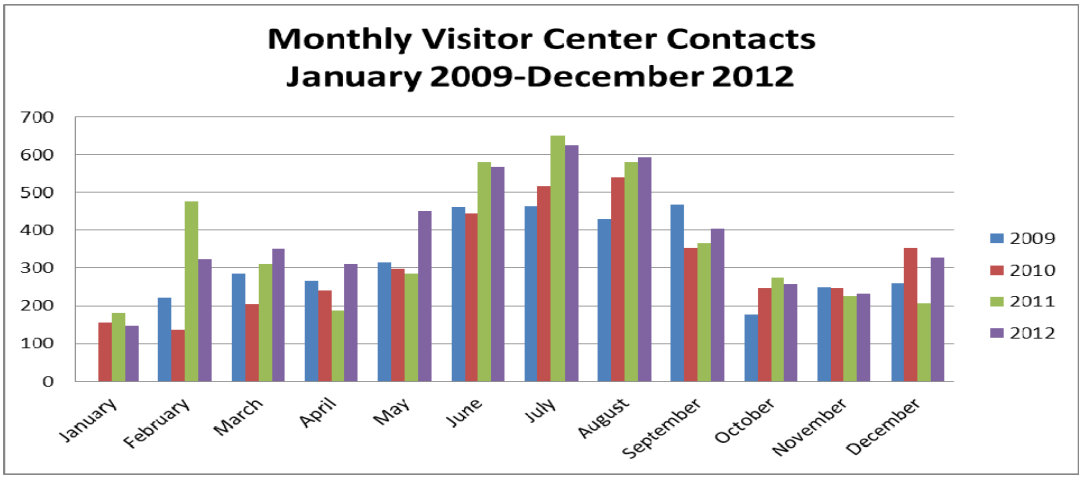
Program: Development – Downtown Development Services

Budget Highlights:

Enhancement and maintenance of the downtown physical environment is an ongoing project and priority. A contract is in place with Recreation Northwest to help ensure prompt communication on maintenance and service issues, visitor information, and promotional programs with merchants. This is the primary role of the Downtown Program Coordinator. Additionally, they maintain contact with the Towne Center Association with regards to events held in the downtown. The flower basket program and the winter holiday events will be maintained at the current level of funding.

FY'13 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 FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Current Resources							
Activity Generated							
Parking Lot Permits	8,288	8,010	10,400	8,200	8,200	8,200	8,200
Reserved Parking Permits	600	63	600	600	600	600	600
Parking Violations	11,736	13,355	10,000	7,700	7,700	7,700	7,700
Other Revenue	2,120	2,898	1,350	1,350	1,350	1,350	1,350
Transfer Room Tax Fund	105,247	109,118	109,100	112,200	112,200	112,200	115,600
Total Current Revenues	***127,991***	***133,444***	***131,450***	***130,050***	***130,050***	***130,050***	***133,450***
General Support	185,561	206,268	224,373	244,358	244,358	244,358	252,405
Total Resources	**313,552**	**339,712**	**355,823**	**374,408**	**374,408**	**374,408**	**385,855**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	115,341	135,398	137,430	138,103	138,103	138,103	142,879
Materials & Supplies	8,352	13,710	13,385	15,775	15,775	15,775	15,900
Contractual/Prof Services	142,720	143,888	154,654	168,737	168,737	168,737	174,187
Direct Charges	17,705	15,833	16,733	17,714	17,714	17,714	17,814
Capital Outlay	888	0	0	0	0	0	0
Indirect Charges	28,546	30,883	33,621	34,079	34,079	34,079	35,075
Total Requirements	**313,552**	**339,712**	**355,823**	**374,408**	**374,408**	**374,408**	**385,855**

Program: Development – Downtown Development Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Assistant City Manager							
From: Management	0.000	0.000	0.000	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	0.250	0.250	0.250	0.250
Property Management Coordinator							
From: Property Management	0.150	0.100	0.100	0.100	0.100	0.100	0.100
Municipal Service Worker							
From: Property Management	0.000	0.150	0.150	0.150	0.150	0.150	0.150
Parks and Comm. Service Director							
From: Property Management	0.050	0.050	0.050	0.000	0.000	0.000	0.000
Total Positions	**1.450**	**1.550**	**1.550**	**1.525**	**1.525**	**1.525**	**1.525**
Temporary/Seasonal Hours	0	350	500	500	500	500	500

Program: Development – Tourism Promotion Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of new or expanded events	N/A	N/A	1	1	1	1	1
Effectiveness							
% of tourism industry providers rating department as positive	N/A	N/A	N/A	80%	80%	80%	80%
Efficiency							
Utilize local tourism enthusiasts to expand social networking efforts. (Blogging, etc.)	N/A	N/A	N/A	N/A	2	2	2

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Expand Tourism and Cultural Opportunities

Objective 1: Support local events

- Art Along the Rogue (AATR) 11th 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

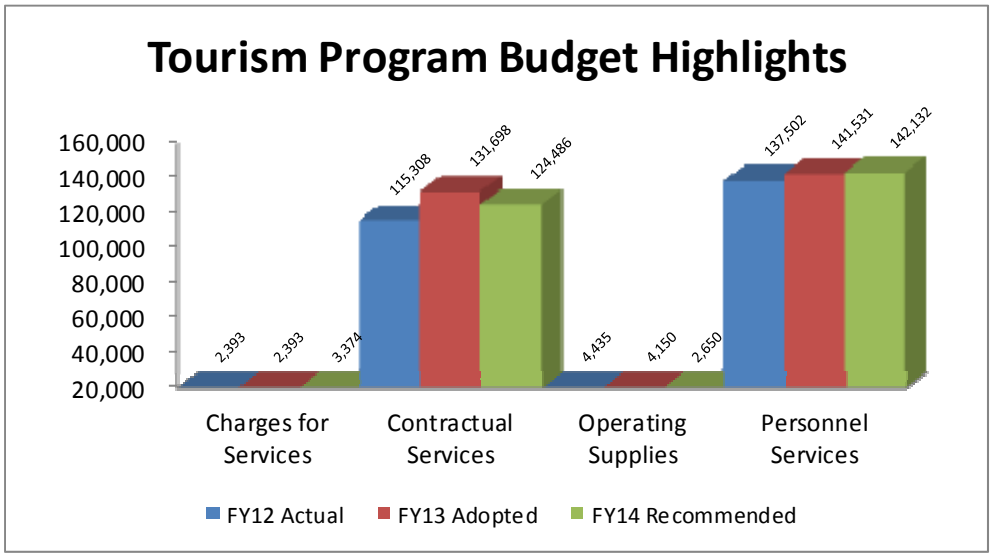
Objective 5: Re-invigorate branding and marketing focus

- The tourism website will continue to be updated and enhanced as it is a primary marketing tool.

Program: Development – Tourism Promotion Services

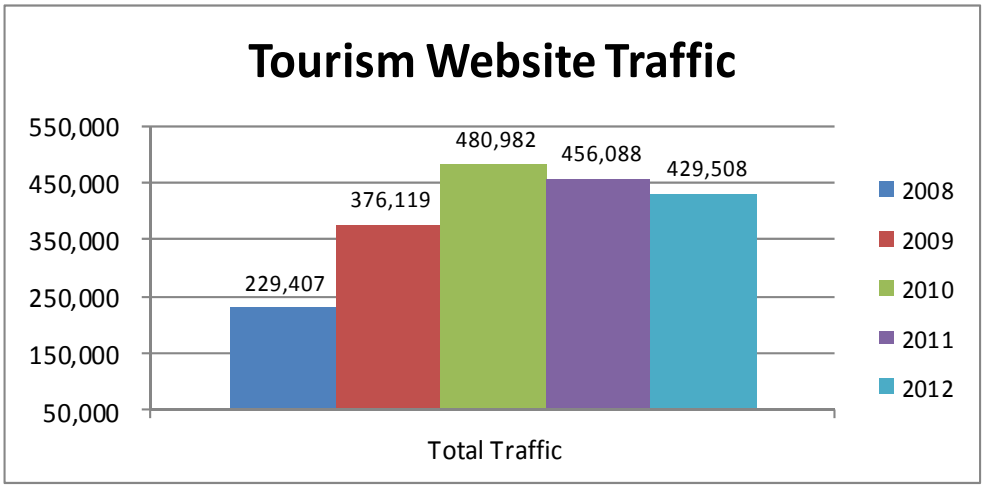
Budget Highlights:

Projected revenues are forecasted to remain relatively flat throughout FY'14. 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.



FY'13 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) 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.



Program: Development – Tourism Promotion Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	13,822	13,662	13,662	0	0	0	0
Current Resources							
Activity Generated							
Sales	3,763	1,440	2,700	2,700	2,700	2,700	2,700
Transfer from Room Tax	270,635	280,590	280,600	288,600	288,600	288,600	297,300
Other Revenue	952	1,442	900	900	900	900	900
Total Current Revenues	***275,350***	***283,472***	***284,200***	***292,200***	***292,200***	***292,200***	***300,900***
General Support	0	0	10,000	9,971	9,971	9,971	7,803
Total Resources	**289,172**	**297,134**	**307,862**	**302,171**	**302,171**	**302,171**	**308,703**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	132,767	137,502	141,531	142,132	142,132	142,132	147,979
Materials & Supplies	2,308	4,435	4,150	3,450	3,450	3,450	3,350
Contractual/Prof Services	114,271	116,941	133,008	125,796	125,796	125,796	126,000
Direct Charges	515	2,393	2,393	3,374	3,374	3,374	3,374
Indirect Charges	25,649	26,127	26,780	27,419	27,419	27,419	28,000
Subtotal Expenditures	***275,510***	***287,398***	***307,862***	***302,171***	***302,171***	***302,171***	***308,703***
Ending Balance	13,662	9,736	0	0	0	0	0
Total Requirements	**289,172**	**297,134**	**307,862**	**302,171**	**302,171**	**302,171**	**308,703**

Program: Development – Tourism Promotion Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Tourism/Downtown Specialist	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Assistant II	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Subtotal	*2.000*	*2.000*	*2.000*	*2.000*	*2.000*	*2.000*	*2.000*
Assistant City Manager							
From: Management	0.000	0.000	0.000	0.025	0.025	0.025	0.025
Parks and Comm. Service Director							
From: Property Management	0.050	0.050	0.050	0.000	0.000	0.000	0.000
Office Assistant II							
From: Property Management	0.050	0.050*	0.050*	0.000	0.000	0.000	0.000
From: Management	0.000	0.000	0.000	0.050*	0.050*	0.050*	0.050*
Tourism/Downtown Specialist							
To: Downtown	(0.250)	(0.250)	(0.250)	(0.250)	(0.250)	(0.250)	(0.250)
Subtotal Distributed	*(0.150)*	*(0.150)*	*(0.150)*	*(0.175)*	*(0.175)*	*(0.175)*	*(0.175)*
Total Positions	**1.850**	**1.850**	**1.850**	**1.825**	**1.825**	**1.825**	**1.825**
Total Un-Funded Positions	0.000	(0.005)	(0.005)	(0.005)	(0.005)	(0.005)	(0.005)
Total Funded Positions	**1.850**	**1.845**	**1.845**	**1.820**	**1.820**	**1.820**	**1.820**

***The following is a Recap of Unfunded Positions by Fiscal Year:**							
Office Assistant II	0.000	0.005	0.005	0.005	0.005	0.005	0.005

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

TRANSPORTATION

ACTIVITIES

∗Street and Drainage Maintenance

∗Customer Services

∗General Program Operations

∗Capital Construction

DESCRIPTION

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

	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	13,492,287	14,249,841	12,912,683	11,497,949	11,497,949	11,497,949	7,399,957
Total Resources	**13,492,287**	**14,249,841**	**12,912,683**	**11,497,949**	**11,497,949**	**11,497,949**	**7,399,957**
Requirements							
Street & Drainage Maint.	1,075,410	1,097,912	1,253,127	1,266,708	1,266,708	1,266,708	1,297,557
Customer Services	66,837	53,308	53,723	171,789	171,789	171,789	178,806
General Program Operations	1,930,000	2,388,260	2,027,708	2,194,476	2,194,476	2,194,476	2,020,178
Capital Construction	10,420,040	10,710,361	9,578,125	7,864,976	7,864,976	7,864,976	3,903,416
Total Requirements	**13,492,287**	**14,249,841**	**12,912,683**	**11,497,949**	**11,497,949**	**11,497,949**	**7,399,957**

Program: Transportation/Street Utility

Mission Statement:

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

Services Delivered:

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

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

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

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

Program: Transportation/Street Utility

Program Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	572,393	726,525	437,558	667,858	667,858	667,858	464,448
Current Resources							
Activity Generated							
Gas Tax Allocation	1,642,758	1,884,988	1,945,120	1,988,865	1,988,865	1,988,865	2,038,543
Interest	3,807	3,463	1,500	2,000	2,000	2,000	2,000
Permit Fees	5,383	8,506	8,000	10,000	10,000	10,000	10,000
Revenue Other Agencies	84,652	84,652	84,650	84,650	84,650	84,650	84,650
Transportation Fees	758,790	828,645	857,130	877,000	877,000	877,000	894,400
Other Revenue	4,464	2,701	600	2,600	2,600	2,600	2,500
Capital Construction	10,420,040	10,710,361	9,578,125	7,864,976	7,864,976	7,864,976	3,903,416
Total Current Revenues	***12,919,894***	***13,523,316***	***12,475,125***	***10,830,091***	***10,830,091***	***10,830,091***	***6,935,509***
Total Resources	**13,492,287**	**14,249,841**	**12,912,683**	**11,497,949**	**11,497,949**	**11,497,949**	**7,399,957**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Streets and Drainage Maint.	1,075,410	1,097,912	1,253,127	1,266,708	1,266,708	1,266,708	1,297,557
Customer Services	66,837	53,308	53,723	171,789	171,789	171,789	178,806
General Operations	244,337	238,016	254,652	250,928	250,928	250,928	254,128
Capital Construction	10,293,040	10,700,361	9,578,125	7,864,976	7,864,976	7,864,976	3,903,416
Indirect Charges	139,789	138,295	155,600	170,000	170,000	170,000	174,120
Transfers Out	945,584	1,336,158	1,195,946	1,308,000	1,308,000	1,308,000	1,116,000
Debit Services	765	785	1,100	1,100	1,100	1,100	1,100
Subtotal Expenditures	***12,765,762***	***13,564,835***	***12,492,273***	***11,033,501***	***11,033,501***	***11,033,501***	***6,925,127***
Contingencies	0	0	420,410	464,448	464,448	464,448	474,830
Ending Balance	726,525	685,006	0	0	0	0	0
Total Requirements	**13,492,287**	**14,249,841**	**12,912,683**	**11,497,949**	**11,497,949**	**11,497,949**	**7,399,957**

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Miles of streets to maintain	167	N/A	167	N/A	167	167	167
Asphalt digouts/repairs made on segments	23	20	25	20	20	20	20
School crosswalk to maintain	84	84	85	85	85	85	85
Number of street segments crack sealed	28	25	31	25	25	25	25
Effectiveness							
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	20	20	25	20	20	20	20
Percent of School crosswalks maintained each year before school starts	100	100	100	100	100	100	100
Efficiency							
Square feet of asphalt repairs per man-hour	21	22	22	20	20	20	20
Feet of roadway cracks sealed per man-hour	43	40	55	40	40	40	40

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Maintain, Operate, and Expand our Infrastructure

Objective 4: Ensure storm facility infrastructure needs are met

- Storm water quality manhole, bio-swale and detention pond maintenance plans will be developed.

Objective 5: Ensure transportation infrastructures needs are met

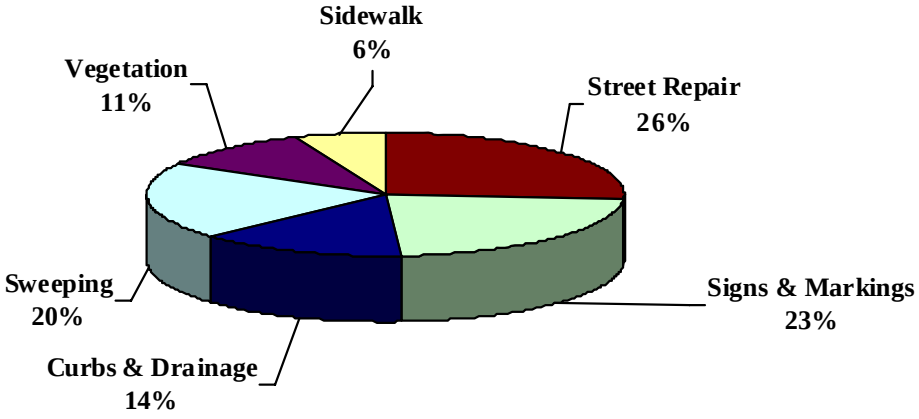
- Continue major street maintenance preparation and repairs, including crack sealing, digout and repair of failed pavement and continue role in inspections of utility cuts in existing streets.
- Overlay and reconstruction program will continue.
- Sweeping will continue to be provided by contract.
- Traffic signs will be repaired or replaced as necessary.
- Traffic markings will be enhanced.

Program: Transportation – Street and Drainage Maintenance

Budget Highlights:

The FY'13 budget includes $22,100 for contracted street repairs and $38,500 for curb, gutter and other drainage repairs and improvements. The budget includes $16,750 for sign fabrication, $8,000 for ramp installation, $26,700 for traffic painting and markings, $15,000 for alley maintenance and $145,036 for street sweeping.

Street and Drainage Activities



Actual Expenditures FY'12

FY'13 Activity Review:

Digouts and skin patches were completed on 25 street segments to date. Crack sealing was completed on 31 segments, 1,000 feet of chip sealing was completed on Medart Ln., four new pedestrian access ramps were installed and 479 feet of hazardous sidewalk was repaired. Several drainage issues were addressed, including installation of 50 feet of new drain line and one inlet on Cedar Ln., and replacement of approximately 101 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 46 new street signs and 453 signs were repaired and replaced. Continued enforcement of street cut standards, within the right-of way, continues to improve the quality of repairs.

Program: Transportation – Street and Drainage Maintenance

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	582,867	554,123	652,323	657,593	657,593	657,593	685,978
Materials & Supplies	60,817	48,320	67,440	65,587	65,587	65,587	67,162
Contractual/Prof Services	431,501	495,469	531,364	531,528	531,528	531,528	542,417
Direct Charges	0	0	2,000	2,000	2,000	2,000	2,000
Capital Outlay	225	0	0	10,000	10,000	10,000	0
Total Requirements	**1,075,410**	**1,097,912**	**1,253,127**	**1,266,708**	**1,266,708**	**1,266,708**	**1,297,557**

Program: Transportation – Street and Drainage Maintenance

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Subtotal	*7.00*	*7.00*	*7.00*	*7.00*	*7.00*	*7.00*	*7.00*
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	0.50*	0.50*	0.50*	0.50*	0.50*	0.50*	0.50*
Subtotal Distributed	*1.06*	*1.06*	*1.06*	*1.06*	*1.06*	*1.06*	*1.06*
Total Positions	**8.06**	**8.06**	**8.06**	**8.06**	**8.06**	**8.06**	**8.06**
Total Un-Funded Positions	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Total Funded Positions	**7.56**	**7.56**	**7.56**	**7.56**	**7.56**	**7.56**	**7.56**
Temporary/Seasonal Hours	3,168	3,168	3,168	3,168	3,168	3,168	3,168

***Recap of Unfunded Positions by Fiscal Year:**							
Urban Forester	0.50	0.50	0.50	0.50	0.50	0.50	0.50

Capital Outlay/By Item

Snow Plow Implement	0	10,000	10,000	10,000	0
Total Capital Outlay	**0**	**10,000**	**10,000**	**10,000**	**0**

Program: Transportation – Customer Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
# of transportation utility customers	11,856	11,800	11,942	11,900	11,960	11,960	11,960
Effectiveness							
Uncollectable accounts as a % of revenue	.05%	<1%	.10%	<1%	<1%	<1%	<1%
Efficiency							
Finance Direct Charges per Water Cust.*	$.30	<$1.00	$.30	<$1.00	<$1.00	<$1.00	<$1.00

FY'14 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 11,860 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.

Program: Transportation – Customer Services

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 deliver 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'13 Activity Review:

The Customer Service office generated approximately 133,600 utility billings during FY'13 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 FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	36,857	35,240	36,336	38,073	38,073	38,073	39,498
Direct Charges	29,980	18,068	17,387	133,716	133,716	133,716	139,308
Total Requirements	**66,837**	**53,308**	**53,723**	**171,789**	**171,789**	**171,789**	**178,806**

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'14 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'14 is budgeted to transfer $1,308,000 to projects, $1,193,000 of which is from Gas Tax.

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	123	0	1,700	1,700	1,700	1,700	1,700
Direct Charges	244,214	238,016	252,952	249,228	249,228	249,228	252,428
Indirect Charges	139,789	138,295	155,600	170,000	170,000	170,000	174,120
Transfers Out	818,584	1,326,158	1,195,946	1,308,000	1,308,000	1,308,000	1,116,000
Debt Service	765	785	1,100	1,100	1,100	1,100	1,100
Subtotal Expenditures	***1,203,475***	***1,703,254***	***1,607,298***	***1,730,028***	***1,730,028***	***1,730,028***	***1,545,348***
Contingencies	0	0	420,410	464,448	464,448	464,448	474,830
Ending Balance	726,525	685,006	0	0	0	0	0
Total Requirements	**1,930,000**	**2,388,260**	**2,027,708**	**2,194,476**	**2,194,476**	**2,194,476**	**2,020,178**

Program: Transportation – Capital Construction

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'14 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 infrastructures needs are met

- Continue Street overlay program.
- Construct Hubbard Lane improvements.
- Complete Redwood Avenue design (east end).
- Construct storm drain improvements on Western Avenue.
- Begin Drury Lane reconstruction.

Interconnect all Transportation Modes

- Construct Fruitdale Trail improvement.
- Continue to evaluate safety crossings for pedestrians and bicyclist.
- Design bridge replacement over Gilbert Creek on Savage.

Program: Transportation – Capital Construction

Budget Highlights:

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

The Active Capital Project list includes projects coming to a close in FY'13, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'12"; the re-assessed resource needs of projects using current data for the "Revised FY'13" column, guiding our "Recommended FY'14" and resources estimated "Through FY'14". 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'13 Activity Review:

- Completed installation of Florer Drive improvements.
- Completed installation of Cloverlawn multipurpose path.
- Completed installation of the Transit Shelters.
- Completed the emergency replacement of the storm drain line on Morgan Lane and Hawthorne Avenue.
- Completed the design of improvements to the west end of Redwood Avenue.
- Continued the Street overlay and maintenance program.
- Began design of the D Street sidewalk project.
- Began the evaluation of safety crossings for pedestrians and bicyclists.

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'12	Revised FY'13	Adopted FY'14	Total Through FY'14	Future Years	Total Project
TR0000	Miscellaneous Proj.- General (612)	2,621,174	(424,588)	69,500	2,266,086	71,500	2,337,586
TR0000	Miscellaneous Proj.- SDC's (614)	1,166,768	(174,000)	(599,000)	393,768	379,000	772,768
TR0000	Miscellaneous Proj.- LID's (619)	66,451	500,000	500,000	1,066,451	50,000	1,116,451
TR1050	Emergency Storm Drain Projects	188,620	20,000	20,000	228,620	80,000	308,620
TR4719	Fruitdale Trail	261,213	58,303	140,000	459,516	0	459,516
TR4924	Hubbard Lane Widening	2,318,344	25,460	0	2,343,804	0	2,343,804
TR4934	Redwood Ave:Dowell to Hubbard (619)	2,098,414	551,586	(700,000)	1,950,000	2,650,000	4,600,000
TR5022	Master Transportation Plan Update	308,510	0	0	308,510	0	308,510
TR5025	Right of Way Purchases	81,205	25,000	0	106,205	25,000	131,205
TR5083	Traffic Calming	74,352	0	0	74,352	0	74,352
TR6075	Lincoln Rd.Sdwlk:Lower River Rd to G St.	91,076	0	0	91,076	0	91,076
TR6087	Josephine Cnty Transit - ODOT Op Grant	490,794	185,211	192,092	868,097	192,092	1,060,189
TR6114	Storm Drain Deficiency Evaluation	100,388	0	200,000	300,388	0	300,388
TR6115	Drury Lane Reconstruction (619)	1,104,074	422,000	699,000	2,225,074	0	2,225,074
TR6116	Allen Creek Rd Imprv-W.Harbeck>Denton	301,208	600,000	300,000	1,201,208	50,000	1,251,208
TR6117	Bike/Ped Path to Sidewalk Connectivity	20,058	0	0	20,058	0	20,058
TR6118	CMAQ Sidewalk Project	50,141	0	0	50,141	0	50,141
TR6119	Redwood Av/Allen Crk Rd. Intersection	40,158	75,000	0	115,158	0	115,158
TR6157	Overlay/Maintenance FY13/FY14	0	674,975	539,425	1,214,400	0	1,214,400
TR6158	Street Lighting/Signal Improvements	0	63,000	10,000	73,000	40,000	113,000
TR6159	Rail Crossing Improvements	0	125,000	75,000	200,000	150,000	350,000
TR6160	Safety Plan for Pedestrians & Bikes (613)	0	25,000	25,000	50,000	25,000	75,000
TR6161	Bike Lane Striping (613)	0	75,000	75,000	150,000	300,000	450,000
TR6162	Safety Crossings G and Bridge	0	75,000	75,000	150,000	0	150,000
TR6163	Bike Boulevards (613)	0	0	15,000	15,000	60,000	75,000
TR6164	D Street Sidewalks	0	110,000	110,000	220,000	110,000	330,000
TR6165	Gilbert Creek Bridge Replacement on	0	0	150,000	150,000	450,000	600,000
TR6166	Hawthorne Avenue Storm Drain	0	363,000	0	363,000	0	363,000
TR8413	Sidewalk Infill & Repair Fund	282,317	(110,000)	30,000	202,317	140,000	342,317
TR9700	Miscellaneous Proj. - Bikeway (613)	808,518	(13,000)	(55,000)	740,518	15,000	755,518
NEW PROJECTS							
TR6201	Overlay/Maintenance FY15/FY16	0	0	0	0	1,200,000	1,200,000
TR6202	Aluminum Storm Pipe ID & Inspection	0	0	30,000	30,000	0	30,000
TR6203	Redwood Avenue Phase 3	0	0	1,200,000	1,200,000	0	1,200,000
	Total Projects	**12,473,783**	**3,251,947**	**3,101,017**	**18,826,747**	**5,987,592**	**24,814,339**

CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

		Actual Through FY'12	Revised FY'13	Adopted FY'14	Total Through FY'14	Future Years	Total Project
TR1111	Street Utility Holding Project	180,676	(180,676)	0	0	0	0
TR4546	GPID Trail Easements	30,358	(18,303)	0	12,055	0	12,055
TR4785	Florer Drive LID (619)	138,516	0	0	138,516	0	138,516
TR4918	Cloverlawn Multipurpose Path (613)	62,013	(22,000)	0	40,013	0	40,013
TR4919	Bicycle Route Signage (613)	16,947	(16,947)	0	0	0	0
TR4922	Underground Utility Lines	34,582	(34,582)	0	0	0	0
TR4925	Hubbard Lane Signal	25,156	(25,156)	0	0	0	0
TR5051	Transit Shelter	51,015	0	0	51,015	0	51,015
TR6120	Lawnridge Ave Bike Boulevard (613)	10,005	10,000	0	20,005	0	20,005
	Total Closed Projects	**549,268**	**(287,664)**	**0**	**261,604**	**0**	**261,604**
	Grand Total - All Projects	**13,023,051**	**2,964,283**	**3,101,017**	**19,088,351**	**5,987,592**	**25,075,943**

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'14

		Adopted FY'14 Beginning Fund Balance	Adopted FY'14 Revenue	Adopted FY'14 Capital Outlay	Adopted FY'14 Transfers	Adopted FY'14 Appropriated Fund Balance
TR0000	Miscellaneous Projects - General (612)	82,275	69,500	0	0	151,775
TR0000	Miscellaneous Projects - SDC's (614)	616,762	(599,000)	0	0	17,762
TR0000	Miscellaneous Projects - LID's (619)	66,451	500,000	500,000	0	66,451
TR1050	Emergency Storm Drain Projects	40,692	20,000	60,692	0	0
TR4719	Fruitdale Trail	26,694	140,000	166,694	0	0
TR4924	Hubbard Lane Widening	297,957	0	297,957	0	0
TR4934	Redwood Ave:Dowell to Hubbard (619)	1,701,732	(700,000)	1,001,732	0	0
TR5022	Master Transportation Plan Targeted Updt	258,510	0	258,510	0	0
TR5025	Right of Way Purchases	29,864	0	29,864	0	0
TR5083	Traffic Calming	21,379	0	21,379	0	0
TR6075	Lincoln Rd.Sdwlk:Lower River Rd to G St.	34,433	0	34,433	0	0
TR6087	Josephine County Transit - ODOT Op Grant	0	192,092	192,092	0	0
TR6114	Storm Drain Deficiency Evaluation	13,913	200,000	213,913	0	0
TR6115	Drury Lane Reconstruction (619)	935,946	699,000	1,634,946	0	0
TR6116	Allen Creek Rd Imprv-W.Harbeck>Denton Trl	399,011	300,000	699,011	0	0
TR6117	Bike/Ped Path to Sidewalk Connectivity (613)	0	0	0	0	0
TR6118	CMAQ Sidewalk Project	13,029	0	13,029	0	0
TR6119	Redwood Av/Allen Crk Rd. Intersection Imprv.	0	0	0	0	0
TR6157	Overlay/Maintenance FY13/FY14	24,975	539,425	564,400	0	0
TR6158	Street Lighting/Signal Improvements	23,000	10,000	33,000	0	0
TR6159	Rail Crossing Improvements	0	75,000	75,000	0	0
TR6160	Safety Plan for Pedestrians & Bikes (613)	0	25,000	25,000	0	0
TR6161	Bike Lane Striping (613)	0	75,000	75,000	0	0
TR6162	Safety Crossings G and Bridge	0	75,000	75,000	0	0
TR6163	Bike Boulevards (613)	0	15,000	15,000	0	0
TR6164	D Street Sidewalks	0	110,000	110,000	0	0
TR6165	Gilbert Creek Bridge Replacement on	0	150,000	150,000	0	0
TR6166	Hawthorne Avenue Storm Drain	0	0	0	0	0
TR8413	Sidewalk Infill & Repair Fund	61,309	30,000	75,000	0	16,309
TR9700	Miscellaneous Projects - Bikeway Fund(613)	116,027	(55,000)	35,000	0	26,027
NEW PROJECTS						
TR6201	Overlay/Maintenance FY15/FY16	0	0	0	0	0
TR6202	Aluminum Storm Pipe ID & Inspection	0	30,000	30,000	0	0
TR6203	Redwood Avenue Phase 3	0	1,200,000	1,200,000	0	0
	Total Projects	**4,763,959**	**3,101,017**	**7,586,652**	**0**	**278,324**

Program: Transportation – Capital Construction

Financial Summary

	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Fund Balance	7,985,397	7,918,121	5,914,525	4,763,959	4,763,959	4,763,959	278,324
Resources							
Revenue from Other Agencies	900,559	614,181	1,192,211	601,517	601,517	601,517	192,092
Development Charges	121,561	543,980	151,000	151,000	151,000	151,000	151,000
Investment Interest	60,881	54,074	45,943	31,000	31,000	31,000	31,000
Advance Finance Interest	4,006	3,959	0	0	0	0	0
SDC Loans	42,072	47,156	0	0	0	0	0
General Fund	2,000	0	200,000	250,000	250,000	250,000	350,000
Street Utility Fund	818,584	1,326,158	1,180,946	1,293,000	1,293,000	1,293,000	1,101,000
Debt Service	119,805	0	500,000	500,000	500,000	500,000	1,800,000
Storm Drain & Open Space	0	0	220,000	0	0	0	0
Lands & Bldgs.	15,248	0	53,500	500	500	500	0
Sewer Fund	2,000	0	0	75,000	75,000	75,000	0
Water Fund	133,000	0	120,000	165,000	165,000	165,000	0
Water Projects	160,000	200,000	0	0	0	0	0
Advance Financing	52,866	2,712	0	0	0	0	0
Miscellaneous Revenue	2,061	20	0	34,000	34,000	34,000	0
Total Current Revenues	***2,434,643***	***2,792,240***	***3,663,600***	***3,101,017***	***3,101,017***	***3,101,017***	***3,625,092***
Total Resources	**10,420,040**	**10,710,361**	**9,578,125**	**7,864,976**	**7,864,976**	**7,864,976**	**3,903,416**
Requirements							
Capital Outlay	2,374,919	2,706,402	8,829,722	7,586,652	7,586,652	7,586,652	3,614,428
Transfers Out	127,000	10,000	0	0	0	0	0
Subtotal Expenditures	***2,501,919***	***2,716,402***	***8,829,722***	***7,586,652***	***7,586,652***	***7,586,652***	***3,614,428***
Appropriated Fund Balance	7,918,121	7,993,959	748,403	278,324	278,324	278,324	288,988
Total Requirements	**10,420,040**	**10,710,361**	**9,578,125**	**7,864,976**	**7,864,976**	**7,864,976**	**3,903,416**

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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	819,404	858,038	759,860	424,358	424,358	424,358	133,056
Total Resources	**819,404**	**858,038**	**759,860**	**424,358**	**424,358**	**424,358**	**133,056**
Requirements							
General Program Operations	10,563	10,563	10,563	10,563	10,563	10,563	10,563
Capital Construction	808,841	847,475	749,297	413,795	413,795	413,795	122,493
Total Requirements	**819,404**	**858,038**	**759,860**	**424,358**	**424,358**	**424,358**	**133,056**

Program: Utilities/Storm Water Program

Mission Statement:

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

Services Delivered:

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

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

Program: Utilities/Storm Water Program

Program Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	10,563	10,563	10,563	10,563	10,563	10,563	10,563
Current Resources							
Activity Generated							
Capital Construction	808,841	847,475	749,297	413,795	413,795	413,795	122,493
Total Current Revenues	***808,841***	***847,475***	***749,297***	***413,795***	***413,795***	***413,795***	***122,493***
Total Resources	**819,404**	**858,038**	**759,860**	**424,358**	**424,358**	**424,358**	**133,056**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Capital Construction	808,841	847,475	529,297	338,795	338,795	338,795	122,493
Transfers Out	0	0	220,000	75,000	75,000	75,000	0
Subtotal Expenditures	***808,841***	***847,475***	***749,297***	***413,795***	***413,795***	***413,795***	***122,493***
Ending Balance	10,563	10,563	10,563	10,563	10,563	10,563	10,563
Total Requirements	**819,404**	**858,038**	**759,860**	**424,358**	**424,358**	**424,358**	**133,056**

Program: Utilities/Storm Water – Maintenance Services

Services Delivered:

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

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Maintain, Operate, and Expand our Infrastructure

Objective 4: Ensure storm facility infrastructure needs are met

- 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'14. 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'13 Activity Review:

This will be a new program budget following adoption of the storm water utility. FY'13 storm drainage activities have been provided in the Transportation/Street Operating budget.

Program: Utilities/Storm Water – Maintenance Services

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	0	0	0	0	0	0	0
Materials & Supplies	0	0	0	0	0	0	0
Contractual/Prof Services	0	0	0	0	0	0	0
Total Requirements	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Parks & Community Svc's Director							
From: Property Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Part Time/Seasonal Hours	0	0	0	0	0	0	0

Program: Utilities/Storm Water – Customer Services

Services Delivered:

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

FY'14 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 FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Direct Charges	0	0	0	0	0	0	0
Total Requirements	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Program: Utilities/Storm Water – General Program Operations

Services Delivered:

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

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

No activity is expected this year.

