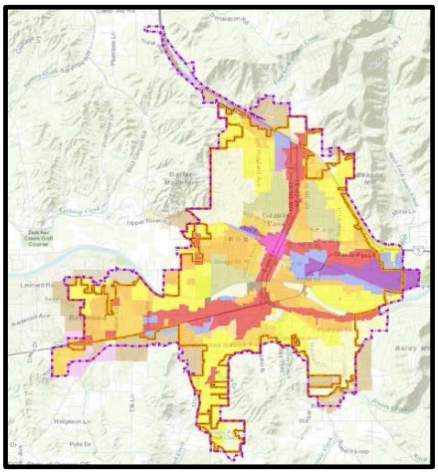
City of Grants Pass, Oregon

Adopted Operating & Capital Budget

Fiscal Year 2016 - 17



City of Grants Pass
Operating/Capital Budget
Fiscal Year 2017

PRESENTED TO MAYOR DARIN FOWLER, COUNCIL MEMBERS

AND LAY MEMBERS OF THE BUDGET COMMITTEE

COUNCIL MEMBERS	LAY MEMBERS
ROY LINDSAY	CURT COLLINS
DAN DEYOUNG	FERRIS SIMPSON
RICK RIKER	FRANK MORIN
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DENNIS ROLER	JOHN RALL
KEN HANNUM	SHAUN CURRY
VACANT	TOM BRANDES
VACANT	LISA FOGELQUIST

PRESENTED BY

AARON CUBIC

CITY MANAGER / BUDGET OFFICER

DEPARTMENT DIRECTORS

DAVID REEVES	ASSISTANT CITY MANAGER
JAY MEREDITH	FINANCE
BILL LANDIS	PUBLIC SAFETY
DIANA MEJIA	HUMAN RESOURCES
MARK BARTHOLOMEW	CITY ATTORNEY
LORA GLOVER	PARKS & COMMUNITY DEVELOPMENT
JASON CANADY	PUBLIC WORKS

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Grants Pass

Oregon

For the Fiscal Year Beginning

July 1, 2015

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, 2015**.

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

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

Location Guides

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

1. *Table of Contents by Budget Program*
   (Standard table of contents by numerical page number)

2. *Table of Contents by Department*
   (Programs and activities listed by Organizational Department)

3. *Alphabetical Index*
   (Programs, activities, and noteworthy schedules and appendix items)

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July 15, 2016

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

Budget Message for Fiscal Year 2016-17

BUDGET OVERVIEW

I am pleased to present to you the balanced budget for the Fiscal Year 2016-17 (FY'17). Our budget and strategic planning process allows Citizens, Elected Officials, Committee and Commission members, and Staff an opportunity to contribute to the goal setting and strategic planning process. The Budget process starts with Council listening to the community, gathering their goals and desires and placing prioritized items in the Strategic Plan. A Work Plan is then developed that helps define the necessary resources to accomplish Councils Strategic Plan. These documents form the foundation allocating of resources to accomplish Council's goals. Resources have been assigned to maintain the level of City services that our residents and visitors expect. Capital project resources have been assigned to address the highest priority Strategic Plan and Work Plan items. In an effort to make the budget a more effective communication and planning tool, this message provides a broad overview of this year's budget considerations. Followed by this message are the key financial budget summaries and some key financial factors affecting this year's budget. For an understanding of how the budget is assembled each year, the budget format, financial policies, and how to read the budget, please see the section "Budget Process & Financial Policies" that starts on page 83. Throughout the program budget narratives you will see a uniform format for the reporting of performance measures in each of the operating departments as the budget is more than just a financial summary of operations.

Setting Direction

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

The Strategic Plan serves as the foundation upon which the budget is developed. Through the Strategic Planning process, Council prioritized the potential work plan items that will help the City make those goals and objectives a reality. This operating and capital budget places an emphasis on the higher priority work plan items in the 2016-2017 Strategic Plan as prioritized by the City Council. Financial resources, if needed, are provided to projects and objectives identified as high priorities by the City Council.

Budget guidelines

Thanks in part to Citizens' support and successful past financial planning, Council directed Staff to present a budget that will provide the same level of service for all operating divisions. The Executive Team and Staff were given some specific guidelines for preparing the FY'17 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.

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 31 years. This award program is considered the gold standard for budget reporting and the City of Grants Pass has a longer history of participating in this budget award program than just about any other public agency in Oregon.

Revenue overview

Our City budget is made up of three main pieces: General Fund, Enterprise Funds and Capital Improvement Funds. There are some special revenue funds that collect certain restricted revenues and some internal service funds that provide support services to City operating and capital programs.

The General Fund makes up 29% of the City's FY'17 budget. The General Fund is made up primarily of property tax, state-shared revenue, franchise (right-of-way) taxes on utilities, and various licenses, permits, and fines. 65.6% of the General Fund revenue comes from property tax revenue, made up of both a permanent rate and a local option levy, and all of which is dedicated exclusively to Public Safety divisions. The General Fund finances many other basic services, including Parks and Recreation, Development, and others. The General Fund has the City's only discretionary revenue sources, which currently account for annual revenues of approximately $5.0 million that are shared by all General Fund programs.

Close to 28% 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, a slightly lower percentage amount than last fiscal year's 20% due to major projects that were already underway in FY'16.

Special revenue funds such as Transportation, Transient Room Taxes, and others account for approximately 7% of the budget, and the remainder of the total budget comes from Debt Service Funds, Internal Service Funds, and the Trust Fund. The charts and graphs between pages 17 and 25 of this section show some more detail on the breakdown between revenues and expenditures of the general fund, enterprise funds, and other types of funds in this budget.

Our history of sound fiscal policy and management is attributed to the leadership of City Council, community engagement and professional Staff. 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) responsible wage and salary changes in recent years for managers, supervisors, and the City's four unions in line with the City's peers through the use of compensation studies; 6) Staff working hard to turn back budgetary savings from operating budgets each year; 7) a successful annexation to recognize areas in the City's Urban Growth Boundary already being served by City services; 8) a continual and ongoing effort to assess and ensure operations are effective and efficient. Without these past actions, the City would not be able to continue to provide the same level of services in coming years without significant adjustments to annual revenue sources.

Voter approved levy

This budget document includes the resources that the voters authorized through passage of the Four-Year Public Safety Levy in November of 2013. The approved levy provides an estimated $5.0 million in FY'17 for City Public Safety operations. The current four year levy is set to expire June 30, 2018. The overwhelming support for the Public Safety Levy in this last election demonstrates the community's desire for quality services.

With General Fund support, the budget for FY'17 continues the high level of Public Safety services. The four-year levy starting in FY'15 was set at the same rate as the previous three-year levy. At the end of this next levy period, the City will have operated at the same Public Safety levy rate for a period of nine years. The resources provided by the levy should be sufficient to maintain current services through Fiscal 2018 in combination with a slight drawdown of General Fund reserves. If General Fund operations, including Public Safety divisions, continue working hard to return savings back to the General Fund each year, the balance drawdown won't be severe and the General Fund will continue to be within the City's financial policy guidelines at the end of the current four year levy.

Residents appreciate City services

The empirical and statistical data gathered from the citizens of Grants Pass indicate that the residents appreciate the services provided by the City. Both the last vote for Public Safety Funding and past annual surveys demonstrated the community's desire to have City services maintained at the current service level. Phone surveys have been completed in recent years and show similar satisfaction results, and public forums on specific topics such as law enforcement in the downtown area point to satisfaction with current level of City services.

This budget has been prepared with an eye toward continuing to provide the high quality services the City has delivered over the years while acknowledging the more fiscally conservative stance that the local economy demands. Inflationary pressures on operations will not always match up evenly each year with revenue growth. The continuation of long-term financial planning is key to maintaining the services our Citizens expect today and in keeping the City's funds within established financial policy guidelines. Budget projections for the second year in FY'18 are incorporated into the budget book for informational purposes and to help plan for operations beyond FY'17.

Budget changes overview

The budget book presents the last two years of actual budget results, the current fiscal year budget, the budget for the next fiscal year, and the fiscal year projection two years from now. For review of this budget it's important to understand the major budget or operational changes that occurred or that have been recommended between the fiscal years of FY'14 and FY'18.

The total budget, which includes all internal service funds, carry-over balances, contingency balances, and capital project resources, is $128,678,568, an increase to last fiscal year's $119,848,804 total budget. Of the $8.8 million total budget increase, the majority of the change or about $5.7 million, is due to higher Capital Construction activity going on in the Water and Wastewater Enterprise funds in the next year as extra resources are being carried over to begin the Wastewater Plant expansion and later to begin the procurement and design process for new Water Treatment Plant. 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'17 Adopted Operating Budget, excluding contingencies, debt service, and transfers out to capital projects, totals $36,470,159. This is up approximately $0.9 million from last year's $35,529,711 Adopted Operating Budget total. This increase is primarily due to the Police officer additions in Public Safety, bargaining unit salary schedule adjustments as a result of competitive wage studies, and modest increases to utility costs in the Parks, Water, and Wastewater systems. It's also important to note that FY'16 was the first fiscal year that was reflective of the relatively large annexation that was approved by voters in November of 2014. The annexation effectively has added almost 5% to the population and size of the

City, which causes both revenues and expenditures to go up as Public Safety and other departments serve a larger City.

The timing of staffing additions in Public Safety last year and this year is coincidental to the annexation and more due to results of the 2014 Public Safety performance audit. Over time both revenues and expenditures will increase if the City's size and population increases so in a growing City such as Grants Pass, increases are due to both growth in the size of the City and inflation. In the last two years, growth in the budget is more reflective of growth in the size and population of the City.

In terms of budget changes that relate to previous years, the Department of Public Safety had one minor budget reorganization two years ago. Starting in FY'15, the Street Lighting division was moved from Public Safety to the Transportation/Street Utility Fund and a new division, Sobering Center, was added to Public Safety to accomplish one of the City Council's highest ranked Strategic Plan objectives for that year. The General Fund's revenues still support the Street Lighting division like it has in the past by transferring resources to the Street Utility Fund. The City's Public Safety divisions, as presented in the budget, are now the Police Division, Fire Rescue Division, Support Division, the Crisis Support Services Division, and the newest division Sobering Center. Also in FY'17, budgeted contractual services expenditures in the Crisis Support Services Division have increased by approximately $50,000 to accommodate a potential service partnership with the nonprofit Hearts With A Mission that is about to open a youth shelter facility this summer in Grants Pass.

Josephine County's criminal justice system in recent years has been unable to provide services to the City's Public Safety Department at a level that our Police Division requires in order to operate effectively. In response the County's service level, the City entered into a one-year contract with the County in each of the last three fiscal years for the exclusive rental of up 28-30 jail beds in the County's adult jail. With the operational efficiencies and success of this contract in the first three years, the City extended a similar contract into FY'17. The contracted is funded through a temporary Jail Services Utility Fee. This temporary funding mechanism has been in place since FY'15. Operating cost increases for the General Fund, General Program Operations will show an increase of nearly $1 million per year starting in FY'14 due to this contract.

Finally, the Jo-Gro Wastewater division was closed down in the middle of FY'14. Therefore, beginning in FY'15 there will be no Jo-Gro division financial activity and instead higher contractual expenditures in the Wastewater Treatment division to account for shipping the solids from the treatment process to the landfill.

Staffing Levels

With a growing City, the same level of service often requires additional staffing in certain years to keep up with the workload. This year, there are staffing additions in Public Safety and Engineering due to the increasing work demands in these areas. Thanks in part to

growth in the City and the annexation approved by voters in November of 2014; the City's General Fund will maintain a well balanced budget while providing the resources for certain staffing additions in Public Safety. Staffing increases in Public Safety can be managed through the FY'17 budget and through the term of the current Public Safety levy without changing the City's tax rates. The two additional police officer positions will also complete the first amount of staffing recommendations made as a result of the comprehensive 2014 Public Safety Performance Audit and Operational Plan.

Increases to staffing levels were only considered if necessary to maintain service levels to the City. This year, staffing additions have been funded to maintain service levels in Public Safety, Engineering, and some very small increases to hours worked for some part-time staffing in other operating divisions. Similar to previous years, this year's budget continues to show a number of approved but unfunded staff positions that mostly date back to staffing reductions that took place between 2008 and 2011. Unfunded positions allow the City to more quickly react to demand for additional services throughout the year if additional funding and staffing levels are approved by the City Council in the middle of a fiscal year. The single addition to FTE in the Engineering division in this budget is an example of a position that was formerly approved but unfunded, and is now funded again due to the level of work required in that division in coming years.

PREPARING FOR TODAY AND THE FUTURE

Public Safety

The construction of new fire and police facilities has been executed with foresight and efficiency and completed during early FY'11. The voters approved the bond levy that paid for these facilities, a training tower, and three new fire trucks. In three years from now this bond will be paid in full, the bond levy will go away, and all else equal the non-utility governmental operations of the City will be debt free at that time. These facilities will provide more effective and efficient Public Safety services to our community for decades to come. These facilities help provide the critical tools necessary to achieve emergency response times that meet national standards throughout the City. This project, along with the historic approval of Public Safety Local Option Levies to provide for annual operations, demonstrates the value that the community continues to place on Public Safety services. Including the property tax levy for the bonded debt, the total FY'15 property tax rate for City residents was unchanged for this budget period. The permanent property tax rate of $4.1335 cannot be increased under current State law and for the next two years the local option levy of $1.79 and permanent property tax rate will continue to provide the majority of the funding needed for Public Safety.

Public Safety programs have been supported in the past almost entirely by property taxes, dedicated revenues, and through the use of resources set aside in reserve. There are two noteworthy impacts of this financing practice. First, historically, Public Safety has not drawn significantly on other General Fund resources that have been used for other public services

and second, all property taxes will continue to be dedicated to Public Safety services. As with previous years, General Fund resources, in addition to property taxes, must be directed to Public Safety programs to continue the current level of services. Without redirecting approximately $0.9 million of General Fund resources to Public Safety functions, there would have been cuts roughly equivalent to at least three police officer or firefighter equivalent positions from the Adopted FY'17 Public Safety staffing levels.

With the desire to ensure effectiveness and efficiencies in Public Safety operations, the City Council in FY'14 approved a PAVE (Performance Audit, Visioning and Enhancement Committee) project for all of Public Safety. Managed by the Council's PAVE Committee, the project provided a comprehensive analysis of the City's Public Safety operations today. This study and resulting prioritized recommendations, operations plan, became the basis for some high priority City Work Plan items. FY'16 two Police Officers, one Sergeant and two Dispatch positions were added and for FY'17 the two additional Police Officer positions budgeted in Public Safety for the FY'17 budget.

The primary near-term budgetary and operational consideration for the Grants Pass Department of Public Safety will be to consider alternatives to the temporary local option Public Safety levy and to evaluate the City's interaction with the County's criminal justice system. While the levy is in place and able to provide funding for the City's Public Safety divisions through Fiscal 2018, there is a renewed desire to consider alternatives to this funding mechanism. Any major changes to funding sources for City Public Safety will take some time for proper evaluation.

The City's Police division relies heavily on the Josephine County criminal justice system as do the rest of the Public Safety agencies in Josephine County. Any change in County Criminal justice funding and service levels will have a direct effect on the City's ongoing Public Safety planning efforts. As of the date of this letter, Federal Funding used to support Josephine County's criminal justice programs has expired and the County's justice programs are facing significant additional cuts to services starting in the summer of 2017. This may have a detrimental impact on City operations, communities' quality of life, and economic development.

Parks & Community Development Department Remains Busy

Development divisions such as Building Services and Planning Services continue to budget for increasing levels of activity, but still not approaching the levels seen prior to the national and regional building recession seen between 2009 and 2012. The City has realized a significant increase in development activity in the last few years. Both residential and commercial development activity has picked up significantly. Based on the numbers of new applications and pre-application meetings, this higher level of activity is expected to continue into FY'17.

Engineering, a division of the Parks & Community Development Department, has an adopted budget that includes funding for an additional engineering technician position in the FY'17

budget. The new position will help maintain GIS records specific to various Public Works systems and will also provide some engineering services specific to the higher amounts of internal Public Works capital projects ongoing this year and in coming years. There are slightly more capital project resources available to the City's Transportation, Water, and Wastewater systems to tackle the long list of City infrastructure replacement plans and other new infrastructure projects. Like most other medium sized and larger Cities, maintaining and replacing aging infrastructure will be a big focus in this budget and for many years to come and there is a much higher need for internal engineering related services.

The Building and Safety Division wisely maintained restricted reserves from prior years and is thus able to manage the lower revenues from permit activity without requesting any support from the General Fund. Prompt actions such as changes to staffing levels when the building recession hit has helped ensure that restricted reserves last as long as possible during this period of the building cycle and will allow management to respond quickly when service demands pick up even more. In the current year, Building revenues are on track to be more than 200% above budget and therefore Building will increase its restricted fund balance by a significant amount in the current year. Currently, this division of the Community Development department remains with only two full-time funded employees and uses contractors to help meet both fluctuating and increasing service demands. If there came a time where one of the unfunded positions in Building or another division needed to be filled to maintain service levels, the City Council could easily vote to fill and fund the position as needed if the timing of the need fell outside the normal annual budget process.

Financial policies incorporated into the Budget

The FY'17 budget has a General Fund contingency of $2,000,000 excluding Building's restricted resources / requirements, which is about 8% of the annual General Fund operating budget and slightly in excess of the typical 5% General Fund operating expenditure budget to allow the Council the flexibility to respond to unplanned service or other emergencies during the year. For example, the County's Criminal Justice services that the City relies on have been cut back significantly in the last four years due to funding challenges at the County level. This larger contingency should provide Council with the resources to deal with emergencies in combination with contingencies available in other funds.

In the case of the Water, Wastewater and most internal service funds their entire ending fund balances are placed into the contingency category to give the City the highest amount of flexibility to use the funds as needed to respond to emergencies or other unplanned needs. A slightly higher amount allocated to the contingency category provides the City with additional financial flexibility throughout the year and doesn't imply higher planned spending throughout the year.

General and other City Fund contingencies are used to measure the adequacy of a fund's beginning and ending fund balance as shown in the budget to ensure each of the funds are meeting the City's internal financial policy requirements. Contingency is a designation of

ending fund balance or planned carryover balances into the following fiscal year, but can be used in the case of an emergency or unplanned need. 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. In fact, during the budget process the City never plans to spend any of the balances allocated and appropriated in the contingency category.

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

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

CHALLENGES AHEAD

Public Safety challenges and General Fund fiscal health

One of the most significant challenges facing Grants Pass is the need for a secure financial funding resource for Public Safety services. While a local option tax can provide secure funding after it is approved; the time, effort, and the uncertainty of it passing all have costs to the City and impacts on retention, recruitment, and stability within a department. 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.

One of the higher priority work plan items for the next year is to study the feasibility of a new Fire District to serve the Fire Rescue emergency service needs of Grants Pass. Fire and emergency services in Oregon are more commonly provided by special service districts rather than consolidated within the general fund of a municipality. And the need for both Police and Fire Rescue services is constant so there are some advantages to having a

permanent district provide those services rather than fund the services through temporary local option levies. If the planned 2016 feasibility study finds that a Fire District would work well for the City of Grants Pass, ultimately the voters of the City would have to approve a ballot measure for the formation of the district. In that scenario, City Fire Rescue Staff would likely transfer over to the new district and there would likely be minimal changes to services or total tax rates for these services as compared to amounts and service levels in place today.

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

The good news is that the planned and projected drawdown of General Fund's balance in FY'16 and FY'17 is lower than the drawdown amount planned when the City set the amount for the current Public Safety levy in 2013. Excluding some discretionary funding from the General Fund budgeted to be transferred to the highest priority transportation and general governmental capital projects this year, General Fund operations are not drawing on General Fund reserves in FY'17 as long as the typical amount of budgetary savings are turned back to the general fund (average 3% to 6% of budgeted operating expenditures for the General Fund each year). This is due to reliable revenues, increases in total property tax assessed values slightly higher than original projections, and mostly due to cost controls and Staff successfully controlling budgeted expenditures in Public Safety and other departments. Using historical savings amount, the General Fund's ending balance at the end of FY'17 should be about 38% to 40% of annual operating expenditures, well within the City's internal Financial Policy range of 30% to 40%.

Staffing and financial resources for an expanding Park System

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

Utility Infrastructure

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

There is an expansion necessary to the Wastewater Restoration Plant on the short-term horizon and routine maintenance and upgrades to an aging Water, Wastewater, Street, and Water infrastructure systems are necessary regardless of the level of growth in the community. The next phase of the Wastewater Plant expansion will likely move forward beginning in FY'17. Accompanying an aging utility infrastructure is a significant financial obligation to replace the pipes, streets, pump stations, reservoirs, and plants that serve the City's basic water and transportation needs. Due to many years in the past of not collecting enough resources to replace aging infrastructure, utility rates will need to be reviewed and adjusted on a regular basis to keep up with the City's infrastructure needs without relying too heavily on costly long-term borrowing. The City is a highly rated bond issuer, but even low bond interest rates in today's low interest environment add significant costs to utility capital projects over time.

The City's PAVE Committee facilitates rotating performance audits and operational planning reports for various City departments and divisions. In 2014, a comprehensive review of all Public Safety divisions was performed. In 2015 the City's Water and Wastewater Utility operating divisions underwent a comprehensive review. The current plan is that in FY'17 most of the Community Development divisions will participate in the next performance audit and strategic planning project.

Personnel Services

The City is largely a service organization and therefore personnel expenditures make up the largest single share of operating expenditure categories. Personnel service's expenditures, which are comprised primarily of wages and fringe benefits, account for 55% of operating expenditures in the total City budget and 64% in the General Fund operating budget. The charts and graphs between pages 17 and 25 of this section show some more detail on the breakdown between types of revenues and expenditures of the general fund, enterprise funds, and other types of funds in this adopted budget.

Addressing PERS funding

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

December 31, 2015, was the valuation date for the next PERS rate setting cycle. Because the PERS investment portfolio earned less than assumed returns in calendar 2015, the actuarial unfunded liability will be even higher for this rate setting cycle. This translates into a near certainty that there will be a significant PERS rate increase on July 1, 2017 or beginning in Fiscal Year 2018. As PERS is a hot topic for almost all public agencies in Oregon, City Staff developed a PERS section for the budget book two years ago for the Public, the Budget Committee, and the Council to see more closely how PERS rates affect the City's operating budgets and the basics on how the PERS system works. More details on how the City is using the PERS reserve to manage coming rate increases can be found in this section located right before the appendix section.

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 seven years, with most 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.

In FY'14 and FY'15 the City was originally facing significant annual increase to health insurance premiums for calendar year 2014 and 2015. The City's health insurance agent, in combination with annually working with the City's Health Insurance Committee (staffed by management and union representatives), was able to negotiate the rate changes down, and within budget parameters, to slightly less 7% increases. For the 2016 calendar year, the City was able to negotiate a rate hold for the main plan due to better medical cost experience for all participants on average in the last year. There was also small increase of close to 3% for

the Teamsters health insurance plan, so for the FY'16 budget health insurance costs are well under budget.

The typical experience in the City and most other major public and private businesses is an average annual rate increase of a little less than 10% each year in the last decade. In recent years, plan changes have been made and Staff has worked hard with the City's agent to target changes to rates that are more affordable and sustainable. In the future budget periods, presented in this budget, rate increases of 10% per calendar year have been factored in for periods after calendar 2016 in order to prepare for potential continued increases in the cost of medical services and the resulting health insurance premium increases. Like in past years, City Staff and the City's insurance agent will work hard to make sure the plans are affordable and sustainable by shopping out the plan to other providers and considering plan changes if needed.

Negotiating with labor organizations

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

Some salary schedule changes have been made to keep the City's compensation levels competitive with market salaries for these specific positions. The City's wage and salary schedules must be competitive with the market in order to recruit and retain high quality professional employees.

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

While changes to salary schedules have been within nationally reported inflation figures in recent years, costs impacting all union negotiations are the rising costs of PERS rates and health insurance rates. During periods where PERS rates are rising, costs for each employee group are rising an estimated 2% to 3% on average each year even before a cost of living adjustment or market adjustment is considered for salary schedules. As these increases to PERS rates and health insurance rates are expected to continue many years into the future, wage negotiations that affect future costs will need to factor in PERS and health insurance rate considerations. The personnel budgets for FY'17 and the projected FY'18 year presented in this budget book factor in the potential for market adjustments (to keep up with inflation and the market for similar positions). In summary, salary schedule adjustments, insurance, and PERS are the primary reason for changes to operating budgets

for all departments as personnel makes up the largest category of operating expenses for a service organization like the City of Grants Pass.

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

CONCLUSION

The City of Grants Pass is an innovative organization that is focused on value. Our elected officials and employees demonstrate a willingness to seek and create alternative solutions to problems. Staff is embracing changes to systems and the PAVE process in order to provide services to our citizens in the most effective and efficient manner. As an example, Public Works is embarking on a construction procurement process that hasn't been done before in Grants Pass for any large capital project. The wastewater plant expansion is expected to move forward under a design-build model where the same firm both designs and builds the expansion. This typically saves time and money compared to the traditional capital project process and we'll use this in preparation for the building of the new Water Treatment Plant in coming years.

The knowledge and years of experience of our employees will continue to help Grants Pass succeed. Through this budget, we are recognizing the needs of today and of the future by planning strategically and implementing measurable objectives. With the Council adopted and prioritized Strategic Plan, Staff will be able to direct their energies, skills, and talents, in applying the budgeted financial resources to make measurable progress toward achieving those goals.

Throughout the narrative pages of the operating divisions presented in this budget, you will see a uniform format of presenting some of these performance measures. There is much more to the budget than just the financial figures associated with maintaining the level of services our citizens expect. In each operating division, you will see at least one output measure, one efficiency measure, and one effectiveness measure that helps describe some of the operating conditions that affect the budget. These measures are important to monitor over time and important to achieving our goals. You will see examples of the City's Strategic Plan and resulting Work Plan items in the narrative text of operating divisions for specific goals and objectives that will be the responsibility of that department or division.

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

the seasonality of cash flow and for emergencies the City may face throughout its utility and governmental operations.

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

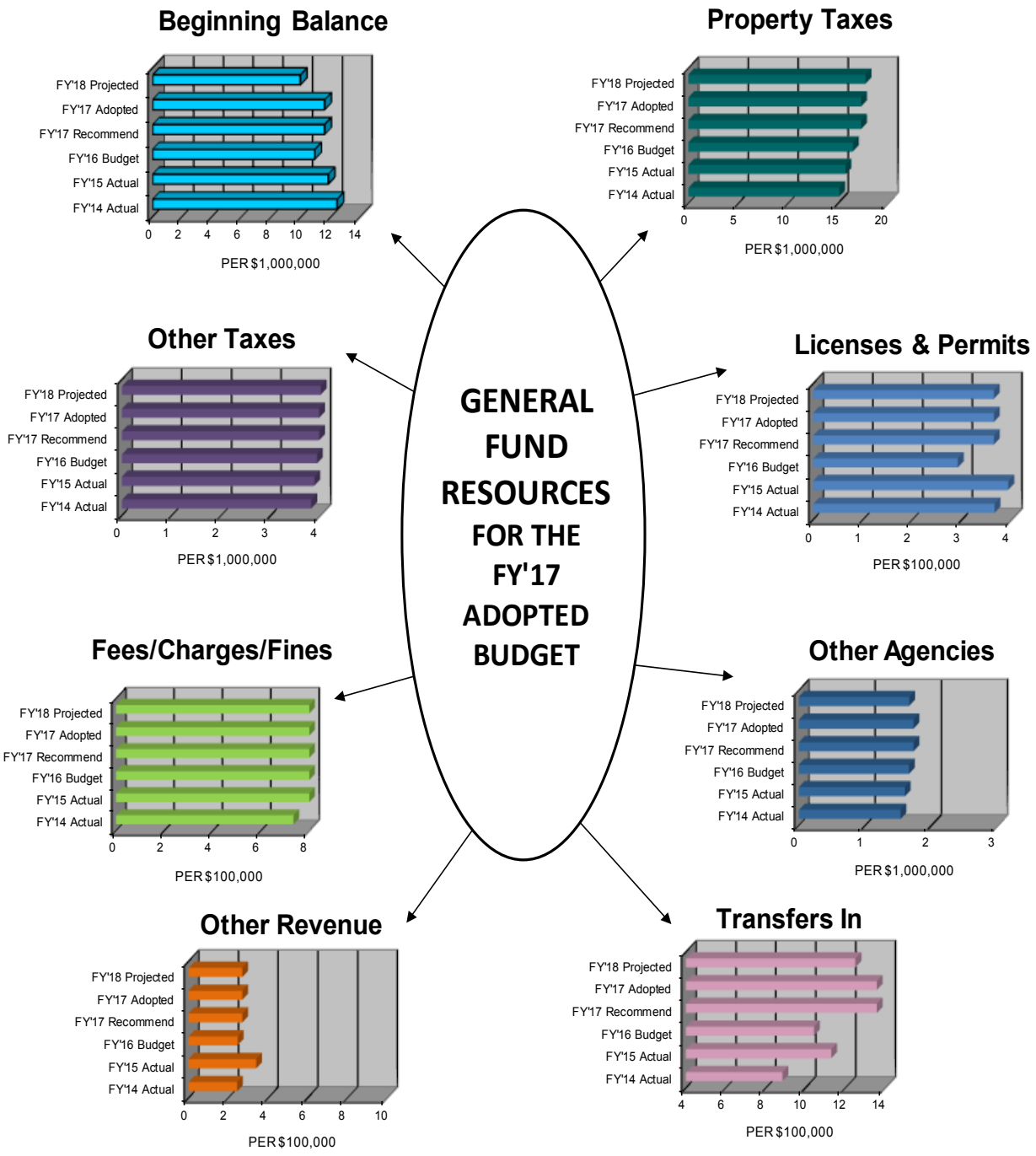
In closing, I would like to acknowledge the teamwork, commitment, and assistance of all of our elected officials and Budget Committee members, City Staff, and participating members of our community in the preparation of both the City's Strategic Plan and this budget document. I am particularly grateful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

Respectfully submitted,

Aaron K. Cubic, City Manager

Quick Facts

Adopted FY'17		**Operating & Other**
Where The Money Comes From:		
Property taxes	$	18,441,315
Business taxes		276,700
Transient room taxes		1,464,200
Franchise fees		3,091,830
Other governments		6,652,193
Licenses and permits		376,000
User fees and charges		25,374,165
Fee in lieu of franchise		600,000
System development charges		617,000
All other revenues		7,796,403
Carryover/beginning balance		49,225,162
Total Resources	**$**	**113,914,968**
Transfers in		14,763,600
Where The Money Goes:		
Personnel services	$	25,149,191
Materials and supplies		2,199,292
Contractual services		13,728,235
Direct charges for services		2,816,301
Capital outlay		39,858,036
Indirect charges		3,454,400
Debt service		3,740,583
Contingencies/reserves		9,499,040
Un-appropriated ending balance		13,469,890
Total Requirements	**$**	**113,914,968**
Transfers out		14,763,600
Other Facts:		
Permanent staffing (funded full time equivalencies)		229.375
Temporary staffing (funded full time equivalencies)		13.016
Bonded Debt outstanding (June 30, 2016 est.)	$	9,275,000
Property tax rate (per $1,000 assessed value)		
Permanent rate levy	$	4.1335
Public safety operating levy	$	1.7900
Bonded debt (2016-17 estimate)	$	0.3866



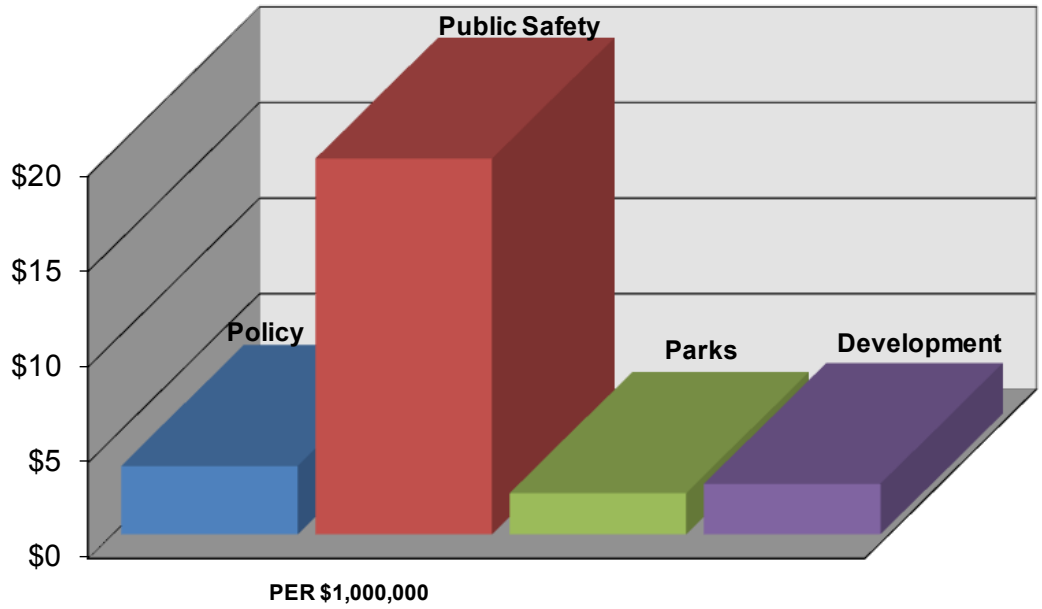
This chart shows the distribution of resources for the general fund for the FY'14 and FY'15 Actual Budgets, FY'16 Budget, FY'17 Recommended, FY'17 Adopted Budget and the FY'18 Projected Budget.

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

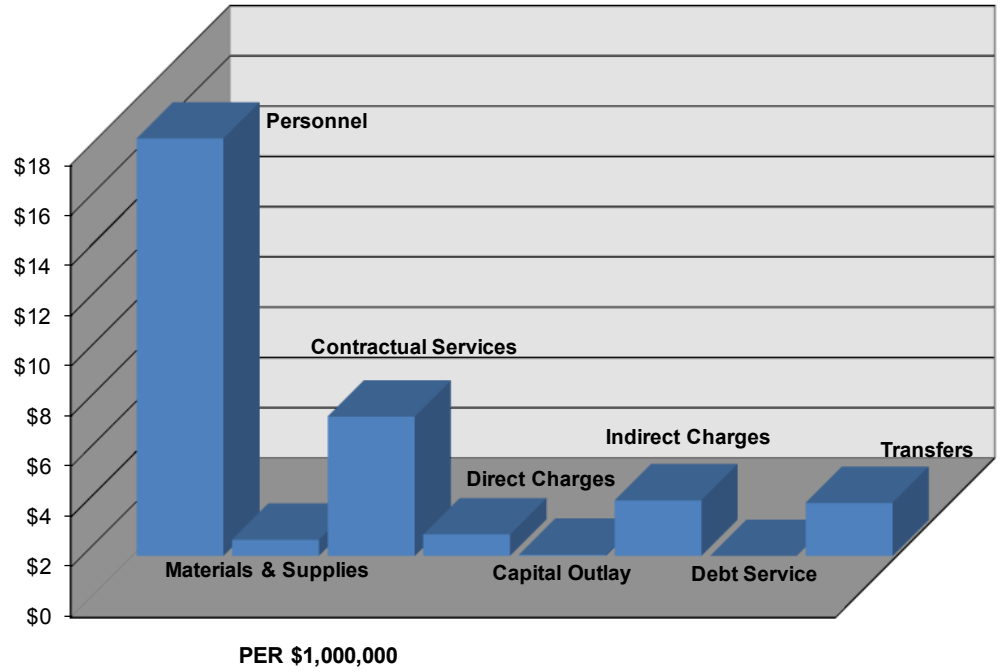
General Program Expenditures

For the Adopted FY'17 Budget

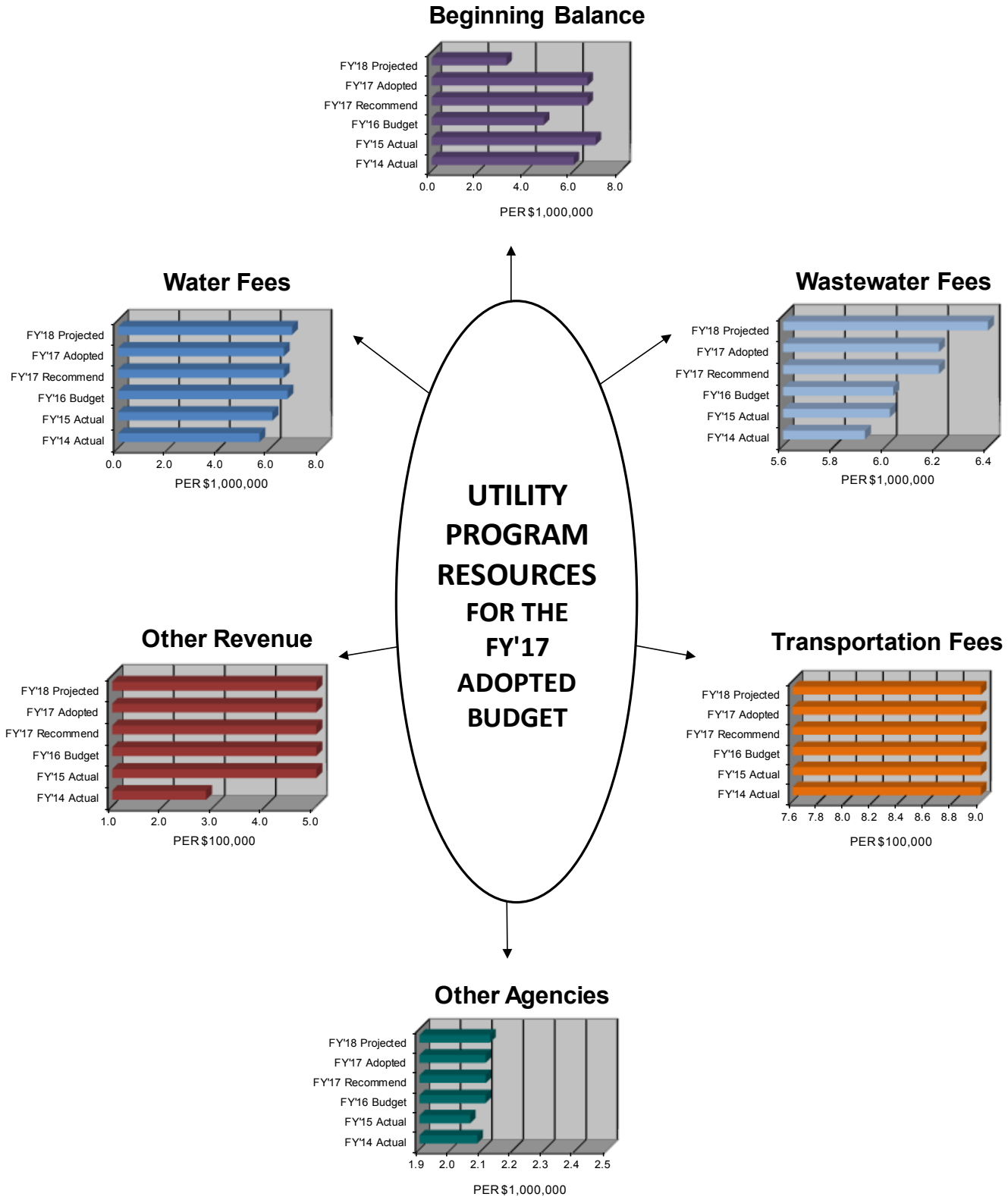
Program Expenditures



Expenditure Categories



These charts show the distribution of expenditures for each program and category of expenditures in the general operating budget for the FY'17 Adopted Budget. These expenditure charts do not include contingencies or ending fund balances. The history and current expenditures for the programs are found in the program summary pages through the document.



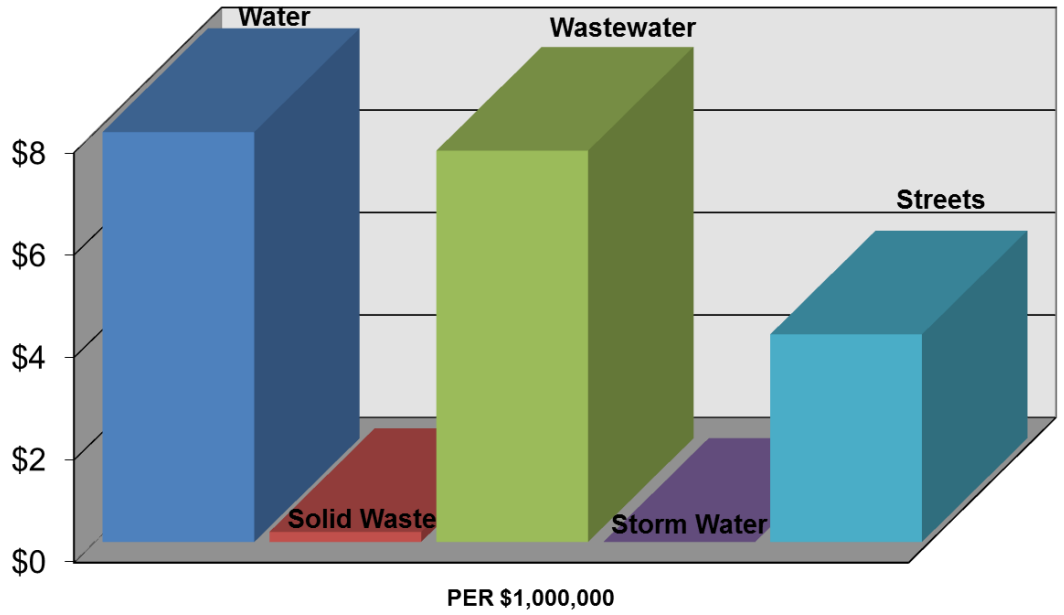
This chart shows the distribution of resources for the utility operating programs for the FY'14 and FY'15 Actual Budgets, FY'16 Budget, FY'17 Recommended, FY'17 Adopted Budget and the FY'18 Projected Budget.

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

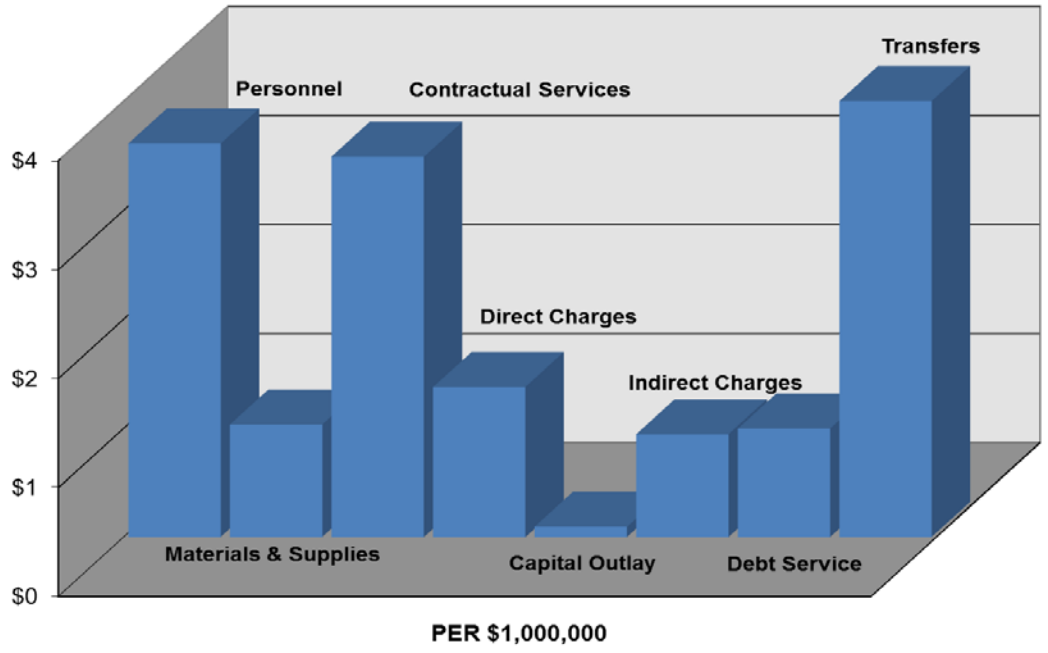
Utility Program Expenditures

For the Adopted FY'17 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'17 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 '14 $	ACTUAL FY '15 $	BUDGET FY'16 $	ADOPTED BUDGET FY'17 $	PROJECTED FY'18 $
Designated Resources					
Beginning Balance	11,807,366	11,121,548	10,309,254	10,477,000	8,966,538
General Operations					
Business Taxes	276,906	275,898	275,000	276,700	276,700
Franchise Taxes	2,973,883	3,003,888	3,076,544	3,091,830	3,134,900
Fees in Lieu of Franchise	558,902	590,627	573,444	600,000	630,000
Licenses	8,915	10,875	6,940	8,200	8,200
State Rev. Sharing	333,087	345,212	358,573	350,500	357,500
State Cigarette Tax	46,823	46,662	42,524	44,400	43,200
State Liquor Tax	487,519	510,257	524,822	520,500	530,700
Other Misc.	5,339	968,752	777,000	977,000	977,000
Investment Interest	79,438	84,278	70,500	83,000	83,000
Total General Operations	4,770,812	5,836,449	5,705,347	5,952,130	6,041,200
Public Safety					
Property Taxes	15,100,860	15,745,504	16,494,350	17,312,215	17,755,988
Grants & Intergovernmental	663,897	693,436	730,784	811,300	731,300
Fees & Chg.'s for Services	214,572	152,893	131,000	131,000	131,000
Other Misc.	569,718	680,135	399,100	469,100	449,500
Total Public Safety	16,549,047	17,271,968	17,755,234	18,723,615	19,067,788
Development					
*Build. & Safety Beg. Bal. **	*564,860*	*605,788*	*505,787*	*995,270*	*914,971*
Building and Safety *	509,635	605,111	391,590	505,000	505,000
Planning	88,613	115,762	77,840	82,600	82,600
*Economic Beg. Balance **	*0*	*41,848*	*0*	*80,300*	*43,450*
Economic Development	121,632	156,445	144,200	183,400	168,600
*Tourism Beg. Balance **	*29,124*	*30,627*	*84,185*	*16,100*	*0*
Tourism Promotion*	302,161	389,037	358,100	471,500	433,700
Downtown Development	140,371	187,252	164,610	204,450	189,650
Total Development	1,756,396	2,131,870	1,726,312	2,538,620	2,337,971
Parks					
Parks Maintenance	190,613	238,109	211,425	269,825	250,225
Aquatics	13	4,333	0	0	0
Recreation	658	659	600	600	600
Total Parks	191,284	243,101	212,025	270,425	250,825
Total General Fund	**35,074,905**	**36,604,936**	**35,708,172**	**37,961,790**	**36,664,322**

**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 '14 $	ACTUAL FY '15 $	BUDGET FY'16 $	ADOPTED BUDGET FY'17 $	PROJECTED FY'18 $
Requirements					
Mayor and Council	216,429	213,018	291,328	286,528	274,428
General Operations					
Personnel Services	0	0	0	0	0
Contractual/Prof Svcs.	1,040,045	1,154,926	1,250,200	1,194,000	1,196,000
Direct Charges	130,995	138,928	143,040	143,040	143,040
Contingencies	0	0	2,000,000	2,000,000	2,000,000
Transfers Out	1,181,339	1,936,634	2,155,500	1,955,500	1,105,500
Ending Fund Balance	11,121,547	11,722,740	5,859,338	6,966,538	5,855,651
Total General Operations	13,473,926	14,953,228	11,408,078	12,259,078	10,300,191
Public Safety					
Police Division	8,489,981	8,474,105	9,789,031	10,194,721	10,647,816
Support Division	2,867,146	2,676,926	3,340,430	3,376,638	3,579,480
Fire Rescue Division	5,333,136	5,447,791	5,835,992	5,857,131	6,053,702
Crisis Support Services	42,180	42,813	44,500	95,400	96,300
Street Lighting	296,483	0	0	0	0
Sobering Center	0	130,000	130,000	130,000	130,000
Total Public Safety	17,028,926	16,771,635	19,139,953	19,653,890	20,507,298
Development					
Building and Safety *	468,707	463,630	897,377	1,500,270	1,419,971
*Build. & Safety End. Bal.**	*605,788*	*747,270*	*0*	*0*	*0*
Planning	684,830	671,500	834,211	830,566	844,925
Economic Development	79,785	123,414	176,769	220,250	224,108
*Economic End. Balance**	*41,848*	*74,878*	*0*	*43,450*	*0*
Tourism Promotion*	302,161	389,038	358,100	519,298	395,335
*Tourism End. Balance**	*29,124*	*30,626*	*84,185*	*25,050*	*348*
Downtown Development	367,406	379,662	416,514	460,629	470,992
Total Development	2,579,649	2,880,018	2,767,156	3,599,513	3,355,679
Parks					
Parks Maintenance	1,537,225	1,553,997	1,820,939	1,882,117	1,942,651
Aquatics	101,984	89,521	125,418	122,359	124,415
Recreation	136,766	143,519	155,300	158,305	159,660
Total Parks	1,775,975	1,787,037	2,101,657	2,162,781	2,226,726
Total General Fund	**35,074,905**	**36,604,936**	**35,708,172**	**37,961,790**	**36,664,322**

**Building & Safety and Tourism are the only departments within the General Fund that carry their own restricted fund balance.*
***Additional information on changes in ending fund balance can be found in Appendix G & H.*

Summary of Requirements by Fund and Activity

	ACTUAL FY'14	ACTUAL FY'15	BUDGET FY'16	RECOMMEND BUDGET FY'17	COMMITTEE APPROVED FY'17	COUNCIL ADOPTED FY'17	PROJECTED FY'18
General Fund							
Mayor and Council	216,429	213,018	291,328	286,528	286,528	286,528	274,428
Development							
Planning	684,830	671,500	834,211	830,566	830,566	830,566	844,925
Building and Safety	1,074,495	1,210,900	897,377	1,500,270	1,500,270	1,500,270	1,419,971
Economic Development	121,633	198,292	176,769	263,700	263,700	263,700	224,108
Tourism Promotion	367,406	379,662	416,514	460,629	460,629	460,629	470,992
Downtown Development	331,285	419,664	442,285	544,348	544,348	544,348	395,683
Total Development	2,579,649	2,880,018	2,767,156	3,599,513	3,599,513	3,599,513	3,355,679
Parks							
Parks Maintenance	1,537,225	1,553,997	1,820,939	1,882,117	1,882,117	1,882,117	1,942,651
Aquatics	101,984	89,521	125,418	122,359	122,359	122,359	124,415
Recreation	136,766	143,519	155,300	158,305	158,305	158,305	159,660
Total Parks	1,775,975	1,787,037	2,101,657	2,162,781	2,162,781	2,162,781	2,226,726
Public Safety							
Police Division	8,489,981	8,474,105	9,789,031	10,194,721	10,194,721	10,194,721	10,647,816
Support Division	2,867,146	2,676,926	3,340,430	3,376,638	3,376,638	3,376,638	3,579,480
Fire Rescue Division	5,333,136	5,447,791	5,835,992	5,857,131	5,857,131	5,857,131	6,053,702
Crisis Support Services	42,180	42,813	44,500	95,400	95,400	95,400	96,300
Street Lighting	296,483	0	0	0	0	0	0
Sobering Center	0	130,000	130,000	130,000	130,000	130,000	130,000
Total Public Safety	17,028,926	16,771,635	19,139,953	19,653,890	19,653,890	19,653,890	20,507,298
General Program Operations	13,473,925	14,953,228	11,408,078	12,259,078	12,259,078	12,259,078	10,300,191
Total General Fund	**35,074,903**	**36,604,935**	**35,708,172**	**37,961,790**	**37,961,790**	**37,961,790**	**36,664,322**
Management Services	635,483	629,096	706,313	701,222	701,222	701,222	706,214
Administrative Services	1,467,088	1,541,383	1,738,814	1,717,435	1,717,435	1,717,435	1,736,404
Legal Services	232,924	243,288	310,271	313,576	313,576	313,576	314,204
Human Resources	455,578	462,769	505,104	501,279	501,279	501,279	516,672
General Program Operations	1,489,314	1,636,307	1,045,423	1,336,371	1,336,371	1,336,371	1,272,210
Total Administrative Fund	4,280,387	4,512,843	4,305,925	4,569,883	4,569,883	4,569,883	4,545,704
Transient Room Tax	1,111,789	1,306,074	1,254,500	1,632,700	1,632,700	1,632,700	1,506,500
Community Dev Block Grant	812,512	511,138	520,448	400,000	400,000	400,000	300,000
Housing & Economic Dev.	933,851	942,153	990,284	949,100	949,100	949,100	481,950
Total Special Revenue Funds	2,858,152	2,759,365	2,765,232	2,981,800	2,981,800	2,981,800	2,288,450
Debt Service - General Obligation	1,100,695	1,128,094	1,151,600	1,185,100	1,185,100	1,185,100	1,219,600
Debt Service - Bancroft	194,380	279,771	759,480	2,183,350	2,183,350	2,183,350	675,350
Total Debt Service Funds	1,295,075	1,407,865	1,911,080	3,368,450	3,368,450	3,368,450	1,894,950
Lands & Buildings Projects	5,481,643	7,636,475	11,041,432	13,383,701	13,383,701	13,383,701	3,489,219
Total Construction Funds	5,481,643	7,636,475	11,041,432	13,383,701	13,383,701	13,383,701	3,489,219
Environmental Waste Fees Fund	281,683	306,829	281,000	341,050	341,050	341,050	348,497
Agency Fund	199,320	196,790	204,318	225,790	225,790	225,790	210,290
Total Agency Funds	481,003	503,619	485,318	566,840	566,840	566,840	558,787

Summary of Requirements by Fund and Activity

	ACTUAL FY'14	ACTUAL FY'15	BUDGET FY'16	RECOMMEND BUDGET FY'17	COMMITTEE APPROVED FY'17	COUNCIL ADOPTED FY'17	PROJECTED FY'18
Water Treatment	1,559,211	1,610,237	1,698,880	1,744,726	1,744,726	1,744,726	1,756,359
Water Distribution	1,057,044	1,048,482	1,357,191	1,428,495	1,428,495	1,428,495	1,383,296
Customer Service	369,228	357,147	367,361	395,277	395,277	395,277	404,387
Debt Service	506,624	504,165	507,170	504,420	504,420	504,420	506,520
General Program Operations	4,983,143	5,963,299	4,940,438	5,056,363	5,056,363	5,056,363	3,967,228
Water Debt Reserve Fund	0	0	0	0	0	0	0
Water Construction Projects	6,301,838	5,481,384	7,053,468	9,255,007	9,255,007	9,255,007	2,886,947
Total Water Fund	14,777,088	14,964,714	15,924,508	18,384,288	18,384,288	18,384,288	10,904,737
Wastewater Collection	642,128	657,933	797,981	840,052	840,052	840,052	786,786
Wastewater Treatment	1,765,760	1,972,334	2,308,712	2,306,465	2,306,465	2,306,465	2,331,716
Jo-Gro	461,440	0	0	0	0	0	0
Customer Service	389,727	384,360	418,989	457,928	457,928	457,928	468,174
Debt Service	939,362	940,090	933,713	491,063	491,063	491,063	486,063
General Program Operations	3,961,586	4,749,251	3,372,036	4,662,839	4,662,839	4,662,839	3,468,550
Wastewater Debt Reserve Fund	0	0	0	0	0	0	0
Wastewater Construction	4,898,568	6,858,827	6,098,896	8,422,689	8,422,689	8,422,689	3,049,962
Total Wastewater Fund	13,058,571	15,562,795	13,930,327	17,181,036	17,181,036	17,181,036	10,591,251
Solid Waste Field Operations	12,974	22,707	37,370	34,821	34,821	34,821	35,431
Post Closure Operations	22,494	56,070	155,890	156,340	156,340	156,340	156,340
General Program Operations	198,102	220,485	221,803	236,432	236,432	236,432	250,601
Solid Waste Construction	1,392,860	1,456,877	1,467,848	1,506,754	1,506,754	1,506,754	1,482,754
Total Solid Waste Fund	1,626,430	1,756,139	1,882,911	1,934,347	1,934,347	1,934,347	1,925,126
Street & Drainage Maintenance	1,118,521	1,227,748	1,351,069	1,367,340	1,367,340	1,367,340	1,459,629
Customer Service	168,834	168,924	179,866	200,851	200,851	200,851	208,446
General Program Operations	2,596,264	2,500,025	2,179,991	2,804,602	2,804,602	2,804,602	2,129,971
Street Lighting	0	304,034	385,500	385,500	385,500	385,500	385,500
Transportation Projects	11,322,577	11,005,418	12,475,201	7,499,327	7,499,327	7,499,327	3,575,218
Total Streets Utility Fund	15,206,196	15,206,149	16,571,627	12,257,620	12,257,620	12,257,620	7,758,764
Storm Water Maintenance	0	0	0	0	0	0	0
Customer Service	0	0	0	0	0	0	0
General Program Operations	10,563	146,205	0	0	0	0	0
Stormwater & Open Space Projects	631,303	556,847	407,310	305,558	305,558	305,558	161,290
Total Storm Water Utility Fund	641,866	703,052	407,310	305,558	305,558	305,558	161,290
Community Develop. Mgmt.	1,292,766	1,224,613	1,165,449	1,175,137	1,175,137	1,175,137	1,136,864
Engineering Services	994,021	1,231,368	1,125,308	1,424,621	1,424,621	1,424,621	1,209,019
Property Management Svc's	871,597	968,168	952,244	999,123	999,123	999,123	952,244
Information Technology	851,432	874,438	850,592	1,080,728	1,080,728	1,080,728	1,160,826
Garage Services	1,168,663	1,239,801	1,700,713	1,553,932	1,553,932	1,553,932	1,019,951
Equipment Replacement Svc's	4,424,355	4,639,239	3,840,283	4,141,422	4,141,422	4,141,422	3,341,644
Insurance	4,632,456	4,839,019	5,280,373	5,408,292	5,408,292	5,408,292	5,351,097
Total Support Services Funds	14,235,290	15,016,646	14,914,962	15,783,255	15,783,255	15,783,255	14,171,645
Total All Funds	**109,016,604**	**116,634,597**	**119,848,804**	**128,678,568**	**128,678,568**	**128,678,568**	**94,954,245**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2018 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	958,421	707,069	0	1,104,363	1,121,639	232,832	4,124,324
Current Revenues										
Property Taxes	0	17,755,988	0	0	0	0	0	0	0	17,755,988
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	355,300	10,000	0	0	0	2,500	367,800
Fines & Forfeitures	0	131,000	0	10,000	0	0	0	0	0	141,000
Revenue From Other Agencies	0	731,300	3,600	0	2,109,865	0	0	0	15,000	2,859,765
Use of Assets	0	0	0	3,000	3,500	0	10,000	10,500	700	27,700
Fees & Charges	0	41,650	0	237,700	963,612	0	6,850,240	6,395,150	156,340	14,644,692
Other Revenue	0	153,950	22,325	2,650	4,000	0	41,187	6,000	30,000	260,112
Direct Charges for Service	0	0	0	0	0	0	12,000	8,000	0	20,000
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	253,900	224,900	770,900	385,500	0	0	0	5,000	1,640,200
Total Current Revenues	**0**	**19,067,788**	**250,825**	**1,379,550**	**3,476,477**	**0**	**6,913,427**	**6,419,650**	**209,540**	**37,717,257**
Total Prog. Gen. Res.	0	19,067,788	250,825	2,337,971	4,183,546	0	8,017,790	7,541,289	442,372	41,841,581
General Support Resources	10,574,619	1,439,510	1,975,901	1,017,708	0	0	0	0	0	15,007,738
Total Resources	**10,574,619**	**20,507,298**	**2,226,726**	**3,355,679**	**4,183,546**	**0**	**8,017,790**	**7,541,289**	**442,372**	**56,849,319**

General Support Resources	
Beginning Balance	8,966,538
Current Revenues	
Property Taxes	0
Taxes Other than Property	3,411,600
Fees in Lieu of Franchise	630,000
Licenses & Permits	8,200
Fines & Forfeitures	0
Revenue From Other Agencies	931,400
Use of Assets	83,000
Fees & Charges	972,000
Other Revenue	5,000
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Revenues	6,041,200
Total General Support Resourc	**15,007,738**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2018 Projected

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	15,836,874	680,510	959,293	787,996	0	1,521,396	1,376,587	18,854	21,181,510
Materials and Supplies	24,000	395,675	145,000	37,350	79,720	0	528,627	408,670	6,400	1,625,442
Contractual Services	1,375,500	2,365,885	1,015,466	836,280	1,025,117	0	1,015,107	1,298,785	102,255	9,034,395
Direct Charges for Services	188,968	46,864	174,050	459,755	411,425	0	431,762	505,634	49,962	2,268,420
Capital Outlay	0	18,000	9,000	0	0	0	70,000	22,000	0	119,000
Indirect Charges	25,000	1,844,000	202,700	229,800	192,000	0	367,000	371,000	17,900	3,249,400
Operating Expenditures	**1,613,468**	**20,507,298**	**2,226,726**	**2,522,478**	**2,496,258**	**0**	**3,933,892**	**3,982,676**	**195,371**	**37,478,167**
Other Requirements										
Debt Service	0	0	0	0	0	0	506,520	486,063	0	992,583
Transfers Out	1,105,500	0	0	5,000	965,000	0	2,500,000	2,400,000	0	6,975,500
Total Other Expenditures	**1,105,500**	**0**	**0**	**5,000**	**965,000**	**0**	**3,006,520**	**2,886,063**	**0**	**7,968,083**
Contingencies	2,000,000	0	0	828,201	722,288	0	1,077,378	672,550	247,001	5,547,418
Ending Balance	5,855,651	0	0	0	0	0	0	0	0	5,855,651
Total Requirements	**10,574,619**	**20,507,298**	**2,226,726**	**3,355,679**	**4,183,546**	**0**	**8,017,790**	**7,541,289**	**442,372**	**56,849,319**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2017 Adopted

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Program Generated Resources										
Beginning Balance	0	0	0	1,091,670	1,310,749	0	2,535,517	2,528,197	218,053	7,684,186
Current Revenues										
Property Taxes	0	17,312,215	0	0	0	0	0	0	0	17,312,215
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	355,300	10,000	0	0	0	2,500	367,800
Fines & Forfeitures	0	131,000	0	10,000	0	0	0	0	0	141,000
Revenue From Other Agencies	0	811,300	3,600	0	2,095,643	0	0	0	15,000	2,925,543
Use of Assets	0	0	0	3,000	3,000	0	10,000	11,500	700	28,200
Fees & Charges	0	41,650	0	237,700	949,401	0	6,531,714	6,204,650	156,340	14,121,455
Other Revenue	0	153,950	22,325	2,650	4,000	0	41,050	6,000	30,000	259,975
Direct Charges for Service	0	0	0	0	0	0	11,000	8,000	0	19,000
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	273,500	244,500	838,300	385,500	0	0	0	5,000	1,746,800
Total Current Revenues	**0**	**18,723,615**	**270,425**	**1,446,950**	**3,447,544**	**0**	**6,593,764**	**6,230,150**	**209,540**	**36,921,988**
Total Prog. Gen. Res.	0	18,723,615	270,425	2,538,620	4,758,293	0	9,129,281	8,758,347	427,593	44,606,174
General Support Resources	12,545,606	930,275	1,892,356	1,060,893	0	0	0	0	0	16,429,130
Total Resources	**12,545,606**	**19,653,890**	**2,162,781**	**3,599,513**	**4,758,293**	**0**	**9,129,281**	**8,758,347**	**427,593**	**61,035,304**

General Support Resources	
Beginning Balance	10,477,000
Current Revenues	
Property Taxes	0
Taxes Other than Property	3,368,530
Fees in Lieu of Franchise	600,000
Licenses & Permits	8,200
Fines & Forfeitures	0
Revenue From Other Agencies	915,400
Use of Assets	83,000
Fees & Charges	972,000
Other Revenue	5,000
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Revenues	5,952,130
Total General Support Resourc	**16,429,130**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2017 Adopted

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	15,044,025	636,166	931,715	701,983	0	1,502,011	1,387,287	18,208	20,221,395
Materials and Supplies	25,000	438,103	144,875	37,350	78,412	0	550,177	397,930	6,450	1,678,297
Contractual Services	1,383,500	2,321,498	1,003,866	834,769	1,017,763	0	1,032,588	1,335,937	102,241	9,032,162
Direct Charges for Services	188,968	45,864	171,974	455,558	406,066	0	423,922	496,291	49,962	2,238,605
Capital Outlay	0	38,000	9,000	0	0	0	82,500	12,000	0	141,500
Indirect Charges	26,100	1,766,400	196,900	226,700	182,000	0	369,300	372,900	17,900	3,158,200
Operating Expenditures	**1,623,568**	**19,653,890**	**2,162,781**	**2,486,092**	**2,386,224**	**0**	**3,960,498**	**4,002,345**	**194,761**	**36,470,159**
Other Requirements										
Debt Service	0	0	0	0	0	0	504,420	491,063	0	995,483
Transfers Out	1,955,500	0	0	155,000	1,665,000	0	3,560,000	3,143,300	0	10,478,800
Total Other Expenditures	**1,955,500**	**0**	**0**	**155,000**	**1,665,000**	**0**	**4,064,420**	**3,634,363**	**0**	**11,474,283**
Contingencies	2,000,000	0	0	914,971	707,069	0	1,104,363	1,121,639	232,832	6,080,874
Ending Balance	6,966,538	0	0	43,450	0	0	0	0	0	7,009,988
Total Requirements	**12,545,606**	**19,653,890**	**2,162,781**	**3,599,513**	**4,758,293**	**0**	**9,129,281**	**8,758,347**	**427,593**	**61,035,304**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2017 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	1,091,670	1,310,749	0	2,535,517	2,528,197	218,053	7,684,186
Current Revenues										
Property Taxes	0	17,312,215	0	0	0	0	0	0	0	17,312,215
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	355,300	10,000	0	0	0	2,500	367,800
Fines & Forfeitures	0	131,000	0	10,000	0	0	0	0	0	141,000
Revenue From Other Agencies	0	811,300	3,600	0	2,095,643	0	0	0	15,000	2,925,543
Use of Assets	0	0	0	3,000	3,000	0	10,000	11,500	700	28,200
Fees & Charges	0	41,650	0	237,700	949,401	0	6,531,714	6,204,650	156,340	14,121,455
Other Revenue	0	153,950	22,325	2,650	4,000	0	41,050	6,000	30,000	259,975
Direct Charges for Service	0	0	0	0	0	0	11,000	8,000	0	19,000
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	273,500	244,500	838,300	385,500	0	0	0	5,000	1,746,800
Total Current Revenues	**0**	**18,723,615**	**270,425**	**1,446,950**	**3,447,544**	**0**	**6,593,764**	**6,230,150**	**209,540**	**36,921,988**
Total Prog. Gen. Res.	0	18,723,615	270,425	2,538,620	4,758,293	0	9,129,281	8,758,347	427,593	44,606,174
General Support Resources	12,545,606	930,275	1,892,356	1,060,893	0	0	0	0	0	16,429,130
Total Resources	**12,545,606**	**19,653,890**	**2,162,781**	**3,599,513**	**4,758,293**	**0**	**9,129,281**	**8,758,347**	**427,593**	**61,035,304**

General Support Resources	
Beginning Balance	10,477,000
Current Revenues	
Property Taxes	0
Taxes Other than Property	3,368,530
Fees in Lieu of Franchise	600,000
Licenses & Permits	8,200
Fines & Forfeitures	0
Revenue From Other Agencies	915,400
Use of Assets	83,000
Fees & Charges	972,000
Other Revenue	5,000
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Revenues	5,952,130 *
Total General Support Resource	**16,429,130**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2017 Approved

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	15,044,025	636,166	931,715	701,983	0	1,502,011	1,387,287	18,208	20,221,395
Materials and Supplies	25,000	438,103	144,875	37,350	78,412	0	550,177	397,930	6,450	1,678,297
Contractual Services	1,383,500	2,321,498	1,003,866	834,769	1,017,763	0	1,032,588	1,335,937	102,241	9,032,162
Direct Charges for Services	188,968	45,864	171,974	455,558	406,066	0	423,922	496,291	49,962	2,238,605
Capital Outlay	0	38,000	9,000	0	0	0	82,500	12,000	0	141,500
Indirect Charges	26,100	1,766,400	196,900	226,700	182,000	0	369,300	372,900	17,900	3,158,200
Operating Expenditures	**1,623,568**	**19,653,890**	**2,162,781**	**2,486,092**	**2,386,224**	**0**	**3,960,498**	**4,002,345**	**194,761**	**36,470,159**
Other Requirements										
Debt Service	0	0	0	0	0	0	504,420	491,063	0	995,483
Transfers Out	1,955,500	0	0	155,000	1,665,000	0	3,560,000	3,143,300	0	10,478,800
Total Other Expenditures	**1,955,500**	**0**	**0**	**155,000**	**1,665,000**	**0**	**4,064,420**	**3,634,363**	**0**	**11,474,283**
Contingencies	2,000,000	0	0	914,971	707,069	0	1,104,363	1,121,639	232,832	6,080,874
Ending Balance	6,966,538	0	0	43,450	0	0	0	0	0	7,009,988
Total Requirements	**12,545,606**	**19,653,890**	**2,162,781**	**3,599,513**	**4,758,293**	**0**	**9,129,281**	**8,758,347**	**427,593**	**61,035,304**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2017 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	1,091,670	1,310,749	0	2,535,517	2,528,197	218,053	7,684,186
Current Revenues										
Property Taxes	0	17,312,215	0	0	0	0	0	0	0	17,312,215
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	355,300	10,000	0	0	0	2,500	367,800
Fines & Forfeitures	0	131,000	0	10,000	0	0	0	0	0	141,000
Revenue From Other Agencies	0	811,300	3,600	0	2,095,643	0	0	0	15,000	2,925,543
Use of Assets	0	0	0	3,000	3,000	0	10,000	11,500	700	28,200
Fees & Charges	0	41,650	0	237,700	949,401	0	6,531,714	6,204,650	156,340	14,121,455
Other Revenue	0	153,950	22,325	2,650	4,000	0	41,050	6,000	30,000	259,975
Direct Charges for Service	0	0	0	0	0	0	11,000	8,000	0	19,000
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	273,500	244,500	838,300	385,500	0	0	0	5,000	1,746,800
Total Current Revenues	**0**	**18,723,615**	**270,425**	**1,446,950**	**3,447,544**	**0**	**6,593,764**	**6,230,150**	**209,540**	**36,921,988**
Total Prog. Gen. Res.	0	18,723,615	270,425	2,538,620	4,758,293	0	9,129,281	8,758,347	427,593	44,606,174
General Support Resources	12,545,606	930,275	1,892,356	1,060,893	0	0	0	0	0	16,429,130
Total Resources	**12,545,606**	**19,653,890**	**2,162,781**	**3,599,513**	**4,758,293**	**0**	**9,129,281**	**8,758,347**	**427,593**	**61,035,304**

General Support Resources	
Beginning Balance	10,477,000
Current Revenues	
Property Taxes	0
Taxes Other than Property	3,368,530
Fees in Lieu of Franchise	600,000
Licenses & Permits	8,200
Fines & Forfeitures	0
Revenue From Other Agencies	915,400
Use of Assets	83,000
Fees & Charges	972,000
Other Revenue	5,000
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Revenues	5,952,130 *
Total General Support Resourc	**16,429,130**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2017 Recommended

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	15,044,025	636,166	931,715	701,983	0	1,502,011	1,387,287	18,208	20,221,395
Materials and Supplies	25,000	438,103	144,875	37,350	78,412	0	550,177	397,930	6,450	1,678,297
Contractual Services	1,383,500	2,321,498	1,003,866	834,769	1,017,763	0	1,032,588	1,335,937	102,241	9,032,162
Direct Charges for Services	188,968	45,864	171,974	455,558	406,066	0	423,922	496,291	49,962	2,238,605
Capital Outlay	0	38,000	9,000	0	0	0	82,500	12,000	0	141,500
Indirect Charges	26,100	1,766,400	196,900	226,700	182,000	0	369,300	372,900	17,900	3,158,200
Operating Expenditures	**1,623,568**	**19,653,890**	**2,162,781**	**2,486,092**	**2,386,224**	**0**	**3,960,498**	**4,002,345**	**194,761**	**36,470,159**
Other Requirements										
Debt Service	0	0	0	0	0	0	504,420	491,063	0	995,483
Transfers Out	1,955,500	0	0	155,000	1,665,000	0	3,560,000	3,143,300	0	10,478,800
Total Other Expenditures	**1,955,500**	**0**	**0**	**155,000**	**1,665,000**	**0**	**4,064,420**	**3,634,363**	**0**	**11,474,283**
Contingencies	2,000,000	0	0	914,971	707,069	0	1,104,363	1,121,639	232,832	6,080,874
Ending Balance	6,966,538	0	0	43,450	0	0	0	0	0	7,009,988
Total Requirements	**12,545,606**	**19,653,890**	**2,162,781**	**3,599,513**	**4,758,293**	**0**	**9,129,281**	**8,758,347**	**427,593**	**61,035,304**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2016 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	589,972	662,426	0	2,136,390	1,738,431	208,823	5,336,042
Current Revenues										
Property Taxes	0	16,494,350	0	0	0	0	0	0	0	16,494,350
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	284,020	10,000	0	0	0	2,500	296,520
Fines & Forfeitures	0	131,000	0	10,000	0	0	0	0	0	141,000
Revenue From Other Agencies	0	730,784	3,600	0	2,095,600	0	0	0	15,000	2,844,984
Use of Assets	0	0	0	2,250	3,500	0	12,000	11,500	650	29,900
Fees & Charges	0	40,450	0	196,020	935,400	0	6,674,750	6,027,600	155,890	14,030,110
Other Revenue	0	143,950	22,725	2,550	4,000	0	36,900	42,000	27,200	279,325
Direct Charges for Service	0	0	0	0	0	0	11,000	11,900	0	22,900
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	214,700	185,700	641,500	385,500	0	0	0	5,000	1,432,400
Total Current Revenues	**0**	**17,755,234**	**212,025**	**1,136,340**	**3,434,000**	**0**	**6,734,650**	**6,093,000**	**206,240**	**35,571,489**
Total Prog. Gen. Res.	0	17,755,234	212,025	1,726,312	4,096,426	0	8,871,040	7,831,431	415,063	40,907,531
General Support Resources	11,699,406	1,384,719	1,889,632	1,040,844	0	0	0	0	0	16,014,601
Total Resources	**11,699,406**	**19,139,953**	**2,101,657**	**2,767,156**	**4,096,426**	**0**	**8,871,040**	**7,831,431**	**415,063**	**56,922,132**

General Support Resources	
Beginning Balance	10,309,254
Current Revenues	
Property Taxes	0
Taxes Other than Property	3,351,544
Fees in Lieu of Franchise	573,444
Licenses & Permits	6,940
Fines & Forfeitures	0
Revenue From Other Agencies	925,919
Use of Assets	70,500
Fees & Charges	772,000
Other Revenue	5,000
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Revenues	5,705,347 *
Total General Support Resourc	**16,014,601**

* Detail for these resources can be found in Appendix K

Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2016 Budget

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	14,713,670	632,096	932,105	723,501	0	1,537,584	1,343,561	18,962	19,901,479
Materials and Supplies	25,400	476,011	137,250	36,450	74,462	0	483,127	387,180	6,420	1,626,300
Contractual Services	1,443,200	2,146,730	963,325	754,744	979,338	0	966,524	1,347,536	103,366	8,704,763
Direct Charges for Services	188,968	41,589	168,981	434,786	383,192	0	396,922	458,055	50,312	2,122,805
Capital Outlay	0	38,000	9,000	0	0	0	61,500	13,400	0	121,900
Indirect Charges	27,000	1,723,953	191,005	211,906	177,300	0	354,710	373,640	17,950	3,077,464
Operating Expenditures	**1,684,568**	**19,139,953**	**2,101,657**	**2,369,991**	**2,337,793**	**0**	**3,800,367**	**3,923,372**	**197,010**	**35,554,711**
Other Requirements										
Debt Service	0	0	0	0	0	0	507,170	933,713	0	1,440,883
Transfers Out	2,155,500	0	0	30,000	1,310,000	0	3,413,000	1,719,000	0	8,627,500
Total Other Expenditures	**2,155,500**	**0**	**0**	**30,000**	**1,310,000**	**0**	**3,920,170**	**2,652,713**	**0**	**10,068,383**
Contingencies	2,000,000	0	0	342,115	448,633	0	1,150,503	1,255,346	218,053	5,414,650
Ending Balance	5,859,338	0	0	25,050	0	0	0	0	0	5,884,388
Total Requirements	**11,699,406**	**19,139,953**	**2,101,657**	**2,767,156**	**4,096,426**	**0**	**8,871,040**	**7,831,431**	**415,063**	**56,922,132**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2015 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	678,263	890,671	10,563	3,332,586	2,567,749	136,979	7,616,811
Current Revenues										
Property Taxes	0	15,745,504	0	0	0	0	0	0	0	15,745,504
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	381,823	9,354	0	0	0	880	392,057
Fines & Forfeitures	0	152,893	0	9,916	0	0	0	0	0	162,809
Revenue From Other Agencies	0	693,436	3,600	0	2,045,959	0	0	0	15,000	2,757,995
Use of Assets	0	0	0	2,966	3,823	0	15,965	20,441	1,117	44,312
Fees & Charges	0	263,065	0	350,837	921,151	0	6,078,399	6,014,517	115,896	13,743,865
Other Revenue	0	186,598	38,029	12,304	25,739	0	49,792	92,119	24,390	428,971
Direct Charges for Service	0	0	0	0	0	0	6,588	9,142	0	15,730
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	230,472	201,472	695,760	304,034	135,642	0	0	5,000	1,572,380
Total Current Revenues	**0**	**17,271,968**	**243,101**	**1,453,606**	**3,310,060**	**135,642**	**6,150,744**	**6,136,219**	**162,283**	**34,863,623**
Total Prog. Gen. Res.	0	17,271,968	243,101	2,131,869	4,200,731	146,205	9,483,330	8,703,968	299,262	42,480,434
General Support Resources	15,166,246	(500,333)	1,543,936	748,148	0	0	0	0	0	16,957,997
Total Resources	**15,166,246**	**16,771,635**	**1,787,037**	**2,880,017**	**4,200,731**	**146,205**	**9,483,330**	**8,703,968**	**299,262**	**59,438,431**

General Support Resources	
Beginning Balance	11,121,548
Current Revenues	
Property Taxes	0
Taxes Other than Property	3,279,786
Fees in Lieu of Franchise	590,627
Licenses & Permits	10,875
Fines & Forfeitures	0
Revenue From Other Agencies	902,131
Use of Assets	84,278
Fees & Charges	952,721
Other Revenue	16,031
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Revenues	5,836,449 *
Total General Support Resource	**16,957,997**

* Detail for these resources can be found in Appendix K

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

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	13,066,514	551,969	793,332	612,444	0	1,227,865	1,108,408	17,248	17,377,780
Materials and Supplies	14,819	329,514	118,332	26,948	87,373	0	468,716	314,156	4,468	1,364,326
Contractual Services	1,286,924	1,881,235	813,883	617,078	867,306	0	868,429	1,168,437	70,994	7,574,286
Direct Charges for Services	185,764	16,204	139,893	361,678	376,466	0	386,398	422,133	10,154	1,898,690
Capital Outlay	0	0	1,849	969	0	0	69,538	11,395	11,837	95,588
Indirect Charges	19,365	1,478,168	161,111	177,079	163,362	0	307,665	317,958	11,397	2,636,105
Operating Expenditures	**1,506,872**	**16,771,635**	**1,787,037**	**1,977,084**	**2,106,951**	**0**	**3,328,611**	**3,342,487**	**126,098**	**30,946,775**
Other Requirements										
Debt Service	0	0	0	0	0	146,205	504,165	940,090	0	1,590,460
Transfers Out	1,936,634	0	0	5,000	733,066	0	2,224,177	1,782,392	0	6,681,269
Total Other Expenditures	**1,936,634**	**0**	**0**	**5,000**	**733,066**	**146,205**	**2,728,342**	**2,722,482**	**0**	**8,271,729**
Contingencies	0	0	0	0	0	0	0	0	0	0
Ending Balance	11,722,740	0	0	897,933	1,360,714	0	3,426,377	2,638,999	173,164	20,219,927
Total Requirements	**15,166,246**	**16,771,635**	**1,787,037**	**2,880,017**	**4,200,731**	**146,205**	**9,483,330**	**8,703,968**	**299,262**	**59,438,431**

Operating Budget
Summary of Resources by Program & Source for Fiscal Year 2014 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	593,984	891,013	10,563	2,819,749	2,169,629	113,579	6,598,517
Current Revenues										
Property Taxes	0	15,100,860	0	0	0	0	0	0	0	15,100,860
Taxes Other than Property	0	0	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	355,882	8,715	0	0	0	2,720	367,317
Fines & Forfeitures	0	214,572	0	9,351	0	0	0	0	0	223,923
Revenue From Other Agencies	0	663,896	3,600	0	2,073,419	0	0	0	11,000	2,751,915
Use of Assets	0	0	0	3,283	4,483	0	15,269	26,002	918	49,955
Fees & Charges	0	263,592	0	247,154	901,729	0	5,570,929	5,917,306	79,753	12,980,463
Other Revenue	0	115,627	32,175	8,567	4,260	0	58,074	34,989	20,600	274,292
Direct Charges for Service	0	0	0	0	0	0	11,025	12,077	0	23,102
Unspent Contingency	0	0	0	0	0	0	0	0	0	0
Transfers In	0	190,499	155,509	538,174	0	0	204	0	5,000	889,386
Total Current Revenues	**0**	**16,549,046**	**191,284**	**1,162,411**	**2,992,606**	**0**	**5,655,501**	**5,990,374**	**119,991**	**32,661,213**
Total Prog. Gen. Res.	0	16,549,046	191,284	1,756,395	3,883,619	10,563	8,475,250	8,160,003	233,570	39,259,730
General Support Resources	13,690,354	479,880	1,584,691	823,253	0	0	0	0	0	16,578,178
Total Resources	**13,690,354**	**17,028,926**	**1,775,975**	**2,579,648**	**3,883,619**	**10,563**	**8,475,250**	**8,160,003**	**233,570**	**55,837,908**

General Support Resources	
Beginning Balance	11,807,366
Current Revenues	
Property Taxes	0
Taxes Other than Property	3,250,789
Fees in Lieu of Franchise	558,902
Licenses & Permits	8,915
Fines & Forfeitures	0
Revenue From Other Agencies	867,429
Use of Assets	79,438
Fees & Charges	0
Other Revenue	5,339
Loan Repayment	0
Unspent Contingency	0
Transfers In	0
Total Current Revenues	4,770,812 *
Total General Support Resourc	**16,578,178**

* Detail for these resources can be found in Appendix K

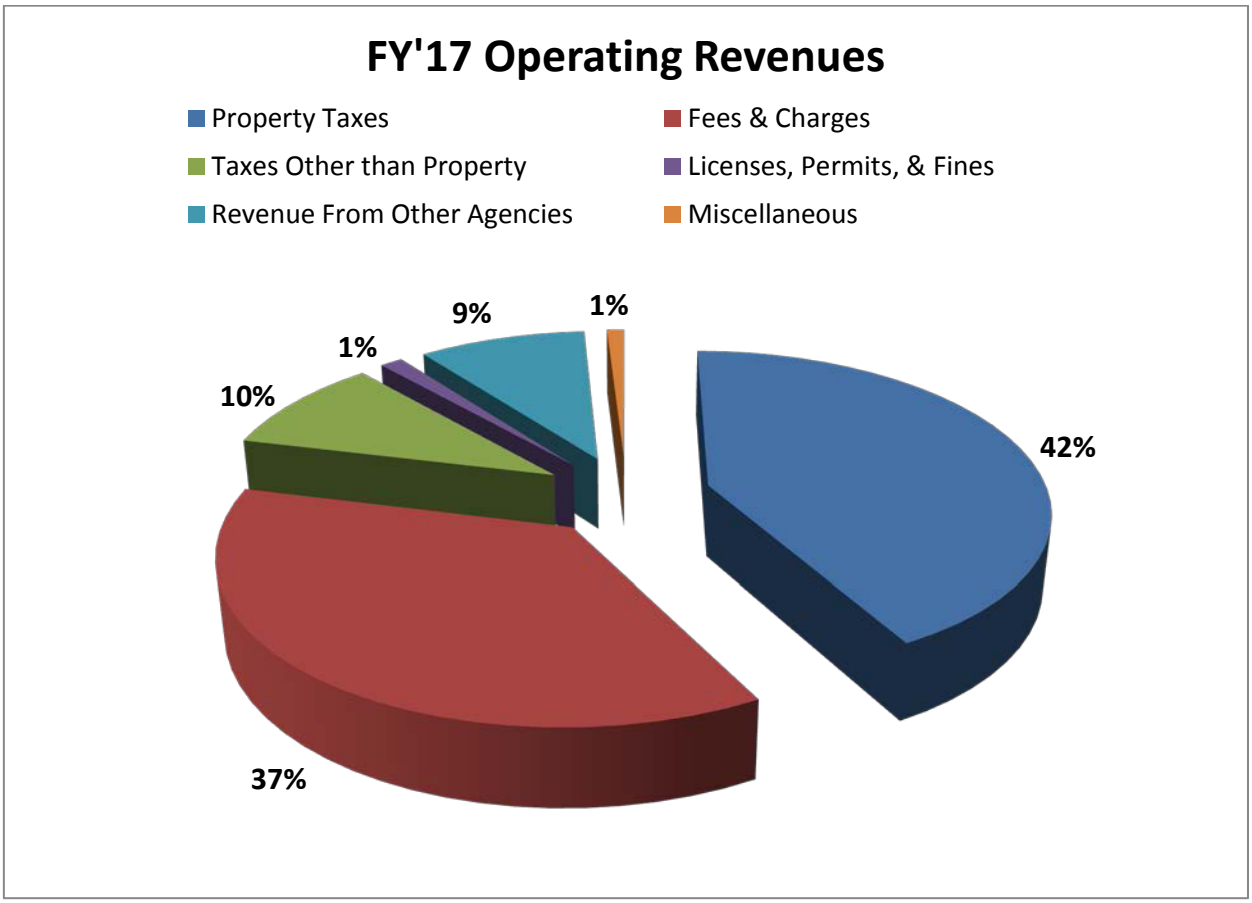
Operating Budget
Summary of Requirements by Program & Major Object for Fiscal Year 2014 Actual

	Policy & Legis.	Public Safety	Parks	Develop-ment	Trans-portation	Storm Water	Water	Wastewater	Solid Waste	Total
Personnel Services	0	13,190,079	573,640	892,664	561,162	0	1,227,188	1,216,643	10,560	17,671,936
Materials and Supplies	13,047	309,144	120,994	39,685	65,631	0	432,162	372,632	1,869	1,355,164
Contractual Services	1,179,396	1,991,741	770,690	449,777	519,418	0	888,960	1,256,361	51,529	7,107,872
Direct Charges for Services	159,958	21,570	137,161	340,789	375,328	0	392,390	427,172	23,108	1,877,476
Capital Outlay	0	0	12,292	1,197	10,000	0	53,225	558	744	78,016
Indirect Charges	35,067	1,516,392	161,198	172,273	153,170	0	309,115	345,526	8,781	2,701,522
Operating Expenditures	**1,387,468**	**17,028,926**	**1,775,975**	**1,896,385**	**1,684,709**	**0**	**3,303,040**	**3,618,892**	**96,591**	**30,791,986**
Other Requirements										
Debt Service	0	0	0	0	801	0	506,624	939,362	0	1,446,787
Transfers Out	1,181,339	0	0	5,000	1,307,438	0	1,333,000	1,034,000	0	4,860,777
Total Other Expenditures	**1,181,339**	**0**	**0**	**5,000**	**1,308,239**	**0**	**1,839,624**	**1,973,362**	**0**	**6,307,564**
Contingencies	0	0	0	0	0	0	0	0	0	0
Ending Balance	11,121,547	0	0	678,263	890,671	10,563	3,332,586	2,567,749	136,979	18,738,358
Total Requirements	**13,690,354**	**17,028,926**	**1,775,975**	**2,579,648**	**3,883,619**	**10,563**	**8,475,250**	**8,160,003**	**233,570**	**55,837,908**

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

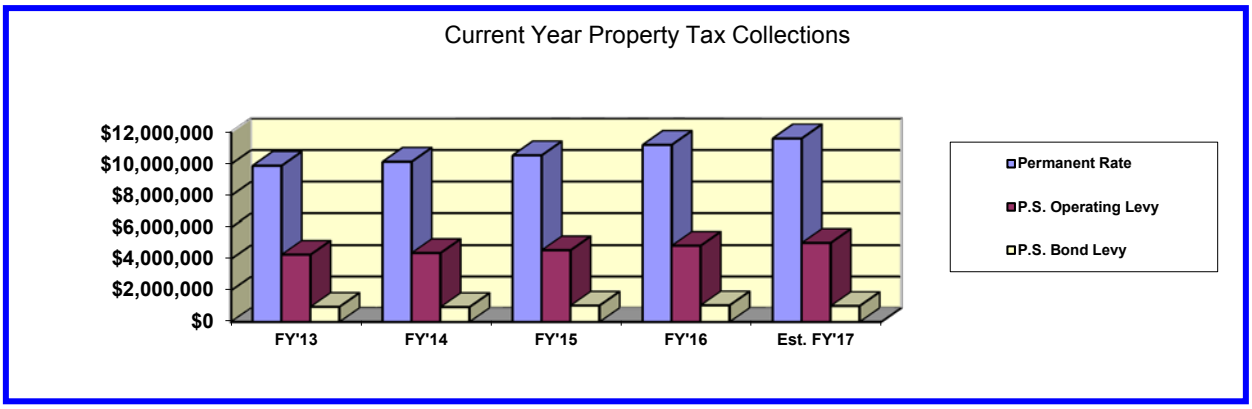
The compilation of this one-year operating budget and second year budget projection reflects the key revenue sources outlined below. At the end of this "Key Revenue Details" section is a recap of major revenues and the basis of estimate used.

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'17 budget close to 88% of the resources dedicated to Public Safety will have come from property taxes and Public Safety is the largest single operating department of the City.

In November of 2013 the levy was renewed at the same rate of $1.79 per $1,000 of assessed valuation for a period of four years starting in FY'15 and this levy will contribute close to $5.0 million to the Public Safety resources required for operations next year. In time, slightly more than 97% of property tax levies are collected due to the 3% discounts available for paying the tax in a timely manner. That resource, along with the permanent property tax rate and other restricted or dedicated Public Safety resources, is anticipated to fund the majority of the City's Public Safety program with a reliance on the General Fund budgeted at $0.93 million this year.

This budget reflects the use of resources other than property taxes to support Public Safety for the short-term, a necessity in order to provide a similar level of service as directed by the City Council. The estimated combined tax rate for the permanent levy, the Public Safety Levy, and the Public Safety Bonded Debt will be similar to the rate in recent years at an estimated $6.2850/$1,000 assessed valuation. The permanent rate and levy rate that support Public Safety operations doesn't change from year to year, but the bond rate for the Public Safety facilities can change slightly from year to year.



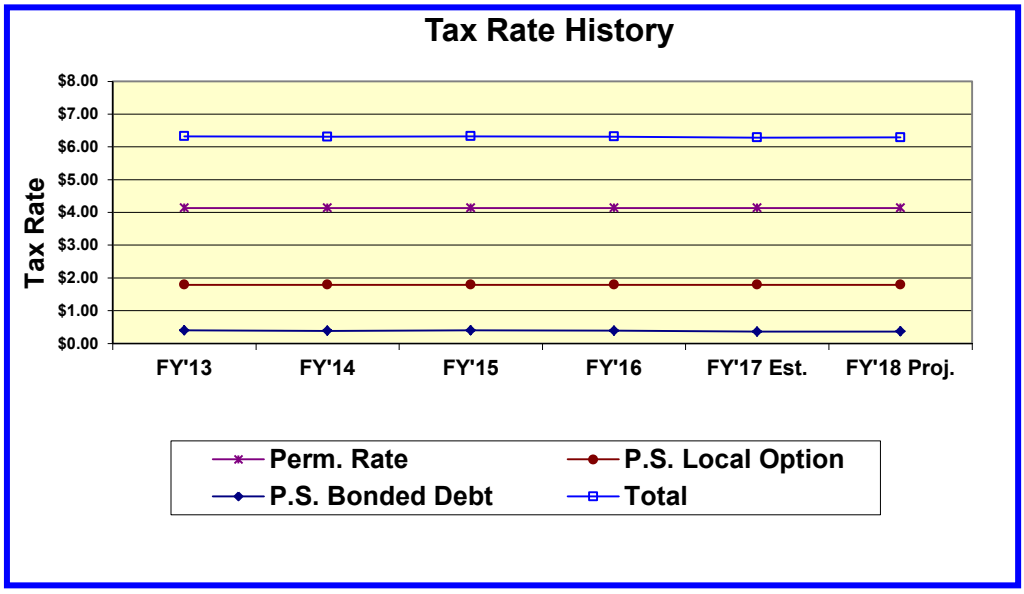
Grants Pass' total taxable values continue to increase slightly, partially the result of moderate amounts of new construction and partially a small increase in assessed values on existing properties. Increases in assessed valuation on existing properties is generally capped at 3% per year, but due to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

market sees significant and continued increases in the future. This 3% annual restriction in the past has resulted in assessed valuations being significantly lower than true market value, and on average they are still below total market values.

Total assessed values rose approximately 6.6% in FY'16, due in part to a large annexation approved in November of 2014. FY'17 assessed values are estimated to increase about 3.7% as a result of new construction, and a modest amount of projected assessed value increases on existing properties. Historical trends together with updated data furnished by the Josephine County Assessor's office and construction valuation reports from the previous calendar year are used to project assessed values. The number of building permits and respective valuations along with local housing market conditions are also factored into the equation.

Property Taxes – Public Safety Local Option Levy

As noted, this budget document includes the resources that the voters authorized through passage of the Four-Year Public Safety Levy in November of 2013. The City has relied on the Public Safety Local Option Levy since 1998. The November 2013 levy renewal received overwhelming support from voters demonstrating the community's desire for quality services. Therefore, the current fiscal year budget, the FY'17 budget, and the FY'18 projection are based on the approved levy at the same rate of $1.79 per $1,000 of assessed value.

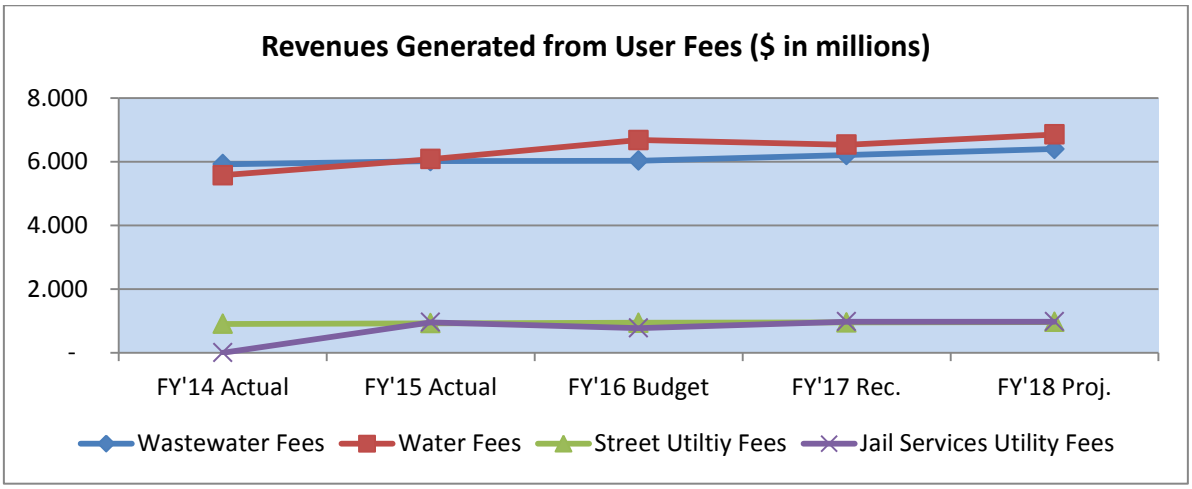


Taxes Other than Property

Franchise fees (Right of Way Privilege Taxes) received from each of the private utilities providing service to municipal residents are estimated to total $3.09 million in FY'17 and this is the second largest revenue source for the General Fund. This amount is relatively stable from year to year, but due to the recession and less use of traditional utilities such as land-based phone lines, the revenue projection is built around mostly stable or flat local economic growth

to be conservative. Diminished growth in land based telephones compared to cell phones has resulted in an adverse impact on telecommunications franchise fees, but most other franchise revenue sources are relatively stable and in many cases increasing slightly as user rates and charges for those services increase. Historical trends, proposed rate increases or decreases by the utilities, and additional consumers, are taken into consideration when estimating franchise fee revenues. Fee changes, such as the rate changes implemented by Avista in March of this year, is the largest contributing factor to the slight increase in franchise fees for FY'17 over FY'16. Costs and revenues such as the franchise/ROW taxes both increase as the City serves a larger area and a higher population.

User Fees and Charges



Revenue estimates for Utility user fees:

	Wastewater	Water	Street	Jail Services
Actual FY'14	5,917,306	5,570,929	901,729	-
Actual FY'15	6,014,517	6,078,399	921,151	952,721
Budget FY'16	6,027,600	6,674,750	935,400	772,000
Budget FY'17	6,204,650	6,531,714	949,401	972,000
Projected FY'18	6,395,150	6,850,240	963,612	972,000

The foregoing chart reflects revenue estimates for wastewater, water, street, and the new Jail Services Utility fee that began during FY'15. Increases are largely a result of consumer price index changes applied to all of the utility rates each January 1st. Budgeted revenues for Water in FY'17 are down slightly as a result of revised usage estimates.

Revenues from Other Agencies

Revenues from other agencies are estimated to be up about $70,000 in FY'17 and then down slightly in FY'18. The FY'17 estimated additional revenue includes an increase in School District #7 school resource officer time and an increase in the Solid Waste Agency support to Code

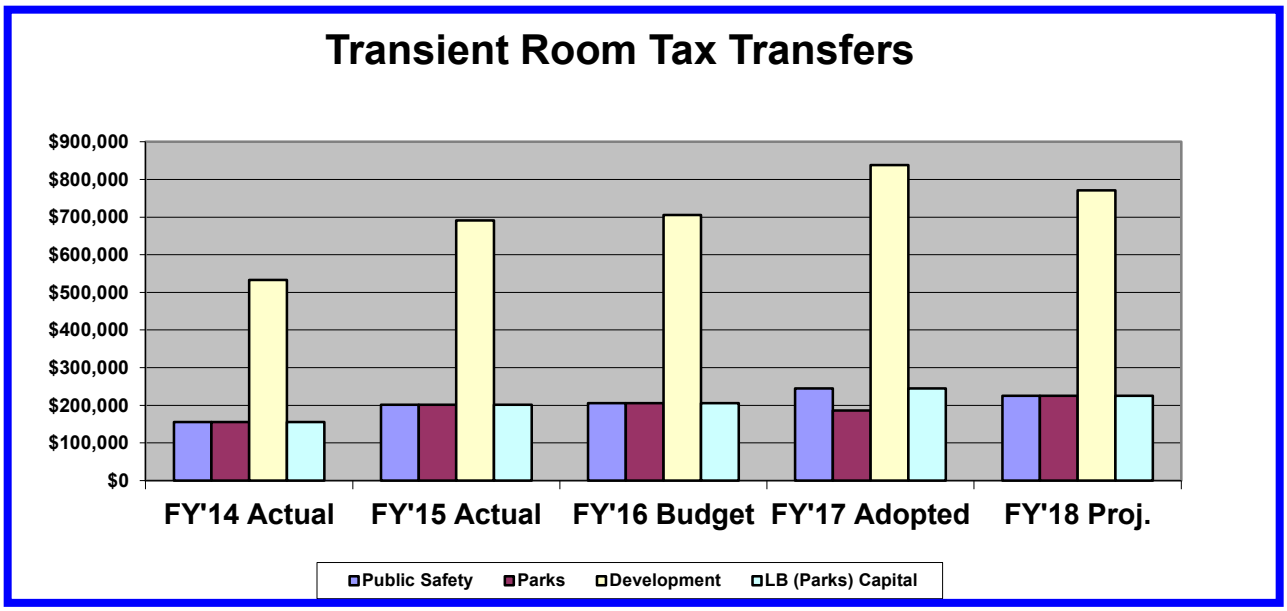
Enforcement . There are not many grants that support ongoing operations and in this budget most of the grants are related to capital projects and not operating revenues.

The largest portion of other agency revenues comes from the State of Oregon. Liquor Tax, Cigarette Tax, and Revenue Sharing, which make up the largest share of revenue from other agencies in the General Fund, are projected to decrease slightly in FY'17 due to changes in State distribution estimates and historical trends of the City's share. State Gas Tax is projected to provide the same level of intergovernmental revenue, $2.095 million in FY'17, for the Transportation/Streets maintenance and projects. Per capita estimates for Revenue Sharing and Gas Tax are provided by the state through the League of Oregon Cities and are considered in establishing revenue projections in addition to recent revenue trends with the State revenue sharing disbursements.

Transfers In

Transient Room Tax revenues are distributed among Development (which includes Tourism), Public Safety, and Parks as well as the Lands and Building Capital program for use in parks projects. Percentage distributions from the Transient Room Tax Fund are projected at approximately $1.6 million, of which approximately $1.3 million will be directed to operations and almost $245,000 will be directed to Parks Capital projects. The combined total is up slightly from the FY'16 transfer budget because FY'16 revenues are estimated to exceed the current year transfer appropriations and will be carried over for one-time distributions in FY'17.

Current year transient room tax revenues have increased slightly each year for a number of years now. While there are many factors, including weather, the cost of travel, forest fires, etc. that affect tourism in our region, we believe that Grants Pass tourism will continue to hold its own compared to peers in spite of current economic conditions and projections of limited growth in tourism nationwide. Our tourism is supported by growing out-of-town participation in community events like "Boatnik," "Back to the 50's," "Art along the Rogue," and perhaps by our proximity to California tourists, many of which elect to visit our region instead of more distant destinations.



FY'17 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,** Collected by Josephine County and turned over to the City at least monthly	$17,312,215	92.5%	5 year historical trends, new construction estimate from Building division together with information from Josephine County Assessor's office
General	Development	**Permits & Licenses**	$284,020	24.6%	Estimated # of residential, industrial and commercial building permits issued
General	Policy & Legislation	**Taxes other than Property** (Right of Way, Franchise, & Business Taxes)	$3,368,530	56.6%	Historical trends together with growth projections and rate increases/decreases approval by state. Also refer to Appendix K.
Transportation	Transportation	**State Gas Tax**, Collected by the State and the City receives monthly distributions	$2,095,643	60.8%	Historical growth trends together with per capita revenue projections received from state
Transportation	Transportation	**Street Utility Fees** (monthly City utility bill)	$947,401	27.5%	Current accounts plus CPI
Water	Water	**User Fees & Charges** (monthly City utility bill)	$6,531,714	99.1%	Historical growth in # of accounts and utilization, together with projected housing starts
Wastewater	Wastewater	**User Fees & Charges** (monthly City utility bill)	$5,997,000	98.9%	Historical growth in # of accounts together with projected housing starts

Property Tax Analysis

		Actual FY'14	*Actual FY'15*	*Budget FY'16*	*Budget FY'17*	*Projected FY'18*
Assessed Value-Taxable Base	(a)	$2,624,936,968	$2,720,898,957	$2,901,485,719	$3,008,359,000	$3,088,485,000
Permanent Tax Rate *	(b)	4.1335	4.1335	4.1335	4.1335	4.1335
Anticipated Levy from Permanent Tax Rate (a) x (b) + Tax Roll Corrections	(c)	10,852,957	11,255,503	11,995,936	12,435,052	12,766,253
Public Safety Local Option Tax*	(d)	1.79	1.79	1.79	1.79	1.79
Anticipated Levy on Taxable Base from Local Option Tax (a) x (d)	(e)	4,698,638	4,870,411	5,193,661	5,384,963	5,528,388
Public Safety Estimated Debt Rate*	(f)	0.3857	0.3997	0.3900	0.3866	0.3898
Anticipated Levy for Bonded Debt	(g)	1,012,439	1,087,544	1,131,580	1,163,102	1,203,743
Total Anticipated Taxes Lines (c) + (e) + (g)	(h)	$16,564,034	$17,213,458	$18,321,177	$18,983,117	$19,498,384

* Tax rates are $1,000 per assessed value

	Tax Certification	*Collections*	*Rate*
FY'14 Actual			
Permanent Rate Revenues	$10,852,957	$10,147,515	4.1335
Public Safety Operating Levy	4,698,638	4,393,227	1.7900
Public Safety Bonded Debt	1,012,439	946,630	0.3857
Total Estimated	$16,564,034	$15,487,372	6.3092
FY'15 Actual			
Permanent Rate Revenues	$11,255,503	$10,551,686	4.1335
Public Safety Operating Levy	4,870,411	4,569,377	1.7900
Public Safety Bonded Debt	1,087,544	1,043,381	0.3997
Total Estimated	$17,213,458	$16,164,444	6.3232
FY'16 Budget			
Permanent Rate Revenues	11,995,936	$11,216,200	4.1335
Public Safety Operating Levy	5,193,661	4,856,073	1.7900
Public Safety Bonded Debt	1,131,580	1,058,027	0.3900
Total Estimated	$18,321,177	$17,130,300	6.3135
FY'17 Budget			
Permanent Rate Revenues	12,435,053	$11,626,775	4.1335
Public Safety Operating Levy	5,384,963	5,034,940	1.7900
Public Safety Bonded Debt	1,163,102	1,087,500	0.3866
Total Estimated	$18,983,118	$17,749,215	6.3101
FY'18 Projected			
Permanent Rate Revenues	12,766,251	$11,936,445	4.1335
Public Safety Operating Levy	5,528,388	5,169,043	1.7900
Public Safety Bonded Debt	1,203,743	1,125,500	0.3898
Total Estimated	$19,498,382	$18,230,988	6.3133

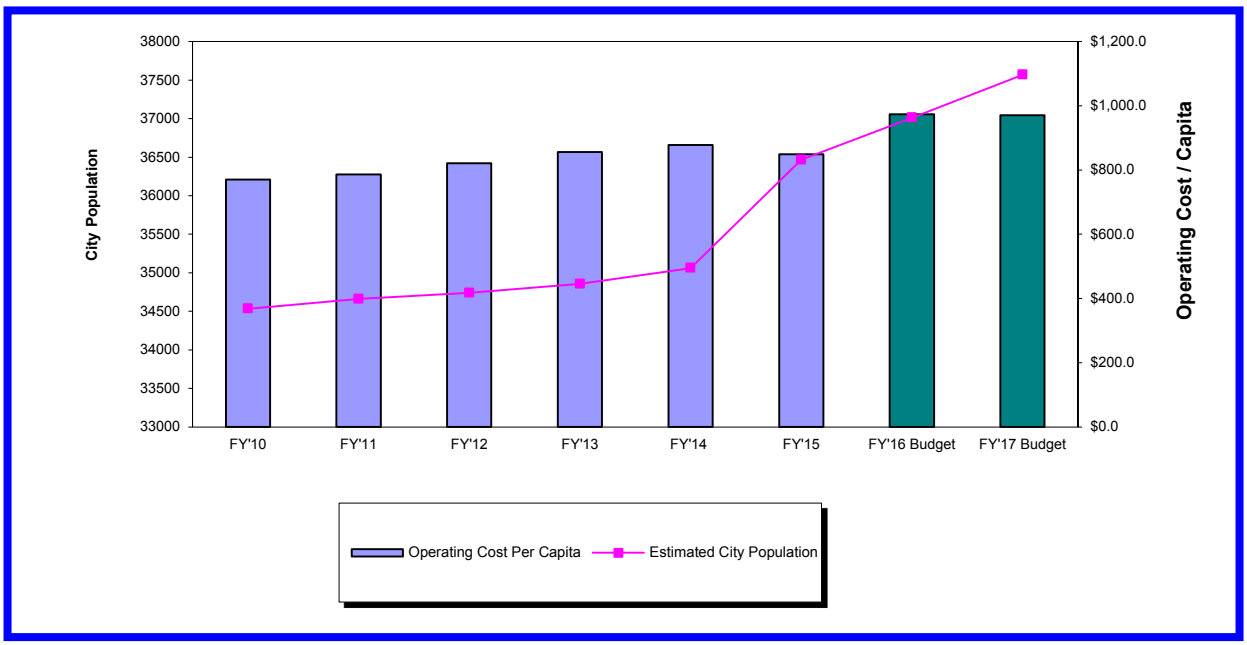
OPERATING COST TRENDS

This year's operating expenditures are increasing by approximately $2.6 million or 2.6% of the total revised operating budget for FY'16. The primary factors in changes include added staffing in the Public Safety Police Division, the refunding of an Engineering Technician, market study wage and salary adjustments, changes to health insurance rates, and increased utility costs in Parks and other operating divisions.

Operating costs per capita less than inflation

Due to growth in the total adopted operational budget this year in line with population increases, the increase over the years is expected to stay less than inflation on average when measured on a per capita basis. As the City population grows, naturally the City's budget will similarly increase as services are provided to a larger population. Measuring the increases per capita is a better measure of whether the expenditure side of the equation is keeping up with standard inflation measures or exceeding the standard CPI. City stakeholders should be aware that the City continues to grow, and the total dollar amount to serve a larger community will also grow over time as long as the City strives to keep the current level of services that citizens expect.

Over a longer time period, it is important to manage expenses to ensure the cost per capita of operations, for a full service City such as Grants Pass, do not increase more than the rate of inflation. This ensures growth is being managed appropriately and within reasonable resources. The graph and table below show representation of operating costs per capita, including budget numbers for FY'16 and FY'17. Actual numbers for FY'16 and FY'17 will be below budget (as long as no contingency transfers occur) because programs cannot legally spend more than adopted budget appropriations and always come in under budget.



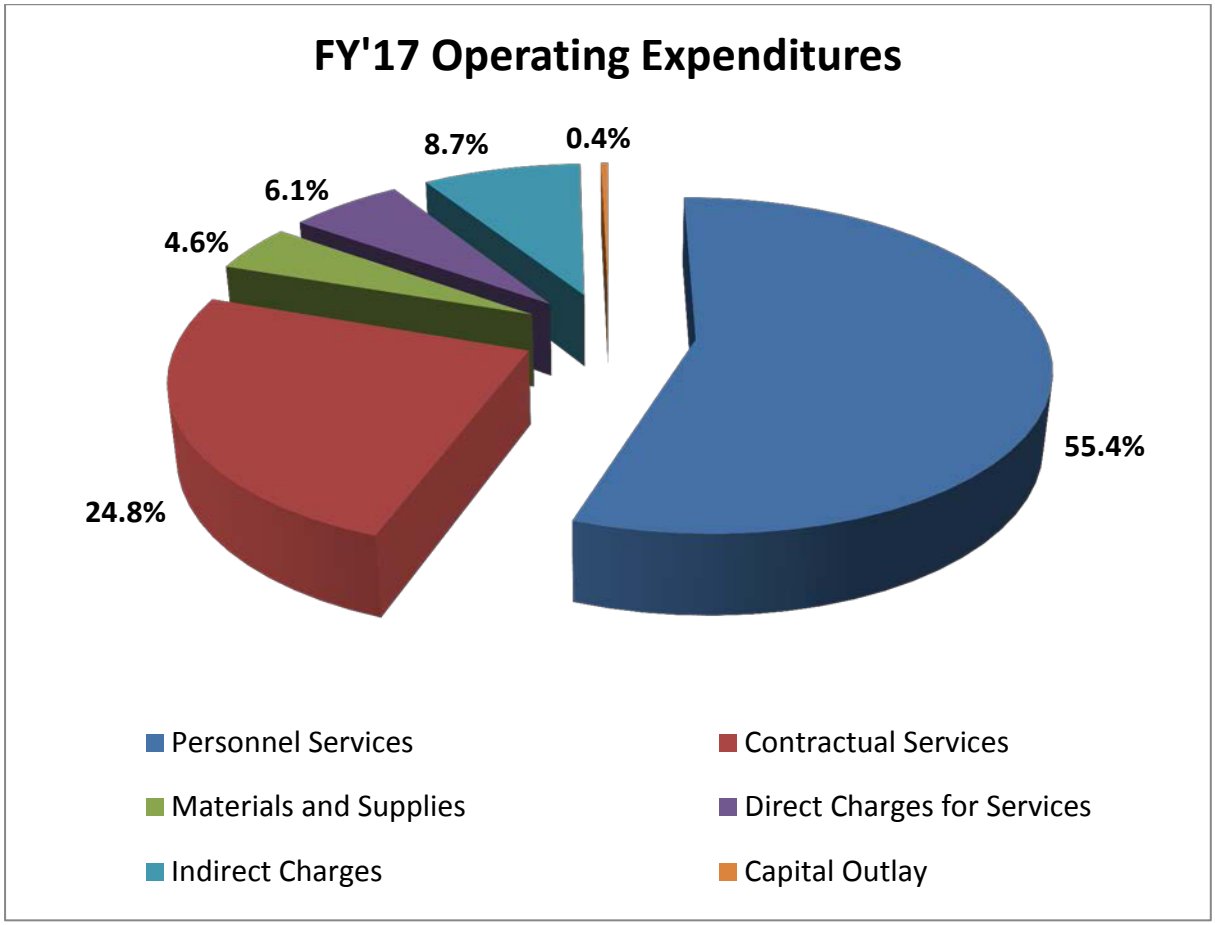
Using Fiscal 2006 as the base year, the total cost per citizen of providing all the basic City services (Police, Fire, Water, Wastewater, Transportation, Legislation, Parks, Development, and Other Services) has not exceeded inflation for actual results as measured by the national CPI index 10-year average through FY'15. Using the average inflation rate of 1.95% in the last decade and using FY'06 as the base year, the FY'17 budget estimated operating costs per capita are close to the compounded effect of inflation since 2006 and actual results after the next budget year is finished should continue to be below inflation (since budgets are never fully spent). The jump from actual to budget is always not an even comparison since budgets are not fully spent, and a new jail services contract for close to $1 million per year paid out of the general fund starting in FY'14 is partially why there is an even larger jump between the most recent two actual years and the FY'16 and FY'17 budget periods.

	FY'13 *	FY'14	FY'15	FY'16 Budget	FY'17 Budget
Estimated City Population	34,855	35,060	36,465	37,012	37,567
Operating Cost	$29,850,463	$30,791,989	$30,946,775	$35,529,711	$36,470,159
Actual Op. Cost / Capita	**$856**	**$878**	**$849**	**$960**	**$971**
Cost / Capita If Matched Avg. Inflation (CPI)	$865	$882	$899	$916	$934

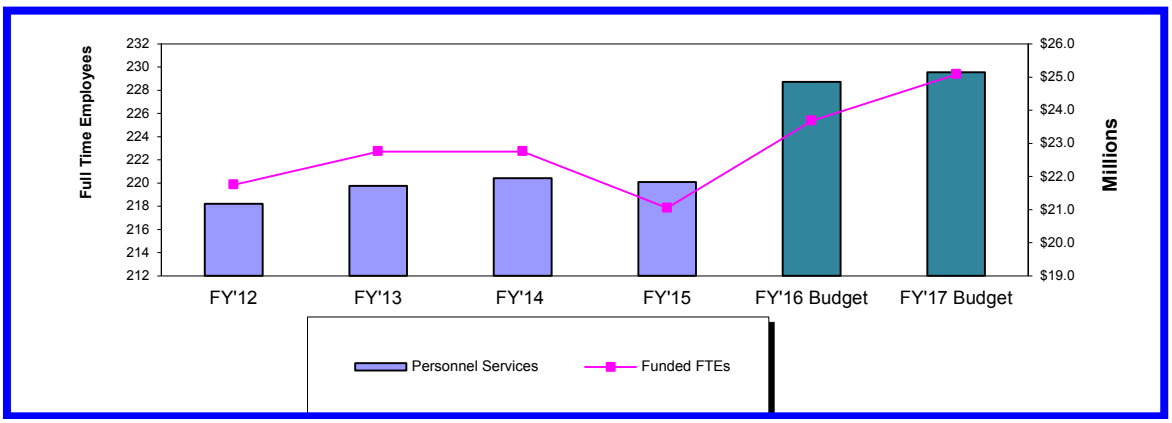
*** Costs include RSSSD costs before consolidated in FY'14**

Operating Costs by Classification Category

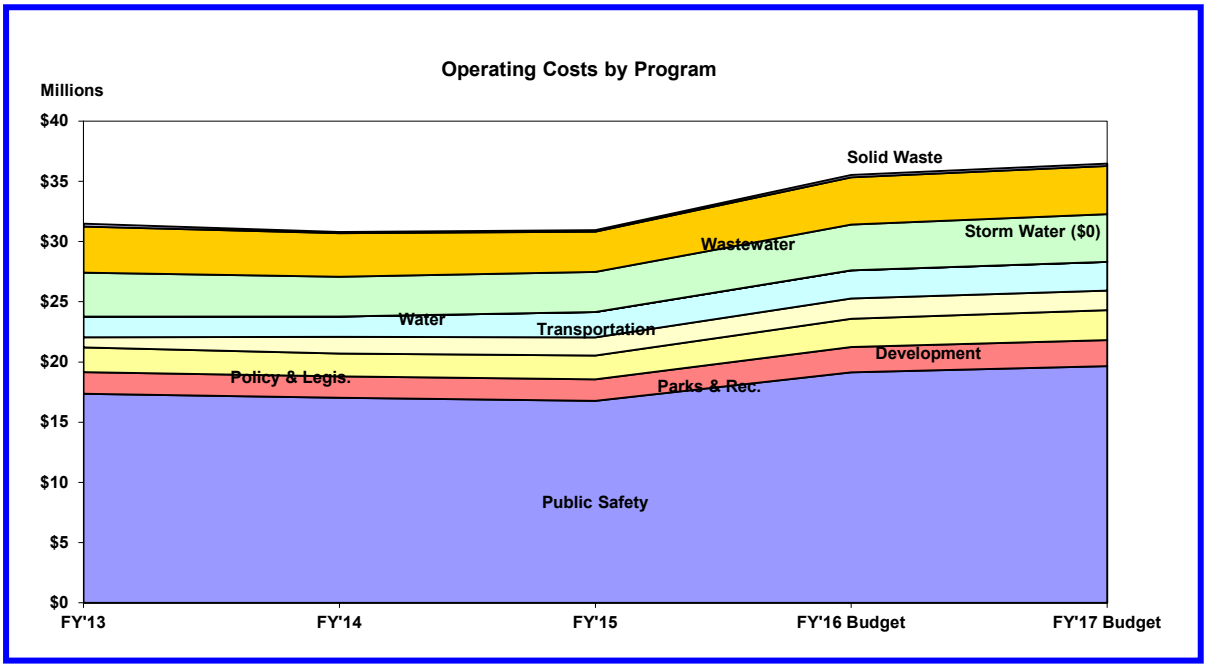
As you can see from the following chart, public service is about people serving people. Fifty-five percent of the City's operating expenditures are personnel costs. This is followed by contractual services at 24.8%.



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



Operating Costs by Program



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

Personnel services is showing an increase of close to $320,000 largely due to the staffing additions in Public Safety and other smaller changes such as market salary adjustments and higher health insurance costs. Internally billed PERS rates will be relatively stable during the next few years and more information on the City's participation in the Oregon Public Employee Retirement System (PERS) can be found in the separate budget book section right before the appendix.

Staffing Changes

The FY'17 staffing changes resulted from recommendations during Council goal setting. The additional Public Safety positions are part of the on-going efforts to improve staffing deficiencies discovered during the PAVE audit. Public Safety is adding two officers and increasing Community Service Officer FTEs by 0.50 and Records Clerk FTEs by 0.50. As a result of increased building activity and major infrastructure activities on the horizon, this budget also includes the refunding of an Engineering Technician. Reallocation of staffing dedicated to risk management programs is the reason for the remaining differences in the

Staff Allocation chart. The net difference in funded positions for FY'17 with all of these changes is an increase of 4.0 funded FTE (Full Time Equivalent positions).

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

Summary of FY'17 Unfunded Personnel Positions			
Activity	Program	Title	# of Positions
Finance	Administrative Services Fleet	Accounting Tech (1.5) Assistant Finance Director	2.50
Wastewater	Wastewater Treatment	Utility Worker	2.00
Parks & Community Development	Support	Office Assistant	1.00
Planning	Development	Planner III Department Support Tech Associate Planner (2) Assistant Planner (3)	7.00
Building	Development	Residential Building Insp. Plans Examiner II (2) Office Assistant I Building Inspector I	5.00
Engineering	Support	Utility Engineer Engineering Technician	1.00
Parks	Parks	Urban Forester (0.5)	0.50
Streets	Transportation	Urban Forester	0.50
		Total	19.50

Staff Allocation

Department/Activity	Budget FY'14	Budget FY'15	Budget FY'16	Recommend FY'17	Adopted FY'17	Projected FY'18
Administration						
Management	4.575	5.075	5.075	5.225	5.225	5.225
Legal	2.500	2.500	2.500	2.500	2.500	2.500
Information Services	6.050	5.700	5.700	5.700	5.700	5.700
General Insurance	0.350	0.350	0.350	0.500	0.500	0.500
Economic	1.000	1.000	1.000	1.000	1.000	1.000
Tourism Promotion	1.825	0.075	0.075	0.075	0.075	0.075
Downtown	1.525	1.675	2.075	2.075	2.075	2.075
Property Management	2.050	2.400	2.000	2.000	2.000	2.000
	19.875	18.775	18.775	19.075	19.075	19.075
Parks & Community Develop.						
Management	10.650	10.650	9.725	9.725	9.725	9.725
Engineering	7.500	7.500	8.500	8.500	8.500	8.500
Planning	10.900	10.900	11.000	11.000	11.000	11.000
Building & Safety	7.100	7.100	7.000	7.000	7.000	7.000
Park Maintenance	7.050	7.050	7.050	7.050	7.050	7.050
Aquatics	0.350	0.350	0.350	0.350	0.350	0.350
Recreation	0.150	0.150	0.150	0.150	0.150	0.150
	43.700	43.700	43.775	43.775	43.775	43.775
Finance						
Finance	17.250	17.300	17.050	16.950	16.950	16.950
Garage Operations	3.000	2.950	3.950	4.050	4.050	4.050
Equipment	0.750	0.750	-	-	-	-
	21.000	21.000	21.000	21.000	21.000	21.000
Human Resources						
Human Resources	3.080	3.030	3.280	2.990	2.990	2.990
Workers Compensation	0.445	0.595	0.695	0.685	0.685	0.685
	3.525	3.625	3.975	3.675	3.675	3.675
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	9.210	10.460	10.460	10.460	10.460	10.460
JO-GRO™	4.310	-	-	-	-	-
Capital Projects	1.000	1.000	1.000	1.000	1.000	1.000
Solid Waste	0.100	0.160	0.160	0.160	0.160	0.160
Storm Water	-	-	-	-	-	-
Street Maintenance	8.060	8.060	8.060	8.060	8.060	8.060
	43.600	40.600	40.600	40.600	40.600	40.600
Public Safety						
Police Division	55.250	55.250	57.650	60.150	60.150	60.150
Support Division	24.700	24.700	28.000	28.500	28.500	28.500
Fire Rescue Division	31.800	31.800	32.100	32.100	32.100	32.100
	111.750	111.750	117.750	120.750	120.750	120.750
Total	243.450	239.450	245.875	248.875	248.875	248.875
Unfunded	(20.700)	(21.600)	(20.500)	(19.500)	(19.500)	(19.500)
Net Funded Positions	222.750	217.850	225.375	229.375	229.375	229.375

Other Key Expenditure Details

Materials & supplies are budgeted to be up about $52,000 next year while contractual services are budgeted for an increase of about $352,000, a 4.1% increase to FY'16. In Public Safety contractual services increases were about $175,000 and include and additional $50,000 in Crisis Support Services, increased CAD support maintenance as well as increase to General Liability Insurance. Contractual Services in Development increased about $105,000 and include additional resources for Economic Development pending completion of the Economic Development Strategic Plan and increased services in Building in response to continued building activity. The capital outlay classification within operating budgets is minimal as compared to capital project fund appropriations and any purchase in operations for equipment or otherwise that is a tangible asset with a useful life of more than two years and a price of more than $5,000 is considered a capital asset and capital purchase. Direct charges for services and indirect charges for services come mainly from Internal Service Funds that provide services and pay for certain costs that apply to all operational programs. There are minimal changes in direct and indirect charges. Internal Service Funds include Fleet, Engineering, Property Management, Information Technology, Administrative Services, and others.

Operating transfers out are up $1.8 million in FY'17. Of this, $1.4 million is attributed to Wastewater Fund increasing the contribution to upcoming capital needs. Transfers out of the General Fund to capital decreased by $200,000 while Transportation transfers to capital increased $355,000. Transfers to capital are prioritized by Council's Strategic Plan goals as well as financial policies to use match one time resources with one time capital expenditures. Following this section is the Capital Budget Summary.

Capital allocations

The General Fund FY'17 capital transfer allocation follows the same methodology used in the previous year budget allocations. This methodology is based on maintaining a budgetary fund balance of 30% to 40% of annual expenditures. This range was set to avoid having to borrow funds between July and November/December each fiscal year before the bulk of property taxes are received by the General Fund. This also gives the General Fund the proper contingency and reserves to respond to potential emergencies or other unanticipated financial needs throughout City governmental and utility operations. By continuing to target the middle end of that range at 35%, any one time savings whether through revenue or expenditure differences to budget could then be allocated to the highest priority capital projects. This leaves the General Fund with a 5% minimum contingency and the necessary 30% minimum carryover balance from year to year. This also follows policy suggestions to match up one time resources with one time expenditures.

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

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

As long as General Fund operating divisions continue to spend 4-6% less than adopted operating budgets each year on average, the General Fund should end FY'17 with a budgetary fund balance of 38% to 40% of annual General Fund operating expenditures, a balance in line and within the City's Financial Policy range for the General Fund of 38%-40%. 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 two years during the term of the voter approved Public Safety Levy. This was by design in the financial planning for the levy terms. However, if recent savings trends do not continue, or unanticipated financial needs surface, transfers to capital projects may need to be reduced significantly in future years in order to keep the General Fund balance within financial policy guidelines.

Under proper financial and budgeting policies of matching one-time resources with one-time expenditures to maintain a sustainable budget, the adopted budget allocates capital to certain City-wide information technology, Public Works and other high-priority Parks and

other projects found in the Council's adopted Strategic Plan and Work Plan for 2016-17. This year, $0.6 million is budgeted to be transferred to Transportation Capital, Water Capital, Wastewater Capital, and other Public Works related project needs to match Public Works capital contributions more closely with annual fee in lieu of franchise tax revenues from City owned utilities. While most of the Parks related capital facility needs will be accommodated by restricted funding sources such as grants and the Transient Room Tax-LB capital allocation, smaller parks projects such as working with School District 7 to construct school/parks projects has been included in General Fund capital transfers.

Real efficiencies and effectiveness measures will be impacted by information technology projects ongoing today and continued in the FY'17 budget. One-time savings in recent years have been recommended to be used for overdue projects such as the phone system, connectivity among City operating locations, the business software system and e-permitting, the CAD/MDT project, a Microsoft upgrade, Police In Car Cameras, and a Police E-Ticketing project, among other technology intensive capital projects. Projects such as the Business Software and E-Permitting replacement project have a quick payback to the City through efficiencies that impact total staffing needs in the future.

Operating Transfers to Capital Projects

	FY'14	FY'15	FY'16 Budget	FY'17 Budget
Transportation	1,307,438	733,066	1,310,000	1,665,000
Water	1,333,000	2,224,177	3,413,000	3,560,000
Wastewater	1,034,000	1,782,392	1,719,000	3,413,300

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.

It should be noted that the minimum policy won't provide enough dollars to capital projects that are necessary to be completed in coming years in Water and Wastewater because there have been many years in the past where capital was underfunded, growth related fees such as system development charges have not kept up with the actual cost of growth related projects, and depreciation is a measure of past cost not future cost. Transfers should be in excess of this minimum policy but these three utilities do not have the financial flexibility to transfer any more than has been budgeted to be transferred. Utility and SDC rate studies are on the horizon for the Water and Wastewater utilities in the summer of 2016 as large plant infrastructure projects are beginning in the next year that will require adjustments to user rates. The user rates and SDC rates must be designed to provide cash flow sufficient to replace and build the infrastructure necessary to provide water and wastewater services to the entire City and to pay debt service on bond issues for large capital projects.

Impact of Capital Projects on Operations

Expenditures for capital improvements can have an impact on future operations. Some capital projects will require additional resources to maintain and operate. Others may reduce repairs and maintenance or reduce costs through improved efficiencies. Many capital expenditures will not have significant impacts or the impacts may be offset by increasing resources. The City weighs the total cost (the capital cost and the on-going operational cost) against the anticipated benefits when evaluating capital projects.

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

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

Project	Description	Future Costs Estimate	Future Savings
Business Software and E-Permitting	The City's Financial Software (ERP) System is nearly 20 years old and is becoming obsolete. Newer web based systems integrated across the City's operating departments will better serve both customers and staff.	• The total project budget is $1.31 million including data conversion, training, and implementation costs. • Annual software maintenance costs are expected to increase by about $45,000 per year with the significantly higher and advanced system capabilities and additional modules that will be used with the new system that are not in place today. • The Capital Project is largely funded by the general fund while the Administrative Services, PCD Management, and Information Technology Funds will pay the annual maintenance costs.	• Newer system will create significant staffing efficiencies through avoiding duplicated administrative work and make it easier for customers to do business with the City online (there is a significant return on investment in the long-term). • Less training time required from a more modern web based financial software system.
Downtown Lighting and Parking Lot Improvements	The City is upgrading the parking lot and lighting at the newly purchased parking lot centrally located in the downtown at 5th and H Streets in order to better serve downtown business and event needs.	• The one time capital cost is approximately $269,000 and the ongoing annual maintenance and utility costs will be minimal. • Maintenance costs will impact the General Fund Downtown Development operating budget.	Will impact the economic health of the downtown and provide a better public space for special events.