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Ending Balance	10,563	10,563	10,563	10,563	10,563	10,563	10,563
Total Requirements	**10,563**	**10,563**	**10,563**	**10,563**	**10,563**	**10,563**	**10,563**

Program: Utilities/Storm Water – Capital Construction

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'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

Objective 1: Plan for utility infrastructure

- Update Storm Water Master Plan, utility ordinance, fees and rates at the direction of City Council.

Objective 4: Ensure storm facility infrastructure needs are met

- Install a storm water quality feature north of Estates Lane.
- Continue with the implementation of the TMDL Plan.

Program: Utilities/Storm Water – Capital Construction

Budget Highlights:

The Active Capital Project list includes projects coming to a close in FY'13, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'12"; the re-assessed resource needs of projects using current data for the "Revised FY'13" column, guiding our "Recommended FY'14" and resources estimated "Through FY'14". 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'13 Activity Review:

- Continued implementation of the TMDL Plan.
- Transferred funds to TR4934 for storm water capital improvements to be completed during the street project construction.
- Began the Update to the Storm Water Master Plan.

Program: Utilities/Storm Water – Capital Construction

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'12	Revised FY'13	Adopted FY'14	Total Through FY'14	Future Years	Total Project
DO0000	Miscellaneous Projects - SDC's (642)	793,865	(95,000)	(18,000)	680,865	48,000	728,865
DO0000	Miscellaneous Projects - (648)	79,628	0	0	79,628	0	79,628
DO5074	Major Redwood Storm Project	100,000	0	0	100,000	0	100,000
DO6071	TMDL Implementation Plan Startup	45,000	30,000	45,000	120,000	120,000	240,000
DO6113	Storm Water Quality Feature North of Estates Lane	150,000	0	0	150,000	0	150,000
DO6169	Stormwater Plan Update	0	225,000	60,000	285,000	60,000	345,000
	Total Projects	**1,168,493**	**160,000**	**87,000**	**1,415,493**	**228,000**	**1,643,493**

CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

DO4711	Sand Creek Wetland	225,000	(100,000)	(30,000)	95,000	0	95,000
	Grand Total - All Projects	**1,393,493**	**60,000**	**57,000**	**1,510,493**	**228,000**	**1,738,493**

ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'14

		Adopted FY'14 Beginning Fund Balance	Adopted FY'14 Revenue	Adopted FY'14 Capital Outlay	Adopted FY'14 Transfers Out	Adopted FY'14 Appropriated Fund Balance
DO0000	Miscellaneous Projects - SDC's 642	63,865	(18,000)	0	0	45,865
DO0000	Miscellaneous Projects - 648	19,628	0	0	0	19,628
DO5074	Major Redwood Storm Project	22,691	0	22,691	0	0
DO6071	TMDL Implementation Plan Startup	15,105	45,000	60,105	0	0
DO6113	Storm Water Quality Feature North of Estates Lane	95,506	0	95,506	0	0
DO6169	Storm water Plan Update	35,000	60,000	95,000	0	0
	Total Projects	**251,795**	**87,000**	**273,302**	**0**	**65,493**

CLOSED CAPITAL PROJECT SUMMARIES FOR FY'14

DO4711	Sand Creek Wetland	105,000	(30,000)	0	75,000	0
	Grand Total – All Projects	**356,795**	**57,000**	**273,302**	**75,000**	**65,493**

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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Fund Balance	772,872	801,715	704,297	356,795	356,795	356,795	65,493
Resources							
Development Charges	12,538	22,945	15,000	25,000	25,000	25,000	25,000
Investment Interest	6,143	5,226	0	2,000	2,000	2,000	2,000
SDC Loans	2,288	2,589	0	0	0	0	0
General Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Transportation Projects	0	0	15,000	15,000	15,000	15,000	15,000
Total Current Revenues	***35,969***	***45,760***	***45,000***	***57,000***	***57,000***	***57,000***	***57,000***
Total Resources	**808,841**	**847,475**	**749,297**	**413,795**	**413,795**	**413,795**	**122,493**
Requirements							
Capital Outlay	7,126	24,691	472,000	273,302	273,302	273,302	90,000
Transfers Out	0	0	220,000	75,000	75,000	75,000	0
Subtotal Expenditures	***7,126***	***24,691***	***692,000***	***348,302***	***348,302***	***348,302***	***90,000***
Appropriated Fund Balance	801,715	822,784	57,297	65,493	65,493	65,493	32,493
Total Requirements	**808,841**	**847,475**	**749,297**	**413,795**	**413,795**	**413,795**	**122,493**

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
© 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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	8,284,140	8,393,442	12,901,992	10,914,966	10,914,966	10,914,966	7,563,397
Total Resources	**8,284,140**	**8,393,442**	**12,901,992**	**10,914,966**	**10,914,966**	**10,914,966**	**7,563,397**
Requirements							
Water Treatment	1,405,166	1,432,233	1,649,406	1,636,499	1,636,499	1,636,499	1,713,711
Water Distribution	1,054,760	1,014,314	1,247,157	1,259,875	1,259,875	1,259,875	1,318,628
Customer Services	341,344	352,298	396,015	377,835	377,835	377,835	389,675
Debt Services	397,653	396,253	146,000	507,220	507,220	507,220	504,770
General Program Operations	2,236,251	2,280,210	1,844,165	2,750,479	2,750,479	2,750,479	2,309,270
Capital Construction	2,848,966	2,918,134	7,619,249	4,383,058	4,383,058	4,383,058	1,327,343
Total Requirements	**8,284,140**	**8,393,442**	**12,901,992**	**10,914,966**	**10,914,966**	**10,914,966**	**7,563,397**

Program: Utilities/Water Program

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 seven (7) major activities:

Water Treatment	Water Distribution
Customer Service	Debt Service
General Program Operations	Debt Service Reserve
Capital Improvements	

This Program provides services to approximately 10,500 system accounts.

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Maintain, Operate, and Expand our Infrastructure

Objective 1: Plan for utility infrastructure

- The Water Distribution Master Plan update will be initiated following completion of the UGB expansion process.
- The Water Treatment Facility Plan update has been initiated and a recommendation should be provided to Council this fiscal year.

Objective 2: Design and construct needed water facilities

- Small undersized water distribution mains are scheduled to be replaced with appropriate sized pipes to improve water delivery and increase fire flows.
- Construction of replacement of Reservoir #3 will be substantially completed. Demolition of the existing reservoir will have been completed during the last quarter of fiscal year 2013 with construction of the replacement reservoir to begin thereafter.
- Eliminate a water transmission main through private property and extend a new fire service line.
- Backup power generation facilities will be acquired and installed at the Water Filtration Plant.
- Work will begin on the exterior of the Water Filtration Plant, primarily consisting of minor repair work and painting.

FY'13 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.
- Installed a redundant backwash pump at the Water Filtration Plant.
- Monitoring and compliance of disinfection byproducts reduction within the water system was achieved per EPA directives.

Program: Utilities/Water Program

Program Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	1,375,614	1,280,617	1,021,804	1,606,908	1,606,908	1,606,908	1,054,554
Current Resources							
Activity Generated							
Sale of Water	3,972,271	4,105,622	4,201,969	4,856,430	4,856,430	4,856,430	5,112,440
Direct Charges to:							
Solid Waste Operations	13,024	23,263	12,000	20,000	20,000	20,000	20,400
Interest	11,577	9,641	7,500	9,000	9,000	9,000	9,000
Revenue Other Agencies	1,080	0	0	0	0	0	0
Other Revenue	54,108	56,165	39,470	39,570	39,570	39,570	39,660
Transfers In	7,500	0	0	0	0	0	0
Capital Construction	2,848,966	2,918,134	7,619,249	4,383,058	4,383,058	4,383,058	1,327,343
Total Current Revenues	***6,908,526***	***7,112,825***	***11,880,188***	***9,308,058***	***9,308,058***	***9,308,058***	***6,508,843***
Total Resources	**8,284,140**	**8,393,442**	**12,901,992**	**10,914,966**	**10,914,966**	**10,914,966**	**7,563,397**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Water Treatment	1,405,166	1,432,233	1,649,406	1,636,499	1,636,499	1,636,499	1,713,711
Water Distribution	1,054,760	1,014,314	1,247,157	1,259,875	1,259,875	1,259,875	1,318,628
Customer Services	341,344	352,298	396,015	377,835	377,835	377,835	389,675
General Program Operations	9,562	9,562	21,955	22,225	22,225	22,225	22,225
Capital Construction	2,688,966	2,718,134	7,619,249	4,383,058	4,383,058	4,383,058	1,327,343
Indirect Charges	290,541	288,766	334,200	340,700	340,700	340,700	355,500
Debt Service	397,653	396,253	146,000	507,220	507,220	507,220	504,770
Transfers Out	815,531	752,801	524,327	1,333,000	1,333,000	1,333,000	818,000
Subtotal Expenditures	***7,003,523***	***6,964,361***	***11,938,309***	***9,860,412***	***9,860,412***	***9,860,412***	***6,449,852***
Contingency	0	0	963,683	1,054,554	1,054,554	1,054,554	1,113,545
Ending Balance	1,280,617	1,429,081	0	0	0	0	0
Total Requirements	**8,284,140**	**8,393,442**	**12,901,992**	**10,914,966**	**10,914,966**	**10,914,966**	**7,563,397**

Program: Utilities/Water – Water Treatment Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Gallons of water produced (in Billions)	1.87	1.90	1.91	1.92	1.91	1.93	1.93
Effectiveness							
Percentage of water utilized for filter backwashing	4.0%	<3%	4.0%	<3%	<3%	<3%	<3%
Average hours to place booster stations back into service upon notice of failure	1.1	<3	1.3	<3	<3	<3	<3
Percentage of time all compliance standards met	100%	100%	100%	100%	100%	100%	100%
Efficiency							
Operations and Maintenance Costs Per Million Gallons Treated	638	650	646	650	650	650	650

FY'14 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 continue to work with new treatment plant chemicals to lower chemical costs, minimize the amount of chemicals added to the drinking water and reduce solids residual production.

Maintain, Operate, and Expand our Infrastructure

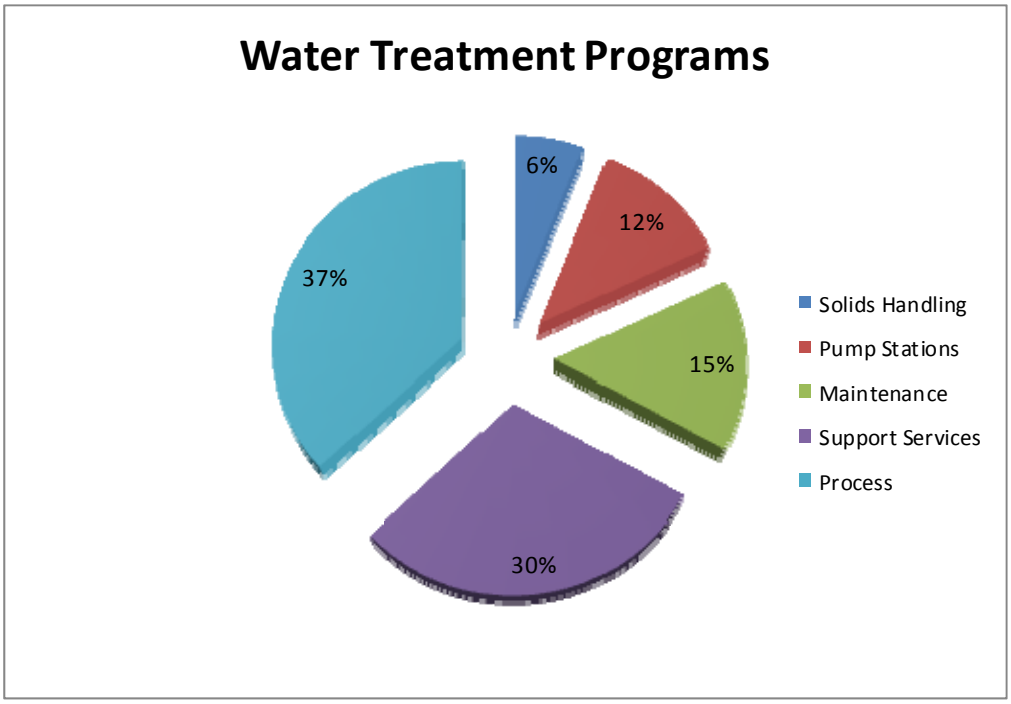
Objective 2: Design and construct needed water facilities

- One finished water pump will be rebuilt to near new condition.
- Staff will continue to remove solids from the log pond.
- Improvements will be made to the Intake Structure to help minimize the impacts of sand accumulation on the cleaning mechanism.
- An additional chemical feed pump will be added, increasing reliability and redundancy.

Program: Utilities/Water – Water Treatment Services

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.



FY'13 Activity Review:

Plant staff completed a tracer study at the treatment plant and successfully submitted the results of those tests to the Oregon Health Authority. The Study allows staff to accurately calculate and substantiate disinfection effectiveness through the treatment process. Plant staff completed a project which involved the relining of the 3 hypochlorite storage tanks and re-plumbing of the majority of the tank feed lines. This project will greatly increase the life span of the existing hypochlorite storage system. Staff continues to monitor the Disinfection Byproducts (DBP) levels in the North Valley area to ensure that DBP levels remain below the compliance rate of 0.080 mg/L.

Program: Utilities/Water – Water Treatment Services

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	601,280	632,611	676,616	699,217	699,217	699,217	733,205
Materials & Supplies	249,102	274,317	299,450	295,400	295,400	295,400	304,350
Contractual/Prof Services	516,039	502,987	621,047	621,511	621,511	621,511	637,785
Direct Charges	19,815	20,154	20,793	7,871	7,871	7,871	7,871
Capital Outlay	18,930	2,164	31,500	12,500	12,500	12,500	30,500
Total Requirements	**1,405,166**	**1,432,233**	**1,649,406**	**1,636,499**	**1,636,499**	**1,636,499**	**1,713,711**

Program: Utilities/Water – Water Treatment Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*
Public Works Director							
TO: Water Distribution	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(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)	(0.03)	(0.03)	(0.03)
TO: Solid Waste Field Operations	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
Treatment Plant Spec - Operations							
FROM: Wastewater Treatment	0.00	0.00	0.00	0.00	0.00	0.00	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)	(0.05)	(0.05)	(0.05)
TO: Jo-Gro™	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
Subtotal Distributed	*(1.54)*	*(1.54)*	*(1.54)*	*(1.54)*	*(1.54)*	*(1.54)*	*(1.54)*
Total Positions	**6.46**	**6.46**	**6.46**	**6.46**	**6.46**	**6.46**	**6.46**
Temporary/Seasonal Hours	5,450	5,415	4,100	4,100	4,100	4,100	4,100

Capital Outlay/By Item

Streaming Current Monitor	0	12,500	12,500	12,500	0
Water Quality Monitoring Stations	0	0	0	0	8,500
Field Water Test Kit	0	0	0	0	5,000
Sewage Ejection Pump & Controls	0	0	0	0	8,500
Chemical Feed Pump	6,500	0	0	0	8,500
Pilot Filters	11,000	0	0	0	0
Plant Drain Sump	14,000	0	0	0	0
Total Capital Outlay	**31,500**	**12,500**	**12,500**	**12,500**	**30,500**

Program: Utilities/Water – Water Distribution Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of residential water meters replaced	731	800	642	800	800	886	710
Effectiveness							
Number of water quality complaints	13	N/A	26	N/A	<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	N/A	<1	<1	<1	<1
Efficiency							
Percentage of Metered Water Use	N/A	N/A	N/A	N/A	N/A	>92%	>92%

FY'14 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.

FY'14 Anticipated Accomplishments Cont'd:

Maintain, Operate, and Expand our Infrastructure

Objective 2: Design and construct needed water facilities

- 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 a utility administered contract for single-family residential backflow testing and minor repair. Funds for the replacement of residential and commercial water meters continue in the Customer Service Program. The Water Quality Program contains 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'14 capital budget contains continued funding for new water services.

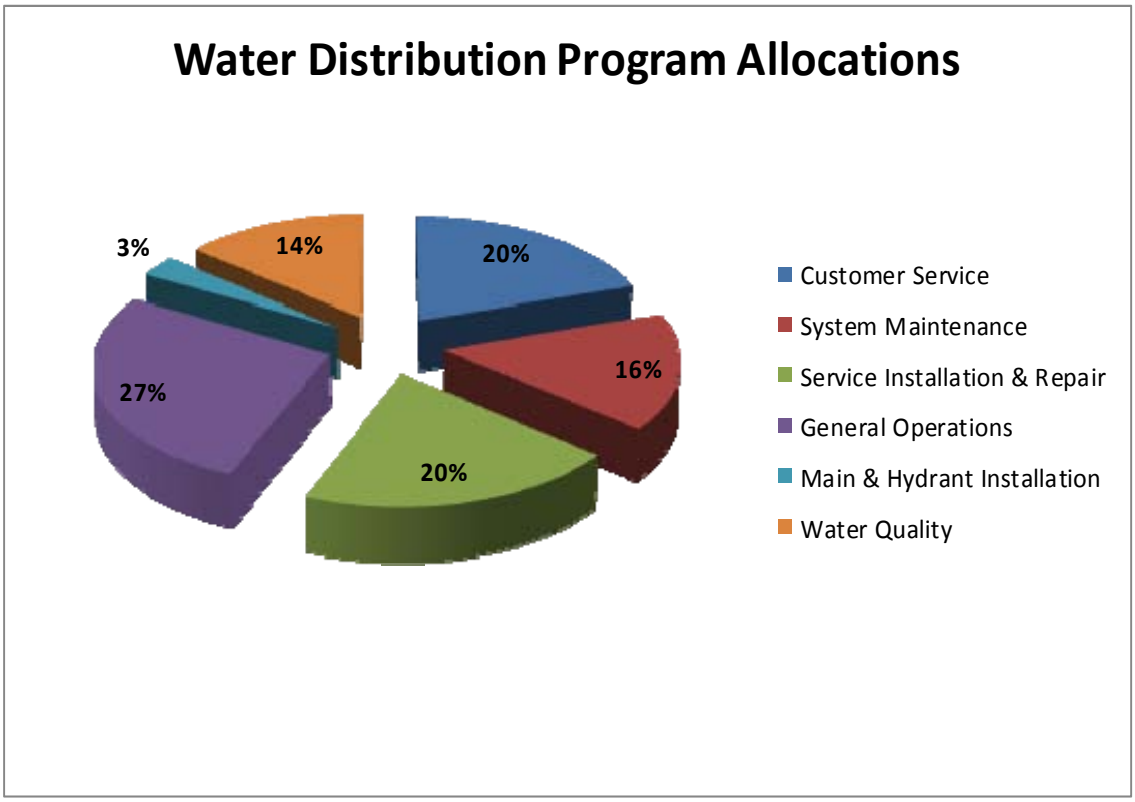
FY'13 Activity Review:

The installation of new water services remained slow during the period due to a downturn in the housing market. Distribution crews, however, remained busy with the installation of 10 new one inch water services on NW D Street, NW E Street and NW Fry Street to enable the abandonment of aging 16 inch cast iron water main located within an easement between NW D Street and NW E Street west of Dimmick Street. The relocation and adjustment of water services and a fire hydrant were successfully completed in conjunction with the Fair Grounds Signal Replacement Project. Distribution crews were also actively involved with the installation of 10 new water services during the Hubbard Lane Widening Project. Goals related to the replacement of residential water meters were met for the period. The residential backflow testing program successfully continued. Water service replacements totaled 24 as of March 1, 2013. Water main repairs totaled 6 for the same period.

Program: Utilities/Water – Water Distribution Services

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	632,851	649,135	737,672	751,243	751,243	751,243	784,555
Materials & Supplies	109,191	109,313	150,177	148,277	148,277	148,277	161,577
Contractual/Prof Services	229,862	188,212	257,431	278,166	278,166	278,166	286,307
Direct Charges	49,799	50,177	50,877	39,189	39,189	39,189	39,189
Capital Outlay	33,057	17,477	51,000	43,000	43,000	43,000	47,000
Total Requirements	**1,054,760**	**1,014,314**	**1,247,157**	**1,259,875**	**1,259,875**	**1,259,875**	**1,318,628**



Program: Utilities/Water – Water Distribution Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Utility Field Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	*10.00*	*10.00*	*10.00*	*10.00*	*10.00*	*10.00*	*10.00*
Public Works Director							
FROM: Water Treatment	0.15	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	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Subtotal Distributed	*(1.20)*	*(1.20)*	*(1.20)*	*(1.20)*	*(1.20)*	*(1.20)*	*(1.20)*
Total Positions	**8.80**	**8.80**	**8.80**	**8.80**	**8.80**	**8.80**	**8.80**
Temporary/Seasonal Hours	2,400	2,400	2,100	2,400	2,400	2,400	2,400

Capital Outlay/By Item

Reservoir #7 Land Payment	1,000	0	0	0	0
New Water Services	43,000	43,000	43,000	43,000	43,000
Boring Machine	7,000	0	0	0	0
Smooth Edge Implement Bucket	0	0	0	0	4,000
Total Capital Outlay	**51,000**	**43,000**	**43,000**	**43,000**	**47,000**

Program: Utilities/Water – Customer Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of water services	10,569	N/A	10,670	N/A	10,670	10,695	10,695
Effectiveness							
Uncollectable accounts by % of revenue	.05%	>1%	.01%	>1%	>1%	>1%	>1%
Efficiency							
Finance Direct Charges per Water Cust.*	$2.38	<$2.50	$2.21	<$2.50	<$2.50	<$2.50	<2.50

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

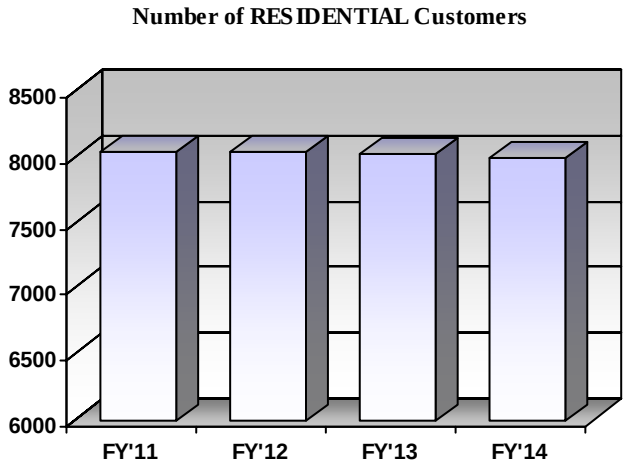
Provide Cooperative, Shared Leadership Involving Council, Staff and Community

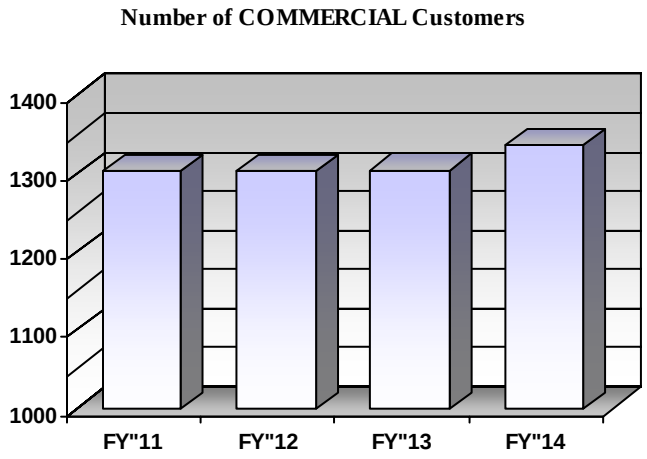
Ensure efficiency and effectiveness in City operations

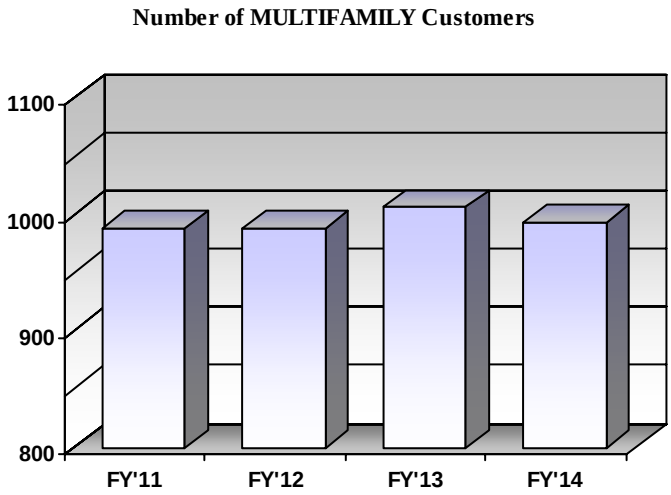
- Bill over 10,600 customers monthly while maintaining timely records on all accounts.
- Provide information regarding water line locations, new service requests, local improvement district financing, and other data regarding the overall system.

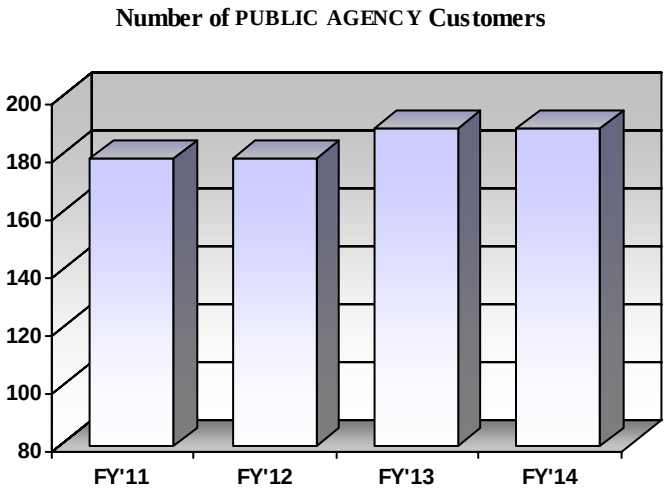
The City of Grants Pass Utility Customer Service Department serves approximately 10,670 water utility customers. The goal of the department is to provide excellent customer service to the citizens of Grants Pass. Cost per account for the water utility includes costs associated with direct salaries, employee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

Program: Utilities/Water – Customer Services









Program: Utilities/Water – Customer Services

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'13 Activity Review:

The Customer Service office generated approximately 133,600 utility billings during FY'13 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 FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	28,586	30,312	34,339	34,700	34,700	34,700	35,350
Direct Charges	312,758	321,986	361,676	343,135	343,135	343,135	354,325
Total Requirements	**341,344**	**352,298**	**396,015**	**377,835**	**377,835**	**377,835**	**389,675**

Program: Utilities/Water – Debt Service

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 #3. The bonds are scheduled to be paid in full in FY'24.

FY'14 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 O.

	FY'11*	FY'12*	FY'13	FY'14	FY'15
Principal	$380,000	$390,000	0	$370,000	$375,000
Interest	19,200	7,800	25,052	137,220	129,770
Total	**$399,200**	**$397,800**	**$25,052**	**$507,220**	**$504,770**

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

*FY'11 and FY'12 actuals are from the 2009 refunding bonds. Those bonds were paid in full during FY'12.

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Debt Service	397,653	396,253	146,000	507,220	507,220	507,220	504,770
Total Requirements	**397,653**	**396,253**	**146,000**	**507,220**	**507,220**	**507,220**	**504,770**

Program: Utilities/Water – General Program Operations

Services Delivered:

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

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'14 budget provides for $1,333,000 in transfers to capital. This includes $715,000 to various Water Treatment Plant Repair and Upgrade projects as well as, $140,000 for Master Plan Updates, $70,000 for Water SDCs Study, and $50,000 for small main replacements.

FY'13 Activity Review:

The Water General Fund was able to transfer the full amount of Capital Transfers for FY'13 of $524,327.

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	58	58	10,080	10,350	10,350	10,350	10,350
Direct Charges	9,504	9,504	11,875	11,875	11,875	11,875	11,875
Indirect Charges	290,541	288,766	334,200	340,700	340,700	340,700	355,500
Transfers Out	655,531	552,801	524,327	1,333,000	1,333,000	1,333,000	818,000
Subtotal Expenditures	***955,634***	***851,129***	***880,482***	***1,695,925***	***1,695,925***	***1,695,925***	***1,195,725***
Contingencies	0	0	963,683	1,054,554	1,054,554	1,054,554	1,113,545
Ending Balance	1,280,617	1,429,081	0	0	0	0	0
Total Requirements	**2,236,251**	**2,280,210**	**1,844,165**	**2,750,479**	**2,750,479**	**2,750,479**	**2,309,270**

Program: Utilities/Water – Capital Construction

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'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Maintain, Operate, and Expand our Infrastructure

Objective 1: Plan for utility infrastructure

- Complete master plans for 20-year utility infrastructure after UGB completion.
- Study life/capacity of Water Treatment Plant and research potential new sites.

Objective 2: Design and construct needed water facilities

- Replace Reservoir No. 3.
- Complete Starlite Pump Station upgrade.
- Pursue backup power for the Water Treatment Plant.
- Continue the Small Main Replacement program.

Budget Highlights:

The Active Capital Project list includes projects coming to a close in FY'13, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'12"; the re-assessed resource needs of projects using current data for the "Revised FY'13" column, guiding our "Recommended FY'14" and resources estimated "Through FY'14". 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'13 Activity Review:

- Completed the installation of a redundant backwash pump at the Water Treatment Plant.
- Completed design and began construction of replacement Reservoir No. 3.
- Continued work on the Small Main Replacement program.
- Continued work on the Water Treatment Plant Facility Plan.
- Began design work to install emergency power to the Water Treatment Plant.
- Began work on updating the Water Management and Conservation Plan.
- Began negotiations with ODFW and OWRD on time extensions for the development of the City's municipal water rights.

Program: Utilities/Water – Capital Construction

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'12	Revised FY'13	Adopted FY'14	Total Through FY'14	Future Years	Total Project
WA0000	Miscellaneous Water Projects - SDC's (752)	473,212	4,000	(246,000)	231,212	(8,209,000)	(7,977,788)
WA0000	Miscellaneous Water Projects - AFD's (755)	34,684	(29,673)	(5,011)	0	0	0
WA0000	Miscellaneous Water Projects - General (758)	185,185	87,964	81,011	354,160	(19,714,000)	(19,359,840)
WA0000	Miscellaneous Water Projects - LID's (759)	13,545	(964)	0	12,581	0	12,581
WA4526	Starlite Pump Station Upgrade	245,000	0	0	245,000	0	245,000
WA4742	Meadow Wood Reservoir No. 16 - Site Purchase	110,000	0	150,000	260,000	90,000	350,000
WA4841	Small Main Replacement	266,324	50,000	50,000	366,324	3,100,000	3,466,324
WA4966	Water Conservation & Mgmt Plan Updt.	50,000	20,000	0	70,000	0	70,000
WA4971	Meadow Wood Reservoir No. 16	0	0	0	0	1,575,000	1,575,000
WA5028	Water Main on Private Property	50,000	0	0	50,000	0	50,000
WA5094	Water Distribution System Master Plan Update	120,000	20,000	0	140,000	0	140,000
WA5096	WTP Structural Repairs	300,000	50,000	75,000	425,000	345,000	770,000
WA6000	MSA Task Order #1	60,000	20,000	10,000	90,000	80,000	170,000
WA6001	Water Main Looping	55,000	0	0	55,000	670,000	725,000
WA6002	WTP Facility Plan Update	200,000	100,000	0	300,000	0	300,000
WA6052	Reservoir No. 3 Upgrades	623,000	5,220,000	200,000	6,043,000	0	6,043,000
WA6058	Water System Security Projects	40,000	10,000	10,000	60,000	70,000	130,000
WA6059	Pump Station Repairs	25,000	40,000	10,000	75,000	85,000	160,000
WA6122	WTP Emergency Generator	250,000	(50,000)	50,000	250,000	0	250,000
WA6168	WTP Exterior Repairs & Painting	0	55,000	105,000	160,000	0	160,000
NEW PROJECTS							
WA6204	Fall Protection at Reservoirs & Pump Stations	0	0	50,000	50,000	0	50,000
WA6205	New Hope Pump Station Fire Pump	0	0	150,000	150,000	0	150,000
WA6206	Reservoir No 4 Hatch Repairs	0	0	75,000	75,000	0	75,000
WA6207	WTP Upgrade	0	0	685,000	685,000	23,815,000	24,500,000
	Total Projects	**3,100,950**	**5,596,327**	**1,450,000**	**10,147,277**	**1,907,000**	**12,054,277**

CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

WA4693	Booster Station Pump and Motor Rebuilds	105,000	(44,000)	0	61,000	0	61,000
WA4965	WTP Solids Handling	628,000	(50,000)	0	578,000	0	578,000
WA6057	Backwash Pump Redundancy	509,000	39,000	0	548,000	0	548,000
WA6167	D & E & Dimmick Water Main Abandonment	0	155,000	0	155,000	0	155,000
	Total Closed Projects	**1,242,000**	**100,000**	**0**	**1,342,000**	**0**	**1,342,000**
	Grand Total - All Projects	**4,342,950**	**5,696,327**	**1,450,000**	**11,489,277**	**1,907,000**	**13,396,277**

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'14

		Adopted FY'14 Beginning Fund Balance	Adopted FY'14 Revenue	Adopted FY'14 Capital Outlay	Adopted FY'14 Transfers	Adopted FY'14 Appropriated Fund Balance
WA0000	Miscellaneous Water Projects - SDC's (752)	272,212	(246,000)	0	0	26,212
WA0000	Miscellaneous Water Projects - AFD's (755)	5,011	(5,011)	0	0	0
WA0000	Miscellaneous Water Projects - General (758)	168,120	81,011	0	0	249,131
WA0000	Miscellaneous Water Projects - LID's (759)	0	0	0	0	0
WA4526	Starlite Pump Station Upgrade	43,940	0	43,940	0	0
WA4742	Meadow Wood Reservoir No. 16 - Site Purchase	2,996	150,000	152,996	0	0
WA4841	Small Main Replacement	13,037	50,000	63,037	0	0
WA4966	Water Conservation & Mgmt Plan Updt.	0	0	0	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	83,613	0	83,613	0	0
WA5096	WTP Structural Repairs	15,415	75,000	90,415	0	0
WA6000	MSA Task Order #1	8,712	10,000	18,712	0	0
WA6001	Water Main Looping	30,000	0	30,000	0	0
WA6002	WTP Facility Plan Update	7,336	0	7,336	0	0
WA6052	Reservoir No. 3 Upgrades	2,208,342	200,000	2,408,342	0	0
WA6058	Water System Security Projects	0	10,000	10,000	0	0
WA6059	Pump Station Repairs	25,000	10,000	35,000	0	0
WA6122	WTP Emergency Generator	49,324	50,000	99,324	0	0
WA6168	WTP Exterior Repairs & Painting	0	105,000	105,000	0	0
NEW PROJECTS						
WA6204	Fall Protection at Reservoirs & Pump Stations	0	50,000	50,000	0	0
WA6205	New Hope Pump Station Fire Pump	0	150,000	150,000	0	0
WA6206	Reservoir No 4 Hatch Repairs	0	75,000	75,000	0	0
WA6207	WTP Upgrade	0	685,000	685,000	0	0
	Total Projects	**2,933,058**	**1,450,000**	**4,107,715**	**0**	**275,343**

Program: Utilities/Water – Capital Construction

Financial Summary

	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Fund Balance	1,935,415	2,287,706	1,353,922	2,933,058	2,933,058	2,933,058	275,343
Resources							
Development Charges	186,205	98,420	150,000	150,000	150,000	150,000	150,000
Investment Interest	17,136	14,909	14,000	14,000	14,000	14,000	14,000
Advance Finance Interest	601	0	0	0	0	0	0
SDC Loans	7,055	7,699	0	0	0	0	0
General Fund	0	0	150,000	100,000	100,000	100,000	50,000
Transportation Projects	127,000	0	0	0	0	0	0
Water Fund	522,531	502,801	394,327	1,168,000	1,168,000	1,168,000	818,000
Advance Financing	53,023	266	2,000	18,000	18,000	18,000	20,000
Miscellaneous Revenue	0	6,333	5,555,000	0	0	0	0
Total Current Revenues	***913,551***	***630,428***	***6,265,327***	***1,450,000***	***1,450,000***	***1,450,000***	***1,052,000***
Total Resources	**2,848,966**	**2,918,134**	**7,619,249**	**4,383,058**	**4,383,058**	**4,383,058**	**1,327,343**
Requirements							
Capital Outlay	401,260	619,845	5,724,436	4,177,715	4,107,715	4,107,715	1,200,000
Transfers Out	160,000	200,000	0	0	0	0	0
Subtotal Expenditures	***561,260***	***819,845***	***5,724,436***	***4,177,715***	***4,107,715***	***4,107,715***	***1,200,000***
Appropriated Fund Balance	2,287,706	2,098,289	1,894,813	205,343	275,343	275,343	127,343
Total Requirements	**2,848,966**	**2,918,134**	**7,619,249**	**4,383,058**	**4,383,058**	**4,383,058**	**1,327,343**

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, co-composting facility, pumping stations, collection piping system, and support services systems that collectively provide wastewater services to the enterprise's customers.

	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	8,355,393	9,578,019	9,428,398	11,119,418	11,119,418	11,119,418	8,839,978
Total Resources	**8,355,393**	**9,578,019**	**9,428,398**	**11,119,418**	**11,119,418**	**11,119,418**	**8,839,978**
Requirements							
Wastewater Collection	632,113	610,532	725,525	724,766	724,766	724,766	752,424
Wastewater Treatment	1,630,827	1,658,256	1,795,092	2,004,990	2,004,990	2,004,990	2,042,799
Jo Gro	537,690	650,324	708,807	622,513	622,513	622,513	662,582
Customer Services	268,214	255,016	273,512	410,326	410,326	410,326	418,922
Debt Services	485,573	491,356	492,813	941,763	941,763	941,763	941,963
General Program Operations	1,861,254	2,569,389	2,446,469	2,820,322	2,820,322	2,820,322	2,783,612
Capital Construction	2,939,722	3,343,146	2,986,180	3,594,738	3,594,738	3,594,738	1,237,676
Total Requirements	**8,355,393**	**9,578,019**	**9,428,398**	**11,119,418**	**11,119,418**	**11,119,418**	**8,839,978**

Program: Utilities/Wastewater Program

Mission Statement:

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

Services Delivered:

The process of collection, treatment, and disposal of wastewater is one of the basic functions of our City. With primary focus on public safety and the environment, this utility collects wastewater from customers, conveys it to the City's Water Restoration Plant for treatment, and ultimately discharges a treated effluent to the Rogue River. Solids removed during the treatment phase are trucked to JO-GRO™ and composted with greenwaste to create a co-compost material for sale to the public.

System goals are to protect the river, assure a healthy and safe community environment, and provide capacity for community growth and economic prosperity. At the Water Restoration Plant, the wastewater of our community is treated to a level that is compatible with the Rogue River into which it discharges. The Wastewater Program works within strict environmental standards established by the Federal Water Quality Act, through the National Pollutant Discharge Elimination System (NPDES), with oversight by the Oregon Department of Environmental Quality (DEQ).

The wastewater system includes the treatment plant, co-composting facility, pumping stations, collection system piping, and support service systems. The utility is an enterprise fund, with all costs of the system borne by ratepayers. The budget is structured in eight (8) major activities:

Wastewater Collection Services	Debt Service
Wastewater Treatment	Debt Service Reserve
JO-GRO™ Co-composting	General Program Operations
Customer Service	Capital Improvements

This program provides services to approximately 10,600 system accounts.

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

Objective 1: Plan for utility infrastructure

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

- 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.
- Plans for storm drainage improvements at JO-GRO™ will be completed and submitted to the Oregon Department of Environmental Quality for approval.

Program: Utilities/Wastewater Program

FY'13 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 DEQ. Based upon Council direction, staff has put out proposals for the possible privatization of the JO-GRO™ operation to reduce costs to the citizens for the disposal of wastewater solids.
- The Wastewater Facility Plan and Collection System Master Plan updates have been initiated through the City's master services consultant.
- The influent control structure rehabilitation was completed at the Water Restoration Plant to correct significant hydrogen sulfide corrosion issues.
- The Industrial Pretreatment local limits were revised to complete the work required by DEQ.

Program: Utilities/Wastewater Program

Program Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	580,311	1,153,845	1,265,825	1,403,380	1,403,380	1,403,380	1,363,572
Current Resources							
Activity Generated							
Sewage Fees	4,441,798	4,768,496	4,847,493	6,057,900	6,057,900	6,057,900	6,175,330
Redwood Sanitary Sewer Svc.	289,323	241,936	263,000	0	0	0	0
Direct Charges	12,493	4,488	9,900	11,900	11,900	11,900	11,900
Revenue Other Agencies	22,150	12,825	0	0	0	0	0
Interest	8,048	9,984	9,000	9,500	9,500	9,500	9,500
Other Revenue	54,048	43,299	47,000	42,000	42,000	42,000	42,000
Transfer from Land & Bldgs	7,500	0	0	0	0	0	0
Capital Construction	2,939,722	3,343,146	2,986,180	3,594,738	3,594,738	3,594,738	1,237,676
Total Current Revenues	***7,775,082***	***8,424,174***	***8,162,573***	***9,716,038***	***9,716,038***	***9,716,038***	***7,476,406***
Total Resources	**8,355,393**	**9,578,019**	**9,428,398**	**11,119,418**	**11,119,418**	**11,119,418**	**8,839,978**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Wastewater Collection	632,113	610,532	725,525	724,766	724,766	724,766	752,424
Wastewater Treatment	1,630,827	1,658,256	1,795,092	2,004,990	2,004,990	2,004,990	2,042,799
Customer Services	268,214	255,016	273,512	410,326	410,326	410,326	418,922
Jo Gro	537,690	605,324	663,807	622,513	622,513	622,513	662,582
General Program Operations	9,835	9,764	12,225	24,050	24,050	24,050	24,050
Capital Construction	2,939,722	3,343,146	2,986,180	3,594,738	3,594,738	3,594,738	1,237,676
Indirect Charges	319,368	323,717	361,300	398,700	398,700	398,700	410,100
Debt Service	485,573	491,356	492,813	941,763	941,763	941,763	941,963
Transfers Out	378,206	900,046	996,750	1,034,000	1,034,000	1,034,000	891,000
Subtotal Expenditures	***7,201,548***	***8,197,157***	***8,307,204***	***9,755,846***	***9,755,846***	***9,755,846***	***7,381,516***
Contingency	0	0	1,121,194	1,363,572	1,363,572	1,363,572	1,458,462
Ending Balance	1,153,845	1,380,862	0	0	0	0	0
Total Requirements	**8,355,393**	**9,578,019**	**9,428,398**	**11,119,418**	**11,119,418**	**11,119,418**	**8,839,978**

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Miles of sanitary sewer receiving routine cleaning	47.5	44	40	44	44	44	44
Effectiveness							
Percentage of public sewer system undergoing routine cleaning	>25%	25%	<25%	25%	25%	25%	25%
Sewer blockages response time in hours	N/A	<1	N/A	<1	<1	<1	<1
Efficiency							
Miles of sanitary sewer maintained per fte	23.75	N/A	20	N/A	22	22	22
Number of hours required to respond to after-hours emergency situations	N/A	N/A	<1	<1	<1	<1	<1

FY'14 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.

Preserve and Enjoy our Natural Resources

Objective 4: Comply with all NPDES permit requirements

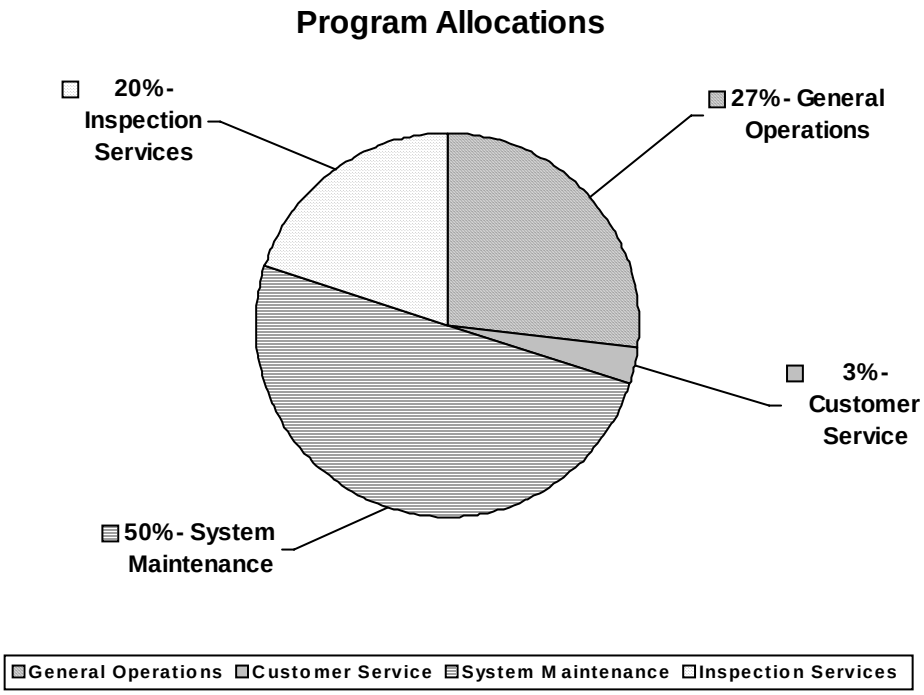
- Continue cleaning of problem sewer lines every six months.
- Continue routine cleaning of all other sewer mains on a rotating 4 year basis.
- All new sewer lines, manholes, and clean-outs will continue to be inspected prior to system inclusion.
- Sewer line failures shall be promptly repaired with minimum impact to the public.

Program: Utilities/Wastewater Collection

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 shall be 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 only slightly increase during FY'14. However, the slowed pace of new development continues to provide the department with more opportunities to focus on existing system maintenance. The FY'14 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 the installation of two new manholes to improve cleaning access.



FY'13 Activity Review:

Crews provided TV inspection services during the replacement of aging clay and concrete sewer mains located on NW 4th & NW A Street. While cleaning and TV inspection services of new sewer lines and manholes remained slow during FY'13, routine cleaning and TV inspection of the existing collection system continued at an increased pace. Re-inspection of existing sewer lines to document changes in pipeline conditions continued utilizing "tilt-and-pan" camera technology. Pipelines, manholes, cleanouts, air release valves, vacuum release valves, and pressurized sewer mains were maintained for the Redwood Sanitary Sewer Service District by contract with city crews.

Program: Utilities/Wastewater – Wastewater Collection

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	446,382	421,908	461,448	474,862	474,862	474,862	498,036
Materials & Supplies	11,088	21,052	31,680	38,690	38,690	38,690	40,230
Contractual/Prof Services	113,179	105,630	140,963	143,968	143,968	143,968	150,412
Direct Charges	59,837	60,734	61,434	49,746	49,746	49,746	49,746
Capital Outlay	1,627	1,208	30,000	17,500	17,500	17,500	14,000
Total Requirements	**632,113**	**610,532**	**725,525**	**724,766**	**724,766**	**724,766**	**752,424**

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Utility Worker	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Subtotal	*4.00*	*4.00*	*4.00*	*4.00*	*4.00*	*4.00*	*4.00*
Public Works Director							
From: Water Treatment	0.08	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	0.08	0.08	0.08	0.08	0.08	0.08	0.08
Subtotal Distributed	*1.66*	*1.66*	*1.66*	*1.66*	*1.66*	*1.66*	*1.66*
Total Positions	**5.66**	**5.66**	**5.66**	**5.66**	**5.66**	**5.66**	**5.66**

Capital Outlay/By Item

Trenchless Repair Sleeves	10,000	10,000	10,000	10,000	10,000
Manholes	0	7,500	7,500	7,500	0
Sewer TV Van Computer Upgrade	20,000	0	0	0	0
H-Vac Truck Hose Upgrades	0	0	0	0	4,000
Total Capital Outlay	**30,000**	**17,500**	**17,500**	**17,500**	**14,000**

Program: Utilities/Wastewater Treatment

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 to meet State and Federal standards, ensuring no harmful effects on the community or the environment. These services are delivered through six programs: support services, operations, maintenance, solids disposal, lift stations, and pretreatment. In addition, this activity provides contract services to the Merlin Landfill for operation and maintenance services.

Performance Measurements:

Wastewater Treatment Performance Measures

Indicator	2010-11 Actual	2010-11 Goal	2011-12 Actual	2011-12 Goal	2012-13 Goal	2013-14 Goal	2014-15 Goal
Outputs							
Gallons of water treated (in billions)	2.42	N/A	2.12	N/A	2.17	2.17	2.17
Effectiveness							
Pounds of active dry polymer per dry ton of feed solids	23.0	<25	22.5	<25	<25	<25	<25
Percentage of time meet or exceed State and Federal standards	99.7%	100%	100%	100%	100%	100%	100%
Efficiency							
Direct Operations and Maintenance Costs Per Million Gallons Treated*	$616	<$715	$725	<$730	<$745	<$760	<$775
Average Kwh per million gallons treated	2,032	<2,550	2,276	<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'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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.

Maintain, Operate, and Expand our Infrastructure

Objective 1: Plan for utility infrastructure

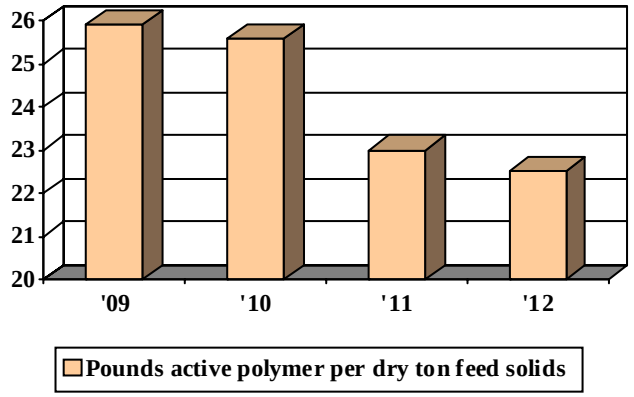
Action 2: Complete Sewer Master Plan

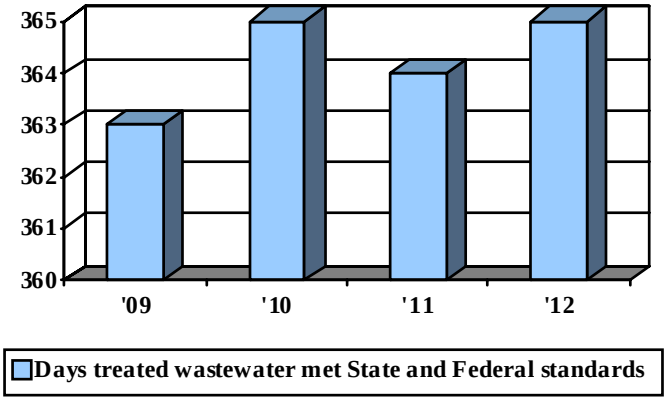
- To complete and adopt the Wastewater Facilities Plan.

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 the operation and maintenance of the Darneille and Redwood Pump Stations as the RSSSD is being dissolved and becoming part of the City wastewater system.

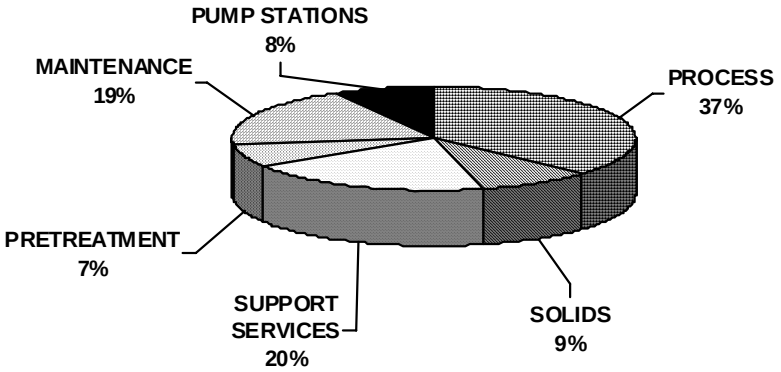




FY'13 Activity Review:

During the 2013 budget year, this activity will treat an estimated 2.328 billion gallons of wastewater and transport an estimated 4,821 wet tons of Biosolids to the JO-GRO™ Co-Composting facility.

PERCENT OF BUDGET



Program: Utilities/Wastewater Treatment

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	696,413	680,541	744,788	769,303	769,303	769,303	793,942
Materials & Supplies	206,775	225,821	236,200	326,000	326,000	326,000	328,000
Contractual/Prof Services	709,837	735,471	799,206	906,011	906,011	906,011	917,121
Direct Charges	13,920	14,259	14,898	1,976	1,976	1,976	1,976
Capital Outlay	3,882	2,164	0	1,700	1,700	1,700	1,760
Total Requirements	**1,630,827**	**1,658,256**	**1,795,092**	**2,004,990**	**2,004,990**	**2,004,990**	**2,042,799**

Program: Utilities/Wastewater – Wastewater Treatment

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Utility Plant Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Treatment Plant Specialist	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Utility Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	3.00	3.00*	3.00*	3.00*	3.00*	3.00*	3.00*
Subtotal	*10.00*	*10.00*	*10.00*	*10.00*	*10.00*	*10.00*	*10.00*
Public Works Director							
From: Water Treatment	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Utility Plant Superintendent							
To: JO-GRO™	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)
Trmt. Plant Spec – Operations							
To: JO-GRO™	(0.30)	(0.30)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Utility Worker							
To: JO-GRO™	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Department Support Technician							
From: Water Treatment	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Subtotal Distributed	*(0.59)*	*(0.59)*	*(0.79)*	*(0.79)*	*(0.79)*	*(0.79)*	*(0.79)*
Total Positions	**9.41**	**9.41**	**9.21**	**9.21**	**9.21**	**9.21**	**9.21**
Total Un-Funded Positions	0.00	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Total Funded Positions	**9.41**	**8.91**	**8.71**	**8.71**	**8.71**	**8.71**	**8.71**

***Recap of Unfunded Positions by Fiscal Year:**							
Utility Worker	0.00	0.50	0.50	0.50	0.50	0.50	0.50

Capital Outlay/By Item

Computer Upgrade	0	1,700	1,700	1,700	1,300
Office Furniture	0	0	0	0	460
Total Capital Outlay	**0**	**1,700**	**1,700**	**1,700**	**1,760**

Program: Utilities/ Wastewater – JO-GRO™

Mission Statement:

"The mission of the JO-GRO™ Co-Compost Operation is to provide a safe method to recycle biosolids from the wastewater treatment plant, while protecting human health and the environment."

Services Delivered:

This activity accepts greenwaste from the community and grinds the greenwaste to create a product that can be co-composted with wastewater Bio-solids from the City's Water Restoration Plant. The Co-Compost material is screened after 8-10 weeks of curing to produce an "Exceptional quality class A" Co-Compost for resale to the public. This activity also collects construction wood waste material from the community that is recycled by BioMass One for energy production.

Performance Measurements:

Jo-Gro Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Yards of Co-compost sold	5,457	9,000	6,127	9,000	9,000	9,000	9,000
Effectiveness							
% of Waste Water Bio-solids processed	100%	100%	100%	100%	100%	100%	100%
% of finished Co-Compost material sold	60.6%	100%	68.1%	100%	100%	100%	100%
% of time finished Co-compost met/exceed State & Federal Standards for "Exceptional quality class A" products	100%	100%	100%	100%	100%	100%	100%
Efficiency							
Direct Operation and Maintenance Costs per wet ton of compost produced	$89.62	$67.50	$100.69	$67.50	$67.50	$68.85	$70.23

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Preserve and Enjoy our Natural Resources

Objective 4: Comply with all NPDES permit requirements

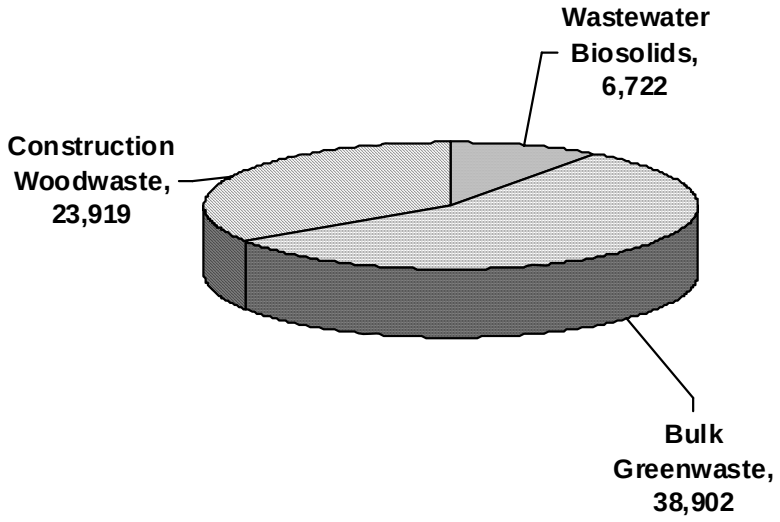
- Processing the City's wastewater bio-solids with greenwaste to produce an "Exceptional quality" Co-Compost will continue to be the primary goal of this activity.

Program: Utilities/Wastewater – JO-GRO™

Budget Highlights:

- $10,000 is included in the budget for advertising and marketing to increase the sale of compost.
- Equipment replacement funds were decreased $45,685. Enough money has been collected for the replacement of the Power Screen.

CUBIC YARDS OF MATERIALS RECEIVED FY'12



FY'13 Activity Review:

This activity will process an estimated 45,000 cubic yards of loose greenwaste material, 5,800 cubic yards of wastewater bio-solids and sell an estimated 7,000 cubic yards of finished compost during the FY'13 budget year. In addition, an estimated 24,000 cubic yards of construction wood waste will be recycled by BioMass One.

Program: Utilities/ Wastewater – JO-GRO™

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	285,393	287,259	313,859	307,568	307,568	307,568	324,809
Materials & Supplies	75,923	68,284	94,250	93,550	93,550	93,550	93,550
Contractual/Prof Services	170,230	248,576	255,698	221,395	221,395	221,395	244,223
Capital Outlay	6,144	1,205	0	0	0	0	0
Transfers Out	0	45,000	45,000	0	0	0	0
Total Requirements	**537,690**	**650,324**	**708,807**	**622,513**	**622,513**	**622,513**	**662,582**

Program: Utilities/Wastewater – JO-GRO™

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Utility Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Subtotal	*3.00*	*3.00*	*3.00*	*3.00*	*3.00*	*3.00*	*3.00*
Public Works Director							
From: Water Treatment	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Utility Plant Superintendent							
From: Wastewater Treatment	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Utility Worker							
From: Wastewater Treatment	0.50	0.50*	0.50*	0.50*	0.50*	0.50*	0.50*
Trmt. Plant Spec. – Maintenance							
From: Wastewater Treatment	0.30	0.30	0.50	0.50	0.50	0.50	0.50
Department Support Technician							
From: Water Treatment	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Subtotal Distributed	*1.11*	*1.11*	*1.31*	*1.31*	*1.31*	*1.31*	*1.31*
Total Positions	**4.11**	**4.11**	**4.31**	**4.31**	**4.31**	**4.31**	**4.31**
Total Un-Funded Positions	0.00	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Total Funded Positions	**4.11**	**3.61**	**3.81**	**3.81**	**3.81**	**3.81**	**3.81**

***Recap of Unfunded Positions by Fiscal Year:**							
Utility Worker	0.00	0.50	0.50	0.50	0.50	0.50	0.50

Program: Utilities/Wastewater – Customer Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of wastewater customers	12,881	N/A	12,968	N/A	12,970	12,975	12,980
Effectiveness							
Uncollectable accounts as a % of revenue	.05%	<1%	.10%	<1%	<1%	<1%	<1%
Efficiency							
Finance Direct Charges per Water Cust.*	$1.62	<$2.50	2.19	<$2.50	<$2.50	<$2.50	<$2.50

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

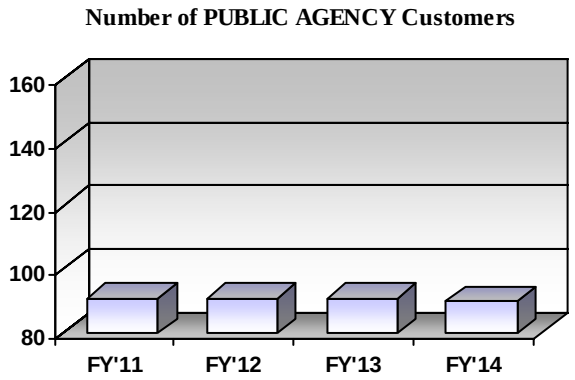
Provide Cooperative, Shared Leadership Involving Council, Staff and Community

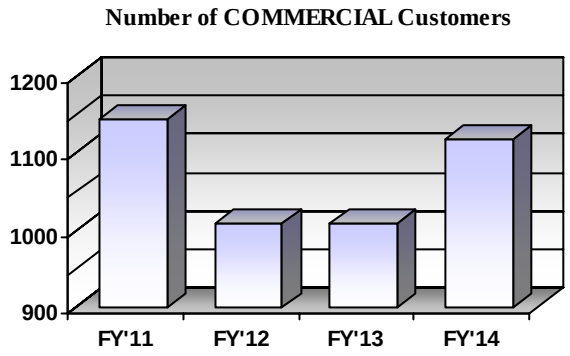
Ensure efficiency and effectiveness in City operations

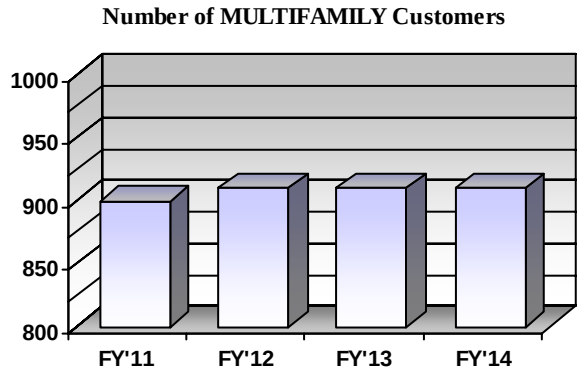
- Bill the 11,100+ City sewer customers monthly and maintain timely records on all accounts. (This represents a combination of RSSSD customers and City wastewater customers as RSSSD will be dissolved.)
- Provide information regarding sewer line locations, new service requests, and local improvement district financing.

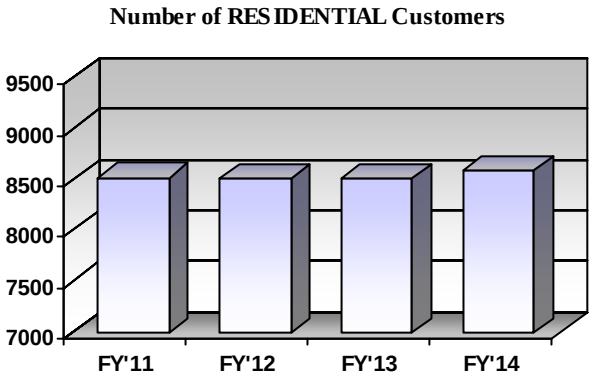
The City of Grants Pass Utility Customer Service Department serves approximately 11,100 waste water utility customers. The goal of the department is to provide excellent customer service to the citizens of Grants Pass. Cost per account for the waste water utility includes costs associated with direct 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.

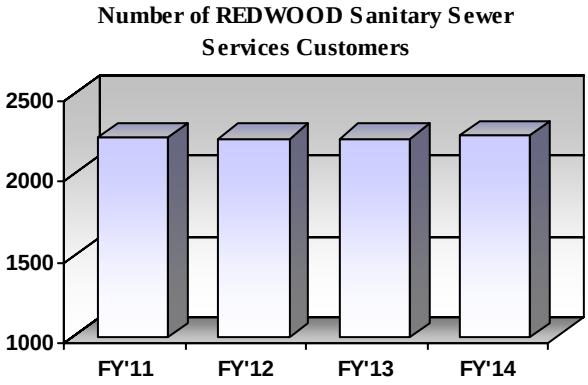
Program: Utilities/Wastewater – Customer Services











Program: Utilities/Wastewater – Customer Services

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 deliver 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'13 Activity Review:

The Customer Service office generated approximately 133,600 utility billings during FY'13 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 FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	22,441	21,170	28,141	39,802	39,802	39,802	40,363
Direct Charges	245,773	233,846	245,371	370,524	370,524	370,524	378,559
Total Requirements	**268,214**	**255,016**	**273,512**	**410,326**	**410,326**	**410,326**	**418,922**

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'14 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 O.

	FY'11	FY'12	FY'13	FY'14	FY'15
Principal	$320,000	$320,000	$330,000	$745,000	$775,000
Interest	171,713	171,713	162,813	196,763	166,963
Total	**$491,713**	**$491,713**	**$492,813**	**$941,763**	**$941,963**

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

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Debt Service	485,573	491,356	492,813	941,763	941,763	941,763	941,963
Total Requirements	**485,573**	**491,356**	**492,813**	**941,763**	**941,763**	**941,763**	**941,963**

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'14 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'14 budget provides for $1,034,000 in transfers to capital. This includes $350,000 for Jo-Gro™ upgrades, $325,000 to Restoration Plant repair/expansion projects, $500,000 to collection system maintenance and repair including sewer mains and lift stations, as well as $100,000 for potential infrastructure improvements to the Spaulding Industrial Park area.

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Direct Charges	9,504	9,504	11,875	23,750	23,750	23,750	23,750
Contractual/Prof Services	331	260	350	300	300	300	300
Indirect Charges	319,368	323,717	361,300	398,700	398,700	398,700	410,100
Transfers Out	378,206	855,046	951,750	1,034,000	1,034,000	1,034,000	891,000
Subtotal Expenditures	***707,409***	***1,188,527***	***1,325,275***	***1,456,750***	***1,456,750***	***1,456,750***	***1,325,150***
Contingencies	0	0	1,121,194	1,363,572	1,363,572	1,363,572	1,458,462
Ending Balance	1,153,845	1,380,862	0	0	0	0	0
Total Requirements	**1,861,254**	**2,569,389**	**2,446,469**	**2,820,322**	**2,820,322**	**2,820,322**	**2,783,612**

Program: Utilities/Wastewater – Capital Construction

Services Delivered:

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

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

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

Personnel:

	BUDGET FY'11	BUDGET FY'12	BUDGET FY'13	MANAGER RECOMMEND FY'14	COMMITTEE APPROVED FY'14	COUNCIL ADOPTED FY'14	PROJECTED FY'15
Engineering Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00

FY'14 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 and combined utilities plan.

Objective 3: Ensure sewer infrastructure needs are met

- Upgrade sewer lines in the core of the community per the Sewer Collection Master Plan.
- Complete JO-GRO storm water improvements.

Budget Highlights:

The Active Capital Project list includes projects coming to a close in FY'13, but which are not finalized at this time.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'12"; the re-assessed resource needs of projects using current data for the "Revised FY'13" column, guiding our "Recommended FY'14" and resources estimated "Through FY'14". We have "Future Years" and "Total Project" columns for each project. Refer to the Capital Budget Book for more information on individual projects.

The individual project pages describe the project, the need, future and ongoing costs, and the total project cost. The tables show when and where the money is budgeted to come from and the expenses incurred and budgeted to incur through completion.

Program: Utilities/Wastewater – Capital Construction

FY'13 Activity Review:

- Siphon Line inspection at the Water Restoration Plant was completed.
- Repair of the influent control structure at the Water Restoration Plant was completed.
- Sewer line was replaced on SW K Street.
- 9 Corroded manholes were replaced with 8 new manholes (previously part of RSSSD).
- Continued work on the Collection System Master Plan.
- Continued replacement of structurally deficient sewer lines.
- Continued work on JO-GRO™ storm water deficiency.
- Began work on the Water Restoration Plant Facility Plan.