Project	Description	Future Costs Estimate	Future Savings
Water Treatment Plant Upgrade	After the recent Facility Plan Update, it has been determined that it will be most cost effective in the long-term to build a new Water Plant at a new site to be determined. The planning and review of procurement options has recently started in earnest.	• Projected maintenance cost differentials will be reviewed over the next two years. • Equipment depreciation costs over 60-100 years.	• Avoids costly repairs to the current facility that won't last as many years into the future due to the age of the current facility. • A new plant will potentially impact staffing requirements and other operating requirements such as chemicals and utility usage in the Water Fund.
Enhance Riverside Park	The City received a grant from the Oregon Lottery to build a new facility at Riverside Park. The City is combining grant dollars with local dollars to upgrade and provide additional public facilities at this flagship park.	• One-time cost of approximately $785,000. • Ongoing annual maintenance costs will be similar; however there may be a slight increase in utility costs based on the final type of developments done.	• Better utilization of the park, better facilities for special events in the park, and the potential removal of certain old and deteriorating park equipment.
Various Road Improvements	There are a number of road improvements in the Transportation 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 paid out of the Transportation operating budget will be reduced.
Various Sewer Main Structural Repairs	Replaces very old structurally deficient sewer pipe in various streets and alleys.	• No known increases in operating costs.	• Safety is increased. • Potential environmental problem decreased. • Long-term maintenance cost incurred in the Wastewater operating budget will be reduced. • Structural defects fixed.
Wastewater Phase 2 Expansion	Expands capacity and meets regulatory requirements.	• Additional utility/energy consumption expected for the Wastewater Fund.	• Prepares to meet future regulatory costs and future demand and avoids regulatory risks related to not being able to meet that demand.

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 2016-2017 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.

Council Mission: To represent all citizens by providing leadership and decisions necessary to meet community needs and desires.

Council Vision: Grants Pass is a healthy, vibrant place to live, work and play; a city connecting people to people with thriving economic, cultural and recreational opportunities.

Council Values: We base our decisions on the following values:

- Accountability
- Communication
- Credibility
- Integrity
- Respect
- Responsibility
- Truthfulness

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

- Keep Citizens Safe
- Provide Cooperative Shared Leadership Involving Council, Staff and Community
- Encourage Economic Opportunities
- Facilitate Sustainable, Manageable Growth
- Maintain, Operate, and Expand our Infrastructure to Meet Community Needs

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

- Partner with community to provide homeless youth shelter services
- Allen Creek Sports Park Complex (Funding)
- Maintain necessary criminal justice infrastructure (jail, DA, juvenile)
- Prepare funding package to resolve sewer issues in Spalding Park
- Light up downtown in alleyways and railroad tracks
- Expand Wastewater Plant
- Develop landscaping and parking at Park Street
- Build new Water Plant
- Explore feasibility of Fire District
- Develop the park area west of the Caveman Bridge

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

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

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

Aaron K. Cubic
City Manager

Mission of Council

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Council Vision

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Strategic Goals

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Keep Citizens Safe

Leadership Objectives:

- **Partner with community to provide homeless youth shelter services*****
- **Maintain necessary criminal justice infrastructure*****
- **Explore feasibility of Fire District*****
- **Increase school safety****
- **Improve proactive policing****
- **Reduce meth/heroin use***
- **Improve preparedness for emergencies**
- **Enhance a safe and secure environment**
- **Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach**
- **Reduce transient impact to community***

Leadership Actions:

Objective 1: Partner with community to provide homeless youth shelter services.*

Objective 2: Maintain necessary criminal justice infrastructure.*

Objective 3: Explore feasibility of Fire District.*

Objective 4: Increase school safety.*

Objective 5: Improve proactive policing.*
Action 1: Public education – traffic "don't block the box".*

Objective 6: Reduce meth/heroin use.*

Objective 7: Improve preparedness for emergencies.
Action 1: Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters.*

Objective 8: Enhance a safe and secure environment.
Action 1: Light up downtown in alleyways and railroad tracks.***
Action 2: Expand use of community video cameras throughout the City.***

Objective 9: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.
Action 1: Continue as a 'facilitator' not a 'partner' in consolidation of homeless/transient community services.**
Action 2: Appoint a Vagrancy Task Force.*

Objective 10: Reduce transient impact to community.*
Action 1: Targeted enforcement of illegal camping.**

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Objectives:

- **Evaluate/ensure financial stability of Utility Funds.****
- **Develop and implement community communication strategies.**
- **Ensure efficiency and effectiveness in City operations.**

Leadership Actions:

Objective 1: Evaluate/ensure financial stability of Utility Funds.*

Action 1: Comprehensive Water Treatment/Wastewater funding strategy.**

Objective 2: Develop and implement community communication strategies.

Action 1: Hold quarterly Town Hall meetings.**
Action 2: Encourage and seek out younger generation to volunteer on City committees.**
Action 3: Continue to explore greater use of volunteer assistance for park maintenance.*
Action 4: Increase volunteer activities for beautification cleanup projects.*
Action 5: Promote and create information programs for Cable TV with monthly frequency.*

Objective 3: Ensure efficiency and effectiveness in City operations.

Action 1: Implement an E-Permitting system for building and planning.***
Action 2: Appoint Council liaisons to collective bargaining.**
Action 3: Upgrade GIS reporting for Public Works.**
Action 4: Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, Refuse Haulers).**
Action 5: Evaluate/implement Asset Management software across Public Works (PAVE).*
Action 6: Contribute resources to Food & Friends for the development of new facility.*
Action 7: Dark fiber connection from City Hall to Hillcrest.*
Action 8: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.*
Action 9: Upgrade heating/cooling system in the Municipal Building.*
Action 10: Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations.*

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Leadership Actions: Continued

Objective 3: Ensure efficiency and effectiveness in City operations.

Action 11: Continue progress reflecting recommendations from strategic plans developed through PAVE.*

Action 12: Expand wireless network capabilities at City facilities.*

Action 13: Upgrade to a redundant\replicated disk based backup system.*

Action 14: Create a fast-track land use process for job creating industrial development and building permits.*

Action 15: Expand NEOGOV program for electronic notification and communication with applicants.

Action 16: Convert Clerk Aide position to that of a Records Call Taker for improved efficiency.

Encourage Economic Opportunities

Leadership Objectives:

- **Facilitate an environment to encourage business prosperity and economic opportunities.**
- **Adopt an Economic Development Plan.**

Leadership Actions:

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

Action 1: Prepare funding package to resolve sewer issues in Spalding Park.***
Action 2: Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development.***
Action 3: Partner to develop incubator facilities.**
Action 4: List of commercial properties – buildings available.*
Action 5: Support (implement) Small-Scale/Craft Manufacturing/Main Street.*
Action 6: Develop business loan program incorporating a job creation forgiveness element.*
Action 7: Find solutions for business development and remodeling.*
Action 8: Encourage businesses to develop jobs in and around the City.*
Action 9: Develop additional industrial land.*
Action 10: Vocational training for high school and college students focused on local industry needs.*

Objective 2: Adopt an Economic Development Plan.

Facilitate Sustainable, Manageable Growth

Leadership Objectives:

- **Strengthen current codes to help enforce and promote properly maintained commercial and residential structures.***
- **Promote healthy neighborhoods.***
- **Identify and implement appropriate sustainability practices.**
- **Develop proactive solutions to community development challenges.***
- **Review annexation policy and identify areas for annexation.**
- **Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek.**
- **Improve Parkland through private / public partnerships.**

Leadership Actions:

Objective 1: Strengthen current codes to help enforce and promote properly maintained commercial and residential structures.

Action 1: Pursue code violations for those that have been reported by the citizens.*

Objective 2: Promote healthy neighborhoods.*

Action 1: More public trash cans and recycling bins around town or near problem areas.**
Action 2: Canopy Tree Program.*
Action 3: Focus on clean-up efforts in areas of blight.*
Action 4: Encourage neighborhoods to keep themselves clean.*
Action 5: Keep rec/med pot from disrupting neighborhoods.*

Objective 3: Identify and implement appropriate sustainability practices.

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

Objective 4: Develop proactive solutions to community development challenges.

Action 1: Develop building safety/inspection/permits processes.**
Action 2: Review and revise Development Code.*
Action 3: Evaluate DDA and AFD process to determine best practices for the City and property owners and clean up old DDA and AFD records on properties – possibly convert to a fee-in-lieu system.*
Action 4: Initiate "highway-dependent" industrial land text amendment (i.e., no mini-storage on prime industrial land).*

Objective 5: Review annexation policy and identify areas for annexation.

Action 1: Analyze/initiate charter amendment for annexation procedures.*

Facilitate Sustainable, Manageable Growth

Leadership Actions: Continued

Objective 6: Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek.

Action 1: Facilitate and environment which increases affordable housing opportunities.*

Objective 7: Improve Parkland through private / public partnerships.

Action 1: Develop Allen Creek Sports Park Complex.***

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Leadership Objectives:

- **Plan and develop infrastructure.**
- **Ensure water infrastructure needs are met.**
- **Ensure sewer infrastructure needs are met.**
- **Ensure transportation infrastructure needs are met.**
- **Ensure storm facility infrastructure needs are met.**
- **Ensure bicycle/pedestrian path needs are met.**
- **Ensure park infrastructure needs are met.**
- **Increase opportunities to promote character and community spirit.**
- **Provide an environment to help preserve and enhance Grants Pass' historical assets.**

Leadership Actions:

Objective 1: Plan and develop infrastructure.

Action 1: Explore Public Safety Station options.***
Action 2: Complete Sewer Master Plan.***
Action 3: Complete Water Master Plan.***
Action 4: Update the Downtown Master Plan.*
Action 5: Install ambient lighting on Caveman Bridge.*
Action 6: Purchase and install two "Portland Loos".*
Action 7: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.*
Action 8: Complete Storm Drain Master Plan and consider funding option.*

Objective 2: Ensure water infrastructure needs are met.

Action 1: Build new Water Plant (PAVE).***
Action 2: Develop emergency water hook-up at City Hall well.*
Action 3: Complete projects as part of small main replacement.*
Action 4: Complete the update to the Water Emergency Operations Plan.
Action 5: Initiate the process of acquiring property for a new Water Treatment Plant.

Objective 3: Ensure sewer infrastructure needs are met.

Action 1: Expand Wastewater Plant (PAVE).***
Action 2: Construct vactor truck dumping facility.**
Action 3: Initiate Fats, Oils and Grease (FOG) education/enforcement program.*
Action 4: Implement manhole inflow/infiltration elimination program in Redwood area.*
Action 5: Upgrade sewer lines.*
Action 6: Design and construct the necessary Webster Wastewater Pump Station No.1 improvement project.
Action 7: Initiate upgrades to the Water Restoration Plant SCADA hardware and software.

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Leadership Actions: Continued

Objective 4: Ensure transportation infrastructure needs are met.

Action 1: Clean the streets – hire contractor to pressure wash sidewalks and alleyways.*
Action 2: Improve dangerous/problem pedestrian crossings (flashing beacons).*
Action 3: Focused approach to right of way vegetation management.*
Action 4: Utilize college program to provide design concepts for South 'Y' interchange.*
Action 5: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council.*
Action 6: Complete Transportation Master Plan.
Action 7: Design the Allen Creek Road project.

Objective 5: Ensure storm facility infrastructure needs are met.

Action 1: Find most cost-effective way to deal with storm water regulations.**
Action 2: Initiate the preparation of a storm water implementation plan following the adoption of the Storm Water Master Plan.
Action 3: Create and initiate the Storm Water utility.

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

Action 1: Interconnect trails.**
Action 2: Continually identify and implement additional off-street pedestrian and bikeway opportunities.**
Action 3: Improve trails to provide walking/biking transportation alternatives and recreation potential.*

Objective 7: Ensure park infrastructure needs are met.

Action 1: Develop the park area west of the Caveman Bridge.***
Action 2: Enhance Riverside Park.**
Action 3: Develop Hillcrest Park Reserve.**
Action 4: Remove the large barrels and debris in the river from under the 6th Street Bridge.**
Action 5: Evaluate options at Reinhart Park for converting irrigation system to prevent future issues with pumping water from the River.**
Action 6: Add restroom at Fruitdale Park.**
Action 7: Increase security and lighting in Parks.*
Action 8: Develop spray/water park.*
Action 9: Improve the high visibility landscaping at the corner of GP Parkway & East Park Street.*
Action 10: Landscape and irrigate the area entering the City from Redwood Highway.*
Action 11: Create a tree walk map for Reinhart for next year's Fall Tree Walk.*
Action 12: Provide shade screening for exposed playground areas.*
Action 13: Improve Loveless Park with dirt pump track, seating areas, restroom, bike station, sidewalk and skills area.*

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Leadership Actions: Continued

Objective 8: Increase opportunities to promote character and community spirit.

Action 1: Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5.***
Action 2: Review and refresh the City's "Branding and Marketing". **
Action 3: Promote City Rebranding/Brand refreshing throughout the City.**
Action 4: Develop landscaping and parking at Park Street.**
Action 5: Exterior building remodel for the Downtown Welcome Center.**
Action 6: Support the development and installation of an art piece for a City parking lot each year.**
Action 7: Expand year-round tree lights in the downtown.**
Action 8: Replace Municipal Building sign to match entry signs.*
Action 9: Purchase a "watering truck".*
Action 10: Continue installing welcome signs for Grants Pass.*
Action 11: Entrance sign for south I-5.*
Action 12 Expand implementation of the City's Branding.*
Action 13: Catalogue and promote the City's Public Art Collection in collaboration with CoPA, Tourism and HBSC.*
Action 14: Expand downtown hardscape.*
Action 15: Improve the street scape in 5th & H Street multiple uses.*
Action 16: Redwood Empire sign restoration.*
Action 17: Place a permanent GP on Beacon Hill.*

Objective 9: Provide an environment to help preserve and enhance Grants Pass' historical assets.

Action 1: Obtain Certified Local Government Status.*
Action 2: Update Landmark list.*
Action 3: Evaluate expanding the Historic District.*
Action 4: Update historic inventory.*

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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 estimated population of 36,398, it is the county seat of Josephine County and serves as the major commercial center for the county population of more than 82,713.

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

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

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

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

Economy

Once a timber based community, manufacturing, tourism, recreation, and service industries now provide the major sources of employment. Josephine County's reliance on logging and timber products manufacturing has decreased over the past three decades. 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 still maintains a small presence in county. A state economist has determined Josephine County to rank highest among non-metro Oregon counties in terms of economic diversification.

The City of Grants Pass has recovered from the recession and new businesses are bringing vibrancy to the downtown corridor and surrounding areas. There is an entrepreneur spirit with fresh ideas and local made products. New restaurants and a new hotel are in the process of being built. There were 1,161 building permits issued between January-December of 2015 and already the City has issued 716 permits for the first quarter of 2016. Grants Pass Tourism Tax Revenue was up 16.2% from last year and exceeded the State average.

Employment growth continues with the unemployment rate staying at historical low level. The government sector is still an important employer in the region, offering a wide variety of jobs.

The seasonally adjusted unemployment rate for Feb. 2016 was 6.0% slightly lower than last year's rate of 7.4%. This rate is still slightly higher than state average.

Josephine County employment increased by 730 jobs or 3.0 percent during the 12 months ending in February 2016. Oregon's employment increased by 3.3 percent. The most significant gains occurred in retail trade, private educational and health services and in manufacturing. Employment declined slightly in wholesale trade and in local government education.

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 (2014):

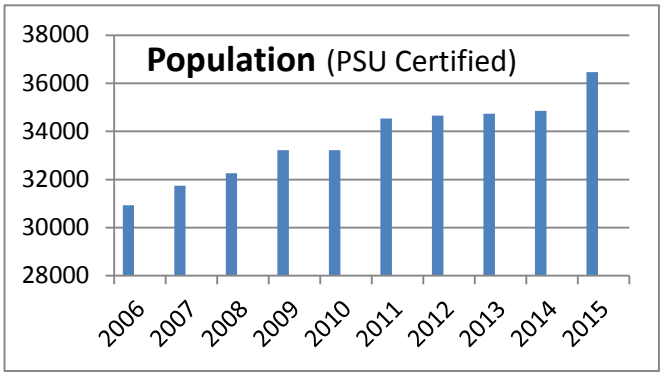
Average Temperature:	High	Low
July	93°	61°
January	48°	34°

Annual Precipitation	26.9

Elevation:	960’

Population:

Year	Amount	% Increase
2015	36,465	4.62
2014	34,855	.3
2013	34,740	.2
2012	34,660	.4
2011	34,533	3.9
2010	33,225	0
2000	23,170	32.4
1990	17,503	16.5
1980	15,032	20.7
1970	12,455	23.1
1960	10,118	



Taxes (2014):

Sales tax	None
Consolidated property tax rate per $1,000 assessed value	$12.56

Education (March 31, 2015):

Grants Pass School District #7

Attendance centers	10
Total enrollment	5,853

Elections (November 2014):

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

Fire Protection:

Stations	3
Employees	30
Interns	9

Police Protection:

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

Recreation and Culture:

Parks	24
Green spaces/trails	9
Museums	2
Swimming pool	1

Assessed Property Value:

In thousands of dollars

2015	$2,901,486
2014	$2,720,899
2013	$2,624,937
2012	$2,560,620
2011	$2,508,736
2010	$2,409,615
2009	$2,318,500
2008	$2,207,029
2007	$2,065,308
2006	$1,728,992

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

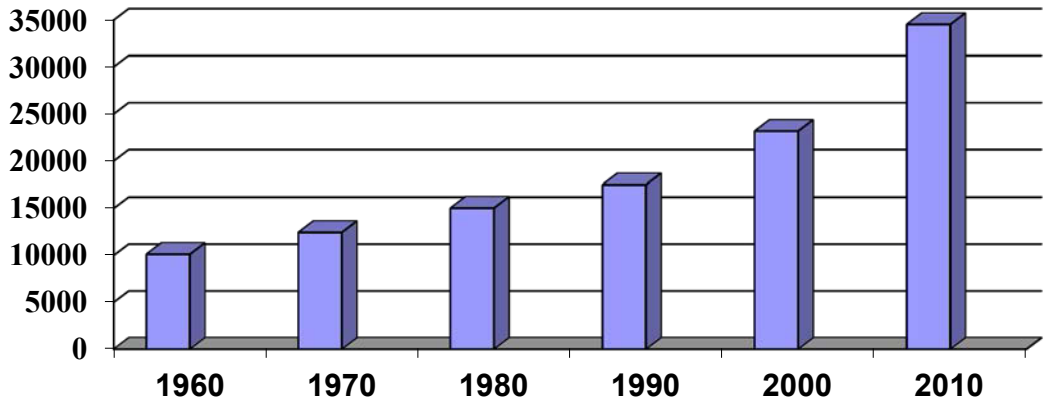
Mortgage:

Median Monthly Owner Costs	$1,478

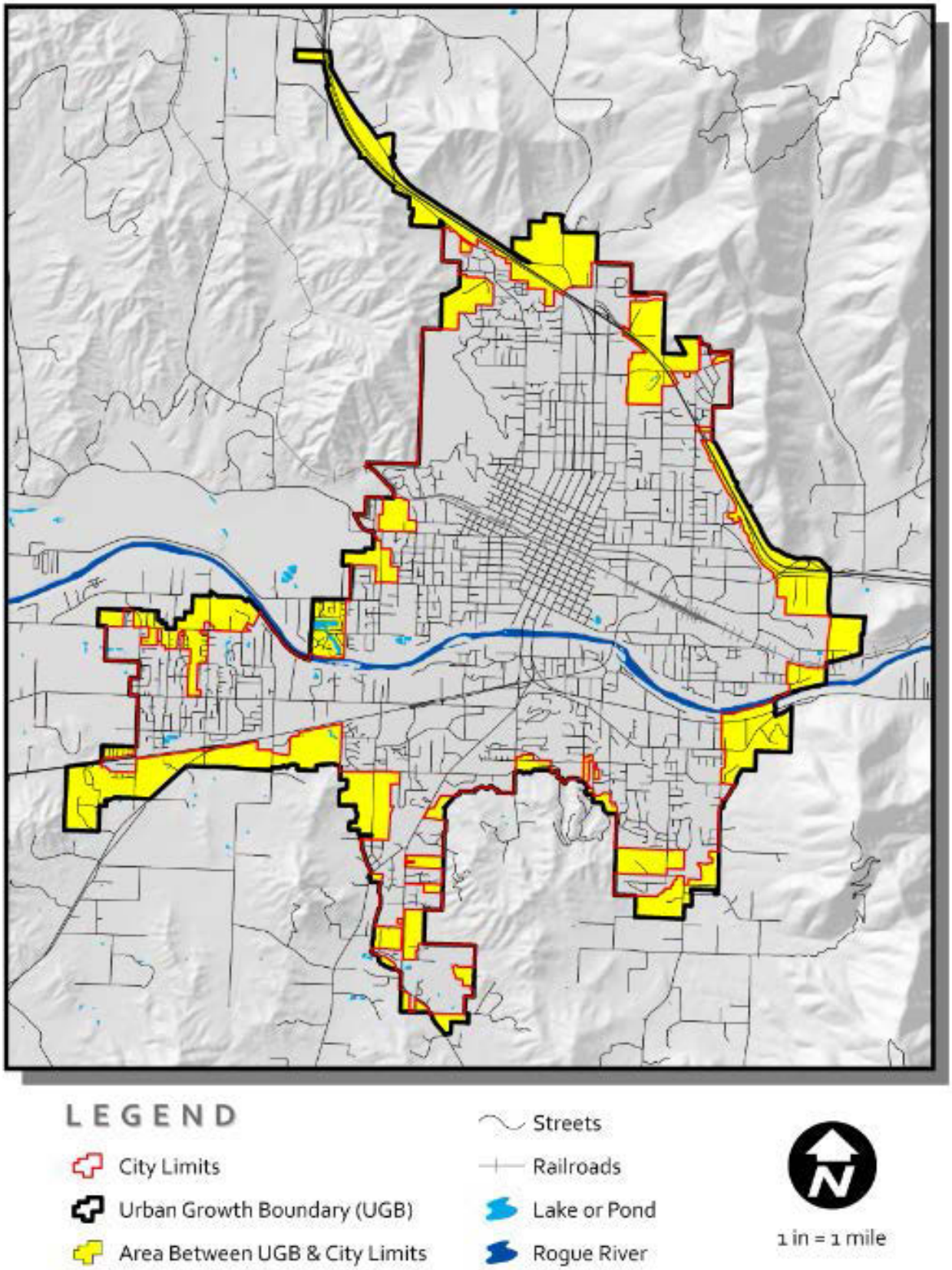
Gross Rent:

Median Gross Rent	$775

Census 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.

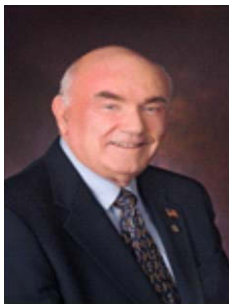
The Mayor is the formal representative of the City of Grants Pass and is elected to a four-year term by the voters at large on a non-partisan ballot. The Mayor presides over Council meetings and does not vote, except in the case of a tie. The Mayor can veto any Council decision, but a two-thirds vote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

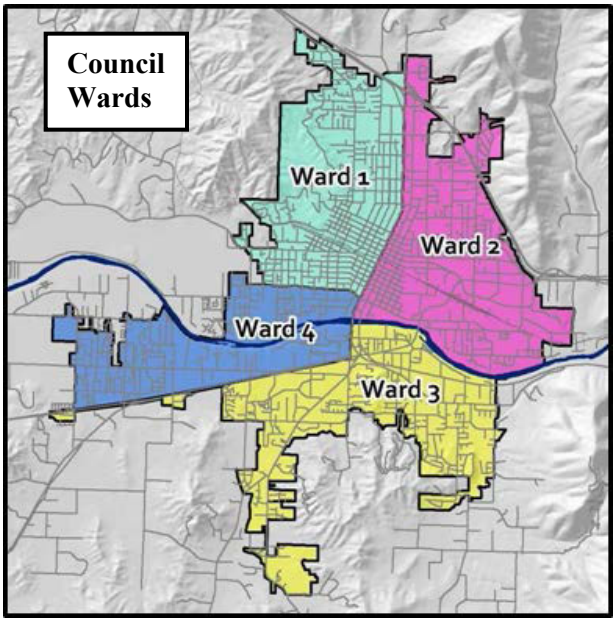
Roy Lindsay
Term 1/5/15-12/31/18
WARD 1



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

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

VACANT
Term 2/25/13-12/31/18
WARD 4



Valerie Lovelace
Term 1/4/16-12/31/16
WARD 2

VACANT
Term 1/4/16-12/31/16
WARD 4

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

Dennis Roler
Term 1/5/15-12/31/18
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
- PAVE Committee
- Urban Area Planning Commission
- Grants Pass Parks Advisory Board
- Historic Buildings and Sites Commission
- Bikeways & Walkways Committee
- Committee on Public Art
- Industrial Development Loan Review Committee
- Tourism Advisory Committee
- Urban Tree Advisory Committee
- Solid Waste Agency

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

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

- Urban Renewal Task Force
- Allen Creek Soccer Task Force

City Organizational Chart

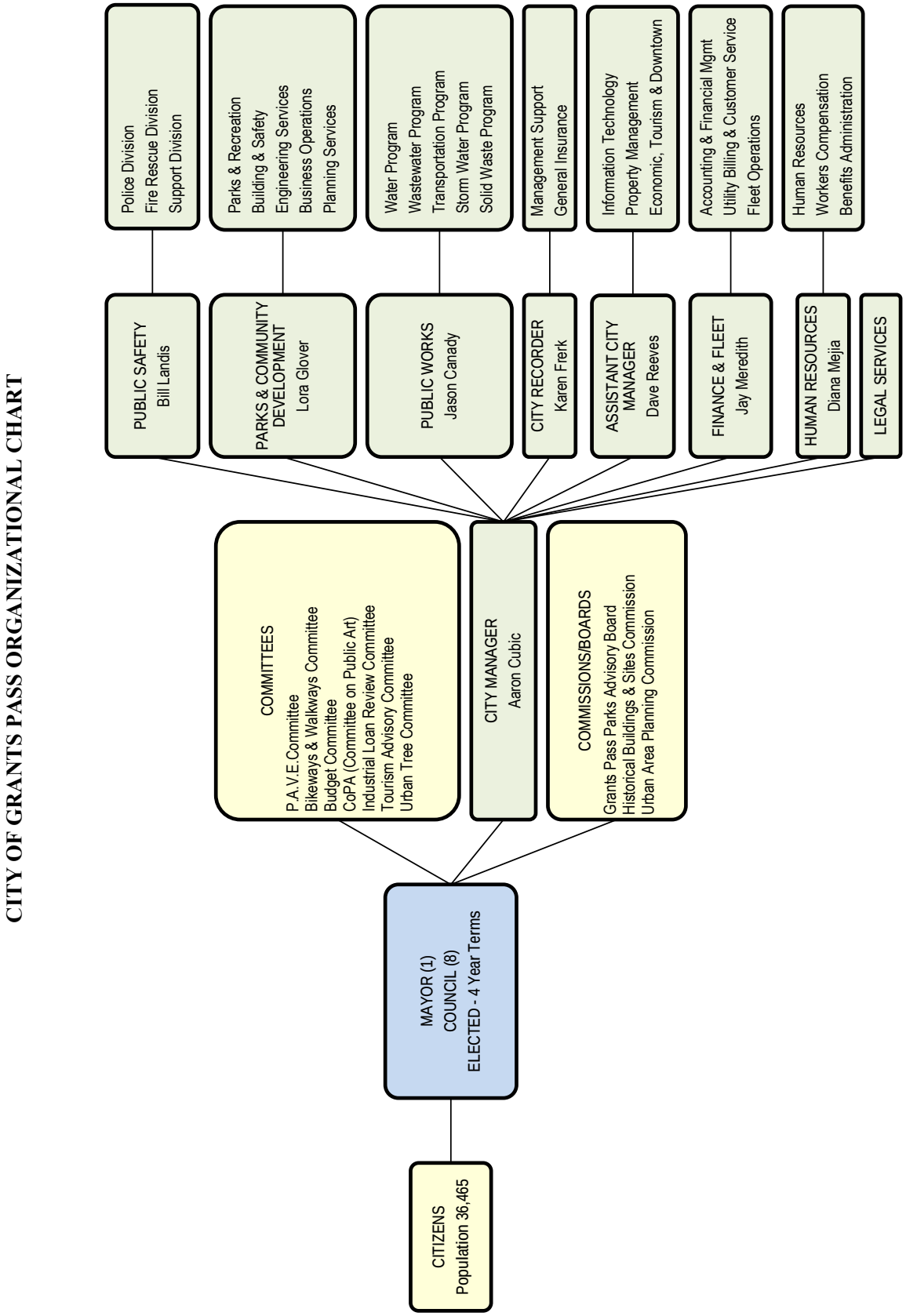
The Organization Chart for the City of Grants Pass displays the full time equivalencies and the methods of reporting for the City organization. Your local government is a broad mix of services. We operate three independent utilities: Solid Waste, Water, and Wastewater. The governmental side of our organization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

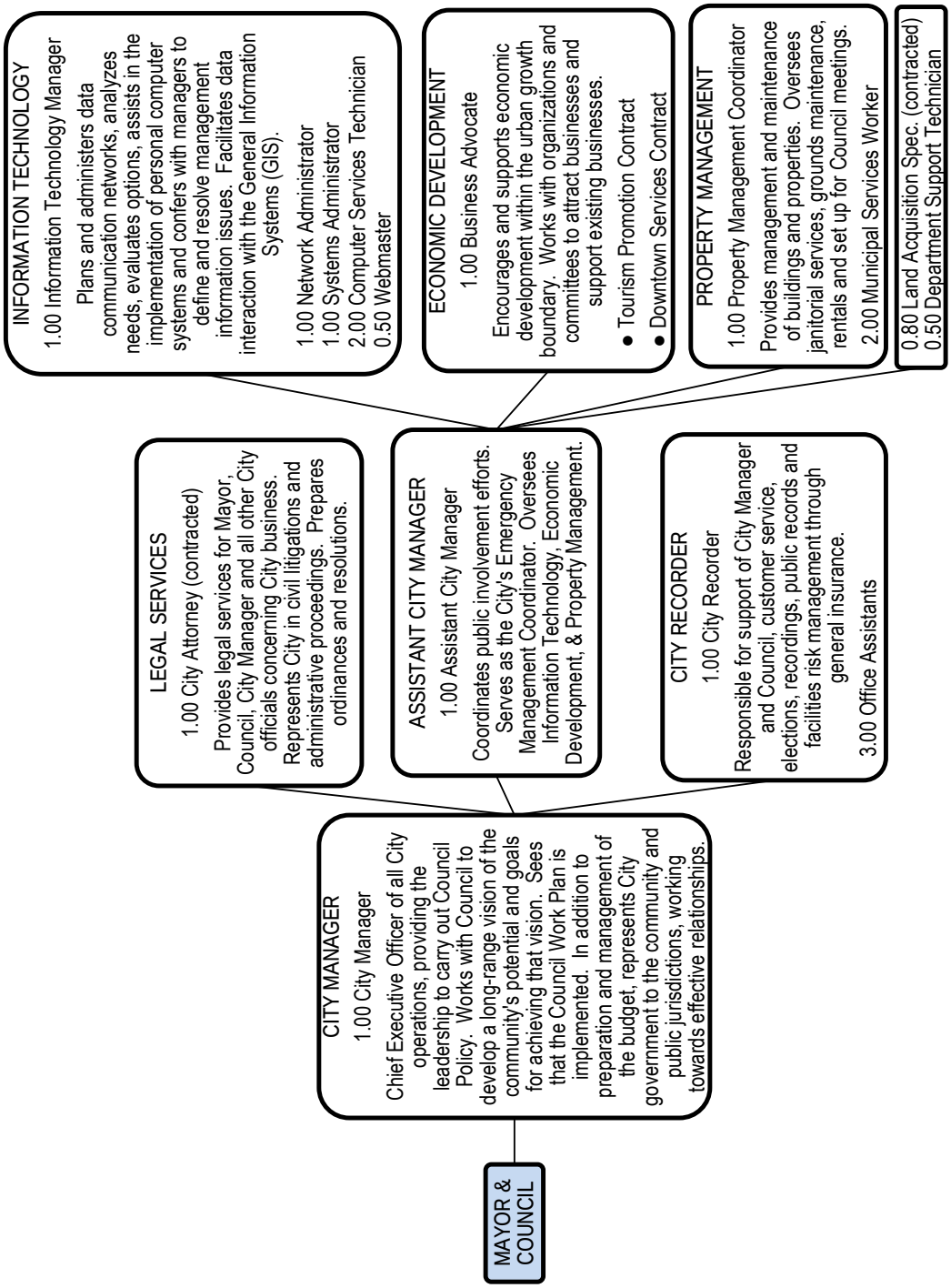
The City of Grants Pass is a dynamic organization. We are constantly working to develop better ways to coordinate services and assure our residents the best possible services delivered in a way that makes sense and meets the needs of most of our citizens.

City Organizational Chart



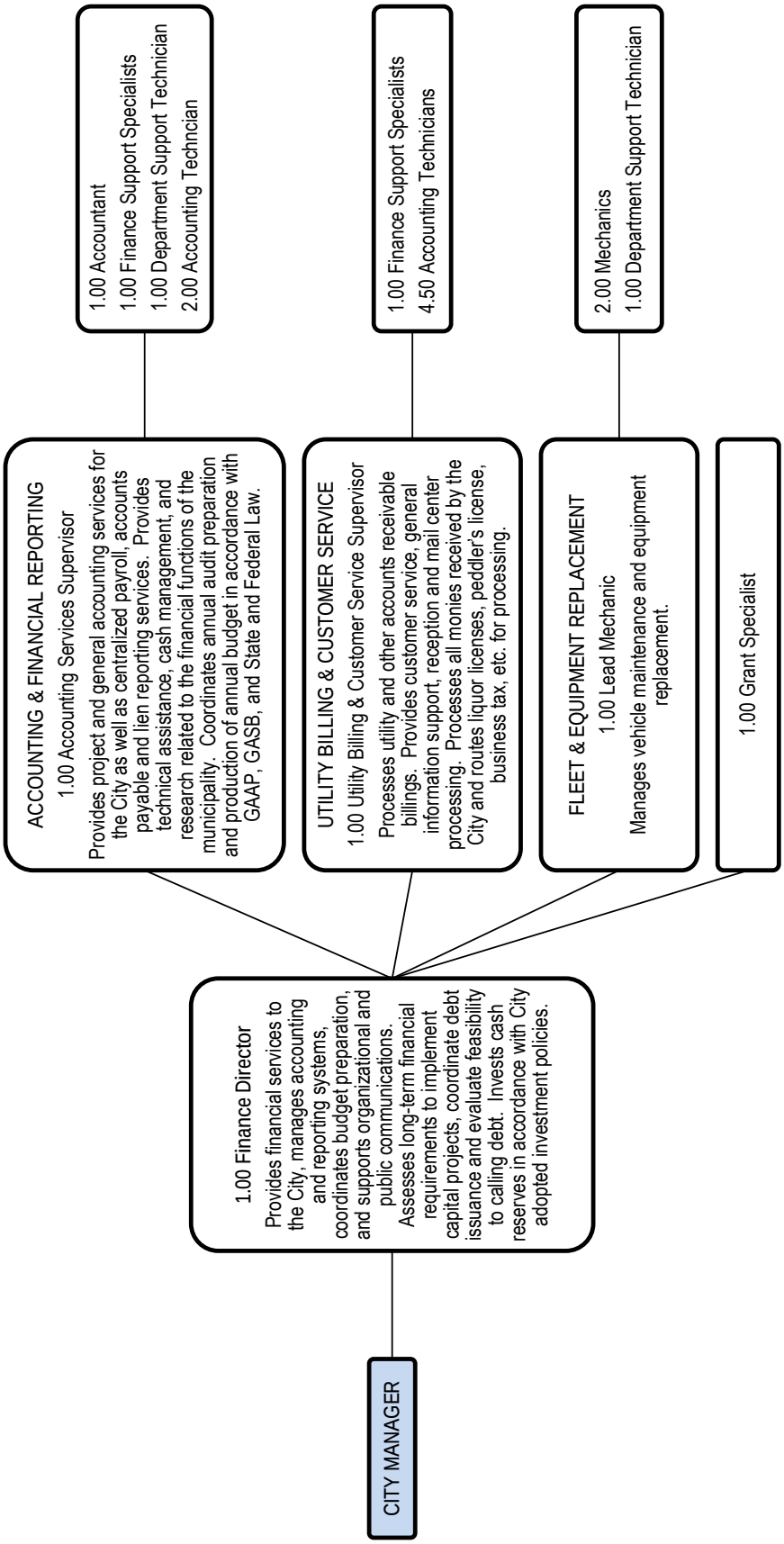
City Organizational Chart

Administration



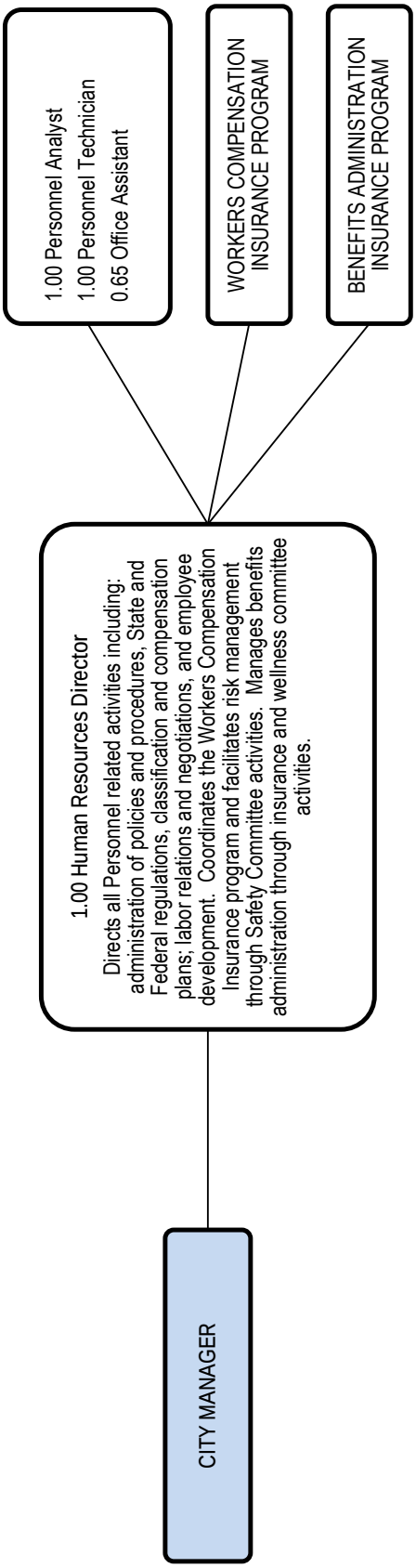
City Organizational Chart

Finance & Fleet



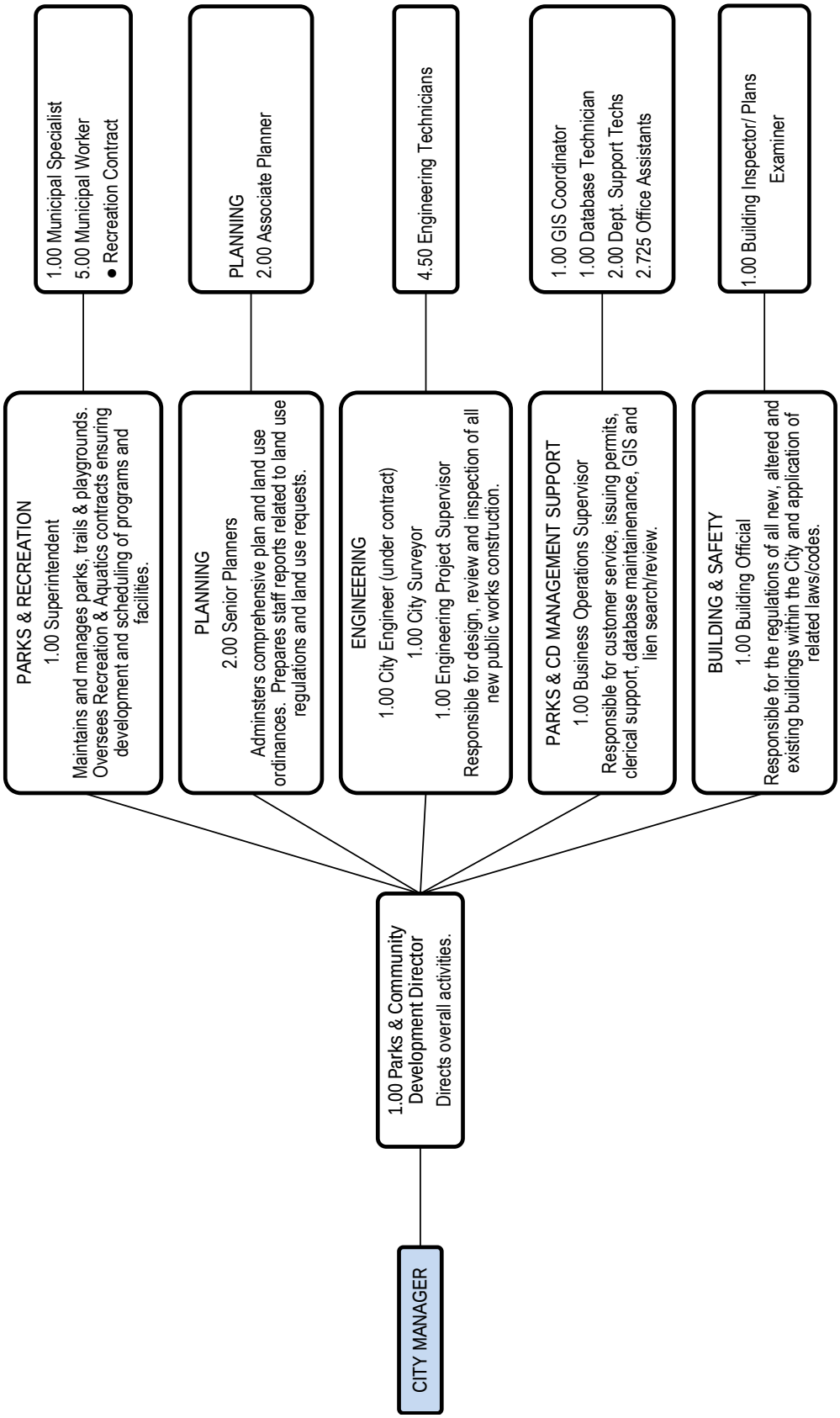
City Organizational Chart

Human Resources

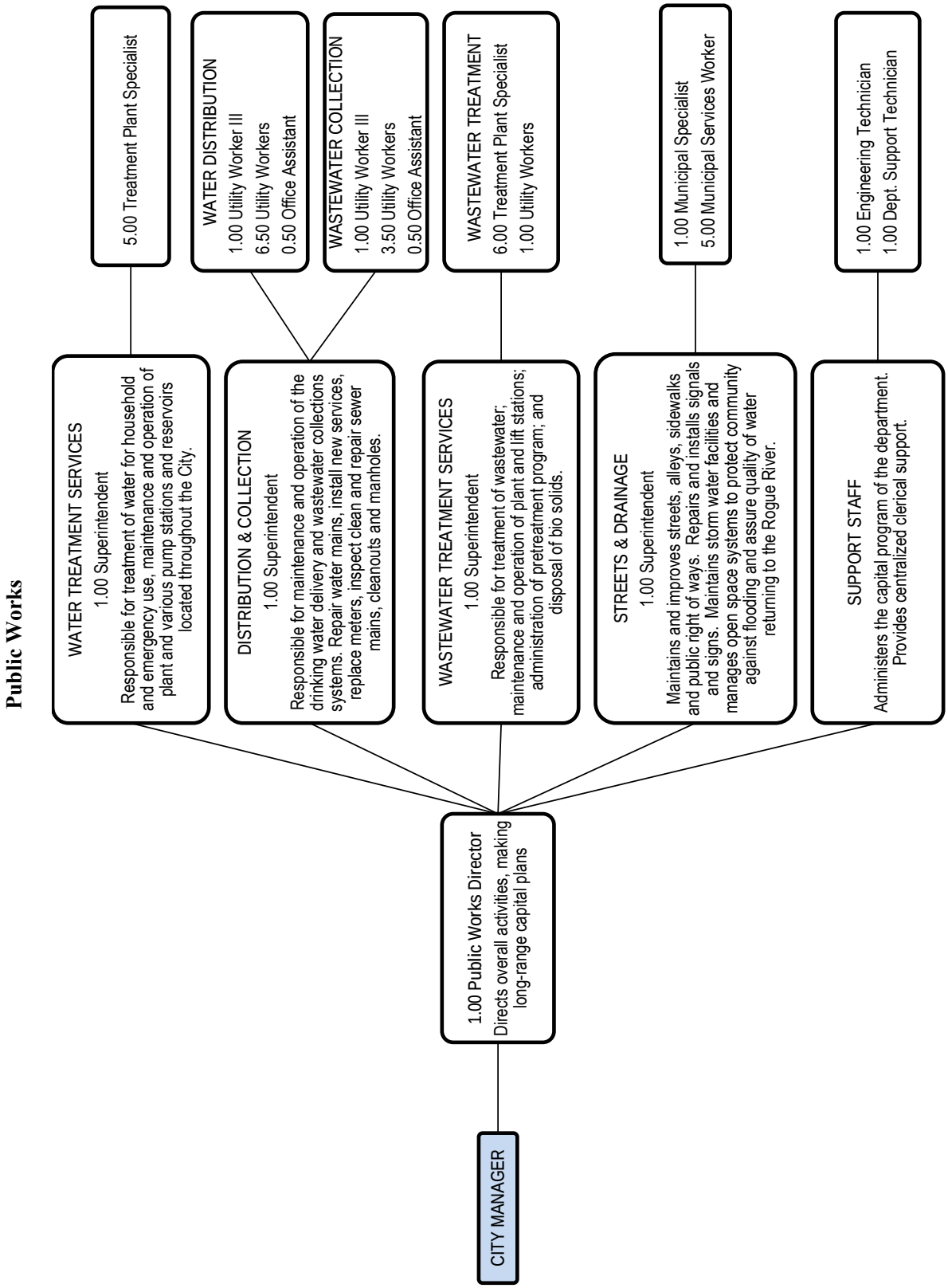


City Organizational Chart

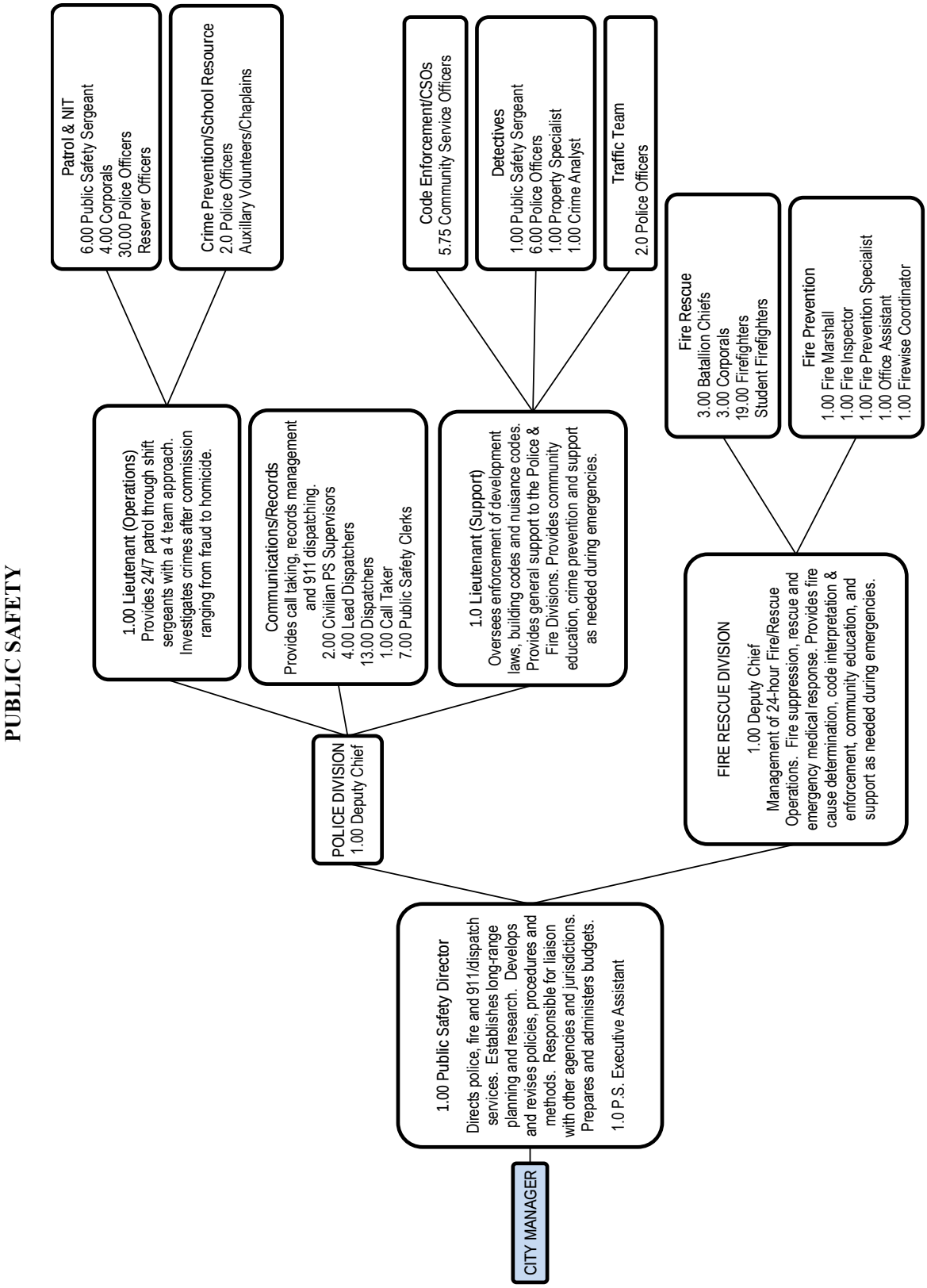
Parks & Community Development



City Organizational Chart



City Organizational Chart



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Budget Format Overview

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

The City Council groups the programs generally as follows:

General Government Activities

The General Fund Group

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

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

Business Activities

The Enterprise Group

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

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

Non-Operating and Support Activities

The Internal Service Group

Administrative Services is a group of activities funded from a 7.6%* 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 2.4%* 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.

*In FY'16 the overhead rate for Administrative Services and Information Technology was changed from 8% and 2% to 7.6% and 2.4%. The total rate remained unchanged at 10%.

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.

Budget Development Calendar

Year Round

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

November through December

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

December through January

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

January through February

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

February through April

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

April through May

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

May through June

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

July

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

ⓘ *Opportunity for citizen input*

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 the reader sort through the pieces of the budget and see how the entire budget is assembled.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BUDGET BASICS

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

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

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

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

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

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

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

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

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

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

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

The budget cycle

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

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

Preparing the budget

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

Approving the budget

3. **Budget officer publishes notice**. When the proposed budget and the budget message are anticipated to be ready, the budget officer publishes a "Notice of Budget Committee Meeting." If notice is only published in a newspaper of general circulation, it must be published at least twice, 5 to 30 days before the scheduled budget committee meeting date. The notice may be published once in a newspaper (5 to 30 days prior to the scheduled budget committee meeting) as long as it is also published on the local government's website at least 10 days before the meeting. The newspaper notice must include the website address. If notice is hand delivered or mailed, only one notice is required not later than 10 days prior to the meeting.

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

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

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

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

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

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

Advertising and holding hearings

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

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

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

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

Adopting the budget

8. **Budget adopted, appropriations made, tax levy declared and categorized**. By law, the governing body may make changes in the approved budget before or after it is adopted, but no later than the beginning of the fiscal year to which the budget relates. However, without first publishing a revised budget summary and holding another budget hearing:

   - Taxes may not be increased beyond the amount approved by the budget committee, and
   - Estimated expenditures in a fund may not be increased by more than $5,000 or 10 percent, whichever is greater.

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

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

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

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

   Districts levying a property tax must submit to the county assessor's office on or before July 15:
   - Two copies of notice of levy and the categorization certification, and
   - Two copies of the adopted resolutions.

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

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

RESOLUTION NO. 16-6441

A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS ADOPTING THE BUDGET AND MAKING APPROPRIATIONS FOR FISCAL YEAR 2016-2017.

RESOLUTION ADOPTING THE FY'17 BUDGET

WHEREAS the City of Grants Pass hereby adopts a budget for Fiscal Year 2016-2017 in the sum of $128,678,568 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, 2016 and for the purposes shown below are hereby appropriated as follows:

General Fund		
Mayor and Council	286,528	
Public Safety Police Division	10,194,721	
Public Safety Support Division	3,376,638	
Public Safety Fire Rescue Division	5,857,131	
Crisis Support Services	95,400	
Sobering Center	130,000	
Park Maintenance Services	1,882,117	
Aquatic Services	122,359	
Recreation Services	158,305	
Planning Services	825,566	
Building and Safety Services	585,299	
Economic Development Services	220,250	
Downtown Development Services	460,629	
Tourism Promotion Services	394,348	
General Program Operations	1,337,040	
Inter-fund Transfers	2,110,500	
Contingency	2,914,971	
Total General Fund Appropriation		$30,951,802
Transportation Fund		
Street & Drainage Maintenance	1,367,340	
Customer Services	200,851	
Street Lighting	385,500	
General Program Operations	432,533	
Inter-fund Transfers	1,665,000	
Contingency	707,069	
Total Street Utility Fund Appropriation		$4,758,293

Transportation Projects Fund		
Capital Outlay	7,469,327	
Inter-fund Transfers	30,000	
Total Transportation Projects Fund Appropriation		$7,499,327
Storm Water and Open Space Fund		
Storm Water Maintenance	0	
Customer Services	0	
General Program Operations	0	
Contingency	0	
Total Storm Water and Open Space Appropriation		$0
Storm Water & Open Space Projects Fund		
Capital Outlay	305,558	
Total Storm Water & Open Space Projects Fund Appropriation		$305,558
Water Fund		
Water Treatment	1,744,726	
Water Distribution	1,428,495	
Customer Services	395,277	
Debt Service	504,420	
General Program Operations	392,000	
Inter-fund Transfers	3,560,000	
Contingency	1,104,363	
Total Water Fund Appropriation		$9,129,281
Water Projects Fund		
Capital Outlay	9,255,007	
Total Water Projects Fund Appropriation		$9,255,007
Wastewater Fund		
Wastewater Collection	840,052	
Wastewater Treatment	2,306,465	
Customer Services	457,928	
Debt Service	491,063	
General Program Operations	397,900	
Inter-fund Transfers	3,143,300	
Contingency	1,121,639	
Total Wastewater Fund Appropriation		$8,758,347

Wastewater Projects Fund		
Capital Outlay	8,422,689	
Total Wastewater Projects Fund Appropriation		$8,422,689
Solid Waste Fund		
Field Operations	34,821	
Post Closure Operations	156,340	
General Program Operations	3,600	
Contingency	232,832	
Total Solid Waste Fund Appropriation		$427,593
Solid Waste Projects Fund		
Capital Outlay	1,477,754	
Inter-fund Transfers	29,000	
Total Solid Waste Projects Fund Appropriation		$1,506,754
Administrative Services Fund		
Management Services	701,222	
Finance Services	1,717,435	
Legal Services	313,576	
Human Resources	501,279	
General Program Operations	366,880	
Inter-fund Transfers	60,000	
Contingency	909,491	
Total Administrative Fund Appropriation		$4,569,883
Support Services Fund		
Community Development Management Services	1,044,722	
Engineering Services	1,007,302	
Property Management Services	725,023	
Information Technology	824,102	
Inter-fund Transfers	40,000	
Contingency	1,038,460	
Total Support Services Fund Appropriation		$4,679,609
Fleet Operations Fund		
Garage Operations	962,020	
Equipment Replacement	1,343,200	
Inter-fund Transfers	554,000	
Contingency	337,912	
Total Fleet Operations Fund Appropriation		$3,197,132

Insurance Fund		
Workers' Compensation Insurance Services	393,594	
General Insurance Service	653,145	
Benefits Administration	45,310	
Contingency	592,853	
Total Insurance Fund Appropriation		$1,684,902
Transient Room Tax Fund		
Materials & Services	10,900	
Contingency	50,000	
Inter-fund Transfers	1,571,800	
Total Transient Room Tax Fund Appropriation		$1,632,700
Debt Service/Bancroft Fund		
Materials & Services	18,000	
Debt Service	150,000	
Inter-fund Transfers	2,000,000	
Contingency	15,350	
Total Debt Service/Bancroft Bond Appropriation		$2,183,350
Debt Service/General Obligation Bond		
Debt Service	1,135,100	
Total Debt Service/General Obligation Bond Appropriation		$1,135,100
Industrial & Downtown Loan Fund		
Materials & Services	475,000	
Contingency	474,100	
Total Downtown & Industrial Loan Fund Appropriation		$949,100
Community Development Block Grant Fund		
Materials & Services	400,000	
Total Community Development Block Grant Appropriation		$400,000
Environmental Waste Fees Fund		
Materials & Services	341,050	
Total Environmental Waste Fees Fund Appropriation		$341,050

Agency Fund		
Materials & Services	37,500	
Total Agency Fund Appropriation		$37,500
Lands and Building Projects Fund		
Capital Outlay	11,923,701	
Debt Service	1,460,000	
Total Lands & Buildings Projects Fund Appropriation		$13,383,701
Total Appropriations, All Funds		**$115,208,678**
Total Un-appropriated Amounts, All Funds	*13,469,890*	
Total Budget	*128,678,568*	

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Grants Pass that the budget for fiscal year 2016-2017 is hereby adopted and appropriations are authorized by the Council.

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

ADOPTED by the Council of the City of Grants Pass, Oregon, in regular session this 15th day of June, 2016.

SUBMITTED to and approved by the Council President of the City of Grants Pass, Oregon, this 22 day of June, 2016 to be effective on the date indicated as adopted by the City Council.

Daniel E. DeYoung
Dan DeYoung, Council President

ATTEST:

Karen Frerk
Karen Frerk, City Recorder

Date submitted to Council President: 6/17/16

Approved as to Form, Mark Bartholomew, City Attorney

RESOLUTION NO. 16-6440

A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS LEVYING TAXES AND CATEGORIZING TAXES FOR FISCAL YEAR 2016-2017

RESOLUTION LEVYING AD VALOREM TAXES AND CATEGORIZING TAXES

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

1. At the rate of $4.1335 per $1,000 of assessed value for the General Fund Permanent Rate Levy; and
2. At the rate of $1.7900 per $1,000 of assessed value for the General Fund/Public Safety Local Option Levy; and
3. $1,163,102 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 2016-2017 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-	$ 1,163,102

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

ADOPTED by the Council of the City of Grants Pass, Oregon, in regular session this 15th day of June 2016.

SUBMITTED to and approved by the Council President of the City of Grants Pass, Oregon, this 22 day of June, 2016.

Dan DeYoung, Council President

ATTEST:

Karen Frerk, City Recorder

Date submitted to Council President: 6/17/16

Approved as to Form, Mark Bartholomew, City Attorney

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

Property Tax

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

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

Taxes Other Than Property

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

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

Licenses and Permits

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

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

Revenue from Other Agencies

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

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

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

Use of Assets

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

Fees and Charges

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

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

Other Revenue
These revenues are ones not appropriately charged elsewhere.

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

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

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

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

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

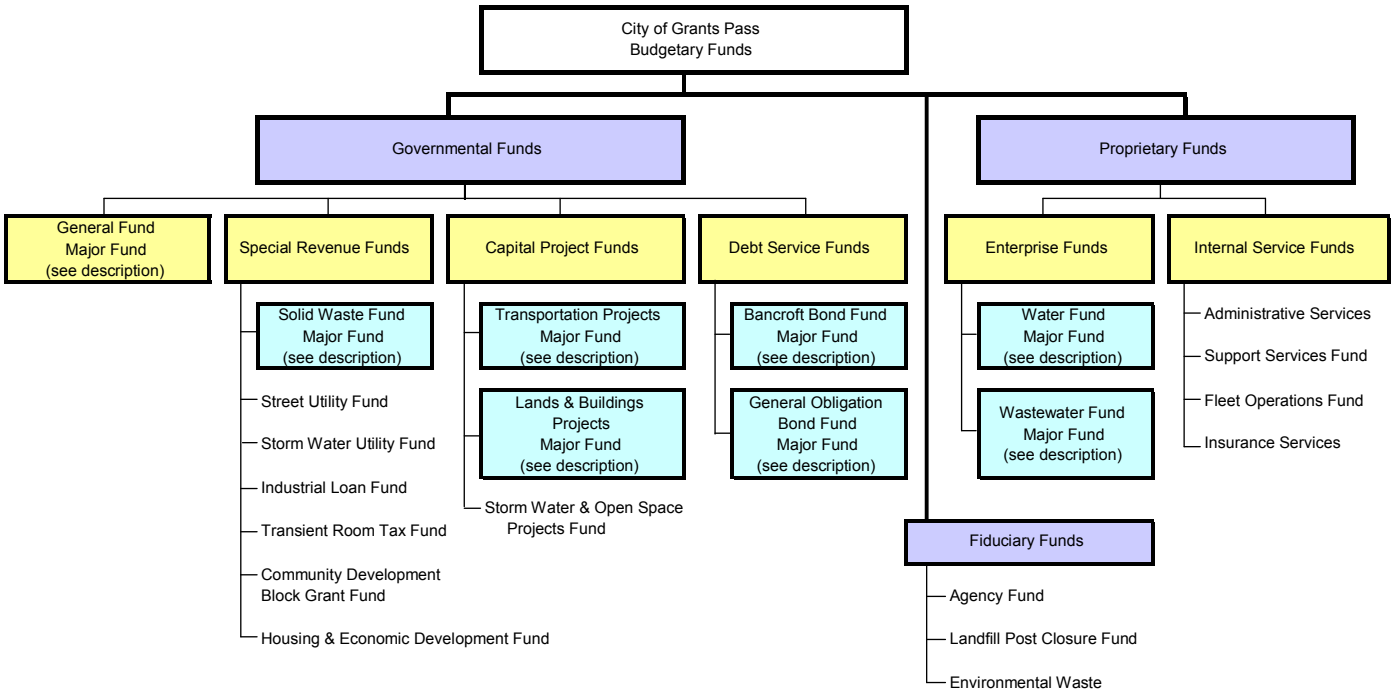
Use of Assets: are the revenues from rent or sale of city property and interest on funds.

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

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

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

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



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

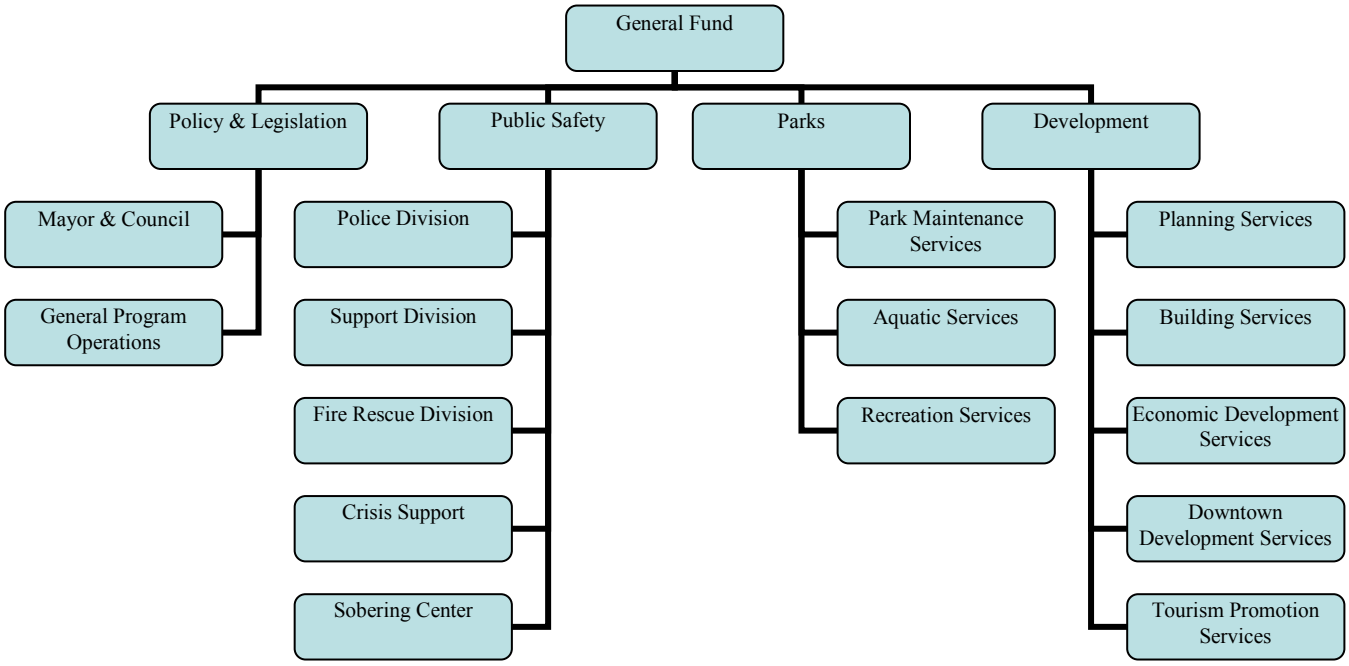
Governmental funds use a current financial resources measurement focus and the modified accrual basis of accounting. This means revenues are recognized when measurable and available. Expenditures are recognized when a current liability is incurred. Long-term liabilities such as debt service expenditures,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

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

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

General Fund

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



Special Revenue Funds

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

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

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

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

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

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

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

Capital Projects Funds

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

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

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

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

Debt Service Funds

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

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

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

Enterprise Funds

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

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

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

Internal Service Funds

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

Administrative Services Fund. This fund is divided into Management, Legal, Finance, Human Resources and General Program operations. Expenditures are for personnel, materials, services and capital outlay for these activities. These functions are supported by a fixed administrative charge of 7.6% on all operating activities and 2% on all capital projects construction. (In FY'16 the overhead rate for Administrative Services and Information Technology was changed from 8% and 2% to 7.6% and 2.4%, for an unchanged total of 10%.)

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 2.4% charge on all operating activities.