Program: Utilities/Wastewater – Capital Construction

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'12	Revised FY'13	Adopted FY'14	Total Through FY'14	Future Years	Total Project
SE0000	Miscellaneous Projects - SDC Fund 722	103,812	(50,000)	(50,000)	3,812	(4,300,000)	(4,296,188)
SE0000	Miscellaneous Projects - AFD Fund 725	88,602	(7,282)	0	81,320	0	81,320
SE0000	Miscellaneous Projects - General Fund 728	1,089,073	384,325	(469,000)	1,004,398	(6,161,000)	(5,156,602)
SE4745	WRP & JOGRO™ Equipment Improvement	350,000	50,000	50,000	450,000	200,000	650,000
SE4960	JO-GRO™ Miscellaneous Upgrades	629,020	250,000	350,000	1,229,020	0	1,229,020
SE4963	Update WRP Facility Plan	250,000	80,000	0	330,000	0	330,000
SE4964	WRP Phase 2 Expansion	862,000	223,000	450,000	1,535,000	10,490,000	12,025,000
SE5060	General Engineering	96,000	25,000	20,000	141,000	80,000	221,000
SE5080	WRP Structural Repairs	83,000	75,000	75,000	233,000	300,000	533,000
SE5081	Collection System Master Plan Update	175,000	50,000	50,000	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	690,000	175,000	400,000	1,265,000	2,435,000	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	10,000	25,000	35,000	70,000	0	70,000
SE6156	Sewer Mains Related to Overlays	0	50,000	0	50,000	1,850,000	1,900,000
NEW PROJECTS							
SE6198	Collection System Maintenance-Repair	0	0	125,000	125,000	300,000	425,000
SE6199	Pump-Lift Station Equipment Improvement	0	0	125,000	125,000	40,000	165,000
SE6200	Spaulding Indust. Park WW Infrastructure	0	0	100,000	100,000	0	100,000
	Total Projects	**4,561,507**	**1,330,043**	**1,261,000**	**7,152,550**	**11,499,000**	**18,651,550**

CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

SE4161	Accelerated Maintenance	359,690	40,000	0	399,690	0	399,690
SE4998	Industrial Pretreatment Program Update	212,000	0	0	212,000	0	212,000
SE6067	Sewer Siphon Line Inspection	70,000	(43,293)	0	26,707	0	26,707
SE6133	Influent Control Structure Repair	50,000	135,000	0	185,000	0	185,000
SE6176	SW K Street Sewer Replacement	0	95,000	0	95,000	0	95,000
	Total Closed Projects	**691,690**	**226,707**	**0**	**918,397**	**0**	**918,397**
	Grand Total - All Projects	**5,253,197**	**1,556,750**	**1,261,000**	**8,070,947**	**11,499,000**	**19,569,947**

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'14

		Adopted FY'14 Beginning Fund Balance	Adopted FY'14 Revenue	Adopted FY'14 Capital Outlay	Adopted FY'14 Transfers	Adopted FY'14 Appropriated Fund Balance
SE0000	Miscellaneous Projects - SDC Fund 722	53,812	(50,000)	0	0	3,812
SE0000	Miscellaneous Projects - AFD Fund 725	380	0	0	0	380
SE0000	Miscellaneous Projects - General Fund 728	509,484	(469,000)	0	0	40,484
SE4745	WRP & JOGRO™ Equipment Improve.	38,689	50,000	88,689	0	0
SE4960	JO-GRO™ Miscellaneous Upgrades	388,805	350,000	738,805	0	0
SE4963	Update WRP Facility Plan	0	0	0	0	0
SE4964	WRP Phase 2 Expansion	954,827	450,000	1,404,827	0	0
SE5060	General Engineering	24,904	20,000	44,904	0	0
SE5080	WRP Structural Repairs	27,382	75,000	102,382	0	0
SE5081	Collection System Master Plan Update	20,501	50,000	70,501	0	0
SE6012	Western Avenue Sewer Replacement	5,879	0	5,879	0	0
SE6064	Sewer Main Structural Repairs	184,075	400,000	584,075	0	0
SE6111	Mill Street Sewer Reconstruction	100,000	0	100,000	0	0
SE6112	Sewer Rate Study SE & RS	25,000	35,000	60,000	0	0
SE6156	Sewer Mains Related to Overlays	0	0	0	0	0
NEW PROJECTS						
SE6198	Collection System Maintenance-Repair	0	125,000	125,000	0	0
SE6199	Pump-Lift Station Equipment Improvement	0	125,000	125,000	0	0
SE6200	Spaulding Indust. Park WW Infrastructure	0	100,000	100,000	0	0
	Total Projects	**2,333,738**	**1,261,000**	**3,550,062**	**0**	**44,676**

Program: Utilities/Wastewater – Capital Construction

Financial Summary

	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Fund Balance	2,352,707	2,229,858	1,877,430	2,333,738	2,333,738	2,333,738	44,676
Resources							
Development Charges	179,287	168,271	150,000	150,000	150,000	150,000	150,000
Investment Interest	17,361	16,846	1,000	1,000	1,000	1,000	1,000
Advance Finance Interest	452	436	0	0	0	0	0
SDC Loans	7,701	8,816	0	0	0	0	0
General Fund	0	0	0	150,000	150,000	150,000	150,000
Sewer Fund	376,206	855,046	951,750	959,000	959,000	959,000	891,000
Water Fund	0	50,000	0	0	0	0	0
RSSSD	0	5,000	5,000	0	0	0	0
Miscellaneous Revenues	48	8,049	0	0	0	0	0
Advance Financing	5,960	24	1,000	1,000	1,000	1,000	1,000
Total Current Revenues	***587,015***	***1,113,288***	***1,108,750***	***1,261,000***	***1,261,000***	***1,261,000***	***1,193,000***
Total Resources	**2,939,722**	**3,343,146**	**2,986,180**	**3,594,738**	**3,594,738**	**3,594,738**	**1,237,676**
Requirements							
Capital Outlay	709,864	647,808	2,912,283	3,550,062	3,550,062	3,550,062	1,180,000
Subtotal Expenditures	***709,864***	***647,808***	***2,912,283***	***3,550,062***	***3,550,062***	***3,550,062***	***1,180,000***
Appropriated Fund Balance	2,229,858	2,695,338	73,897	44,676	44,676	44,676	57,676
Total Requirements	**2,939,722**	**3,343,146**	**2,986,180**	**3,594,738**	**3,594,738**	**3,594,738**	**1,237,676**

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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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	1,594,872	1,666,240	1,767,371	1,796,730	1,796,730	1,796,730	1,929,838
Total Resources	**1,594,872**	**1,666,240**	**1,767,371**	**1,796,730**	**1,796,730**	**1,796,730**	**1,929,838**
Requirements							
Solid Waste Field Operations	18,213	16,856	25,063	17,032	17,032	17,032	17,622
Post-Closure Operations	44,629	72,177	207,200	122,600	122,600	122,600	125,140
Solid Waste Gen. Operations	139,121	150,457	155,603	174,967	174,967	174,967	190,945
Capital Construction	1,392,909	1,426,750	1,379,505	1,482,131	1,482,131	1,482,131	1,596,131
Total Requirements	**1,594,872**	**1,666,240**	**1,767,371**	**1,796,730**	**1,796,730**	**1,796,730**	**1,929,838**

Program: Utilities/Solid Waste – Solid Waste Program

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'14 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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	80,458	104,442	145,506	156,549	156,549	156,549	173,117
Current Resources							
Activity Generated							
Burn Permits	2,660	2,830	2,500	2,500	2,500	2,500	2,500
Landfill Fees	81,789	105,031	207,200	122,600	122,600	122,600	125,140
Solid Waste Agency	10,500	11,000	11,500	11,750	11,750	11,750	11,750
Interest	956	587	560	600	600	600	600
Transfers	10,000	0	5,000	5,000	5,000	5,000	5,000
Other Revenue	15,600	15,600	15,600	15,600	15,600	15,600	15,600
Capital Construction	1,392,909	1,426,750	1,379,505	1,482,131	1,482,131	1,482,131	1,596,131
Total Current Revenues	***1,514,414***	***1,561,798***	***1,621,865***	***1,640,181***	***1,640,181***	***1,640,181***	***1,756,721***
Total Resources	**1,594,872**	**1,666,240**	**1,767,371**	**1,796,730**	**1,796,730**	**1,796,730**	**1,929,838**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Field Operations	18,213	16,856	25,063	17,032	17,032	17,032	17,622
Post Closure Operations	70,439	98,605	188,300	111,350	111,350	111,350	113,590
Capital Construction	1,358,909	1,402,750	1,350,505	1,453,131	1,453,131	1,453,131	1,567,131
Indirect Charges	8,869	11,546	21,220	13,100	13,100	13,100	13,450
Transfers Out	34,000	24,000	29,000	29,000	29,000	29,000	29,000
Subtotal Expenditures	***1,490,430***	***1,553,757***	***1,614,088***	***1,623,613***	***1,623,613***	***1,623,613***	***1,740,793***
Contingency	0	0	153,283	173,117	173,117	173,117	189,045
Ending Balance	104,442	112,483	0	0	0	0	0
Total Requirements	**1,594,872**	**1,666,240**	**1,767,371**	**1,796,730**	**1,796,730**	**1,796,730**	**1,929,838**

Program: Utilities/Solid Waste – Field Operations

Services Delivered:

The activity provides for safe and efficient management of the City of Grants Pass's portion of solid waste disposal, collection, and alternatives to disposal. The primary activities are those associated with management of the solid waste collection franchises, management of the landfill post-closure maintenance and monitoring, 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'14 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.

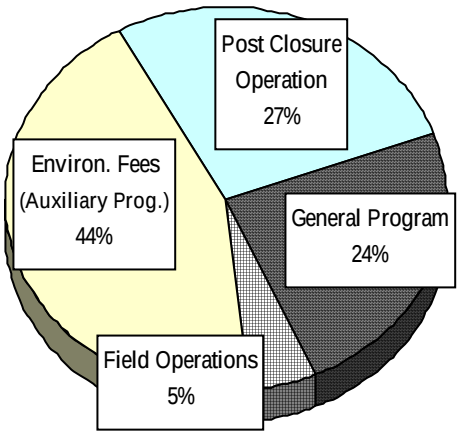
Budget Highlights:

The FY'14 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 lease, interest on those funds, and burn permits. This activity provides for solid waste activities not associated with the landfill property itself, contracted professional services, and a contingency.

FY'13 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'13 Budget Allocations



Program: Utilities/Solid Waste – Field Operations

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	10,056	9,883	10,585	11,090	11,090	11,090	11,610
Materials & Supplies	0	51	320	320	320	320	320
Contractual/Prof Services	6,584	3,380	11,294	4,650	4,650	4,650	4,800
Direct Charges	1,524	3,542	2,864	882	882	882	882
Capital Outlay	49	0	0	90	90	90	10
Total Requirements	**18,213**	**16,856**	**25,063**	**17,032**	**17,032**	**17,032**	**17,622**

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Public Works Director							
From: Water Treatment	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Department Support Technician							
From: Water Treatment	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Total Positions	**0.10**	**0.10**	**0.10**	**0.10**	**0.10**	**0.10**	**0.10**

Capital Outlay/By Item

Computer	0	90	90	90	0
Office Furniture	0	0	0	0	10
Total Capital Outlay	**0**	**90**	**90**	**90**	**10**

Program: Utilities/Solid Waste – Post Closure Operations

Services Delivered:

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

FY'14 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 JO-GRO™ facility, Water Restoration Plant, and Water Distribution Division will complete the majority of the activities, with major contracts in place for groundwater analysis and reporting.

Budget Highlights:

The costs reflect the monitoring and maintenance of the landfill to be reimbursed by Chartis, plus a contingency for any unexpected costs.

FY'13 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.

Program: Utilities/Solid Waste – Post Closure Operations

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Materials & Supplies	89	272	7,000	6,000	6,000	6,000	6,120
Contractual/Prof Services	50,957	78,676	84,400	77,650	77,650	77,650	79,210
Direct Charges	19,393	19,657	21,900	27,700	27,700	27,700	28,260
Capital Outlay	0	0	75,000	0	0	0	0
Indirect Charges	7,044	9,860	18,900	11,250	11,250	11,250	11,550
Subtotal Expenditures	***77,483***	***108,465***	***207,200***	***122,600***	***122,600***	***122,600***	***125,140***
Ending Balance	(32,854)	(36,288)	0	0	0	0	0
Total Requirements	**44,629**	**72,177**	**207,200**	**122,600**	**122,600**	**122,600**	**125,140**

Program: Utilities/Solid Waste – General Program Operations

Services Delivered:

This activity provides for expense which is not directly allocated to the field operations for solid waste or for the post closure activities. The contingency is appropriated in this activity.

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Indirect Charges	1,825	1,686	2,320	1,850	1,850	1,850	1,900
Subtotal Expenditures	***1,825***	***1,686***	***2,320***	***1,850***	***1,850***	***1,850***	***1,900***
Contingencies	0	0	153,283	173,117	173,117	173,117	189,045
Ending Balance	137,296	148,771	0	0	0	0	0
Total Requirements	**139,121**	**150,457**	**155,603**	**174,967**	**174,967**	**174,967**	**190,945**

Program: Utilities/Solid Waste – Capital Construction

Services Delivered:

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

FY'14 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'12"; the re-assessed resource needs of projects using current data for the "Revised FY'13" column, guiding our "Recommended FY'14" and resources estimated "Through FY'14". 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'13 Activity Review:

Continued implementation of the ROD and monitoring of the remediation programs

Program: Utilities/Solid Waste – Capital Construction

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'12	Revised FY'13	Adopted FY'14	Total Through FY'14	Future Years	Total Project
LA0000	Miscellaneous Projects	2,269,911	200,000	0	2,469,911	340,000	2,809,911
LA2640	Remediation	3,033,646	0	0	3,033,646	0	3,033,646
LA4490	Melson Lot Line Adjustment	0	20,000	0	20,000	0	20,000
LA4691	Clean Up Program	821,762	0	218,000	1,039,762	780,200	1,819,962
	Total Projects	**6,125,319**	**220,000**	**218,000**	**6,563,319**	**1,120,200**	**7,683,519**

ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'14

		Adopted FY'14 Beginning Fund Balance	Adopted FY'14 Revenue	Adopted FY'14 Capital Outlay	Adopted FY'14 Transfers	Adopted FY'14 Appropriated Fund Balance
LA0000	Miscellaneous Projects	415,696	0	0	0	415,696
LA2640	Remediation	231,282	0	75,000	5,000	151,282
LA4490	Melson Lot Line Adjustment	0	0	0	0	0
LA4691	Clean Up Program	617,153	218,000	0	24,000	811,153
	Total Projects	**1,264,131**	**218,000**	**75,000**	**29,000**	**1,378,131**

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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Fund Balance	1,285,016	1,307,704	1,159,505	1,264,131	1,264,131	1,264,131	1,378,131
Resources							
Investment Interest	9,869	7,675	10,000	10,000	10,000	10,000	10,000
Interfund Interest Repayment	98,024	7,571	0	8,000	8,000	8,000	8,000
Loan Repayments	0	103,800	210,000	200,000	200,000	200,000	200,000
Total Current Revenues	***107,893***	***119,046***	***220,000***	***218,000***	***218,000***	***218,000***	***218,000***
Total Resources	**1,392,909**	**1,426,750**	**1,379,505**	**1,482,131**	**1,482,131**	**1,482,131**	**1,596,131**
Requirements							
Capital Outlay	51,205	234,619	255,000	75,000	75,000	75,000	75,000
Transfers Out	34,000	24,000	29,000	29,000	29,000	29,000	29,000
Subtotal Expenditures	***85,205***	***258,619***	***284,000***	***104,000***	***104,000***	***104,000***	***104,000***
Appropriated Fund Balance	1,307,704	1,168,131	1,095,505	1,378,131	1,378,131	1,378,131	1,492,131
Total Requirements	**1,392,909**	**1,426,750**	**1,379,505**	**1,482,131**	**1,482,131**	**1,482,131**	**1,596,131**

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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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	3,384,057	3,428,491	3,602,389	3,883,852	3,883,852	3,883,852	3,976,196
Total Resources	**3,384,057**	**3,428,491**	**3,602,389**	**3,883,852**	**3,883,852**	**3,883,852**	**3,976,196**
Requirements							
Management Services	716,528	622,751	758,920	635,481	635,481	635,481	655,118
Finance Services	1,271,957	1,333,376	1,437,121	1,639,839	1,639,839	1,639,839	1,715,952
Legal Services	334,843	258,685	333,651	295,552	295,552	295,552	309,415
Human Resources	361,726	398,302	462,971	485,452	485,452	485,452	496,608
General Program Operations	699,003	815,377	609,726	827,528	827,528	827,528	799,103
Total Requirements	**3,384,057**	**3,428,491**	**3,602,389**	**3,883,852**	**3,883,852**	**3,883,852**	**3,976,196**

Program: Administrative Services – Program Summary

Mission Statement:

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

Services Delivered:

This program is responsible for administrative and fiscal management of the City. This includes management, financial, legal and human resource services. Administrative Services also provides for expenditures that support the entire City, such as postage, copying and general staff training.

This program supports Council's Strategic Plan and all of the 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 FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	531,080	485,399	397,594	554,598	554,598	554,598	550,638
Current Resources							
Activity Generated							
Redwood Sewer District	54,528	50,005	57,700	0	0	0	0
GP Redevelopment Agency	5,424	5,762	2,000	0	0	0	0
Revenue Other Agencies	8,511	10,964	16,000	25,100	25,100	25,100	24,000
Interest	7,422	6,729	2,600	6,800	6,800	6,800	6,800
Other Revenue	8,652	26,230	34,500	42,000	42,000	42,000	47,000
Administrative Charges	2,160,041	2,248,602	2,478,523	2,614,100	2,614,100	2,614,100	2,687,877
Direct Charges	608,399	594,800	613,472	641,254	641,254	641,254	659,881
Total Current Revenues	***2,852,977***	***2,943,092***	***3,204,795***	***3,329,254***	***3,329,254***	***3,329,254***	***3,425,558***
Total Resources	**3,384,057**	**3,428,491**	**3,602,389**	**3,883,852**	**3,883,852**	**3,883,852**	**3,976,196**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Management Services	692,298	596,831	733,000	603,076	603,076	603,076	622,713
Finance Services	1,209,338	1,267,500	1,380,597	1,583,977	1,583,977	1,583,977	1,660,090
Legal Services	329,030	249,797	325,943	287,649	287,649	287,649	301,512
Human Resources	354,004	386,690	451,359	472,751	472,751	472,751	483,907
General Program Operations	139,521	142,523	184,400	191,000	191,000	191,000	192,500
Direct Charges	152,755	170,063	171,635	184,761	184,761	184,761	184,961
Capital Outlay	21,712	11,477	10,000	10,000	10,000	10,000	5,000
Subtotal Expenditures	***2,898,658***	***2,824,881***	***3,256,934***	***3,333,214***	***3,333,214***	***3,333,214***	***3,450,683***
Contingencies	0	0	345,455	550,638	550,638	550,638	525,513
Ending Balance	485,399	603,610	0	0	0	0	0
Total Requirements	**3,384,057**	**3,428,491**	**3,602,389**	**3,883,852**	**3,883,852**	**3,883,852**	**3,976,196**

Program: Administrative Services – Management Services

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 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 25th year of the Paint Your Heart Out Program.

Performance Measurements:

Management Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of resolutions reviewed	117	All	151	All	All	All	All
Number of ordinances reviewed during year	22	All	16	All	All	All	All
Number of documents scanned to Laserfische	7,268	All	3,139	All	All	All	All
Agenda packets prepared	29	All	28	All	All	All	All
Number of community workshops held	1	2	4	2	2	2	2
Number of leadership training opportunities held for Council and committee members	5	2	4	2	2	2	2
Number of meetings held with County Commissioners	13	28	15	28	28	28	28
Number of meetings held with District 7 representatives	4	4	2	4	4	4	4
Effectiveness							
% of records retained/destroyed according to records retention schedule.	N/A	N/A	N/A	N/A	100%	100%	100%
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)	No Survey performed	N/A	80%	85%	80%	85%	90%
% of time Council packet prepared by noon the Friday prior to the Council meeting	N/A	N/A	100%	95%	95%	100%	100%
% of time Council meeting results within 24 hours of meeting	N/A	N/A	100%	100%	100%	100%	100%
% of time weekly updates on City activities issued	N/A	N/A	100%	100%	100%	100%	100%
Efficiency							
Cost of Service per Citizen	$20.20	N/A	$21.26	N/A	$21.97	$18.40	$18.97

Program: Administrative Services – Management Services

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Complete City Charter update.
- Provide leadership training.
- Develop and implement a communication plan.
- Ensure efficiency and effectiveness in City operations.
- Budget Police and Fire as separate divisions.
- Review City's contract review board policies.

Budget Highlights:

In January, 2013, the City Manager implemented a reorganization of City services. This reorganization places the City in a better position to achieve the Council's goals and focus on our customers. The changes that directly affect City Administration include: consolidate IT, Property Management under Administration; consolidate Tourism & Downtown services under Economic Development; consolidate Economic Development under Administration; eliminate Economic Development Specialist position and create an Economic Development Project Coordinator position; reclassify Tourism Coordinator to Tourism Specialist; eliminate the Administrative Coordinator position and create the City Recorder position. The budget is impacted by minor benefit cost increases; however, overall the budget has not changed in any significant manner.

FY'13 Activity Review:

Management Staff assisted the Mayor and Council as they developed their Strategic Plan and Goals for the community. Staff worked with the Council to develop the 2013-2014 Strategic Plan which has been accepted and adopted by the City Council. Staff has placed special emphasis on the identified top priorities. By the end of the fiscal year, which is halfway through the Strategic Plan year, the Staff has completed significant work and made progress on many of the Strategic Plan items.

Program: Administrative Services – Management Services

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	660,463	565,435	698,031	565,009	565,009	565,009	584,124
Materials & Supplies	10,212	9,683	9,900	7,700	7,700	7,700	7,700
Contractual/Prof Services	21,623	21,713	25,069	30,367	30,367	30,367	30,889
Direct Charges	24,230	25,920	25,920	32,405	32,405	32,405	32,405
Total Requirements	**716,528**	**622,751**	**758,920**	**635,481**	**635,481**	**635,481**	**655,118**

Program: Administrative Services – Management Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	0.000	1.000	1.000	1.000	1.000
Administrative Coordinator	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Department Support Technician	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Office Assistant I	1.000*	1.000*	1.000*	0.000	0.000	0.000	0.000
Office Assistant II	1.000	1.000	1.000	3.000*	3.000*	3.000*	3.000*
Grant Specialist	0.800	0.850	1.000	0.000	0.000	0.000	0.000
Subtotal	*6.800*	*6.850*	*7.000*	*6.000*	*6.000*	*6.000*	*6.000*
Assistant City Manager							
To: Downtown	0.000	0.000	0.000	(0.025)	(0.025)	(0.025)	(0.025)
To: Information Technology	0.000	0.000	0.000	(0.150)	(0.150)	(0.150)	(0.150)
To: Property Management	0.000	0.000	0.000	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	0.000	0.000	0.000	(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	0.000	(0.200)	(0.200)	(0.200)	(0.200)
To: Workers Comp	0.000	0.000	0.000	(0.150)	(0.150)	(0.150)	(0.150)
Administrative Coordinator							
To: General Insurance	0.000	0.000	(0.200)	0.000	0.000	0.000	0.000
To: Workers Comp	0.000	0.000	(0.150)	0.000	0.000	0.000	0.000
Office Assistant I/II							
To: General Insurance	(0.050)	(0.050)	(0.050)	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	0.000	(0.400)	(0.400)	(0.400)	(0.400)
To: Property Management	0.000	0.000	0.000	(0.350)	(0.350)	(0.350)	(0.350)
To: Tourism	0.000	0.000	0.000	(0.050)	(0.050)	(0.050)	(0.050)
To: Workers Comp	0.000	0.000	0.000	(0.050)	(0.050)	(0.050)	(0.050)
Department Support Technician							
From: Legal	0.000	0.106	0.425	0.125	0.125	0.125	0.125
Subtotal Distributed	*(0.100)*	*0.006*	*(0.025)*	*(1.425)*	*(1.425)*	*(1.425)*	*(1.425)*
Total Positions	**6.700**	**6.856**	**6.975**	**4.575**	**4.575**	**4.575**	**4.575**
Total Un-Funded Positions	(0.250)	(0.250)	(0.500)	(0.015)	(0.015)	(0.015)	(0.015)
Total Funded Positions	**6.450**	**6.606**	**6.475**	**4.560**	**4.560**	**4.560**	**4.560**
Temporary/Seasonal Hours	375	375	375	375	375	375	375

***Recap of Unfunded Positions by Fiscal Year:**							
Office Assistant I/II	0.250	0.250	0.500	0.015	0.015	0.015	0.015
Seasonal Hours	225	225	225	225	225	225	225

Program: Administrative Services – Finance Services

Mission Statement:

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

Services Delivered:

This activity is responsible for fiscal management of the City. This includes utility billing, accounting and record keeping; payroll, accounts payable and receivable; licensing, business and occupancy tax administration; cash and debt management 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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of receipts (in 100s)	1,549	N/A	1,544	N/A	1,600	1,600	1,600
Accounts payable disbursements	6,827	N/A	6,920	N/A	7,000	7,000	7,000
Payroll disbursements	6,440	N/A	6,472	N/A	6,500	6,500	6,500
Effectiveness							
Average number of workdays to reconcile cash after receipt of bank statements	N/A	N/A	N/A	N/A	<10	<10	<10
Write-Offs as % of Current Year Billing	N/A	N/A	N/A	<1%	<1%	<1%	<1%
Maintain credit rating of Aa- (or S&P equivalent)	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-
Efficiency							
Percentage of disbursements processed electronically	N/A	N/A	N/A	N/A	5%	10%	15%
Cost of Utility Customer Service per utility customers	$4.34	N/A	$4.63	N/A	<$5.00	<$5.00	<$5.00

FY'14 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: Select a new financial software program and plan for new software implementation.
- Action 2: Continue to provide quarterly financial summary reports.
- Action 3: Complete one performance audit each year.
- Action 5: Evaluate pros and cons of City Debt Free Financial policy, "Debt Free 2030".

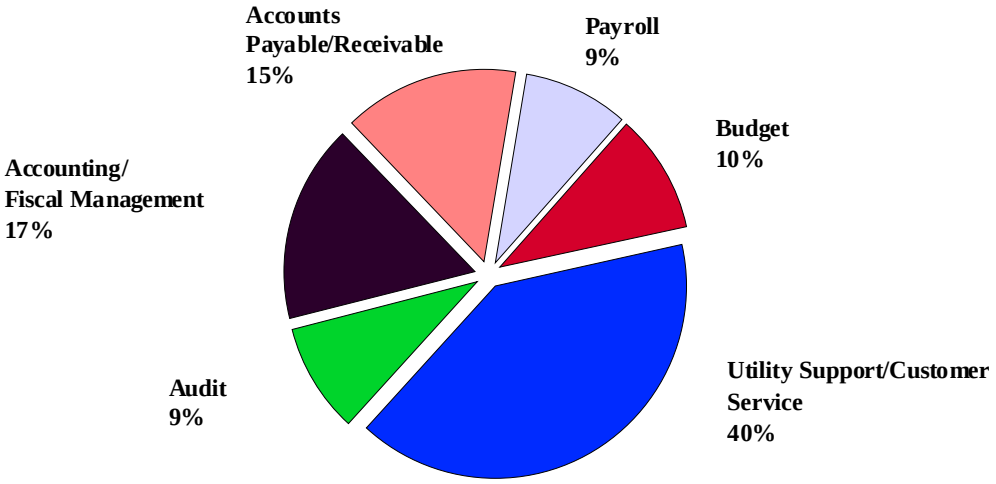
Program: Administrative Services – Finance Services

Budget Highlights:

FY'14 changes are driven largely by the reorganization that occurred during FY'13. This includes moving the Grant Specialist position from Management to Finance, thus increasing expenses in Finance. The movement of the Grant Specialist position, along with on-going pressure from insurance and PERS rate changes, accounts for the larger than normal increase in personnel expenses.

Challenges facing the Department in FY'14 include continuing to leave positions unfunded in the wake of the reorganization. The entire Department will be heavily involved in the strategic work plan item to select and implement a new software program. This is on the heels of taking on responsibility for the Audit Committee Liaison activities and responsibility for facilitating one performance audit per year.

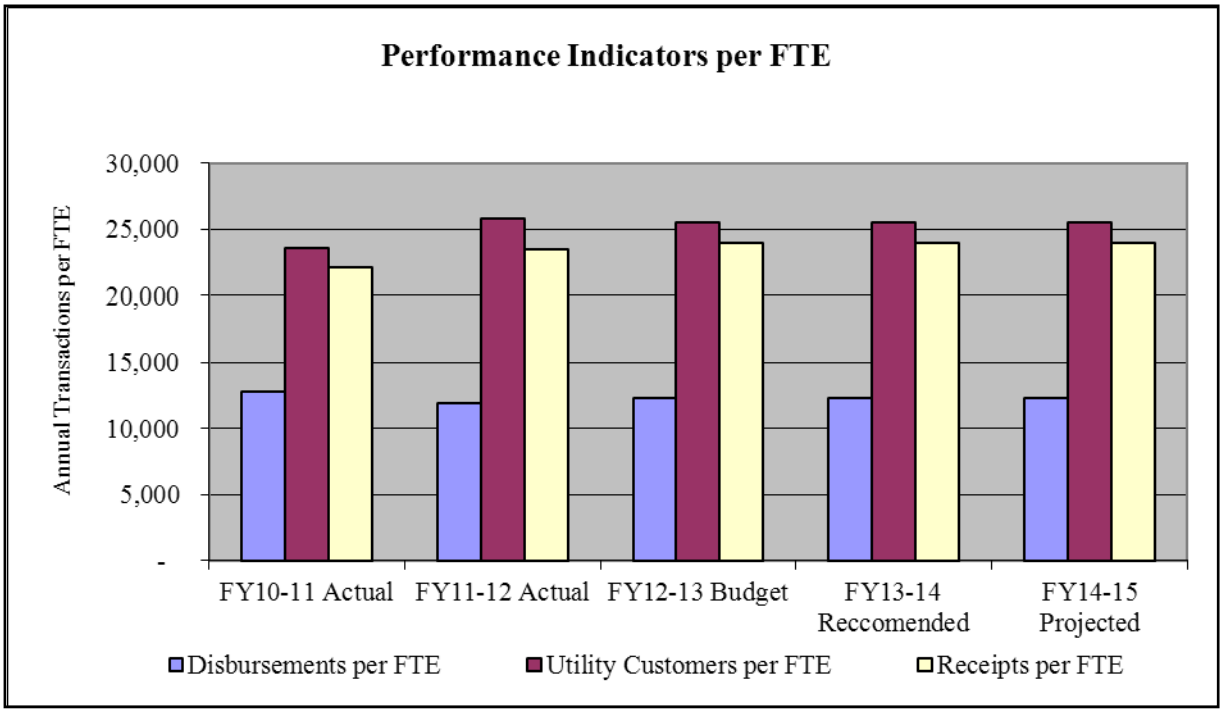
Services Provided



Program: Administrative Services – Finance Services

FY'13 Activity Review:

- ✓ Received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the 29th consecutive year.
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 27th 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.
- ✓ Managed the bond offering for Reservoir 3 where, through proactive organizational management steps taken by Council and Staff, the City received an affirmation of its Aa- credit rating.
- ✓ Facilitated the Audit Committee's selection of a new Municipal Auditor.
- ✓ Facilitated the Audit Committee's engagement for a performance audit of the Economic Development and Tourism Programs.



Program: Administrative Services – Finance Services

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	972,274	1,035,945	1,092,635	1,288,481	1,288,481	1,288,481	1,356,591
Materials & Supplies	9,733	23,447	20,500	21,000	21,000	21,000	21,000
Contractual/Prof Services	227,331	208,108	267,462	274,496	274,496	274,496	282,499
Direct Charges	51,678	54,399	56,524	55,862	55,862	55,862	55,862
Capital Outlay	10,941	11,477	0	0	0	0	0
Total Requirements	**1,271,957**	**1,333,376**	**1,437,121**	**1,639,839**	**1,639,839**	**1,639,839**	**1,715,952**

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	0.00	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Grant Specialist	0.00	0.00	0.00	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	2.00	2.00	2.00	2.00
Accounting Technician	8.00*	9.00*	9.00*	9.00*	9.00*	9.00*	9.00*
Office Assistant I	1.00*	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal	*16.00*	*16.00*	*16.00*	*17.00*	*17.00*	*17.00*	*17.00*
Finance Director							
To: Garage Operations	0.00	0.00	0.00	(0.10)	(0.10)	(0.10)	(0.10)
To: To Equipment Replacement	0.00	0.00	0.00	(0.05)	(0.05)	(0.05)	(0.05)
Admin. Support Specialist							
From: Garage Operations	0.00	0.00	0.00	0.30*	0.30*	0.30*	0.30*
Department Support Technician							
From: Garage Operations	0.00	0.00	0.00	0.10	0.10	0.10	0.10
Subtotal Distributed	*0.00*	*0.00*	*0.00*	*0.25*	*0.25*	*0.25*	*0.25*
Total Positions	**16.00**	**16.00**	**16.00**	**17.25**	**17.25**	**17.25**	**17.25**
Total Un-Funded Positions	(1.50)	(2.50)	(2.50)	(2.53)	(2.53)	(2.53)	(2.53)
Total Funded Positions	**14.50**	**13.50**	**13.50**	**14.72**	**14.72**	**14.72**	**14.72**
Temporary/Seasonal Hours	1,200	600	600	600	600	600	600

***Recap of Unfunded Positions by Fiscal Year:**							
Accounting Technician	1.00	1.50	1.50	1.50	1.50	1.50	1.50
Admin. Support Specialist	0.00	0.00	0.00	0.03	0.03	0.03	0.03
Office Assistant I	0.50	0.00	0.00	0.00	0.00	0.00	0.00
Assistant Finance Director	0.00	1.00	1.00	1.00	1.00	1.00	1.00

Program: Administrative Services – Legal Services

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Accessible and Timely Legal Information/Action	N/A	100%	N/A	100%	100%	100%	100%
Effectiveness							
% of time quarterly reports on land acquisition services were submitted	N/A	100%	N/A	100%	100%	100%	100%
Efficiency							
High Satisfaction within Budget	N/A	100%	N/A	100%	10%	100%	100%

FY'14 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

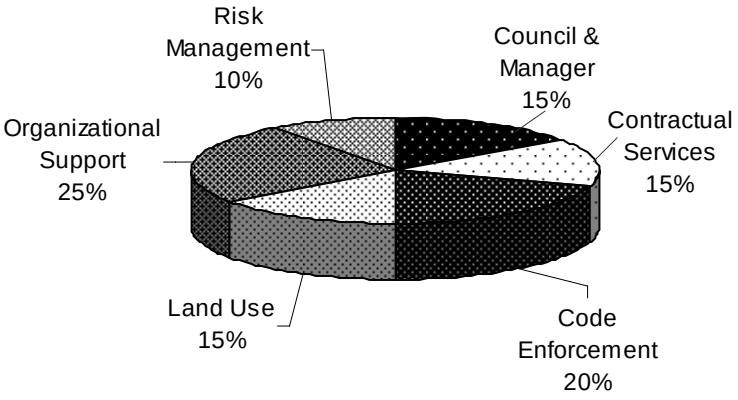
- Continue to support operations on a daily basis, facilitating activities of each department through assistance to line staff as well as management.

Program: Administrative Services – Legal Services

Budget Highlights:

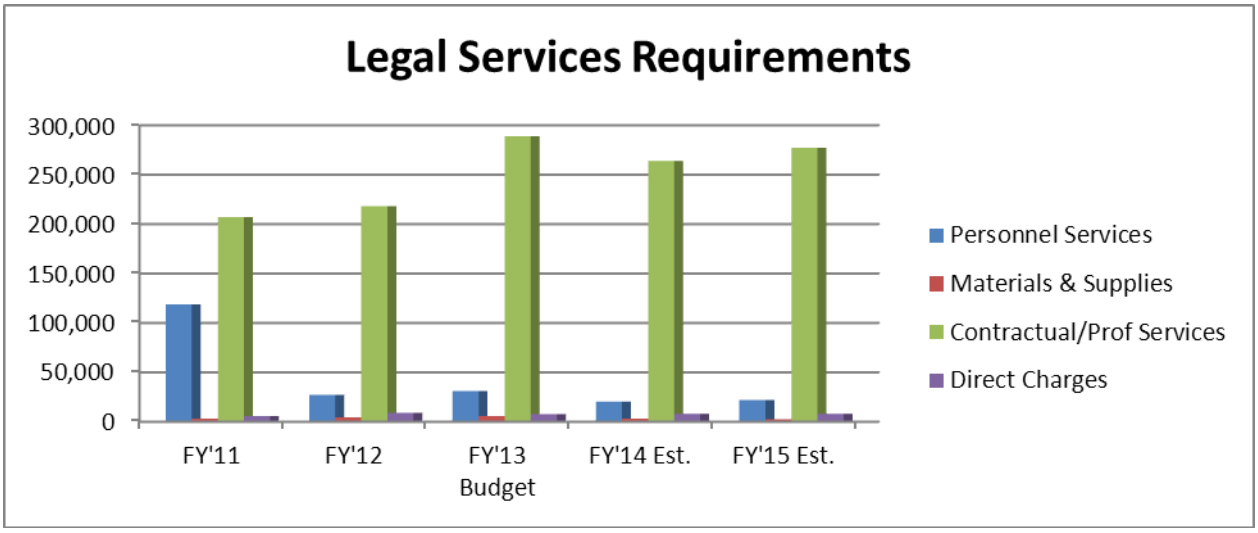
The City contracts with Hornecker, Cowling, Hassen & Heysell LLP, for our City Attorney services. The City contracts for Land Acquisition services, which include creating a file system to be used for organizing the City's property files, in addition to providing assistance to departments on various land 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'13 Activity Review:

Expenses reflect low personnel costs, but higher contract costs due to the City contracting for City Attorney and Land Acquisition services.