Fiduciary Funds

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

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

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

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

Component Units

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

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

REVIEWED AND ADOPTED BY THE COUNCIL NOVEMBER 2, 2011

These policies have been developed to:

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

REVENUE

Flexibility

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

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

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

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

FINANCIAL BURDEN

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

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

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

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

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

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

BUDGET POLICIES

Goals and Services

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

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

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

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

Fund Balances

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

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

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.

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 expenditures can be made from the contingency account and contingency funds can only be transferred by Council action.

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
General Support	13,690,354	15,166,246	11,699,406	12,545,606	12,545,606	12,545,606	10,574,619
Total Resources	**13,690,354**	**15,166,246**	**11,699,406**	**12,545,606**	**12,545,606**	**12,545,606**	**10,574,619**
Requirements							
Mayor and Council	216,429	213,018	291,328	286,528	286,528	286,528	274,428
General Program Operations	13,473,925	14,953,228	11,408,078	12,259,078	12,259,078	12,259,078	10,300,191
Total Requirements	**13,690,354**	**15,166,246**	**11,699,406**	**12,545,606**	**12,545,606**	**12,545,606**	**10,574,619**

Program: Policy and Legislation – Mayor & Council

Services Delivered:

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

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

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

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 1: Evaluate/ensure financial stability of Utility Funds

Objective 2: Develop and implement community communication strategies

Objective 3: Ensure efficiency and effectiveness in City operations

Performance Measurements:

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

Budget Highlights:

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

FY'16 Activity Review:

The City Council is faced with many opportunities and requirements of varying urgency. The Council adopts a 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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
General Support	216,429	213,018	291,328	286,528	286,528	286,528	274,428
Total Resources	**216,429**	**213,018**	**291,328**	**286,528**	**286,528**	**286,528**	**274,428**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Materials & Supplies	13,047	14,819	25,400	25,000	25,000	25,000	24,000
Contractual/Prof Services	139,352	131,998	193,000	189,500	189,500	189,500	179,500
Direct Charges	44,418	46,836	45,928	45,928	45,928	45,928	45,928
Indirect Charges	19,612	19,365	27,000	26,100	26,100	26,100	25,000
Total Requirements	**216,429**	**213,018**	**291,328**	**286,528**	**286,528**	**286,528**	**274,428**

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 Right of Way / franchise taxes, business taxes and State revenue sharing.

FY'17 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, transportation projects, and other projects that increase the efficiencies and effectiveness of City departments.

Budget Highlights:

Keeping with the City's financial policy of allocating one-time resources and savings to one-time projects, and in alignment with Council's goal to ***"Maintain, Operate and Expand our Infrastructure to Meet Community Needs",*** the FY'17 budget provides for various capital project transfers. This includes $600,000 to Transportation, Storm Water, Water and Wastewater projects among other transfers.

Other expenditures in this program include a provision for the City's required annual financial audit as well as funding for the on-going performance audits initiated by Council's PAVE Committee (Performance Audit, Visioning and Enhancement). This program pays Engineering charges for services for non-specific project engineering support, requested by various general fund programs. It also pays for a year-to-year contract with Josephine Community Libraries and another year-to-year contract for the rental of jail beds with Josephine County's Adult Jail, for exclusive use by the City's Police division.

The fund balance financial policy for the General Fund 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'16 slightly above this range, due to some one-time savings from recent years still being available for use and should end FY'17 in the higher end of that range.

The Recommended FY'17 budget has a general fund contingency of $2,000,000, which is above the 5% of the expenditures minimum contingency target for the City's General Fund operations (Policy & Legislation, Public Safety, Parks and Development). This contingency meets the recommended and standard minimum of a 5% contingency and should be sufficient to meet un-anticipated events in FY'17. The contingency cannot be transferred to other expenditure categories or used in any dollar amount without Council's specific approval by resolution, and will be carried over as a fund balance when not used.

FY'16 Activity Review:

Transfers to capital projects were reduced slightly from the original adopted budget. The recently established Jail Utility Fee is expected to provide FY'16 revenues of approximately $772,000 to provide for most of the annual costs of $972,000 for the rental of jail beds in the Josephine County Adult Jail.

Program: Policy and Legislation – General Program Operations

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
General Support	13,473,925	14,953,228	11,408,078	12,259,078	12,259,078	12,259,078	10,300,191
Total Resources	**13,473,925**	**14,953,228**	**11,408,078**	**12,259,078**	**12,259,078**	**12,259,078**	**10,300,191**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	1,040,045	1,154,926	1,250,200	1,194,000	1,194,000	1,194,000	1,196,000
Direct Charges	115,540	138,928	143,040	143,040	143,040	143,040	143,040
Indirect Charges	15,455	0	0	0	0	0	0
Transfers Out	1,181,339	1,936,634	2,155,500	1,955,500	1,955,500	1,955,500	1,105,500
Subtotal Expenditures	***2,352,378***	***3,230,488***	***3,548,740***	***3,292,540***	***3,292,540***	***3,292,540***	***2,444,540***
Contingencies	0	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Ending Balance	11,121,547	11,722,740	5,859,338	6,966,538	6,966,538	6,966,538	5,855,651
Total Requirements	**13,473,925**	**14,953,228**	**11,408,078**	**12,259,078**	**12,259,078**	**12,259,078**	**10,300,191**

Grants Pass
LIVE
ROGUE
Oregon

PUBLIC SAFETY

ACTIVITIES

∗Public Safety – Police Division
∗Public Safety – Support Division
∗Public Safety – Fire Rescue Division
∗Crisis Support Services
∗Street Lighting
∗Sobering Center

DESCRIPTION

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

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

IVALUE:

- ***Integrity:*** *We conduct ourselves, at all times, in a manner that is ethical, trustworthy and professional.*
- ***Vision:*** *The organization focuses on actively discovering and creating new ways of doing things.*
- ***Accountability:*** *We are the stewards of the public trust, accountable to the needs of Council, citizens, and our colleagues.*
- ***Leadership:*** *The opportunity to lead is available to all who desire it. Our leadership focuses on outstanding results for the betterment of the individual, the organization and the community.*
- ***United:*** *We consistently seek opportunities for coordination and collaboration, working together as a team.*
- ***Excellence:*** *Maintaining the highest level of performance.*

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated	16,549,046	17,271,968	17,755,234	18,723,615	18,723,615	18,723,615	19,067,788
General Support	479,880	(500,333)	1,384,719	930,275	930,275	930,275	1,439,510
Total Resources	**17,028,926**	**16,771,635**	**19,139,953**	**19,653,890**	**19,653,890**	**19,653,890**	**20,507,298**
Requirements							
Police Division	8,489,981	8,474,105	9,789,031	10,194,721	10,194,721	10,194,721	10,647,816
Support Division	2,867,146	2,676,926	3,340,430	3,376,638	3,376,638	3,376,638	3,579,480
Fire Rescue Division	5,333,136	5,447,791	5,835,992	5,857,131	5,857,131	5,857,131	6,053,702
Crisis Support Services	42,180	42,813	44,500	95,400	95,400	95,400	96,300
Street Lighting	296,483	0	0	0	0	0	0
Sobering Center	0	130,000	130,000	130,000	130,000	130,000	130,000
Total Requirements	**17,028,926**	**16,771,635**	**19,139,953**	**19,653,890**	**19,653,890**	**19,653,890**	**20,507,298**

Program: Public Safety – Police Division

Services Delivered:

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

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

Performance Measurements:

Police Division Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
# of Locations Community Camera sited in	7	6	10	9	17	22	22
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	1	2	2	2	2	2	2
Average weekly hrs. of CSO/Police downtown presence	40	40	40	40	40	40	40
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Maintain CALEA accreditation /Lexipol*	Yes	Yes	Yes	Yes	*Yes**	Yes*	Yes
Response Time To Priority 1 and 2 Emergency Calls: Dispatch to Arrival (in minutes)	3.38	<5	4.42	<5	<5	<5	<5
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Percentage of V-6 vehicles in Police	80%	87%	80%	87%	87%	87%	87%

**Converting of department policy/procedures to Lexipol in 2015-16 & 2016-17*

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Keep Citizens Safe

Objective 4: Increase School Safety

- Action 1: Implement School Marshal program.

Objective 5: Improve proactive policing

- Action 1: Add two police officers for Day shift patrol teams (PAVE).

Objective 8: Enhance a safe and secure environment

- Action 2: Expand use of video cameras throughout the City.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item - Cont'd:

Objective 9: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach

- Action 2: Appoint a Vagrancy Task Force.

Objective 10: Reduce transient impact to community

- Action 1: Targeted enforcement of illegal camping.

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

Objective 1: Plan and Develop Infrastructure

- Action 1: Explore Public Safety Station options.

Program: Public Safety – Police Division

Budget Highlights:

The department is still making plans for changes in response to several recommendations in the PAVE audit. Staffing and call volume is a priority, to ensure calls for service are being handled in a timely manner.

Primary Crime Categories Calls for Service - CFS			
Categories	**2013**	**2014**	**2015**
Assault	345	310	257
Burglary	590	393	373
Drug Law	261	268	189
Homicide	0	0	0
Rape	9	7	8
Robbery	29	21	25
Stolen Vehicle	306	249	296
Theft	2217	2205	2244
TOTAL	**3757**	**3453**	**3392**

Program: Public Safety – Police Division

FY'16 Activity Review:

- ✓ Implementing PAVE audit recommendations.
- ✓ GPDPS continued its long-standing relationship with School District #7. The relationship involves multiple components, which include: a contract to partially fund the School Resource Officer (SRO), interaction at all schools with our SRO and Crime Prevention Officer, teaching the Student Public Safety Academy to juniors and seniors, and extensive interaction with all district employees regarding dangerous intruders.
- ✓ Technology improvements including downtown cameras have helped with solving and deterring crime. E-ticketing is now being utilized, saving time on traffic stops and improving efficiency.
- ✓ The GPDPS has added a crime analyst. This position is in charge of collecting, researching, analyzing and disseminating statistical information for the various members of the Department.
- ✓ The GPDPS has added the Nuisance Intervention Team (NIT), full time unit of three officers. The team focuses on specific problem areas, such as the downtown corridor, parks, and high crime areas. NIT officers focus on reducing the repetitive crimes occurring in these areas by proactively seeking out criminal activity and other nuisance issues, such as Municipal Code violations.
- ✓ The Grants Pass Department of Public Safety teamed up with Lexipol, a policy management company, in 2015. Lexipol provides comprehensive, defensible policies written by legal and public safety professionals. Lexipol's experienced legal and public safety team instills complete confidence by constantly monitoring and reviewing government legislation and court case decisions, and providing policy input based on federal and state statutes, case law, and law enforcement best practices. Lexipol's Daily Training Bulletins bring the manual into practice through real-life scenario-based training exercises.

Program: Public Safety – Police Division

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
Property Taxes	7,780,392	8,226,429	8,508,452	9,058,127	9,058,127	9,058,127	9,295,772
Federal Grants	6,711	2,420	16,000	16,000	16,000	16,000	16,000
State Grants	9,859	22,286	7,500	13,500	13,500	13,500	13,500
Local Funding	70,673	71,183	71,000	153,500	153,500	153,500	153,500
Public Safety Fees	262,400	259,805	40,150	40,150	40,150	40,150	40,150
District Court Fines	184,872	147,093	126,000	126,000	126,000	126,000	126,000
Towing Fines	29,700	5,800	5,000	5,000	5,000	5,000	5,000
Other Revenue	95,189	121,256	143,800	153,800	153,800	153,800	153,800
Transfers	190,499	230,472	214,700	273,500	273,500	273,500	253,900
Total Current Revenues	***8,630,295***	***9,086,744***	***9,132,602***	***9,839,577***	***9,839,577***	***9,839,577***	***10,057,622***
General Support	(140,314)	(612,639)	656,429	355,144	355,144	355,144	590,194
Total Resources	**8,489,981**	**8,474,105**	**9,789,031**	**10,194,721**	**10,194,721**	**10,194,721**	**10,647,816**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	6,693,171	6,646,773	7,553,814	7,892,023	7,892,023	7,892,023	8,351,176
Materials & Supplies	155,744	164,534	238,315	223,493	223,493	223,493	187,565
Contractual/Prof Services	858,704	898,138	1,066,153	1,107,941	1,107,941	1,107,941	1,096,111
Direct Charges	10,785	8,978	22,839	26,364	26,364	26,364	26,864
Capital Outlay	0	0	18,000	18,000	18,000	18,000	18,000
Indirect Charges	771,577	755,682	889,910	926,900	926,900	926,900	968,100
Total Requirements	**8,489,981**	**8,474,105**	**9,789,031**	**10,194,721**	**10,194,721**	**10,194,721**	**10,647,816**

Program: Public Safety – Police Division

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Public Safety Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Public Safety Sergeant	6.00	6.00	7.00	7.00	7.00	7.00	7.00
Police Corporal	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Police Officer	36.00	36.00	38.00	40.00	40.00	40.00	40.00
Community Service Officer	5.25	5.25	5.25	5.75	5.75	5.75	5.75
Investigative Specialist	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Crime Analyst	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Property Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
PS Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	*58.25*	*58.25*	*61.25*	*63.75*	*63.75*	*63.75*	*63.75*
Public Safety Director							
To: Fire Rescue	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)
Deputy Chief							
To: Fire Rescue	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Support	(0.40)	(0.40)	(0.40)	(0.40)	(0.40)	(0.40)	(0.40)
From: Fire Rescue	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Lieutenant							
To: Fire Rescue	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)	(0.20)
PS Executive Assistant							
To: Fire Rescue	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
Community Service Officer							
To: Downtown Dev.	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)	(1.00)
Crime Analyst							
To: Fire Rescue	(0.00)	(0.00)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
To: Support	(0.00)	(0.00)	(0.30)	(0.30)	(0.30)	(0.30)	(0.30)
Subtotal Distributed	*(3.00)*	*(3.00)*	*(3.60)*	*(3.60)*	*(3.60)*	*(3.60)*	*(3.60)*
Total Positions	**55.25**	**55.25**	**57.65**	**60.15**	**60.15**	**60.15**	**60.15**
Temporary/Seasonal Hours	1,300	1,300	1,320	5,140	5,140	5,140	5,140

Capital Outlay/By Item:

In-Car ICOP video Systems/Radios	18,000	18,000	18,000	18,000	18,000
Total Capital Outlay	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**

Program: Public Safety – Support Division

Services Delivered:

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

Performance Measurements:

Support Division Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16	2016-17
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Actual**	**Est**	**Est**
Number of Internal Line calls received in 9-1-1 center	51,916	N/A	46,391	N/A	58,321	N/A	N/A
Number of Emergent calls received in 9-1-1 center	55,289	N/A	56,862	N/A	59,723	N/A	N/A
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
95% of all 911 calls will be answered within 10 seconds from the first ring	97.86%	95%	97.73%	95%	96.56%	95%	95%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
**9-1-1 center calls per FTE	7,658	7,500	7,943	7,250	8,432	6,500	6,100

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

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

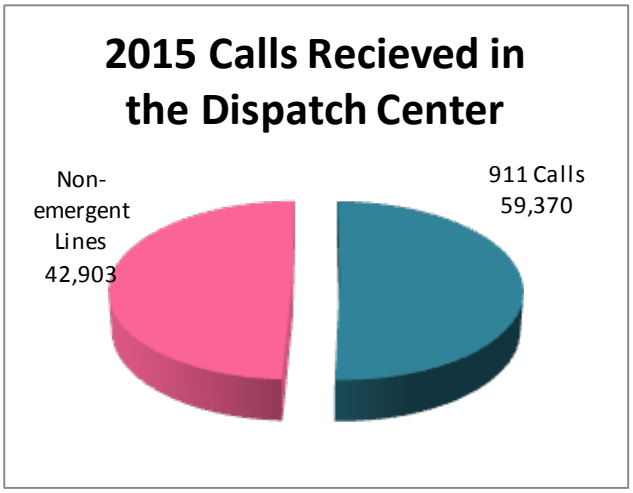
Objective 3: Ensure efficiency and effectiveness in City operations

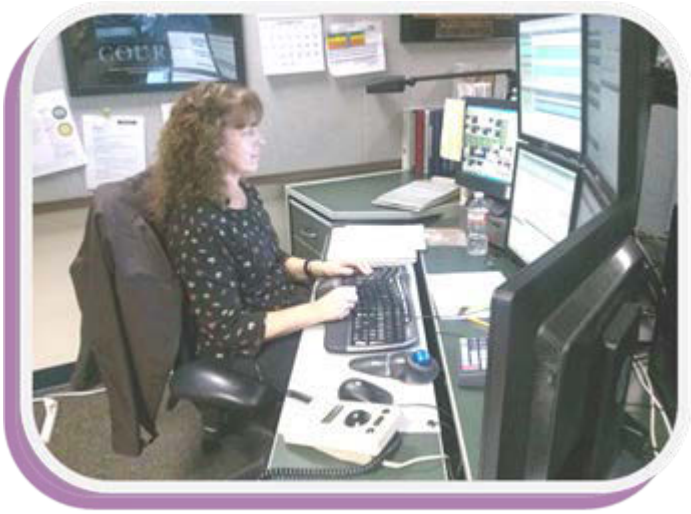
- **Action 11:** Continue progress reflecting recommendations from strategic plans, developed through PAVE.*
- **Action 16:** Convert Clerk Aide position to that of a Records Call Taker, for improved efficiency.

Budget Highlights:

The Dispatch Center has added two new dispatch positions and one call-taker position in FY16. We are still working to backfill the vacant positions at this time.

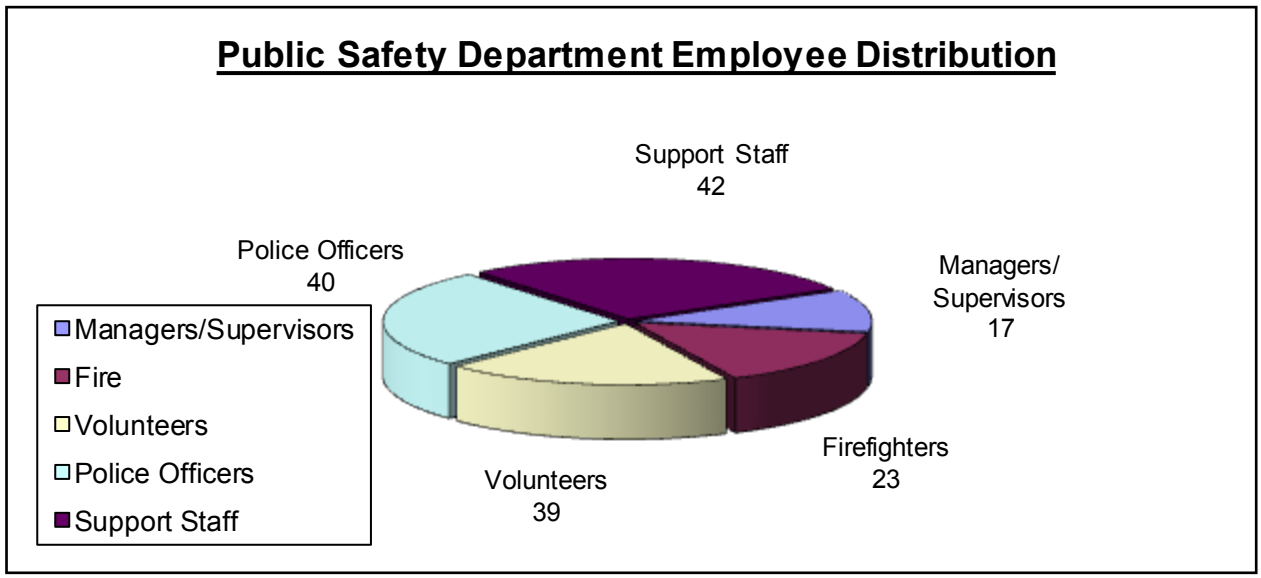
Program: Public Safety – Support Division





FY'16 Activity Review:

- ✓ Staffing continues to be a tremendous challenge. Currently, 3 new dispatchers are in training and background investigations are being performed on two more. Over the past year, two dispatchers have resigned, so staffing needs remain at a critical point in the Call Center.



Program: Public Safety – Support Division

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
Property Taxes	2,508,134	2,616,759	2,725,494	2,996,526	2,996,526	2,996,526	3,119,644
9-1-1 Dispatch Fees	373,454	378,465	419,705	418,500	418,500	418,500	418,500
9-1-1 Admin Fees	126,757	128,458	130,175	129,800	129,800	129,800	129,800
Other Revenue	0	3,362	0	0	0	0	0
Total Current Revenues	***3,008,345***	***3,127,044***	***3,275,374***	***3,544,826***	***3,544,826***	***3,544,826***	***3,667,944***
General Support	(141,199)	(450,118)	65,056	(168,188)	(168,188)	(168,188)	(88,464)
Total Resources	**2,867,146**	**2,676,926**	**3,340,430**	**3,376,638**	**3,376,638**	**3,376,638**	**3,579,480**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	2,425,597	2,258,659	2,797,179	2,783,431	2,783,431	2,783,431	2,967,515
Materials & Supplies	13,043	17,160	34,100	31,800	31,800	31,800	31,800
Contractual/Prof Services	167,856	165,078	205,658	254,407	254,407	254,407	254,665
Indirect Charges	260,650	236,029	303,493	307,000	307,000	307,000	325,500
Total Requirements	**2,867,146**	**2,676,926**	**3,340,430**	**3,376,638**	**3,376,638**	**3,376,638**	**3,579,480**

Program: Public Safety – Support Division

Personnel

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Dispatcher*	11.000	11.000	14.000	14.000	14.000	14.000	14.000
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
Public Safety Clerk Aide	0.500	0.500	0.000	0.000	0.000	0.000	0.000
Public Safety Clerk	6.000	6.000	6.500	7.000	7.000	7.000	7.000
Subtotal	*23.500*	*23.500*	*26.500*	*27.000*	*27.000*	*27.000*	*27.000*
Public Safety Director							
From: Police	0.200	0.200	0.200	0.200	0.200	0.200	0.200
Deputy Chief							
From: Police	0.400	0.400	0.400	0.400	0.400	0.400	0.400
From: Fire Rescue	0.100	0.100	0.100	0.100	0.100	0.100	0.100
Lieutenant							
From: Police	0.200	0.200	0.200	0.200	0.200	0.200	0.200
PS Executive Assistant							
From: Police	0.300	0.300	0.300	0.300	0.300	0.300	0.300
Crime Analyst							
From: Police	0.000	0.000	0.300	0.300	0.300	0.300	0.300
Subtotal Distributed	*1.200*	*1.200*	*1.500*	*1.500*	*1.500*	*1.500*	*1.500*
Total Positions	**24.700**	**24.700**	**28.000**	**28.500**	**28.500**	**28.500**	**28.500**
Temporary/Seasonal Hours	2,900	2,900	2,900	2,550	2,550	2,550	2,550

*Note in FY16 an additional FTE was approved as "Call Taker". Upon further research it was determined the position was the same as the existing classification "Dispatcher" so it has been rolled up into this line.

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 fire codes and ordinances.

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

Performance Measurements:

Fire Rescue Division Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of Fire Inspections	1221	1200	1502	1200	1200	1200	1200
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Response Time To Emergency Calls: Dispatch to Arrival (Industry standard under 5 minutes)	3.55	<5	3.21	<5	<5	<5	<5
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Ratio of Student Firefighters to Firefighters	1:2	1:2	1:2	1:2	1:2	1:2	1:2

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

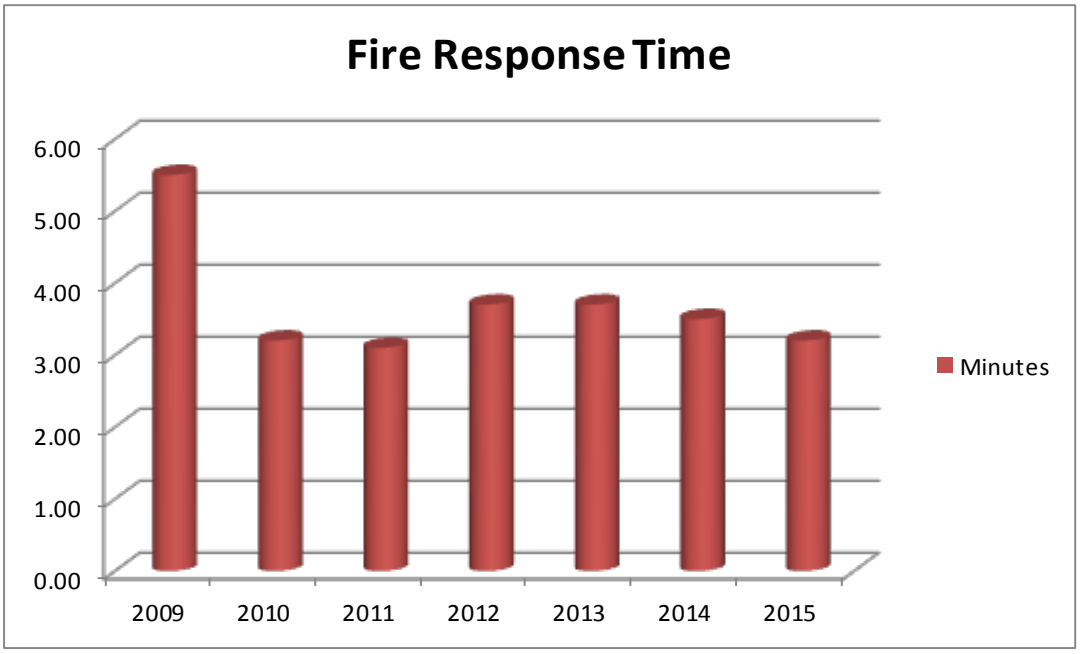
Keep Citizens Safe

Objective 3: Explore feasibility of Fire District***

Budget Highlights:

The PAVE/Audit/ Strategic Plan were completed in 2014 and now help us with direction and suggestions with regards to the services provided. We continue to utilize our pool of Student Firefighters to assist with day-to-day operations. The student firefighters help supplement a staff of professional firefighters who work hard to be involved in a variety of activities intended to provide for a safer community. Shift firefighters are heavily involved in fire inspection and education to assist our small staff of fire prevention employees. Additionally, we continue to improve upon the Firewise program, which is currently Grant funded and dependent on the grant.

Program: Public Safety – Fire Rescue Division



FY'16 Activity Review:

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

Program: Public Safety – Fire Rescue Division

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
Property Taxes	4,413,098	4,858,508	5,215,904	5,217,018	5,217,018	5,217,018	5,299,910
Intergovernmental Revenue	76,442	90,624	86,404	80,000	80,000	80,000	0
Other Revenue	20,438	61,980	150	150	150	150	150
Public Safety Fees	1,192	3,260	300	1,500	1,500	1,500	1,500
Total Current Revenues	***4,511,170***	***5,014,372***	***5,302,758***	***5,298,668***	***5,298,668***	***5,298,668***	***5,301,560***
General Support	821,966	433,419	533,234	558,463	558,463	558,463	752,142
Total Resources	**5,333,136**	**5,447,791**	**5,835,992**	**5,857,131**	**5,857,131**	**5,857,131**	**6,053,702**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	4,071,311	4,161,082	4,362,677	4,368,571	4,368,571	4,368,571	4,518,183
Materials & Supplies	140,357	147,820	203,596	182,810	182,810	182,810	176,310
Contractual/Prof Services	626,518	645,206	700,419	733,750	733,750	733,750	788,809
Direct Charges	10,785	7,226	18,750	19,500	19,500	19,500	20,000
Capital Outlay	0	0	20,000	20,000	20,000	20,000	0
Indirect Charges	484,165	486,457	530,550	532,500	532,500	532,500	550,400
Total Requirements	**5,333,136**	**5,447,791**	**5,835,992**	**5,857,131**	**5,857,131**	**5,857,131**	**6,053,702**

Program: Public Safety – Fire Rescue Division

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Fire Lieutenant	0.00	0.00	0.00	9.00	9.00	9.00	9.00
Fire Engineer	0.00	0.00	0.00	9.00	9.00	9.00	9.00
Fire Corporal	3.00	3.00	3.00	0.00	0.00	0.00	0.00
Firefighter	19.00	19.00	19.00	4.00	4.00	4.00	4.00
Fire Prevention Specialist II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Prevention Program Office Asst.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Firewise Coordinator#	1.00#	1.00#	1.00#	1.00#	1.00#	1.00#	1.00#
Subtotal	*31.00*	*31.00*	*31.00*	*31.00*	*31.00*	*31.00*	*31.00*
Public Safety Director							
From: Police	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Deputy Chief							
To: Police	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Support	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
From: Police	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Lieutenant							
From: Police	0.30	0.30	0.30	0.30	0.30	0.30	0.30
PS Executive Assistant							
From: Police	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Crime Analyst							
From: Police	0.00	0.00	0.30	0.30	0.30	0.30	0.30
Subtotal Distributed	*0.80*	*0.80*	*1.10*	*1.10*	*1.10*	*1.10*	*1.10*
Total Positions	**31.80**	**31.80**	**32.10**	**32.10**	**32.10**	**32.10**	**32.10**
#Temporary (While Grant Lasts)	*(1.00)#*	*(1.00)#*	*(1.00)#*	*(1.00)#*	*(1.00)#*	*(1.00)#*	*(1.00)#*
Total Permanent Positions	**30.80**	**30.80**	**31.10**	**31.10**	**31.10**	**31.10**	**31.10**
Temporary/Seasonal Hours	100	100	0	0	0	0	0

Capital Outlay/By Item:

Interior Upgrades	20,000	20,000	20,000	20,000	0
Total Capital Outlay	**20,000**	**20,000**	**20,000**	**20,000**	**0**

Program: Public Safety – Crisis Support Services

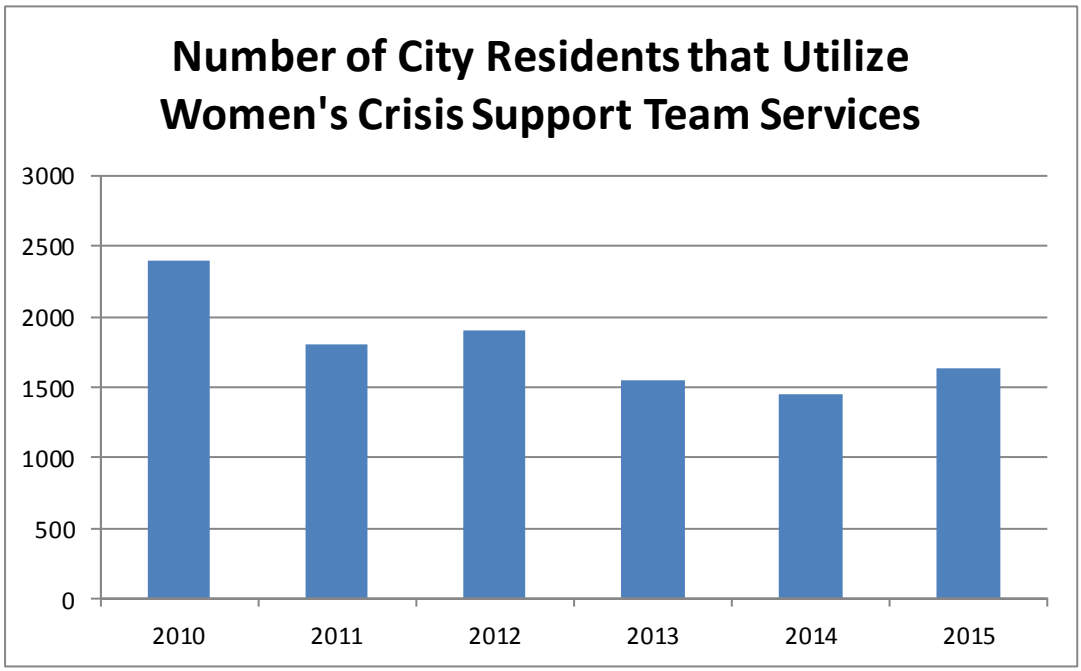
Services Delivered:

The Crisis Support program contains funding for two resources. The first 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. Additionally, youth sheltering services for Hearts with a Mission is added to this item for FY'17. This is a new service and one of council's top goals from this year's goal setting, which was "Partner with the community to provide homeless youth shelter services."

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Keep Citizens Safe

Provide Cooperative, Shared Leadership Involving Council, Staff and Community



Budget Highlights:

Funding continues to rise based upon an annual contract with a COLA, for Women's Crisis Support Team. Increase of $50,000 is for the youth sheltering services.

FY'16 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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
Property Taxes	43,386	43,808	44,500	40,544	40,544	40,544	40,662
Total Current Revenues	***43,386***	***43,808***	***44,500***	***40,544***	***40,544***	***40,544***	***40,662***
General Support	(1,206)	(995)	0	54,856	54,856	54,856	55,638
Total Resources	**42,180**	**42,813**	**44,500**	**95,400**	**95,400**	**95,400**	**96,300**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	42,180	42,813	44,500	95,400	95,400	95,400	96,300
Total Requirements	**42,180**	**42,813**	**44,500**	**95,400**	**95,400**	**95,400**	**96,300**

Program: Public Safety – Street Lighting

Services Delivered:

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

Program: Public Safety – Street Lighting

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
Property Taxes	355,850	0	0	0	0	0	0
Total Current Revenues	***355,850***	***0***	***0***	***0***	***0***	***0***	***0***
General Support	(59,367)	0	0	0	0	0	0
Total Resources	**296,483**	**0**	**0**	**0**	**0**	**0**	**0**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	296,483	0	0	0	0	0	0
Total Requirements	**296,483**	**0**	**0**	**0**	**0**	**0**	**0**

Program: Public Safety – Sobering Center

Services Delivered:

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

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Keep Citizens Safe

Budget Highlights:

One of Council's top goals has been to continue our participation in the efforts to create a Sobering Center in Grants Pass. The opening of the Center will be a tremendous help for years to come and will enhance Grants Pass' livability, as we partner with the private sector to create a center where persons intoxicated or impaired can sober up and perhaps transition to services for help.

Program: Public Safety – Sobering Center

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources	0	0	0	0	0	0	0
Total Current Revenues	***0***	***0***	***0***	***0***	***0***	***0***	***0***
General Support	0	130,000	130,000	130,000	130,000	130,000	130,000
Total Resources	**0**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	0	130,000	130,000	130,000	130,000	130,000	130,000
Total Requirements	**0**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**	**130,000**

PARKS

ACTIVITIES

∗Park Maintenance Services

∗Aquatic Services

∗Recreation Services

DESCRIPTION

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

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

Projects include tennis and basketball repairs and re-surfacing at Reinhart Volunteer Park. Two additional cameras will be purchased and installed. The Fruitdale Park restrooms, pickle ball courts and landscaping will be completed. Improvements will be made on the Hillcrest property and the area west of the Caveman Bridge. The high visibility corner of the Grants Pass Parkway and East Park Street will renovated. Staff also facilitates volunteer projects in multiple parks and manages the urban forest through the Tree City USA program.

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	191,284	243,101	212,025	270,425	270,425	270,425	250,825
General Support	1,584,691	1,543,936	1,889,632	1,892,356	1,892,356	1,892,356	1,975,901
Total Resources	**1,775,975**	**1,787,037**	**2,101,657**	**2,162,781**	**2,162,781**	**2,162,781**	**2,226,726**
Requirements							
Park Maintenance Services	1,537,225	1,553,997	1,820,939	1,882,117	1,882,117	1,882,117	1,942,651
Aquatic Services	101,984	89,521	125,418	122,359	122,359	122,359	124,415
Recreation Services	136,766	143,519	155,300	158,305	158,305	158,305	159,660
Total Requirements	**1,775,975**	**1,787,037**	**2,101,657**	**2,162,781**	**2,162,781**	**2,162,781**	**2,226,726**

Program: Parks – Park Maintenance Services

Services Delivered:

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

This activity manages 33 sites and trails, totaling 508 acres. Of the 508 acres, 196 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	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Actual**	**Est**	**Est**
Acres Maintained	195	195	195	195	195	196	196
Number of Sites Maintained	32	32	32	32	32	33	33
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
% of Residents Rating Facilities as Satisfactory	97%*	80%	95%*	90%	95%	90%	90%
Acres of Parkland per 1,000 Pop	4.98	4.98	4.98	4.98	4.98	4.98	4.98
Playground Structures per 10,000 Pop	3.7	3.7	3.7	3.7	3.7	3.7	3.7
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
Cost per Acre of Parks and Trails	$7552	N/A	$7883	N/A	$7969	$9416**	$9425**
Water Utility Costs per Acre of Parkland	$515	N/A	$602	N/A	$681	$995**	$1015**

*From survey cards.
**Reinhart Park Irrigation converted to potable water. Future Goal amount will be adjusted once we are able to evaluate actual usage.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Facilitate Sustainable, Manageable Growth

Objective 7: Improve Parkland through private/public partnerships

- Develop a soccer complex through a partnership with the Soccer Club.

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

Objective 7: Ensure park infrastructure needs are met

- Parks staff will provide maintenance and customer services at all park sites.
- Improve River Access Points in the Parks.
- Install a restroom and pickle ball courts at Fruitdale Park.
- Convert the irrigation system at Reinhart Volunteer Park to City water.
- Repair the tennis and basketball courts at Reinhart Volunteer Park.
- Install two additional video surveillance cameras in the parks.
- Develop the Hillcrest property.
- Landscape west of the Caveman Bridge.

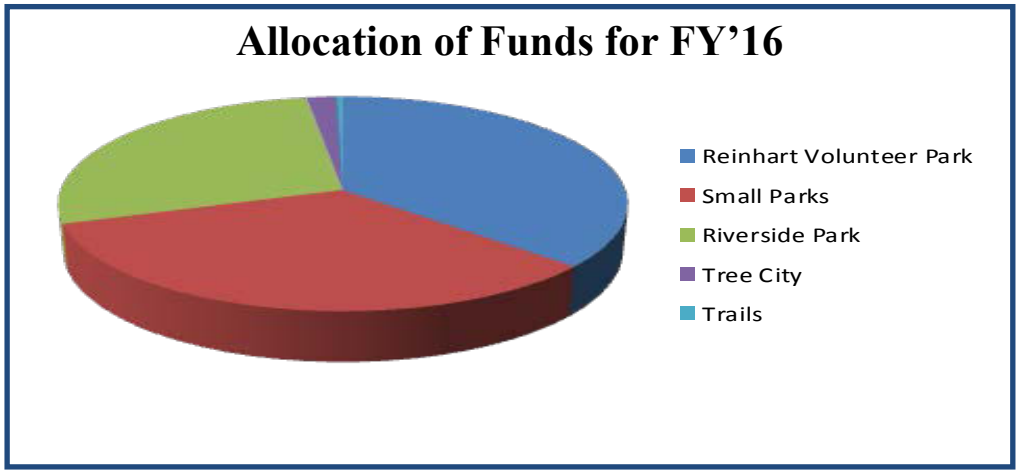
Program: Parks – Park Maintenance Services

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item - Cont'd:

- Increase security and lighting in the Parks.
- Enhance Riverside Park, to include a Spray/Water Park.
- Renovate the landscaping at the entrance to Baker Park.
- Complete the curb and gutter repairs at Loveless Park.

FY'16 Activity Review:

The four tennis courts at Gilbert Creek Park were repaired and resurfaced. River access improvements were made at Baker, Reinhart Volunteer and Riverside parks. Portable goals were purchased for Gilbert Creek Park and Reinhart Volunteer Park. A new scoreboard was purchased for the Agnew-Lytle Field. A new multi-use path was installed connecting Riverside Elementary School and Eckstein Park. New gates on the pedestrian bridge between Tussing Park and Reinhart Park were installed in an effort to reduce criminal activity in the adjoining neighborhood. Staff dealt with extensive vandalism this past year in most of the parks, requiring additional maintenance, repairs, and additions of security features for several of the parks.



Program: Parks – Park Maintenance Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
State Grants	3,600	3,600	3,600	3,600	3,600	3,600	3,600
Facility Rents	23,600	20,901	14,900	14,900	14,900	14,900	14,900
Other Revenue	7,904	12,136	7,225	6,825	6,825	6,825	6,825
Transfers	155,509	201,472	185,700	244,500	244,500	244,500	224,900
Total Current Revenues	***190,613***	***238,109***	***211,425***	***269,825***	***269,825***	***269,825***	***250,225***
General Support	1,346,612	1,315,888	1,609,514	1,612,292	1,612,292	1,612,292	1,692,426
Total Resources	**1,537,225**	**1,553,997**	**1,820,939**	**1,882,117**	**1,882,117**	**1,882,117**	**1,942,651**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	532,776	511,697	582,811	588,921	588,921	588,921	631,970
Materials & Supplies	95,536	91,880	111,050	117,900	117,900	117,900	117,900
Contractual/Prof Services	636,210	675,068	792,557	832,122	832,122	832,122	842,031
Direct Charges	133,411	135,393	168,981	171,974	171,974	171,974	174,050
Indirect Charges	139,292	139,959	165,540	171,200	171,200	171,200	176,700
Total Requirements	**1,537,225**	**1,553,997**	**1,820,939**	**1,882,117**	**1,882,117**	**1,882,117**	**1,942,651**

Program: Parks – Park Maintenance Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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 & 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)
Municipal Service Worker							
To: Aquatics	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)	(0.25)
Urban Forester							
To: Streets	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)	(0.50)
Subtotal	*(0.95)*	*(0.95)*	*(0.95)*	*(0.95)*	*(0.95)*	*(0.95)*	*(0.95)*
Total Positions	**7.050**	**7.050**	**7.050**	**7.050**	**7.050**	**7.050**	**7.050**
Total Un-Funded Positions	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)	(0.500)
Total Funded Positions	**6.550**	**6.550**	**6.550**	**6.550**	**6.550**	**6.550**	**6.550**
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	0.500	0.500	0.500	0.500	0.500	0.500	0.500

Program: Parks – Aquatic 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. This activity, along with Parks Maintenance and the Recreation Services, promotes healthier individuals and families, and a strong community by protecting, preserving and promoting parks, green space and recreation services.

Performance Measurements:

Aquatics Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Actual**	**Est**	**Est**
Annual Attendance	9,921	16,000**	18,629	16,000	18,137	18,000	18,000
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
% of Users Rating Facilities as Good or Higher	N/A	80%*	N/A	80%*	92%	90%	90%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
Aquatics Expenditures per Capita	$2.54	N/A	$2.78	N/A	$2.45	<$3.00	<$3.00

*was unable to acquire data on actuals.
**severe smoke from fires closed pool down for part of the season.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

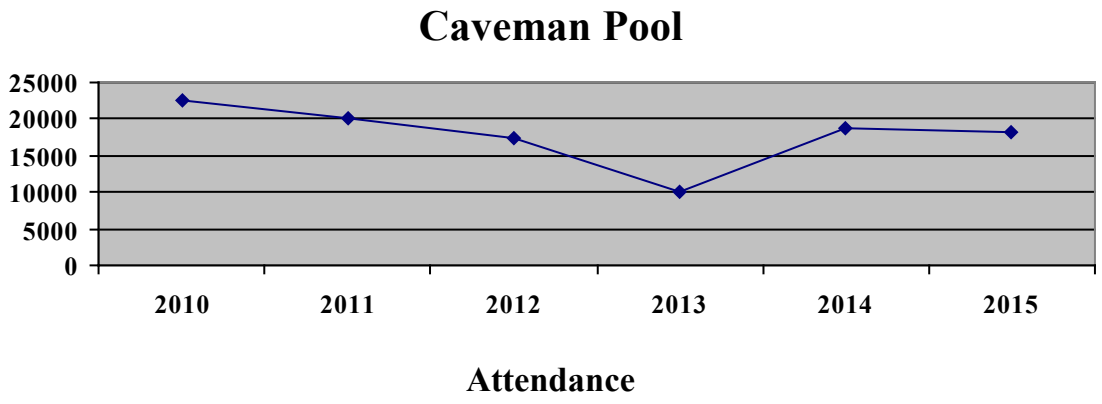
Objective 7: Ensure park infrastructure needs are met

- The pool lanes will be painted.
- The pool will continue to be painted on a rotating basis, weather permitting.
- The surge tank value will be replaced.
- 4 more shower valves will be replaced.

Program: Parks – Aquatic Services

Budget Highlights:

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



FY'16 Activity Review:

- A portion of the deep end was painted.
- Pool deck letters were painted.
- Two shower valves were replaced.

Program: Parks – Aquatic Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
Facility Rents	0	4,069	0	0	0	0	0
Other Revenue	13	264	0	0	0	0	0
Total Current Revenues	***13***	***4,333***	***0***	***0***	***0***	***0***	***0***
General Support	101,971	85,188	125,418	122,359	122,359	122,359	124,415
Total Resources	**101,984**	**89,521**	**125,418**	**122,359**	**122,359**	**122,359**	**124,415**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	26,565	23,293	31,226	28,710	28,710	28,710	29,768
Materials & Supplies	25,458	26,452	26,200	26,975	26,975	26,975	27,100
Contractual/Prof Services	28,582	31,084	47,591	46,474	46,474	46,474	47,147
Capital Outlay	12,292	552	9,000	9,000	9,000	9,000	9,000
Indirect Charges	9,087	8,140	11,401	11,200	11,200	11,200	11,400
Total Requirements	**101,984**	**89,521**	**125,418**	**122,359**	**122,359**	**122,359**	**124,415**

Program: Parks – Aquatic Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Parks & Recreation Superintendent From: Park Maintenance	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Property Management Coordinator From: Property Mgmt	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Municipal Service Worker From: Park Maintenance	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Total Positions	**0.35**	**0.35**	**0.35**	**0.35**	**0.35**	**0.35**	**0.35**
Part Time/Seasonal Hours	300	300	0	0	0	0	0

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

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's section of the City's website and publishes a quarterly recreation guide.

Performance Measurements:

Recreation Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of Reservations Processed	2250	300*	2574	2500	2608	2500	2500
Number of Participants for Youth Programs	1880	2310	2366	2300	2395	2000	2000
Adult and Youth Sports Team Participants	N/A	N/A	2750	3612	2855	2800	2800
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
Pavilion Reservations	202	220	198	220	255	250	250
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
Recreation Expenditures per Capita	$3.75	<$4.00	$3.94	<$4.00	$4.26	<$4.50	<$4.50

*Estimate did not include field reservations.

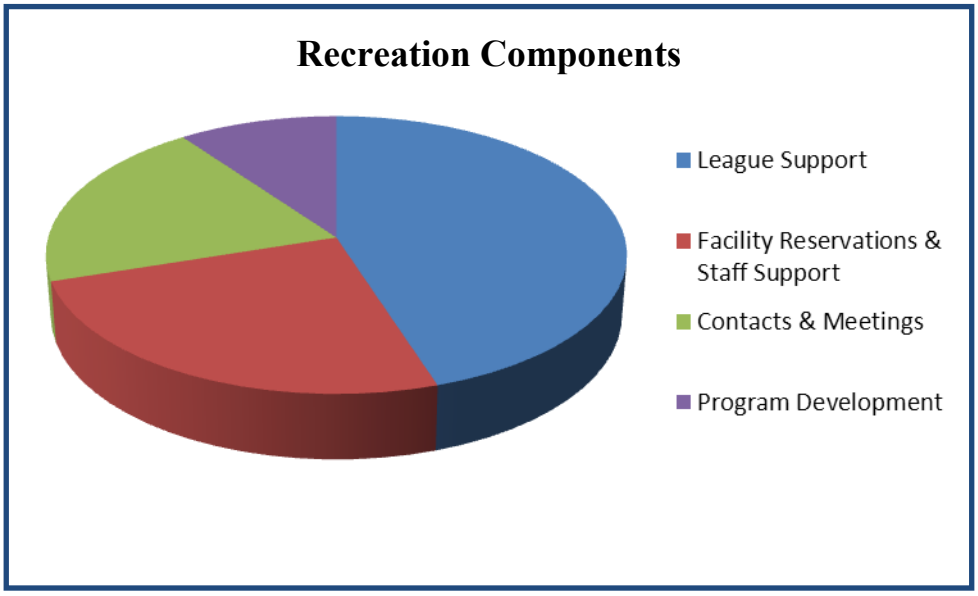
FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Facilitate Sustainable, Manageable Growth

Objective 2: Promote healthy neighborhoods

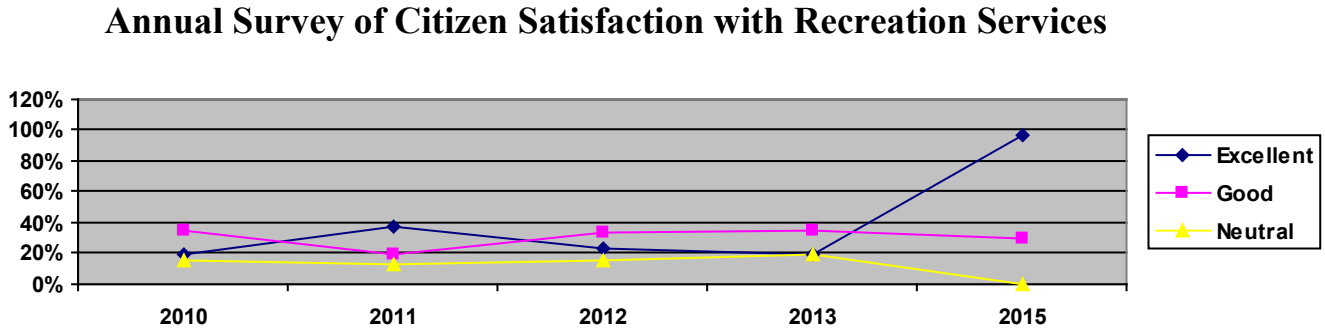
- Program will continue to provide program coordination, league support, and park and field reservation services. This service is currently provided by contract with Recreation Northwest.

Program: Parks – Recreation Services



FY'16 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 the YMCA on several occasions to discuss current programs and opportunities to facilitate future league needs. The Program also works with local art directors, Boys & Girls Club, both school districts, and the Grants Pass Community Tennis Association to facilitate their programs. Additional programs include; a 5K run, movies in the park, seasonal hikes, and classes on bird box building, fly-casting and fly-tying.



Program: Parks – Recreation Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
Other Revenue	658	659	600	600	600	600	600
Total Current Revenues	***658***	***659***	***600***	***600***	***600***	***600***	***600***
General Support	136,108	142,860	154,700	157,705	157,705	157,705	159,060
Total Resources	**136,766**	**143,519**	**155,300**	**158,305**	**158,305**	**158,305**	**159,660**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	14,299	16,979	18,059	18,535	18,535	18,535	18,772
Contractual/Prof Services	105,898	107,731	123,177	125,270	125,270	125,270	126,288
Direct Charges	3,750	4,500	0	0	0	0	0
Capital Outlay	0	1,297	0	0	0	0	0
Indirect Charges	12,819	13,012	14,064	14,500	14,500	14,500	14,600
Total Requirements	**136,766**	**143,519**	**155,300**	**158,305**	**158,305**	**158,305**	**159,660**

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Parks & Rec. 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

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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 Opportunities"*** and ***"Facilitate Sustainable, Manageable Growth"***. It will continue to support the development of our downtown and tourism industry.

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	1,756,394	2,131,870	1,726,312	2,538,620	2,538,620	2,538,620	2,337,971
General Support	823,255	748,148	1,040,844	1,060,893	1,060,893	1,060,893	1,017,708
Total Resources	**2,579,649**	**2,880,018**	**2,767,156**	**3,599,513**	**3,599,513**	**3,599,513**	**3,355,679**
Requirements							
Planning Services	684,830	671,500	834,211	830,566	830,566	830,566	844,925
Building Services	1,074,495	1,210,900	897,377	1,500,270	1,500,270	1,500,270	1,419,971
Economic Development Svc's	121,633	198,292	176,769	263,700	263,700	263,700	224,108
Downtown Development Svc's	367,406	379,662	416,514	460,629	460,629	460,629	470,992
Tourism Promotion Svc's	331,285	419,664	442,285	544,348	544,348	544,348	395,683
Total Requirements	**2,579,649**	**2,880,018**	**2,767,156**	**3,599,513**	**3,599,513**	**3,599,513**	**3,355,679**

Program: Development – Planning Services

Services Delivered:

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

The Planning Division provides a combination of current and long range planning services inside the City limits and the unincorporated areas within the Urban Growth Boundary (UGB). Planning staff works closely with the general public and the 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 also provides support for other citizen and technical steering committees such as the Allen Creek Sports Park Task Force, the Bikeways/Walkways Committee, the Middle Rogue Metropolitan Planning Organization Technical Advisory Committee, the Solid Waste Agency, the Urban Renewal Task Force, and the Urban Tree Advisory Committee. It recommends revisions to existing plans and codes as needed to achieve City Council goals and to remain current with changing conditions and regulations. Other responsibilities include preparing annexation proposals, reviewing building and sign permits, conducting site inspections, pursuing grants to help fund public projects and community plans such as small-scale/craft manufacturing downtown, the Community Development Block Grant application, and coordinating with the Code Enforcement Division to ensure compliance with zoning regulations.

Performance Measurements:

Planning Division Performance Measures

Indicator	2013-14	2014-15		2015-16		2016-17	2017-18
Outputs	**Actual**	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**
Number of Land Use Application Hearings Held	63	72	65	62	65	70	70
Planning Daily Front Counter Hours	2	9	9	9	9	9	9
Community Education Forums	2	6	3-4	6	3-4	3-4	3-4
Effectiveness	**Actual**	**Actual**	**Goal**	**Actual**	**Est**	**Goal**	**Goal**
% of Land Use Applications Completed on Time or Early	95%	95%	100%	95%	100%	100%	100%
Efficiency	**Actual**	**Actual**	**Goal**	**Actual**	**Est**	**Goal**	**Goal**
% of Sign Permits Reviewed within two Business Days	93%	95%	95%	95%	95%	95%	95%

Program: Development – Planning Services

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- Create a fast-track land use process for job creating industrial development and building permits.

Encourage Economic Opportunities

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

- Prepare funding package to resolve sewer issues in Spalding Park.
- Develop additional industrial land.

Facilitate Sustainable, Manageable Growth

Objective 4: Develop proactive solutions to community development challenges

- Review and revise Development Code.
- Initiate "highway-dependent" industrial land text amendment (i.e., no mini-storage on prime industrial land).

Objective 5: Review annexation policy and identify areas for annexation

- Analyze/initiate charter amendment for annexation procedures.

Objective 7: Improve parkland through private/public partnerships

- Develop Allen Creek Sports Park Complex.

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

Objective 1: Plan and develop infrastructure

- Update Downtown Master Plan.

Objective 4: Ensure transportation infrastructure needs are met

- Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council.
- Complete Transportation Master Plan.
- Design the Allen Creek Road project.

Objective 6: Ensure bicycle/pedestrian path needs are met

- Interconnect trails.

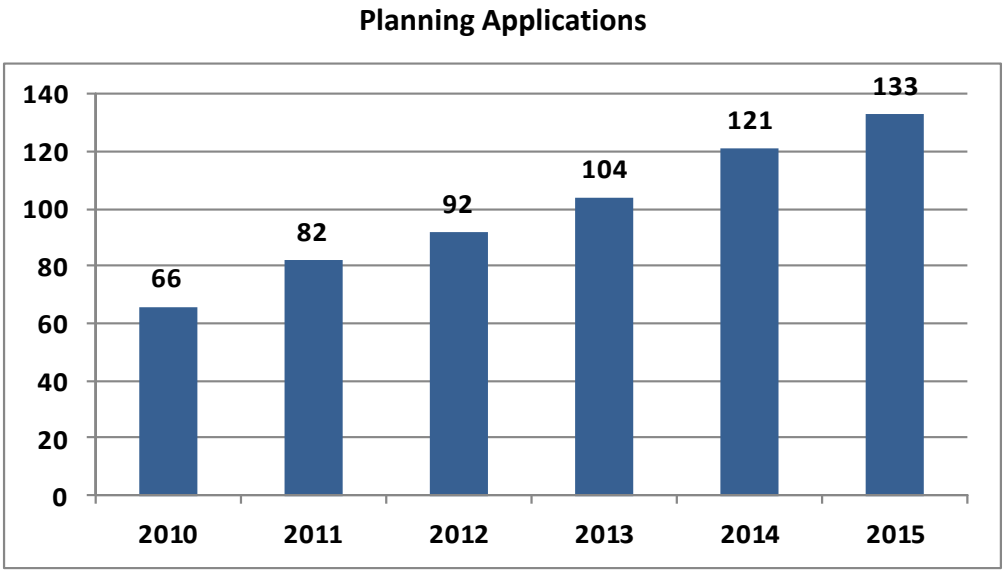
Objective 9: Provide an environment to help preserve and enhance Grants Pass' historical assets

- Obtain Certified Local Government Status.
- Update Landmark list.
- Evaluate expanding the Historic District.

Program: Development – Planning Services

FY'16 Activity Review:

During calendar year 2015, the division received 133 land use applications within the City and the urbanizing area, including: 43 site plan reviews, 6 site plan modifications, 11 lot line adjustments, 1 preliminary PUD, 1 preliminary subdivision, 4 subdivision & PUD final plats, 4 Comp Plan amendments, 8 land partitions, 6 variances, 6 code amendments, 10 property line vacations, 2 conditional use permits, and 1 annexation. Staff also worked with applicants on 30 pre-applications ~ a service designed to assist the developer in the preparation of project proposals that reflect code requirements.



Of the 133 applications processed, forty-three (43) were Director's decisions, twenty-three (23) were decided on by a Hearings Officer, and sixteen (16) decided on or recommended to the City Council by the Urban Area Planning Commission (UAPC). The City Council deliberated on twenty-three (23) of the applications. This number does not include other municipal code items considered by the City Council.

In addition to the land use applications reviewed, the division issued Development Permits and reviewed construction drawings for projects that advanced to commercial and industrial construction. The division also reviewed and issued permits for 19 new commercial projects, 123 commercial additions/remodels, 123 new residential permits (includes single family dwellings, duplexes, multi-family, and manufactured homes), and 87 residential additions/remodels. Fifty-four (54) sign permits were reviewed and issued. Other administrative applications included; review of 31 Municipal Code Amendments, Ordinances and Resolutions, 2 Sign Code Appeals, 4 Sidewalk Cafés, 7 building and renovation loan fund applications, and 9 Minor Home Occupation permits.

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

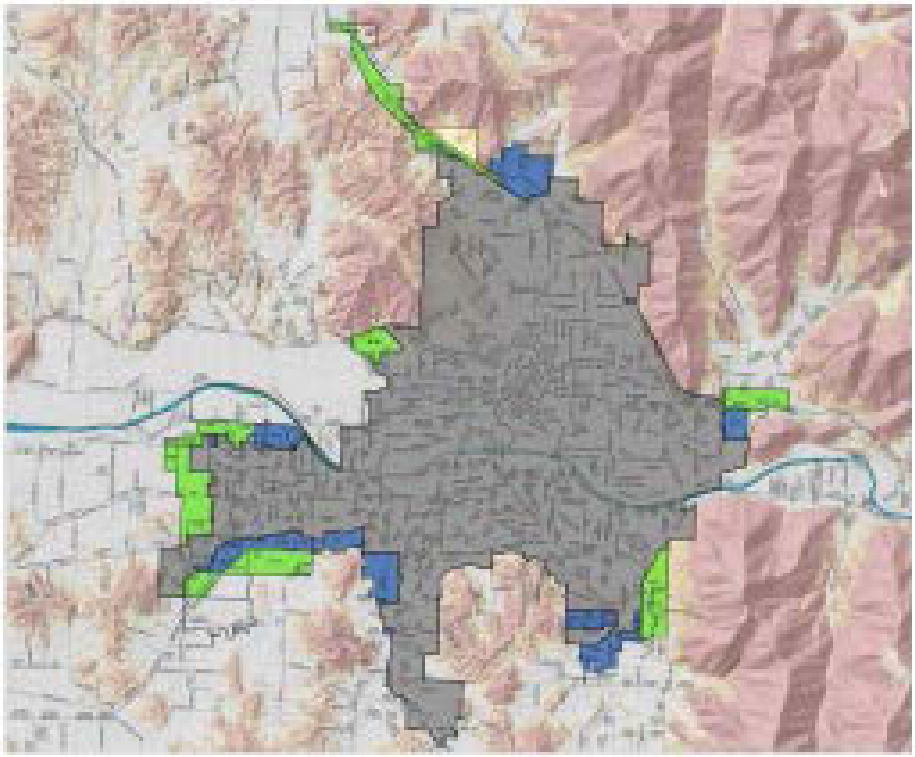
Program: Development – Planning Services

FY'16 Activity Review - Cont'd:

Planning staff has also been involved in various long range planning and economic development projects, which include the Urban Growth Boundary expansion; redevelopment of the Dimmick hospital site; Mid-Rogue MPO (including funding requests for Surface Transportation Program/STP and Congestion Mitigation & Air Quality/CMAQ); SOREDI "Project Box" response; and the application for "Regionally Significant Industrial Area" (RSIA) designation for the Spalding industrial area. Completed code amendments include creating a definition and use category for Social Services Facilities, simplifying the final plat process, and establishing design guidelines for the Historic District.

Budget Highlights:

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



Program: Development – Planning Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
Sign Permits	8,562	7,169	9,500	9,500	9,500	9,500	9,500
Planning Fees	78,742	107,283	68,040	72,700	72,700	72,700	72,700
Other Revenues	1,307	1,310	300	400	400	400	400
Total Current Revenues	***88,611***	***115,762***	***77,840***	***82,600***	***82,600***	***82,600***	***82,600***
General Support	596,219	555,738	756,371	747,966	747,966	747,966	762,325
Total Resources	**684,830**	**671,500**	**834,211**	**830,566**	**830,566**	**830,566**	**844,925**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	375,444	358,003	418,659	399,981	399,981	399,981	410,353
Materials & Supplies	8,975	6,037	9,650	8,500	8,500	8,500	8,500
Contractual/Prof Services	34,676	29,581	75,980	94,410	94,410	94,410	94,895
Direct Charges	198,932	213,511	249,532	247,475	247,475	247,475	249,677
Indirect Charges	61,803	59,368	75,390	75,200	75,200	75,200	76,500
Transfers Out	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Requirements	**684,830**	**671,500**	**834,211**	**830,566**	**830,566**	**830,566**	**844,925**

Program: Development – Planning Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Asst. Parks & CD Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
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*
Subtotal	*11.00*	*11.00*	*11.00*	*11.00*	*11.00*	*11.00*	*11.00*
Asst. Parks & CD Director							
To: Building	(0.10)	(0.10)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Subtotal Distributed	*(0.10)*	*(0.10)*	*(0.00)*	*(0.00)*	*(0.00)*	*(0.00)*	*(0.00)*
Total Positions	**10.90**	**10.90**	**11.00**	**11.00**	**11.00**	**11.00**	**11.00**
Total Un-Funded Positions	(7.00)	(7.00)	(7.00)	(7.00)	(7.00)	(7.00)	(7.00)
Total Funded Positions	**3.90**	**3.90**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**
Temporary/Seasonal Hours	280	280	0	0	0	0	0

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

Program: Development – Building Services

***Services Delivered*:**

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

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

Performance Measurements:

Building Division Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of Building Inspections	4109	N/A	4697	N/A	4700	4700	4700
Number of Permits Issued	1592	N/A	1817	N/A	1850	1850	1850
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
% of Single Family Residential Permits Approved within 5 Business Days of Receipt	100%	100%	99%	100%	100%	100%	100%
% of Residential Inspections Completed within 1 Business Day of Request	100%	100%	100%	100%	100%	100%	100%
% of Commercial Inspections Completed within 1 Business Day of Request	100%	100%	100%	100%	100%	100%	100%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Building Permits Issued per FTE	852	N/A	908	N/A	>925	>925	>925

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- **Action 1:** Create a fast-track land use process for job creating industrial development and building permits.

Facilitate Sustainable, Manageable Growth

Objective 4: Develop proactive solutions to community development challenges

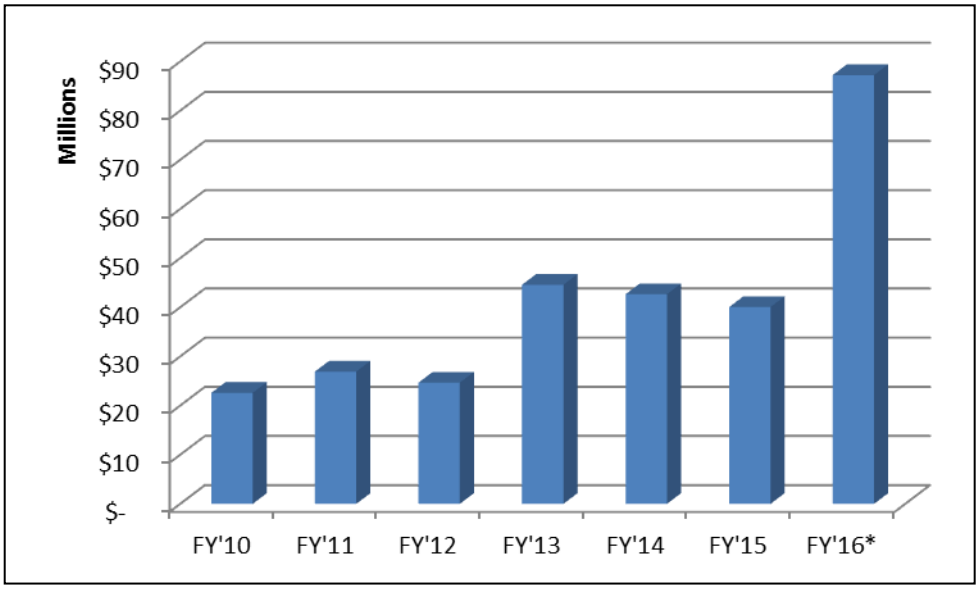
- **Action 1:** Develop building safety/inspection/permits processes.