Program: Administrative Services – Legal Services

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	118,851	27,253	31,084	20,469	20,469	20,469	21,852
Materials & Supplies	3,033	4,506	5,850	3,300	3,300	3,300	2,500
Contractual/Prof Services	207,146	218,038	289,009	263,880	263,880	263,880	277,160
Direct Charges	5,813	8,888	7,708	7,903	7,903	7,903	7,903
Total Requirements	**334,843**	**258,685**	**333,651**	**295,552**	**295,552**	**295,552**	**309,415**

Program: Administrative Services – Legal Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	0.000	0.850	0.850	0.500	0.500	0.500	0.500
Office Assistant II	0.850	0.000	0.000	0.000	0.000	0.000	0.000
Subtotal	*3.150*	*3.150*	*3.150*	*2.800*	*2.800*	*2.800*	*2.800*
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	(0.255)	0.000	0.000	0.000	0.000	0.000	0.000
To: General Ins.	(0.340)	0.000	0.000	0.000	0.000	0.000	0.000
Department Support Technician							
To: Workers Comp	0.000	(0.106)	0.000	0.000	0.000	0.000	0.000
To: General Ins.	0.000	(0.289)	0.000	0.000	0.000	0.000	0.000
To: Management	0.000	(0.106)	(0.425)	(0.125)	(0.125)	(0.125)	(0.125)
Office Assistant II							
From: Management	0.050	0.050	0.050	0.050	0.050	0.050	0.050
Subtotal Distribution	*(0.770)*	*(0.676)*	*(0.600)*	*(0.300)*	*(0.300)*	*(0.300)*	*(0.300)*
Total Positions	**2.380**	**2.474**	**2.550**	**2.500**	**2.500**	**2.500**	**2.500**

***Note the following are funded under Contractual Services instead of Personnel Services:**							
City Attorney	0.000	0.850	0.850	0.850	0.850	0.850	0.850
Assistant City Attorney	0.000	0.425	0.425	0.425	0.425	0.425	0.425
Land Acquisition Specialist	0.000	0.000	0.800	0.800	0.800	0.800	0.800

Program: Administrative Services – Human Resources

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of positions processed for recruitment or promotion	16	N/A	20	N/A	20	20	20
Number of employment applications received and processed	699	N/A	1208	N/A	800	700	700
Number of applicants hired	49	N/A	55	N/A	40	45	45
Effectiveness							
New FT employee turnover rate within one year of employment	N/A	N/A	N/A	N/A	<10%	<10%	<10%
Working Days for HR Review of Applications and Selection Process	N/A	N/A	N/A	N/A	6	5	5
Time to process an applicant from date of offer to date of final acceptance	N/A	N/A	N/A	N/A	3 wks.	2.5 wks.	2.5 wks.
Efficiency							
Ratio of employees to HR staff	1:88	1:75	1:73	1:75	1:75	1:69	1:64

FY'14 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

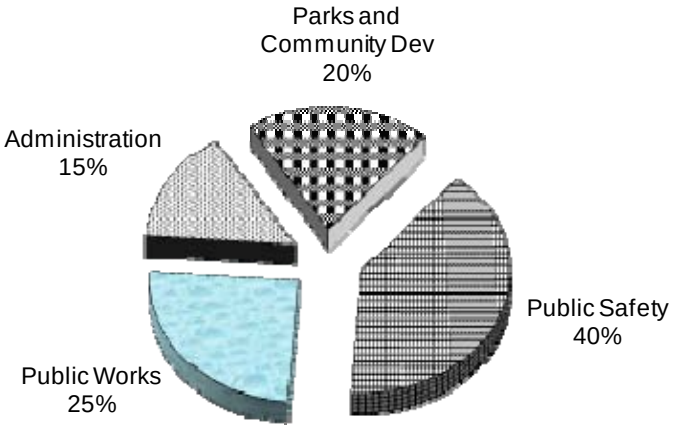
- The contract with Teamsters will expire December 31, 2013 and negotiations will open in fall of 2013. It is anticipated that the Grants Pass Employees Association (GPEA) will be requesting to open negotiations for wages only.
- Recruitments will be ongoing for police, reserve police and dispatch to fill vacancies and to create hiring lists.
- Updates and revisions of Administrative Directives will continue.

Program: Administrative Services – Human Resources

Budget Highlights:

The line items for legal, negotiations, and recruitments for FY'14 remain almost static. The line items that are related to expenditures for pre-employment, which include background checks and medical services, increase to better reflect spending levels in these crucial recruitment areas. In addition to the regularly budgeted increases in personnel, there is an increase in costs related to part time regular staff due to an increase in hours of one of the positions.

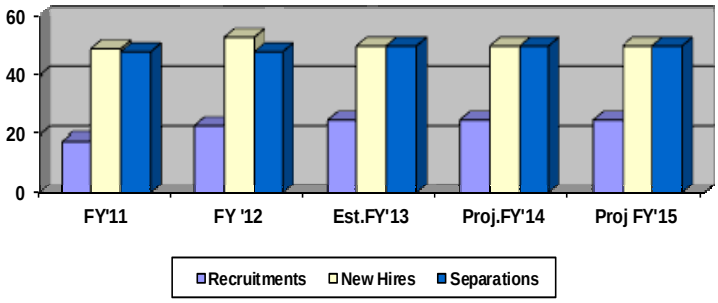
PERCENTAGE OF TIME UTILIZED BY DEPARTMENT



FY'13 Activity Review:

Contract negotiations were opened with the Grants Pass Police Association's (GPPA), Teamsters, and the International Association of Firefighters (IAFF). Negotiations for wages only were opened with the GPEA. Agreements were reached with three of the groups, with negotiations on-going with IAFF. An issue that was a priority for Management in these negotiations was contract language addressing an increase in cost sharing of insurance premiums by employees. This insurance language was adopted by all groups who reached an agreement with the City, including the City's non-bargaining employee group, and the contracts and Personnel Rules, Regulations and Policies reflect the language change.

Expenses were lower in negotiations compared to previous years which were unexpected knowing that four unions, one for wages only, would be negotiating with the City. This was in part due to Teamsters agreeing to a one year, minimal change contract and prudent use of attorneys. Higher expenses for recruitments in FY'13 did not occur. The expenses related to the recruitment process were high in FY'13, due to the City's policy of conducting thorough background checks, predominantly in Public Safety. New Administrative Directives were created including policies on bullying and employee support for milk expression. Revisions were made in several Administrative Directives including the Driving/Vehicle policy, Deferred Compensation policy, PAF Processing policy, and Workers Compensation Integration with Sick Leave policy. This fiscal year the department held another very successful Benefits Fair which included wellness testing and flu shots. A Wellness Committee was established and will be ongoing.



Program: Administrative Services – Human Resources

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	279,148	298,293	303,612	329,693	329,693	329,693	341,004
Materials & Supplies	4,890	4,175	3,700	3,200	3,200	3,200	2,700
Contractual/Prof Services	69,966	84,222	144,047	139,858	139,858	139,858	140,203
Direct Charges	7,722	11,612	11,612	12,701	12,701	12,701	12,701
Total Requirements	**361,726**	**398,302**	**462,971**	**485,452**	**485,452**	**485,452**	**496,608**

Program: Administrative Services – Human Resources

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	0.500	0.750	0.750	0.750	0.750
Office Assistant I	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Subtotal	*3.000*	*3.000*	*3.000*	*3.250*	*3.250*	*3.250*	*3.250*
Human Resources Director							
To: Workers Comp	0.000	0.000	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)
Personnel Analyst							
To: Workers Comp	0.000	(0.125)	(0.125)	(0.150)	(0.150)	(0.150)	(0.150)
Subtotal Distributed	*0.000*	*(0.125)*	*(0.145)*	*(0.170)*	*(0.170)*	*(0.170)*	*(0.170)*
Total Positions	**3.000**	**2.875**	**2.855**	**3.080**	**3.080**	**3.080**	**3.080**
Temporary/Seasonal Hours*	0	0	480	600	600	600	600

Program: Administrative Services – General Program Operations

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'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

The activity provides the budget for internal support services, organization wide. This support includes the purchase of office supplies, postage, and service and maintenance for major copy machines. This budget provides the city-wide training, education reimbursement program, employee recognition and other professional services that serve the City as a whole.

Budget Highlights:

The budget for this program has two significant changes. First is the reduction in membership fees, as the budget for League of Oregon Cities has been moved to General Fund General Operations. The second is the increase in allocation for computer software maintenance ($35,000/year) related to the GIS service, used City-wide. There have been small increases for copier maintenance charges, an increase of approximately $3,000 for City-wide training, and an increase of $5,000 for licensing fees related to information technologies software.

Program: Administrative Services – General Program Operations

Financial Summary

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	12,267	17,397	16,000	16,000	16,000	16,000	16,000
Materials & Supplies	22,498	18,482	29,300	27,800	27,800	27,800	27,800
Contractual/Prof Services	104,756	106,644	139,100	147,200	147,200	147,200	148,700
Direct Charges	63,312	69,244	69,871	75,890	75,890	75,890	76,090
Capital Outlay	10,771	0	10,000	10,000	10,000	10,000	5,000
Subtotal Expenditures	***213,604***	***211,767***	***264,271***	***276,890***	***276,890***	***276,890***	***273,590***
Contingencies	0	0	345,455	550,638	550,638	550,638	525,513
Ending Balance	485,399	603,610	0	0	0	0	0
Total Requirements	**699,003**	**815,377**	**609,726**	**827,528**	**827,528**	**827,528**	**799,103**

Capital Outlay/By Item

Conference Room Upgrade	10,000	10,000	10,000	10,000	5,000
Total Capital Outlay	**10,000**	**10,000**	**10,000**	**10,000**	**5,000**

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
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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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	12,173,397	12,679,770	12,532,760	13,172,222	13,172,222	13,172,222	11,660,999
Total Resources	**12,173,397**	**12,679,770**	**12,532,760**	**13,172,222**	**13,172,222**	**13,172,222**	**11,660,999**
Requirements							
Community Develop. Mgmt.	802,040	1,103,559	1,032,832	1,217,319	1,217,319	1,217,319	1,230,716
Engineering Services	1,239,380	964,954	1,034,025	867,617	867,617	867,617	880,235
Property Management Services	718,880	780,971	732,417	770,607	770,607	770,607	728,493
Information Technology	628,718	652,618	640,144	761,997	761,997	761,997	809,911
Garage Services	1,089,078	1,044,471	987,409	1,627,165	1,627,165	1,627,165	1,582,437
Equipment Replacement Svc's	4,053,583	4,219,953	3,927,912	3,894,685	3,894,685	3,894,685	2,774,901
Insurance	3,641,718	3,913,244	4,178,021	4,032,832	4,032,832	4,032,832	3,654,306
Total Requirements	**12,173,397**	**12,679,770**	**12,532,760**	**13,172,222**	**13,172,222**	**13,172,222**	**11,660,999**

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:

This activity provides the overall management, coordination and fiscal accountability of the Parks, Recreation, Building, Engineering, Geographic Information Systems (GIS) and Planning functions, from long range planning and infrastructure development through current plan review and construction. It assists with private development such as homes and businesses, as well as public development, such as new streets and water lines. It assists customers at the public information counter and on the telephone, with development processes and permit procedures. It provides information to the public via the Parks & Community Development portion of the City website. Additionally, it provides support services for activities of the Public Works Department.

Performance Measurements:

Parks & Community Development Management Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
Outputs	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
System Development Fees calculated and collected (does not include financed SDC's)	N/A	N/A	N/A	N/A	$902,160*	N/A	N/A
Inspections Scheduled	4,240	N/A	3,473	N/A	3,003*	N/A	N/A
Hits on public GIS web application	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Effectiveness							
Practical GIS Trainings	N/A	N/A	N/A	N/A	N/A	8	8
GIS Survey of Effectiveness of Training	N/A	N/A	N/A	N/A	N/A	90	90
Cash Receipt errors	N/A	N/A	N/A	N/A	N/A	Less than 1%	Less than 1%
Efficiency							
Tax lot files linked to Laserfiche & GIS	N/A	N/A	N/A	N/A	N/A	13,000	TBD

* As of 3/27/13

FY'14 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

- Upload digitized files for access through appropriate software interface for integration into internal GIS.
- Develop GIS application for publication to the World Wide Web and link appropriate data for dissemination to public.

Encourage Economic Prosperity

Objective 4: Reinvest in downtown

- Create fire sprinkler/seismic grant policy for implementation to existing façade renovation program for qualifying buildings and present to Council.

FY'14 Anticipated Accomplishments Cont'd:

Objective 5: Streamline Development Process

- As software decisions are made regarding citywide financial system, staff will pursue complimentary e-permitting software for implementation.
- Continue to process code amendments as necessary to facilitate a more refined development process.

Facilitate Sustainable, Manageable Growth

Objective 1: Complete expansion of the Urban Growth Boundary.

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Objective 5: Ensure Transportation Infrastructure needs are met

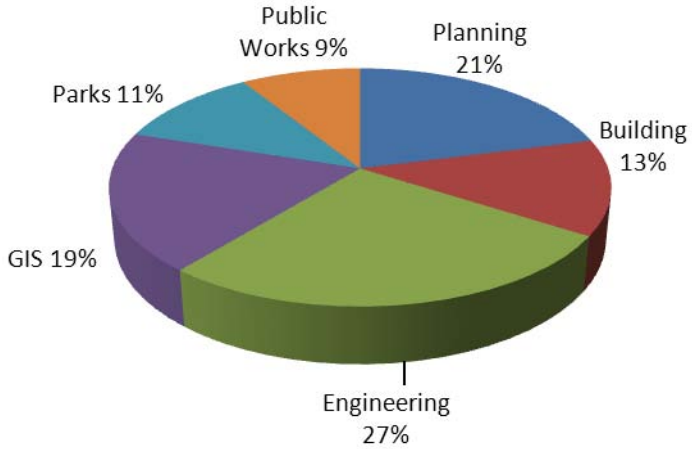
- Contact ODOT and pursue re-striping project on 6th St. to implement cycle-track.
- Identify one street for road diet review.

Over the next year this activity will continue to provide the support necessary for the operating divisions to function. This includes management services provided by the 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 for public meetings and workshops. The H.T.E. software replacement project will start with PCD and will take substantial staff time during the conversion and implementation process.

Budget Highlights:

FY'14 changes to the budget consist of transfer of allocation for part time support staff and associated overhead to support Parks functions.

Allocation of Staff Time for FY'14



FY'13 Activity Review:

In Calendar Year 2012 this activity processed 1,711 building and utility permits, scheduled 3,525 inspections, collected $147,659 in School Construction Excise tax, calculated and collected over $900,000 in System Development Charges, supported UGB proceedings functions, purchased and installed a new GIS server, upgraded the GIS software to version 10.1 and produced a public GIS web application.

Program: Support Services – Parks & Community Development Management

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	50,244	92,191	24,647	141,815	141,815	141,815	125,334
Current Resources							
Activity Generated							
Redwood Sewer District	33,512	34,177	37,878	11,875	11,875	11,875	11,875
Direct Charges:							
General Fund	375,693	421,800	422,408	513,632	513,632	513,632	529,892
Transportation	24,498	24,912	27,983	27,803	27,803	27,803	28,350
Wastewater	36,508	37,236	40,946	65,965	65,965	65,965	67,823
Water	36,508	37,236	40,946	40,578	40,578	40,578	41,563
Property Management	12,000	12,000	15,000	15,000	15,000	15,000	15,000
Engineering	205,220	326,676	327,649	300,851	300,851	300,851	311,079
Administrative Services	20,004	20,004	25,000	25,000	25,000	25,000	25,000
Transfers in	0	0	10,000	0	0	0	0
GIS Fees	0	95,284	60,375	74,800	74,800	74,800	74,800
Other Revenue	7,853	2,043	0	0	0	0	0
Total Current Revenues	***751,796***	***1,011,368***	***1,008,185***	***1,075,504***	***1,075,504***	***1,075,504***	***1,105,382***
Total Resources	**802,040**	**1,103,559**	**1,032,832**	**1,217,319**	**1,217,319**	**1,217,319**	**1,230,716**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	527,563	737,934	801,365	856,531	856,531	856,531	902,458
Materials & Supplies	10,238	21,477	27,600	35,100	35,100	35,100	22,100
Contractual/Prof Services	32,593	120,190	73,411	75,543	75,543	75,543	75,621
Direct Charges	85,422	71,487	75,012	74,811	74,811	74,811	74,811
Capital Outlay	54,033	31,453	10,000	0	0	0	0
Transfers Out	0	0	0	50,000	50,000	50,000	17,000
Subtotal Expenditures	***709,849***	***982,541***	***987,388***	***1,091,985***	***1,091,985***	***1,091,985***	***1,091,990***
Contingencies	0	0	12,104	125,334	125,334	125,334	138,726
Ending Balance	92,191	121,018	33,340	0	0	0	0
Total Requirements	**802,040**	**1,103,559**	**1,032,832**	**1,217,319**	**1,217,319**	**1,217,319**	**1,230,716**

Program: Support Services – Parks & Community Development Management

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant I	2.00*	2.00*	2.00*	2.65*	2.65*	2.65*	2.65*
Department Support Technician	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Database Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	*8.00*	*10.00*	*10.00*	*10.65*	*10.65*	*10.65*	*10.65*
Parks & Community Dev. Director							
To: Park Maintenance	0.00	0.00	0.00	(0.30)	(0.30)	(0.30)	(0.30)
Subtotal Distributed	*0.00*	*0.00*	*0.00*	*(0.30)*	*(0.30)*	*(0.30)*	*(0.30)*
Total Positions	**8.00**	**10.00**	**10.00**	**10.35**	**10.35**	**10.35**	**10.35**
Total Un-Funded Positions*	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Total Funded Positions	**7.00**	**9.00**	**9.00**	**9.35**	**9.35**	**9.35**	**9.35**
Temporary/Seasonal Hours	0*	0*	0*	0*	0*	0*	0*
*** Recap of Unfunded Positions by Fiscal Year:**							
Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Seasonal Hours	680	600	600	600	600	600	600

Capital Outlay/By Item

Computers/Printers	10,000	0	0	0	0
Total Capital Outlay	**10,000**	**0**	**0**	**0**	**0**

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 to facilitate projects with preliminary estimates for capital projects which are used in the budgeting process, producing engineered drawings in-house or administering design contracts, creating design and construction specifications and bidding documents, providing inspection services, processing pay requests, and closing out projects.

Performance Measurements:

Engineering Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of City projects managed annually	5	N/A	10	N/A	TBD	TBD	TBD
Number of developer installed projects managed annually	12	N/A	11	N/A	TBD	TBD	TBD
Effectiveness							
% of encroachment permits issued within 7 calendar days	91%	90%	93%	90%	95%	95%	95%
% of complete private development plans reviewed within specified timeframe	64%	80%	78%	80%	95%**	95%**	95%**
Efficiency							
% of projects designed, bid and constructed on time and on budget	*	*	*	*	*	90%	90%

***New Performance Measure - information not available**
****Pending timely interdepartmental review.**

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Facilitate Sustainable, Manageable Growth

- Improve bicycle/pedestrian paths.
- Prepare and implement plans for striping bike lanes, cycle tracks and bike boulevards.

FY'14 Anticipated Accomplishments Cont'd:

Maintain, Operate, and Expand our Infrastructure

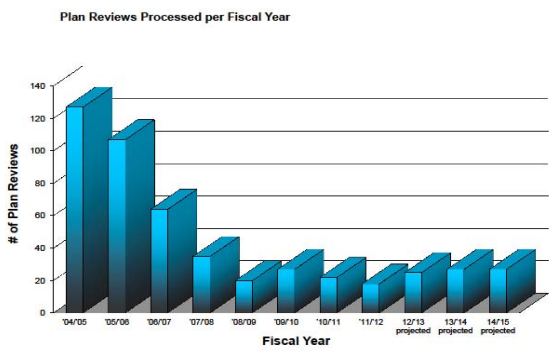
- Engineering will be involved in a number of capital improvements including the design, construction and inspection of the FY'13/14 Overlays, CMAQ Sidewalk, Small Water Main Replacement, Wastewater Structural Repairs, Reservoir 3 Installation, Hubbard Lane Widening, and water line and sewer line projects as determined by Public Works.

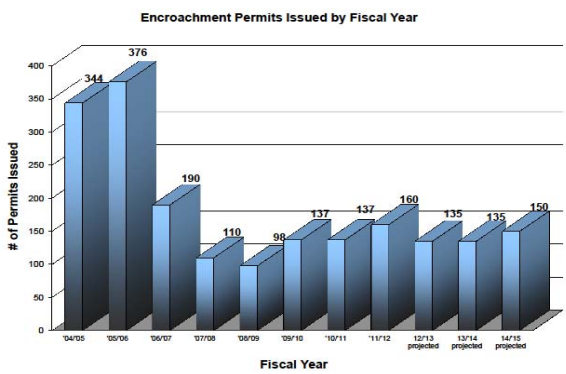
Promote Healthy Neighborhoods

- Work with Planning and Public Works to create safe routes project and present to School Board and City Council.
- Complete design and install remaining portion of Fruitdale Creek trail and acquire property to extend other regional trails in the City.

Budget Highlights:

During FY'12, as a result of the Engineering performance audit, the Engineering revenue structure was changed to a fixed fee structure. Staff will be recommending an evaluation of this new billing structure in late FY'13 or early FY'14 to ensure it is adequately covering costs within the Engineering division. Based on current estimates, the FY'14 budget shows an operational deficit of approximately $3,200 and a limited fund contingency balance below financial policy targets.





FY'13 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 "M St. Sewer Replacement, 4th and "A" St Sewer Replacement, Florer Dr. Improvements, "E" St. Sidewalk Infill, Cloverlawn Dr. Multi-Purpose Path, Hubbard Lane Widening, "D" and Dimmick Streets Water Line Replacement, Pedestrian paths at North Middle and Highland Elementary Schools, Baker Park Trail and Overlays/Maintenance FY'13/14 projects.

At least 10 private developments were (or still are) in the plan checking, construction, or final platting process during this same time period. A few examples are: Three Rivers Community Hospital Outpatient Building, Bi-Mart Expansion, Kairos Northwest Treatment Facility, the Lil Pantry, Redwood Motel Expansion and Southgate Cinema Expansion.

Program: Support Services – Engineering Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	378,189	374,034	235,826	56,917	56,917	56,917	53,735
Current Resources							
Activity Generated							
Redwood Sewer Svc. Dist.	0	498	10,500	0	0	0	0
Engineering Fees	93,469	34,776	48,600	17,600	17,600	17,600	17,900
Sale of publications	258	161	50	0	0	0	0
Interest	3,313	2,262	1,625	1,000	1,000	1,000	1,000
Other Revenue	24,322	52	2,500	0	0	0	0
Direct Charges:							
General Fund	30,000	30,000	35,000	85,000	85,000	85,000	86,300
Transportation	154,095	134,959	146,300	158,200	158,200	158,200	161,400
Wastewater Operations	64,370	56,512	59,500	75,800	75,800	75,800	77,300
Storm Water Operations	0	0	0	19,600	19,600	19,600	20,000
Solid Waste Operations	619	2,423	0	0	0	0	0
Water Operations	61,121	57,535	87,000	66,600	66,600	66,600	67,900
Administrative Services	9,484	9,772	10,000	10,000	10,000	10,000	10,200
Transportation Projects	240,100	178,504	337,114	229,700	229,700	229,700	234,300
Lands & Buildings Projects	34,529	25,461	16,540	30,000	30,000	30,000	30,600
Wastewater Projects	43,187	39,102	25,200	84,000	84,000	84,000	85,700
Water Projects	25,339	18,903	18,270	33,200	33,200	33,200	33,900
GIS Fees	76,985	0	0	0	0	0	0
Total Current Revenues	***861,191***	***590,920***	***798,199***	***810,700***	***810,700***	***810,700***	***826,500***
Total Resources	**1,239,380**	**964,954**	**1,034,025**	**867,617**	**867,617**	**867,617**	**880,235**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	614,088	446,574	477,060	374,285	374,285	374,285	388,479
Materials & Supplies	9,155	9,605	10,400	5,650	5,650	5,650	6,650
Contractual/Prof Services	36,039	30,377	36,010	132,996	132,996	132,996	132,262
Direct Charges	205,220	326,676	329,663	300,951	300,951	300,951	311,179
Capital Outlay	844	0	0	0	0	0	0
Subtotal Expenditures	***865,346***	***813,232***	***853,133***	***813,882***	***813,882***	***813,882***	***838,570***
Contingencies	0	0	180,892	53,735	53,735	53,735	41,665
Ending Balance	374,034	151,722	0	0	0	0	0
Total Requirements	**1,239,380**	**964,954**	**1,034,025**	**867,617**	**867,617**	**867,617**	**880,235**

Program: Support Services – Engineering Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
City Engineer**	1.00	1.00	1.00	1.00**	1.00**	1.00**	1.00**
Utility Engineer	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
City Surveyor	1.00	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	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Engineering Technician	4.50*	4.50*	4.50*	4.50*	4.50*	4.50*	4.50*
Subtotal	*9.50*	*7.50*	*7.50*	*7.50*	*7.50*	*7.50*	*7.50*
Total Positions	**9.50**	**7.50**	**7.50**	**7.50**	**7.50**	**7.50**	**7.50**
Total Un-Funded Positions*	(3.00)	(3.00)	(3.00)	(3.00)	(3.00)	(3.00)	(3.00)
Total Funded Positions	**6.50**	**4.50**	**4.50**	**4.50**	**4.50**	**4.50**	**4.50**
Temporary/Seasonal Hours	0	0	260	520	520	520	520

***Recap of Unfunded Positions by Fiscal Year:**							
Utility Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00

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

Program: Support Services – Property Management Services

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, rentals, storage, work space, janitorial services, grounds maintenance and utilities. This fund also provides management of vacant lands for parks and the general fund, and management of Downtown hardscape assets.

Performance Measurements:

Property Management Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of days River Vista rented	N/A	18	28	18	18	24	28
Effectiveness							
% of time City Hall HVAC system on-line	100%	100%	99.73%	100%	100%	100%	100%
% of properties receiving fire hazards abatement at scheduled quarterly intervals	N/A	100%	N/A	100%	100%	100%	100%
Efficiency							
City Hall Custodial Expenditures Per Square Foot	$1.47	$1.51	$1.48	$1.73	$1.93	$1.65	$1.65
Annual Kwh of Power at City Hall (target 5% reduction to prior year starting 2011-2012 expressed in kWh)	624,151	625,000	615,767	625,000	593,750	564,100	535,900

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Facilitate Sustainable, Manageable Growth

- Manage Vacant Lands by rough mowing.
- Mitigate safety hazards on vacant lands by securing, demolishing, or revitalizing vacant buildings.
- Reduce fire hazards fuel reduction in shrub and treed areas.

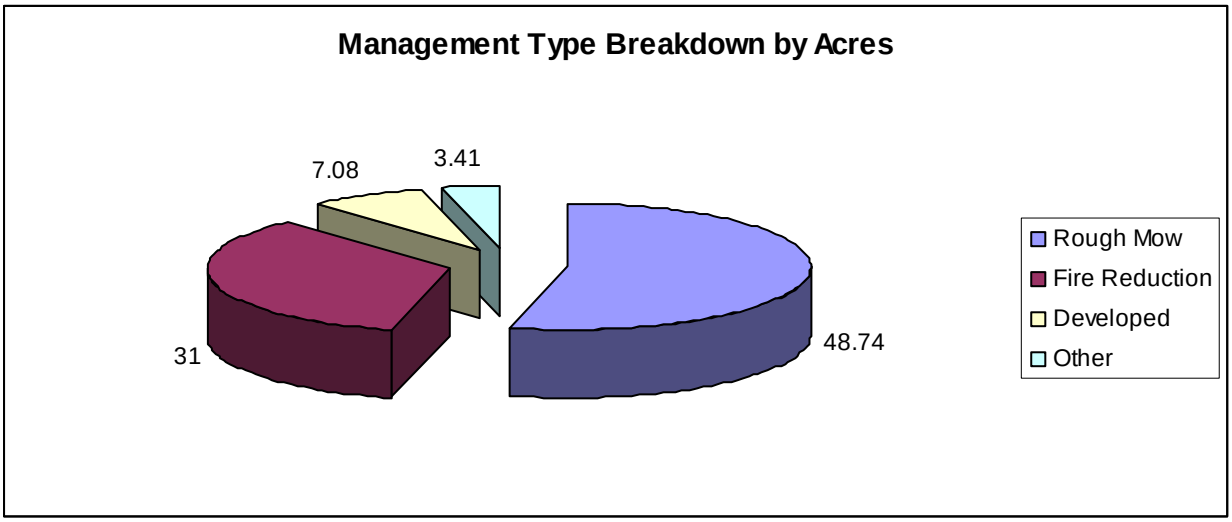
Keep Citizens Safe

- Improve access control into city buildings and work areas.
- Install electronic door openers on public access doors in Parks & Community Development and Administration Division entry doors.

Program: Support Services – Property Management Services

Budget Highlights:

The remainder of floor vents at the Municipal Building will be cleaned; several more access control points will have additional safety and security features installed; HVAC measures as recommended by the analysis done last fiscal year will be implemented as the current budget allows; and at least one vacant building shall be removed or renovated.



Actual Expenditures FY'12

FY'13 Activity Review:

- The perimeter of the Council Chambers and the Municipal offices were painted.
- The cooling system at the Municipal Building was analyzed for increasing efficiency and sustainability practices.
- A computerized access system was installed at both the Municipal Building and the City Service Center.
- Cracked gutters were repaired at the Municipal Building.
- We have cleaned and sanitized **70%** of the floor vents in the Municipal Building.
- A shelter was constructed at the City Service Center for storage.

Program: Support Services – Property Management Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	139,619	145,985	118,517	125,083	125,083	125,083	82,969
Current Resources							
Activity Generated							
Direct Charges to:							
General Fund	123,658	148,921	146,156	145,040	145,040	145,040	145,040
Transportation	69,899	71,354	71,354	79,153	79,153	79,153	79,153
Wastewater Operations	46,753	47,261	47,261	51,722	51,722	51,722	51,722
Solid Waste Operations	858	864	864	882	882	882	882
Water Operations	42,610	42,599	42,599	47,060	47,060	47,060	47,060
Fleet Operations	36,175	37,822	37,822	35,784	35,784	35,784	35,784
Community Develop. Mgmt.	85,422	71,487	75,012	74,811	74,811	74,811	74,811
Administrative Services	150,727	169,520	166,045	176,380	176,380	176,380	176,380
Interest	1,729	1,112	1,000	1,000	1,000	1,000	1,000
Rent of Assets	15,558	38,489	25,787	33,692	33,692	33,692	33,692
Other Revenue	5,872	5,557	0	0	0	0	0
Total Current Revenues	***579,261***	***634,986***	***613,900***	***645,524***	***645,524***	***645,524***	***645,524***
Total Resources	**718,880**	**780,971**	**732,417**	**770,607**	**770,607**	**770,607**	**728,493**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	152,828	191,652	193,112	195,554	195,554	195,554	205,071
Materials & Supplies	21,674	24,082	25,400	31,050	31,050	31,050	27,400
Contractual/Prof Services	258,742	281,356	297,489	308,926	308,926	308,926	310,317
Direct Charges	12,000	12,000	15,000	15,000	15,000	15,000	15,000
Capital Outlay	75,458	59,937	58,700	61,000	61,000	61,000	50,000
Indirect Charges	52,193	56,903	57,633	61,108	61,108	61,108	60,734
Transfers Out	0	0	0	15,000	15,000	15,000	0
Subtotal Expenditures	***572,895***	***625,930***	***647,334***	***687,638***	***687,638***	***687,638***	***668,522***
Contingencies	0	0	85,083	82,969	82,969	82,969	59,971
Ending Balance	145,985	155,041	0	0	0	0	0
Total Requirements	**718,880**	**780,971**	**732,417**	**770,607**	**770,607**	**770,607**	**728,493**

Program: Support Services – Property Management Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Parks & Community Svc. Director	1.00	1.00	1.00	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	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00*	1.00*	0.00	0.00	0.00	0.00
Subtotal	*4.00*	*4.00*	*4.00*	*2.00*	*2.00*	*2.00*	*2.00*
Assistant City Manager							
From: Management	0.00	0.00	0.00	0.10	0.10	0.10	0.10
Parks & Community Svc. Director							
To: Downtown	(0.05)	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)
To: Park Maintenance	(0.35)	(0.40)	(0.40)	(0.00)	(0.00)	(0.00)	(0.00)
To: Garage Operations	(0.10)	(0.10)	(0.10)	(0.00)	(0.00)	(0.00)	(0.00)
To: Tourism	(0.05)	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)
To: Information Technology	(0.20)	(0.15)	(0.15)	(0.00)	(0.00)	(0.00)	(0.00)
To: Equipment Replacement	(0.05)	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)
Admin. Support Specialist							
From: Garage Operations	0.15	0.20*	0.20*	(0.00)	(0.00)	(0.00)	(0.00)
Property Management Coordinator							
To: Park Maintenance	(0.05)	(0.05)	(0.05)	(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	(0.15)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Land and Building Cap Proj.	(0.15)	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	0.00	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)
To: Aquatics	0.00	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)
To: Downtown	0.00	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)	(0.15)
Office Assistant II							
From: Management	0.00	0.00	0.00	0.35*	0.35*	0.35*	0.35*
To: Park Maintenance	(0.50)	(0.50)	(0.50)	0.00	0.00	0.00	0.00
To: Tourism	(0.05)	(0.05)	(0.05)	0.00	0.00	0.00	0.00
To: Information Technology	(0.15)	(0.20)	(0.20)	0.00	0.00	0.00	0.00
Subtotal Distributed	*(1.85)*	*(1.90)*	*(1.90)*	*0.05*	*0.05*	*0.05*	*0.05*
Total Positions	**2.15**	**2.100**	**2.100**	**2.050**	**2.050**	**2.050**	**2.050**
Total Un-Funded Positions	0.00	(0.045)	(0.045)	(0.035)	(0.035)	(0.035)	(0.035)
Total Funded Positions	**2.15**	**2.055**	**2.055**	**2.015**	**2.015**	**2.015**	**2.015**

***Recap of Unfunded Positions by Fiscal Year:**							
Admin Support Specialist	0.00	0.020	0.020	0.000	0.000	0.000	0.000
Office Assistant I/II	0.00	0.025	0.025	0.035	0.035	0.035	0.035

Capital Outlay/By Item

Remodeling/Renovation	58,700	51,000	51,000	51,000	50,000
Sidewalks at Muni Building	0	10,000	10,000	10,000	0
Total Capital Outlay	**58,700**	**61,000**	**61,000**	**61,000**	**50,000**

Program: Support Services – Information Technology Services

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. 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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number help desk tickets completed	893	900	1589	1500	1500	1500	1500
Number of training sessions held	8	12	4	12	12	16	16
Effectiveness							
Network availability (% uptime)	99%	98%	99%	99%	99%	99%	99%
Phone Availability	N/A	N/A	99%	99%	99%	99%	99%
Help desk tickets closed on the same day	310	N/A	704	750	750	750	750
Help desk tickets closed within one day	440	N/A	929	1000	1000	1000	1000

FY'14 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

- Complete another Five Year Planning document to cover FY'14 through FY'19.
- Complete planned wireless access to the City's internal network for conference rooms.
- Facilitate public access to approved City data (GIS and document retention systems).
- Select and automate critical network problem-alerting processes and improve the City's computer network.
- Improve information distribution between departments electronically.
- Improve IT procedure documentation and knowledgebase systems.
- Explore options to upgrade City Website.

Program: Support Services – Information Technology Services

Budget Highlights:

- Improve business continuity for City Hall server room with innovative power options.
- Facilitate and participate in the evaluation process and selection of an HTE system replacement options.
- Continue the process of hardware and software life-cycle management.

FY'13 Activity Review:

- Averages of 137 user service requests were completed each month.
- Annual IT goals and objectives were established.
- Changes were made to the outside connectivity by migrating to a new Internet Service Provider (ISP), which also improved the internal connections to the remote offices and Fire Stations.
- Migration was completed to a new hosted Voice-Over-IP (VoIP) telephone system.
- Department Projects, such as CAD/Records, in-car Video, and GIS application upgrade, were supported.
- A wireless network for the City Hall meeting rooms was created to provide internet access.