Program: Development – Building Services

Budget Highlights:

FY'17 budgeted expenses have increased approximately 11% to FY'16 budgeted expenses. Budgeted FY'17 revenues have increased approximately 29% from FY'16. The FY'17 budget maintains the 2 existing funded positions, with 5 positions to remain vacant and unfunded.

Construction Valuation FY'10 – FY'16



*7/1/15-3/31/16

FY'16 Activity Review:

In the first nine months of FY'16 we permitted and provided inspection services for 1,919 permits, compared to 1,217 permits in the first nine months of FY'15. The building construction valuation for the first nine months of FY'16 compared to the same period in FY'15, shows an increase of approximately 266%.

Program: Development – Building Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	564,860	605,788	505,787	995,270	995,270	995,270	914,971
Current Resources							
Activity Generated							
Building Permits	179,250	178,872	141,480	175,000	175,000	175,000	175,000
Plumbing Permits	57,815	63,220	41,220	59,000	59,000	59,000	59,000
Mechanical Permits	42,348	48,502	29,160	40,000	40,000	40,000	40,000
Sewer Permits	2,337	3,574	2,430	3,000	3,000	3,000	3,000
Electrical Permits	56,190	63,326	47,070	60,000	60,000	60,000	60,000
Development Charges	168,412	243,554	127,980	165,000	165,000	165,000	165,000
Interest on Investments	3,283	2,966	2,250	3,000	3,000	3,000	3,000
Miscellaneous Revenue.	0	1,098	0	0	0	0	0
Total Current Revenues	***509,635***	***605,112***	***391,590***	***505,000***	***505,000***	***505,000***	***505,000***
Total Resources	**1,074,495**	**1,210,900**	**897,377**	**1,500,270**	**1,500,270**	**1,500,270**	**1,419,971**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	225,354	224,907	243,709	250,428	250,428	250,428	254,069
Materials & Supplies	3,484	3,367	6,700	6,700	6,700	6,700	6,700
Contractual/Prof Services	79,824	71,397	108,171	111,246	111,246	111,246	111,481
Direct Charges	117,435	122,599	148,686	163,625	163,625	163,625	165,620
Indirect Charges	42,610	41,360	47,996	53,300	53,300	53,300	53,900
Subtotal Expenditures	***468,707***	***463,630***	***555,262***	***585,299***	***585,299***	***585,299***	***591,770***
Contingencies	0	0	342,115	914,971	914,971	914,971	828,201
Ending Balance	605,788	747,270	0	0	0	0	0
Total Requirements	**1,074,495**	**1,210,900**	**897,377**	**1,500,270**	**1,500,270**	**1,500,270**	**1,419,971**

Program: Development – Building Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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	0.10	0.10	0.00	0.00	0.00	0.00	0.00
Subtotal Distributed	*0.10*	*0.10*	*0.00*	*0.00*	*0.00*	*0.00*	*0.00*
Total Positions	**7.10**	**7.10**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Total Un-Funded Positions	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)	(5.00)
Total Funded Positions	**2.10**	**2.10**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

***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

Services Delivered:

Advocates and promotes the development of a vibrant business culture within the City, by assisting business enterprises navigating the various City review processes. Proactively facilitates and maintains positive, effective working relationships, with and between, the City of Grants Pass business community, City staff, City departments and other organizations, through collaboration and communications. Provides support to City projects to assure adequate outreach and communication is provided to the business community, in advance of large projects. Identify barriers to economic development and/or business development activities. Coordinate, monitor, and provide support to City businesses, including completing research, conducting analysis and preparing related reports. Participates on committees as a representative of the City, and interfaces with businesses in a manner that promotes business development activities.

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	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Businesses Approved for Economic Incentive Grants	2	5	5	5	5	5	5
Number of Businesses Expanded	3	3	2	3	3	3	3
Average Monthly Contacts with Local Businesses	12	10	7	10	10	10	10
Business Trainings Hours Provided	74	4	100	4	4	4	4
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Jobs Generated (SBDC)	79	200	97	200	200	200	200
Investment of Capital (SBDC)	$3.3 Mil	$1 Mill	$3.4 Mil	$1 Mill	$1 Mill	$1 Mill	$1 Mill

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Encourage Economic Prosperity

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

- Prepare funding package to resolve sewer issues in Spalding Park.
- Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development.
- Partner to develop business incubator facilities.
- List commercial properties – buildings available.
- Support (implement) Small-Scale/Craft Manufacturing/Main Street.
- Develop a business loan program, incorporating a job creation - forgiveness element.
- Find solutions for business development and remodeling.
- Encourage businesses to develop jobs in and around the City.
- Develop additional industrial land.
- Vocational training for high school and college students, focused on local industry needs.

Program: Development – Economic Development Services

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item - Cont'd:

Objective 2: Adopt an Economic Development Plan

- Adopt an Economic Development Plan.

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

Budget Highlights:

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

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

FY'16 Activity Review:

The City's new Business Advocate is an active partner within our region, working closely with the County, the Chamber of Commerce, SOREDI, Job Council, Grants Pass High School, RCC, TCA, and the Small Business Development Center. In addition, the Advocate partnered with the Travel, Tourism and Downtown Services contractor to promote economic activity in our Downtown. Through collaboration and frequent engagement with the above mentioned partners, the focus will be to connect businesses with the services they require for success. Active engagement in Business Retention and Expansion, Hotelier meetings, Chamber Greeters, SOREDI meetings and the SBDC connection, promotes the City in a proactive and positive way.

Program: Development – Economic Development Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	0	41,848	0	80,300	80,300	80,300	43,450
Current Resources							
Activity Generated							
Other Revenues	0	341	0	0	0	0	0
Transfer from Room Tax	116,632	151,104	139,200	183,400	183,400	183,400	168,600
Transfer from Indust. Loans	5,000	5,000	5,000	0	0	0	0
Total Current Revenues	***121,632***	***156,445***	***144,200***	***183,400***	***183,400***	***183,400***	***168,600***
General Support	1	(1)	32,569	0	0	0	12,058
Total Resources	**121,633**	**198,292**	**176,769**	**263,700**	**263,700**	**263,700**	**224,108**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	10,391	58,846	93,862	91,024	91,024	91,024	95,144
Materials & Supplies	1,329	32	200	200	200	200	200
Contractual/Prof Services	56,578	49,118	63,329	104,448	104,448	104,448	103,986
Direct Charges	4,234	4,464	4,378	4,378	4,378	4,378	4,378
Indirect Charges	7,253	10,954	15,000	20,200	20,200	20,200	20,400
Subtotal Expenditures	***79,785***	***123,414***	***176,769***	***220,250***	***220,250***	***220,250***	***224,108***
Ending Balance	41,848	74,878	0	43,450	43,450	43,450	0
Total Requirements	**121,633**	**198,292**	**176,769**	**263,700**	**263,700**	**263,700**	**224,108**

Program: Development – Economic Development Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Economic Development							
Economic Develop. Specialist	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Advocate	0.00	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

Services Delivered:

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

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

The goal is to provide:

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

Performance Measurements:

Downtown Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of Merchant Surveys	3	3	3	3	3	3	3
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
% of posted hours downtown restrooms are in clean/working order	96.8%	95%	97%	95%	95%	95%	95%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Community Service Officer Hours in DT	2080	2080	2080	2080	2080	2080	2080

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Keep Citizens Safe

Objective 8: Enhance a safe and secure environment

- Light up downtown in alleyways and railroad tracks.
- Expand use of video cameras to all City Parking Lots.

Encourage Economic Opportunities

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

- Partner to develop incubator facilities.
- Support small-scale Craft Manufacturing/Main Street.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item - Cont'd:

Maintain, Increase opportunities to promote character and community spirit

Objective 8: Ensure transportation infrastructure needs are met

- Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5.
- Review and refresh the City's "Branding and Marketing".
- Promote City Rebranding/Brand refreshing throughout the City.
- Exterior building remodel for the Downtown Welcome Center.
- Support the development and installation of an art piece for a City parking lot each year.
- Expand year-round tree lights in the downtown.
- Replace Municipal Building sign to match entry signs.
- Expand the downtown hardscape.
- Redwood Empire sign restoration.

Budget Highlights:

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

FY'16 Activity Review:

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

Program: Development – Downtown Development Services

Financial Summary

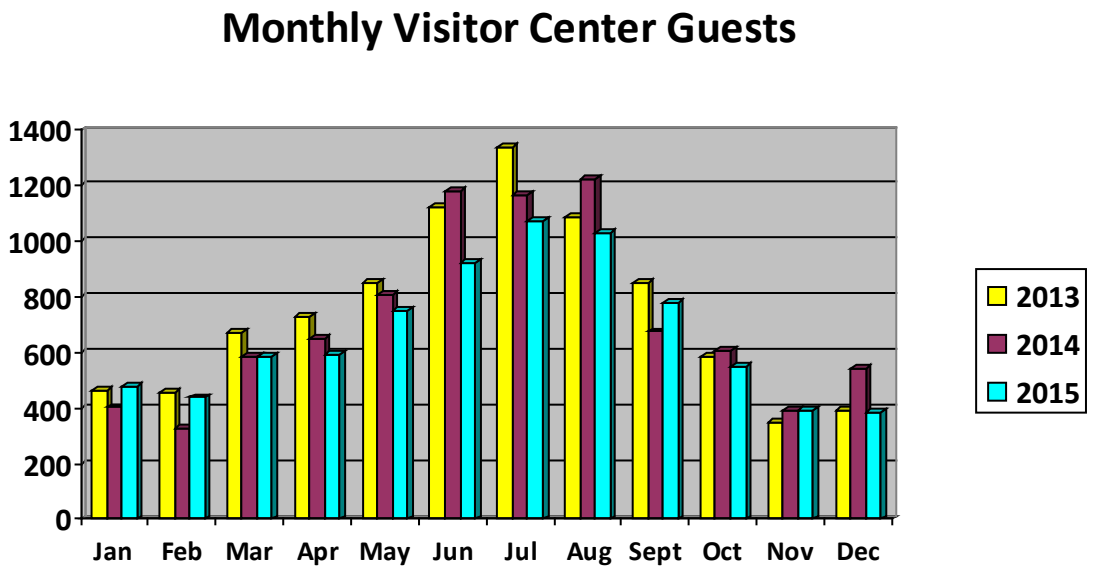
Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Current Resources							
Activity Generated							
Parking Lot Permits	8,780	17,160	12,560	8,500	8,500	8,500	8,500
Reserved Parking Permits	600	0	600	300	300	300	300
Parking Violations	9,351	9,916	10,000	10,000	10,000	10,000	10,000
Other Revenue	5,008	9,072	2,250	2,250	2,250	2,250	2,250
Transfer Room Tax Fund	116,632	151,104	139,200	183,400	183,400	183,400	168,600
Total Current Revenues	***140,371***	***187,252***	***164,610***	***204,450***	***204,450***	***204,450***	***189,650***
General Support	227,035	192,410	251,904	256,179	256,179	256,179	281,342
Total Resources	**367,406**	**379,662**	**416,514**	**460,629**	**460,629**	**460,629**	**470,992**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	139,451	143,434	167,264	182,954	182,954	182,954	192,173
Materials & Supplies	23,627	17,512	19,900	21,950	21,950	21,950	21,950
Contractual/Prof Services	153,043	166,310	182,170	198,125	198,125	198,125	198,369
Direct Charges	16,814	17,276	9,320	15,600	15,600	15,600	15,600
Capital Outlay	1,197	969	0	0	0	0	0
Indirect Charges	33,274	34,161	37,860	42,000	42,000	42,000	42,900
Total Requirements	**367,406**	**379,662**	**416,514**	**460,629**	**460,629**	**460,629**	**470,992**

Program: Development – Downtown Development Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Assistant City Manager							
From: Management	0.025	0.025	0.025	0.025	0.025	0.025	0.025
Community Service Officer							
From: Public Safety Field	0.500	0.500	0.500	0.500	0.500	0.500	0.500
From: Public Safety Field	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Tourism/Downtown Specialist							
From: Tourism	0.250	0.000	0.000	0.000	0.000	0.000	0.000
Prop. Management Coordinator							
From: Property Management	0.100	0.100	0.100	0.100	0.100	0.100	0.100
Municipal Service Worker							
From: Property Management	0.150	0.550	0.950	0.950	0.950	0.950	0.950
Total Positions	**1.525**	**1.675**	**2.075**	**2.075**	**2.075**	**2.075**	**2.075**
Temporary/Seasonal Hours	500	500	500	500	500	500	500



Program: Development – Tourism Promotion Services

Services Delivered:

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

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

Performance Measurements:

Tourism Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of new or expanded events	1	1	1	1	1	1	1
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
% of tourism industry providers rating department as positive	80%	80%	80%	80%	80%	80%	80%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Utilize local tourism enthusiasts to expand social networking efforts. (Blogging, etc.)	2	2	2	2	2	2	2

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

- Art Along the Rogue (AATR) 14th year: Experience Grants Pass is looking at methods to enhance/expand 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, and volunteer meetings and hospitality staff briefings will continue. Efforts to maximize print and web exposure through cooperative opportunities available through SOVA (Southern Oregon Visitors Association), Travel Oregon and local tourism entities will expand. Additional efforts will continue to shift towards website and social media marketing.
- Branding is completed and will be a key element in identifying and promoting the City.

Program: Development – Tourism Promotion Services

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item - Cont'd:

Maintain, Increase opportunities to promote character and community spirit

Objective 8: Ensure transportation infrastructure needs are met

- Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5.
- Develop gateway signage and landscaping.
- Tree lights downtown year-round.
- Review and refresh the City's "Branding and Marketing".
- Promote City Rebranding/Brand refreshing throughout the City.
- Exterior building remodel for the Downtown Welcome Center.

Budget Highlights:

Projected revenues are forecast to increase again in FY'17. Last year saw transient room taxes increase over $190,000 over the prior year. This program is provided under contract to Experience Grants Pass. Revenue directed to this department which is in excess of the contract requirements is used to promote tourism activities in Grants Pass.

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

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

FY'16 Activity Review:

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

Program: Development – Tourism Promotion Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	29,124	30,627	84,185	16,100	16,100	16,100	0
Current Resources							
Activity Generated							
Sales	2,251	479	0	0	0	0	0
Transfer from Room Tax	299,910	388,552	358,100	471,500	471,500	471,500	433,700
Other Revenue	0	6	0	0	0	0	0
Total Current Revenues	***302,161***	***389,037***	***358,100***	***471,500***	***471,500***	***471,500***	***433,700***
General Support	0	0	0	56,748	56,748	56,748	(38,017)
Total Resources	**331,285**	**419,664**	**442,285**	**544,348**	**544,348**	**544,348**	**395,683**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	142,025	8,143	8,611	7,328	7,328	7,328	7,554
Materials & Supplies	2,270	0	0	0	0	0	0
Contractual/Prof Services	125,656	300,672	325,094	326,540	326,540	326,540	327,549
Direct Charges	3,374	3,828	22,870	24,480	24,480	24,480	24,480
Indirect Charges	27,333	31,236	35,660	36,000	36,000	36,000	36,100
Transfers Out	0	0	25,000	150,000	150,000	150,000	0
Subtotal Expenditures	***300,658***	***343,879***	***417,235***	***544,348***	***544,348***	***544,348***	***395,683***
Ending Balance	30,627	75,785	25,050	0	0	0	0
Total Requirements	**331,285**	**419,664**	**442,285**	**544,348**	**544,348**	**544,348**	**395,683**

Program: Development – Tourism Promotion Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Tourism/Downtown Specialist	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Office Assistant II	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Subtotal	*2.000*	*0.000*	*0.000*	*0.000*	*0.000*	*0.000*	*0.000*
Assistant City Manager							
From: Management	0.025	0.025	0.025	0.025	0.025	0.025	0.025
Office Assistant II							
From: Management	0.050*	0.050	0.050	0.050	0.050	0.050	0.050
Tourism/Downtown Specialist							
To: Downtown	(0.250)	0.000	0.000	0.000	0.000	0.000	0.000
Subtotal Distributed	*(0.175)*	*0.075*	*0.075*	*0.075*	*0.075*	*0.075*	0.075
Total Positions	**1.825**	**0.075**	**0.075**	**0.075**	**0.075**	**0.075**	**0.075**
Total Un-Funded Positions	(0.005)	0.000	0.000	0.000	0.000	0.000	0.000
Total Funded Positions	**1.820**	**0.075**	**0.075**	**0.075**	**0.075**	**0.075**	**0.075**

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

Grants Pass
LIVE
ROGUE
Oregon

TRANSPORTATION

ACTIVITIES

∗Street and Drainage Maintenance

∗Customer Services

∗General Program Operations

∗Street Lighting

∗Capital Construction

DESCRIPTION

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

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	15,206,196	15,206,149	16,571,627	12,257,620	12,257,620	12,257,620	7,758,764
Total Resources	**15,206,196**	**15,206,149**	**16,571,627**	**12,257,620**	**12,257,620**	**12,257,620**	**7,758,764**
Requirements							
Street & Drainage Maint.	1,118,521	1,227,748	1,351,069	1,367,340	1,367,340	1,367,340	1,459,629
Customer Services	168,834	168,924	179,866	200,851	200,851	200,851	208,446
General Program Operations	2,596,264	2,500,025	2,179,991	2,804,602	2,804,602	2,804,602	2,129,971
Street Lighting	0	304,034	385,500	385,500	385,500	385,500	385,500
Capital Construction	11,322,577	11,005,418	12,475,201	7,499,327	7,499,327	7,499,327	3,575,218
Total Requirements	**15,206,196**	**15,206,149**	**16,571,627**	**12,257,620**	**12,257,620**	**12,257,620**	**7,758,764**

Program: Transportation/Street Utility

Services Delivered:

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

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

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

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

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

Program: Transportation/Street Utility

Program Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	891,013	890,671	662,426	1,310,749	1,310,749	1,310,749	707,069
Current Resources							
Activity Generated							
Gas Tax Allocation	1,988,767	2,045,959	2,095,600	2,095,643	2,095,643	2,095,643	2,109,865
Interest	4,483	3,823	3,500	3,000	3,000	3,000	3,500
Permit Fees	8,715	9,354	10,000	10,000	10,000	10,000	10,000
Revenue Other Agencies	84,652	0	0	0	0	0	0
Transportation Fees	901,729	921,151	935,400	949,401	949,401	949,401	963,612
Other Revenue	4,260	25,739	4,000	4,000	4,000	4,000	4,000
Trans from Gen Fund	0	304,034	385,500	385,500	385,500	385,500	385,500
Capital Construction	11,322,577	11,005,418	12,475,201	7,499,327	7,499,327	7,499,327	3,575,218
Total Current Revenues	***14,315,183***	***14,315,478***	***15,909,201***	***10,946,871***	***10,946,871***	***10,946,871***	***7,051,695***
Total Resources	**15,206,196**	**15,206,149**	**16,571,627**	**12,257,620**	**12,257,620**	**12,257,620**	**7,758,764**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Streets & Drainage Maint.	1,118,521	1,227,748	1,351,069	1,367,340	1,367,340	1,367,340	1,459,629
Customer Services	168,834	168,924	179,866	200,851	200,851	200,851	208,446
General Operations	244,184	242,883	244,058	250,533	250,533	250,533	250,683
Street Lighting	0	304,034	385,500	385,500	385,500	385,500	385,500
Capital Construction	11,322,577	11,005,418	12,385,201	7,469,327	7,469,327	7,469,327	3,575,218
Indirect Charges	153,170	163,362	177,300	182,000	182,000	182,000	192,000
Transfers Out	1,307,438	733,066	1,400,000	1,695,000	1,695,000	1,695,000	965,000
Debit Services	801	0	0	0	0	0	0
Subtotal Expenditures	***14,315,525***	***13,845,435***	***16,122,994***	***11,550,551***	***11,550,551***	***11,550,551***	***7,036,476***
Contingencies	0	0	448,633	707,069	707,069	707,069	722,288
Ending Balance	890,671	1,360,714	0	0	0	0	0
Total Requirements	**15,206,196**	**15,206,149**	**16,571,627**	**12,257,620**	**12,257,620**	**12,257,620**	**7,758,764**

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	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Actual**	**Est**	**Est**
Miles of Streets to Maintain	167	N/A	167	170	172	173	174
Asphalt Digouts/Repairs Made on Segments	32	20	23	20	28	20	20
School Crosswalk to Maintain	85	85	85	85	85	85	85
Number of Street Segments Crack Sealed	60	25	55	35	62	40	40
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
Percent of Asphalt Repairs, Maintaining City Standards, One Year after Completion	100	95	95	99	100	99	99
Percent of Signs Inspected per Year for Readability and Retro Reflectivity	30	20	25	20	25	25	25
Percent of School Crosswalks Maintained each Year before School starts	100	100	100	100	100	100	100
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
Sq. Feet of Asphalt Repairs per Man-hour	25	20	22	20	21	20	20
Feet of Roadway Cracks Sealed per Man-hour	45	40	53	40	68	40	40

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Maintain, Operate, and Expand our Infrastructure

Objective 4: Ensure transportation infrastructure needs are met

Action 1: Clean the Streets - Street Sweeping will continue to be provided by contract.

Action 2: Improve dangerous/ problem pedestrian crossings. Pursue the use of "flashing beacons".

Action 3: Focused approach to right of way vegetation management.

Objective 5: Ensure storm facility infrastructure needs are met

Action 1: Find the most cost-effective way to deal with storm water regulations.

Action 2: Initiate the preparation of a Phase II MS4 implementation plan, following the adoption of the Storm Water Master Plan.

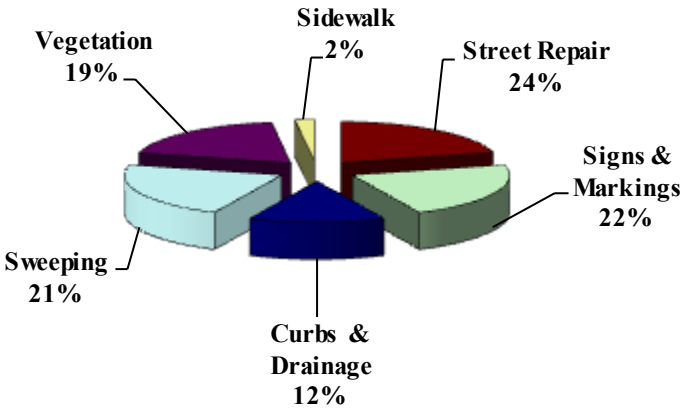
Action 3: Create and initiate a Storm Water Utility.

Program: Transportation – Street and Drainage Maintenance

Budget Highlights:

The FY'17 budget includes $22,100 for contracted street repairs and $40,000 for curb, gutter and other drainage repairs and improvements. The budget includes $18,500 for sign fabrication, $10,000 for ramp installation, $28,500 for traffic painting and markings, $15,000 for alley maintenance and $163,240 for street sweeping.

Street and Drainage Activities



Actual Expenditures FY'15

FY'16 Activity Review:

Digouts and skin patches were completed on 28 street segments. Crack sealing was completed on 62 segments, four new pedestrian access ramps were installed and 180 feet of hazardous sidewalk was repaired. Several drainage issues were addressed, including the cleaning of many critical drain lines, replacing damage curb and gutter and installing new curb inlets. Installed pavement markings and striping on many streets throughout the City. All school zone crosswalks were repainted before the first day of school. Continued field investigations of storm drain lines and manholes, and upgrading the existing drain maps. Installed 86 new street signs, and 230 traffic signs were repaired or replaced. Ongoing enforcement of street cut standards within the right-of way, continues to improve the quality of completed repairs.

Program: Transportation – Street and Drainage Maintenance

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	561,162	612,444	723,501	701,983	701,983	701,983	787,996
Materials & Supplies	65,631	87,373	74,462	78,412	78,412	78,412	79,720
Contractual/Prof Services	481,728	527,931	553,106	586,945	586,945	586,945	591,913
Capital Outlay	10,000	0	0	0	0	0	0
Total Requirements	**1,118,521**	**1,227,748**	**1,351,069**	**1,367,340**	**1,367,340**	**1,367,340**	**1,459,629**

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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

Program: Transportation – Customer Services

Services Delivered:

The Customer Service Department provides support to the individual utilities to include billing, collection, and timely courteous responses to the needs of individual customers regarding their City utility accounts.

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

Performance Measurements:

Street Utility Customer Service Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
# of Transportation Utility Customers	11,957	12,000	11,981	12,000	12,000	12,000	12,000
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Uncollectable Accounts as a % of Revenue	0.00%	<1%	0.00%	<1%	<1%	<1%	<1%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Finance Direct Charges per Trans. Cust.	$0.85	<$1.00	$.85	<$1.00	<$1.00	<$1.00	<$1.00

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- The Street Utility Fee will be billed to an estimated 11,981 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 11,981 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 the 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 enforcement of the 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 with delivery via email or first class mail. In addition, the staff will participate in the implementation of the Munis utility billing software, with the goal of improving service, delivery and efficiency.

FY'16 Activity Review:

The Customer Service office generated approximately 143,779 utility billings during FY'16 and receipted approximately 143,779 utility payments through a variety of collection methods, including: in person, online from individual financial institutions, via mail (including payments forwarded from community drop boxes), online via the City website, or drafted from individual bank accounts per customer request. An important statistic which highlights the level of customer interaction by the office is that the Customer Service Staff processes approximately 24,608 in person payments, 5,361 payments over the phone and processed 8,205 calls for service.

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	37,690	35,026	39,732	44,318	44,318	44,318	46,704
Direct Charges	131,144	133,898	140,134	156,533	156,533	156,533	161,742
Total Requirements	**168,834**	**168,924**	**179,866**	**200,851**	**200,851**	**200,851**	**208,446**

Program: Transportation – General Program Operations

Services Delivered:

The Transportation Program provides safe, well-maintained street, bike, pedestrian and drainage systems through a systematic and cost-effective maintenance program.

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

FY'17 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'17 is budgeted to transfer $1,250,000 to projects, all of which is from Gas Tax.

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	0	315	1,000	1,000	1,000	1,000	1,000
Direct Charges	244,184	242,568	243,058	249,533	249,533	249,533	249,683
Indirect Charges	153,170	163,362	177,300	182,000	182,000	182,000	192,000
Transfers Out	1,307,438	733,066	1,310,000	1,665,000	1,665,000	1,665,000	965,000
Debt Service	801	0	0	0	0	0	0
Subtotal Expenditures	***1,705,593***	***1,139,311***	***1,731,358***	***2,097,533***	***2,097,533***	***2,097,533***	***1,407,683***
Contingencies	0	0	448,633	707,069	707,069	707,069	722,288
Ending Balance	890,671	1,360,714	0	0	0	0	0
Total Requirements	**2,596,264**	**2,500,025**	**2,179,991**	**2,804,602**	**2,804,602**	**2,804,602**	**2,129,971**

Program: Transportation – Street Lighting

Services Delivered:

The Street and Drainage Maintenance Division is responsible for funding the Street Lighting activity in the City. The provision of lighting streets is a feature that impacts all aspects of our community, including: safety, livability, tourism and economic development.

The Street Lighting program is funded by the General Fund. Pacific Power and Light (PP&L) repairs, maintains and responds to problem issues, following requests from the City or its citizens. PP&L completes installation of new lights based upon multiple triggers, like new subdivisions and areas determined to need lighting installed.

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	0	304,034	385,500	385,500	385,500	385,500	385,500
Total Requirements	**0**	**304,034**	**385,500**	**385,500**	**385,500**	**385,500**	**385,500**

Program: Transportation – Capital Construction

Services Delivered:

This activity accounts for planning, engineering and all construction of major transportation system improvements in order to provide safe, well-maintained street, bike, pedestrian and drainage systems.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Maintain, Operate, and Expand our Infrastructure

Objective 4: Ensure transportation infrastructure needs are met

Action 2: Improve dangerous/problem pedestrian crossings (flashing Beacons).

- As potential crossings are identified, they will be evaluated on a case by case basis.

Action 5: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection per direction provided by City Council.

- Advertisement for construction is scheduled for late FY'16.

Action 6: Complete Transportation Master Plan.

- Work has begun on the Transportation Master Plan.

Action 7: Design the Allen Creek Road project.

- Work has begun on the Allen Creek Road project.

Other Management Action:

- Continue Street overlay program.
- Begin design and construction of CMAQ sidewalk project.
- Complete pedestrian/bicycle improvements on Lincoln Road.
- Begin construction of the Elmer Nelson bridge replacement.
- Begin construction of bridge replacement over Gilbert Creek on Savage.

Program: Transportation – Capital Construction

Budget Highlights:

Funding sources for this activity include funds from State gas taxes, monthly street utility fees, transportation system development charges, and State and Federal grants.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'15"; the re-assessed resource needs of projects using current data for the "Revised FY'16" column, guiding our "Adopted FY'17" and resources estimated "Through FY'17". 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'16 Activity Review:

- Completed construction of Drury Lane improvements.
- Completed construction of improvements to the west end of Redwood Avenue.
- Continued the Street overlay and maintenance program.
- Completed the evaluation of storm water improvements to Edgewater/Evergreen area.
- Continued the evaluation of safety crossings for pedestrians and bicyclists.
- Completed design of improvements to the east end of Redwood Avenue.

Program: Transportation – Capital Construction

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'15	Revised FY'16	Adopted FY'17	Total Through FY'17	Future Years	Total Project
TR0000	Miscellaneous Proj.- General (612)	412,083	(86,503)	335,844	661,424	(11,936)	649,488
TR0000	Miscellaneous Proj.- LID's (619)	89,690	0	0	89,690	500,000	589,690
TR1050	Emergency Storm Drain Projects	189,885	20,000	20,000	229,885	80,000	309,885
TR4719	Fruitdale Trail	411,651	90,000	0	501,651	0	501,651
TR4934	Redwood Ave:Dowell to Hubbard (619)	3,854,030	775,000	0	4,629,030	0	4,629,030
TR5022	Master Transportation Plan Update	313,865	0	0	313,865	0	313,865
TR5025	Right of Way Purchases	107,551	0	25,000	132,551	0	132,551
TR5083	Traffic Calming	74,877	0	0	74,877	0	74,877
TR6075	Lincoln Rd.Sdwlk:Lower River Rd to G St.	433,508	100,000	0	533,508	0	533,508
TR6087	Josephine Cnty Transit - ODOT Op Grant	1,121,988	191,750	152,750	1,466,488	0	1,466,488
TR6116	Allen Creek Rd Imprv-W.Harbeck>Denton Trl	566,351	370,000	650,000	1,586,351	610,095	2,196,446
TR6118	CMAQ Sidewalk Project	100,889	750,000	750,000	1,600,889	350,000	1,950,889
TR6158	Street Lighting/Signal Improvements	83,796	10,000	10,000	103,796	40,000	143,796
TR6161	Bike Lane Striping FY13/FY14 (613)	225,217	75,000	90,000	390,217	315,000	705,217
TR6163	Bike Boulevards (613)	30,206	15,000	0	45,206	45,000	90,206
TR6165	Gilbert Creek Bridge Replacement on Savage	603,270	205,000	500,000	1,308,270	0	1,308,270
TR6201	Overlay/Maintenance FY15/FY18	300,683	300,000	300,000	900,683	0	900,683
TR6203	Redwood Avenue Phase 3-Pansy>Rdwd Cir	737,687	866,844	603,156	2,207,687	0	2,207,687
TR6243	Fruitdale Drive	0	0	0	0	10,400,000	10,400,000
TR6244	Elmer Nelson Bridge Replacement	150,761	600,000	50,000	800,761	0	800,761
TR6245	Edgewater/Evergreen Storm Water Evaluation	50,227	0	300,000	350,227	150,000	500,227
TR6247	Dimmick Railroad Crossing Corridor Study	50,269	0	0	50,269	0	50,269
TR6271	Booth & Isham Improvement	(12)	100,000	75,000	174,988	0	174,988
TR8413	Sidewalk Infill & Repair Fund	153,567	50,000	50,000	253,567	200,000	453,567
TR9700	Miscellaneous Proj. - Bikeway (613)	787,552	(80,000)	10,000	717,552	40,000	757,552
NEW PROJECTS							
TR6324	Overlay/Maintenance FY18-FY20	0	0	0	0	1,200,000	1,200,000
TR6325	Willow Lane Reconstruction	0	0	50,000	50,000	2,150,000	2,200,000
	Total Projects	**10,849,591**	**4,352,091**	**3,971,750**	**19,173,432**	**16,068,159**	**35,241,591**
TRANSPORTATION SDC FUNDS							
	Miscellaneous Proj.- SDC's (614)	564,225	(50,000)	0	514,225	(138,219)	376,006
	Total SDC Funds	**564,225**	**(50,000)**	**0**	**514,225**	**(138,219)**	**376,006**

CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

TR6115	Drury Lane Reconstruction (619)	2,251,738	(450,000)	0	1,801,738	0	1,801,738
TR6160	Safety Plan for Pedestrians & Bikes (613)	25,679	0	0	25,679	0	25,679
TR6162	Safety Crossings G and Bridge	111,289	0	0	111,289	0	111,289
TR6202	Aluminum Storm Pipe ID & Inspection	30,260	(26,844)	0	3,416	0	3,416
TR6242	Eastern Avenue Improvements	401,965	(40,000)	0	361,965	0	361,965
TR6295	Terry Lane Street Improvements	(86)	370,000	0	369,914	0	369,914
	Total Closed Projects	**2,820,845**	**(146,844)**	**0**	**2,674,001**	**0**	**2,674,001**
	Grand Total - All Projects	**14,234,661**	**4,155,247**	**3,971,750**	**22,361,658**	**15,929,940**	**38,291,598**

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'17

		Adopted FY'17 Beginning Fund Balance	Adopted FY'17 Revenue	Adopted FY'17 Capital Outlay	Adopted FY'17 Transfers	Adopted FY'17 Appropriated Fund Balance
TR0000	Miscellaneous Projects - General (612)	81,091	335,844	0	30,000	386,935
TR0000	Miscellaneous Projects - LID's (619)	89,968	0	0	0	89,968
TR1050	Emergency Storm Drain Projects	33,658	20,000	53,658	0	0
TR4719	Fruitdale Trail	227,877	0	227,877	0	0
TR4934	Redwood Ave:Dowell to Hubbard (619)	12,343	0	12,343	0	0
TR5022	Master Transportation Plan Targeted Updt.	213,865	0	213,865	0	0
TR5025	Right of Way Purchases	41,107	25,000	66,107	0	0
TR5083	Traffic Calming	18,261	0	18,261	0	0
TR6075	Lincoln Rd.Sdwlk:Lower River Rd to G St.	67,245	0	67,245	0	0
TR6087	Josephine County Transit - ODOT Op Grant	0	152,750	152,750	0	0
TR6116	Allen Creek Rd Imprv-W.Harbeck>Denton Trl.	424,740	650,000	1,074,740	0	0
TR6118	CMAQ Sidewalk Project	317,763	750,000	1,067,763	0	0
TR6158	Street Lighting/Signal Improvements	40,267	10,000	50,267	0	0
TR6161	Bike Lane Striping FY13/FY14 (613)	65,015	90,000	155,015	0	0
TR6163	Bike Boulevards (613)	25,206	0	25,206	0	0
TR6165	Gilbert Creek Bridge Replacement on Savage	257,072	500,000	757,072	0	0
TR6201	Overlay/Maintenance FY15-FY17	101,672	300,000	401,672	0	0
TR6203	Redwood Avenue Phase 3-Pansy>Rdwd Cir	769,759	603,156	1,372,915	0	0
TR6244	Elmer Nelson Bridge Replacement	442,292	50,000	492,292	0	0
TR6245	Edgewater/Evergreen Storm Water Evaluation	2,441	300,000	302,441	0	0
TR6247	Dimmick Railroad Crossing Corridor Study	50,269	0	50,269	0	0
TR6271	Booth & Isham Improvement	49,988	75,000	124,988	0	0
TR8413	Sidewalk Infill & Repair Fund	24,646	50,000	74,646	0	0
TR9700	Miscellaneous Projects - Bikeway Fund (613)	32,812	10,000	42,812	0	0
NEW PROJECTS						
TR6324	Overlay/Maintenance FY18-FY20	0	0	0	0	0
TR6325	Willow Lane Reconstruction	0	50,000	50,000	0	0
	Total Projects	**3,389,358**	**3,971,750**	**6,854,204**	**30,000**	**476,904**
TRANSPORTATION SDC FUNDS						
	Miscellaneous Projects - SDC's (614)	138,219	0	0	0	138,219
	Total SDC Funds	**138,219**	**0**	**0**	**0**	**138,219**
	Grand Total Projects	**3,527,577**	**3,971,750**	**6,854,204**	**30,000**	**615,123**

Program: Transportation – Capital Construction

Financial Summary

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Fund Balance	8,653,771	9,046,267	6,409,451	3,527,577	3,527,577	3,527,577	615,123
Resources							
Revenue - Other Agencies	296,612	171,705	256,750	136,750	136,750	136,750	0
IGR-State of Oregon	350,959	614,449	2,850,000	1,670,000	1,670,000	1,670,000	810,095
Development Charges	230,282	80,091	150,000	150,000	150,000	150,000	150,000
Investment Interest	54,885	53,222	0	0	0	0	0
Advance Finance Interest	1,160	4,468	0	0	0	0	0
SDC Loans	46,636	29,266	0	0	0	0	0
General Fund	137,328	250,000	675,000	215,000	215,000	215,000	400,000
CDBG Fund	0	0	39,000	0	0	0	0
Street Utility Fund	1,292,438	694,423	1,295,000	1,650,000	1,650,000	1,650,000	950,000
Debt Service	0	0	0	0	0	0	500,000
Sewer Fund	75,000	0	0	15,000	15,000	15,000	0
Water Fund	165,000	50,000	100,000	135,000	135,000	135,000	150,000
Advance Financing	16,976	10,334	700,000	0	0	0	0
Miscellaneous Revenue	1,530	1,193	0	0	0	0	0
Total Current Revenues	***2,668,806***	***1,959,151***	***6,065,750***	***3,971,750***	***3,971,750***	***3,971,750***	***2,960,095***
Total Resources	**11,322,577**	**11,005,418**	**12,475,201**	**7,499,327**	**7,499,327**	**7,499,327**	**3,575,218**
Requirements							
Capital Outlay	2,276,310	5,459,621	11,725,160	6,854,204	6,854,204	6,854,204	2,960,095
Transfers Out	0	0	90,000	30,000	30,000	30,000	0
Subtotal Expenditures	***2,276,310***	***5,459,621***	***11,815,160***	***6,884,204***	***6,884,204***	***6,884,204***	***2,960,095***
Appropriated Fund Balance	9,046,267	5,545,797	660,041	615,123	615,123	615,123	615,123
Total Requirements	**11,322,577**	**11,005,418**	**12,475,201**	**7,499,327**	**7,499,327**	**7,499,327**	**3,575,218**

STORM WATER AND OPEN SPACE

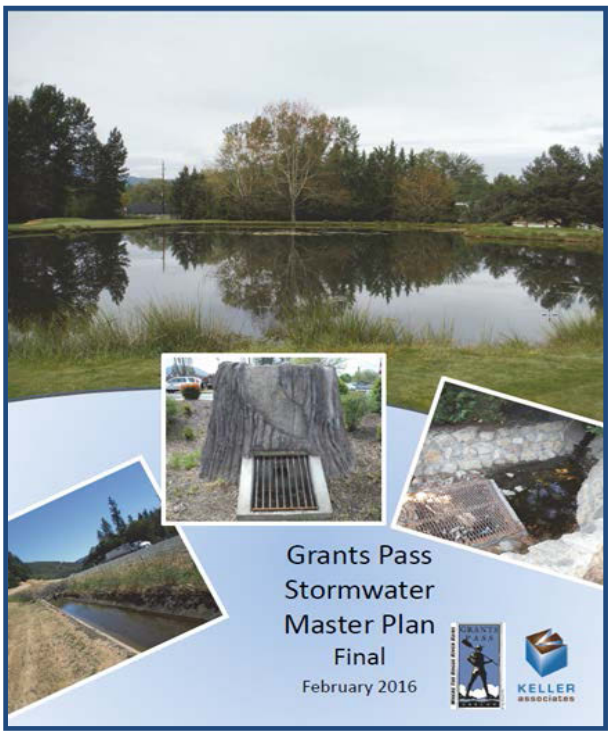
ACTIVITIES

∗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 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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	641,866	703,052	407,310	305,558	305,558	305,558	161,290
Total Resources	**641,866**	**703,052**	**407,310**	**305,558**	**305,558**	**305,558**	**161,290**
Requirements							
General Program Operations	10,563	146,205	0	0	0	0	0
Capital Construction	631,303	556,847	407,310	305,558	305,558	305,558	161,290
Total Requirements	**641,866**	**703,052**	**407,310**	**305,558**	**305,558**	**305,558**	**161,290**

Program: Utilities/Storm Water Program

Services Delivered:

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

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

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

Program: Utilities/Storm Water Program

Program Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	10,563	10,563	0	0	0	0	0
Current Resources							
Activity Generated							
Transfers	0	135,642	0	0	0	0	0
Capital Construction	631,303	556,847	407,310	305,558	305,558	305,558	161,290
Total Current Revenues	***631,303***	***692,489***	***407,310***	***305,558***	***305,558***	***305,558***	***161,290***
Total Resources	**641,866**	**703,052**	**407,310**	**305,558**	**305,558**	**305,558**	**161,290**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Capital Construction	556,303	444,847	407,310	305,558	305,558	305,558	161,290
Debt Service	0	146,205	0	0	0	0	0
Transfers Out	75,000	112,000	0	0	0	0	0
Subtotal Expenditures	***631,303***	***703,052***	***407,310***	***305,558***	***305,558***	***305,558***	***161,290***
Ending Balance	10,563	0	0	0	0	0	0
Total Requirements	**641,866**	**703,052**	**407,310**	**305,558**	**305,558**	**305,558**	**161,290**

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

Maintain, Operate, and Expand our Infrastructure

Objective 1: Plan and develop infrastructure

Action 9: Complete Storm Drain Master Plan and consider funding options.

- Work on the Storm Water Master Plan is continuing via efforts by an outside consultant.

Objective 5: Ensure storm facility infrastructure needs are met

Action 1: Initiate the preparation of a Storm Water Implementation Plan following adoption of the Storm Water Master Plan.

- Upon completion of the Master Plan and adoption by City Council, the subsequent Implementation Plan will be prepared.

Action 2: Create and initiate the Storm Water Utility.

- Upon the adoption of the Storm Water Master Plan, Council will be requested to create and implement the Storm Water Utility, to enable funding to meet the NPDES Municipal Storm Water Permit program requirements.

Budget Highlights:

The Storm Water Maintenance budget will not show direct expenses until the budget cycle following formal adoption of the Storm Water Utility.

FY'16 Activity Review:

This will be a new program budget following adoption of the Storm Water Utility. FY'16 storm drainage activities have been provided in the Transportation/Street Operating budget.

Program: Utilities/Storm Water – Maintenance Services

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
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'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Public Works Director							
From: Water Treatment	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**

Program: Utilities/Storm Water – Customer Services

Services Delivered:

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

FY'17 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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
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'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

No activity is expected this year.

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Debt Service	0	146,205	0	0	0	0	0
Subtotal Expenditures	***0***	***146,205***	***0***	***0***	***0***	***0***	***0***
Contingencies	0	358	0	0	0	0	0
Ending Balance	10,563	0	0	0	0	0	0
Total Requirements	**10,563**	**146,563**	**0**	**0**	**0**	**0**	**0**

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 program to protect the capacity for current and future users of this system.

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

Implemented by Council action in February of 2004, two distinct SDC fees were adopted. The Storm Water and Open Space Master Plan fee charged to all new developments is now $487 per development. These monies will be used to pay for the planning, acquisition, and capital development of facilities to accommodate and control storm water runoff, directly associated open space, and water quality control facilities to clean surface water runoff prior to natural surface water conveyances. The second SDC fee is being collected for storm water construction in the Sand Creek sub-basin area, and the charge is currently $0.33 per square foot of lot area. Both of these charges will be collected at the time of the building or development permit, until a new Storm Water Utility and System Development Charge is adopted by the City Council.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

Objective 1: Plan and develop infrastructure

Action 8: Complete Storm Drain Master Plan and consider funding option.

- The Storm Drain Master Plan work has been initiated and will be completed in FY'17.

Objective 5: Ensure storm facility infrastructure needs are met

Action 1: Find the most cost-effective way to deal with storm water regulations.

- After the MS2Phase4 permit is issued, evaluation of implementation options will be conducted.

Action 2: Initiate the preparation of a Storm Water Implementation Plan following adoption of the Storm Water Master Plan.

- Initiation of the Storm Water Implementation Plan will begin after the establishment of the Storm Water Utility.

Action 3: Create and initiate the Storm Water Utility.

- The Storm Water Utility will be established after the rate study in FY'17.

Program: Utilities/Storm Water – Capital Construction

Budget Highlights:

The project listing shows resources across the columns. Columns show the "Actual resources through FY'15"; the re-assessed resource needs of projects using current data for the "Revised FY'16" column, guiding our "Adopted FY'17" and resources estimated "Through FY'17". 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'16 Activity Review:

- Continued implementation of the TMDL Plan.
- Continued the Update to the Storm Water Master Plan.
- Completed the installation of a water quality feature north of Estates Lane.

Program: Utilities/Storm Water – Capital Construction

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'15	Revised FY'16	Adopted FY'17	Total Through FY'17	Future Years	Total Project
DO0000	Miscellaneous Projects - (648)	99,014	0	(30,000)	69,014	(9,240)	59,774
DO6071	TMDL Plan Implementation	150,000	30,000	15,000	195,000	120,000	315,000
DO6169	Stormwater Plan Update	390,000	5,000	40,000	435,000	0	435,000
NEW PROJECTS							
DO6319	Storm Water Utility & SDC Study	0	0	35,000	35,000	0	35,000
DO6320	Storm Water Management Manual	0	0	50,000	50,000	0	50,000
DO6321	General Engineering Services	0	0	10,000	10,000	0	10,000
	Total Projects	**639,014**	**35,000**	**120,000**	**794,014**	**110,760**	**904,774**
STORM WATER SDC FUNDS							
	Miscellaneous Projects - SDC's 642	722,451	20,500	(14,500)	728,451	101,500	829,951
	Total Miscellaneous Funds	**722,451**	**20,500**	**(14,500)**	**728,451**	**101,500**	**829,951**

CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

DO6113	Storm Water Quality Feature North of Estates Lane	150,000	89,000	0	239,000	0	239,000
	Total Closed Projects	**150,000**	**89,000**	**0**	**239,000**	**0**	**239,000**
	Grand Total - All Storm Water	**1,511,465**	**144,500**	**105,500**	**1,761,465**	**212,260**	**1,973,725**

ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'17

		Adopted FY'17 Beginning Fund Balance	Adopted FY'17 Revenue	Adopted FY'17 Capital Outlay	Adopted FY'17 Transfers Out	Adopted FY'17 Appropriated Fund Balance
DO0000	Miscellaneous Projects – (648)	42,839	(30,000)	0	0	12,839
DO6071	TMDL Plan Implementation	49,268	15,000	64,268	0	0
DO6169	Stormwater Plan Update	0	40,000	40,000	0	0
NEW PROJECTS						
DO6319	Storm Water Utility & SDC Study	0	35,000	35,000	0	0
DO6320	Storm Water Management Manual	0	50,000	50,000	0	0
DO6321	General Engineering Services	0	10,000	10,000	0	0
	Total Projects	**92,107**	**120,000**	**199,268**	**0**	**12,839**
STORM WATER SDC FUNDS						
	Miscellaneous Projects - SDC's 642	107,951	(14,500)	0	0	93,451
	Grand Total - All Storm Water	**200,058**	**105,500**	**199,268**	**0**	**106,290**

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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Fund Balance	533,135	443,216	261,810	200,058	200,058	200,058	106,290
Resources							
Development charges	56,091	79,075	25,000	25,000	25,000	25,000	25,000
Investment Interest	3,125	2,136	500	500	500	500	0
SDC/AFD Loans	9,941	2,420	0	0	0	0	0
General fund	14,011	15,000	15,000	35,000	35,000	35,000	15,000
Transportation Projects	15,000	15,000	105,000	45,000	45,000	45,000	15,000
Total Current Revenues	***98,168***	***113,631***	***145,500***	***105,500***	***105,500***	***105,500***	***55,000***
Total Resources	**631,303**	**556,847**	**407,310**	**305,558**	**305,558**	**305,558**	**161,290**
Requirements							
Capital Outlay	113,087	133,455	288,232	199,268	199,268	199,268	30,000
Transfers Out	75,000	112,000	0	0	0	0	0
Subtotal Expenditures	***188,087***	***245,455***	***288,232***	***199,268***	***199,268***	***199,268***	***30,000***
Appropriated Fund Balance	443,216	311,392	119,078	106,290	106,290	106,290	131,290
Total Requirements	**631,303**	**556,847**	**407,310**	**305,558**	**305,558**	**305,558**	**161,290**

Grants Pass
LIVE
ROGUE
Oregon

WATER

ACTIVITIES

∗Water Treatment Services

∗Water Distribution Services

∗Water Customer Services

∗Water System Debt Service

∗Water General Program Operations

∗Water Capital Construction

Filtration Plant
Constructed July, 1931

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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	14,777,088	14,964,714	15,924,508	18,384,288	18,384,288	18,384,288	10,904,737
Total Resources	**14,777,088**	**14,964,714**	**15,924,508**	**18,384,288**	**18,384,288**	**18,384,288**	**10,904,737**
Requirements							
Water Treatment	1,559,211	1,610,237	1,698,880	1,744,726	1,744,726	1,744,726	1,756,359
Water Distribution	1,057,044	1,048,482	1,357,191	1,428,495	1,428,495	1,428,495	1,383,296
Customer Services	369,228	357,147	367,361	395,277	395,277	395,277	404,387
Debt Service	506,624	504,165	507,170	504,420	504,420	504,420	506,520
General Program Operations	4,983,143	5,963,299	4,940,438	5,056,363	5,056,363	5,056,363	3,967,228
Capital Construction	6,301,838	5,481,384	7,053,468	9,255,007	9,255,007	9,255,007	2,886,947
Total Requirements	**14,777,088**	**14,964,714**	**15,924,508**	**18,384,288**	**18,384,288**	**18,384,288**	**10,904,737**

Program: Utilities/Water Program

Services Delivered:

The Water Program strives to meet the expanding service area's current and future potable water and fire flow needs, while meeting or exceeding all regulatory requirements.

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

Major repairs and improvements to the water system are financed through capital expenditures. Minor repairs and ongoing operational needs are financed through the operating budgets. The budget is structured in the following major activities:

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

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

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Maintain, Operate, and Expand our Infrastructure

Objective 1: Plan and develop infrastructure

Action 1: Complete Water Master Plan.

- The Water Distribution Master Plan update has been initiated and should be completed in FY'16.

Objective 2: Ensure water infrastructure needs are met

Action 1: Build a new Water Plant (PAVE).

- Staff will be providing information to Council regarding Design Build/Design Build Operate options for the new Water Treatment Plant.

Action 2: Complete projects as part of small main replacement.

- Small undersized water distribution mains are scheduled to be replaced with appropriate sized pipes to improve water delivery and increase fire flows.

Action 6: Initiate the process of acquiring property for a new Water Treatment Plant.

- Staff is actively working on finding/acquiring property to use for the new Water Plant.

Program: Utilities/Water Program

FY'16 Activity Review:

- Completed the Water Facilities Emergency Operations Plan.
- Monitoring of Phase 3 of unregulated contaminates within the water system was completed, per EPA directives.
- Completed Water Treatment Plant Pilot Study.

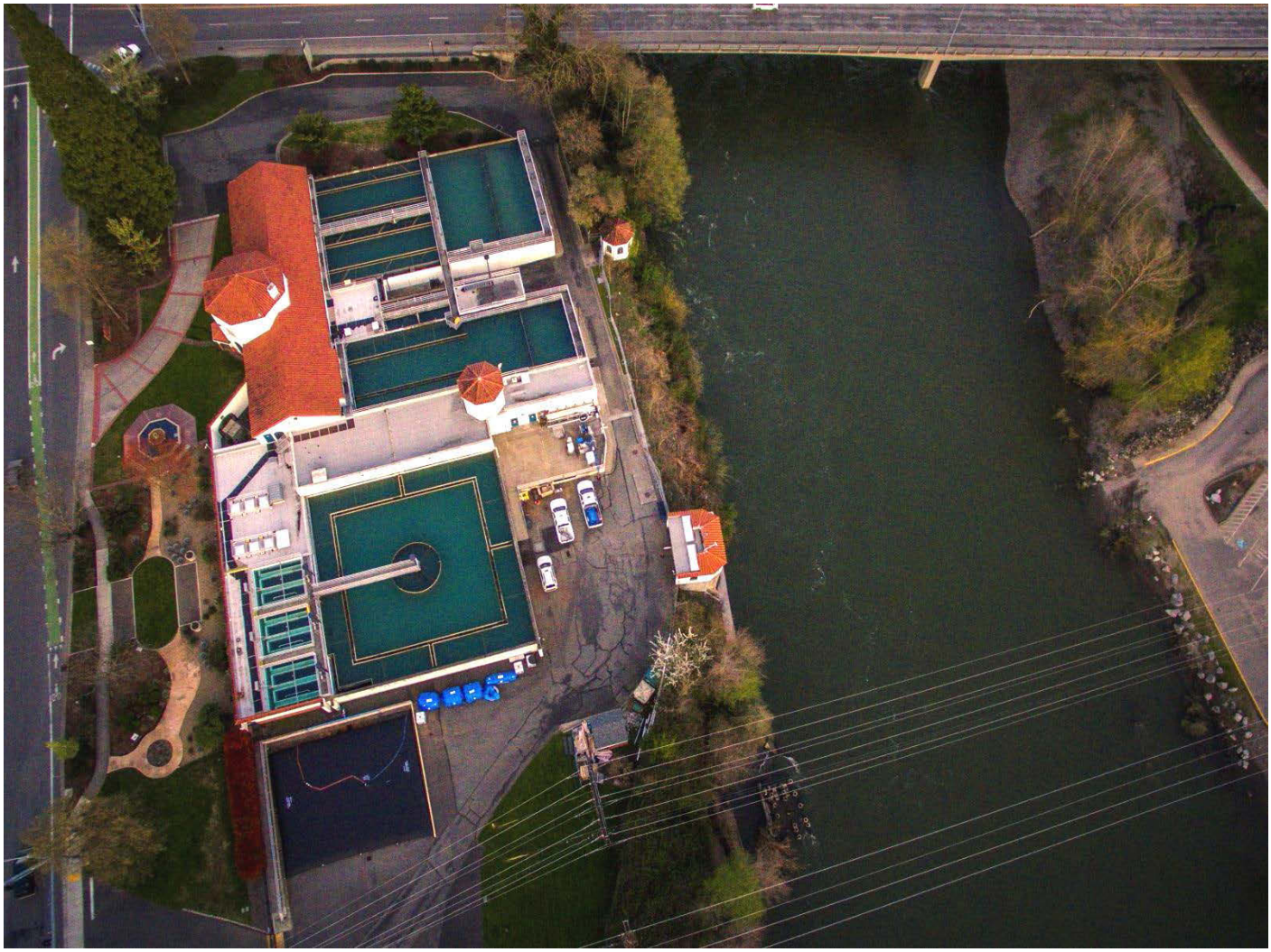
Program: Utilities/Water Program

Program Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	2,819,749	3,332,586	2,136,390	2,535,517	2,535,517	2,535,517	1,104,363
Current Resources							
Activity Generated							
Sale of Water	5,570,929	6,078,399	6,674,750	6,531,714	6,531,714	6,531,714	6,850,240
Direct Charges to:							
Solid Waste Operations	11,025	6,588	11,000	11,000	11,000	11,000	12,000
Interest	15,269	15,965	12,000	10,000	10,000	10,000	10,000
Other Revenue	58,074	49,792	36,900	41,050	41,050	41,050	41,187
Transfers In	204	0	0	0	0	0	0
Capital Construction	6,301,838	5,481,384	7,053,468	9,255,007	9,255,007	9,255,007	2,886,947
Total Current Revenues	***11,957,339***	***11,632,128***	***13,788,118***	***15,848,771***	***15,848,771***	***15,848,771***	***9,800,374***
Total Resources	**14,777,088**	**14,964,714**	**15,924,508**	**18,384,288**	**18,384,288**	**18,384,288**	**10,904,737**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Water Treatment	1,559,211	1,610,237	1,698,880	1,744,726	1,744,726	1,744,726	1,756,359
Water Distribution	1,057,044	1,048,482	1,357,191	1,428,495	1,428,495	1,428,495	1,383,296
Customer Services	369,228	357,147	367,361	395,277	395,277	395,277	404,387
General Program Operations	8,442	5,080	22,225	22,700	22,700	22,700	22,850
Capital Construction	6,301,838	5,481,384	7,053,468	9,255,007	9,255,007	9,255,007	2,886,947
Indirect Charges	309,115	307,665	354,710	369,300	369,300	369,300	367,000
Debt Service	506,624	504,165	507,170	504,420	504,420	504,420	506,520
Transfers Out	1,333,000	2,224,177	3,413,000	3,560,000	3,560,000	3,560,000	2,500,000
Subtotal Expenditures	***11,444,502***	***11,538,337***	***14,774,005***	***17,279,925***	***17,279,925***	***17,279,925***	***9,827,359***
Contingency	0	0	1,150,503	1,104,363	1,104,363	1,104,363	1,077,378
Ending Balance	3,332,586	3,426,377	0	0	0	0	0
Total Requirements	**14,777,088**	**14,964,714**	**15,924,508**	**18,384,288**	**18,384,288**	**18,384,288**	**10,904,737**

Program: Utilities/Water Program



The City's Water Treatment Plant located along the Rogue River. The recently adopted Water Treatment Facility Plan calls for the construction of a replacement facility.

Program: Utilities/Water – Water Treatment Services

Services Delivered:

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

Performance Measurements:

Water Treatment Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Gallons of Water Produced (In Billions)	1.98	1.91	2.03	1.92	1.95	1.97	1.99
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Percentage of Water Utilized for Filter Backwashing	3.8%	<3%	4.16%	<3%	<3%	<3%	<3%
Average Hours to Place Booster Stations Back into Service Upon Notice of Failure	<1.0	<3	<1.0	<3	<3	<3	<3
Percentage of Time all Compliance Standards are Met	100%	100%	100%	100%	100%	100%	100%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Operations and Maintenance Costs Per Million Gallons Treated	670	650	675	650	650	650	650

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Keep Citizens Safe

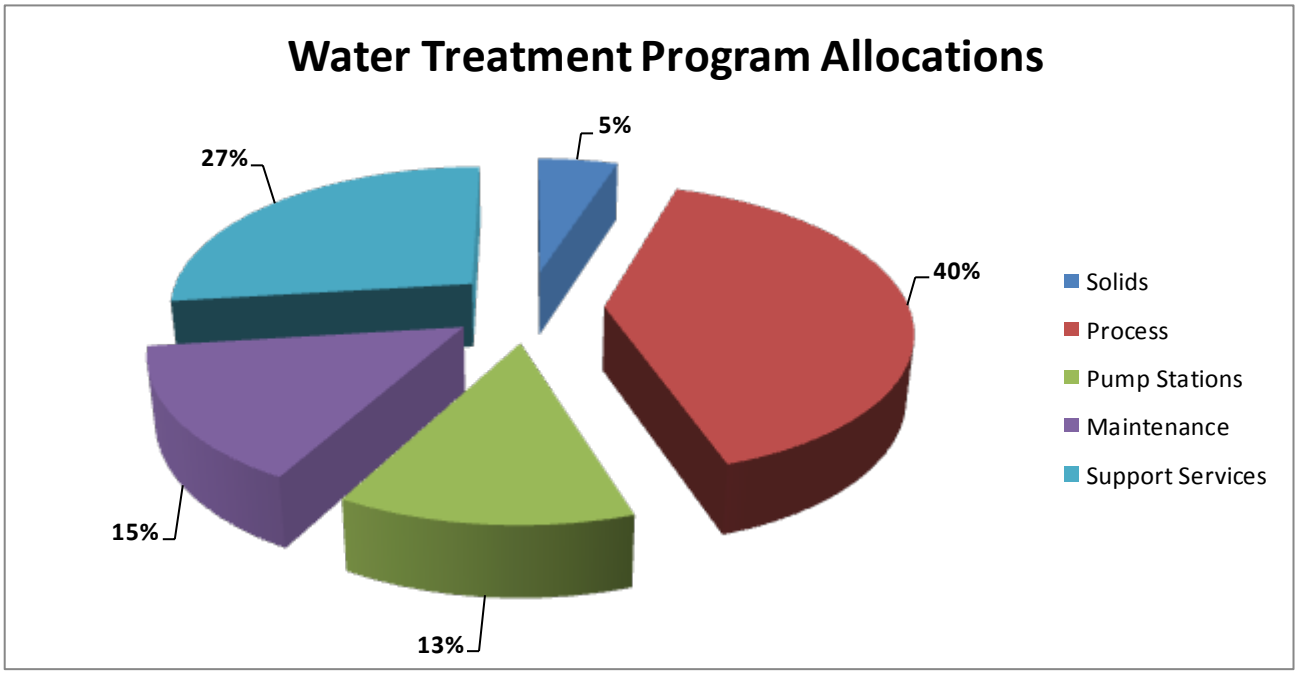
Objective 7: Evaluate the effectiveness of services available; to assure Grants Pass is prepared for disasters

- Staff will prepare, train, and execute the process of treating water, utilizing our new Water Emergency Response Trailer (WERT).
- Staff will work with contractors to install emergency power generator connection points at remote pump stations.

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. Staff will conduct emergency operation exercises in the upcoming fiscal year, utilizing both the Water Plant Emergency Generator and the Water Emergency Response Trailer (WERT).



FY'16 Activity Review:

Plant staff concluded a yearlong pilot study to prove the efficacy of treatment technologies that are proposed for a new filtration plant. The State Drinking Water Program has approved the results of our pilot study, affording us the potential for financial savings on construction costs, which will enable the plant to be built on a smaller footprint. Plant staff assisted contractors with performing inspections and making repairs to the engineered geo-structure that stabilizes the riverbank adjacent to the filtration plant intake structure.

Program: Utilities/Water – Water Treatment Services

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	629,494	643,821	741,752	689,391	689,391	689,391	710,939
Materials & Supplies	297,599	341,162	304,150	338,400	338,400	338,400	336,850
Contractual/Prof Services	611,501	594,363	639,434	687,931	687,931	687,931	685,566
Direct Charges	7,871	8,040	8,044	8,004	8,004	8,004	8,004
Capital Outlay	12,746	22,851	5,500	21,000	21,000	21,000	15,000
Total Requirements	**1,559,211**	**1,610,237**	**1,698,880**	**1,744,726**	**1,744,726**	**1,744,726**	**1,756,359**

Program: Utilities/Water – Water Treatment Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
To: Solid Waste Field Ops.	(0.05)	(0.05)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)
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 Ops.	(0.05)	(0.05)	(0.08)	(0.08)	(0.08)	(0.08)	(0.08)
To: Jo-Gro™	(0.03)	(0.03)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
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	4,100	4,100	4,250	4,560	4,560	4,560	4,560

Capital Outlay/By Item

Water Quality Monitoring Stations	5,500	7,500	7,500	7,500	7,500
Air Compressor	0	6,000	6,000	6,000	0
Process Calibration Equipment	0	7,500	7,500	7,500	7,500
Total Capital Outlay	**5,500**	**21,000**	**21,000**	**21,000**	**15,000**

Program: Utilities/Water – Water Distribution Services

Services Delivered:

This program seeks to provide excellence in customer service and the highest levels of water quality to serve our community.

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

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

Performance Measurements:

Water Distribution Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of Residential Water Meters Replaced	902	800	948	710	700	600	600
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Number of Water Quality Complaints	8	<10	12	<10	<10	<10	<10
Percentage of Routine Bacteria Samples Conforming to State and Local Standards	100%	100%	100%	100%	100%	100%	100%
Average Time to Restore Water Service in Emergency Repair Situations (In Hours)	<1	<1	<1	<1	<1	<1	<1
Efficiency	**Actual**	**Goal**	**Est***	**Goal**	**Goal**	**Goal**	**Goal**
Percentage of Metered Water Use	N/A	N/A	>92%	>92%	>92%	>92%	>92%

*Remains estimated due to revisions in tracking software.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- Evaluate Asset Management Software across Public Works.
- Upgrade GIS Reporting for Public Works and Utilities.
- Continue Meter Replacement Program.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan - Cont'd:

Maintain, Operate, and Expand our Infrastructure

Objective 2: Ensure water infrastructure needs are met

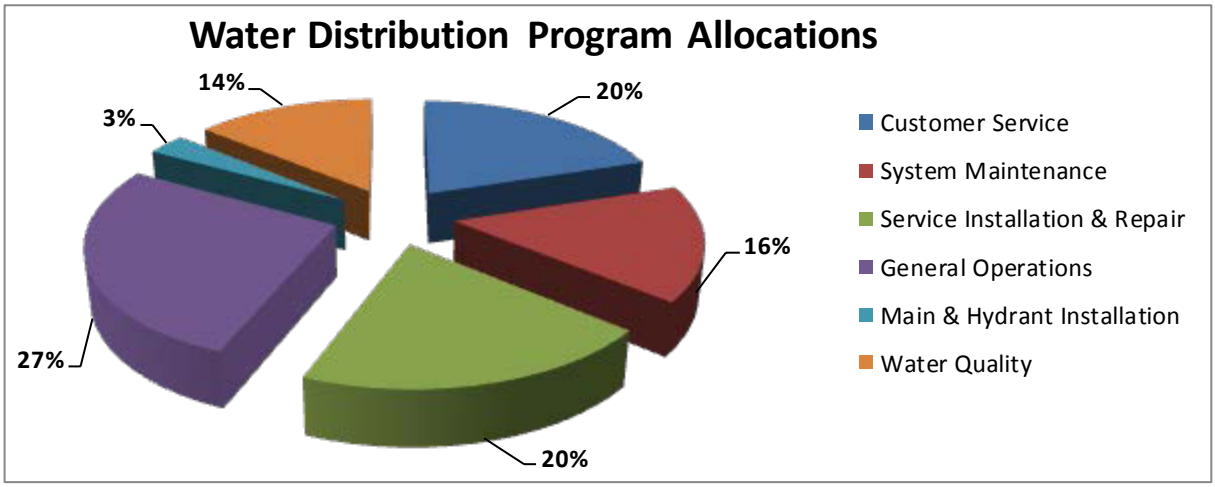
- Continue Small Water Main Replacement Program.
- Continue contract cleaning of water reservoirs.
- Continue the installation of new water services as requested.
- Continue to adjust, and/or relocate existing water services, fire hydrants, and valve boxes during public road and sidewalk projects.
- Provide focused water system flushing in various levels of the distribution system.
- Replace substandard galvanized and low flow copper water services, when encountered.