Program: Support Services – Information Technology Services

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	83,998	112,036	44,289	140,824	140,824	140,824	171,709
Current Resources							
Activity Generated							
Interest	1,199	1,012	700	1,300	1,300	1,300	1,300
Other Revenue	4,764	206	0	0	0	0	0
Redwood Sewer District	11,304	9,754	12,100	0	0	0	0
Solid Waste Agency	1,828	1,420	2,000	4,250	4,250	4,250	4,000
Information Tech Charges	525,625	528,190	581,055	615,623	615,623	615,623	632,902
Total Current Revenues	***544,720***	***540,582***	***595,855***	***621,173***	***621,173***	***621,173***	***638,202***
Total Resources	**628,718**	**652,618**	**640,144**	**761,997**	**761,997**	**761,997**	**809,911**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	375,890	399,419	506,346	507,246	507,246	507,246	542,134
Materials & Supplies	4,027	5,028	5,000	7,000	7,000	7,000	7,000
Contractual/Prof Services	116,310	129,897	52,455	50,605	50,605	50,605	47,783
Direct Charges	20,455	25,783	25,782	25,437	25,437	25,437	25,437
Subtotal Expenditures	***516,682***	***560,127***	***589,583***	***590,288***	***590,288***	***590,288***	***622,354***
Contingencies	0	0	50,561	171,709	171,709	171,709	187,557
Ending Balance	112,036	92,491	0	0	0	0	0
Total Requirements	**628,718**	**652,618**	**640,144**	**761,997**	**761,997**	**761,997**	**809,911**

Program: Support Services – Information Technology Services

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Information Technology Manager	0.000	1.000	1.000	1.000	1.000	1.000	1.000
Information System Supervisor	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Computer Services Technician	3.000	3.000	4.000	4.000	4.000	4.000	4.000
Webmaster	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Subtotal	*4.500*	*4.500*	*5.500*	*5.500*	*5.500*	*5.500*	*5.500*
Assistant City Manager							
From: Management	0.000	0.000	0.000	0.150	0.150	0.150	0.150
Parks and Comm. Service Director							
From: Property Management	0.200	0.150	0.150	0.000	0.000	0.000	0.000
Office Assistant II							
From: Property Management	0.150	0.200*	0.200*	0.000	0.000	0.000	0.000
From: Management	0.000	0.000	0.000	0.400*	0.400*	0.400*	0.400*
Admin Support Specialist							
From: Garage	0.100	0.050*	0.050*	0.000	0.000	0.000	0.000
Subtotal Distributed	*0.450*	*0.400*	*0.400*	*0.550*	*0.550*	*0.550*	*0.550*
Total Positions	**4.950**	**4.900**	**5.900**	**6.050**	**6.050**	**6.050**	**6.050**
Total Un-Funded Positions	0.000	(0.025)	(0.025)	(0.040)	(0.040)	(0.040)	(0.040)
Total Funded Positions	**4.950**	**4.875**	**5.875**	**6.010**	**6.010**	**6.010**	**6.010**

***Recap of Unfunded Positions by Fiscal Year:**							
Admin Support Specialist	0.00	0.005	0.005	0.000	0.000	0.000	0.000
Office Assistant II	0.00	0.020	0.020	0.040	0.040	0.040	0.040

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of vehicles in fleet	122	N/A	124	N/A	118	119	120
Pieces of equipment in fleet	54	N/A	47	N/A	50	50	50
Effectiveness							
% of Fleet Current on Annual Preventive Maintenance Services	100%	N/A	100%	N/A	100%	100%	100%
% of Customer Satisfaction Reported on Survey	N/A	N/A	97%	N/A	100%	100%	100%
Efficiency							
Fleet Maintenance Expenditures Per Vehicle/Equipment	$4,160	N/A	$4,718	N/A	$5,012	$5,067	$5,111

FY'14 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.

Program: Support Services – Garage Operations

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.

FY'13 Activity Review:

During FY'13 all maintenance operation rates were reviewed. Recertification testing for mechanic EVT certificates was completed. Specialized "Pierce Training" was completed by one mechanic. Customer satisfaction surveys indicate continued high levels of confidence in vehicle maintenance service. Fuel costs rose by 5%, fuel consumption rose by 4%. The average price per gallon of fuel went from $3.82 in 2011 to $3.93 in 2012.

Program: Support Services – Garage Operations

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	334,984	356,767	177,650	207,091	207,091	207,091	746,924
Current Resources							
Activity Generated							
Internal Billings	748,886	664,826	792,759	803,074	803,074	803,074	818,513
Interest	3,192	2,245	2,000	2,000	2,000	2,000	2,000
Other Revenue	2,016	20,633	15,000	615,000	615,000	615,000	15,000
Total Current Revenues	***754,094***	***687,704***	***809,759***	***1,420,074***	***1,420,074***	***1,420,074***	***835,513***
Total Resources	**1,089,078**	**1,044,471**	**987,409**	**1,627,165**	**1,627,165**	**1,627,165**	**1,582,437**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	240,879	257,491	269,535	291,532	291,532	291,532	301,030
Materials & Supplies	341,076	372,452	403,740	392,940	392,940	392,940	396,640
Contractual/Prof Services	67,313	75,048	76,794	92,247	92,247	92,247	93,546
Direct Charges	13,500	13,500	13,500	13,500	13,500	13,500	13,500
Capital Outlay	2,829	15,066	10,000	10,000	10,000	10,000	10,000
Indirect Charges	66,714	73,356	76,644	80,022	80,022	80,022	81,471
Subtotal Expenditures	***732,311***	***806,913***	***850,213***	***880,241***	***880,241***	***880,241***	***896,187***
Contingencies	0	0	137,196	746,924	746,924	746,924	686,250
Ending Balance	356,767	237,558	0	0	0	0	0
Total Requirements	**1,089,078**	**1,044,471**	**987,409**	**1,627,165**	**1,627,165**	**1,627,165**	**1,582,437**

Program: Support Services – Garage Operations

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	1.000	1.000*	1.000*	1.000	1.000	1.000	1.000
Subtotal	*4.000*	*4.000*	*4.000*	*4.000*	*4.000*	*4.000*	*4.000*
Finance Director							
From: Finance	0.000	0.000	0.000	0.100	0.100	0.100	0.100
Parks and Comm. Service Director							
From: Property Management	0.100	0.100	0.100	0.000	0.000	0.000	0.000
Admin. Support Specialist							
To: Finance	0.000	0.000	0.000	(0.300)	(0.300)	(0.300)	(0.300)
To: Park Maintenance	(0.150)	(0.150)	(0.150)	0.000	0.000	0.000	0.000
To: Property Management	(0.150)	(0.150)	(0.200)	0.000	0.000	0.000	0.000
To: Information Technology	(0.100)	(0.100)	(0.050)	0.000	0.000	0.000	0.000
To: Equipment Replacement	(0.200)	(0.200)	(0.300)	(0.350)	(0.350)	(0.350)	(0.350)
Dept. Support Technician							
To: Finance	0.000	0.000	0.000	(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	(0.200)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Mechanic							
To: Equipment Replacement	(0.200)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Subtotal Distributed	*(1.050)*	*(0.850)*	*(0.950)*	*(1.000)*	*(1.000)*	*(1.000)*	*(1.000)*
Total Positions	**2.950**	**3.150**	**3.050**	**3.000**	**3.000**	**3.000**	**3.000**
Total Un-Funded Positions	0.000	(0.125)	(0.115)	(0.035)	(0.035)	(0.035)	(0.035)
Total Funded Positions	**2.950**	**3.025**	**2.935**	**2.965**	**2.965**	**2.965**	**2.965**

***Recap of Unfunded Positions by Fiscal Year:**							
Admin Support Specialist	0.000	0.040	0.030	0.035	0.035	0.035	0.035
Department Support Technician	0.000	0.085	0.085	0.000	0.000	0.000	0.000

Capital Outlay/By Item

Tools/Equipment	10,000	10,000	10,000	10,000	10,000
Total Capital Outlay	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**

Program: Support Services – Equipment Replacement

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	2010-11 Actual	2010-11 Goal	2011-12 Actual	2011-12 Goal	2012-13 Actual	2013-14 Goal	2014-15 Goal
Outputs							
Number of vehicles/equipment with replacement accounts in schedule	93	N/A	110	N/A	110	111	112
Effectiveness							
Percentage of operational vehicles not In replacement schedule	12%	N/A	15%	N/A	13%	12%	12%
Efficiency							
Percentage of purchases made with State Bid Contracts	55%	N/A	100%	N/A	87%	76%	76%

FY'14 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.

Program: Support Services – Equipment Replacement

Budget Highlights:

The FY'14 Budget includes replacement funds for three patrol cars, two K-9 units, two detective vehicles, two motorcycles and one new patrol vehicle for Public Safety. We are looking to purchase a brush truck for PS-Fire and a ¾ Ton 4WD pickup with a removable snow plow attachment for the Street Department. Additionally, we will evaluate replacing a Hydro-Vacuum truck, a tanker truck, front-end loader, two compressors, two park maintenance ATV's, wood chipper, vibratory roller, a 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'13 Activity Review:

During FY'13 a total of eleven vehicles and nine pieces of equipment were evaluated for replacement. Four patrol cars and one detective vehicle were replaced for Public Safety. Two pickups were replaced for Public Works. Seven fleet vehicles were decommissioned and sold at auction.

Program: Support Services – Equipment Replacement

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	3,379,082	3,153,262	2,909,365	3,165,006	3,165,006	3,165,006	2,024,361
Current Resources							
Activity Generated							
Revenue Other Agencies	100,094	104,523	250,000	0	0	0	0
Internal Billings	540,955	663,701	695,547	684,679	684,679	684,679	710,540
Interest	25,675	19,568	18,000	30,000	30,000	30,000	30,000
Transfer General Fund	0	190,000	0	0	0	0	0
Transfer Wastewater Fund	0	45,000	45,000	0	0	0	0
Transfer Property Services	0	0	0	5,000	5,000	5,000	0
Transfer TR Projects	0	10,000	0	0	0	0	0
Other Revenue	7,777	33,899	10,000	10,000	10,000	10,000	10,000
Total Current Revenues	***674,501***	***1,066,691***	***1,018,547***	***729,679***	***729,679***	***729,679***	***750,540***
Total Resources	**4,053,583**	**4,219,953**	**3,927,912**	**3,894,685**	**3,894,685**	**3,894,685**	**2,774,901**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	67,543	49,098	59,826	74,061	74,061	74,061	75,564
Materials & Supplies	227	0	1,500	1,500	1,500	1,500	1,500
Contractual/Prof Services	47,814	29,430	51,089	601,505	601,505	601,505	1,585
Direct Charges	22,675	24,322	24,322	22,284	22,284	22,284	22,284
Capital Outlay	719,419	809,013	686,000	1,167,000	1,167,000	1,167,000	1,004,000
Indirect Charges	42,643	4,114	5,442	3,974	3,974	3,974	4,038
Subtotal Expenditures	***900,321***	***915,977***	***828,179***	***1,870,324***	***1,870,324***	***1,870,324***	***1,108,971***
Contingencies	0	0	300,000	300,000	300,000	300,000	300,000
Ending Balance	3,153,262	3,303,976	2,799,733	1,724,361	1,724,361	1,724,361	1,365,930
Total Requirements	**4,053,583**	**4,219,953**	**3,927,912**	**3,894,685**	**3,894,685**	**3,894,685**	**2,774,901**

Program: Support Services – Equipment Replacement

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
Finance Director							
From: Finance	0.000	0.000	0.000	0.050	0.050	0.050	0.050
Parks/Community Svcs. Director							
From: Property Mgmt	0.050	0.050	0.050	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	0.200*	0.300*	0.350*	0.350*	0.350*	0.350*
Lead Fleet Mechanic							
From: Garage	0.200	0.100	0.100	0.100	0.100	0.100	0.100
Mechanic							
From: Garage	0.200	0.100	0.100	0.100	0.100	0.100	0.100
Total Positions	**0.800**	**0.600**	**0.700**	**0.750**	**0.750**	**0.750**	**0.750**
Total Un-Funded Positions	0.000	(0.035)	(0.045)	(0.035)	(0.035)	(0.035)	(0.035)
Total Funded Positions	**0.800**	**0.565**	**0.655**	**0.715**	**0.715**	**0.715**	**0.715**

***Recap of Unfunded Positions by Fiscal Year:**							
Admin Support Specialist	0.00	0.020	0.030	0.035	0.035	0.035	0.035
Department Support Technician	0.00	0.015	0.015	0.000	0.000	0.000	0.000

Capital Outlay/By Item

Wood chipper, Melter Applicator	44,000	45,000	45,000	45,000	0
HVAC Truck	0	235,000	235,000	235,000	0
Automobiles	15,000	14,000	14,000	14,000	0
Cat Loader/Dump Truck	167,000	169,000	169,000	169,000	55,000
Police Vehicles	108,000	351,000	351,000	351,000	284,000
Pick-Up Trucks	92,000	30,000	30,000	30,000	23,000
Fire Apparatus	0	40,000	40,000	40,000	140,000
Heavy Equipment	0	225,000	225,000	225,000	502,000
Air Compressors	30,000	30,000	30,000	30,000	0
Vibratory Roller – Streets	28,000	28,000	28,000	28,000	0
Other/ CMAQ Grant	202,000	0	0	0	0
Total Capital Outlay	**686,000**	**1,167,000**	**1,167,000**	**1,167,000**	**1,004,000**

Program: Support Services – Workers' Compensation Insurance

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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of Safety Training Classes Held for non-Public Safety employees	4	N/A	6	N/A	N/A	4	4
Effectiveness							
Workers Compensation Experience Modification	0.82	0.70	0.79	0.70	0.70	0.70	0.70
% of time mandatory safety training is completed and documented	N/A	N/A	69%	80%	80%	80%	90%
Efficiency							
Risk Management Training Hours per non-Public Safety FTE	0.15	N/A	0.30	N/A	1	1	1
Number of Worker Days Lost to Injury per Full Time Employee (FTE)	0.31	N/A	0.34	N/A	0	0	0

FY'14 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.

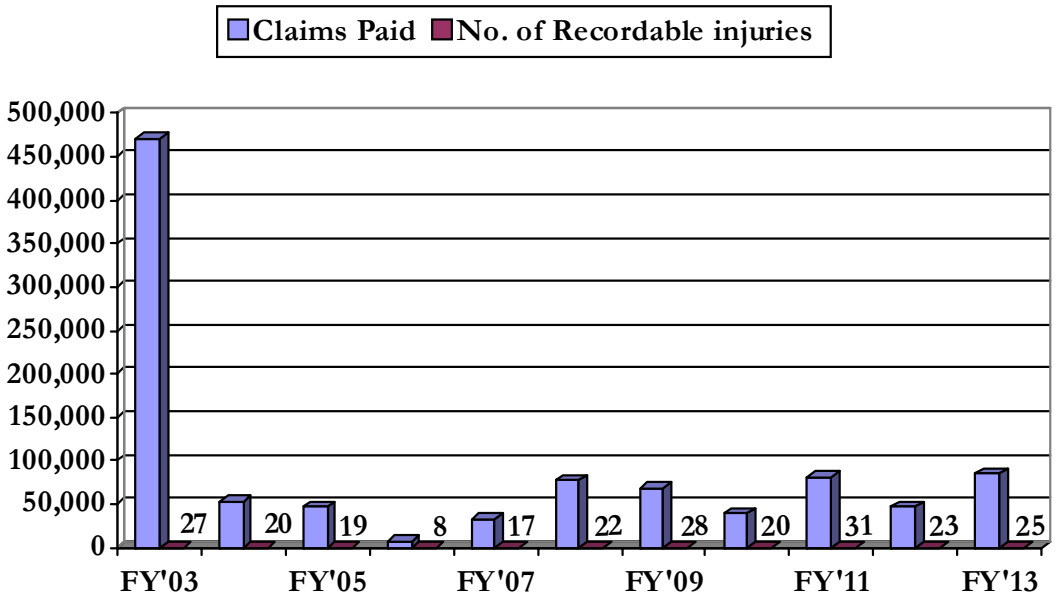
Program: Support Services – Workers' Compensation Insurance

Budget Highlights:

Risk Management, with the assistance of the City's Safety Committee, has been able to contain losses during this budget cycle and recent budget years. The self-insured Workers Compensation Fund has not had a year of significant claims expenses since 2003. In October 2010, an actuarial study was completed by Select Actuarial Services. Their report affirms the Workers' Compensation Fund is actuarially sound and has an adequately funded loss reserve account. This will enable this fund to consider a distribution credit at the end of each fiscal year; resulting in lower effective rates for departments, as long as loss history remains low.

FY'13 Activity Review:

For calendar year 2012, there were 57 incidents, of which 31 resulted in a claim being filed. These claims resulted in a total of 33 days of time loss and 10 days of light or modified duty.



Program: Support Services – Workers' Compensation Insurance

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	987,599	973,130	925,127	940,161	940,161	940,161	828,121
Current Resources							
Activity Generated							
Internal Billings	132,442	192,368	295,000	311,000	311,000	311,000	312,900
Interest	8,397	6,570	7,800	6,200	6,200	6,200	6,200
Other Revenue	34,670	100	0	0	0	0	0
Total Current Revenues	***175,509***	***199,038***	***302,800***	***317,200***	***317,200***	***317,200***	***319,100***
Total Resources	**1,163,108**	**1,172,168**	**1,227,927**	**1,257,361**	**1,257,361**	**1,257,361**	**1,147,221**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	15,925	27,532	28,174	36,068	36,068	36,068	38,128
Materials & Supplies	4,453	5,277	6,050	6,200	6,200	6,200	6,200
Contractual/Prof Services	165,848	231,421	362,321	386,460	386,460	386,460	386,380
Direct Charges	3,752	2,088	1,814	512	512	512	512
Subtotal Expenditures	***189,978***	***266,318***	***398,359***	***429,240***	***429,240***	***429,240***	***431,220***
Contingencies	0	0	500,000	500,000	500,000	500,000	500,000
Ending Balance	973,130	905,850	329,568	328,121	328,121	328,121	216,001
Total Requirements	**1,163,108**	**1,172,168**	**1,227,927**	**1,257,361**	**1,257,361**	**1,257,361**	**1,147,221**

Program: Support Services – Workers' Compensation Insurance

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
City Attorney							
From: Legal Services	0.050	0.050**	0.050**	0.050**	0.050**	0.050**	0.050**
Assistant City Attorney							
From: Legal Services	0.025	0.025**	0.025**	0.025**	0.025**	0.025**	0.025**
Assistant City Manager							
From: Management	0.000	0.020	0.000	0.000	0.000	0.000	0.000
City Recorder							
From: Management	0.000	0.000	0.000	0.150	0.150	0.150	0.150
Administration Coordinator							
From: Management	0.000	0.000	0.150	0.000	0.000	0.000	0.000
HR Director							
From: Human Resources	0.000	0.000	0.020	0.020	0.020	0.020	0.020
Personnel Analyst							
From: Human Resources	0.000	0.125	0.125	0.150	0.150	0.150	0.150
Office Assistant II							
From: Legal Services	0.255	0.000	0.000	0.000	0.000	0.000	0.000
From: Management	0.000	0.000	0.000	0.050*	0.050*	0.050*	0.050*
Department Support Technician							
From: Legal Services	0.000	0.106	0.000	0.000	0.000	0.000	0.000
Total Positions	**0.330**	**0.326**	**0.370**	**0.445**	**0.445**	**0.445**	**0.445**
Total Un-Funded Positions	0.000	0.000	0.000	(0.005)	(0.005)	(0.005)	(0.005)
Total Funded Positions	**0.330**	**0.326**	**0.370**	**0.440**	**0.440**	**0.440**	**0.440**

*** Recap of Unfunded Positions by Fiscal Year:**							
Office Assistant II	0.000	0.000	0.000	0.005	0.005	0.005	0.005

**** Note the following are funded under Contractual Services instead of Personnel Services:**							
City Attorney	0.000	0.050	0.050	0.050	0.050	0.050	0.050
Assistant City Attorney	0.000	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'14 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:

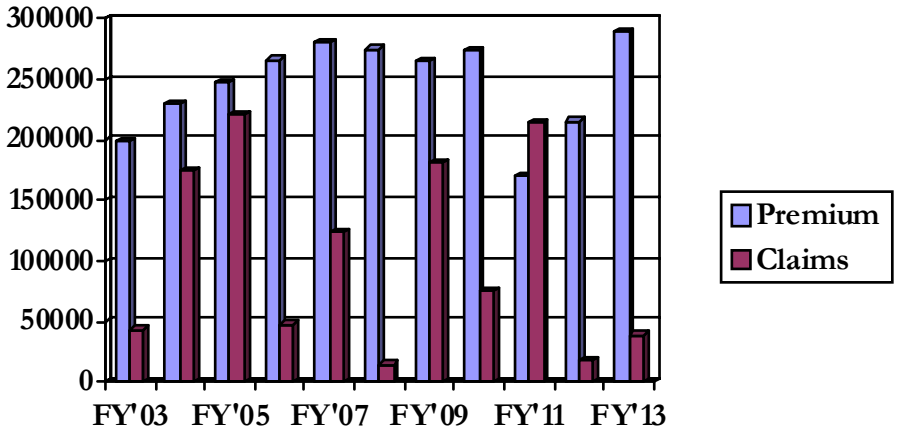
General Insurance Performance Measures

Indicator	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of claims managed	17	N/A	22	N/A	0	0	0
At Fault Employee Vehicle & Equipment Incidents	2	0	1	0	0	0	0
Effectiveness							
Number of bi-annual training held by City County Insurance Services	2	2	0	0	1	1	1
Efficiency							
Expenditures per City wide FTE	$1,029	N/A	$1,086	N/A	$1,000	$1,000	$1,000
% of new hires receiving safety orientation	100%	100%	100%	100%	100%	100%	100%
% of seasonal hires receiving safety orientation	88%	100%	63%	100%	100%	100%	100%

Budget Highlights:

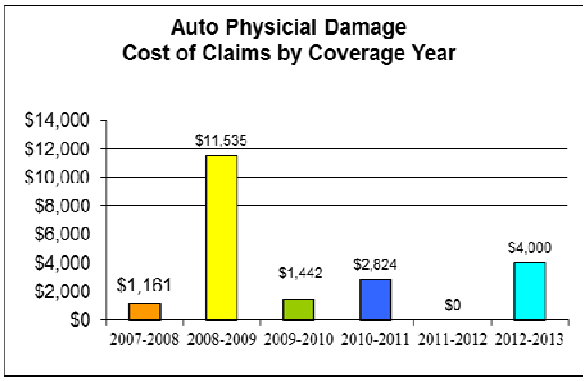
The City continues to use City County Insurance Services (CIS) to ensure long-term insurance viability. CIS will not be able to provide final premium costs prior to budget preparation. However, preliminary figures from CIS are estimated to result in an overall rate increase of 8.9% for all lines of coverage. This increase is due to the pools loss experience in significant employment claims.

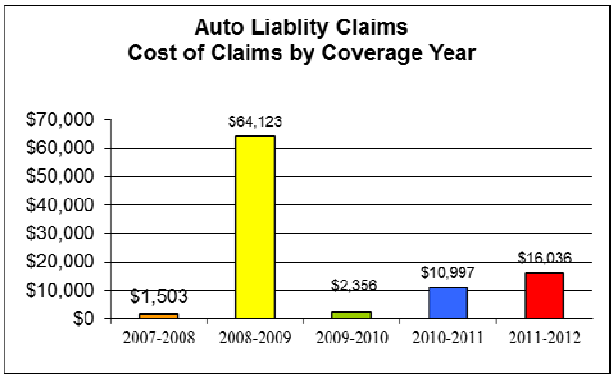
Program: Support Services – General Insurance

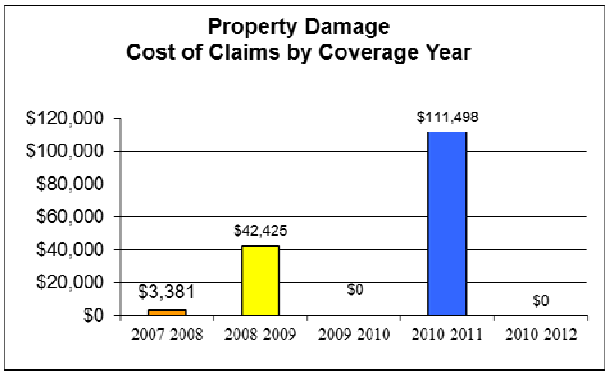


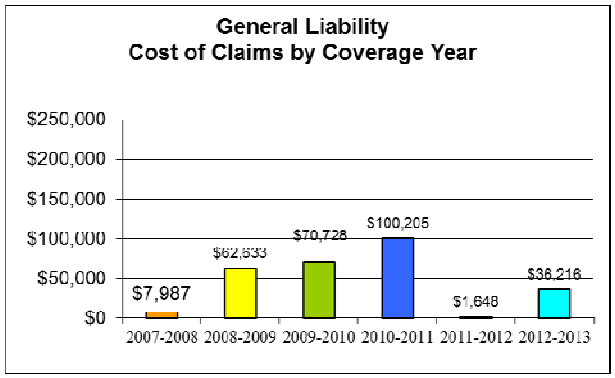
FY'13 Activity Review:

During FY'13, 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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	510,668	664,882	709,139	682,241	682,241	682,241	413,045
Current Resources							
Activity Generated							
Internal Billings	434,363	394,291	277,097	293,530	293,530	293,530	324,390
Interest	4,571	5,069	2,500	0	0	0	0
Redwood Sewer District	1,970	1,784	1,558	0	0	0	0
Loan Repayments	765	785	0	0	0	0	0
Other Revenue	32	15,298	0	0	0	0	0
Total Current Revenues	***441,701***	***417,227***	***281,155***	***293,530***	***293,530***	***293,530***	***324,390***
Total Resources	**952,369**	**1,082,109**	**990,294**	**975,771**	**975,771**	**975,771**	**737,435**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	20,970	8,553	19,627	18,946	18,946	18,946	20,610
Materials & Supplies	949	0	1,050	200	200	200	200
Contractual/Prof Services	261,816	286,538	525,858	542,910	542,910	542,910	556,200
Direct Charges	3,752	2,088	1,814	670	670	670	670
Subtotal Expenditures	***287,487***	***297,179***	***548,349***	***562,726***	***562,726***	***562,726***	***577,680***
Contingencies	0	0	441,945	413,045	413,045	413,045	159,755
Ending Balance	664,882	784,930	0	0	0	0	0
Total Requirements	**952,369**	**1,082,109**	**990,294**	**975,771**	**975,771**	**975,771**	**737,435**

Program: Support Services – General Insurance

Personnel

	BUDGET FY'11 #	BUDGET FY'12 #	BUDGET FY'13 #	MANAGER RECOMMEND FY'14 #	COMMITTEE APPROVED FY'14 #	COUNCIL ADOPTED FY'14 #	PROJECTED FY'15 #
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	0.000	0.200	0.200	0.200
Administration Coordinator							
From: Management	0.000	0.000	0.150	0.150	0.000	0.000	0.000
Office Assistant II							
From: Legal Services	0.340	0.000	0.000	0.000	0.000	0.000	0.000
Department Support Tech							
From: Legal Services	0.000	0.289	0.000	0.000	0.000	0.000	0.000
Office Assistant II							
From: Mgmt. Services	0.050	0.050	0.050	0.050	0.000	0.000	0.000
Total Positions	**0.540**	**0.489**	**0.350**	**0.350**	**0.350**	**0.350**	**0.350**

*** Note the following are funded under Contractual Services instead of Personnel Services:**							
City Attorney	0.000	0.100	0.100	0.100	0.100	0.100	0.100
Assistant City Attorney	0.000	0.050	0.050	0.050	0.050	0.050	0.050

Program: Support Services – Benefits Administration

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'14 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 2014, as the existing contract expires December 31, 2013.
- 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	2010-11		2011-12		2012-13	2013-14	2014-15
	Actual	Goal	Actual	Goal	Goal	Goal	Goal
Outputs							
Number of insurance meetings held	2	3	3	3	3	3	3
Effectiveness							
Insurance renewal rate %	5.9%	<12%	0	<10%	<10%	<10%	<10%
Efficiency							
Wellness program expenditures per FTE	$27	$25	$12	$25	$25	$25	$25

Program: Support Services – Benefits Administration

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'14. The Health Insurance fund budgets for the Fitness Reimbursement, Employee Assistance, and Wellness Programs. This fund has built up a balance to be used for a Wellness Program, for which a Wellness Committee has been formed.

FY'13 Activity Review:

The Health Insurance Committee reconvened and worked with our Agent of Record reviewing proposals and options from several providers. The health insurance renewal rates that were first presented from PacificSource to the Committee were extremely high. The Committee looked at other plan options that would bring down the renewal rates. These options included higher deductible plans. The Committee recommended to management the renewal of the health care contract for calendar year 2013 with PacificSource, with two higher deductible plan options. Understanding the need for the City to keep health care costs down and to remain within budget, all of the bargaining groups and the non-bargaining group agreed to change to the new options, with one option continuing to include a Health Reimbursement Account (HRA). The committee also recommended the renewal of the dental plans through PacificSource Advantage Dental and Willamette Dental Service. Willamette Dental's premium did not increase for 2012, while PacificSource Dental had a 6% increase.

With the rising cost of health insurance, looking for ways to lower the City's costs was a high priority for management. Two ways to begin to accomplish this goal were higher deductible plans and increased cost sharing for the employees. Higher deductible plans were accepted. The City Manager met with all the bargaining groups and asked them to be part of a cost sharing plan by accepting into their contract or personnel rules an increase in their premium contribution. All groups, except one, included language to increase their cost sharing.

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 2012. It included wellness testing and flu shots. Benefit representatives were onsite to answer employee questions. The newly formed Wellness Committee contributed to the Benefits Fair. The group meets monthly and is working on many ideas to help educate and actively involve employees in healthy activities and lifestyles.

Program: Support Services – Benefits Administration

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	1,115,390	1,498,404	1,622,000	1,703,300	1,703,300	1,703,300	1,635,150
Current Resources							
Activity Generated							
Internal Billings	398,083	148,425	316,800	85,900	85,900	85,900	124,000
Interest	11,009	10,783	21,000	10,500	10,500	10,500	10,500
Revenue Other Agencies	1,357	1,355	0	0	0	0	0
Other Revenue	402	0	0	0	0	0	0
Total Current Revenues	***410,851***	***160,563***	***337,800***	***96,400***	***96,400***	***96,400***	***134,500***
Total Resources	**1,526,241**	**1,658,967**	**1,959,800**	**1,799,700**	**1,799,700**	**1,799,700**	**1,769,650**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Personnel Services	19,472	17,310	31,600	151,600	151,600	151,600	62,800
Materials & Supplies	1,023	720	1,900	1,900	1,900	1,900	1,900
Contractual/Prof Services	7,342	2,399	11,050	11,050	11,050	11,050	11,050
Subtotal Expenditures	***27,837***	***20,429***	***44,550***	***164,550***	***164,550***	***164,550***	***75,750***
Contingencies	0	0	25,000	25,000	25,000	25,000	25,000
Ending Balance	1,498,404	1,638,538	1,890,250	1,610,150	1,610,150	1,610,150	1,668,900
Total Requirements	**1,526,241**	**1,658,967**	**1,959,800**	**1,799,700**	**1,799,700**	**1,799,700**	**1,769,650**

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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Program Generated Resources	5,426,882	4,943,817	5,446,059	5,826,412	5,826,412	5,826,412	5,547,757
Total Resources	**5,426,882**	**4,943,817**	**5,446,059**	**5,826,412**	**5,826,412**	**5,826,412**	**5,547,757**
Requirements							
Transient Room Tax Fund	940,207	973,893	1,084,700	1,010,500	1,010,500	1,010,500	1,039,600
Bancroft Bond Fund	457,315	347,869	869,059	797,239	797,239	797,239	2,039,239
General Obligation Bond Fund	1,495,217	1,086,203	1,100,300	1,088,200	1,088,200	1,088,200	1,121,200
Industrial Loan Fund	985,710	991,819	991,726	704,942	704,942	704,942	410,827
C D Block Grant Fund	992,244	1,025,944	910,413	1,719,080	1,719,080	1,719,080	434,940
Environmental Fees	254,111	250,941	225,000	244,000	244,000	244,000	255,000
Trust Fund	302,078	267,148	264,861	262,451	262,451	262,451	246,951
Total Requirements	**5,426,882**	**4,943,817**	**5,446,059**	**5,826,412**	**5,826,412**	**5,826,412**	**5,547,757**

Program: Auxiliary Services – Transient Room Tax Fund

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'14 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:

With the dramatically fluctuating nationwide economic activity, it is difficult to predict the impact on travel and tourism in our area. The revenue locally appears to have stabilized but, while industry analysts believe there will start to be slow growth, Grants Pass does not have convention centers that are a driving factor of those predictions. Given this, FY'14 revenues are budgeted at the same rate as FY'13. The FY'14 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'13 Activity Review:

The FY'12 audit was completed during FY'13 with no material discoveries.

Program: Auxiliary Services – Transient Room Tax Fund

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	0	21,606	22,078	0	0	0	0
Current Resources							
Activity Generated							
Transient Occupancy Tax	939,125	951,487	1,061,742	1,010,500	1,010,500	1,010,500	1,039,600
Interest	1,082	800	880	0	0	0	0
Total Current Revenues	***940,207***	***952,287***	***1,062,622***	***1,010,500***	***1,010,500***	***1,010,500***	***1,039,600***
Total Resources	**940,207**	**973,893**	**1,084,700**	**1,010,500**	**1,010,500**	**1,010,500**	**1,039,600**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	2,985	3,015	13,200	3,300	3,300	3,300	3,400
Direct Charges	13,500	13,501	7,500	7,500	7,500	7,500	7,500
Transfers Out	902,116	935,299	1,064,000	961,800	961,800	961,800	990,800
Subtotal Expenditures	***918,601***	***951,815***	***1,084,700***	***972,600***	***972,600***	***972,600***	***1,001,700***
Contingencies	0	0	0	37,900	37,900	37,900	37,900
Ending Balance	21,606	22,078	0	0	0	0	0
Total Requirements	**940,207**	**973,893**	**1,084,700**	**1,010,500**	**1,010,500**	**1,010,500**	**1,039,600**

Program: Auxiliary Services – Debt Service/Bancroft Fund

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'14 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'14.

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'13 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 FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	179,171	229,486	209,059	137,239	137,239	137,239	79,239
Current Resources							
Activity Generated							
Interest	1,497	1,274	0	0	0	0	0
Assessment Principal	218,468	66,178	130,000	130,000	130,000	130,000	130,000
Assessment Interest	58,179	50,931	30,000	30,000	30,000	30,000	30,000
Bond & Loan Proceeds	0	0	500,000	500,000	500,000	500,000	1,800,000
Total Current Revenues	***278,144***	***118,383***	***660,000***	***660,000***	***660,000***	***660,000***	***1,960,000***
Total Resources	**457,315**	**347,869**	**869,059**	**797,239**	**797,239**	**797,239**	**2,039,239**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	8,024	7,571	10,000	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	90,000	103,800	200,000	200,000	200,000	200,000	200,000
Transfers Out	119,805	0	500,000	500,000	500,000	500,000	1,800,000
Subtotal Expenditures	***227,829***	***121,371***	***720,000***	***718,000***	***718,000***	***718,000***	***2,018,000***
Contingencies	0	0	149,059	79,239	79,239	79,239	21,239
Ending Balance	229,486	226,498	0	0	0	0	0
Total Requirements	**457,315**	**347,869**	**869,059**	**797,239**	**797,239**	**797,239**	**2,039,239**

Program: Auxiliary Services – Debt Service/General Obligation Bonds

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'14 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'13 was 0.4015/$1000** assessed value and a similar rate is expected for FY'14.