Budget Highlights:

Funding continues for contract testing and minor repairs of single-family residential backflow devices. Funding for the replacement of residential and commercial water meters continue in the Customer Service Program. The Water Quality Program contains continuing funding for water sample testing and contract residential backflow device testing. In addition to funding for water main and fire hydrant repairs, the System Maintenance Program contains new funding for the annual leak detection surveys. Funds are also allocated for the purchase of a pipe threading machine, for the repair and relocation of small pipe line assemblies.

FY'16 Activity Review:

Distribution crews remained busy with the work related to various public improvement projects. The relocation and adjustment of water services was successfully completed in conjunction with Phase 2 of the Redwood Avenue Reconstruction Project. Distribution crews were also actively involved with the installation of new pipeline tie-ins and the abandonment of old 6 & 2 inch pipelines during the NE Campus, Memorial, and Pioneer Water Main Replacement Project. Goals related to the replacement of residential water meters were met for the period. The residential backflow testing program successfully continued. City installed water services totaled 24, as of March 1, 2016. Water main repairs totaled 9 for the same period.



Program: Utilities/Water – Water Distribution Services

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	597,694	584,044	795,832	812,620	812,620	812,620	810,457
Materials & Supplies	134,563	127,554	178,977	211,777	211,777	211,777	191,777
Contractual/Prof Services	245,119	248,677	285,696	301,912	301,912	301,912	285,376
Direct Charges	39,189	41,520	40,686	40,686	40,686	40,686	40,686
Capital Outlay	40,479	46,687	56,000	61,500	61,500	61,500	55,000
Total Requirements	**1,057,044**	**1,048,482**	**1,357,191**	**1,428,495**	**1,428,495**	**1,428,495**	**1,383,296**

Program: Utilities/Water – Water Distribution Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Utility Field Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker III	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	3,600	2,755	2,755	2,755	2,755

Capital Outlay/By Item

New Water Services	45,000	55,000	55,000	55,000	55,000
Guillotine Pipe Saw	11,000	0	0	0	0
Pipe threading machine	0	6,500	6,500	6,500	0
Total Capital Outlay	**56,000**	**61,500**	**61,500**	**61,500**	**55,000**

Program: Utilities/Water – Customer Services

Services Delivered:

The Customer Service Department's goal is to provide support to the individual utilities, including billing, collection, and timely courteous responses to the needs of individual customers regarding their City utility accounts.

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	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of Water Services	10,683	10,800	10,762	10,800	10,800	10,800	10,800
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Uncollectable Accounts by % of Revenue	0.00%	>1%	0.00%	<1%	<1%	<1%	<1%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Finance Direct Charges per Water Cust.	$2.17	<$2.50	$1.99	<$2.50	<$2.50	<$2.50	<2.50

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

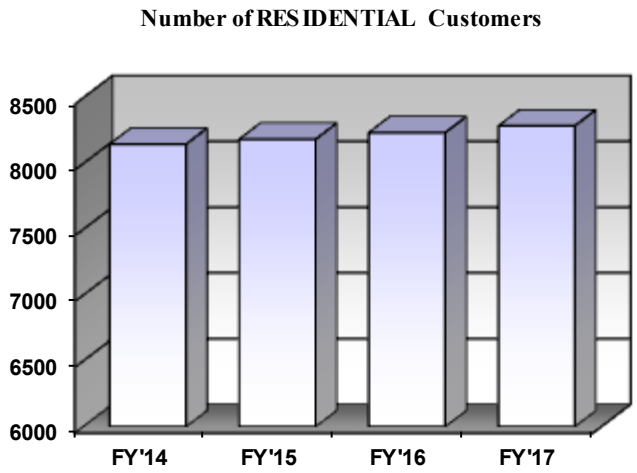
Provide Cooperative, Shared Leadership Involving Council, Staff and Community

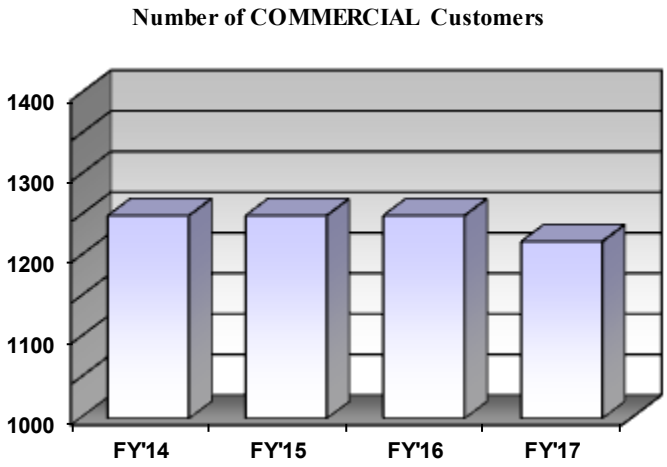
Ensure efficiency and effectiveness in City operations

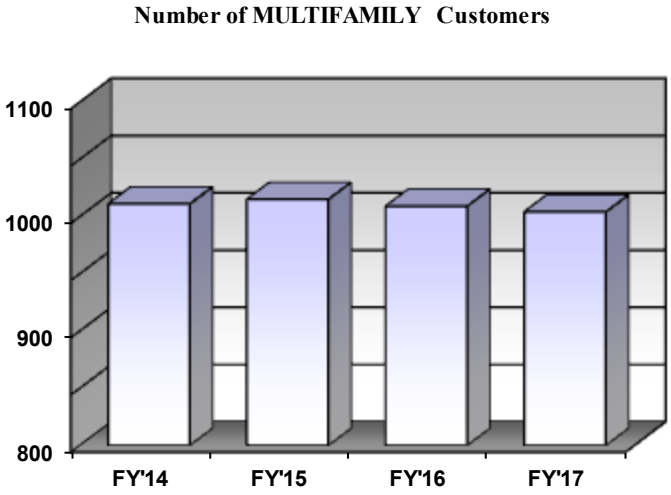
- Bill over 10,800 customers monthly while maintaining timely records on all accounts.
- Provide information regarding water line locations, new service requests, local improvement district financing, and other data regarding the overall system.

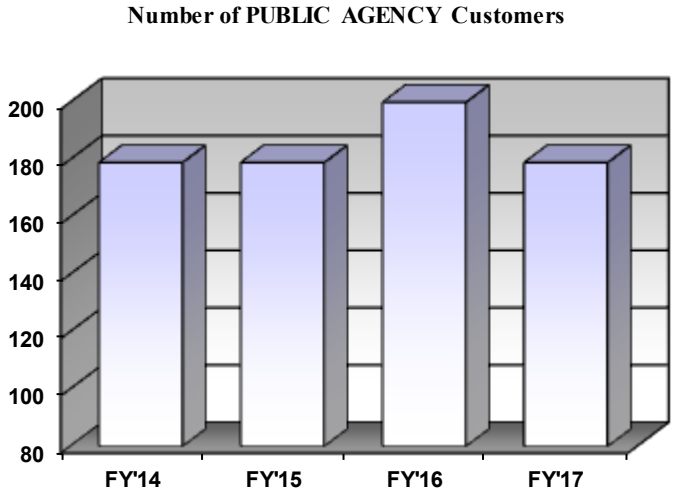
The City of Grants Pass Utility Customer Service Department serves approximately 10,800 water utility customers. The goal of the department is to provide excellent customer service to the citizens of Grants Pass. Cost per account for the water utility includes costs associated with direct salaries, employee benefits, contracts (such as meter reading), account activation, account maintenance, bill preparation, bill delivery, receipt and processing of payments, collection of delinquent accounts, account write-offs for uncollectable debt, work order generation, and dispatching of field crew worker assigned to customer service to individual customers for various assistance needs. The Customer Service Department strives to provide these services at less than $2.50 per customer, per month. In addition, with the use of effective communication and the enforcement of the 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 with delivery via email or first class mail. In addition, the staff will participate in the implementation of the Munis utility billing software, with the goal of improving service delivery and efficiency.

FY'16 Activity Review:

The Customer Service office generated approximately 143,779 utility billings during FY'16 and receipted approximately 143,779 utility payments through a variety of collection methods, including: in person, online from individual financial institutions, via mail (including payments forwarded from community drop boxes), online via the City website or drafted from individual bank accounts per customer request. An important statistic which highlights the level of customer interaction by the office is that the Customer Service Staff processes approximately 24,608 in person payments, 5,361 payments over the phone and processed 8,205 calls for service.

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	30,728	24,885	31,044	32,395	32,395	32,395	33,815
Direct Charges	338,500	332,262	336,317	362,882	362,882	362,882	370,572
Total Requirements	**369,228**	**357,147**	**367,361**	**395,277**	**395,277**	**395,277**	**404,387**

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 were 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 the new Reservoir No. 3. The bonds are scheduled to be paid in full in FY'24.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- Make timely debt service payments to avoid late fees or penalties and ensure the City's credit rating and ability to borrow in the future.

Budget Highlights:

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

	FY'14	FY'15	FY'16	FY'17	FY'18
Principal	$370,000	$375,000	$385,000	$390,000	$400,000
Interest	137,220	129,770	122,170	114,420	106,520
Total	**$507,220**	**$504,770**	**$507,170**	**$504,420**	**$506,520**

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

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Debt Service	506,624	504,165	507,170	504,420	504,420	504,420	506,520
Total Requirements	**506,624**	**504,165**	**507,170**	**504,420**	**504,420**	**504,420**	**506,520**

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'17 budget provides for $2,800,000 in transfers to capital and over $400,000 in SDC revenue. This includes $175,000 for water main relocations, $300,000 for small water main replacement and $2,500,000 for the Water Treatment Plant replacement project.

FY'16 Activity Review:

The Water General Fund was able to transfer the full amount of Capital Transfers for FY'15, of $2,174,177.

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	1,612	504	10,350	10,350	10,350	10,350	10,350
Direct Charges	6,830	4,576	11,875	12,350	12,350	12,350	12,500
Indirect Charges	309,115	307,665	354,710	369,300	369,300	369,300	367,000
Transfers Out	1,333,000	2,224,177	3,413,000	3,560,000	3,560,000	3,560,000	2,500,000
Subtotal Expenditures	***1,650,557***	***2,536,922***	***3,789,935***	***3,952,000***	***3,952,000***	***3,952,000***	***2,889,850***
Contingencies	0	0	1,150,503	1,104,363	1,104,363	1,104,363	1,077,378
Ending Balance	3,332,586	3,426,377	0	0	0	0	0
Total Requirements	**4,983,143**	**5,963,299**	**4,940,438**	**5,056,363**	**5,056,363**	**5,056,363**	**3,967,228**

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

Maintain, Operate, and Expand our Infrastructure

Objective 1: Plan and develop infrastructure

Action 3: Complete Water Master Plan.

- The Water Distribution Master Plan work has been initiated and will be completed in FY'17.

Action 7: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.

- Opportunities will be evaluated as they become available.

Objective 2: Ensure water infrastructure needs are met

Action 1: Build new Water Plant (PAVE).

- Evaluate project delivery methods most applicable**.**

Action 2: Develop emergency water hook-up at City Hall well.

- Evaluate feasibility.

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

- Projects will be designed and constructed.

Action 4: Initiate the process to replace the Water Treatment Plant.

- The design of a new treatment facility will be initiated following the evaluation of project delivery methods.

Action 5: Complete the update to the Water Emergency Operations Plan.

- Plan is updated.

Action 6: Initiate the process of acquiring property for a new Water Treatment Plant.

- A property acquisition process is in place.

Program: Utilities/Water – Capital Construction

Budget Highlights:

The project listing shows resources across the columns. Columns show the "Actual resources through FY'15"; the re-assessed resource needs of projects using current data for the "Revised FY'16" column, guiding our "Adopted FY'17" and resources estimated "Through FY'17". 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'16 Activity Review:

- Continued work on Water Distribution System Master Plan.
- Continued work on the Small Main Replacement program.
- Continued work to obtain emergency water producing equipment.
- Continued work to obtain a portable generator for pump stations.
- Completed the update to the Water Emergency Operations Plan.

Program: Utilities/Water – Capital Construction

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'15	Revised FY'16	Adopted FY'17	Total Through FY'17	Future Years	Total Project
WA0000	Miscellaneous Water Projects - General (758)	657,547	(414,000)	18,000	261,547	(157,517)	104,030
WA4742	Meadow Wood Reservoir No. 16 - Site Purchase	285,000	65,000	0	350,000	0	350,000
WA4971	Meadow Wood Reservoir No. 16	0	0	0	0	4,000,000	4,000,000
WA5094	Water Distribution System Master Plan Update	200,000	50,000	0	250,000	0	250,000
WA5096	WTP Structural Repairs	500,000	75,000	75,000	650,000	300,000	950,000
WA6000	MSA Task Order #1	110,000	70,000	20,000	200,000	80,000	280,000
WA6058	Water System Security Projects	110,000	10,000	10,000	130,000	70,000	200,000
WA6059	Pump Station Repairs	100,000	25,000	25,000	150,000	100,000	250,000
WA6207	WTP Upgrade	2,460,000	3,100,000	3,165,000	8,725,000	47,475,000	56,200,000
WA6248	Purchase of Emergency Water Pump Stations	200,000	0	0	200,000	0	200,000
WA6249	Water Main Relocations	400,000	300,000	275,000	975,000	0	975,000
WA6250	Water Rate & SDC Study	70,000	0	0	70,000	0	70,000
WA6251	Purchase Portable Generator for Pump Station	75,000	0	50,000	125,000	0	125,000
WA6252	Arc Flash Study WA and SE	100,000	0	0	100,000	0	100,000
WA6253	Small Main Replacement	100,000	350,000	430,000	880,000	220,000	1,100,000
	Total Projects	**5,367,547**	**3,631,000**	**4,068,000**	**13,066,547**	**52,087,483**	**65,154,030**
	Miscellaneous Water Funds						
	Miscellaneous Water Projects - SDC's (752)	852,436	(46,000)	(246,000)	560,436	12,000	572,436
	Miscellaneous Water Projects - AFD's (755)	8,247	0	0	8,247	0	8,247
	Miscellaneous Water Projects - LID's (759)	12,581	0	0	12,581	0	12,581
	Total Miscellaneous Funds	**873,264**	**(46,000)**	**(246,000)**	**581,264**	**12,000**	**593,264**

CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

WA6001	Water Main Looping	5,000	(5,000)	0	0	0	0
WA6052	Reservoir No. 3 Upgrades	5,656,565	(22,253)	0	5,634,312	0	5,634,312
WA6254	Water Emergency Ops Plan Update	50,000	0	0	50,000	0	50,000
	Total Closed Projects	**5,711,565**	**(27,253)**	**0**	**5,684,312**	**0**	**5,684,312**
	Grand Total - All Projects	**11,952,376**	**3,557,747**	**3,822,000**	**19,332,123**	**52,099,483**	**71,431,606**

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'17

		Adopted FY'17 Beginning Fund Balance	Adopted FY'17 Revenue	Adopted FY'17 Capital Outlay	Adopted FY'17 Transfers	Adopted FY'17 Appropriated Fund Balance
WA0000	Miscellaneous Water Projects - General (758)	117,264	18,000	0	0	135,264
WA4742	Meadow Wood Reservoir No. 16 - Site Purchase	251,544	0	251,544	0	0
WA4971	Meadow Wood Reservoir No. 16	0	0	0	0	0
WA5094	Water Distribution System Master Plan Update	0	0	0	0	0
WA5096	WTP Structural Repairs	118,819	75,000	118,819	0	75,000
WA6000	MSA Task Order #1	21,954	20,000	41,954	0	0
WA6058	Water System Security Projects	3,532	10,000	13,532	0	0
WA6059	Pump Station Repairs	13,335	25,000	38,335	0	0
WA6207	WTP Upgrade	4,305,687	3,165,000	7,470,687	0	0
WA6248	Emergency Water Pump Stations	0	0	0	0	0
WA6249	Water Main Relocations	50,023	275,000	325,023	0	0
WA6250	Water Rate & SDC Study	65,000	0	65,000	0	0
WA6251	Portable Generator for Pump Station	0	50,000	50,000	0	0
WA6252	Arc Flash Study WA and SE	60,000	0	60,000	0	0
WA6253	Small Main Replacement	16,166	430,000	446,166	0	0
	Total Projects	**5,023,324**	**4,068,000**	**8,881,060**	**0**	**210,264**
	Miscellaneous Water Funds					
	Miscellaneous Water Projects - SDC's (752)	401,436	(246,000)	0	0	155,436
	Miscellaneous Water Projects - AFD's (755)	8,247	0	0	0	8,247
	Miscellaneous Water Projects - LID's (759)	0	0	0	0	0
	Total Miscellaneous Funds	**409,683**	**(246,000)**	**0**	**0**	**163,683**
	Grand Total - All Projects	**5,433,007**	**3,822,000**	**8,881,060**	**0**	**373,947**

Program: Utilities/Water – Capital Construction

Financial Summary

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Fund Balance	4,723,042	2,618,670	3,473,468	5,433,007	5,433,007	5,433,007	373,947
Resources							
Development Charges	269,755	367,029	150,000	150,000	150,000	150,000	150,000
Investment Interest	23,282	24,910	14,000	14,000	14,000	14,000	10,000
Advance Finance Interest	250	1,121	0	0	0	0	0
SDC Loans	7,256	5,349	0	0	0	0	0
General Fund	100,000	150,000	100,000	130,000	130,000	130,000	0
Sewer/Transport. Projects	0	135,000	0	100,000	100,000	100,000	0
Water Fund	1,168,000	2,174,177	3,313,000	3,425,000	3,425,000	3,425,000	2,350,000
Advance Financing	10,253	4,882	3,000	3,000	3,000	3,000	3,000
Other Revenue	0	246	0	0	0	0	0
Total Current Revenues	***1,578,796***	***2,862,714***	***3,580,000***	***3,822,000***	***3,822,000***	***3,822,000***	***2,513,000***
Total Resources	**6,301,838**	**5,481,384**	**7,053,468**	**9,255,007**	**9,255,007**	**9,255,007**	**2,886,947**
Requirements							
Capital Outlay	3,683,168	893,991	6,664,871	8,881,060	8,881,060	8,881,060	2,500,000
Subtotal Expenditures	***3,683,168***	***893,991***	***6,664,871***	***8,881,060***	***8,881,060***	***8,881,060***	***2,500,000***
Appropriated Fund Balance	2,618,670	4,587,393	388,597	373,947	373,947	373,947	386,947
Total Requirements	**6,301,838**	**5,481,384**	**7,053,468**	**9,255,007**	**9,255,007**	**9,255,007**	**2,886,947**

Grants Pass
LIVE
ROGUE
Oregon

WASTEWATER

ACTIVITIES

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

DESCRIPTION

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

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	13,058,571	15,562,795	13,930,327	17,181,036	17,181,036	17,181,036	10,591,251
Total Resources	**13,058,571**	**15,562,795**	**13,930,327**	**17,181,036**	**17,181,036**	**17,181,036**	**10,591,251**
Requirements							
Wastewater Collection	642,128	657,933	797,981	840,052	840,052	840,052	786,786
Wastewater Treatment	1,765,760	1,972,334	2,308,712	2,306,465	2,306,465	2,306,465	2,331,716
Jo Gro	461,440	0	0	0	0	0	0
Customer Services	389,727	384,360	418,989	457,928	457,928	457,928	468,174
Debt Service	939,362	940,090	933,713	491,063	491,063	491,063	486,063
General Program Operations	3,961,586	4,749,251	3,372,036	4,662,839	4,662,839	4,662,839	3,468,550
Capital Construction	4,898,568	6,858,827	6,098,896	8,422,689	8,422,689	8,422,689	3,049,962
Total Requirements	**13,058,571**	**15,562,795**	**13,930,327**	**17,181,036**	**17,181,036**	**17,181,036**	**10,591,251**

Program: Utilities/Wastewater Program

Services Delivered:

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

The process of collection, treatment, and disposal of wastewater is one of the basic functions of our City. With primary focus on public safety and the environment, this utility collects wastewater from customers, conveys it to the City's Water Restoration Plant for treatment, and ultimately discharges a treated effluent to the Rogue River. Solids removed during the treatment phase are trucked to Drycreek Landfill in White City for disposal.

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

The wastewater system includes the treatment plant, pumping stations, collection system piping, and support service systems. The utility is an enterprise fund, with all costs of the system borne by ratepayers. The budget is structured in the following major activities:

Wastewater Collection Services	Debt Service
Wastewater Treatment	General Program Operations
Customer Service	Capital Improvements

This program provides services to approximately 13,000 accounts.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

Objective 3: Ensure sewer infrastructure needs are met

Action 1: Expand Wastewater Plant (PAVE).

- Staff will be working to bring forward Design Build package for Council approval in FY'17.

Action 2: Construct vactor truck unloading facility.

Action 3: Initiate a Fats, Oils and Grease (FOG) education/enforcement program.

- FOG costs the City tens of thousands of dollars annually in maintenance costs. Staff will work with PCD to develop better rules relating to FOG.

Action 4: Implement manhole inflow/infiltration elimination program in the Redwood area.

- Staff will conduct extensive investigation and develop capital improvement projects to eliminate inflow in the Redwood area.

Program: Utilities/Wastewater Program

FY'16 Activity Review:

- Several sewer main segments have been replaced in the core of the community, as per the Sewer Collection Master Plan.
- Construction was completed on the upgraded UV disinfection unit.
- Design and construction on Webster Pump Station #1 improvements commenced.
- Newer more efficient propane generator installed at Redwood Pump Station.

Program: Utilities/Wastewater Program

Program Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	2,169,629	2,567,749	1,738,431	2,528,197	2,528,197	2,528,197	1,121,639
Current Resources							
Activity Generated							
Sewage Fees	5,917,306	6,014,517	6,027,600	6,204,650	6,204,650	6,204,650	6,395,150
Direct Charges	12,077	9,142	11,900	8,000	8,000	8,000	8,000
Interest	26,002	20,441	11,500	11,500	11,500	11,500	10,500
Other Revenue	34,989	92,119	42,000	6,000	6,000	6,000	6,000
Capital Construction	4,898,568	6,858,827	6,098,896	8,422,689	8,422,689	8,422,689	3,049,962
Total Current Revenues	***10,888,942***	***12,995,046***	***12,191,896***	***14,652,839***	***14,652,839***	***14,652,839***	***9,469,612***
Total Resources	**13,058,571**	**15,562,795**	**13,930,327**	**17,181,036**	**17,181,036**	**17,181,036**	**10,591,251**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Wastewater Collection	642,128	657,933	797,981	840,052	840,052	840,052	786,786
Wastewater Treatment	1,765,760	1,972,334	2,308,712	2,306,465	2,306,465	2,306,465	2,331,716
Customer Services	389,727	384,360	418,989	457,928	457,928	457,928	468,174
Jo Gro	461,440	0	0	0	0	0	0
General Program Operations	14,311	9,902	24,050	25,000	25,000	25,000	25,000
Capital Construction	4,898,568	6,858,827	6,098,896	8,422,689	8,422,689	8,422,689	3,049,962
Indirect Charges	345,526	317,958	373,640	372,900	372,900	372,900	371,000
Debt Service	939,362	940,090	933,713	491,063	491,063	491,063	486,063
Transfers Out	1,034,000	1,782,392	1,719,000	3,143,300	3,143,300	3,143,300	2,400,000
Subtotal Expenditures	***10,490,822***	***12,923,796***	***12,674,981***	***16,059,397***	***16,059,397***	***16,059,397***	***9,918,701***
Contingency	0	0	1,255,346	1,121,639	1,121,639	1,121,639	672,550
Ending Balance	2,567,749	2,638,999	0	0	0	0	0
Total Requirements	**13,058,571**	**15,562,795**	**13,930,327**	**17,181,036**	**17,181,036**	**17,181,036**	**10,591,251**

Program: Utilities/Wastewater – Wastewater Collection

Services Delivered:

This activity is responsible for ensuring the safe, uninterrupted operation of sanitary sewer lines within the community and meeting State and Federal standards. The services delivered are administered through distinct programs: customer service, inspection services, system maintenance, and general operations. The duties encompassed in these programs include sewer main repair and cleaning, manhole repair, clean-out repair, TV inspection of new and existing sewer lines, easement maintenance, and emergency service calls. The Collection Division provides support to both contractors involved in new construction and water distribution during their normal course of business.

Performance Measurements:

Wastewater Collection Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Miles of Sanitary Sewer Receiving Routine Cleaning	38.24	41.25	31.41	41.25	41.25	41.25	41.25
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Percentage of Public Sewer System Undergoing Routine Cleaning	<25%	25%	<25%	25%	25%	25%	25%
Sewer Blockages Response Time (In Hours)	<1	<1	<1	<1	<1	<1	<1
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Miles of Sanitary Sewer Maintained per FTE	19.47	22	15.7	20.65	20.65	20.65	20.65
Number of Hours Required to Respond to After-hours Emergency Situations	<1	<1	<1	<1	<1	<1	<1

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operation

- Continue multiple utility administered contracts for emergency repairs of failed public sewer main lines.
- Continue contract root foaming of public sewer mainlines.

Maintain, Operate and Expand Our Infrastructure to Meet Community Needs

Objective 3: Ensure sewer infrastructure needs are met

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

Action 5: Upgrade sewer lines.

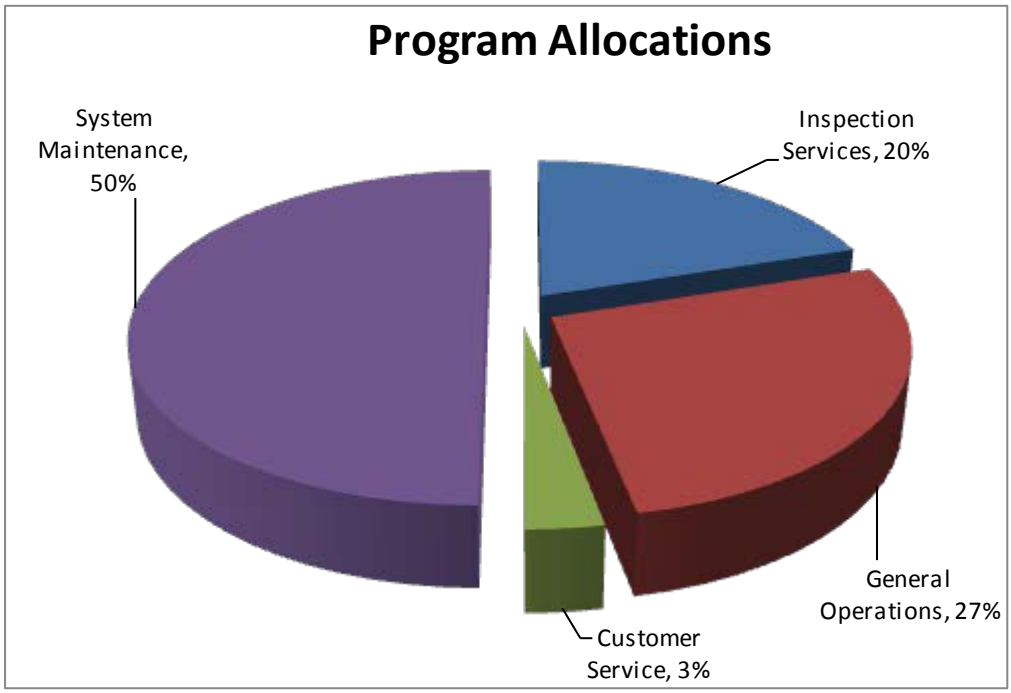
- Sewer lines will be replaced, in the core of the community, to meet the objective of structural replacement of deteriorating sewer mains as defined in the Wastewater Collection System Master Plan.

Program: Utilities/ Wastewater – Wastewater Collection

Budget Highlights:

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. All new public sewer lines shall be cleaned and TV inspected prior to their inclusion to the sewer system.

Growth of the collection system's service area is anticipated to continue to increase during FY'17. The FY'17 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. Funding has also been added for contract development of an asset management program for the collection system.



FY'16 Activity Review:

Crews provided TV inspection services during the replacement of four aging clay and concrete sewer mains, located in public alleys, both west and east of SW Pine Street. Routine cleaning and TV inspection of the existing collection system continued in FY'16. Re-inspection of existing sewer lines to document changes in pipeline conditions continued utilizing "tilt-and-pan" camera technology. Pressurized sewer mains, air release valves, and vacuum release valves, located within the Redwood Area, also received routine cleaning and maintenance by City crews.

Program: Utilities/Wastewater – Wastewater Collection

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	460,670	456,761	522,997	555,104	555,104	555,104	531,503
Materials & Supplies	14,472	15,360	40,180	40,180	40,180	40,180	40,170
Contractual/Prof Services	117,240	122,049	171,168	181,132	181,132	181,132	141,477
Direct Charges	49,746	52,368	51,636	51,636	51,636	51,636	51,636
Capital Outlay	0	11,395	12,000	12,000	12,000	12,000	22,000
Total Requirements	**642,128**	**657,933**	**797,981**	**840,052**	**840,052**	**840,052**	**786,786**

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Utility Worker III	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Worker	4.00	3.00	3.00	3.00	3.00	3.00	3.00
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**
Temporary/Seasonal Hours	0	0	355	355	355	355	355

Capital Outlay/By Item

Trenchless Repair Sleeves	12,000	12,000	12,000	12,000	12,000
Manholes	0	0	0	0	10,000
Total Capital Outlay	**12,000**	**12,000**	**12,000**	**12,000**	**22,000**

Program: Utilities/ Wastewater – Wastewater Treatment

Services Delivered:

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

Performance Measurements:

Wastewater Treatment Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Gallons of Water Treated (In Billions)	1.786	2.17	1.902	1.99	2.25	2.30	2.30
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Pounds of Active Dry Polymer per Dry Ton of Feed Solids	25.6	<25	25.7	<25	<25	<28	<28
Percentage of Time Met or Exceeded State and Federal Standards	100%	100%	100%	100%	100%	100%	100%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Direct Operations and Maintenance Costs per Million Gallons Treated*	$827	<$745	$793	<$825	<$825	<$850	<$850
Average Kwh per Million Gallons Treated	2,325	<2,550	2310	<2,550	<2,550	<2,550	<2,550

* The national median cost for Direct Operations and Maintenance Costs per Million Gallons Treated per the AWWA Benchmarking Survey based upon the most recent data (2011) is $945. This includes: Support Services, Operations, Maintenance, and Pretreatment departments. Not included are: Solids Disposal and Pump Stations.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

Objective 3: Ensure sewer infrastructure needs are met

Action 2: Evaluate Wastewater Treatment Plant expansion.

- Following completion of the Strategic Planning effort, the plan to expand the wastewater treatment facilities will proceed as appropriate, which will include: blower improvements, electrical upgrade study, and a more comprehensive vactor truck solids receiving facility.

Action 3: Construct the necessary Webster Lift Station No. 1 improvement project.

- Following the feasibility analysis of pump station alternatives, the design and construction of the appropriate improvements will proceed.

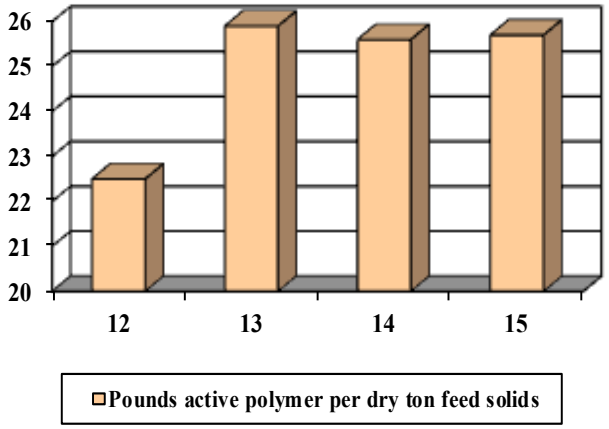
Action 4: Initiate upgrades to the Water Restoration Plant's SCADA hardware and software.

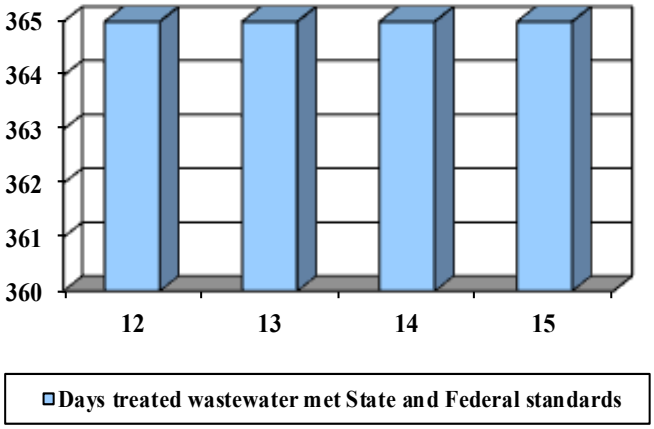
- The SCADA system will be upgraded per the recommendations of the system analysis.
- Treating the community's wastewater, to meet State and Federal standards, will remain the main objective of this activity.

Program: Utilities/Wastewater – Wastewater Treatment

Budget Highlights:

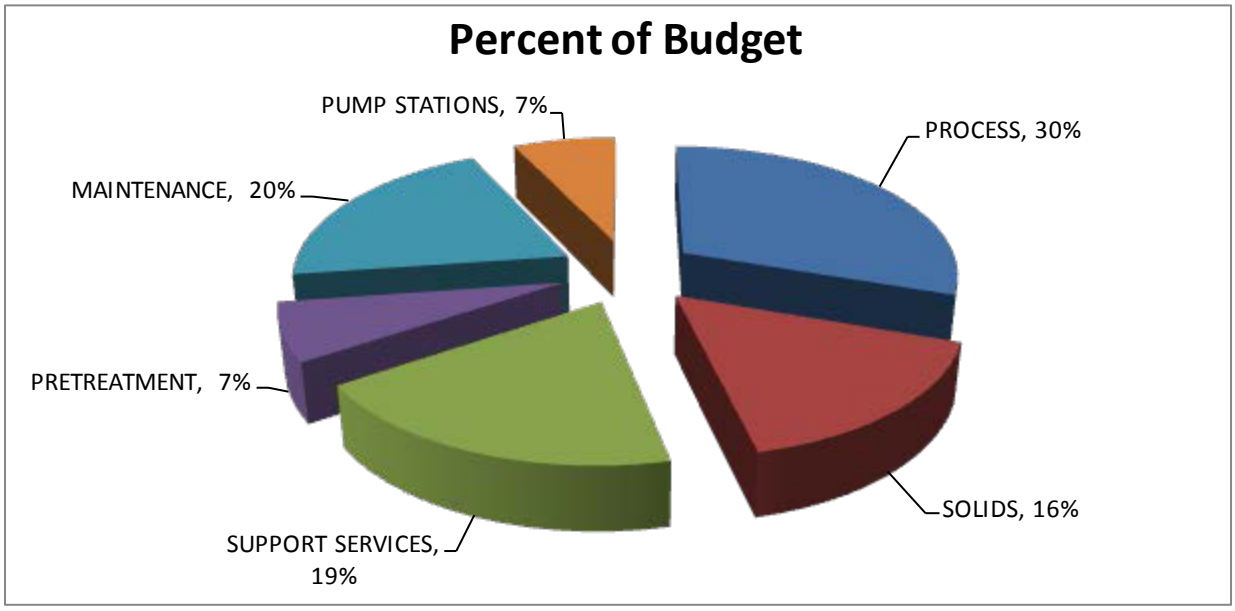
- This Budget includes funds to rebuild one of the WRP Influent Pumps and one of the Darneille Pump Station's Pumps.
- This budget includes costs for contracted solids hauling and disposal at Dry Creek Landfill.





FY'16 Activity Review:

During the 2016 budget year, this activity will treat an estimated 2.30 billion gallons of wastewater and dispose of an estimated 3,957 wet tons of biosolids to Dry Creek Landfill.



Program: Utilities/ Wastewater – Wastewater Treatment

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	652,828	651,647	820,564	832,183	832,183	832,183	845,084
Materials & Supplies	322,214	298,796	347,000	357,750	357,750	357,750	368,500
Contractual/Prof Services	788,184	1,019,803	1,137,705	1,114,489	1,114,489	1,114,489	1,116,089
Direct Charges	1,976	2,088	2,043	2,043	2,043	2,043	2,043
Capital Outlay	558	0	1,400	0	0	0	0
Total Requirements	**1,765,760**	**1,972,334**	**2,308,712**	**2,306,465**	**2,306,465**	**2,306,465**	**2,331,716**

Program: Utilities/Wastewater – Wastewater Treatment

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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 Worker III	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)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Trmt. Plant Spec – Operations							
To: JO-GRO™	(0.50)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Utility Worker							
To: JO-GRO™	(0.50)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Department Support Technician							
From: Water Treatment	0.23	0.23	0.23	0.23	0.23	0.23	0.23
Subtotal Distributed	*(0.79)*	*0.46*	*0.46*	*0.46*	*0.46*	*0.46*	*0.46*
Total Positions	**9.21**	**10.46**	**10.46**	**10.46**	**10.46**	**10.46**	**10.46**
Total Un-Funded Positions	(0.50)	(2.00)	(2.00)	(2.00)	(2.00)	(2.00)	(2.00)
Total Funded Positions	**8.71**	**8.46**	**8.46**	**8.46**	**8.46**	**8.46**	**8.46**

***Recap of Unfunded Positions by Fiscal Year:**							
Utility Worker	0.50	2.00	2.00	2.00	2.00	2.00	2.00

Capital Outlay/By Item

Computer Upgrade	1,400	0	0	0	0
Total Capital Outlay	**1,400**	**0**	**0**	**0**	**0**

Program: Utilities/ Wastewater – JO-GRO™

Services Delivered:

This activity accepted greenwaste from the community for co-composting with wastewater bio-solids from the City's Water Restoration Plant. The Co-Compost material was produced as an "Exceptional quality class A" Co-Compost for resale to the public. This activity also collected construction wood waste material from the community that was recycled by BioMass One, for energy production.

Budget Highlights:

As of October 22, 2013, the City began hauling the bio-solids to Dry Creek Landfill in Jackson County. The last of the bio-solids were composted and sold to the public. The operation formally closed to the public on February 13, 2014. The City has leased the site to Republic Services, a private contractor, who intends to continue to accept green waste and sell landscaping materials to the public.

Program: Utilities/Wastewater – JO-GRO™

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	103,145	0	0	0	0	0	0
Materials & Supplies	35,946	0	0	0	0	0	0
Contractual/Prof Services	322,349	0	0	0	0	0	0
Total Requirements	**461,440**	**0**	**0**	**0**	**0**	**0**	**0**

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Utility Worker III	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Utility Worker	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal	*3.00*	*0.00*	*0.00*	*0.00*	*0.00*	*0.00*	*0.00*
Public Works Director							
From: Water Treatment	0.03	0.00	0.00	0.00	0.00	0.00	0.00
Utility Plant Superintendent							
From: Wastewater Treatment	0.25	0.00	0.00	0.00	0.00	0.00	0.00
Utility Worker							
From: Wastewater Treatment	0.50*	0.00	0.00	0.00	0.00	0.00	0.00
Trmt. Plant Spec. – Maintenance							
From: Wastewater Treatment	0.50	0.00	0.00	0.00	0.00	0.00	0.00
Department Support Technician							
From: Water Treatment	0.03	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Distributed	*1.31*	*0.00*	*0.00*	*0.00*	*0.00*	*0.00*	*0.00*
Total Positions	**4.31**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total Un-Funded Positions	(0.50)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Total Funded Positions	**3.81**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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

Program: Utilities/Wastewater – Customer Services

Services Delivered:

Customer Service provides for the billing and collection of customer charges, legal services, engineering required for wastewater activities and timely courteous responses to the needs of individual customers regarding their City utility accounts.

Performance Measurements:

Waste Water Customer Services Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of Wastewater Customers	12,978	12,936	13,253	13,000	13500	13500	13500
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Uncollectable Accounts as a % of Revenue	.03%	<1%	0.0%	<1%	<1%	<1%	<1%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Finance Direct Charges per Waste Water Cust.	$1.54	<$2.50	$1.60	<$2.50	<$2.50	<$2.50	<$2.50

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

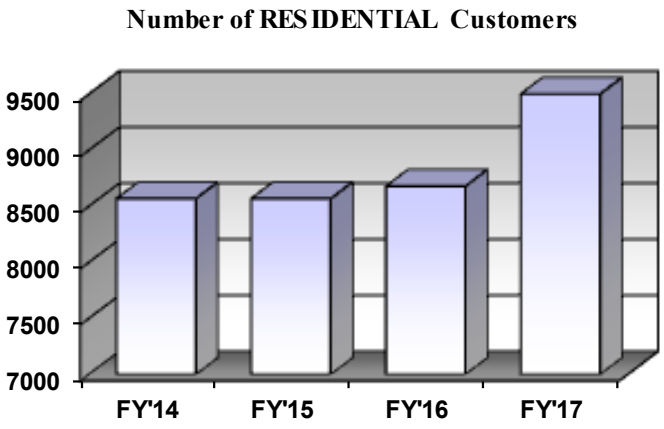
Provide Cooperative, Shared Leadership Involving Council, Staff and Community

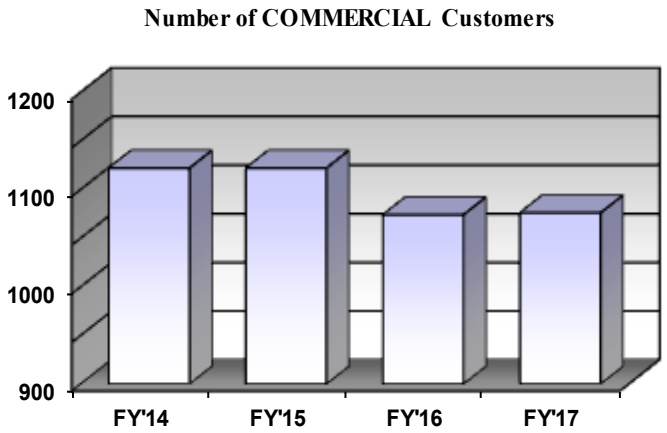
Objective 3: Ensure efficiency and effectiveness in City operations

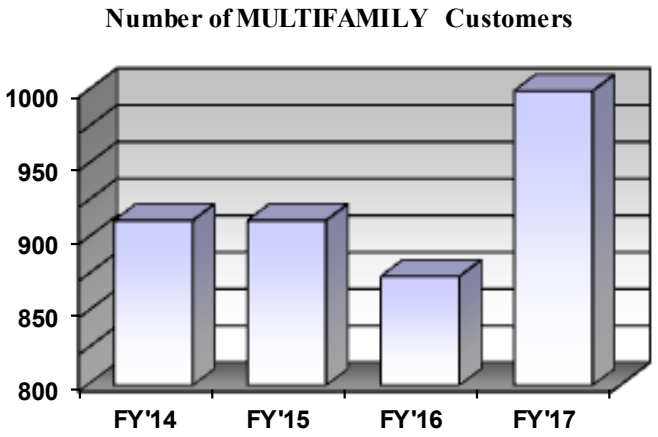
- Bill the 13,000+ City sewer customers monthly and maintain timely records on all accounts.
- Provide information regarding sewer line locations, new service requests, and local improvement district financing.

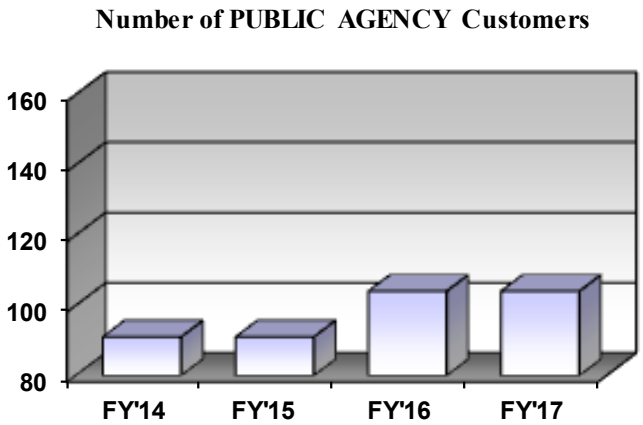
The City of Grants Pass Utility Customer Service Department serves approximately 13,250 waste water utility customers. The goal of the department is to provide excellent customer service to the citizens of Grants Pass. Cost per account for the waste water utility includes costs associated with direct 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 the 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 with delivery via email or first class mail. In addition, the staff will participate in the implementation of the Munis utility billing software, with the goal of improving service delivery and efficiency.

FY'16 Activity Review:

The Customer Service office generated approximately 156,719 utility billings during FY'16 and receipted approximately 143,779 utility payments through a variety of collection methods, including: in person, online from individual financial institutions, via mail (including payments forwarded from community drop boxes), online via the City website or drafted from individual bank accounts per customer request. An important statistic which highlights the level of customer interaction by the office is that the Customer Service Staff processes approximately 24,608 in person payments, 5,361 payments over the phone and processed 8,205 calls for service.

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	27,938	25,835	38,363	40,016	40,016	40,016	41,219
Direct Charges	361,789	358,525	380,626	417,912	417,912	417,912	426,955
Total Requirements	**389,727**	**384,360**	**418,989**	**457,928**	**457,928**	**457,928**	**468,174**

Program: Utilities/Wastewater – Debt Service

Services Delivered:

This activity accounts for the repayment of debt incurred by the Wastewater Utility. A total of $7,000,000 of State Revolving Loan Fund (SRF) monies were made available to the City for expansion of the Wastewater Treatment Plant and related projects. The SRF loan agreement, R38671, was refinanced in December of 2009 for a net present value savings of $370,530 over the life of the bond. As of FY'13, the Redwood Sanitary Sewer Service District (RSSSD) was consolidated with the City of Grants Pass Wastewater Utility. RSSSD also had outstanding debt that was refinanced in the 2009 refunding, with a remaining principal balance of $1,225,000, as of June 30, 2013.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Ensure efficiency and effectiveness in City operations

- Make timely debt service payments to avoid late fees or penalties and ensure the City's credit rating and ability to borrow in the future.

Budget Highlights:

The 2009 Refunding Bond debt is scheduled to be paid in full as of FY'23. It has an interest rate of 3.0-4.0%. A debt service schedule for the budgetary period is included here. A full Debt Service schedule can be found in Appendix P.

	FY'14	FY'15	FY'16	FY'17	FY'18
Principal	$745,000	$775,000	$790,000	$375,000	$385,000
Interest	196,763	166,963	143,713	116,063	101,063
Total	**$941,763**	**$941,963**	**$933,713**	**$491,063**	**$486,063**

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

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Debt Service	939,362	940,090	933,713	491,063	491,063	491,063	486,063
Total Requirements	**939,362**	**940,090**	**933,713**	**491,063**	**491,063**	**491,063**	**486,063**

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'17 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'17 budget provides for $2,500,000 in transfers to capital projects. This includes $1,850,000 to the Restoration Plant repair/expansion projects, $175,000 to collection system maintenance and repair, as well as $525,000 for multiple sewer main replacement projects.

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Direct Charges	13,661	9,152	23,750	24,700	24,700	24,700	25,000
Contractual/Prof Services	650	750	300	300	300	300	0
Indirect Charges	345,526	317,958	373,640	372,900	372,900	372,900	371,000
Transfers Out	1,034,000	1,782,392	1,719,000	3,143,300	3,143,300	3,143,300	2,400,000
Subtotal Expenditures	***1,393,837***	***2,110,252***	***2,116,690***	***3,541,200***	***3,541,200***	***3,541,200***	***2,796,000***
Contingencies	0	0	1,255,346	1,121,639	1,121,639	1,121,639	672,550
Ending Balance	2,567,749	2,638,999	0	0	0	0	0
Total Requirements	**3,961,586**	**4,749,251**	**3,372,036**	**4,662,839**	**4,662,839**	**4,662,839**	**3,468,550**

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 Project Specialist 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'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Public Works Project Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Maintain, Operate, and Expand our Infrastructure

Objective 1: Plan and develop infrastructure

Action 2: Complete Sewer Master Plan.

- Work on the Sewer Collection System Master plan has been initiated and will be completed in FY'17.

Objective 3: Ensure sewer infrastructure needs are met

Action 1: Expand Wastewater Plant (PAVE).

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

Action 2: Construct vactor truck dumping facility.

- Vactor truck dumping facility will be incorporated into the Wastewater Plant expansion.

Action 3: Initiate Fats, Oils and Grease education/enforcement program.

- Research and draft education/enforcement program for consideration.

Action 4: Implement manhole inflow/infiltration elimination program in the Redwood area.

- Identify manholes for repair/upgrade.

Action 5: Upgrade sewer lines.

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

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item – Cont'd:

Action 6: Evaluate Wastewater Treatment Plant expansion.

- Initiate plant expansion per Wastewater Treatment Facility Plan Update.

Action 7: Design and construct the necessary Webster Wastewater Pump Station No. 1 improvement project.

- Complete construction of improvements.

Action 8: Initiate upgrades to the Water Restoration Plant's SCADA.

- SCADA improvements will be incorporated into the Wastewater Plant expansion.

Budget Highlights:

The project listing shows resources across the columns. Columns show the "Actual resources through FY'15"; the re-assessed resource needs of projects using current data for the "Revised FY'16" column, guiding our "Adopted FY'17" and resources estimated "Through FY'17". 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'16 Activity Review:

- Structural sewer lines were replaced in the core of the City.
- Continued work on the Collection System Master Plan.
- Began construction of replacement Webster pump station.
- Completed SCADA system evaluation.
- Completed construction of new UV disinfection system.

Program: Utilities/Wastewater – Capital Construction

ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'15	Revised FY'16	Adopted FY'17	Total Through FY'17	Future Years	Total Project
SE0000	Misc. Projects - General Fund 728	1,286,415	398,000	(586,700)	1,097,715	(134,263)	963,452
SE4964	WRP Phase 2 Expansion	3,435,000	1,506,995	2,385,000	7,326,995	4,700,000	12,026,995
SE5080	WRP Structural Repairs	308,000	75,000	0	383,000	300,000	683,000
SE5081	Collection System Master Plan Update	275,000	30,000	0	305,000	0	305,000
SE6012	Western Avenue Sewer Replacement	10,000	0	910,000	920,000	880,000	1,800,000
SE6064	Sewer Main Structural Repairs	1,815,000	155,000	0	1,970,000	0	1,970,000
SE6112	Sewer Rate Study SE & RS	70,000	0	0	70,000	0	70,000
SE6156	Sewer Mains Related to Overlays	50,000	0	260,000	310,000	1,590,000	1,900,000
SE6198	Collection System Maintenance-Repair	225,000	75,000	175,000	475,000	400,000	875,000
SE6199	Pump-Lift Station Equip. Improvement	85,000	10,000	10,000	105,000	40,000	145,000
SE6200	Spaulding Indust. Park WW Infrastruct.	100,000	0	0	100,000	0	100,000
SE6237	General Engineering Services	40,000	20,000	20,000	80,000	80,000	160,000
SE6238	Effluent Mixing Zone Dye Tracer Study	50,000	0	0	50,000	0	50,000
SE6239	WRP Equipment Improvement	50,000	50,000	50,000	150,000	200,000	350,000
SE6240	Webster PS No. 1 Rehab	750,000	0	200,000	950,000	0	950,000
NEW PROJECTS							
SE6323	5th St. Sewer Main Structural Repairs	0	0	400,000	400,000	800,000	1,200,000
	Total Projects	**8,549,415**	**2,319,995**	**3,823,300**	**14,692,710**	**8,855,737**	**23,548,447**
MISCELLANEOUS WASTEWATER FUNDS							
	Miscellaneous Projects - SDC Fund 722	413,708	125,000	(375,000)	163,708	(163,708)	0
	Miscellaneous Projects - AFD Fund 725	84,151	0	0	84,151	(2,903)	81,248
	Total Miscellaneous Funds	**497,859**	**125,000**	**(375,000)**	**247,859**	**(166,611)**	**81,248**

CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

SE6111	Mill Street Sewer Reconstruction	125,000	(125,000)	0	0	4,215,000	4,215,000
SE6241	WRP SCADA System Evaluation	50,000	(39,000)	0	11,000	0	11,000
	Total Closed Projects	**175,000**	**(164,000)**	**0**	**11,000**	**4,215,000**	**4,226,000**
	Grand Total - All Projects	**9,222,274**	**2,280,995**	**3,448,300**	**14,951,569**	**12,904,126**	**27,855,695**

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'17

		Adopted FY'17 Beginning Fund Balance	Adopted FY'17 Revenue	Adopted FY'17 Capital Outlay	Adopted FY'17 Transfers	Adopted FY'17 Appropriated Fund Balance
SE0000	Miscellaneous Projects - General Fund 728	734,743	(586,700)	0	0	148,043
SE4963	Update WRP Facility Plan	0	0	0	0	0
SE4964	WRP Phase 2 Expansion	2,993,200	2,385,000	5,378,200	0	0
SE5080	WRP Structural Repairs	209,610	0	209,610	0	0
SE5081	Collection System Master Plan Update	4,568	0	4,568	0	0
SE6012	Western Avenue Sewer Replacement	4,879	910,000	914,879	0	0
SE6064	Sewer Main Structural Repairs	99,354	0	99,354	0	0
SE6111	Mill Street Sewer Reconstruction	0	0	0	0	0
SE6112	Sewer Rate Study SE & RS	65,000	0	65,000	0	0
SE6156	Sewer Mains Related to Overlays	0	260,000	260,000	0	0
SE6198	Collection System Maintenance-Repair	4,743	175,000	179,743	0	0
SE6199	Pump-Lift Station Equipment Improvement	25,000	10,000	35,000	0	0
SE6200	Spaulding Indust. Park WW Infrastructure	75,000	0	75,000	0	0
SE6237	General Engineering Services	28,682	20,000	48,682	0	0
SE6238	Effluent Mixing Zone Dye Tracer Study	25,000	0	25,000	0	0
SE6239	WRP Equipment Improvement	50,000	50,000	100,000	0	0
SE6240	Webster PS No. 1 Rehab	112,691	200,000	312,691	0	0
SE6241	WRP SCADA System Evaluation	0	0	0	0	0
NEW PROJECTS						
SE6323	5th Street Sewer Main Structural Repairs	0	400,000	400,000	0	0
	Total Projects	**4,432,470**	**3,823,300**	**8,107,727**	**0**	**148,043**
MISCELLANEOUS WASTEWATER FUNDS						
	Miscellaneous Projects - SDC Fund 722	538,708	(375,000)	0	0	163,708
	Miscellaneous Projects - AFD Fund 725	3,211	0	0	0	3,211
	Total Miscellaneous Funds	**541,919**	**(375,000)**	**0**	**0**	**166,919**
	Grand Total - All Projects	**4,974,389**	**3,448,300**	**8,107,727**	**0**	**314,962**

Program: Utilities/Wastewater – Capital Construction

Financial Summary

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Fund Balance	3,465,824	4,180,610	4,024,896	4,974,389	4,974,389	4,974,389	314,962
Resources							
Development Charges	289,987	291,403	200,000	200,000	200,000	200,000	150,000
Investment Interest	25,321	33,015	0	0	0	0	0
Advance Finance Interest	265	271	0	0	0	0	0
SDC Loans	8,171	5,857	0	0	0	0	0
General Fund	150,000	150,000	155,000	220,000	220,000	220,000	185,000
Sewer Fund	959,000	1,647,392	1,719,000	3,028,300	3,028,300	3,028,300	2,400,000
Equipment Replacement	0	550,000	0	0	0	0	0
Advance Financing	0	279	0	0	0	0	0
Total Current Revenues	***1,432,744***	***2,678,217***	***2,074,000***	***3,448,300***	***3,448,300***	***3,448,300***	***2,735,000***
Total Resources	**4,898,568**	**6,858,827**	**6,098,896**	**8,422,689**	**8,422,689**	**8,422,689**	**3,049,962**
Requirements							
Capital Outlay	717,958	1,280,818	5,579,303	8,107,727	8,107,727	8,107,727	2,735,000
Subtotal Expenditures	***717,958***	***1,280,818***	***5,579,303***	***8,107,727***	***8,107,727***	***8,107,727***	***2,735,000***
Appropriated Fund Balance	4,180,610	5,578,009	519,593	314,962	314,962	314,962	314,962
Total Requirements	**4,898,568**	**6,858,827**	**6,098,896**	**8,422,689**	**8,422,689**	**8,422,689**	**3,049,962**

SOLID WASTE

ACTIVITIES

∗Field Operations

∗Post-Closure Operations

∗General Program Operations

∗Capital Construction

DESCRIPTION

The Solid Waste Program provides for limited support for the municipal portions of franchise management for the two solid waste franchises in Grants Pass. The City now works through the Josephine County Solid Waste Agency for direct franchise administration, the development of recycling opportunities, and solid waste regulation. Historically, the City operated the Merlin Landfill which stopped accepting waste as of December 31, 2000. Under the Merlin Consent Order, entered into by the City with the DEQ, the City now directs the remediation of environmental and groundwater issues. The construction of the landfill's final cover was completed at end of 2001. The landfill has entered into its post-closure maintenance and monitoring period, which is required for at least a 30 year period.

The post-closure monitoring and maintenance of the Merlin Landfill is covered by an insurance policy from Chartis Insurance. This policy was purchased in FY'02 to cover the cost of the landfill's final cover and its post-closure monitoring and maintenance for a total coverage limit of $13,000,000. In addition, the City purchased property damage (including natural resource damage) and bodily harm insurance policies with a total coverage limit of $10,000,000 for the landfill.

Previously, revenues for the Solid Waste Program were generated largely from the disposal rates at the Merlin Landfill. With the closure of the landfill, that revenue source has ceased.

The primary issues in the solid waste fund involve three primary areas:

- Completion of the required remediation actions at the Merlin Landfill as contained in the final Record of Decision.
- Fuels reduction, reforestation and land management at the Merlin Landfill site.
- Compliance with the post-closure plan for the Merlin Landfill.

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	1,626,430	1,756,139	1,882,911	1,934,347	1,934,347	1,934,347	1,925,126
Total Resources	**1,626,430**	**1,756,139**	**1,882,911**	**1,934,347**	**1,934,347**	**1,934,347**	**1,925,126**
Requirements							
Solid Waste Field Operations	12,974	22,707	37,370	34,821	34,821	34,821	35,431
Post-Closure Operations	22,494	56,070	155,890	156,340	156,340	156,340	156,340
Solid Waste Gen. Operations	198,102	220,485	221,803	236,432	236,432	236,432	250,601
Capital Construction	1,392,860	1,456,877	1,467,848	1,506,754	1,506,754	1,506,754	1,482,754
Total Requirements	**1,626,430**	**1,756,139**	**1,882,911**	**1,934,347**	**1,934,347**	**1,934,347**	**1,925,126**

Program: Utilities/Solid Waste – Solid Waste Program

Services Delivered:

The Solid Waste Program strives to meet the area's current and future solid waste collection needs, protect human health, welfare, and the environment.

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

FY'17 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, per the landfill closure plan.

Program: Utilities/Solid Waste – Solid Waste Program

Program Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	113,579	136,979	208,823	218,053	218,053	218,053	232,832
Current Resources							
Activity Generated							
Burn Permits	2,720	880	2,500	2,500	2,500	2,500	2,500
Landfill Fees	79,753	115,896	155,890	156,340	156,340	156,340	156,340
Solid Waste Agency	11,000	15,000	15,000	15,000	15,000	15,000	15,000
Interest	918	1,117	650	700	700	700	700
Transfers	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Other Revenue	20,600	24,390	27,200	30,000	30,000	30,000	30,000
Capital Construction	1,392,860	1,456,877	1,467,848	1,506,754	1,506,754	1,506,754	1,482,754
Total Current Revenues	***1,512,851***	***1,619,160***	***1,674,088***	***1,716,294***	***1,716,294***	***1,716,294***	***1,692,294***
Total Resources	**1,626,430**	**1,756,139**	**1,882,911**	**1,934,347**	**1,934,347**	**1,934,347**	**1,925,126**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Field Operations	12,974	22,707	37,370	34,821	34,821	34,821	35,431
Post Closure Operations	74,836	91,994	141,690	142,040	142,040	142,040	142,040
Capital Construction	1,363,860	1,427,877	1,438,848	1,477,754	1,477,754	1,477,754	1,453,754
Indirect Charges	8,781	11,397	17,950	17,900	17,900	17,900	17,900
Transfers Out	29,000	29,000	29,000	29,000	29,000	29,000	29,000
Subtotal Expenditures	***1,489,451***	***1,582,975***	***1,664,858***	***1,701,515***	***1,701,515***	***1,701,515***	***1,678,125***
Contingency	0	0	218,053	232,832	232,832	232,832	247,001
Ending Balance	136,979	173,164	0	0	0	0	0
Total Requirements	**1,626,430**	**1,756,139**	**1,882,911**	**1,934,347**	**1,934,347**	**1,934,347**	**1,925,126**

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 have placed the following responsibilities on the solid waste haulers: operation of the transfer stations (Republic Services and Southern Oregon Sanitation), specialty waste streams (such as household hazardous waste, etc.), recycling, and the spring and fall leaf collection opportunities.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

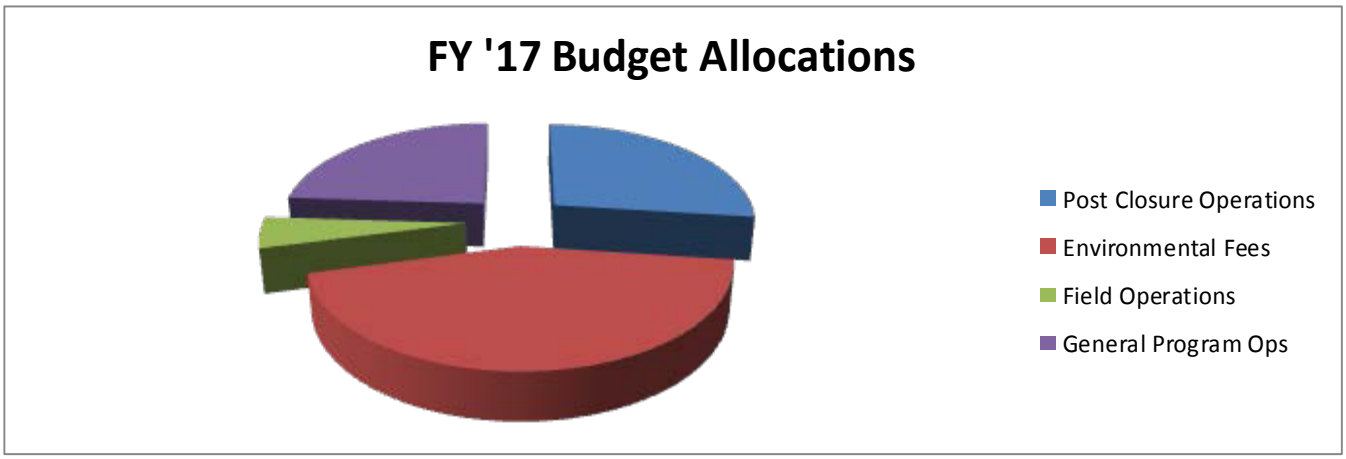
- The activity provides for the use of contracted technical and engineering consulting services to support activities for the Solid Waste Program, and activities at and around the landfill not considered part of post-closure maintenance and monitoring. It also provides for maintenance of properties adjacent to the landfill, secured by the City, in order to create the necessary buffer zone and to maintain access to our monitoring wells located on the properties.

Budget Highlights:

The FY'17 budget reflects revenues from the beginning balance, management fees to the City of Grants Pass for Public Works administrative personnel from the Josephine County / Grants Pass Solid Waste Agency, the transfer station and former JO-GRO™ facility leases, interest on those funds, and burn permits. This activity provides for solid waste activities not associated with the landfill property itself, contracted professional services, and a contingency.

FY'16 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.



Program: Utilities/Solid Waste – Field Operations

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	10,560	17,248	18,962	18,208	18,208	18,208	18,854
Materials & Supplies	228	200	420	450	450	450	400
Contractual/Prof Services	1,304	4,323	5,276	4,951	4,951	4,951	4,965
Direct Charges	882	936	12,712	11,212	11,212	11,212	11,212
Total Requirements	**12,974**	**22,707**	**37,370**	**34,821**	**34,821**	**34,821**	**35,431**

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Public Works Director							
From: Water Treatment	0.05	0.08	0.08	0.08	0.08	0.08	0.08
Department Support Technician							
From: Water Treatment	0.05	0.08	0.08	0.08	0.08	0.08	0.08
Total Positions	**0.10**	**0.16**	**0.16**	**0.16**	**0.16**	**0.16**	**0.16**

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

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- Public Works staff from the Water Restoration Plant, Water Distribution, and Wastewater Collection Division will complete the majority of the activities, with major contracts in place for groundwater analysis and reporting.