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'13 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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	68,936	92,265	92,400	108,300	108,300	108,300	50,000
Current Resources							
Activity Generated							
Property Taxes	985,042	979,775	1,007,800	978,900	978,900	978,900	1,070,700
Interest	3	63	100	1,000	1,000	1,000	500
Transfers In	441,236	0	0	0	0	0	0
Other Revenue	0	14,100	0	0	0	0	0
Total Current Revenues	***1,426,281***	***993,938***	***1,007,900***	***979,900***	***979,900***	***979,900***	***1,071,200***
Total Resources	**1,495,217**	**1,086,203**	**1,100,300**	**1,088,200**	**1,088,200**	**1,088,200**	**1,121,200**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Debt Service	1,402,952	980,200	1,007,800	1,038,200	1,038,200	1,038,200	1,071,200
Subtotal Expenditures	***1,402,952***	***980,200***	***1,007,800***	***1,038,200***	***1,038,200***	***1,038,200***	***1,071,200***
Ending Balance	92,265	106,003	92,500	50,000	50,000	50,000	50,000
Total Requirements	**1,495,217**	**1,086,203**	**1,100,300**	**1,088,200**	**1,088,200**	**1,088,200**	**1,121,200**

Program: Auxiliary Services – Industrial and Downtown Loan Fund

Services Delivered:

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

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'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Encourage Economic Prosperity

- The 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'14. This year $50,000 has been budgeted for Facade Loan(s), $150,000 for Industrial Loan(s) and $50,000 for Job Creation Grants.

FY'13 Activity Review:

No new loans were processed in FY'13. Grants were given to design downtown tourism maps and assist with four façade projects.

Program: Auxiliary Services – Industrial and Downtown Loan Fund

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	973,924	978,695	981,641	694,057	694,057	694,057	399,942
Current Resources							
Activity Generated							
Interest	8,885	7,237	5,935	6,735	6,735	6,735	6,735
Loan Repayments	2,901	5,887	4,000	4,000	4,000	4,000	4,000
Other Revenue	0	0	150	150	150	150	150
Total Current Revenues	***11,786***	***13,124***	***10,085***	***10,885***	***10,885***	***10,885***	***10,885***
Total Resources	**985,710**	**991,819**	**991,726**	**704,942**	**704,942**	**704,942**	**410,827**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	0	47,847	250,000	300,000	300,000	300,000	300,000
Direct Charges	2,015	0	0	0	0	0	0
Transfers Out	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Subtotal Expenditures	***7,015***	***52,847***	***255,000***	***305,000***	***305,000***	***305,000***	***305,000***
Contingencies	0	0	736,726	399,942	399,942	399,942	105,827
Ending Balance	978,695	938,972	0	0	0	0	0
Total Requirements	**985,710**	**991,819**	**991,726**	**704,942**	**704,942**	**704,942**	**410,827**

Program: Auxiliary Services – Community Development Block Grant Fund

Services Delivered:

This activity accounts for the receipt and disbursement of funds received through the Community Development Block Grant Program. Several of the City's prior grants were for the purpose of making low or no interest housing rehabilitation loans. The repayments from these loans are also accounted for in this fund.

FY'14 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Continue work on Community Block Grant project for LB6041 Food Bank Warehouse
- Another potential use of resources being proposed is a contribution to fund water and sewer infrastructure needs in the Spaulding Industrial Park area.

Budget Highlights:

The FY'14 budget reflects the loan activity on the low or no interest housing rehabilitation loans. The City budgets for the maximum potential resources from traditional CDBG resources and the potential to use those resources.

FY'13 Activity Review:

The City issued a façade grant for work in the Downtown core. Additionally, this program provided $100,000 in funding for small business and non-profit transportation SDC incentives as well as $50,000 to the Food Bank Warehouse project.

Program: Auxiliary Services – Community Development Block Grant Fund

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	925,169	934,187	892,008	800,620	800,620	800,620	416,230
Current Resources							
Activity Generated							
CD Block Grant	25,355	71,973	0	900,000	900,000	900,000	0
Loan Fees	150	0	0	0	0	0	0
Interest	10,852	9,294	7,905	7,460	7,460	7,460	7,460
Loan Repayments	30,718	10,490	10,500	11,000	11,000	11,000	11,250
Total Current Revenues	***67,075***	***91,757***	***18,405***	***918,460***	***918,460***	***918,460***	***18,710***
Total Resources	**992,244**	**1,025,944**	**910,413**	**1,719,080**	**1,719,080**	**1,719,080**	**434,940**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	58,057	8,958	20,900	21,850	21,850	116,850	41,000
Capital Outlay	0	0	0	900,000	900,000	825,000	0
Transfers Out	0	75,000	150,000	361,000	361,000	361,000	10,000
Subtotal Expenditures	***58,057***	***83,958***	***170,900***	***1,282,850***	***1,282,850***	***1,302,850***	***51,000***
Contingencies	0	0	739,513	436,230	436,230	416,230	383,940
Ending Balance	934,187	941,986	0	0	0	0	0
Total Requirements	**992,244**	**1,025,944**	**910,413**	**1,719,080**	**1,719,080**	**1,719,080**	**434,940**

Program: Auxiliary Services – Environmental Waste Fees Fund

Services Delivered:

The Solid Waste Franchise Agreements with 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'14 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 $244,000 in EPF fees to be passed through to the Solid Waste Agency.

FY'13 Activity Review:

All EPF fees received due at June 30, 2013 and received by August 31, 2013 were transferred to the Solid Waste Agency.

Program: Auxiliary Services – Environmental Waste Fees Fund

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	12,280	12,280	0	0	0	0	0
Current Resources							
Activity Generated							
Landfill Fees	241,831	238,661	225,000	244,000	244,000	244,000	255,000
Total Current Revenues	***241,831***	***238,661***	***225,000***	***244,000***	***244,000***	***244,000***	***255,000***
Total Resources	**254,111**	**250,941**	**225,000**	**244,000**	**244,000**	**244,000**	**255,000**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	241,831	238,661	225,000	244,000	244,000	244,000	255,000
Subtotal Expenditures	***241,831***	***238,661***	***225,000***	***244,000***	***244,000***	***244,000***	***255,000***
Ending Balance	12,280	12,280	0	0	0	0	0
Total Requirements	**254,111**	**250,941**	**225,000**	**244,000**	**244,000**	**244,000**	**255,000**

Program: Auxiliary Services – Agency Fund

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'14 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'13 Activity Review:

All funds were accounted for during the FY'12 audit and there were no outstanding refunds due.

Program: Auxiliary Services – Agency Fund

Financial Summary

Resources	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Balance	274,025	249,961	242,861	240,451	240,451	240,451	224,951
Current Resources							
Activity Generated							
Interest	28,053	17,187	22,000	22,000	22,000	22,000	22,000
Total Current Revenues	***28,053***	***17,187***	***22,000***	***22,000***	***22,000***	***22,000***	***22,000***
Total Resources	**302,078**	**267,148**	**264,861**	**262,451**	**262,451**	**262,451**	**246,951**

Requirements	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Contractual/Prof Services	46,017	7,097	25,000	25,000	25,000	25,000	25,000
Direct Charges	6,100	6,100	12,500	12,500	12,500	12,500	12,500
Subtotal Expenditures	***52,117***	***13,197***	***37,500***	***37,500***	***37,500***	***37,500***	***37,500***
Ending Balance	249,961	253,951	227,361	224,951	224,951	224,951	209,451
Total Requirements	**302,078**	**267,148**	**264,861**	**262,451**	**262,451**	**262,451**	**246,951**

WHERE THE ROGUE RIVER RUNS
GRANTS PASS
OREGON
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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'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Capital Construction	5,667,829	6,523,839	9,325,565	8,539,167	8,539,167	8,539,167	2,888,544
Total Resources	**5,667,829**	**6,523,839**	**9,325,565**	**8,539,167**	**8,539,167**	**8,539,167**	**2,888,544**
Requirements							
Capital Construction	5,667,829	6,523,839	9,325,565	8,539,167	8,539,167	8,539,167	2,888,544
Total Requirements	**5,667,829**	**6,523,839**	**9,325,565**	**8,539,167**	**8,539,167**	**8,539,167**	**2,888,544**

Program: Capital Construction - Lands & Buildings Projects

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'14 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'14 projects address; Recreation improvements for soccer, building and safety improvements, financial software systems, technology lifecycle management and pedestrian/bike path improvements which were 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:

- Soccer Complex
- HTE Replacement (Financial Software)
- Website Upgrade
- School-Park Construction Project.
- Healthy Community Schools Project
- Park ADA access.
- City Entryway
- Weekend Parkways
- Downtown Historic Walking Tour & Pennant Project
- Baseball/Softball Field Rehab.
- Riverside Park River Trail
- Special Events (Tourism Promotion)
- Compensation Study
- Sobering Center Assistance
- Fire Sprinkler & Structural Retrofitting

Program: Capital Construction - Lands & Buildings Projects

Budget Highlights:

The City continues to look for grants where possible to fund capital projects, for example, the City was successful with: Neighborhood Planning Traffic Plan (LB6082), Hillcrest Fire Station Seismic Rehabilitation (LB6100), We also plan and 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'12"; the re-assessed resource needs of projects using current data for the "Revised FY'13" column, guiding our "Recommended FY'14" and total resources estimated "Through FY'14". 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'13 Activity Review:

Projects anticipated to be complete in FY'13 include: Public Safety computer aided dispatch (CAD), Mobil data terminals, most of Tussing park improvements; Rogue path construction, connectivity and phone systems, Baker park expansion, Fairgrounds traffic plan, Charter review, Neighborhood Center planning, Riverside park gazebo replacement, Hillcrest Fire Station Seismic Rehab., purchase of public safety defibrillators, Greenwood dog park and Lincoln School play equipment projects.

Program: Capital Construction - Lands & Buildings Projects

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'12	Revised FY'13	Adopted FY'14	Total Through FY'14	Future Years	Total Project
LB0000	691 Miscellaneous Projects - General	3,762,929	68,530	833,646	4,665,105	690,000	5,355,105
LB0000	692 Miscellaneous Projects - SDC's	184,024	17,000	(5,000)	196,024	(488,643)	(292,619)
LB0000	693 Miscellaneous Projects - Room Tax	372,562	5,337	(64,800)	313,099	544,450	857,549
LB0000	694 Miscellaneous Projects - Dev. SDC's	51,734	35,000	(40,000)	46,734	71,000	117,734
LB4245	Property Acquisition for Muni Parking	116,486	700	700	117,886	0	117,886
LB4261	Tussing Park Development	674,453	0	0	674,453	0	674,453
LB4377	Municipal Building Land Fund	600,954	3,550	138,550	743,054	125,000	868,054
LB4382	Industrial Financial Incentive Program	538,921	1,000	500	540,421	0	540,421
LB4383	Non-Profit Infrastructure Incentive Prog.	129,055	25,000	20,000	174,055	0	174,055
LB4539	Allen Creek Park Property Purchase	780,436	0	165,000	945,436	346,781	1,292,217
LB4564	City Service Center Shop Renovations	80,832	0	0	80,832	0	80,832
LB4710	Overland Park Reserve	526,048	45,000	60,000	631,048	194,255	825,303
LB4713	Allenwood Park Reserve	781,668	3,000	58,000	842,668	276,607	1,119,275
LB4832	River Road Reserve Property	3,600,081	49,000	20,000	3,669,081	7,343	3,676,424
LB4833	Urban Growth Boundary Planning	274,456	25,000	5,000	304,456	0	304,456
LB4911	Ramsey/Nebraska Property Sale	(197)	0	30,000	29,803	0	29,803
LB4954	Allen Creek Trail: Newhope to Wms Hwy	199,737	0	0	199,737	0	199,737
LB4955	Allen Creek Trail: Ramsey to Hwy 199	117,870	0	0	117,870	0	117,870
LB5067	Tree Refund Program	30,248	5,500	5,500	41,248	2,000	43,248
LB5076	Allenwood Park Development	86,271	0	0	86,271	77,000	163,271
LB5077	Re-Vegetation Program	102,661	12,000	12,000	126,661	48,000	174,661
LB6040	Economic Stimulus	30,177	5,916	0	36,093	24,000	60,093
LB6041	Food Bank Remediation & Dev.	0	350,000	1,916,000	2,266,000	0	2,266,000
LB6084	Vacant Property Safety & Renovation	25,153	10,000	0	35,153	60,000	95,153
LB6085	Code & Plan Updates related to the Urban Growth Boundary Expansion	25,169	50,000	25,000	100,169	0	100,169
LB6099	Property Acquisition and lot line legal	10,019	10,000	10,000	30,019	20,000	50,019
LB6101	H T E Replacement	140,522	0	450,000	590,522	0	590,522
LB6103	Microsoft Upgrade	110,231	90,195	10,000	210,426	0	210,426
LB6104	Woodson Park Improvements	20,058	10,000	0	30,058	0	30,058
LB6105	PEG Fund Projects	130,906	35,000	35,000	200,906	35,000	235,906
LB6108	Small Business Transport. SDC Incentive	75,048	75,000	75,000	225,048	50,000	275,048
LB6135	Urban Renewal Agency - Analysis	0	50,000	0	50,000	0	50,000
LB6136	Fuels Reduction Plan	0	15,000	15,000	30,000	15,000	45,000
LB6138	Downtown Hardscape	0	20,000	0	20,000	0	20,000
LB6139	City Entryway	0	10,000	50,000	60,000	0	60,000
LB6140	Seismic Evaluations	0	15,000	0	15,000	0	15,000
LB6141	Emergency Generator in Municipal Bldg.	0	60,000	0	60,000	0	60,000
LB6142	Remote Emergency Equipment(Cameras/Call Boxes)	0	26,000	0	26,000	0	26,000
LB6143	School-Park Construction Project (FY13-FY14)	0	55,383	25,000	80,383	25,000	105,383
LB6144	Healthy Community Schools Project	0	35,000	25,000	60,000	25,000	85,000
LB6145	Park ADA Access	0	25,000	25,000	50,000	0	50,000
LB6146	Riverside Playground	0	50,000	100,000	150,000	0	150,000
LB6149	Spray Park	0	73,850	295,000	368,850	31,150	400,000
LB6150	E-Ticket for Public Safety	0	60,000	39,062	99,062	0	99,062
LB6151	E-Permitting & Digital Archiving	0	150,000	0	150,000	0	150,000

Continued on next page

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT RESOURCES - CONTINUED

		Actual Through FY'12	Revised FY'13	Adopted FY'14	Total Through FY'14	Future Years	Total Project
LB6152	Website Upgrade	0	32,000	25,000	57,000	0	57,000
LB8580	Izaak Walton Building Replacement	371,525	2,000	0	373,525	0	373,525
LB8870	Reinhart Volunteer Park	3,144,087	50,000	0	3,194,087	0	3,194,087
NEW PROJECTS							
LB6184	Soccer Complex	0	0	210,000	210,000	0	210,000
LB6185	Aerial Photography	0	0	50,000	50,000	51,000	101,000
LB6186	Fruitdale Creek Trail Construction	0	0	50,000	50,000	0	50,000
LB6187	Downtown Historic Walking Tour	0	0	10,000	10,000	0	10,000
LB6188	Technology Lifecycle Mgmt FY'14-FY'15	0	0	50,000	50,000	50,000	100,000
LB6189	Baseball/Softball Field Rehabilitation	0	0	75,000	75,000	0	75,000
LB6190	Riverside Park, River Trail	0	0	30,000	30,000	0	30,000
LB6191	River Access Points in Parks	0	0	45,000	45,000	0	45,000
LB6192	Special Events	0	0	20,000	20,000	20,000	40,000
LB6193	Weekend Parkways – Open Streets	0	0	10,000	10,000	10,000	20,000
LB6194	Compensation Study	0	0	10,000	10,000	0	10,000
LB6195	County Lease & County Building Space	0	0	20,000	20,000	0	20,000
LB6196	Sobering Center Assistance	0	0	40,000	40,000	40,000	80,000
LB6197	Fire Sprinkler & Structural Retrofit Grants for Historic Buildings	0	0	250,000	250,000	0	250,000
	Total Projects	**17,094,124**	**1,660,961**	**5,229,158**	**23,984,243**	**2,349,943**	**26,334,186**

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

LB4380	Street Lighting Expansion	86,523	(698)	0	85,825	0	85,825
LB4455	Stormwater Detention Site I	236,396	0	(236,396)	0	0	0
LB4458	Rogue Path Construction	289,218	167	0	289,385	0	289,385
LB4718	River Storm Quality Improvement	79,466	5,235	0	84,701	0	84,701
LB4729	Baker Park Expansion	368,889	989	0	369,878	0	369,878
LB4923	Downtown Park/Parking	197,447	(192,663)	0	4,784	0	4,784
LB4940	Phone System	133,340	(45,600)	0	87,740	0	87,740
LB4953	Fairgrounds Traffic Plan	36,656	0	0	36,656	0	36,656
LB6035	Charter Review	20,412	0	0	20,412	0	20,412
LB6037	Inventory for Business	12,097	(5,916)	0	6,181	0	6,181
LB6039	River Road Reserve Plan	37,747	(30,870)	0	6,877	0	6,877
LB6078	Computer Aided Dispatch	1,528,376	0	0	1,528,376	0	1,528,376
LB6080	Lincoln School Play Equipment	50,371	(30,481)	0	19,890	0	19,890
LB6082	Neighborhood Ctr Planning TGM Grant	0	150,000	0	150,000	0	150,000
LB6100	Hillcrest Fire Station Seismic Rehab	63,782	471,295	0	535,077	0	535,077
LB6097	Spalding Traffic Study	20,072	(1,712)	0	18,360	0	18,360
LB6102	Connectivity	50,073	(13,195)	0	36,878	0	36,878
LB6106	Riverside Park Gazebo Replacement	160,516	(14,237)	0	146,279	0	146,279
LB6107	Technology Lifecycle Mgmt FY'12-FY'13	50,136	65,000	0	115,136	0	115,136
LB6109	Reinhart Volunteer Park Lighting/Signage	47,156	0	0	47,156	0	47,156
LB6134	Police In-car Camera System	114,434	0	0	114,434	0	114,434
LB6137	Evaluate Parking	0	0	0	0	0	0
LB6147	Greenwood Dog Park	0	17,040	0	17,040	0	17,040
LB6148	Public Safety Defibrillators	0	100,000	0	100,000	0	100,000
LB6183	Riverside Park Power Upgrade	0	31,150	0	31,150	0	31,150
	Total Closed Projects	**3,583,107**	**505,504**	**(236,396)**	**3,852,215**	**0**	**3,852,215**
	Grand Total - All Projects	**20,677,231**	**2,166,465**	**4,992,762**	**27,836,458**	**2,349,943**	**30,186,401**

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'14

		Adopted FY'14 Beginning Fund Balance	Adopted FY'14 Revenue	Adopted FY'14 Capital Outlay	Adopted FY'14 Transfers	Adopted FY'14 Appropriated Fund Balance
LB0000	691 Miscellaneous Projects - General	245,676	833,646	800,000	0	279,322
LB0000	692 Miscellaneous Projects - SDC's	126,024	(5,000)	0	0	121,024
LB0000	693 Miscellaneous Projects - Room Tax	252,899	(64,800)	0	0	188,099
LB0000	694 Miscellaneous Projects - Dev. SDC's	76,734	(40,000)	0	0	36,734
LB4245	Property Acquisition for Muni Parking	117,186	700	0	0	117,886
LB4261	Tussing Park Development	154,767	0	154,767	0	0
LB4377	Municipal Building Land Fund	548,342	138,550	125,000	0	561,892
LB4382	Industrial Financial Incentive Program	114,302	500	62,485	0	52,317
LB4383	Non-Profit Infrastructure Incentive Prog.	69,270	20,000	25,000	0	64,270
LB4539	Allen Creek Park Property Purchase	172,105	165,000	337,105	0	0
LB4564	City Service Center Shop Renovations	57,427	0	0	0	57,427
LB4710	Overland Park Reserve	(254,255)	60,000	0	0	(194,255)
LB4713	Allenwood Park Reserve	(334,607)	58,000	0	0	(276,607)
LB4832	River Road Reserve Property	657	20,000	14,000	0	6,657
LB4833	Urban Growth Boundary Planning	29,952	5,000	34,952	0	0
LB4911	Ramsey@ Nebraska Property Sale	(6,897)	30,000	23,103	0	0
LB4954	Allen Creek Trail: Newhope to Wms Hwy	197,677	0	197,677	0	0
LB4955	Allen Creek Trail: Ramsey to Hwy 199	107,570	0	107,570	0	0
LB5067	Tree Refund Program	0	5,500	5,000	500	0
LB5076	Allenwood Park Development	86,271	0	86,271	0	0
LB5077	Re-Vegetation Program	86,497	12,000	20,000	0	78,497
LB6040	Economic Stimulus	0	0	0	0	0
LB6041	Food Bank Remediation & Dev.	30,000	1,916,000	1,936,000	0	10,000
LB6084	Vacant Property Safety & Renovation	22,373	0	22,373	0	0
LB6085	Code & Plan Updates related to the Urban Growth Boundary Expansion	75,169	25,000	100,169	0	0
LB6099	Property Acquisition and lot line legal Fees	10,000	10,000	10,000	0	10,000
LB6101	H T E Replacement	140,522	450,000	590,522	0	0
LB6103	Microsoft Upgrade	64,767	10,000	74,767	0	0
LB6104	Woodson Park Improvements	28,005	0	28,005	0	0
LB6105	PEG Fund Projects	104,859	35,000	120,000	0	19,859
LB6108	Small Business Transportation SDC Incentive	75,048	75,000	75,000	0	75,048
LB6135	Urban Renewal Agency - Analysis	30,000	0	30,000	0	0
LB6136	Fuels Reduction Plan	0	15,000	15,000	0	0
LB6138	Downtown Hardscape	16,000	0	16,000	0	0
LB6139	City Entryway	10,000	50,000	60,000	0	0
LB6140	Seismic Evaluations	7,500	0	7,500	0	0
LB6141	Emergency Generator in Municipal Bldg.	55,000	0	55,000	0	0

Continued on next page

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'14 CONTINUED

		Adopted FY'14 Beginning Fund Balance	Adopted FY'14 Revenue	Adopted FY'14 Capital Outlay	Adopted FY'14 Transfers	Adopted FY'14 Appropriated Fund Balance
LB6142	Remote Emergency Equip.(Cameras/Call Boxes)	26,000	0	26,000	0	0
LB6143	School-Park Construction Project (FY'13-FY'14)	10,756	25,000	35,756	0	0
LB6144	Healthy Community Schools Project	0	25,000	25,000	0	0
LB6145	Park ADA Access	25,000	25,000	50,000	0	0
LB6146	Riverside Playground	50,000	100,000	150,000	0	0
LB6149	Spray Park	73,850	295,000	400,000	0	(31,150)
LB6150	E-Ticket for Public Safety	20,000	39,062	59,062	0	0
LB6151	E-Permitting & Digital Archiving	150,000	0	150,000	0	0
LB6152	Website Upgrade	27,000	25,000	52,000	0	0
LB8580	Izaak Walton Building Replacement	329,981	0	100,000	0	229,981
LB8870	Reinhart Volunteer Park	74,469	0	74,469	0	0
NEW PROJECTS						
LB6184	Soccer Complex	0	210,000	60,000	0	150,000
LB6185	Aerial Photography	0	50,000	50,000	0	0
LB6186	Fruitdale Creek Trail Construction	0	50,000	50,000	0	0
LB6187	Downtown Historic Walking Tour	0	10,000	10,000	0	0
LB6188	Technology Lifecycle Mgmt (FY'14-FY'15)	0	50,000	50,000	0	0
LB6189	Baseball/Softball Field Rehabilitation	0	75,000	75,000	0	0
LB6190	Riverside Park, River Trail	0	30,000	30,000	0	0
LB6191	River Access Points in Parks	0	45,000	45,000	0	0
LB6192	Special Events	0	20,000	20,000	0	0
LB6193	Weekend Parkways – Open Streets	0	10,000	10,000	0	0
LB6194	Compensation Study	0	10,000	10,000	0	0
LB6195	County Lease & County Building Space	0	20,000	20,000	0	0
LB6196	Sobering Center Assistance	0	40,000	40,000	0	0
LB6197	Fire Sprinkler & Structural Retrofit Grants for Historic Buildings	0	250,000	250,000	0	0
	Total Projects	**3,303,896**	**5,229,158**	**6,975,553**	**500**	**1,557,001**

CLOSED OR CANCELLED CAPITAL PROJECT SUMMARY FOR FY'14

LB4455	Stormwater Detention Site I	236,396	(236,396)	0	0	0
LB6134	Police In-car Camera System	6,113	0	0	6,113	0
	Total Closed Projects	**242,509**	**(236,396)**	**0**	**6,113**	**0**
	Grand Total - All Projects	**3,546,405**	**4,992,762**	**6,975,553**	**6,613**	**1,557,001**

Program: Capital Construction - Lands & Buildings Projects

Financial Summary

	ACTUAL FY'11 $	ACTUAL FY'12 $	BUDGET FY'13 $	MANAGER RECOMMEND FY'14 $	COMMITTEE APPROVED FY'14 $	COUNCIL ADOPTED FY'14 $	PROJECTED FY'15 $
Beginning Fund Balance	4,294,260	4,267,073	4,503,080	3,546,405	3,546,405	3,546,405	1,557,001
Resources							
Federal Grants	6,000	273,191	1,500,000	1,300,000	1,300,000	1,300,000	0
State Grants	114,884	214,771	322,500	239,062	239,062	239,062	125,000
9-1-1 Agency	0	246,106	0	0	0	0	0
Parkway Redevelop. Agency	100,000	292,992	0	0	0	0	0
Development Charges	155,488	98,862	72,500	87,500	87,500	87,500	87,500
Billing Outside Agency	7,175	0	50,000	0	0	0	0
Sale of Publications	0	0	0	0	0	0	0
Investment Interest	35,984	28,285	5,745	600	600	600	600
SDC Loans Interest	4,642	6,569	0	0	0	0	0
General Fund	809,067	635,015	998,240	1,225,000	1,225,000	1,225,000	205,000
Transient Room Tax	140,329	145,491	145,500	149,600	149,600	149,600	154,100
Transfers	0	75,000	150,000	236,000	236,000	236,000	67,000
Transportation Projects	0	0	0	250,000	250,000	250,000	0
Water Fund	0	0	10,000	0	0	0	0
Property Services Fund	0	0	0	10,000	10,000	10,000	0
Land Sale	0	0	925,000	830,000	830,000	830,000	657,343
Contributions/Donations	0	0	608,000	630,000	630,000	630,000	0
Miscellaneous Revenue	0	240,484	35,000	35,000	35,000	35,000	35,000
Total Current Revenues	***1,373,569***	***2,256,766***	***4,822,485***	***4,992,762***	***4,992,762***	***4,992,762***	***1,331,543***
Total Resources	**5,667,829**	**6,523,839**	**9,325,565**	**8,539,167**	**8,539,167**	**8,539,167**	**2,888,544**
Requirements							
Capital Outlay	917,272	2,381,016	7,418,778	6,975,553	6,975,553	6,975,553	1,371,676
Transfers Out	483,484	0	480,408	6,613	6,613	6,613	0
Subtotal Expenditures	***1,400,756***	***2,381,016***	***7,899,186***	***6,982,166***	***6,982,166***	***6,982,166***	***1,371,676***
Appropriated Fund Balance	4,267,073	4,142,823	1,426,379	1,557,001	1,557,001	1,557,001	1,516,868
Total Requirements	**5,667,829**	**6,523,839**	**9,325,565**	**8,539,167**	**8,539,167**	**8,539,167**	**2,888,544**

APPENDIX

Summary of Resources by Fund & Source for Fiscal Year 2015 Projected

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Funds	Total
Property Taxes	15,009,600	0	1,070,700	0	0	0	0	16,080,300
Taxes Other than Property	3,680,400	1,039,600	0	0	0	0	0	4,720,000
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	1,455,000	2,134,943	0	317,092	0	39,875	0	3,946,910
Use of Assets	74,700	34,795	500	690,943	33,500	58,800	22,000	915,238
Fees & Charges	392,600	1,019,540	0	263,500	11,587,770	17,900	0	13,281,310
Other Revenue	223,575	233,500	1,960,000	35,000	102,660	105,692	255,000	2,915,427
Direct Charges for Service	0	0	0	0	32,300	5,462,163	0	5,494,463
Administrative Charges	0	0	0	0	0	3,320,779	0	3,320,779
Transfers In	870,700	5,000	0	3,707,100	1,909,000	0	0	6,491,800
Total Current Revenues	22,236,275	4,479,878	3,031,200	5,013,635	13,665,230	9,005,209	277,000	57,708,427
Beginning Resources	7,647,027	2,842,431	129,239	1,900,818	2,738,145	6,631,986	224,951	22,114,597
Total Resources	**29,883,302**	**7,322,309**	**3,160,439**	**6,914,453**	**16,403,375**	**15,637,195**	**501,951**	**79,823,024**

Summary of Requirements by Fund & Major Object for Fiscal Year 2015 Projected

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	16,117,731	697,588	0	0	3,134,547	4,855,845	0	24,805,711
Materials and Supplies	581,710	73,602	0	0	927,707	531,290	0	2,114,309
Contractual Services	4,142,133	1,012,025	8,000	0	2,322,211	2,494,195	280,000	10,258,564
Direct Charges for Services	767,232	430,378	10,000	0	867,291	648,354	12,500	2,735,755
Capital Outlay	37,000	1,567,141	0	6,914,453	2,658,279	1,069,000	0	12,245,873
Indirect Charges	2,086,466	187,570	0	0	765,600	146,243	0	3,185,879
Operating Expenditures	**23,732,272**	**3,968,304**	**18,000**	**6,914,453**	**10,675,635**	**9,744,927**	**292,500**	**55,346,091**
Other Requirements								
Debt Service	0	1,100	1,271,200	0	1,446,733	0	0	2,719,033
Transfers Out	775,000	2,150,800	1,800,000	0	1,709,000	17,000	0	6,451,800
Total Other Expenditures	**775,000**	**2,151,900**	**3,071,200**	**0**	**3,155,733**	**17,000**	**0**	**9,170,833**
Contingencies	1,351,957	1,191,542	21,239	0	2,572,007	2,624,437	0	7,761,182
Ending Balance	4,024,073	10,563	50,000	0	0	3,250,831	209,451	7,544,918
Total Requirements	**29,883,302**	**7,322,309**	**3,160,439**	**6,914,453**	**16,403,375**	**15,637,195**	**501,951**	**79,823,024**

Summary of Resources by Fund & Source for Fiscal Year 2014 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
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
Total Current Revenues	21,999,488	5,281,010	1,639,900	8,150,779	13,757,300	9,339,038	266,000	60,433,515
Beginning Resources	10,349,819	3,593,778	245,539	8,667,159	8,277,084	7,717,036	240,451	39,090,866
Total Resources	**32,349,307**	**8,874,788**	**1,885,439**	**16,817,938**	**22,034,384**	**17,056,074**	**506,451**	**99,524,381**

Summary of Requirements by Fund & Major Object for Fiscal Year 2014 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	15,639,065	668,683	0	0	3,002,193	4,725,475	0	24,035,416
Materials and Supplies	557,800	71,907	0	0	901,917	544,540	0	2,076,164
Contractual Services	3,968,624	1,073,751	8,000	0	2,256,203	3,058,043	269,000	10,633,621
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	16,736,325	8,052,496	1,248,000	0	28,340,042
Indirect Charges	2,027,219	183,100	0	0	739,400	145,104	0	3,094,823
Operating Expenditures	**22,957,280**	**4,706,688**	**18,000**	**16,736,325**	**15,800,275**	**10,359,088**	**281,500**	**70,859,156**
Other Requirements								
Debt Service	0	1,100	1,238,200	0	1,448,983	0	0	2,688,283
Transfers Out	1,745,000	2,664,800	500,000	81,613	2,367,000	65,000	0	7,423,413
Total Other Expenditures	**1,745,000**	**2,665,900**	**1,738,200**	**81,613**	**3,815,983**	**65,000**	**0**	**10,111,696**
Contingencies	3,695,470	1,491,637	79,239	0	2,418,126	2,969,354	0	10,653,826
Ending Balance	3,951,557	10,563	50,000	0	0	3,662,632	224,951	7,899,703
Total Requirements	**32,349,307**	**8,874,788**	**1,885,439**	**16,817,938**	**22,034,384**	**17,056,074**	**506,451**	**99,524,381**

Summary of Resources by Fund & Source for Fiscal Year 2014 Recommended

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
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	902,313	5,000	0	4,184,100	2,377,000	5,000	0	7,473,413
Total Current Revenues	22,049,488	5,281,010	1,639,900	8,150,779	13,757,300	9,339,038	266,000	60,483,515
Beginning Resources	10,349,819	3,593,778	245,539	8,667,159	8,277,084	7,717,036	240,451	39,090,866
Total Resources	**32,399,307**	**8,874,788**	**1,885,439**	**16,817,938**	**22,034,384**	**17,056,074**	**506,451**	**99,574,381**

Summary of Requirements by Fund & Major Object for Fiscal Year 2014 Recommended

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	15,639,065	668,683	0	0	3,002,193	4,725,475	0	24,035,416
Materials and Supplies	557,800	71,907	0	0	901,917	544,540	0	2,076,164
Contractual Services	3,933,624	978,751	8,000	0	2,256,203	3,058,043	269,000	10,503,621
Direct Charges for Services	749,572	421,026	10,000	0	848,066	637,926	12,500	2,679,090
Capital Outlay	15,000	2,363,221	0	16,736,325	8,052,496	1,248,000	0	28,415,042
Indirect Charges	2,027,219	183,100	0	0	739,400	145,104	0	3,094,823
Operating Expenditures	**22,922,280**	**4,686,688**	**18,000**	**16,736,325**	**15,800,275**	**10,359,088**	**281,500**	**70,804,156**
Other Requirements								
Debt Service	0	1,100	1,238,200	0	1,448,983	0	0	2,688,283
Transfers Out	1,795,000	2,664,800	500,000	81,613	2,367,000	65,000	0	7,473,413
Total Other Expenditures	**1,795,000**	**2,665,900**	**1,738,200**	**81,613**	**3,815,983**	**65,000**	**0**	**10,161,696**
Contingencies	1,530,470	1,511,637	79,239	0	2,418,126	2,969,354	0	8,508,826
Ending Balance	6,151,557	10,563	50,000	0	0	3,662,632	224,951	10,099,703
Total Requirements	**32,399,307**	**8,874,788**	**1,885,439**	**16,817,938**	**22,034,384**	**17,056,074**	**506,451**	**99,574,381**

Summary of Resources by Fund & Source for Fiscal Year 2013 Budget

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,884,600	0	1,007,800	0	0	0	0	15,892,400
Taxes Other than Property	3,496,000	1,061,742	0	0	0	0	0	4,557,742
Licenses & Permits	236,900	10,500	0	0	0	0	0	247,400
Fines & Forfeitures	304,200	0	0	0	0	0	0	304,200
Revenue From Other Agencies	1,699,299	2,041,270	0	3,014,711	268,000	389,736	0	7,413,016
Use of Assets	77,100	26,780	100	976,688	31,500	57,225	22,000	1,191,393
Fees & Charges	408,900	1,064,330	0	238,500	9,349,462	48,600	0	11,109,792
Other Revenue	434,250	240,850	660,000	693,000	5,644,470	87,837	225,000	7,985,407
Direct Charges for Service	0	0	0	0	21,900	5,273,019	0	5,294,919
Administrative Charges	0	0	0	0	0	3,059,578	0	3,059,578
Transfers In	1,300,708	5,000	0	3,608,186	1,496,077	55,000	0	6,464,971
Total Current Revenues	22,841,957	4,450,472	1,667,900	8,531,085	16,811,409	8,970,995	247,000	63,520,818
Beginning Resources	9,455,726	3,648,859	301,459	11,121,902	5,518,981	7,164,154	242,861	37,453,942
Total Resources	**32,297,683**	**8,099,331**	**1,969,359**	**19,652,987**	**22,330,390**	**16,135,149**	**489,861**	**100,974,760**