Budget Highlights:

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

FY'16 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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Materials & Supplies	1,641	4,268	6,000	6,000	6,000	6,000	6,000
Contractual/Prof Services	50,225	66,671	98,090	97,290	97,290	97,290	97,290
Direct Charges	22,226	9,218	37,600	38,750	38,750	38,750	38,750
Capital Outlay	744	11,837	0	0	0	0	0
Indirect Charges	7,484	9,366	14,200	14,300	14,300	14,300	14,300
Subtotal Expenditures	***82,320***	***101,360***	***155,890***	***156,340***	***156,340***	***156,340***	***156,340***
Ending Balance	(59,826)	(45,290)	0	0	0	0	0
Total Requirements	**22,494**	**56,070**	**155,890**	**156,340**	**156,340**	**156,340**	**156,340**

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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Indirect Charges	1,297	2,031	3,750	3,600	3,600	3,600	3,600
Subtotal Expenditures	***1,297***	***2,031***	***3,750***	***3,600***	***3,600***	***3,600***	***3,600***
Contingencies	0	0	218,053	232,832	232,832	232,832	247,001
Ending Balance	196,805	218,454	0	0	0	0	0
Total Requirements	**198,102**	**220,485**	**221,803**	**236,432**	**236,432**	**236,432**	**250,601**

Program: Utilities/Solid Waste – Capital Construction

Services Delivered:

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

FY'17 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'15"; the re-assessed resource needs of projects using current data for the "Revised FY'16" column, guiding our "Adopted FY'17" and resources estimated "Through FY'17". 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'16 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'15	Revised FY'16	Adopted FY'17	Total Through FY'17	Future Years	Total Project
LA0000	Miscellaneous Projects	2,334,942	0	0	2,334,942	450,000	2,784,942
LA2640	Remediation	3,283,646	0	0	3,283,646	0	3,283,646
LA4691	Clean Up Program	956,137	150,000	113,000	1,219,137	183,200	1,402,337
NEW PROJECTS							
LA6322	Detention Ponds Repair/Maint.	0	0	50,000	50,000	0	50,000
	Total Projects	**6,574,725**	**150,000**	**163,000**	**6,887,725**	**633,200**	**7,520,925**

CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

LA6284	JO-Gro Building Inspect/Repair	25,000	0	0	25,000	0	25,000
	Total Closed Projects	**25,000**	**0**	**0**	**25,000**	**0**	**25,000**
	Grand Total - All Projects	**6,599,725**	**150,000**	**163,000**	**6,912,725**	**633,200**	**7,545,925**

ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'17

		Adopted FY'17 Beginning Fund Balance	Adopted FY'17 Revenue	Adopted FY'17 Capital Outlay	Adopted FY'17 Transfers	Adopted FY'17 Appropriated Fund Balance
LA0000	Miscellaneous Projects	280,779	0	0	0	280,779
LA2640	Remediation	233,447	0	95,000	5,000	133,447
LA4691	Clean Up Program	829,528	113,000	0	24,000	918,528
NEW PROJECTS						
LA6322	Detention Ponds Repair/Maint.	0	50,000	50,000	0	0
	Total Projects	**1,343,754**	**163,000**	**145,000**	**29,000**	**1,332,754**

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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Fund Balance	1,276,754	1,293,428	1,304,848	1,343,754	1,343,754	1,343,754	1,332,754
Resources							
Investment Interest	7,876	7,641	6,500	6,500	6,500	6,500	0
Interfund Interest Repayment	6,230	5,421	6,500	6,500	6,500	6,500	0
Loan Repayments	102,000	150,387	150,000	150,000	150,000	150,000	150,000
Total Current Revenues	***116,106***	***163,449***	***163,000***	***163,000***	***163,000***	***163,000***	***150,000***
Total Resources	**1,392,860**	**1,456,877**	**1,467,848**	**1,506,754**	**1,506,754**	**1,506,754**	**1,482,754**
Requirements							
Capital Outlay	70,432	84,542	95,000	145,000	145,000	145,000	95,000
Transfers Out	29,000	29,000	29,000	29,000	29,000	29,000	29,000
Subtotal Expenditures	***99,432***	***113,542***	***124,000***	***174,000***	***174,000***	***174,000***	***124,000***
Appropriated Fund Balance	1,293,428	1,343,335	1,343,848	1,332,754	1,332,754	1,332,754	1,358,754
Total Requirements	**1,392,860**	**1,456,877**	**1,467,848**	**1,506,754**	**1,506,754**	**1,506,754**	**1,482,754**

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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	4,280,387	4,512,843	4,305,925	4,569,883	4,569,883	4,569,883	4,545,704
Total Resources	**4,280,387**	**4,512,843**	**4,305,925**	**4,569,883**	**4,569,883**	**4,569,883**	**4,545,704**
Requirements							
Management Services	635,483	629,096	706,313	701,222	701,222	701,222	706,214
Finance Services	1,467,088	1,541,383	1,738,814	1,717,435	1,717,435	1,717,435	1,736,404
Legal Services	232,924	243,288	310,271	313,576	313,576	313,576	314,204
Human Resources	455,578	462,769	505,104	501,279	501,279	501,279	516,672
General Program Operations	1,489,314	1,636,307	1,045,423	1,336,371	1,336,371	1,336,371	1,272,210
Total Requirements	**4,280,387**	**4,512,843**	**4,305,925**	**4,569,883**	**4,569,883**	**4,569,883**	**4,545,704**

Program: Administrative Services – Program Summary

Services Delivered:

The Administrative Services Department provides efficient and effective administration and management services for the City Council, City Departments and Programs, City Staff and the citizens of Grants Pass.

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

This program supports Council's Strategic Plan and all of Council's Goals throughout the entire City organization with particular emphasis on the Council's Goal of **"Provide Cooperative, Shared Leadership Involving Council, Staff and Community"**. A major focus will be coordination of increased and improved communication and enhanced utilization of technology.

Program: Administrative Services– Program Summary

Program Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	1,148,662	1,301,374	770,508	1,029,846	1,029,846	1,029,846	909,491
Current Resources							
Activity Generated							
Interest	9,020	9,511	8,000	10,000	10,000	10,000	10,000
Other Revenue	3,169	7,675	3,000	3,000	3,000	3,000	3,000
Administrative Charges	3,119,536	3,194,283	3,524,417	3,527,037	3,527,037	3,527,037	3,623,213
Total Current Revenues	***3,131,725***	***3,211,469***	***3,535,417***	***3,540,037***	***3,540,037***	***3,540,037***	***3,636,213***
Total Resources	**4,280,387**	**4,512,843**	**4,305,925**	**4,569,883**	**4,569,883**	**4,569,883**	**4,545,704**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Management Services	603,078	597,020	671,584	666,493	666,493	666,493	671,485
Finance Services	1,411,226	1,480,531	1,669,734	1,657,840	1,657,840	1,657,840	1,676,809
Legal Services	225,021	234,960	302,099	305,404	305,404	305,404	306,032
Human Resources	442,877	449,377	491,971	488,146	488,146	488,146	503,539
General Program Operations	112,717	105,421	187,844	187,300	187,300	187,300	186,300
Direct Charges	174,141	178,694	203,894	202,809	202,809	202,809	203,409
Capital Outlay	9,953	11,800	40,000	8,000	8,000	8,000	8,000
Indirect Charges	0	59,328	71,340	84,400	84,400	84,400	85,400
Transfers Out	0	0	150,000	60,000	60,000	60,000	0
Subtotal Expenditures	***2,979,013***	***3,117,131***	***3,788,466***	***3,660,392***	***3,660,392***	***3,660,392***	***3,640,974***
Contingencies	0	0	517,459	909,491	909,491	909,491	904,730
Ending Balance	1,301,374	1,395,712	0	0	0	0	0
Total Requirements	**4,280,387**	**4,512,843**	**4,305,925**	**4,569,883**	**4,569,883**	**4,569,883**	**4,545,704**

Program: Administrative Services – Management Services

Services Delivered:

This activity provides professional leadership in the administration of the goals and policies formulated by the Council. The City Manager is the official purchasing agent, personnel officer, superintendent of the utility system and budget officer for the City. The City Manager is responsible for the coordination of all operations of the City, including capital investments and support for all operating divisions.

Performance Measurements:

Management Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Percent of timely weekly updates	98%	100%	98%	100%	100%	100%	100%
Number of leadership training opportunities held for Council and committee members	1	2	3	3	3	3	3
Percent of timely City Manager monthly reports	100%	100%	98%	100%	100%	100%	100%
Percent of timely quarterly review of work plan	100%	100%	100%	100%	100%	100%	100%
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
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)	77%	85%	76%	85%	85%	85%	85%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Cost of Service per Citizen	$19.72	$18.23	$17.25	$18.40	$18.40	$18.97	$18.97

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Develop and implement community communication strategies.
- Ensure efficiency and effectiveness in City operations.
- Evaluate/ensure financial stability of Utility funds.

Budget Highlights:

The budget provides effective staffing levels to afford comprehensive, unbiased expertise and valued assistance to the City Council and staff in terms of thorough staff reports, strategic recommendations, effective presentations and administrative support.

Program: Administrative Services – Management Services

FY'16 Activity Review:

Strategic Planning – The City Manager facilitated the Grants Pass 2016-2017 Strategic Planning Session. A strategic plan helps an organization perform at a high level by defining expectations and aligning resources. It provides a clear course of action for achieving positive results. A strategic plan also provides an opportunity for Council, the community and staff to all see the routes to be taken to achieve our goals; providing an opportunity for an alignment of resources to achieve a common goal.

Community Forums – The City held a number of forums to seek input from the community on a number of important issues. The idea of the open forums is to provide an opportunity for citizens to speak out about issues that mutually affect the City and the community. It also allows residents to have influence in their communities by giving them an additional venue to express their concerns and provide an opportunity to suggest solutions to those issues. Community forums held in FY'15/16: Criminal Justice Sales Tax, Strategic Planning Community Input, Downtown Parking, Branding and Made on Main Street.

High Performing Organization – The LEADS Team, which consists of the Management Staff, had focused three day training on what makes a High Performing Organization (HPO). This training provided insight on how we, as an organization, can enhance performance and improve the work experiences of employees. The training concentrated on the interactions among organizational units, staff, customers, partners, and other stakeholders and focused on the improvement of organizational processes and systems that can impede performance.

Our future focus will be to determine the right path for our organization to implement the following foundational principles:

- Leadership can be exercised by every individual at every level of the organization.
- The "right" systems, processes, and structures can contribute to organizational performance, rather than impede it.
- Stewardship and engagement of all can lead to higher performance of the individual, the work team, and the organization.
- The need to address both the "vision" and "values" of an organization in order to reach higher performance.
- Taking time to do the work of leadership.

City Employee and Citizen Newsletters - Administrative Services utilizes newsletters as one part of an educational strategy for the employees and citizens. The newsletters create increased awareness and provide basic information on current projects, new ideas or general concepts.

Program: Administrative Services – Management Services

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	567,725	555,867	624,985	601,463	601,463	601,463	597,841
Materials & Supplies	6,682	9,120	13,500	8,500	8,500	8,500	7,000
Contractual/Prof Services	28,671	32,033	33,099	56,530	56,530	56,530	66,644
Direct Charges	32,405	32,076	34,729	34,729	34,729	34,729	34,729
Total Requirements	**635,483**	**629,096**	**706,313**	**701,222**	**701,222**	**701,222**	**706,214**

Program: Administrative Services – Management Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Assistant	3.000*	3.000	3.000	3.000	3.000	3.000	3.000
Subtotal	*6.000*	*6.000*	*6.000*	*6.000*	*6.000*	*6.000*	*6.000*
Assistant City Manager							
To: Downtown	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
To: Information Technology	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)	(0.150)
To: Property Management	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
City Recorder							
To: General Insurance	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
To: Workers Comp	(0.150)	(0.150)	(0.150)	0.000	0.000	0.000	0.000
Office Assistant							
To: General Insurance	0.000	0.000	0.000	(0.150)	(0.150)	(0.150)	(0.150)
To: Legal	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Information Technology	(0.400)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Property Management	(0.350)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
To: Tourism	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
To: Workers Comp	(0.050)	(0.150)	(0.150)	0.000	0.000	0.000	0.000
Department Support Technician							
From: Legal	0.125	0.125	0.125	0.125	0.125	0.125	0.125
Subtotal Distributed	*(1.425)*	*(0.925)*	*(0.925)*	*(0.775)*	*(0.775)*	*(0.775)*	*(0.775)*
Total Positions	**4.575**	**5.075**	**5.075**	**5.225**	**5.225**	**5.225**	**5.225**
Total Un-Funded Positions	(0.015)	0.000	0.000	0.000	0.000	0.000	0.000
Total Funded Positions	**4.560**	**5.075**	**5.075**	**5.225**	**5.225**	**5.225**	**5.225**
Temporary/Seasonal Hours	375	375	375	375	375	375	375

***Recap of Unfunded Positions by Fiscal Year:**							
Office Assistant I/II	0.015	0.000	0.000	0.000	0.000	0.000	0.000

Program: Administrative Services – Finance Services

Services Delivered:

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

Performance Measurements:

Finance Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of receipts (in 100s)	1,550	1,500	1,688	1,600	1,600	1,600	1,600
Accounts payable disbursements	6,510	7,000	5,851	7,000	7,000	7,000	7,000
Payroll disbursements	6,288	6,600	6,572	6,600	6,600	6,600	6,600
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Average number of workdays to reconcile cash after receipt of bank statements	9	<10	*	<10	<10	<10	<10
Write-Offs as % of Current Year Billing	0.00%	<1%	0.00%	<1%	<1%	<1%	<1%
Maintain credit rating of Aa- (or S&P equivalent)	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-	Aa-
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Percentage of disbursements processed electronically	29.6%	25%	28.4%	25%	25%	25%	25%
Cost of Utility Customer Service per utility customers	$4.56	<$5.00	$4.44	<$5.00	<$5.00	<$5.00	<$5.00

*Data unavailable due to system conversion.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 1: Evaluate/ensure financial stability of Utility Funds**

- **Action 1:** Comprehensive Water Treatment/Wastewater funding strategy.**

Objective 3: Ensure efficiency and effectiveness in City Operations

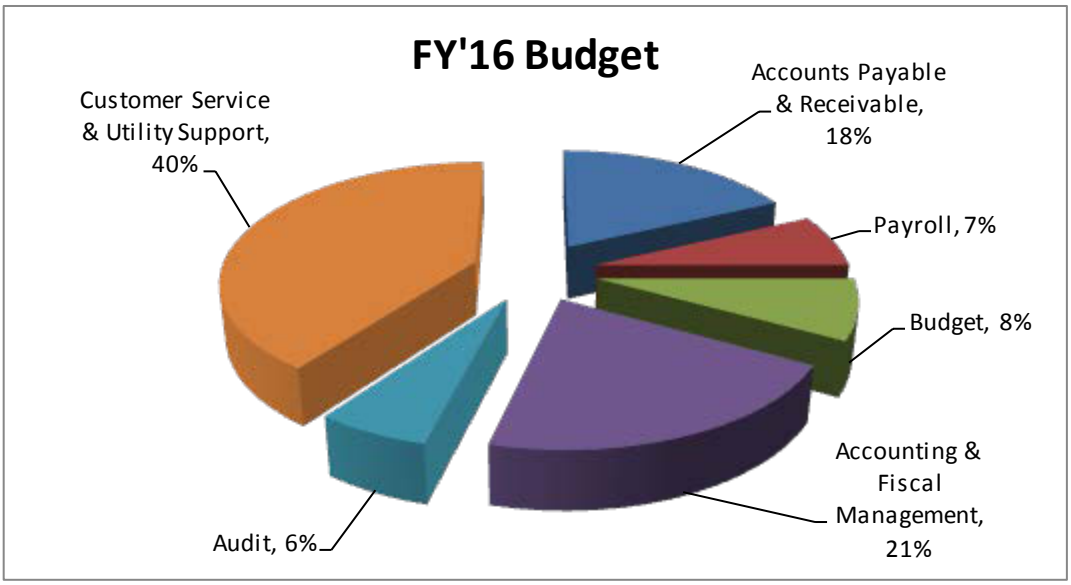
- **Action 8:** Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.*

Program: Administrative Services – Finance Services

Budget Highlights:

The Finance budget for FY'17 is down slightly from FY'16, primarily a result of the change in budgetary treatment of certain liabilities. Challenges facing the Department in FY'17 will include the revenues implementation phase of the new Tyler Munis financial software. While still maintaining outstanding customer service and day-to-day operations the team will have to set up new utility billing tables and codes, convert and validate customer records and learn a new system. The team will also be responsible for communicating and collaborating with citizens about changes to the utility bills and new online customer service tools.

Services Provided



FY'16 Activity Review:

- ✓ Received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the 33rd consecutive year.
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 31st year in a row. These awards demonstrate the Department's efforts to ensure not only accurate financial reports, but reports that facilitate transparent and open communication with citizens.
- ✓ Facilitated the PAVE Committee's engagement for the Water and Wastewater performance audit and strategic planning project.
- ✓ Implemented Payroll/HR module of the new Tyler Munis software.

Program: Administrative Services – Finance Services

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	1,148,353	1,197,142	1,339,615	1,316,840	1,316,840	1,316,840	1,353,210
Materials & Supplies	14,679	22,515	22,750	24,250	24,250	24,250	24,500
Contractual/Prof Services	248,194	260,874	307,369	316,750	316,750	316,750	299,099
Direct Charges	55,862	60,852	69,080	59,595	59,595	59,595	59,595
Total Requirements	**1,467,088**	**1,541,383**	**1,738,814**	**1,717,435**	**1,717,435**	**1,717,435**	**1,736,404**

Program: Administrative Services – Finance Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Grant Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Support Specialist	2.00	1.00	2.00	3.00	3.00	3.00	3.00
Department Support Technician	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Lead Accounting Technician	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Accounting Technician	9.00*	9.00*	8.00*	7.00*	7.00*	7.00*	7.00*
Subtotal	*17.00*	*17.00*	*17.00*	*17.00*	*17.00*	*17.00*	*17.00*
Finance Director							
To: Garage Operations	(0.10)	(0.10)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: To Equipment Replacement	(0.05)	(0.05)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Admin. Support Specialist							
From: Garage Operations	0.30*	0.35*	0.00	0.00	0.00	0.00	0.00
Department Support Technician							
From: Garage Operations	0.10	0.10	0.10	0.00	0.00	0.00	0.00
Subtotal Distributed	*0.25*	*0.30*	*0.05*	(0.05)	(0.05)	(0.05)	(0.05)
Total Positions	**17.25**	**17.300**	**17.050**	**16.950**	**16.950**	**16.950**	**16.950**
Total Un-Funded Positions	(2.53)	(2.535)	(2.500)	(2.500)	(2.500)	(2.500)	(2.500)
Total Funded Positions	**14.72**	**14.765**	**14.550**	**14.450**	**14.450**	**14.450**	**14.450**
Temporary/Seasonal Hours	600	600	600	600	600	600	600

***Recap of Unfunded Positions by Fiscal Year:**							
Accounting Technician	1.50	1.500	1.500	1.500	1.500	1.500	1.500
Admin. Support Specialist	0.03	0.035	0.000	0.000	0.000	0.000	0.000
Assistant Finance Director	1.00	1.000	1.000	1.000	1.000	1.000	1.000

Program: Administrative Services – Legal Services

Services Delivered:

The legal staff supports the mission of the Administrative Services Department by providing efficient and effective administration and management services for the City Council, City Departments and Programs, City Staff and the Citizens of Grants Pass.

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

The legal staff provides legal advice on a wide variety of legal areas including land use, condemnation, liability, constitutional law, contract law, telecommunications, tort law, civil rights and litigation. In addition, the legal department handles land issues and acquisition.

Performance Measurements:

Legal Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Accessible and Timely Legal Information/Action	100%	100%	100%	100%	100%	100%	100%
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
% of time quarterly reports on land acquisition services were submitted	100%	100%	100%	100%	100%	100%	100%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
High Satisfaction within Budget	100%	100%	100%	100%	100%	100%	100%

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

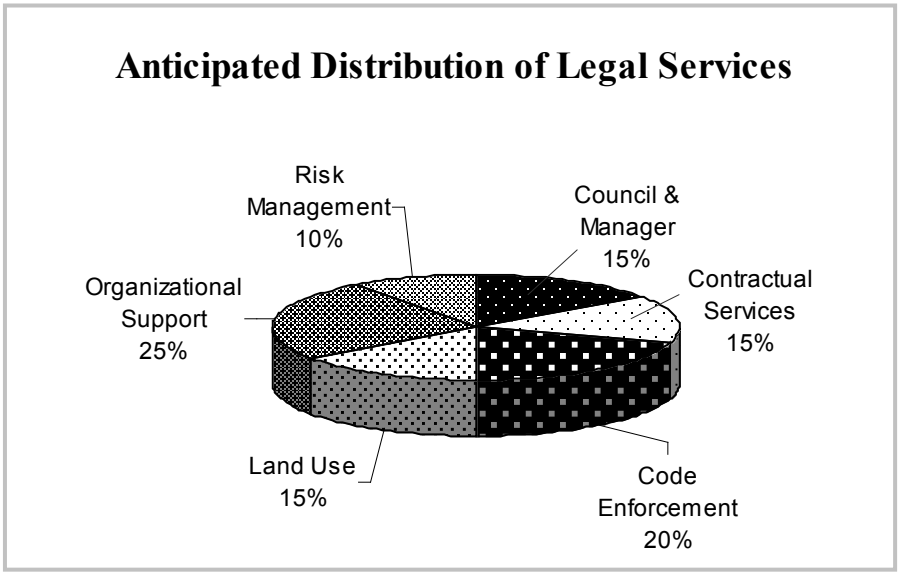
Objective 3: Ensure efficiency and effectiveness in City Operations

- The Legal Services department provides support and legal guidance for all aspects of City administration.

Program: Administrative Services – Legal Services

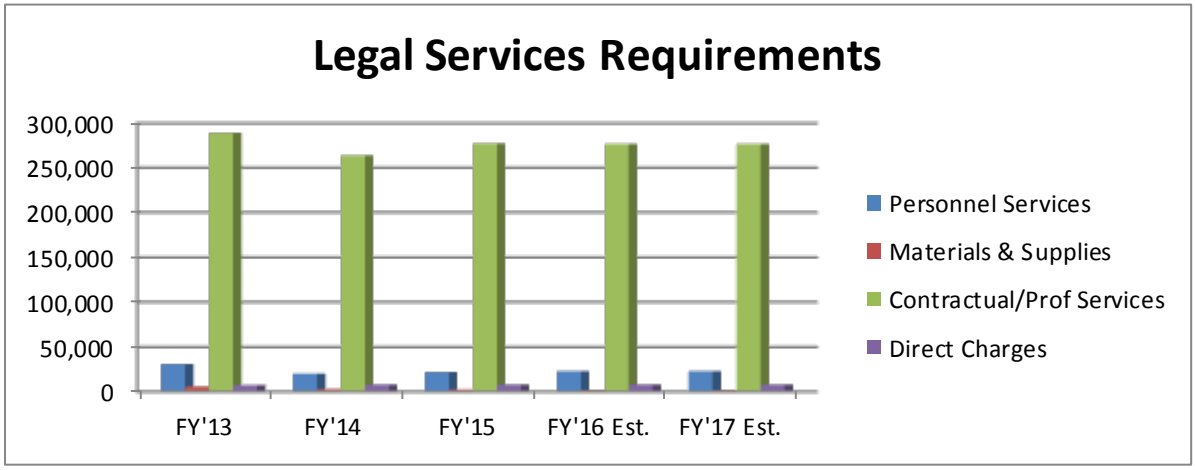
Budget Highlights:

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.



FY'16 Activity Review:

Expenses are primarily contract costs. The City contracts for City Attorney and Land Acquisition services.



Program: Administrative Services – Legal Services

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	14,745	15,549	23,196	25,077	25,077	25,077	25,385
Materials & Supplies	2,842	1,868	2,000	2,000	2,000	2,000	2,000
Contractual/Prof Services	207,434	217,543	276,903	278,327	278,327	278,327	278,647
Direct Charges	7,903	8,328	8,172	8,172	8,172	8,172	8,172
Total Requirements	**232,924**	**243,288**	**310,271**	**313,576**	**313,576**	**313,576**	**314,204**

Program: Administrative Services – Legal Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Subtotal	*2.800*	*2.800*	*2.800*	*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)
Department Support Technician							
To: Management	(0.125)	(0.125)	(0.125)	(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	*(0.300)*	*(0.300)*	*(0.300)*	*(0.300)*	*(0.300)*	*(0.300)*	*(0.300)*
Total Positions	**2.500**	**2.500**	**2.500**	**2.500**	**2.500**	**2.500**	**2.500**

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

Program: Administrative Services – Human Resources

Services Delivered:

The Human Resources Department is committed to working strategically with all City Departments to provide equitable administration of policies and procedures and to ensure that employment matters are handled appropriately and effectively. The department will strive to attract and hire qualified personnel and foster a positive work environment.

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

Performance Measurements:

Human Resources Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of positions processed for recruitment or promotion	25	20	38	20	25	25	25
Number of employment applications received and processed	1166	700	1525	900	1000	1000	1000
Number of applicants hired	57	45	73	50	50	50	50
Effectiveness		**Goal**			**Goal**	**Goal**	
New FT employee turnover rate within one year of employment	21%	<10%	37%	<10%	<10%	<10%	<10%
Working Days for HR Review of Applications and Selection Process	6	6	7	5	5	5	5
Time to process an applicant from date of offer to date of final acceptance	2.5 wks.	2.5 wks.	2.4 wks.	2.5 wks.	2.5 wks.	2.5 wks.	2.5 wks.
Efficiency		**Goal**			**Goal**	**Goal**	
Ratio of employees to HR staff	1:67	1:69	1:66	1:64	1:64	1:64	1:64

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 4: Ensure efficiency and effectiveness in City Operations

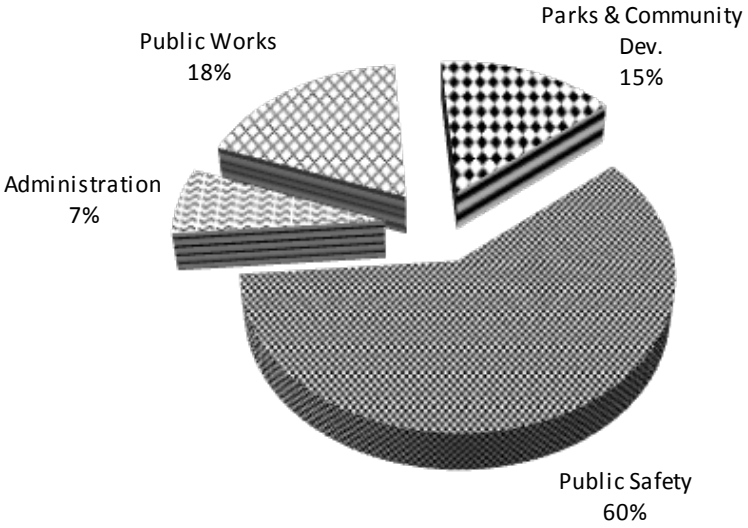
- The contracts with GPEA and Teamsters will expire December 31, 2016. Negotiations will most likely begin in the late summer of 2016 for both groups.
- Recruitments will be ongoing for Police, Reserve Police and Dispatcher to fill vacancies and to create hiring lists.
- Updates and revisions of Administrative Directives and personnel rules will continue.
- Updates to the City classification plan are ongoing with job description changes being finalized for all GPEA positions.
- Tyler Munis HR/Payroll expansion to allow for online benefit enrollment processing and greater levels of self-service.

Program: Administrative Services – Human Resources

Budget Highlights:

The line items for legal and negotiations for FY'17 remain static. Expenditures for pre-employment continue to rise and the line item was increased to cover required expense. A new Safety Supply account was created to allow for a more proactive approach towards improving safety in the workplace.

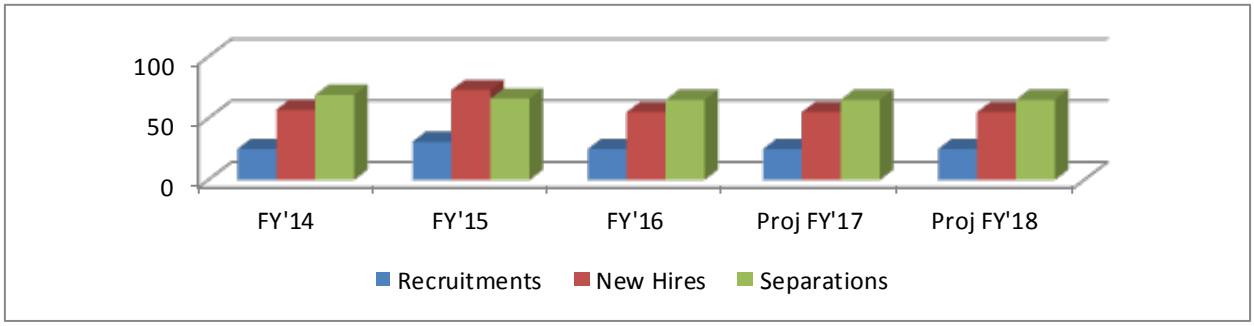
PERCENTAGE OF TIME UTILIZED BY DEPARTMENT



FY'16 Activity Review:

Contract negotiations were opened with IAFF and GPPA, whose contracts expired December 31, 2015. The City and IAFF teams met for seven negotiation sessions and a new two year agreement was reached. The City and GPPA teams met for four negotiation sessions and mediation. Negotiations are still underway. Contracts with GPEA and Teamsters will expire December 31, 2016, and negotiations will begin for new agreements.

Recruitment activity has continued to be high due to retirements, typical turnover and new positions. Police, Dispatch and Fire recruitment processes are ongoing to fill vacancies and create hiring lists. This fiscal year the department held wellness testing and flu shots. The Wellness Committee hosted an "On The Move" challenge and created educational material for staff. In October 2015, the Payroll/HR module of Tyler Munis was successfully implemented. Since go-live the system version has been upgraded and re-tested and staff continues to work on expanding the self-help applications. A classification review process for all job descriptions is underway and expected to be completed in FY'17.



Program: Administrative Services – Human Resources

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	331,094	316,884	330,776	307,337	307,337	307,337	325,078
Materials & Supplies	3,468	9,654	5,300	16,400	16,400	16,400	13,700
Contractual/Prof Services	108,315	122,839	155,895	164,409	164,409	164,409	164,761
Direct Charges	12,701	13,392	13,133	13,133	13,133	13,133	13,133
Total Requirements	**455,578**	**462,769**	**505,104**	**501,279**	**501,279**	**501,279**	**516,672**

Program: Administrative Services – Human Resources

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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	0.750	0.750	1.000	1.000	1.000	1.000	1.000
Office Assistant I	0.500	0.500	0.600	0.600	0.600	0.600	0.600
Subtotal	*3.250*	*3.250*	*3.600*	*3.600*	*3.600*	*3.600*	*3.600*
Human Resources Director							
To: Workers Comp	(0.020)	(0.020)	(0.020)	(0.150)	(0.150)	(0.150)	(0.150)
Personnel Analyst							
To: Workers Comp	(0.150)	(0.200)	(0.200)	(0.300)	(0.300)	(0.300)	(0.300)
Personnel Technician							
To: Workers Comp	(0.000)	(0.000)	(0.100)	(0.100)	(0.100)	(0.100)	(0.100)
Personnel Technician							
To: Workers Comp	(0.000)	(0.000)	(0.000)	(0.060)	(0.060)	(0.060)	(0.060)
Subtotal Distributed	*(0.170)*	*(0.220)*	*(0.320)*	*(0.610)*	*(0.610)*	*(0.610)*	*(0.610)*
Total Positions	**3.080**	**3.030**	**3.280**	**2.990**	**2.990**	**2.990**	**2.990**
Temporary/Seasonal Hours	600	640	700	893	893	893	893

Program: Administrative Services – General Program Operations

Services Delivered:

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

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

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

Budget Highlights:

An increase to the training budget has facilitated employee training to assist in our goal of developing an organizational culture of customer service. The City will continue focusing on providing training specific to supervisors to increase their effectiveness as leaders in the organization.

Program: Administrative Services – General Program Operations

Financial Summary

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	13,156	4,411	16,044	16,000	16,000	16,000	16,000
Materials & Supplies	18,189	15,201	22,100	21,600	21,600	21,600	20,600
Contractual/Prof Services	81,372	85,809	149,700	149,700	149,700	149,700	149,700
Direct Charges	65,270	64,046	78,780	87,180	87,180	87,180	87,780
Capital Outlay	9,953	11,800	40,000	8,000	8,000	8,000	8,000
Indirect Charges	0	59,328	71,340	84,400	84,400	84,400	85,400
Transfers Out	0	0	150,000	60,000	60,000	60,000	0
Subtotal Expenditures	***187,940***	***240,595***	***527,964***	***426,880***	***426,880***	***426,880***	***367,480***
Contingencies	0	0	517,459	909,491	909,491	909,491	904,730
Ending Balance	1,301,374	1,395,712	0	0	0	0	0
Total Requirements	**1,489,314**	**1,636,307**	**1,045,423**	**1,336,371**	**1,336,371**	**1,336,371**	**1,272,210**

Capital Outlay/By Item

High volume high speed color copier	40,000	8,000	8,000	8,000	8,000
Total Capital Outlay	**40,000**	**8,000**	**8,000**	**8,000**	**8,000**

Grants Pass
LIVE
ROGUE
Oregon

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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	14,235,290	15,016,646	14,914,962	15,783,255	15,783,255	15,783,255	14,171,645
Total Resources	**14,235,290**	**15,016,646**	**14,914,962**	**15,783,255**	**15,783,255**	**15,783,255**	**14,171,645**
Requirements							
Community Develop. Mgmt.	1,292,766	1,224,613	1,165,449	1,175,137	1,175,137	1,175,137	1,136,864
Engineering Services	994,021	1,231,368	1,125,308	1,424,621	1,424,621	1,424,621	1,209,019
Property Management Svc's	871,597	968,168	952,244	999,123	999,123	999,123	952,244
Information Technology	851,432	874,438	850,592	1,080,728	1,080,728	1,080,728	1,160,826
Garage Services	1,168,663	1,239,801	1,700,713	1,553,932	1,553,932	1,553,932	1,019,951
Equipment Replacement Svc's	4,424,355	4,639,239	3,840,283	4,141,422	4,141,422	4,141,422	3,341,644
Insurance	4,632,456	4,839,019	5,280,373	5,408,292	5,408,292	5,408,292	5,351,097
Total Requirements	**14,235,290**	**15,016,646**	**14,914,962**	**15,783,255**	**15,783,255**	**15,783,255**	**14,171,645**

Program: Support Services – Parks & Community Development Management

Services Delivered:

The Parks & Community Development (PCD) Management's goal is to provide a solid and respectful foundation of management, information processing, technical support and customer service to the community and our colleagues.

This activity provides the overall management, support, coordination and fiscal accountability of the Parks, Recreation, Aquatics, Building, Engineering, Geographic Information Systems (GIS), and Planning. Includes support for current and long range planning, data collection, infrastructure development review and construction. PCD Management provides customer service for private development of residential and commercial properties including new water and sewer service connections. PCD Management also provides internal service for public development, such as new streets, sidewalks, sewer and water lines. The division assists customers with development processes and permit procedures at the public information counter and over the phone for 9 hours every business day. It provides the public with GIS applications, Capital Project information, Development Statistics, and divisional information via the Parks & Community Development portion of the City website. Additionally, the division provides support services for activities of the Public Works Department including collection of System Development Charges, Reimbursement District charges and Finance's Business Tax approval process. PCD Management provides City lien search assistance, review and release of satisfied agreements.

Performance Measurements:

Parks & Community Development Management Performance Measures

Indicator	2013-14		2014-15		2015-16		2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**
System Development Fees calculated and collected (does not include financed SDC's)	.87m	N/A	.68m*	N/A	1.6m	.75m	1.5m	1.5m
Inspections Scheduled (all divisions)	4,857	N/A	4,663	N/A	5,805	4,700	5,800	5,800
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**
Practical GIS Trainings	15	8	17	8	20	10	18	18
GIS Survey of Effectiveness of Training	N/A	N/A	97%	90%	100%	95%	95%	95%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**
Inspections scheduled online	N/A	N/A	432	600	468	600	600	900

* Transportation and Parks SDC's were discounted to $0 for half of this period.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

The Parks & Community Development Management and Support Staff has strategic plan items specifically assigned to the division but also provides support to Building, Planning, Engineering and Parks work plan assignments.

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- Upgrade GIS reporting for Public Works.
- Create a fast-track land use process for job creating industrial development and building permits.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item - Cont'd:

Facilitate Sustainable, Manageable Growth

Objective 2: Develop proactive solutions to community development challenges

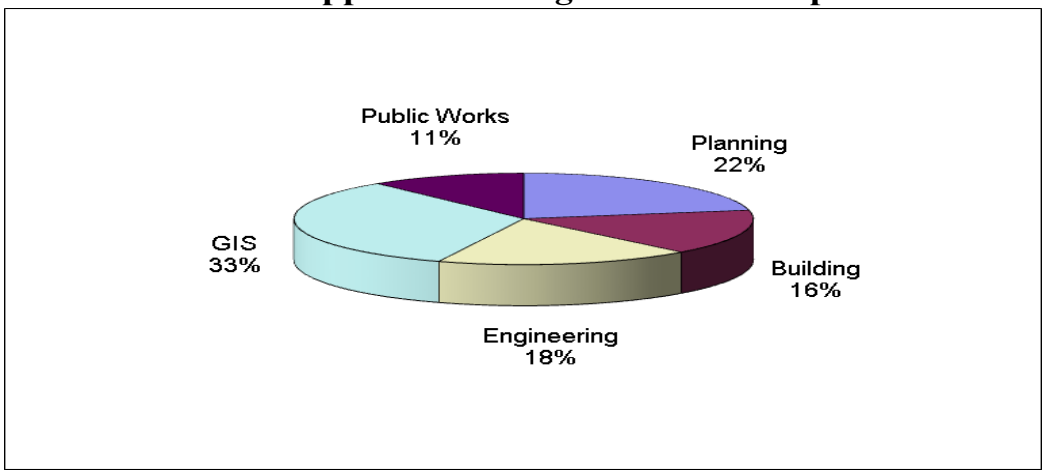
- Reduce barriers to development.
- Increase customer service and satisfaction.
- Evaluate DDA and AFD process and determine best practices for City and property owners. Clean-up old DDA's and AFD's recorded on properties. Possibly convert to fee in lieu of system.

Over the next year this activity will continue to provide the support necessary for the operating divisions to function and provide excellent customer service. This includes management services provided by the Parks & Community Development Director and Business Operations Supervisor, policy development, project management, park development, customer service, permit issuance, technical assistance, inspection program scheduling and resulting file and data base maintenance, training and development of the GIS program, research and statistical reporting, purchasing, website maintenance and information services, lien searches and releases, accounting and internal audits, archiving and record-keeping, clerical support, and preparation and facilitation of public meetings and workshops. Also facilitate Urban Area Planning Commission, Historic Buildings and Sites Commission, Bikeway/Walkway Committee, Parks Advisory Board, Urban Tree Advisory Committee, Allen Creek Sports Complex Advisory Committee. The H.T.E. software replacement conversion and implementation began in August 2014 and the new permitting software went live in January 2016. The next phase of this project is the implementation of the Citizen Access Portal and E-Reviews. This project will continue to require substantial staff time through 2016.

Budget Highlights:

FY'17 changes to the budget consist of an increased allocation of support staff and associated overhead to support to Geographic Information Systems (GIS).

Allocation of PCD Support & Management Staff Expense for FY'17



FY'16 Activity Review:

In Calendar Year 2015 this activity processed 2,704 building and utility permits, scheduled 5,805 inspections, calculated and collected over $1.6m in System Development Charges, supported annexation functions, implemented E-Permitting software, developed interactive citizen mapping (GIS) applications, and successfully awarded 5 sprinkler/seismic grants and loans for qualifying buildings.

Program: Support Services – Parks & Community Development Management

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	375,744	268,276	141,325	147,879	147,879	147,879	93,192
Current Resources							
Activity Generated							
Redwood Sewer District	(9,145)	0	0	0	0	0	0
Direct Charges:							
General Fund	424,438	441,811	530,755	547,606	547,606	547,606	555,403
Transportation	20,186	18,624	28,901	29,899	29,899	29,899	29,966
Wastewater	68,161	56,854	81,569	84,296	84,296	84,296	84,315
Water	30,899	29,891	42,556	43,974	43,974	43,974	43,975
Property Management	8,628	5,780	15,000	15,600	15,600	15,600	15,750
Engineering	256,257	253,013	212,743	194,383	194,383	194,383	194,163
Administrative Services	14,380	9,730	25,000	26,000	26,000	26,000	26,600
GIS Fees	95,453	135,713	85,500	84,000	84,000	84,000	92,000
Other Revenue	7,765	4,921	2,100	1,500	1,500	1,500	1,500
Total Current Revenues	***917,022***	***956,337***	***1,024,124***	***1,027,258***	***1,027,258***	***1,027,258***	***1,043,672***
Total Resources	**1,292,766**	**1,224,613**	**1,165,449**	**1,175,137**	**1,175,137**	**1,175,137**	**1,136,864**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	801,075	767,227	792,979	781,641	781,641	781,641	794,895
Materials & Supplies	35,023	14,803	27,100	28,600	28,600	28,600	23,600
Contractual/Prof Services	63,581	61,722	143,549	156,323	156,323	156,323	158,648
Direct Charges	74,811	80,748	78,158	78,158	78,158	78,158	79,721
Capital Outlay	0	29,955	0	0	0	0	0
Transfers Out	50,000	0	0	0	0	0	0
Subtotal Expenditures	***1,024,490***	***954,455***	***1,041,786***	***1,044,722***	***1,044,722***	***1,044,722***	***1,056,864***
Contingencies	0	0	123,663	130,415	130,415	130,415	80,000
Ending Balance	268,276	270,158	0	0	0	0	0
Total Requirements	**1,292,766**	**1,224,613**	**1,165,449**	**1,175,137**	**1,175,137**	**1,175,137**	**1,136,864**

Program: Support Services – Parks & Community Development Management

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Parks & Community Dev. Director	1.00	1.00	1.000	1.000	1.000	1.000	1.000
Business Operations Supervisor	1.00	1.00	1.000	1.000	1.000	1.000	1.000
City Surveyor	1.00	1.00	0.000	0.000	0.000	0.000	0.000
GIS Coordinator	1.00	1.00	1.000	1.000	1.000	1.000	1.000
Office Assistant II	1.00	1.00	1.000	1.000	1.000	1.000	1.000
Office Assistant I	2.65*	2.65*	2.725*	2.725*	2.725*	2.725*	2.725*
Department Support Technician	2.00	2.00	2.000	2.000	2.000	2.000	2.000
Database Technician	1.00	1.00	1.000	1.000	1.000	1.000	1.000
Subtotal	*10.65*	*10.65*	*9.725*	*9.725*	*9.725*	*9.725*	*9.725*
Total Positions	**10.65**	**10.65**	**9.725**	**9.725**	**9.725**	**9.725**	**9.725**
Total Un-Funded Positions*	(1.00)	(1.00)	(1.000)	(1.000)	(1.000)	(1.000)	(1.000)
Total Funded Positions	**9.65**	**9.65**	**8.725**	**8.725**	**8.725**	**8.725**	**8.725**
Temporary/Seasonal Hours	0*	431	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	600	0	0	0	0	0	0

Program: Support Services – Engineering Services

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 infrastructures. Working with other activities, the Division participates in site plan review, design, plan checking and inspection of new public facilities.

Services are provided to other City divisions and to customers of the Parks and Community Development Department with information from over 7,200 plans and "as-built" drawings. Engineering provides essential information for the mapping portion of our Geographic Information System (GIS). The Engineering Division creates and keeps current engineering standards to be used in the design and construction of public facilities. These standards include, but are not limited to, water, sewer, street and other items related to work within the City's right-of-way.

The Engineering Division manages and oversees the construction of capital projects. The role of the division is facilitating projects with preliminary estimates for capital projects which are used in the budgeting process, producing engineered drawings in-house or administering design contracts, creating design and construction specifications and bidding documents, providing inspection services, processing pay requests, and closing out projects.

Performance Measurements:

Engineering Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of City projects managed annually	27	20	38	22	24	24	24
Number of developer installed projects managed annually	18	14	39	16	16	20	24
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
% of encroachment permits issued within 7 calendar days	92%	93%	93%	95%	95%	95%	95%
% of complete private development plans reviewed within specified timeframe	91%	85%**	84%	93%**	90%**	90%**	90%**

****Pending timely interdepartmental review.**

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Facilitate Sustainable, Manageable Growth

- Improve bicycle/pedestrian paths.
- Prepare and implement plans for striping bike lanes and installing new sidewalks and pedestrian paths.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item - 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'16/'17 Overlays, , Redwood Avenue Phase 3, Booth/Isham/"G" Street Improvements, Gilbert Creek/Savage Street Bridge installation, Elmer Nelson Lane Bridge installation and various water and sewer line projects as determined by Public Works.

Promote Healthy Neighborhoods

- Expand safe routes to schools project with District 7 at George Eckstein Park to provide better access to existing sports fields.
- Install the remaining portion of Fruitdale Creek Trail.
- Improve pedestrian paths at Reinhart Park and on the Greenwood Trail.
- Begin installation of sidewalks on Rogue River Avenue and complete design on Pine Street Sidewalks.

Budget Highlights:

Based on current estimates, the FY'16 budget appears to be on track for expenditures to match or be close to anticipated revenues. For FY'17, staffing levels will be increased by one full time technician to account for added workload involved with capital projects and GIS needs.

FY'16 Activity Review:

The Engineering Division facilitated a number of Capital Projects in our community this year which are in design, construction or punch list phase at the time of this printing. They included Drury Lane Street Improvements, Redwood Avenue Street Improvements, Terry Lane Street Improvements, several Structural Main Sewer Replacement Projects, scheduled Street Overlays and a Pedestrian Path at Morrison Centennial Park. A project to improve the difficult intersection of G/Booth and Pine Streets are in final design and construction will occur in the summer of '16.

Numerous private developments were (or still are) in the plan checking, construction, or final platting process during this same time period. A few examples are: Summerfield Phases 2 and 3, Department of Human Services facility, and All Care Health Services facility. In addition, at the time of this printing, the Grants Pass Sobering Center will be operational.

Program: Support Services – Engineering Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	210,756	302,472	286,558	462,421	462,421	462,421	417,319
Current Resources							
Activity Generated							
Rev Other Agencies	3,672	0	0	0	0	0	0
Engineering Fees	24,908	92,925	27,800	51,200	51,200	51,200	51,200
Sale of publications	0	50	0	0	0	0	0
Interest	1,499	2,208	1,500	1,000	1,000	1,000	500
Other Revenue	0	1,422	0	0	0	0	0
Direct Charges:							
General Fund	85,000	112,800	127,500	127,500	127,500	127,500	127,500
Transportation	167,152	163,404	148,900	154,900	154,900	154,900	154,900
Wastewater Operations	75,800	58,117	68,100	85,900	85,900	85,900	85,900
Solid Waste Operations	0	1,028	11,900	10,300	10,300	10,300	10,300
Water Operations	66,600	53,697	59,500	67,500	67,500	67,500	67,500
Administrative Services	10,000	11,300	11,500	18,900	18,900	18,900	18,900
Transportation Projects	210,345	251,868	226,150	230,000	230,000	230,000	141,000
Lands & Buildings Proj.	25,942	44,813	51,500	35,000	35,000	35,000	35,000
Wastewater Projects	72,839	87,837	64,400	136,000	136,000	136,000	75,000
Water Projects	39,508	47,427	40,000	44,000	44,000	44,000	24,000
Total Current Revenues	***783,265***	***928,896***	***838,750***	***962,200***	***962,200***	***962,200***	***791,700***
Total Resources	**994,021**	**1,231,368**	**1,125,308**	**1,424,621**	**1,424,621**	**1,424,621**	**1,209,019**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	331,851	321,664	545,955	611,188	611,188	611,188	626,579
Materials & Supplies	4,686	11,443	10,850	19,300	19,300	19,300	17,200
Contractual/Prof Services	98,755	105,859	174,391	182,142	182,142	182,142	185,023
Direct Charges	256,257	253,013	212,843	194,672	194,672	194,672	194,263
Subtotal Expenditures	***691,549***	***691,979***	***944,039***	***1,007,302***	***1,007,302***	***1,007,302***	***1,023,065***
Contingencies	0	0	181,269	417,319	417,319	417,319	185,954
Ending Balance	302,472	539,389	0	0	0	0	0
Total Requirements	**994,021**	**1,231,368**	**1,125,308**	**1,424,621**	**1,424,621**	**1,424,621**	**1,209,019**

Program: Support Services – Engineering Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
City Engineer**	1.00**	1.00**	1.00**	1.00**	1.00**	1.00**	1.00**
Utility Engineer	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*	1.00*
City Surveyor	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Engineering Projects Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	4.50*	4.50*	4.50*	4.50*	4.50*	4.50*	4.50*
Subtotal	*7.50*	*7.50*	*8.50*	*8.50*	*8.50*	*8.50*	*8.50*
Total Positions	**7.50**	**7.50**	**8.50**	**8.50**	**8.50**	**8.50**	**8.50**
Total Un-Funded Positions*	(3.00)	(3.00)	(2.00)	(2.00)	(1.00)	(1.00)	(1.00)
Total Funded Positions	**4.50**	**4.50**	**6.50**	**6.50**	**7.50**	**7.50**	**7.50**
Temporary/Seasonal Hours	520	520	520	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	1.00	1.00	0.00	0.00	0.00

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

Program: Support Services – Property Management Services

Services Delivered:

Property Management Services strives to manage and improve City buildings and properties, infrastructure, and vacant lands in a manner which strives for excellence, efficiency, aesthetics, safety, and sustainability.

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

Performance Measurements:

Property Management Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of days River Vista rented	83	18	152	24	60	62	65
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
% of time City Hall HVAC system on-line	100%	100%	100%	100%	100%	100%	100%
% of properties receiving fire hazards abatement at scheduled quarterly intervals	100%	100%	100%	100%	100%	100%	100%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
City Hall Custodial Expenditures Per Square Foot	$1.59	$1.93	$1.23	$1.93	$1.98	$2.05	$2.10
Annual kWh of Power at City Hall (target 5% reduction to prior year starting 2011-2012 and expressed in kWh) * corrected figures through 2014 ** Estimates were made during Recessionary Period & estimated lower occupancy	626,868*	599,000	583,565	564,100	535,900	509,105**	515,000

FY'17 Anticipated Accomplishments & Corresponding Council Goals - Strategic Plan Item:

Keep Citizens Safe

- Light up downtown in alleyways and railroad tracks.
- Expand use of community video cameras throughout the City.

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

- Upgrade heating/cooling system in the Municipal Building.

Facilitate Sustainable, Manageable Growth

- More public trash cans and recycling bins around town or near problem areas.
- Focus on clean-up efforts in areas of blight.

Program: Support Services – Property Management Services

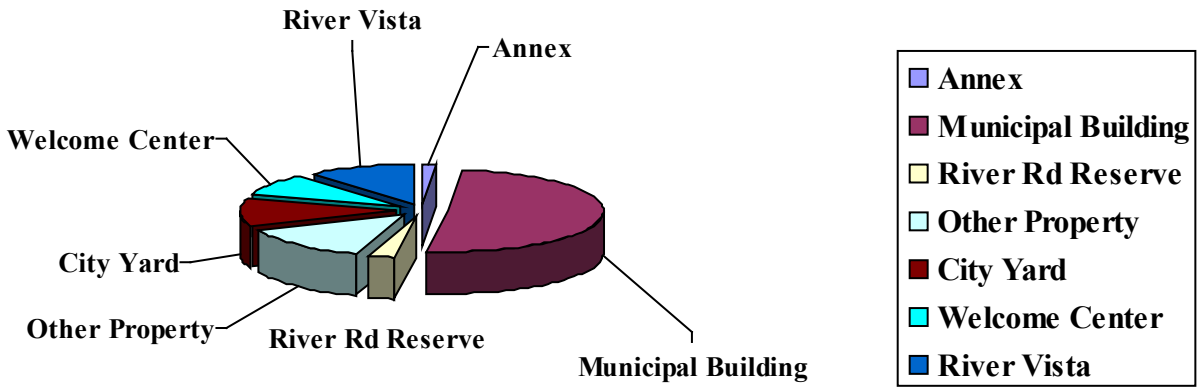
FY'17 Anticipated Accomplishments & Corresponding Council Goals - Strategic Plan Item – Cont'd:

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

- Install ambient lighting on Caveman (6th Street) Bridge.
- Ensure transportation infrastructure needs are met.
- Clean the streets – hire contractor to pressure wash sidewalks and alleyways.

Budget Highlights:

The HVAC system at the Municipal Building will be renovated. Lighting in the Municipal parking lot will be improved and additional security features will be developed for the City Hall complex.



Account by Expenditures FY' 15

FY'16 Activity Review:

- The HVAC system was evaluated and recommendations are being implemented.
- One vacant building was demolished.
- The Welcome Center visitor's space was expanded and remodeled.
- City Hall remodel included space that was upgraded for Customer Service.
- Additional security cameras have been installed and upgraded.

Program: Support Services – Property Management Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	208,161	272,535	248,164	279,732	279,732	279,732	234,100
Current Resources							
Activity Generated							
Direct Charges:							
General Fund	145,040	143,928	169,722	181,184	181,184	181,184	181,184
Transportation	79,153	83,592	82,283	82,283	82,283	82,283	82,283
Wastewater Operations	51,722	54,456	53,679	53,679	53,679	53,679	53,679
Solid Waste Operations	882	936	912	912	912	912	912
Water Operations	47,060	49,560	48,730	48,730	48,730	48,730	48,730
Fleet Operations	35,784	36,960	30,155	30,155	30,155	30,155	30,155
CD Management	74,811	80,748	78,158	78,158	78,158	78,158	78,158
Administrative Services	176,381	185,917	183,609	185,458	185,458	185,458	184,211
Interest	1,611	2,111	0	0	0	0	0
Rent of Assets	48,929	54,596	56,832	58,832	58,832	58,832	58,832
Other Revenue	2,063	2,829	0	0	0	0	0
Total Current Revenues	***663,436***	***695,633***	***704,080***	***719,391***	***719,391***	***719,391***	***718,144***
Total Resources	**871,597**	**968,168**	**952,244**	**999,123**	**999,123**	**999,123**	**952,244**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	183,771	173,038	201,117	198,909	198,909	198,909	203,791
Materials & Supplies	30,780	33,829	32,900	35,095	35,095	35,095	35,095
Contractual/Prof Services	262,392	293,790	341,013	343,419	343,419	343,419	343,772
Direct Charges	8,628	5,781	15,000	15,600	15,600	15,600	15,750
Capital Outlay	45,395	33,903	73,300	66,000	66,000	66,000	66,000
Indirect Charges	53,096	53,070	66,340	66,000	66,000	66,000	66,500
Transfers Out	15,000	20,000	40,000	40,000	40,000	40,000	0
Subtotal Expenditures	***599,062***	***613,411***	***769,670***	***765,023***	***765,023***	***765,023***	***730,908***
Contingencies	0	0	182,574	234,100	234,100	234,100	221,336
Ending Balance	272,535	354,757	0	0	0	0	0
Total Requirements	**871,597**	**968,168**	**952,244**	**999,123**	**999,123**	**999,123**	**952,244**

Program: Support Services – Property Management Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Property Management Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Municipal Service Worker	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Subtotal	*2.00*	*3.00*	*3.00*	*3.00*	*3.00*	*3.00*	*3.00*
Assistant City Manager							
From: Management	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Property Management Coordinator							
To: Aquatics	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)	(0.05)
To: Downtown	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
To: Street Maintenance	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)	(0.10)
Municipal Service Worker							
To: Downtown	(0.15)	(0.55)	(0.95)	(0.95)	(0.95)	(0.95)	(0.95)
Office Assistant II							
From: Management	0.35*	0.10	0.10	0.10	0.10	0.10	0.10
Subtotal Distributed	*0.05*	*(0.60)*	*(1.00)*	*(1.00)*	*(1.00)*	*(1.00)*	*(1.00)*
Total Positions	**2.050**	**2.400**	**2.000**	**2.000**	**2.000**	**2.000**	**2.000**
Total Un-Funded Positions	(0.035)	0.000	0.000	0.000	0.000	0.000	0.000
Total Funded Positions	**2.015**	**2.400**	**2.000**	**2.000**	**2.000**	**2.000**	**2.000**
Temporary/Seasonal Hours	550	550	1,100	1,100	1,100	1,100	1,100

***Recap of Unfunded Positions by Fiscal Year:**							
Office Assistant I/II	0.035	0.000	0.000	0.000	0.000	0.000	0.000

Capital Outlay/By Item

Remodeling/Renovation	62,300	35,000	35,000	35,000	35,000
HVAC Renovation	6,000	25,000	25,000	25,000	25,000
Sidewalks at Muni Building	5,000	6,000	6,000	6,000	6,000
Total Capital Outlay	**73,300**	**66,000**	**66,000**	**66,000**	**66,000**

Program: Support Services – Information Technology Services

Services Delivered:

The Information Technology (IT) Division provides management and maintenance of City technology resources and technical support for the City's computer and telecommunication users, facilitating appropriate access to the City's electronic data; always endeavoring to provide technology that promotes the highest level of City worker productivity and supports a standard of *"Information-at-your-fingertips"*.

The IT division maintains internal City technology resources including physical data network infrastructure, network data backups, data storage and network security, connectivity, and server equipment. The IT staff also provides technology consulting to City departments, desktop support, administers the City phone systems, provides basic computer/telephone training, and oversees the City's website.

Performance Measurements:

Information Technology Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number help desk tickets completed	1451	1500	1565	1500	1500	1500	1500
Number of training sessions held	10	12	10	12	12	12	12
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Network availability (% uptime)	99%	99%	99%	99%	99%	99%	99%
Phone Availability	99%	99%	99%	99%	99%	99%	99%
Help desk tickets closed on the same day	40%	50%	40%	50%	50%	50%	50%
Help desk tickets closed within one day	49%	67%	49%	67%	67%	67%	67%

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- The City will be a model for government efficiency and effectiveness, delivering the highest quality of services at the best possible value.
- Dark fiber connection from City Hall to Hillcrest (high-speed, secure, emergency backup and continuity).
- Expand wireless network capabilities at City facilities.
- Expand Tyler ENERGOV system for citizen self-service.

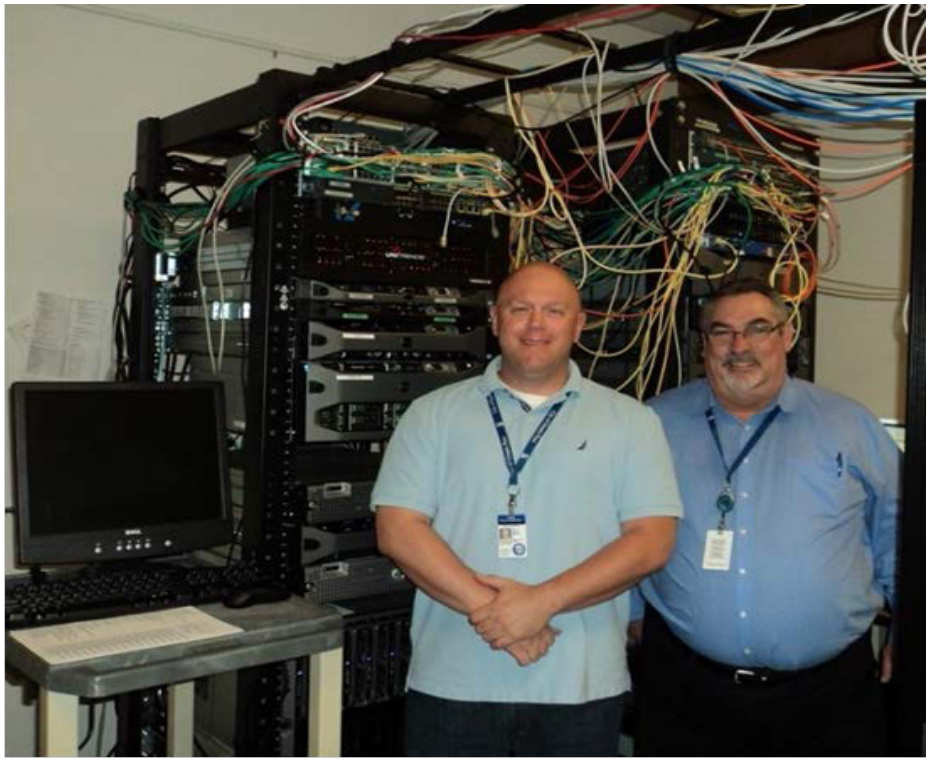
Program: Support Services – Information Technology Services

Budget Highlights:

The City will focus on improving business continuity for City's information systems. Backup power and reduction in potential single point failure risks will be addressed in addition to system performance and reliability.

FY'16 Activity Review:

- A new replicated disk backup system was implemented.
- Wireless networks were expanded in City facilities to improve network access for mobile devices and users.
- Increased usage of tablet PC's to increase flexibility and efficiency of mobile users.
- Improved security has been implemented for all IT systems.
- Performance upgrades were completed for core network devices.
- Redundant systems have been implemented for key network components.



Program: Support Services – Information Technology Services

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	291,153	265,400	132,564	199,128	199,128	199,128	256,626
Current Resources							
Activity Generated							
Interest	1,967	1,725	1,900	1,200	1,200	1,200	1,300
Other Revenue	0	544	0	0	0	0	0
Solid Waste Agency	1,186	1,684	3,600	4,500	4,500	4,500	4,500
Information Tech Charges	557,126	605,085	712,528	875,900	875,900	875,900	898,400
Total Current Revenues	***560,279***	***609,038***	***718,028***	***881,600***	***881,600***	***881,600***	***904,200***
Total Resources	**851,432**	**874,438**	**850,592**	**1,080,728**	**1,080,728**	**1,080,728**	**1,160,826**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	506,214	533,174	600,189	592,239	592,239	592,239	611,650
Materials & Supplies	11,211	4,728	7,000	10,000	10,000	10,000	7,000
Contractual/Prof Services	23,990	60,245	133,994	137,261	137,261	137,261	152,931
Direct Charges	25,437	26,820	26,302	26,302	26,302	26,302	26,302
Capital Outlay	19,180	0	0	0	0	0	0
Indirect Charges	0	48,319	61,350	58,300	58,300	58,300	60,700
Subtotal Expenditures	***586,032***	***673,286***	***828,835***	***824,102***	***824,102***	***824,102***	***858,583***
Contingencies	0	0	21,757	256,626	256,626	256,626	302,243
Ending Balance	265,400	201,152	0	0	0	0	0
Total Requirements	**851,432**	**874,438**	**850,592**	**1,080,728**	**1,080,728**	**1,080,728**	**1,160,826**

Program: Support Services – Information Technology Services

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Information Technology Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Network Administrator	0.000	0.000	1.000	1.000	1.000	1.000	1.000
Systems Administrator	0.000	0.000	1.000	1.000	1.000	1.000	1.000
Computer Services Technician	4.000	4.000	2.000	2.000	2.000	2.000	2.000
Webmaster	0.500	0.500	0.500	0.500	0.500	0.500	0.500
Subtotal	*5.500*	*5.500*	*5.500*	*5.500*	*5.500*	*5.500*	*5.500*
Assistant City Manager							
From: Management	0.150	0.150	0.150	0.150	0.150	0.150	0.150
Office Assistant II							
From: Management	0.400*	0.050	0.050	0.050	0.050	0.050	0.050
Subtotal Distributed	*0.550*	*0.200*	*0.200*	*0.200*	*0.200*	*0.200*	*0.200*
Total Positions	**6.050**	**5.700**	**5.700**	**5.700**	**5.700**	**5.700**	**5.700**
Total Un-Funded Positions	(0.040)	0.000	0.000	0.000	0.000	0.000	0.000
Total Funded Positions	**6.010**	**5.700**	**5.700**	**5.700**	**5.700**	**5.700**	**5.700**

***Recap of Unfunded Positions by Fiscal Year:**							
Office Assistant II	0.040	0.000	0.000	0.000	0.000	0.000	0.000

Program: Support Services – Garage Operations

Services Delivered:

The Garage Operations department provides safe, efficient, reliable equipment at the lowest possible cost.

This activity maintains vehicles and equipment for all departments. The budget includes costs for fuel, insurance, replacement parts, tires, preventive maintenance and repairs. Up to three City mechanics work out of the City service center, performing repair and maintenance on over 175 City-owned vehicles and miscellaneous pieces of both large and small equipment.

Performance Measurements:

Fleet Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of vehicles in fleet	124	N/A	115	138	140	140	140
Pieces of equipment in fleet	47	N/A	60	N/A	72	72	72
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
% of Fleet Current on Annual Preventive Maintenance Services	100%	N/A	100 %	100	100%	100%	100%
% of Customer Satisfaction Reported on Survey	97%	N/A	100 %	99 %	99 %	100%	100%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Fuel Gallons Used Per Year	65,709	N/A	63,772	66,700	66,850	**67,000	67,000

Note: ** Adding one new patrol car and one fire vehicle (brush truck) for the urban interface protection.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- **Action 4:** Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, and Refuse Haulers).**
- **Action 10:** Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations.*

Program: Support Services – Garage Operations

Budget Highlights:

In the next fiscal year budget, departments are charged for actual expenses incurred in the prior calendar year. Unpredictable fuel and related petroleum costs and increased vehicle usage due to serving expanding areas may continue to impact vehicle operational costs. Revising shop rates and the fee structure for all fleet services will be done over the next year to potentially simplify the fee schedule and cover the costs of current level of services. The majority of departmental charges for the FY'17 budget went down, due in part to reduced fuel prices.