Summary of Requirements by Fund & Major Object for Fiscal Year 2013 Budget

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	14,966,555	662,908	0	0	2,934,383	4,528,007	0	23,091,853
Materials and Supplies	632,980	74,760	0	0	811,757	551,890	0	2,071,387
Contractual Services	3,898,905	949,194	10,000	0	2,147,255	2,351,164	250,000	9,606,518
Direct Charges for Services	601,964	304,603	10,000	0	778,799	658,542	12,500	2,366,408
Capital Outlay	51,000	1,425,505	0	18,952,579	10,717,929	774,700	0	31,921,713
Indirect Charges	1,898,972	176,820	0	0	695,500	139,719	0	2,911,011
Operating Expenditures	**22,050,376**	**3,593,790**	**20,000**	**18,952,579**	**18,085,623**	**9,004,022**	**262,500**	**71,968,890**
Other Requirements								
Debt Service	0	1,100	1,207,800	0	638,813	0	0	1,847,713
Transfers Out	1,428,240	2,443,946	500,000	700,408	1,521,077	0	0	6,593,671
Total Other Expenditures	**1,428,240**	**2,445,046**	**1,707,800**	**700,408**	**2,159,890**	**0**	**0**	**8,441,384**
Contingencies	1,150,000	2,049,932	149,059	0	2,084,877	2,078,236	0	7,512,104
Ending Balance	7,669,067	10,563	92,500	0	0	5,052,891	227,361	13,052,382
Total Requirements	**32,297,683**	**8,099,331**	**1,969,359**	**19,652,987**	**22,330,390**	**16,135,149**	**489,861**	**100,974,760**

Summary of Resources by Fund & Source for Fiscal Year 2012 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
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
Total Current Revenues	22,118,215	4,124,217	1,112,321	5,094,766	11,019,435	8,252,171	255,848	51,976,973
Beginning Resources	9,693,299	4,083,722	321,751	12,986,909	6,952,026	7,856,090	262,241	42,156,038
Total Resources	**31,811,514**	**8,207,939**	**1,434,072**	**18,081,675**	**17,971,461**	**16,108,261**	**518,089**	**94,133,011**

Summary of Requirements by Fund & Major Object for Fiscal Year 2012 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
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
Operating Expenditures	**19,992,273**	**1,962,478**	**17,571**	**5,112,109**	**7,827,435**	**8,113,527**	**251,858**	**43,277,251**
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
Total Other Expenditures	**895,015**	**2,366,242**	**1,084,000**	**10,000**	**2,540,456**	**0**	**0**	**6,895,713**
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	266,231	43,960,047
Total Requirements	**31,811,514**	**8,207,939**	**1,434,072**	**18,081,675**	**17,971,461**	**16,108,261**	**518,089**	**94,133,011**

Summary of Resources by Fund & Source for Fiscal Year 2011 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	14,299,222	0	985,042	0	0	0	0	15,284,264
Taxes Other than Property	3,246,386	939,125	0	0	0	0	0	4,185,511
Licenses & Permits	268,571	8,043	0	0	0	0	0	276,614
Fines & Forfeitures	306,097	0	0	0	0	0	0	306,097
Revenue From Other Agencies	1,438,133	1,763,265	0	1,121,443	312,553	218,528	0	4,853,922
Use of Assets	83,710	133,475	1,500	156,016	69,931	66,507	28,053	539,192
Fees & Charges	394,093	840,729	0	289,587	8,779,561	93,469	0	10,397,439
Other Revenue	97,203	53,683	276,647	62,102	167,187	112,941	241,831	1,011,594
Direct Charges for Service	0	0	0	0	25,517	4,869,490	0	4,895,007
Administrative Charges	0	0	0	0	0	2,685,666	0	2,685,666
Transfers In	857,787	10,000	441,236	2,215,033	1,040,737	0	0	4,564,793
Total Current Revenues	20,991,202	3,748,320	1,704,425	3,844,181	10,395,486	8,046,601	269,884	49,000,099
Beginning Resources	8,367,778	3,847,523	248,107	13,052,529	6,244,047	7,510,853	286,305	39,557,142
Total Resources	**29,358,980**	**7,595,843**	**1,952,532**	**16,896,710**	**16,639,533**	**15,557,454**	**556,189**	**88,557,241**

Summary of Requirements by Fund & Major Object for Fiscal Year 2011 Actual

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	13,066,045	592,923	0	0	2,662,319	4,078,161	0	20,399,448
Materials and Supplies	417,273	60,906	0	0	652,079	443,188	0	1,573,446
Contractual Services	3,008,321	587,064	8,024	0	1,790,563	1,624,639	287,848	7,306,459
Direct Charges for Services	544,841	310,626	10,000	0	720,910	519,531	6,100	2,112,008
Capital Outlay	65,276	51,479	0	3,299,317	1,174,764	874,295	0	5,465,131
Indirect Charges	1,682,858	148,658	0	0	609,909	161,550	0	2,602,975
Operating Expenditures	**18,784,614**	**1,751,656**	**18,024**	**3,299,317**	**7,610,544**	**7,701,364**	**293,948**	**39,459,467**
Other Requirements								
Debt Service	0	765	1,492,952	0	883,226	0	0	2,376,943
Transfers Out	881,067	1,759,700	119,805	610,484	1,193,737	0	0	4,564,793
Total Other Expenditures	**881,067**	**1,760,465**	**1,612,757**	**610,484**	**2,076,963**	**0**	**0**	**6,941,736**
Contingencies	0	0	0	0	0	0	0	0
Ending Balance	9,693,299	4,083,722	321,751	12,986,909	6,952,026	7,856,090	262,241	42,156,038
Total Requirements	**29,358,980**	**7,595,843**	**1,952,532**	**16,896,710**	**16,639,533**	**15,557,454**	**556,189**	**88,557,241**

OVERVIEW OF FUND BALANCES

Governmental Type Funds				
Fund Name	*FY'13 Actual Beginning Fund Balance*	*FY'14 Estimated Beginning Fund Balance **	*FY'14 Estimated Ending Fund Balance **	*Brief Explanation for Change Within Fiscal Year '14 If greater than 10%*
General Fund				
General - unrestricted	$ 10,446,883	$ 9,811,204	$ 3,951,557	Estimated Ending Fund Balance does not include the contingency of $3,315,000 which is appropriated as an expenditure. Additionally, Departments historically have expenditure savings that provide for higher than budgeted balances.
General - restricted	467,632	538,615	0	**See contingency footnote
Special Revenue Funds				
Community Development Block Grant	941,986	800,620	0	**See contingency footnote
Industrial and Downtown Loans	938,972	694,057	0	**See contingency footnote
Solid Waste	112,484	156,549	0	**See contingency footnote
Transportation Operations	685,006	667,858	0	**See contingency footnote

** For the Governmental Type funds, the budgeted Fund Balance represents the difference between assets and liabilities. Inventory values and long-term obligations are not included. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent those resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.*

OVERVIEW OF FUND BALANCES

Proprietary Type Funds				
Fund Name	*FY'13 Beginning Fund Balance*	*FY'14 Estimated Beginning Fund Balance ***	*FY'14 Estimated Ending Fund Balance ***	*Brief Explanation for Change Within Fiscal Year '14 If greater than 10%*
Enterprise Funds				
Water Operations	$ 1,432,887	$ 1,606,908	0	**See contingency footnote
Wastewater Operations	1,374,883	1,403,380	0	**See contingency footnote
Internal Service Funds				
Administrative Services	603,609	554,598	0	**See contingency footnote
CD Management	121,018	141,815	0	**See contingency footnote
Engineering	151,722	56,917	0	**See contingency footnote
Equipment Replacement	3,303,976	3,165,006	1,724,361	Planned vehicle & equipment replacements reduced balance.
Garage Operations	237,558	207,091	0	**See contingency footnote
General Insurance	784,930	682,241	0	**See contingency footnote
Information Technology	92,520	140,824	0	**See contingency footnote
Insurance/Benefits Administration	1,638,538	1,703,300	1,610,150	Change of 5% due in part to contingency assumed spent
Workers' Compensation Insurance	905,850	940,161	328,121	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'14

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.

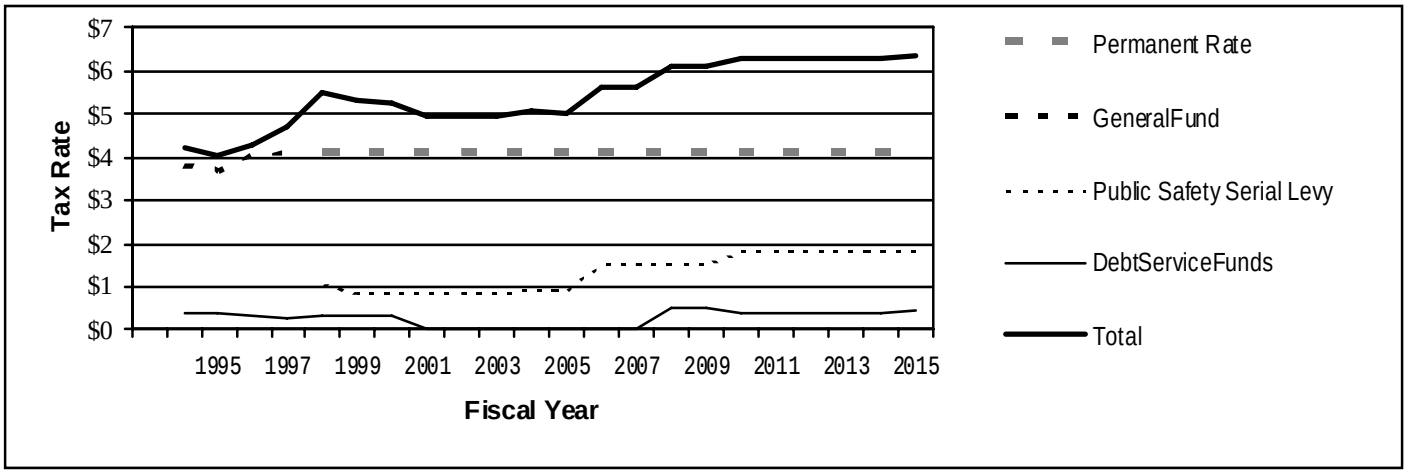
Summary of Un-appropriated Ending Fund Balances

	ACTUAL FY'11	ACTUAL FY'12	BUDGET FY'13	COUNCIL ADOPTED FY'14	PROJECTED FY'15
General Fund	9,693,324	10,924,226	7,669,067	3,951,557	4,039,073
Street Utility Fund	726,525	685,006	0	0	0
Community Development Block Grant Fund	934,187	941,986	0	0	0
Housing & Economic Development Fund	978,695	938,972	0	0	0
Transient Room Tax Fund	21,606	22,078	0	0	0
General Obligation Bond Fund	92,265	106,003	92,500	50,000	50,000
Bancroft Bond Fund	229,486	226,498	0	0	0
Storm Water Utility Fund	10,563	10,563	10,563	10,563	10,563
Wastewater Fund	1,147,866	1,380,862	0	0	0
Solid Waste Fund	116,722	124,763	0	0	0
Water Fund	1,284,423	1,429,081	0	0	0
Fleet Operations Fund	3,510,029	3,541,534	2,799,733	1,724,361	1,365,930
Support Services Fund	724,275	520,272	33,340	0	0
Insurance Services Fund	3,136,416	3,329,318	2,219,818	1,938,271	1,884,901
Administrative Services Fund	485,399	603,610	0	0	0
Trust Funds	249,961	253,951	227,361	224,951	209,451
Total Un-appropriated Balances	**23,341,742**	**25,038,723**	**13,052,382**	**10,099,703**	**7,559,918**

HISTORY OF PROPERTY TAX RATES

Property Taxes (Per $1,000 of Assessed Value):

Fiscal Year Ended June30,	*Permanent Rate*	*General Fund*	*Public Safety Serial Levy*	*Debt Service Funds*	*Total*
1994		3.82		0.40	4.22
1995		3.69		0.36	4.05
1996		4.06		0.30	4.26
1997		4.09		0.29	4.38
1998	4.14		1.03	0.32	5.49
1999	4.13		0.85	0.31	5.29
2000	4.13		0.85	0.30	5.28
2001	4.13		0.85	0.00	4.98
2002	4.13		0.85	0.00	4.98
2003	4.13		0.85	0.00	4.98
2004	4.13		0.89	0.00	5.02
2005	4.13		0.89	0.00	5.02
2006	4.13		1.49	0.00	5.62
2007	4.13		1.49	0.00	5.62
2008	4.13		1.49	0.51	6.13
2009	4.13		1.49	0.50	6.12
2010	4.13		1.79	0.40	6.32
2011	4.13		1.79	0.41	6.33
2012	4.13		1.79	0.41	6.33
2013	4.13		1.79	0.40	6.32
2014	4.13		1.79 est.	0.39 est.	6.31 est.
2015	4.13		1.79 est.	0.42 est.	6.34 est.



HISTORY OF LEVIES AND ASSESSED VALUES

Fiscal Year Ended June 30	*Real Property Assessed Value*	*Permanent Tax Rate Certification*	*Public Safety Levy*	*Public Safety Bonded Debt*
2004	1,446,214,463	5,514,561	1,287,132	0
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	10,584,323	4,583,510	1,028,089
2014est.	2,602,588,000	10,757,797	4,658,633	1,012,588
2015est.	2,634,095,000	10,888,032	4,715,030	1,110,770

HISTORY OF GENERAL SUPPORT RESOURCES

Description	***ACTUAL FY'11***	***ACTUAL FY'12***	***BUDGET FY'13***	***ADOPTED FY'14***	***PROJECTED FY'15***
Beg. Fund Balance	$7,649,444	$9,101,115	$8,953,955	$9,811,204	$7,266,557
Business Taxes	291,527	290,294	287,800	282,800	282,800
Franchise Taxes:					
PP&L	1,436,469	1,584,297	1,547,400	1,639,500	1,664,100
Qwest	138,778	127,651	111,900	112,800	106,000
Charter	213,596	320,715	352,800	374,800	374,800
Avista	429,124	445,788	437,500	397,000	397,000
Allied Waste	181,198	186,148	186,200	184,300	184,300
So. Or. Sanitation	54,109	63,239	60,100	63,400	63,400
Solid Waste Transfer	20,795	17,550	18,200	18,200	18,200
Other Telecom.	27,231	25,572	18,500	24,800	24,800
Fees in Lieu of Franchise	453,559	476,079	475,600	547,000	565,000
Licenses	7,465	7,090	6,900	6,700	6,700
State Rev. Sharing	273,267	303,474	303,900	315,700	322,000
State Cigarette Tax	51,640	50,542	47,200	45,500	43,500
State Liquor Tax	390,524	442,068	428,500	459,900	469,100
Other Misc.	31,851	22,598	696,908	11,100	11,100
Investment Interest	80,618	83,252	73,500	71,500	71,500
TOTAL	**$11,731,195**	**$13,547,472**	**$14,006,863**	**$14,366,204**	**$11,870,857**

MONTHLY SALARY SCHEDULE

Positions	***Entry****	***Top****
Clerk Aid	1,959	2,501
Office Assistant I	2,208	2,980
Office Assistant II	2,390	3,226
Municipal Services Worker/Utility Worker	2,791	3,394
Municipal Specialist/Utility Specialist	2,930	3,563
Prevention Program Office Assistant	2,843	3,628
Accounting Technician /Lead Accounting Technician	2,390	3,645
Department Support Technician/Database Technician/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
Administrative Support Spec./Finance Support Spec./Mechanic	2,832	3,965
Property Specialist	3,283	4,190
Personnel Technician	2,840	3,976
Tourism and Downtown Specialist/Computer Services Technician	3,008	4,211
Engineering Technician	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
Grants Specialist	3,583	5,196
Associate Planner/Economic Dev. Spec./Land Acquisition Spec.	3,753	5,442
Civilian Public Safety Supervisor	3,759	5,451
Lead Mechanic/Engineering Project Super/Prop Management Coordinator	3,764	5,458
Analyst/City Recorder/ Customer Service Supervisor	3,764	5,458
Firefighter**	4,093	5,586
City Surveyor/Superintendents	3,934	5,704
Fire Inspector**	4,616	5,891
Police Officer	4,354	5,935
Senior Planner	4,147	6,013
Police Corporal	4,586	6,246
Fire Corporal**	4,644	6,324
Battalion Chief/Fire Marshal/Public Safety Sergeant	4,397	6,376
Assistant Finance Director/Building Official/Principal Planner	4,402	6,383
Public Safety Lieutenant	4,785	7,177
City Engineer/Deputy City Attorney /IT Manager	4,790	7,186
Deputy Chief	4,829	7,485
Human Resources Director	5,241	8,124
Finance Director	5,432	8,420
Public Safety Director	5,521	8,558
Parks & Community Development Director/Public Works Director	5,528	8,568
Assistant City Manager/City Attorney	5,623	8,716

* As of January 1, 2013
**Contract under negotiation

REPRESENTATIVE ANNUAL SALARY AND FRINGE BENEFITS

As of January 1, 2013

	Office Assistant I	*Municipal Services Worker*	*Utility Specialist*	*Treatment Plant Specialist*	*Fire Fighter*	*Police Officer*
Salary (top step)	35,768	40,728	42,756	45,324	66,048	71,215
Certification +	-	499	3,994	3,931	5,678	4,055
Sub-Total Salary	**35,768**	**41,227**	**46,750**	**49,255**	**71,726**	**75,270**
Legislated Benefits:						
Workers Comp	50	1,352	1,402	1,478	2,173	2,100
City Portion PERS/OPSRP	5,501	6,864	7,784	8,201	18,441	19,352
City Portion FICA Tax 7.65%	2,736	3,154	3,576	3,768	5,487	5,758
Subtotal Legislated Benefits	*8,287*	*11,370*	*12,762*	*13,447*	*26,101*	*27,210*
Negotiated Benefits:						
Employee 6% PERS/OPSRP	2,146	2,474	2,805	2,955	4,304	4,516
Health/Dental Insurance	16,832	14,671	14,671	14,671	16,932	16,832
Wellness Program	180	180	180	180	180	180
Life Ins.	61	74	83	88	144	146
Long Term Dis. Ins.	105	126	144	151	226	230
Subtotal Negotiated Benefits	*19,324*	*17,525*	*17,883*	*18,045*	*21,786*	*21,904*
Sub-Total Benefits	**27,611**	**28,895**	**30,645**	**31,492**	**47,887**	**49,114**
Total Salary & Benefits	**63,379**	**70,122**	**77,395**	**80,747**	**119,613**	**124,384**
% Ratio of Benefits/Salary	77%	70%	66%	64%	67%	65%

+ Varies with the individual.

BENEFIT DETAILS

Employee related benefits are a key expenditure detail. Details on the key 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.

	FY'11 Actual	FY'12 Actual	FY'13 Budget	FY'14 Adopted	FY'15 Projected
Fica/Medicare	971,187	1,005,288	1,037,009	1,095,300	1,113,908
Workers Comp	133,000	193,626	297,274	307,223	309,089
Insurance (Health & Life)	3,138,821	3,217,484	3,503,125	3,784,229	4,101,050
Retiree Insurance	167,418	103,708	136,472	200,444	288,170
PERS/OPSRP-Employee 6%*		779,676	834,498	855,996	875,121
PERS/OPSRP-Employer	2,718,621	2,197,445	2,524,667	2,807,638	2,911,550

**The City began recording the Employee 6% separately effective FY'12.*

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

Total PERS Expenditures by Program Area					
	FY'11 Actual	**FY'12 Actual**	**FY'13 Budget**	**FY'14 Adopted**	**FY'15 Projected**
Policy & Legislation	0	5,239	21,460	0	0
Public Safety	1,767,172	1,931,478	2,136,619	2,281,406	2,401,834
Parks	60,707	68,241	80,508	72,881	77,774
Development	104,890	113,249	122,894	141,757	151,184
Transportation	66,610	64,369	79,747	83,329	89,697
Water	134,789	147,239	167,438	180,424	194,198
Wastewater	156,151	166,177	188,425	203,474	216,211
Solid Waste	1,328	1,329	1,441	1,556	1,671
Administrative Services	221,510	233,563	266,873	277,972	298,234
Support Services	204,419	246,207	293,760	420,835	355,868
Lands & Building	1,045	30	0	0	0
TOTAL	**2,718,621**	**2,977,121**	**3,359,165**	**3,663,634**	**3,786,671**

Total Insurance Expenditures by Program Area					
	FY'11 Actual	**FY'12 Actual**	**FY'13 Budget**	**FY'14 Adopted**	**FY'15 Projected**
Policy & Legislation	0	4,065	12,650	0	0
Public Safety	1,583,198	1,640,223	1,784,411	1,994,291	2,160,985
Parks	101,380	109,139	131,691	113,379	123,016
Development	149,429	152,217	156,106	184,400	200,155
Transportation	115,536	113,960	125,275	128,387	139,390
Water	222,252	230,283	246,826	252,512	274,146
Wastewater	270,420	273,941	292,511	297,922	323,529
Solid Waste	1,709	1,746	1,569	1,818	1,966
Administrative Services	346,841	329,719	348,124	385,857	416,183
Support Services	343,203	359,892	401,915	423,520	459,537
Lands & Building	2,078	46	0	0	0
TOTAL	**3,136,046**	**3,215,231**	**3,501,078**	**3,782,086**	**4,098,907**

COMPUTATION OF LEGAL DEBT MARGIN

As of June 30, 2013

The issuance of bonds by local governmental units in Oregon is limited by the provisions of the City's charter, local law and provisions of the Oregon Revised Statues (ORS). No City can issue bonds exceeding the lesser of 3% of its' 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, 2013 *est.*			$ 3,133,851,223
Less Non-Profit Housing			- 1,947,980
**Total			$ 3,131,903,243
Debt limit, 3% of total real market value - ORS 287.004(2)			$ 93,957,097
Amount of debt applicable to debt limit			
Total bonded debt, including special assessments bond and public safety general obligation bonds		$ 15,310,000	
Less:			
Assets in debt service funds available for payment of principal	$ 0		
Other deduction allowed by law	0		
Special assessment and revenue bonds	9,840,000		
Total Deductions		$ 9,840,000	
Total amount of debt applicable to debt limit			$ 5,470,000
Legal debt margin			$ 88,487,097

* Total Real Market Value as defined in ORS 308.207
** Source: Josephine County Assessor's office

SCHEDULE OF FUTURE DEBT SERVICE

Bonded Debt

	General Obligation Bonds Public Safety Facilities		Full Faith and Credit Obligation Bonds Wastewater Fund		Full Faith and Credit Obligation Bonds Water Fund	
Fiscal Year	*Principal*	*Interest*	*Principal*	*Interest*	*Principal*	*Interest*
2013-2014	800,000	238,200	745,000	196,763	370,000	137,220
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	455,000	65,100
2021-2022	0	0	445,000	36,200	475,000	47,900
2022-2023	0	0	460,000	18,400	495,000	29,300
2023-2024	0	0	0	0	495,000	9,900
Totals	**$5,470,000**	**$846,500**	**$5,220,000**	**$987,891**	**$4,675,000**	**$940,360**

Non-Bonded Debt – Property

Henner Property
2190 Hamilton Ln.

Fiscal Year	*Principal*	*Interest*
2013-2014	22,500	1,109
Totals	**$22,500**	**$1,109**

INTERFUND LOANS

As of June 30, 2013

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 shortages. Interfund loans 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:

From	To	Balance	Last Payment
General Fund[1]	Lands & Buildings Capital Projects	$1,460,000	May 2013
Solid Waste Fund[2]	Bancroft Bond Fund	1,146,200	May 2013
Insurance Fund[3]	Storm Water Utility	146,205	n/a

[1] 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.

[2] 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.

[3] 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.

TEN LARGEST TAXPAYERS WITIN CITY LIMITS

Name	*Type of Business*	*City Taxable Base Value*	*Percentage of Total Assessed Value*
Masterbrand Cabinets Inc.	Industrial	$19,265,420	0.75%
Charter	Utility	17,935,000	0.70%
Auerbach Grants Pass & Freeman Grants Pass LLC	Commercial	17,357,120	0.68%
PacifiCorp (PP&L)	Utility	14,328,000	0.56%
Grants Pass FMS LLC	Commercial	13,781,210	0.54%
Lynn-Ann Development LLC	Developer	11,432,607	0.45%
Avista Corporation	Utility	11,181,000	0.44%
Home Depot USA Inc.	Commercial	11,114,070	0.43%
Johnson Trust, Carl D	Commercial	10,809,860	0.42%
Congress Street Exchange Fund	Commercial	9,805,780	0.38%
Sub-total of top taxpayers:		$ 137,010,067	5.35%
Other taxpayers:		$2,423,610,095	94.65%
Total all taxpayers:		*$2,560,620,162*	100.00%

Source: Josephine County Assessor - October 2011

SYSTEM DEVELOPMENT CHARGE REVENUES

FY'14 System Development Charge Revenues

Capital Improvement Type	*SDC Fund Number*	*Est. Balance July 1, 2013*	*FY'14 SDC Revenue Budget*	*FY'14 Allocations*	*Est. Balance June 30, 2014*
Parks Land Acquisition	692	126,024	40,000	45,000	121,024
Parks Development	694	76,734	35,000	75,000	36,734
Storm Water & Open Space	642	63,865	27,000	45,000	45,865
Transportation	614	615,120	175,000	775,000	15,120
Transportation: Signal SDC	614	1,642	1,000	0	2,642
Water	752	272,212	154,000	400,000	26,212
Wastewater	722	53,812	150,000	200,000	3,812

FY'14 Budgeted Allocation of System Development Charge Revenues To Capital Projects

Project #	*Project Name*	*Description*	*$ Allocated*
	Parks Land Acquisition SDC to Capital Projects		
DO 4711	Sand Creek Wetland	Purchase land for basins	(75,000)
LB 4455	Storm water Detention Site 1	Purchase land for basins	(165,000)
LB 4710	Overland Park Reserve	Park land acquisition	60,000
LB 4539	Allen Creek Park Property Purchase	Park land acquisition	165,000
LB 4713	Allenwood Park Reserve	Park land acquisition	60,000
		Total	**$45,000**
	Parks Land Development SDC to Capital Projects		
LB 6189	Baseball/Softball Field Rehab	Parks Development	25,000
LB 6190	Riverside Park - River Trail	Parks Development	30,000
LB 6191	River Access Points in Parks	Parks Development	20,000
			$75,000
	Storm Water and Open Space SDC to Capital Projects		
DO 4711	Sand Creek Wetland	Purchase land for basins	(15,000)
DO 6169	Storm Water Master Plan Update	Update capital improvement plan & resources	60,000
		Total	**$45,000**
	Transportation SDC to Capital Projects		
TR 4934	Redwood Avenue LID-Dowell>Hubbard	Widen highway, add sidewalks and bike lanes	(275,000)
TR 6115	Drury Lane Reconstruction	Widen, add curb, gutter, sidewalks, bike lanes	200,000
TR 6203	Redwood Ave Ph3 Pansy Ln>Rdwd Cir.	Widen segment of road, add sidewlk, bike lanes	850,000
		Total	**$775,000**
	Water SDC to Capital Projects		
WA 4742	Reservoir & Pump Station Site Purchases	Purchase land for future reservoir & pump stn.	150,000
WA 6052	Reservoir No. 3 Upgrades	Roof structural assessment/repair	100,000
WA 6207	WTP Upgrade	Initial changes toward upgrade	150,000
		Total	**$400,000**
	Wastewater SDC to Capital Projects		
SE 4964	WRP Phase 2 Expansion	Expand aeration basin capacity, etc.	200,000
		Total	**$200,000**

GLOSSARY

Accrual basis of accounting: Method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows. Differs from GAAP Accrual Basis in that while capital outlays are recognized as expenditures, depreciation and amortization are not.

Activity: A subdivision of the city organization responsible for one or more specific functions. A combination of people, technology, supplies, methods and environment that produces a given product or service.

Activity generated revenues: Monies directly generated by activity efforts, for example: fees, licenses/permits, fines and rents, or revenues required to be allocated to specific activities such as special tax levies.

Adopted budget: The financial plan adopted by the Council.

Agency fund: Funds used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations or other governments.

Annexation: The incorporation of land into an existing city with a resulting change in the boundaries of this city.

Appropriation: The legal authorization granted by the governing body to make expenditures for specific purposes.

Assessed Value: The value set by the County Assessor on real and personal taxable property as a basis for levying taxes. The value can only be raised three percent per year on existing property, or by new construction.

Assessment: Value set on real and personal taxable property as a basis for levying taxes. The County Assessor sets this value.

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.

GLOSSARY

Budget: A written report of the local government's comprehensive financial plan for one budget period. It must include a balanced statement of actual revenues and expenditure during each of the last two budget periods and estimated revenues and expenditures for the current and upcoming budget periods.

Budget Committee: The budget planning board of the City, consisting of eight Councilors and eight community members appointed by the Council to serve three-year terms.

Budget Phases: Local budget law and City procedures require that the adopted budget for each fiscal year be the result of a process that requires input by the City Council, management and citizens before final appropriations are authorized. These steps include:

- *Proposed Budget* – The document developed by City management based on requests for programs and appropriations from staff, and reviewed by the Budget Committee in a public hearing.
- *Approved Budget* – The Proposed Budget is reviewed, modified and developed into the Approved Budget that is then submitted to the City for adoption following additional public hearing(s).
- *Adopted Budget* – The acceptance of the Approved Budget which includes authorized actual appropriations. In addition to the Budget Resolution, the Council adopts (in separate Resolutions) rates, charges and other actions relating to City operations.

C.D.B.G.: Community Development Block Grant providing low interest or no interest loans for housing.

Capacity depletion reserve: A special reserve account that includes funds collected through new service charges and surcharges to customers that will be used to expand the sewer system to accommodate additional customers.

Capital Improvement Projects: The plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.) with estimated costs, sources of funding and timing of work, over a fixed period of several future years.

Capital Outlay: Expenditures which result in the acquisition of, or addition to, fixed assets.

Charges for services: A charge from a city activity for services directly delivered to another activity.

Community Development Block Grant (CDBG): Funds originating with the federal government and distributed by the state, used to improve urban areas.

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.

GLOSSARY

Contractual services: Services that the City hires from outside the City organization.

Customer: The recipient of a product or service provided by the City. Internal customers are usually City departments, employees, or officials who receive products or services provided by another City Department. External customers are usually citizens, neighborhoods, community organizations, businesses, or other public entities that receive products or services provided by a City Department.

D.A.R.E.: Drug Awareness Resistance Education.

Debt service: Expenses for interest and principal payment on borrowed funds.

Debt Service Reserve: Funds mandated to be set aside for the term of the obligation as stipulated by loan agreements or bond covenants at the onset of incurred debt. These monies serve as a reserve for principal payments, should other revenues be insufficient.

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.

GLOSSARY

Fixed assets: Assets with a long-term character such as land, buildings, furniture and other equipment.

Franchise tax: A fee paid for a special privilege granted by a government permitting the use of public property, i.e., city streets, which usually includes regulation and monopoly.

FTE: Full Time Equivalent.

Fund: A division in the budget, with independent fiscal and accounting requirements, with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and changes in these assets and liabilities.

Fund Balance:

- Governmental Type Funds: The budgeted Fund Balance represents the difference between assets and liabilities. Inventory values and long-term obligations are not included. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent those resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.
- Proprietary Type Funds: The budgeted fund balance represents the difference between assets and liabilities less the net value of fixed assets, long-term debt and any required debt reserves. Contingencies are appropriated as an expense in each fund and available for authorization by the governing body to spend. If not spent these resources become part of the new fiscal year's beginning balance; yet from a budgetary standpoint they decrease the budgeted ending fund balance.

G.A.S.B. 34: (Government Accounting Standards Board Pronouncement #34) A new reporting model for financial statements presented in the Comprehensive Annual Financial Report (CAFR) in order to reflect government activity in a manner similar to the private sector.

G.I.S.: Geographic Information System is an electronic tool, which integrates maps with tabular databases to produce information about properties or areas with specific characteristics. Data fields include land use, size, value, ownership, utilities, tax assessments and development.

G.R.I.P: The Grants Pass Rural/Metro Interagency Program whereby the City contracts with Rural/Metro, a private fire protection firm, to provide personnel and resources for extra-ordinary emergency events.

General Fund: The major operating fund that includes policy and legislation, public safety, development and parks programs. It accounts for all revenues and expenditures not otherwise required to be accounted for in a specially design.

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.

GLOSSARY

Grant: A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function (for example wastewater plant expansion), but it is sometimes also for general purposes.

Harbeck-Fruitdale Sewer Service District: This district, an independent entity, is responsible for the collection of deferred assessment liens for the initial hook-up to sewer services. All infrastructures serving the area is owned and maintained by the City.

ISTEA: Intermodal Surface Transportation Efficiency Act is a grant to encourage various types of transportation.

Indirect Charges: General administrative charges that cover overall management, personnel and legal services.

K-9: Police Officer assisted by a canine (Police Service dog).

Local Improvement District (LID): A funding district, initiated by property owners within an area, used to distribute costs for capital projects, which are deemed to primarily benefit those properties, evenly for all owners in the district.

Local Option Levy: A short-term levy (up to five years for operating purposes and up to ten years for capital improvements) outside of the permanent tax rate limit, which must be approved by the voters in a manner consistent with Measure 50 requirements.

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.

GLOSSARY

OMEP: Oregon Manufacturing Extension Partnership.

Operating budget: That part of the budget that includes the main services of the City; public safety, policy, parks, development, transportation, water, wastewater and solid waste. The means by which the financing of acquisitions, spending and service delivery activities of a government are controlled.

Oregon Revised Statute (ORS): Oregon laws established by the legislature.

Parkway Redevelopment Agency: This independent entity, totally funded by tax increment receipts, achieves its mission through the construction of capital projects, implementation of the job incentive program and recruitment to and expansion of business within the agency's boundaries.

Performance Indicators: Statistical measures which are collected to show impact of dollars on City services.

Performance Measurements: A management tool used to measure workload, efficiency, effectiveness and productivity measures for purposes of evaluating service delivery, recognizing achievements and identifying improvement areas.

Permanent Tax rate Limit: The rate per thousand dollars of Assessed Value that is the maximum that can be levied for government operations, as established by Measure 50.

Personnel Services: Costs for employees including salary, overtime, health and accident insurance premiums, social security and retirement premiums, unemployment insurance and other miscellaneous charges for employees.

Program: A group of related activities to accomplish a major service or function.

R.C.C.: Rogue Community College.

R.S.S.S.D.: The Redwood Sanitary Sewer Service District, an independent entity that provides sewer service to its district patrons. The district contracts with the City of Grants Pass for maintenance and operation of its collection and pumping system, and treatment of its solids.

Reserve funds: Established to accumulate money from one fiscal year to another for a specific purpose.

Resources: Total funds available, which includes the estimated balances on hand at the beginning of the fiscal year, plus all revenues anticipated being collected during the year.

Revenue: Monies received or anticipated during the year through such sources as taxes, fines, fees, grants or service charges, which can be used to finance City services.

Revenue bonds: A type of bond for which the payments (principal and interest) are made from the earnings of the enterprise for which the bonds were issued.

GLOSSARY

Solid Waste Fund: A special revenue fund used to account for the proceeds and expenditures of the landfill general operation in addition to the reserves for closure and post-closure costs.

SOREDI: Southern Oregon Regional Economic Development Inc.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are restricted to expenditures for a specific purpose.

State Revolving Fund (SRF): A source of borrowing from the Oregon Department of Environmental Quality at interest rates lower than the open market, specifically for water and wastewater facility enhancements and improvements.

Storm Water Utility Fund: A special revenue fund used to account for the proceeds and expenditures of the storm water and open space related operations.

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
OREGON
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