FY'16 Activity Review:

During FY'16 Fleet began the review of maintenance and equipment replacement activity operation rates. Fleet continues to work on addressing recommendations from the October 2012 Fleet Performance audit and in FY'16 has completed a comprehensive procedures and policies manual that applies to both Fleet operations and all City staff that use a vehicle in operations.

Program: Support Services – Garage Operations

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	309,604	438,631	368,691	311,970	311,970	311,970	37,912
Current Resources							
Activity Generated							
Internal Billings	833,963	783,568	715,522	665,462	665,462	665,462	960,039
Interest	2,365	2,847	1,500	2,500	2,500	2,500	2,000
Other Revenue	22,731	14,755	615,000	574,000	574,000	574,000	20,000
Total Current Revenues	***859,059***	***801,170***	***1,332,022***	***1,241,962***	***1,241,962***	***1,241,962***	***982,039***
Total Resources	**1,168,663**	**1,239,801**	**1,700,713**	**1,553,932**	**1,553,932**	**1,553,932**	**1,019,951**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	246,473	255,919	366,721	359,309	359,309	359,309	372,367
Materials & Supplies	324,021	293,451	367,550	338,650	338,650	338,650	338,650
Contractual/Prof Services	69,212	85,653	154,847	146,406	146,406	146,406	152,167
Direct Charges	13,500	13,500	30,155	30,155	30,155	30,155	30,155
Capital Outlay	10,459	0	0	0	0	0	0
Indirect Charges	66,367	59,352	91,800	87,500	87,500	87,500	89,400
Transfers Out	0	0	600,000	554,000	554,000	554,000	0
Subtotal Expenditures	***730,032***	***707,875***	***1,611,073***	***1,516,020***	***1,516,020***	***1,516,020***	***982,739***
Contingencies	0	0	89,640	37,912	37,912	37,912	37,212
Ending Balance	438,631	531,926	0	0	0	0	0
Total Requirements	**1,168,663**	**1,239,801**	**1,700,713**	**1,553,932**	**1,553,932**	**1,553,932**	**1,019,951**

Program: Support Services – Garage Operations

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Admin. Support Specialist	1.000*	1.000*	0.000*	0.000*	0.000*	0.000*	0.000*
Lead Fleet Mechanic	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Mechanic	1.000	1.000	2.000	2.000	2.000	2.000	2.000
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	0.100	0.100	0.050	0.050	0.050	0.050	0.050
Admin. Support Specialist							
To: Finance	(0.300)	(0.350)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
To: Equipment Replacement	(0.350)	(0.350)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Dept. Support Technician							
To: Finance	(0.100)	(0.100)	(0.100)	(0.000)	(0.000)	(0.000)	(0.000)
To: Equipment Replacement	(0.150)	(0.150)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Lead Fleet Mechanic							
To: Equipment Replacement	(0.100)	(0.100)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Mechanic							
To: Equipment Replacement	(0.100)	(0.100)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Subtotal Distributed	*(1.000)*	*(1.050)*	*(0.050)*	*0.050*	*0.050*	*0.050*	*0.050*
Total Positions	**3.000**	**2.950**	**3.950**	**4.050**	**4.050**	**4.050**	**4.050**
Total Un-Funded Positions	(0.035)	(0.030)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Total Funded Positions	**2.965**	**2.920**	**3.950**	**4.050**	**4.050**	**4.050**	**4.050**

***Recap of Unfunded Positions by Fiscal Year:**							
Admin Support Specialist	0.035	0.030	0.000	0.000	0.000	0.000	0.000

Program: Support Services – Equipment Replacement

Services Delivered:

The Equipment Replacement department strives to collect and account for depreciation (equipment replacement reserve) funds, stabilize yearly department costs, and replace vehicles and equipment as they wear out.

This activity operates as a reserve fund which obtains replacement vehicles and equipment as they wear out. A monthly depreciation fee is collected on each department vehicle. Over the projected life of a vehicle, funds are collected on a straight-line basis and then used to replace the vehicle when needed. Payment and account balances are kept on each vehicle and the reserve funds are kept segregated by vehicle and by department/division. Actual replacement decisions are made after reviewing age, maintenance costs and reliability/safety of each vehicle and replacements are not based on set ages or miles.

Performance Measurements:

Equipment Replacement Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of vehicles/equipment with replacement accounts in schedule	110	111	136	111	136	138	140
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Percentage of operational vehicles not In replacement schedule	13%	12%	13%	12%	12%	12%	12%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Percentage of purchases made with State Bid Contracts	78%	76%	100%	76%	75%	75%	75%

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- **Action 4:** Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, Refuse Haulers).**

Program: Support Services – Equipment Replacement

Budget Highlights:

Each year's capital expenditure appropriation covers the replacement of any vehicles or equipment that may need to be replaced during the year and categories of vehicles and equipment are listed on the capital section of this budget program narrative. When possible, new equipment will be purchased through the Oregon State Purchasing System or a similar cooperative bidding process. Late model used vehicles may be purchased when deemed good values.

Monthly amortization payments collected for most vehicles are calculated on a straight line basis for the projected useful life and future estimated purchase value of the vehicle/equipment.

FY'16 Activity Review:

During FY'16, among other routine replacements staff worked on a purchase and equipping of a brush truck for Fire Rescue Division operations in order to better protect the City's urban interface. The City also received and placed in service the large Aquatech Vac Truck used primarily in Wastewater Collection and Wastewater Utility infrastructure maintenance purposes. Various planned replacements have also been deferred to a future fiscal year.

Program: Support Services – Equipment Replacement

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	3,673,200	3,920,701	3,248,463	3,598,000	3,598,000	3,598,000	2,798,222
Current Resources							
Activity Generated							
Internal Billings	629,745	615,648	561,820	510,422	510,422	510,422	510,422
Interest	23,913	22,966	20,000	23,000	23,000	23,000	23,000
Transfer Wastewater Fund	5,000	0	0	0	0	0	0
Other Revenue	92,497	79,924	10,000	10,000	10,000	10,000	10,000
Total Current Revenues	***751,155***	***718,538***	***591,820***	***543,422***	***543,422***	***543,422***	***543,422***
Total Resources	**4,424,355**	**4,639,239**	**3,840,283**	**4,141,422**	**4,141,422**	**4,141,422**	**3,341,644**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	61,091	63,870	0	0	0	0	0
Contractual/Prof Services	1,294	846	600,700	554,700	554,700	554,700	700
Direct Charges	22,284	23,460	0	0	0	0	0
Capital Outlay	415,597	214,409	853,500	788,500	788,500	788,500	584,000
Indirect Charges	3,387	3,484	0	0	0	0	0
Transfers Out	0	550,000	0	0	0	0	0
Subtotal Expenditures	***503,653***	***856,069***	***1,454,200***	***1,343,200***	***1,343,200***	***1,343,200***	***584,700***
Contingencies	0	0	300,000	300,000	300,000	300,000	300,000
Ending Balance	3,920,702	3,783,170	2,086,083	2,498,222	2,498,222	2,498,222	2,456,944
Total Requirements	**4,424,355**	**4,639,239**	**3,840,283**	**4,141,422**	**4,141,422**	**4,141,422**	**3,341,644**

Program: Support Services – Equipment Replacement

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
Finance Director							
From: Finance	0.050	0.050	0.000	0.000	0.000	0.000	0.000
Dept. Support Technician							
From: Garage	0.150	0.150	0.000	0.000	0.000	0.000	0.000
Admin. Support Specialist							
From: Garage	0.350*	0.350*	0.000	0.000	0.000	0.000	0.000
Lead Fleet Mechanic							
From: Garage	0.100	0.100	0.000	0.000	0.000	0.000	0.000
Mechanic							
From: Garage	0.100	0.100	0.000	0.000	0.000	0.000	0.000
Total Positions	**0.750**	**0.750**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**
Total Un-Funded Positions	(0.035)	(0.035)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Total Funded Positions	**0.715**	**0.715**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**

***Recap of Unfunded Positions by Fiscal Year:**							
Admin Support Specialist	0.035	0.035	0.000	0.000	0.000	0.000	0.000

Capital Outlay/By Item

Heavy Industrial Vehicles	300,000	0	0	0	0
Automobiles	31,500	52,000	52,000	52,000	8,000
5yrd & 10yrd /Dump Trucks	55,000	55,000	55,000	55,000	141,000
Police Vehicles	86,000	214,000	214,000	214,000	199,000
Pick-Up Trucks	112,000	261,000	261,000	261,000	165,000
Fire Apparatus	90,000	0	0	0	0
Heavy Equipment	151,000	85,000	85,000	85,000	0
Other Equipment	28,000	121,500	121,500	121,500	71,000
Total Capital Outlay	**853,500**	**788,500**	**788,500**	**788,500**	**584,000**

Program: Support Services – Workers' Compensation Insurance

Services Delivered:

The City of Grants Pass is committed to providing a safe and healthful work environment. The success of this program is dependent on the commitment made by all City employees, at all levels. Leading by example will build a work environment allowing employees the opportunity to communicate their concerns and/or ideas as it relates to their safety, and the safety of others.

This activity administers the City's self-insurance group 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.

Performance Measurements:

Workers Compensation Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of Safety Training Classes Held for non-Public Safety employees	6	4	4	4	6	6	6
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Workers Compensation Experience Modification	0.92	0.7	0.92	0.7	0.7	0.7	0.7
% of time mandatory safety training is completed and documented	76%	80%	73%	80%	80%	90%	90%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Number of Worker Days Lost to Injury per Full Time Employee (FTE)	1.01	0	1.07	0	0	0	0

FY'17 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.
- Handle claims in an appropriate manner and ensure timely care and treatment for employee.
- Control time loss when injuries occur by coordinating temporary, light duty work during recovery.
- Participate in Safety Committee meetings and activities.
- Coordinate and document all required training to promote and ensure a safe work environment.

Program: Support Services – Workers' Compensation Insurance

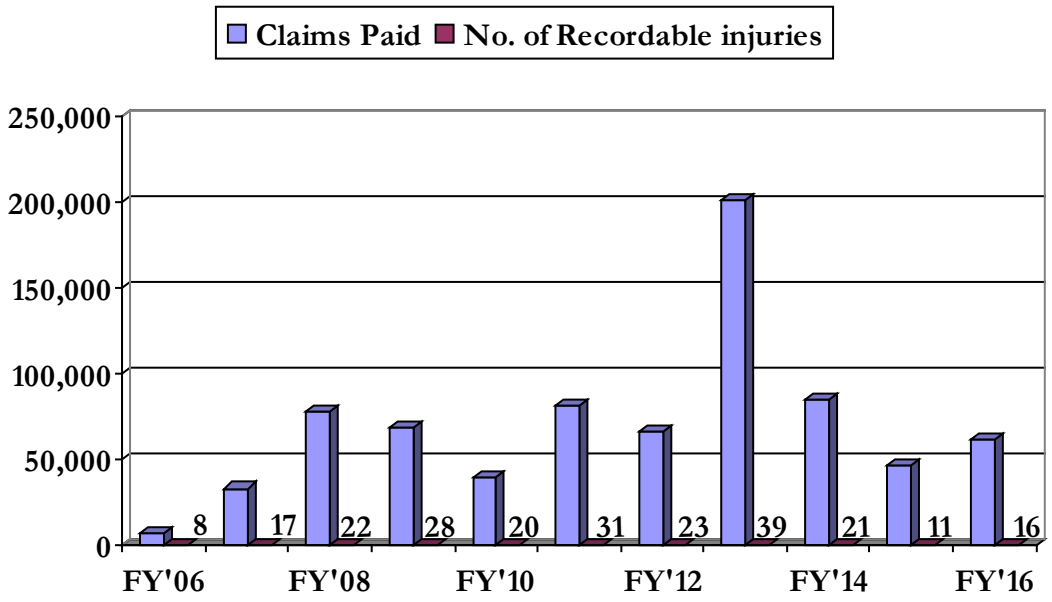
Budget Highlights:

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 City moved from a fully self-insured plan to a self-insurance group under City County Insurance Services (CIS) for FY'16. The move to a self-insurance group limits the City's annual liability and loss risk.

FY'16 Activity Review:

The Safety Committee is continually working towards preventing employee injuries. The Safety Committee concentrated efforts towards investigating incidents and providing training. These efforts to control and prevent losses, attend trainings and identify areas of risk have contributed to limiting claims this fiscal year.

The City initiated an online training program to make OSHA required safety training more readily available to all employees. The program will ensure more accurate tracking of completed training and is a cost effective way to deliver required training.



Program: Support Services – Workers' Compensation Insurance

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	894,948	822,928	743,108	312,983	312,983	312,983	240,189
Current Resources							
Activity Generated							
Internal Billings	268,255	(894)	302,000	310,600	310,600	310,600	400,000
Interest	5,948	5,359	6,200	2,700	2,700	2,700	2,700
Other Revenue	32	54	0	7,500	7,500	7,500	7,500
Total Current Revenues	***274,235***	***4,519***	***308,200***	***320,800***	***320,800***	***320,800***	***410,200***
Total Resources	**1,169,183**	**827,447**	**1,051,308**	**633,783**	**633,783**	**633,783**	**650,389**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	36,473	197,952	55,246	56,728	56,728	56,728	59,599
Materials & Supplies	4,835	2,613	6,200	13,700	13,700	13,700	13,700
Contractual/Prof Services	304,435	237,847	403,860	323,166	323,166	323,166	314,237
Direct Charges	512	588	538	0	0	0	0
Subtotal Expenditures	***346,255***	***439,000***	***465,844***	***393,594***	***393,594***	***393,594***	***387,536***
Contingencies	0	0	500,000	240,189	240,189	240,189	262,853
Ending Balance	822,928	388,447	85,464	0	0	0	0
Total Requirements	**1,169,183**	**827,447**	**1,051,308**	**633,783**	**633,783**	**633,783**	**650,389**

Program: Support Services – Workers' Compensation Insurance

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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**
City Recorder							
From: Management	0.150	0.150	0.150	0.000	0.000	0.000	0.000
HR Director							
From: Human Resources	0.020	0.020	0.020	0.150	0.150	0.150	0.150
Personnel Analyst							
From: Human Resources	0.150	0.200	0.200	0.300	0.300	0.300	0.300
Personnel Technician							
From: Human Resources	0.000	0.000	0.100	0.100	0.100	0.100	0.100
Office Assistant							
From: Human Resources	0.000	0.000	0.000	0.060	0.060	0.060	0.060
Office Assistant							
From: Management	0.050*	0.150	0.150	0.000	0.000	0.000	0.000
Total Positions	**0.445**	**0.595**	**0.695**	**0.685**	**0.685**	**0.685**	**0.685**
Total Un-Funded Positions	(0.005)	0.000	0.000	0.000	0.000	0.000	0.000
Total Funded Positions	**0.440**	**0.595**	**0.695**	**0.685**	**0.685**	**0.685**	**0.685**

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

**** Note the following are funded under Contractual Services instead of Personnel Services:**							
City Attorney	0.050	0.050	0.050	0.050	0.050	0.050	0.050
Assistant City Attorney	0.025	0.025	0.025	0.025	0.025	0.025	0.025

Program: Support Services – General Insurance

Services Delivered:

The role of Risk Management is to effectively manage the City's various liability exposures through the purchasing of cost effective insurance, coupled with the development and implementation of effective and proven loss control programs.

This activity accounts for general insurance, excluding workers' compensation. Charges to departments have been specifically adjusted to represent costs on a pro-rate basis using premium costs from City County Insurance Services as the primary emphasis. Costs to manage this activity have been paid from the fund balance.

Performance Measurements:

General Insurance Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of claims managed	19	15	20	15	15	15	15
At Fault Employee Vehicle & Equipment Incidents	1	0	1	0	0	0	0
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Number of bi-annual training held by City County Insurance Services	1	1	1	1	1	1	1
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Expenditures per City wide FTE	$90	$100	$131	$100	$73	$100	$100
% of new hires receiving safety orientation	100%	100%	100%	100%	100%	100%	100%
% of seasonal hires receiving safety orientation	95%	100%	93%	100%	100%	100%	100%

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City operations

- Partner with individual departments in identifying exposures, including tort liability, damage and destruction of assets, errors and omissions, natural disasters and employee safety.

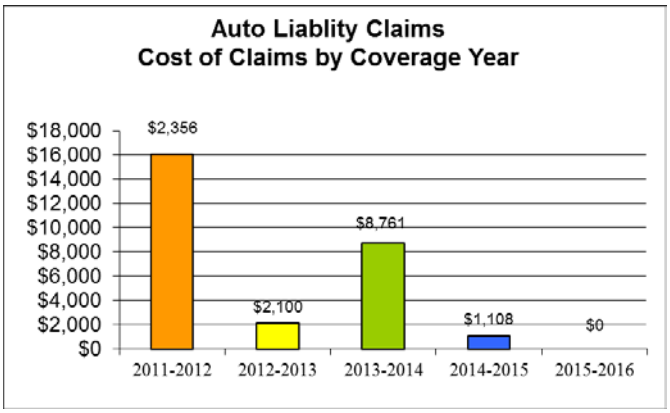
Budget Highlights:

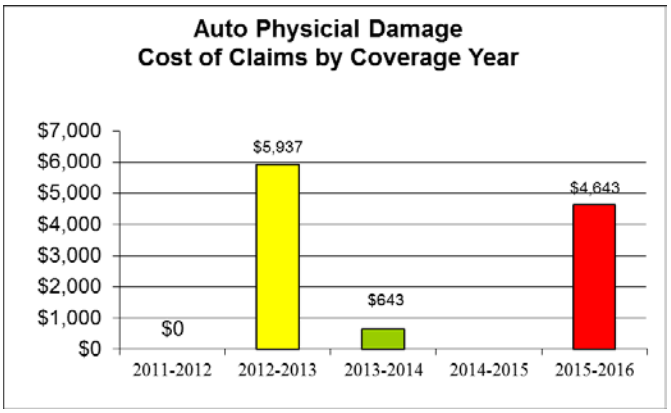
The City continues to use City County Insurance Services (CIS) to ensure long-term insurance viability. CIS will not be able to provide final premium costs prior to budget preparation. However, preliminary figures from CIS are estimated to result in an overall rate increase of 8% for all lines of coverage.

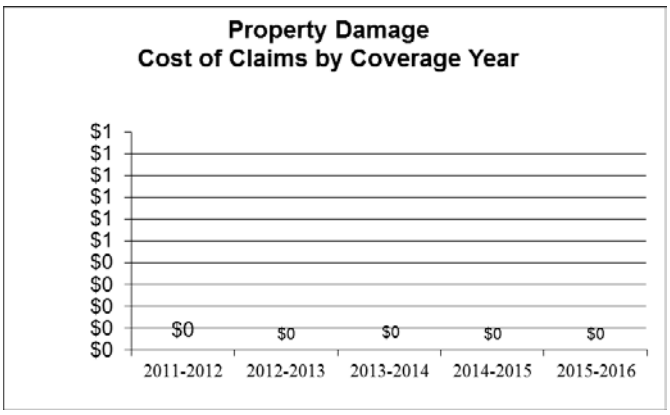
Program: Support Services – General Insurance

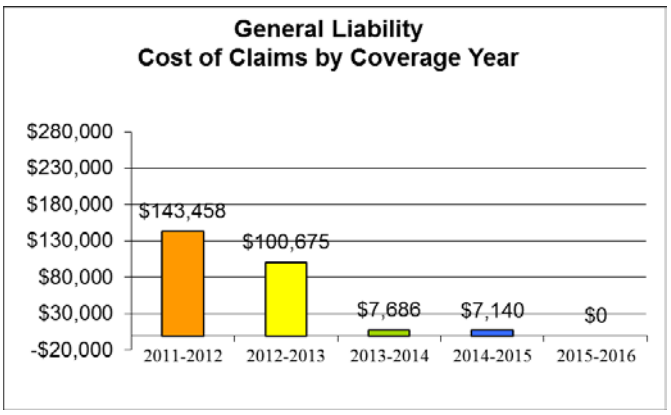
FY'16 Activity Review:

During FY'16, 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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	671,680	570,178	505,110	458,237	458,237	458,237	327,664
Current Resources							
Activity Generated							
Internal Billings	293,530	290,383	389,834	521,072	521,072	521,072	562,754
Interest	3,013	2,787	2,000	1,500	1,500	1,500	1,500
Loan Repayments	801	146,205	0	0	0	0	0
Other Revenue	10,743	864	0	0	0	0	0
Total Current Revenues	***308,087***	***440,239***	***391,834***	***522,572***	***522,572***	***522,572***	***564,254***
Total Resources	**979,767**	**1,010,417**	**896,944**	**980,809**	**980,809**	**980,809**	**891,918**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	18,907	19,452	20,774	30,065	30,065	30,065	31,505
Materials & Supplies	0	1,943	0	0	0	0	0
Contractual/Prof Services	390,012	443,535	588,080	623,080	623,080	623,080	625,040
Direct Charges	670	744	684	0	0	0	0
Subtotal Expenditures	***409,589***	***465,674***	***609,538***	***653,145***	***653,145***	***653,145***	***656,545***
Contingencies	0	0	287,406	327,664	327,664	327,664	235,373
Ending Balance	570,178	544,743	0	0	0	0	0
Total Requirements	**979,767**	**1,010,417**	**896,944**	**980,809**	**980,809**	**980,809**	**891,918**

Program: Support Services – General Insurance

Personnel

	BUDGET FY'14 #	BUDGET FY'15 #	BUDGET FY'16 #	MANAGER RECOMMEND FY'17 #	COMMITTEE APPROVED FY'17 #	COUNCIL ADOPTED FY'17 #	PROJECTED FY'18 #
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	0.200	0.200	0.200	0.200	0.200	0.200	0.200
Office Assistant							
From: Management	0.000	0.000	0.000	0.000	0.150	0.150	0.150
Total Positions	**0.350**	**0.350**	**0.350**	**0.350**	**0.500**	**0.500**	**0.500**

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

Program: Support Services – Benefits Administration

Services Delivered:

This fund is overseen by the Human Resources Department where our goal is "to work strategically with all City Departments to provide equitable administration of policies and procedures". The City strives to minimize the escalating costs of employee health benefits while offering a benefit package that attracts the best performing employees and encourages a healthy workforce.

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

Performance Measurements:

Benefits Administration Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17	2017-18
Outputs	**Actual**	**Est**	**Actual**	**Est**	**Est**	**Est**	**Est**
Number of insurance meetings held	4	3	2	3	3	3	3
Number of Wellness Committee meetings held	4	6	2	4	6	6	6
Effectiveness	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Insurance renewal rate %	8.5%	<10%	0%	<10%	<10%	<10%	<10%
Efficiency	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**	**Goal**	**Goal**
Wellness program expenditures per FTE	$89	$25	$93	$90	$100	$125	$125

FY'17 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 2016 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 2017, as the existing contract expires December 31, 2016. The Committee members will work with the City's Agent of Record to address the changes and requirements associated with the Affordable Care Act.
- 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.

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'17. The Health Insurance fund budgets for the Fitness Reimbursement, Employee Assistance, and Wellness Programs.

FY'16 Activity Review:

The Health Insurance Committee reconvened and worked with our Agent of Record on the renewal of the City's insurance. The City's current provider came in with a 2.5% premium increase, which was negotiated down to zero which allowed the City to maintain the same coverage at the FY'15 rate. Willamette Dental initially offered a 3.4% renewal increase. Our Agent of Record negotiated with Willamette Dental who agreed to renew the City's insurance with no increase. The City continues to offer PacificSource Dental and Willamette Dental at the FY'15 rates.

The Health Reimbursement Account (HRA), introduced as an option in 2007, continues to be offered. Approximately 96% of the employees covered by PacificSource have chosen this option. Including the employees in the Teamsters union, a majority of the City's employees are now participating in an HRA/VEBA account and are taking control of their health expenses, which a high deductible/HRA option encourages.

Another successful Benefit Fair was held in the fall of 2015. It included wellness testing and flu shots. The Wellness Committee sent informational bulletins regarding preventative care to employees and initiated the "On The Move Challenge" to encourage and motivate employees towards a more active and healthy lifestyle.

Program: Support Services – Benefits Administration

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	1,988,005	2,461,763	2,943,200	3,330,000	3,330,000	3,330,000	3,748,390
Current Resources							
Activity Generated							
Internal Billings	480,682	521,822	373,921	445,700	445,700	445,700	42,400
Interest	14,809	17,348	15,000	18,000	18,000	18,000	18,000
Other Revenue	10	222	0	0	0	0	0
Total Current Revenues	***495,501***	***539,392***	***388,921***	***463,700***	***463,700***	***463,700***	***60,400***
Total Resources	**2,483,506**	**3,001,155**	**3,332,121**	**3,793,700**	**3,793,700**	**3,793,700**	**3,808,790**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Personnel Services	13,932	31,232	31,687	31,000	31,000	31,000	134,400
Materials & Supplies	0	0	2,900	2,900	2,900	2,900	2,900
Contractual/Prof Services	7,811	5,884	11,410	11,410	11,410	11,410	11,410
Subtotal Expenditures	***21,743***	***37,116***	***45,997***	***45,310***	***45,310***	***45,310***	***148,710***
Contingencies	0	0	25,000	25,000	25,000	25,000	25,000
Ending Balance	2,461,763	2,964,039	3,261,124	3,723,390	3,723,390	3,723,390	3,635,080
Total Requirements	**2,483,506**	**3,001,155**	**3,332,121**	**3,793,700**	**3,793,700**	**3,793,700**	**3,808,790**

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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Program Generated Resources	4,634,230	4,670,848	5,161,630	6,917,090	6,917,090	6,917,090	4,742,187
Total Resources	**4,634,230**	**4,670,848**	**5,161,630**	**6,917,090**	**6,917,090**	**6,917,090**	**4,742,187**
Requirements							
Transient Room Tax Fund	1,111,789	1,306,074	1,254,500	1,632,700	1,632,700	1,632,700	1,506,500
Bancroft Bond Fund	194,380	279,771	759,480	2,183,350	2,183,350	2,183,350	675,350
Gen. Obligation Bond Fund	1,100,695	1,128,094	1,151,600	1,185,100	1,185,100	1,185,100	1,219,600
Industrial Loan Fund	933,851	942,153	990,284	949,100	949,100	949,100	481,950
C D Block Grant Fund	812,512	511,138	520,448	400,000	400,000	400,000	300,000
Environmental Fees	281,683	306,829	281,000	341,050	341,050	341,050	348,497
Trust Fund	199,320	196,790	204,318	225,790	225,790	225,790	210,290
Total Requirements	**4,634,230**	**4,670,848**	**5,161,630**	**6,917,090**	**6,917,090**	**6,917,090**	**4,742,187**

Program: Auxiliary Services – Transient Room Tax Fund

Services Delivered:

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

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

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City Operations

- Conduct annual room tax audit to ensure integrity of program.

Budget Highlights:

It is difficult to predict the impact of nationwide economic activity on travel and tourism in our area. Tourism revenue locally declined in FY'09 through FY'11 then began to climb in FY'12. As of FY'15 revenues passed pre-recession levels and FY'16 experienced larger than expected growth.

The FY'17 budget is prepared with a conservative growth estimate of 3% and also reflects an anticipated beginning balance for the revenue received in FY'16 in excess of the transfer budget limitations. The FY'17 Budget reflects transfers for both the carry over balance and expected revenues. Transfers in FY18 decrease to reflect transfer of new revenues only. The FY'17 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'16 Activity Review:

The FY'15 audit was completed during FY'16 with no material discoveries. FY'16 revenue is trending to exceed budgeted estimates.

Program: Auxiliary Services – Transient Room Tax Fund

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	74	101,289	0	168,500	168,500	168,500	0
Current Resources							
Activity Generated							
Transient Occupancy Tax	1,110,907	1,203,544	1,254,500	1,464,200	1,464,200	1,464,200	1,506,500
Interest	808	1,241	0	0	0	0	0
Total Current Revenues	***1,111,715***	***1,204,785***	***1,254,500***	***1,464,200***	***1,464,200***	***1,464,200***	***1,506,500***
Total Resources	**1,111,789**	**1,306,074**	**1,254,500**	**1,632,700**	**1,632,700**	**1,632,700**	**1,506,500**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	3,300	3,400	3,400	3,400	3,400	3,400	3,400
Direct Charges	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Transfers Out	999,700	1,295,174	1,193,600	1,571,800	1,571,800	1,571,800	1,445,600
Subtotal Expenditures	***1,010,500***	***1,306,074***	***1,204,500***	***1,582,700***	***1,582,700***	***1,582,700***	***1,456,500***
Contingencies	0	0	50,000	50,000	50,000	50,000	50,000
Ending Balance	101,289	0	0	0	0	0	0
Total Requirements	**1,111,789**	**1,306,074**	**1,254,500**	**1,632,700**	**1,632,700**	**1,632,700**	**1,506,500**

Program: Auxiliary Services – Debt Service/Bancroft Fund

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

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City Operations

- Make timely debt service payments to avoid late fees or penalties and ensuring City's credit rating and ability to borrow in the future.

Dependent upon LID activity, largely the result of street and water infrastructure improvements, funding through the sale of bonds or a bank loan may be financially sought during FY'17.

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'16 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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	115,022	76,150	99,480	23,350	23,350	23,350	15,350
Current Resources							
Activity Generated							
Interest	505	727	0	0	0	0	0
Assessment Principal	35,933	166,433	130,000	130,000	130,000	130,000	130,000
Assessment Interest	42,920	36,461	30,000	30,000	30,000	30,000	30,000
Bond & Loan Proceeds	0	0	500,000	2,000,000	2,000,000	2,000,000	500,000
Total Current Revenues	***79,358***	***203,621***	***660,000***	***2,160,000***	***2,160,000***	***2,160,000***	***660,000***
Total Resources	**194,380**	**279,771**	**759,480**	**2,183,350**	**2,183,350**	**2,183,350**	**675,350**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	6,230	5,421	8,000	8,000	8,000	8,000	8,000
Direct Charges	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Debt Service	102,000	150,000	150,000	150,000	150,000	150,000	150,000
Transfers Out	0	0	500,000	2,000,000	2,000,000	2,000,000	500,000
Subtotal Expenditures	***118,230***	***165,421***	***668,000***	***2,168,000***	***2,168,000***	***2,168,000***	***668,000***
Contingencies	0	0	91,480	15,350	15,350	15,350	7,350
Ending Balance	76,150	114,350	0	0	0	0	0
Total Requirements	**194,380**	**279,771**	**759,480**	**2,183,350**	**2,183,350**	**2,183,350**	**675,350**

Program: Auxiliary Services – Debt Service/General Obligation Bonds

Services Delivered:

This activity accounts for property tax collections levied and used to retire debt for bonds sold to construct two new fire and police facilities. These funds have been used to pay capital construction and improvement costs for a new fire/police station located on land owned by the City on East Park Street, a new fire/police station on land the City acquired on Leonard Road, a replacement for the 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'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City Operations

- Make timely debt service payments to avoid late fees or penalties and ensuring City's credit rating and ability to borrow in the future.

The payments are to be made in June and December of each year with the expiration of payments in 2019. The levy rate for **FY'16 was 0.3900/$1000** assessed value and a similar rate is expected for FY'17.

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'16 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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	112,920	62,495	53,400	53,500	53,500	53,500	50,000
Current Resources							
Activity Generated							
Property Taxes	985,031	1,062,136	1,096,700	1,129,100	1,129,100	1,129,100	1,167,100
Interest	2,744	3,463	1,500	2,500	2,500	2,500	2,500
Total Current Revenues	***987,775***	***1,065,599***	***1,098,200***	***1,131,600***	***1,131,600***	***1,131,600***	***1,169,600***
Total Resources	**1,100,695**	**1,128,094**	**1,151,600**	**1,185,100**	**1,185,100**	**1,185,100**	**1,219,600**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Debt Service	1,038,200	1,071,200	1,101,600	1,135,100	1,135,100	1,135,100	1,169,600
Subtotal Expenditures	***1,038,200***	***1,071,200***	***1,101,600***	***1,135,100***	***1,135,100***	***1,135,100***	***1,169,600***
Ending Balance	62,495	56,894	50,000	50,000	50,000	50,000	50,000
Total Requirements	**1,100,695**	**1,128,094**	**1,151,600**	**1,185,100**	**1,185,100**	**1,185,100**	**1,219,600**

Program: Auxiliary Services – Industrial and Downtown Loan Fund

Services Delivered:

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

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Encourage Economic Prosperity

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

- Develop business loan program incorporating a job creation forgiveness element.
- Other loans assist business with façade improvements and with approved infrastructure. Loan repayments become available for new downtown and/or industrial loans, grants for job creation, or other capital expenditures related to economic development.

Budget Highlights:

Carry forward balances and the anticipated loan repayments from prior loan will be available for new loans in FY'17. This year there the City will work with Illinois Valley Community Development Organization (IVCDO) to develop the option of having them administer the City's loan programs..

FY'16 Activity Review:

No new loans were processed in FY'16.

Program: Auxiliary Services – Industrial and Downtown Loan Fund

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	921,115	928,851	930,599	939,000	939,000	939,000	474,100
Current Resources							
Activity Generated							
Interest	6,234	6,635	5,535	5,500	5,500	5,500	3,250
Loan Repayments	6,502	6,667	4,000	4,600	4,600	4,600	4,600
Revenues other Agencies	0	0	50,000	0	0	0	0
Other Revenue	0	0	150	0	0	0	0
Total Current Revenues	***12,736***	***13,302***	***59,685***	***10,100***	***10,100***	***10,100***	***7,850***
Total Resources	**933,851**	**942,153**	**990,284**	**949,100**	**949,100**	**949,100**	**481,950**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	0	0	350,000	475,000	475,000	475,000	475,000
Transfers Out	5,000	5,000	5,000	0	0	0	0
Subtotal Expenditures	***5,000***	***5,000***	***355,000***	***475,000***	***475,000***	***475,000***	***475,000***
Contingencies	0	0	635,284	474,100	474,100	474,100	6,950
Ending Balance	928,851	937,153	0	0	0	0	0
Total Requirements	**933,851**	**942,153**	**990,284**	**949,100**	**949,100**	**949,100**	**481,950**

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

Encourage Economic Prosperity

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

- Prepare a funding package to resolve sewer issues in Spalding Park.
- Find solutions for business development and remodeling.
- Partner to develop incubator facilities.
- Continue work on Community Block Grant Consolidated Plan.

Budget Highlights:

The FY'17 budget reflects the loan activity on the low or no interest housing rehabilitation loans. The City budgets for the maximum potential resources from traditional CDBG resources and the potential to use those resources. The City has been authorized to be recognized as an "Entitlement City". Annual resources will be dedicated directly to the City, and the responsibility for appropriate use and management of those resources, will be the City's. The Consolidated Plan was completed and Council will adopt year two, action activity items in the near future.

FY'16 Activity Review:

The City issued six building renovation and façade grants for work in the Downtown core.

This year the fund provided approximately $300,000 for the grant program.

Program: Auxiliary Services – Community Development Block Grant Fund

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	795,312	440,147	206,718	0	0	0	0
Current Resources							
Activity Generated							
CD Block Grant	0	32,701	300,000	400,000	400,000	400,000	300,000
Interest	6,126	23,866	2,480	0	0	0	0
Loan Repayments	11,074	14,424	11,250	0	0	0	0
Total Current Revenues	***17,200***	***70,991***	***313,730***	***400,000***	***400,000***	***400,000***	***300,000***
Total Resources	**812,512**	**511,138**	**520,448**	**400,000**	**400,000**	**400,000**	**300,000**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	11,365	55,576	310,000	400,000	400,000	400,000	300,000
Transfers Out	361,000	250,000	206,000	0	0	0	0
Subtotal Expenditures	***372,365***	***305,576***	***516,000***	***400,000***	***400,000***	***400,000***	***300,000***
Contingencies	0	0	4,448	0	0	0	0
Ending Balance	440,147	205,562	0	0	0	0	0
Total Requirements	**812,512**	**511,138**	**520,448**	**400,000**	**400,000**	**400,000**	**300,000**

Program: Auxiliary Services – Environmental Waste Fees Fund

Services Delivered:

The Solid Waste Franchise Agreements with Republic Services, Inc. (formerly Allied Waste) and Southern Oregon Sanitation provide for an Environmental Program Fee (EPF) to be charged for each ton of refuse collected by the haulers and at the Transfer Station and paid to the City. This EPF is held in a separate account and must be used for environmental cleanups at solid waste sites and other solid waste program activities. Josephine County has implemented a similar EPF paid by the haulers, to the County.

The City and County formed an intergovernmental Solid Waste Agency in order to coordinate the expenditures of the EPF funds for cleanup sites and other solid waste programs throughout the City and County. The monies recorded by the City are passed through to the Josephine County/City of Grants Pass Solid Waste Agency.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City Operations

- Provide timely and accurate disbursement of solid waste fees to the Solid Waste Agency.

Budget Highlights:

Expenditures represent an estimated $297,000 in EPF fees to be passed through to the Solid Waste Agency.

FY'16 Activity Review:

All EPF fees received due at June 30, 2016 and received by August 31, 2016 will be transferred to the Solid Waste Agency.

Program: Auxiliary Services – Environmental Waste Fees Fund

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	12,280	12,280	0	12,280	12,280	12,280	0
Current Resources							
Activity Generated							
Landfill Fees	269,403	294,549	281,000	328,770	328,770	328,770	348,497
Total Current Revenues	***269,403***	***294,549***	***281,000***	***328,770***	***328,770***	***328,770***	***348,497***
Total Resources	**281,683**	**306,829**	**281,000**	**341,050**	**341,050**	**341,050**	**348,497**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	269,403	294,549	281,000	341,050	341,050	341,050	348,497
Subtotal Expenditures	***269,403***	***294,549***	***281,000***	***341,050***	***341,050***	***341,050***	***348,497***
Ending Balance	12,280	12,280	0	0	0	0	0
Total Requirements	**281,683**	**306,829**	**281,000**	**341,050**	**341,050**	**341,050**	**348,497**

Program: Auxiliary Services – Agency Fund

Services Delivered:

This activity accounts for funds on deposit with the City for future application, and includes prepayments and general deposits. Receipts for this activity are dependent entirely on the amount of funds placed into trust from various City operations. All funds on deposit are held in liability accounts in the Agency Fund. Investment interest, investment expenditures on deferred development agreement deposits, and direct charges remain as budgeted items in the Agency Fund.

FY'17 Anticipated Accomplishments & Corresponding Council Goal - Strategic Plan Item:

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 3: Ensure efficiency and effectiveness in City Operations

- Account for and reconcile all funds entrusted to the City of Grants Pass.
- Provide timely reimbursements for advanced finance funds received.

Budget Highlights:

Primary expenditures in this fund provide for payout of interest when refunding trust deposits and the payment of direct charges to Finance for oversight of the fund.

FY'16 Activity Review:

All funds were accounted for during the FY'15 audit and there were no outstanding refunds due.

Program: Auxiliary Services – Agency Fund

Financial Summary

Resources	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Balance	190,509	186,818	182,318	203,790	203,790	203,790	188,290
Current Resources							
Activity Generated							
Interest	8,811	9,972	22,000	22,000	22,000	22,000	22,000
Total Current Revenues	***8,811***	***9,972***	***22,000***	***22,000***	***22,000***	***22,000***	***22,000***
Total Resources	**199,320**	**196,790**	**204,318**	**225,790**	**225,790**	**225,790**	**210,290**

Requirements	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Contractual/Prof Services	2	0	25,000	25,000	25,000	25,000	25,000
Direct Charges	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Subtotal Expenditures	***12,502***	***12,500***	***37,500***	***37,500***	***37,500***	***37,500***	***37,500***
Ending Balance	186,818	184,290	166,818	188,290	188,290	188,290	172,790
Total Requirements	**199,320**	**196,790**	**204,318**	**225,790**	**225,790**	**225,790**	**210,290**

CAPITAL IMPROVEMENT PROJECTS

ACTIVITIES

∗ Lands & Buildings Projects

DESCRIPTION

The Lands & Buildings Capital Improvement Projects program accounts for:

- Purchase of property.
- Construction of buildings.
- Major capital improvements such as construction of or major repair or replacement of: parks, parking lots, trails, and facilities.
- Major capital equipment replacement (such as the ERP {Integrated Enterprise Resource Planning} computer systems).
- Major capital plans (e.g. Joint Economic Development Strategic Plan, Spalding Industrial Park Development, 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'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Capital Construction	5,481,643	7,636,475	11,041,432	13,383,701	13,383,701	13,383,701	3,489,219
Total Resources	**5,481,643**	**7,636,475**	**11,041,432**	**13,383,701**	**13,383,701**	**13,383,701**	**3,489,219**
Capital Construction	5,481,643	7,636,475	11,041,432	13,383,701	13,383,701	13,383,701	3,489,219
Total Requirements	**5,481,643**	**7,636,475**	**11,041,432**	**13,383,701**	**13,383,701**	**13,383,701**	**3,489,219**

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'17 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'17 projects address projects like: Improving 5th and H Street parking lot to promote multiple uses; developing landscaping and parking at Park Street, Allen Creek Sports Park funding, and other Parks projects; lighting up downtown in alleyways and railroad tracks; and exploring the feasibility of a Fire District. Some projects have dedicated funding sources and others are proposed to be funded from other sources including transfers from the General Fund. Newly proposed projects include:

- Allen Creek Sports Park Complex.
- Light up downtown in alleyways and railroad tracks.
- Develop landscaping and parking at Park Street.
- Explore feasibility of Fire District.
- Improve 5th and H Street parking lot to promote multiple uses.
- Exterior building remodel for the Downtown Welcome Center.
- Develop Hillcrest Park Reserve.
- Enhance Riverside Park.
- Support installation of an art piece for a City parking lot.
- Expand year-round tree lights in the downtown.
- Expand use of community video cameras.
- Install public trash cans and recycling bins around town.

Program: Capital Construction - Lands & Buildings Projects

Budget Highlights:

The City continues to look for grants where possible to fund capital projects. The City is working on the CMAQ sidewalk grant, the CDBG entitlement grants, and is looking for other grant opportunities where ever possible. We also use dedicated funding sources such as Parks System Development Charges and PEG funding sources for dedicated source projects.

Sources of revenue for LB Projects include proceeds from sale of real property, a percentage of Transient Room Tax receipts, transfers from General Fund operations, General Support, grants and donations, Parks System Development Charges and use of a small remaining balance prior completed projects when approved by the City Council.

The project listing shows resources across the columns. Columns show the "Actual resources through FY'15"; the re-assessed resource needs of projects using current data for the "Revised FY'16" column, guiding our "Recommended FY'17" and resources estimated "Through FY'17". We have "Future Years" and "Total Project" columns for each project. Refer to the Capital Budget Book for more information on individual projects.

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

FY'16 Activity Review:

Projects anticipated to be complete in FY'16 include: Urban Growth Boundary Planning, A school-park construction project, technology lifecycle management project, mountain bike park improvement project, redundant disk backup system, historic district expansion, portable goals at Reinhart Park, Sobering Center assistance, and criminal justice sales tax analysis project.

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT RESOURCES

		Actual Through FY'15	Revised FY'16	Adopted FY'17	Total Through FY'17	Future Years	Total Project
LB0000	691 Miscellaneous Projects - General	4,132,862	16,804	1,431,970	7,055,641	(215,303)	6,840,338
LB4245	Property Acquisition for Muni Parking	117,931	0	0	117,931	0	117,931
LB4377	Municipal Building and Land Fund	710,995	40,000	40,000	790,995	0	790,995
LB4382	Industrial Financial Incentive Program	541,120	0	0	541,120	0	541,120
LB4383	Non-Profit Infrastructure Incentive Prog.	175,922	0	0	175,922	0	175,922
LB4539	Allen Creek Park Property Purchase	950,057	0	25,000	975,057	176,830	1,151,887
LB4564	City Service Center Shop Renovations	81,874	0	0	81,874	0	81,874
LB4710	Overland Park Reserve	566,084	(300)	23,500	589,284	285,621	874,905
LB4832	River Road Reserve	3,679,369	0	7,612	2,226,981	0	2,226,981
LB4911	Ramsey/Nebraska Property Sale	(326)	0	30,000	29,674	0	29,674
LB4955	Allen Creek Trail: Ramsey to Hwy 199	119,408	125,000	43,900	288,308	15,491	303,799
LB5067	Tree Refund Program	35,251	5,000	5,000	45,251	5,000	50,251
LB5076	Allenwood Park Development	87,275	(87,275)	0	0	162,000	162,000
LB5077	Re-Vegetation Program	104,246	12,000	12,000	128,246	32,000	160,246
LB6040	Economic Stimulus	36,141	0	0	36,141	0	36,141
LB6084	Vacant Property Safety & Renovation	55,383	15,000	15,000	85,383	30,000	130,383
LB6085	Code and Plan Updates related to the Urban Growth Boundary Expansion	151,127	77,930	0	229,057	75,000	304,057
LB6099	Property Acquisition and lot line legal Fees	25,241	5,000	5,000	35,241	15,000	50,241
LB6101	Business Software and E-Permitting	1,101,409	150,000	60,000	1,311,409	0	1,311,409
LB6104	Woodson Park Improvements	30,550	0	0	30,550	0	30,550
LB6105	PEG Fund Projects	255,004	40,000	40,000	335,004	80,000	415,004
LB6108	Small Business Transportation SDC Incent.	228,392	0	0	228,392	0	228,392
LB6135	Urban Renewal Agency - Analysis	50,540	25,000	0	75,540	0	75,540
LB6136	Fuels Reduction Plan	30,172	0	0	30,172	15,000	45,172
LB6138	Downtown Hardscape	20,173	0	20,000	40,173	0	40,173
LB6139	City Entryway	10,165	0	20,000	30,165	0	30,165
LB6141	Emergency Generator in Municipal Bldg.	60,638	0	0	60,638	0	60,638
LB6142	Remote Emergency Equipment(Cameras)	41,112	90,000	20,000	151,112	0	151,112
LB6184	Soccer Complex	144,973	110,000	0	254,973	0	254,973
LB6185	Aerial Photography	50,000	0	0	50,000	0	50,000
LB6189	Existing Park & Sports Facility Rehab	125,214	56,000	65,283	246,497	60,000	306,497
LB6190	Riverside Park, River Trail	80,251	50,000	30,000	160,251	30,000	190,251
LB6191	River Access Points in Parks	45,402	0	(25,000)	20,402	39,598	60,000
LB6193	Weekend Parkways-Open Streets	5,000	10,000	10,000	25,000	10,000	35,000
LB6197	Fire Sprinkler & Structural Retrofit Grants for Historic Buildings	502,869	167,000	0	669,869	0	669,869
LB6225	Fleet Maintenance Facility	0	46,000	554,000	600,000	0	600,000
LB6226	Park Gazebo Replacement	50,283	(50,000)	25,000	25,283	25,000	50,283
LB6227	Reinhart Park Irrigation Conversion	70,396	110,000	76,756	257,152	0	257,152
LB6228	Alternative Fuel Facility Design & Impl.Plan	0	0	112,000	112,000	0	112,000
LB6229	Downtown Lighting & Parking Lot Improve	250,000	60,000	200,000	510,000	0	510,000
LB6230	Joint Economic Development Strategic Plan	75,425	113,500	0	188,925	0	188,925
LB6231	Mountain Bike Park Improvements	50,283	(50,283)	0	0	250,000	250,000
LB6232	Loveless Park Improvements	115,614	(75,000)	(20,000)	20,614	160,000	180,614
LB6233	DDA and AFD Evaluation and Clean Up	50,234	0	0	50,234	0	50,234
LB6235	E & F Street Landscaping	25,140	0	0	25,140	0	25,140

Continued on next page

Program: Capital Construction - Lands & Buildings Projects

ALL ACTIVE CAPITAL PROJECT RESOURCES – CONTINUED

		Actual Through FY'15	Revised FY'16	Adopted FY'17	Total Through FY'17	Future Years	Total Project
LB6236	Spalding Industrial Park Development	0	0	5,000,000	5,000,000	3,000,000	8,000,000
LB6263	Croxton Park Parcel Sale	11,753	0	0	11,753	0	11,753
LB6273	Redwood Empire Sign Restoration	0	25,000	0	25,000	0	25,000
LB6274	Public Safety Property Research	0	15,000	0	15,000	0	15,000
LB6277	Downtown Accent Lighting	0	10,000	10,000	20,000	0	20,000
LB6279	North I-5 Exit Visual Improvements	0	50,000	0	50,000	0	50,000
LB6280	Trails Rehab FY'16-FY'17	0	50,000	50,000	100,000	20,000	120,000
LB6281	Fruitdale Park Restroom	0	150,000	51,261	201,261	0	201,261
LB6282	City Rebranding	0	80,000	0	80,000	0	80,000
LB8580	Izaak Walton Building Replacement	377,472	0	0	377,472	0	377,472
NEW PROJECTS							
LB6310	Stephen MR Covey Event	0	21,000	27,500	48,500	0	48,500
LB6311	Develop Landscaping & Parking at Park	0	0	100,000	100,000	0	100,000
LB6312	Fire District Feasibility	0	0	75,000	75,000	0	75,000
LB6313	Develop Park Area West of Caveman	0	0	75,000	75,000	0	75,000
LB6314	Downtown Welcome Center Building	0	0	150,000	150,000	0	150,000
LB6315	Develop Hillcrest Park Reserve	0	0	150,000	150,000	250,000	400,000
LB6316	Enhance Riverside Park	0	0	784,500	784,500	0	784,500
LB6318	Parking Lot Art	0	0	15,000	15,000	15,000	45,000
LB6326	School Park Construction Project	0	0	41,612	41,612	25,000	91,612
LB6327	Technology Lifecycle Mgmt. FY'17-FY'19	0	0	50,000	50,000	50,000	150,000
	Total Projects	**15,428,424**	**1,462,376**	**9,406,894**	**26,311,699**	**4,611,237**	**31,027,936**
MISCELLANEOUS LANDS AND BUILDING FUNDS							
	692 Miscellaneous Projects - SDC's	91,725	55,800	(28,900)	118,625	(43,625)	75,000
	693 Miscellaneous Projects - Room Tax	251,592	(7,959)	(14,000)	229,633	(94,633)	135,000
	694 Miscellaneous Projects - Dev. SDC's	13,139	81,868	(34,868)	60,139	(60,139)	0
	Total Miscellaneous Funds	**356,456**	**129,709**	**(77,768)**	**408,397**	**(198,397)**	**210,000**

ALL CLOSED OR CANCELLED CAPITAL PROJECT RESOURCES

LB4713	Allenwood Park Reserve	1,062,494	57,760	0	1,120,254	0	1,120,254
LB4833	Urban Growth Boundary Planning	325,262	(55,673)	0	269,589	0	269,589
LB4954	Allen Creek Trail:Newhope to Wms Hwy	203,321	(201,261)	0	2,060	0	2,060
LB6041	Food Bank Warehouse	1,934,025	(4,096)	0	1,934,025	0	1,934,025
LB6143	School-Park Const.Project (FY15-FY16)	105,537	18,347	0	123,884	0	123,884
LB6188	Technology Lifecycle Management	100,105	50,000	0	150,105	0	150,105
LB6224	Grants Pass Area Brownfield Coalition	0	0	0	0	0	0
LB6272	Redundant Disk Backup System	0	80,000	0	80,000	0	80,000
LB6275	Service Provider Public/Private Partnership	0	0	0	0	0	0
LB6276	Historic District Expansion	0	20,000	0	20,000	0	20,000
LB6278	Portable Goals at Reinhart & Gilbert	0	15,000	0	15,000	0	15,000
LB6309	Criminal Justice Sales Tax Analysis	0	21,639	0	21,639	0	21,639
LB8870	Reinhart Volunteer Park	3,144,387	(14,481)	0	3,144,387	0	3,144,387
	Total Closed Projects	**6,875,131**	**(12,765)**	**0**	**6,880,943**	**0**	**6,880,943**
	Grand Total - All Projects	**22,660,011**	**1,579,320**	**9,329,126**	**33,601,039**	**4,412,840**	**38,118,879**

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'17

		Adopted FY'17 Beginning Fund Balance	Adopted FY'17 Revenue	Adopted FY'17 Capital Outlay	Adopted FY'17 Transfers	Adopted FY'17 Appropriated Fund Balance
LB0000	691 Miscellaneous Projects - General	243,333	1,431,970	1,460,000	0	215,303
LB4245	Property Acquisition for Muni Parking	117,931	0	0	0	117,931
LB4377	Municipal Building and Land Fund	482,364	40,000	400,000	0	122,364
LB4382	Industrial Financial Incentive Program	171,984	0	171,984	0	0
LB4383	Non-Profit Infrastructure Incentive Prog.	116,137	0	50,000	0	66,137
LB4539	Allen Creek Park Property Purchase	334,838	25,000	0	0	359,838
LB4564	City Service Center Shop Renovations	58,469	0	40,000	0	18,469
LB4710	Overland Park Reserve	(309,122)	23,500	0	0	(285,622)
LB4832	River Road Reserve	3,388	7,612	11,000	0	0
LB4911	Ramsey/Nebraska Property Sale	(9,009)	30,000	20,991	0	0
LB4955	Allen Creek Trail: Ramsey to Hwy 199	109,509	43,900	168,900	0	(15,491)
LB5067	Tree Refund Program	4,181	5,000	3,000	0	6,181
LB5076	Allenwood Park Development	0	0	0	0	0
LB5077	Re-Vegetation Program	76,729	12,000	50,000	0	38,729
LB6040	Economic Stimulus	6,042	0	6,042	0	0
LB6084	Vacant Property Safety & Renovation	1,886	15,000	15,000	0	1,886
LB6085	Code and Plan Updates related to the Urban Growth Boundary Expansion	127,002	0	80,000	0	47,002
LB6099	Property Acquisition and lot line legal Fees	10,019	5,000	15,019	0	0
LB6101	Business Software and E-Permitting	267,208	60,000	327,208	0	0
LB6104	Woodson Park Improvements	28,497	0	2,000	0	26,497
LB6105	PEG Fund Projects	91,364	40,000	85,000	0	46,364
LB6108	Small Business Transport. SDC Incentive	228,392	0	100,000	0	128,392
LB6135	Urban Renewal Agency - Analysis	40,000	0	40,000	0	0
LB6136	Fuels Reduction Plan	10,987	0	10,987	0	0
LB6138	Downtown Hardscape	6,092	20,000	26,092	0	0
LB6139	City Entryway	10,165	20,000	30,165	0	0
LB6141	Emergency Generator in Municipal Bldg.	14,418	0	14,418	0	0
LB6142	Remote Emergency Equipment(Cameras)	21,703	20,000	41,703	0	0
LB6184	Soccer Complex	104,622	0	104,622	0	0
LB6185	Aerial Photography	28,052	0	11,749	0	16,303
LB6189	Existing Park & Sports Facility Rehab	8,839	65,283	65,283	0	8,839
LB6190	Park Trails	2,642	30,000	32,642	0	0
LB6191	River Access Points in Parks	35,205	(25,000)	10,205	0	0
LB6193	Weekend Parkways-Open Streets	4,260	10,000	10,000	0	4,260
LB6197	Fire Sprinkler & Structural Retrofit Grants for Historic Buildings	240,684	0	240,684	0	0
LB6225	Fleet Maintenance Facility	46,000	554,000	46,000	0	554,000
LB6226	Park Gazebo Replacement	283	25,000	25,283	0	0
LB6227	Reinhart Park Irrigation Conversion	180,396	76,756	257,152	0	0

Continued on next page

ALL ACTIVE CAPITAL PROJECT SUMMARIES FOR FY'17 – CONTINUED

		Adopted FY'17 Beginning Fund Balance	Adopted FY'17 Revenue	Adopted FY'17 Capital Outlay	Adopted FY'17 Transfers	Adopted FY'17 Appropriated Fund Balance
LB6228	Alternative Fueling Facility Design & Impl.Plan	0	112,000	112,000	0	0
LB6229	Downtown Lighting & Parking Lot Improvements	69,335	200,000	269,335	0	0
LB6230	Joint Economic Development Strategic Plan	76,435	0	76,435	0	0
LB6231	Mountain Bike Park Improvements	0	0	0	0	0
LB6232	Loveless Park Improvements	32,922	(20,000)	12,922	0	0
LB6233	DDA and AFD Evaluation and Clean Up	31,000	0	20,000	0	11,000
LB6235	E & F Street Landscaping	12,416	0	12,416	0	0
LB6236	Spalding Industrial Park Development	0	5,000,000	5,000,000	0	0
LB6263	Croxton Park Parcel Sale	9,384	0	9,384	0	0
LB6273	Redwood Empire Sign Restoration	24,000	0	24,000	0	0
LB6274	Public Safety Property Research	5,000	0	5,000	0	0
LB6277	Downtown Accent Lighting	0	10,000	10,000	0	0
LB6279	North I-5 Exit Visual Improvements	50,000	0	50,000	0	0
LB6280	Trails Rehab FY'16-FY'17	30,000	50,000	50,000	0	30,000
LB6281	Fruitdale Park Restroom	130,000	51,261	181,261	0	0
LB6282	City Rebranding	50,000	0	50,000	0	0
LB8580	Izaak Walton Building Replacement	333,928	0	0	0	333,928
NEW PROJECTS						
LB6310	Stephen MR Covey Event	8,500	27,500	36,000	0	0
LB6311	Develop Landscaping & Parking At Park St.	0	100,000	100,000	0	0
LB6312	Fire District Feasibility	0	75,000	75,000	0	0
LB6313	Develop Park Area West of Caveman Bridge	0	75,000	75,000	0	0
LB6314	Downtown Welcome Center Building	0	150,000	150,000	0	0
LB6315	Develop Hillcrest Park Reserve	0	150,000	150,000	0	0
LB6316	Enhance Riverside Park	0	784,500	350,000	0	434,500
LB6318	Parking Lot Art	0	15,000	15,000	0	0
LB6326	School Park Construction Project	0	41,612	40,000	0	1,612
LB6327	Technology Lifecycle Mgmt. FY'17-FY'19	0	50,000	50,000	0	0
	Total Projects	**3,778,410**	**9,406,894**	**10,896,882**	**0**	**2,288,422**
MISCELLANEOUS LANDS AND BUILDING FUNDS						
	692 Miscellaneous Projects - SDC's	72,525	(28,900)	0	0	43,625
	693 Miscellaneous Projects - Room Tax	118,633	(14,000)	0	0	104,633
	694 Miscellaneous Projects - Dev. SDC's	85,007	(34,868)	0	0	50,139
	Total Miscellaneous Funds	**276,165**	**(77,768)**	**0**	**0**	**198,397**
	Grand Total - All Projects	**4,054,575**	**9,329,126**	**10,896,882**	**0**	**2,486,819**

Program: Capital Construction - Lands & Buildings Projects

Financial Summary

	ACTUAL FY'14 $	ACTUAL FY'15 $	BUDGET FY'16 $	MANAGER RECOMMEND FY'17 $	COMMITTEE APPROVED FY'17 $	COUNCIL ADOPTED FY'17 $	PROJECTED FY'18 $
Beginning Fund Balance	3,725,956	4,217,811	3,537,696	4,054,575	4,054,575	4,054,575	2,486,819
Resources							
Federal Grants	0	0	300,000	100,000	100,000	100,000	0
State Grants	144,913	1,423,965	0	500,000	500,000	500,000	0
Other Agencies	0	0	0	0	0	0	500,000
Development Charges	82,880	10,194	92,000	92,000	92,000	92,000	87,000
Investment Interest	27,124	23,695	44,693	31,783	31,783	31,783	30,500
SDC Loans Interest	5,148	3,468	0	0	0	0	0
Transfers In							
General Fund	780,000	1,067,600	850,000	1,120,000	1,120,000	1,120,000	120,000
Transient Room Tax	155,509	201,472	185,700	244,500	244,500	244,500	224,900
Transfers	496,000	270,000	357,000	2,100,000	2,100,000	2,100,000	0
Debt Service	0	0	500,000	0	0	0	0
Vehicle Maintenance	0	0	600,000	554,000	554,000	554,000	0
Land Sale	0	11,750	1,487,343	1,487,343	1,487,343	1,487,343	0
Contributions/Donations	22,040	365,373	47,000	32,000	32,000	32,000	0
Miscellaneous Revenue	42,073	41,147	3,040,000	3,067,500	3,067,500	3,067,500	40,000
Total Current Revenues	***1,755,687***	***3,418,664***	***7,503,736***	***9,329,126***	***9,329,126***	***9,329,126***	***1,002,400***
Total Resources	**5,481,643**	**7,636,475**	**11,041,432**	**13,383,701**	**13,383,701**	**13,383,701**	**3,489,219**
Requirements							
Debt Service	0	0	1,460,000	1,460,000	1,460,000	1,460,000	0
Capital Outlay	1,257,842	3,480,874	8,306,633	9,436,882	9,436,882	9,436,882	2,017,199
Transfers Out	5,990	0	0	0	0	0	0
Subtotal Expenditures	***1,263,832***	***3,480,874***	***9,766,633***	***10,896,882***	***10,896,882***	***10,896,882***	***2,017,199***
Appropriated Fund Balance	4,217,811	4,155,601	1,274,799	2,486,819	2,486,819	2,486,819	1,472,020
Total Requirements	**5,481,643**	**7,636,475**	**11,041,432**	**13,383,701**	**13,383,701**	**13,383,701**	**3,489,219**

Oregon Public Employee Retirement System

Documenting the City of Grants Pass' participation in PERS

Overview of the City's Participation in Oregon PERS

Background

Approximately 55% of the City's current operating expenditures are personnel costs. This is followed by contractual services at about 25%. As Oregon PERS (Public Employees Retirement System) is a major component of overall personnel costs, it's important to explain the budgetary impact of changes to PERS rates. Like most state and local public agencies in Oregon, the City's participation in the Oregon PERS is mandatory. PERS is largely a defined benefit retirement system, and the largest revenue source for the system by far is investment returns. When investment returns temporarily fall well below projected averages, such as happened in 2008, differences between assets in the system and the actuarial liabilities of the system need to be made up over time in part through higher employer contributions. It's important to make sure the system is properly funded and continues to provide investment returns to keep up with the retirement system's contractual and legal obligations.

Public employees that participated in the PERS system prior to system changes made in 2003 receive slightly different benefits than those that started after 2003. PERS charges the City different rates for the different classes of employees and different rates for sworn personnel versus general service personnel. The City uses its insurance/benefits fund to charge slightly different rates to departments as compared to the rates paid into the PERS system to limit the drastic budgetary impact of the State's PERS rates changing every two years. There is currently a PERS reserve in the insurance fund that will be used in the future to offset the impact of rates that are set to increase every two years until the State system is fully funded again.

Budget Considerations & PERS Reserve

For the City of Grants Pass, the impact of every 3% increase to PERS rates equates to approximately $400,000 per year in additional benefit costs for the City. Absent additional legislation to change the benefit structure or rate setting process of the system, PERS rates are expected to increase at least 3% every two years again starting on July 1, 2017 until rates approach a total of close to 30% of gross payroll costs (according to PERS rate advisory and other presentations). Rates the City pays also increased modestly starting in FY'16 but internal billed rates are scheduled to remain the same until at least the end of FY'18 in combination with the use of the established PERS reserve.

PERS rates billed out to City departments have been slightly different than rates paid into the system, with the difference accounted for in the Benefits Administration fund (the PERS reserve established in that fund). A City PERS reserve has been created over many past budget years by a slight difference between department charges and actual payments into the PERS system. It is estimated that this reserve will be drawn down starting in FY'18 when actual PERS rates are adjusted for the next two-year rate cycle. And unless internally billed PERS rates change over the years, the drawdowns are expected to be much more severe and PERS reserves will begin significant declines when PERS rates change again in FY'20. As the City's participation in PERS is mandatory, this is one of the few ways to manage the effects of large changes to PERS rates every two years.

Due to legislative changes made at the state level in 2013-2014, the City will be able to hold internally billed PERS rates the same through at least FY'19 by using the PERS reserve. FY'20 would be the year where drawdowns would become much more severe without changes to internally billed rates. The following are the actual and projected PERS reserve balances assuming the next rate changes are close to expectations:

DATE	PERS RESERVE BALANCE PROJECTION:
End of FY'15 (actual)	$2.8 million
End of FY'16	$3.2 million
End of FY'17	$3.6 million
End of FY'18	$3.5 million
End of FY'19	$3.4 million

The PERS reserve can be found in the Support Services section of the budget and more specifically the Benefits Administration Fund. The next rate change will occur at the beginning of FY'18, followed by another rate change at the beginning of FY'20. Because the FY'16 rate increase came in slightly less than previous expectations, FY'16 and FY'17 years will continue to build on the reserve. The plan at this point is the City would begin drawing on the reserve starting in FY'18 and it's possible the City could extend well past FY'18 without having to adjust internally billed PERS rates. If rates are kept the same and financial markets don't perform well even more severe drawdowns of the reserve would likely begin in FY'20. Short-term financial market fluctuations play a big role in the rate setting cycle every two years and internal and external rates will continue to be evaluated on at least an annual basis.

Current Rates & Expectations

Like other Oregon public agencies, the City of Grants Pass experienced an increase in rates paid to PERS effective July 1, 2011 and another large rate increase was originally set to occur July 1, 2013. However, during the 2013 session, the legislature made some changes to the cost side of the system and made some changes to the rate increase cycle that essentially deferred the next potential rate increase for two more years to July 1, 2015. The City of Grants Pass assesses PERS rates to departments slightly different that the rate actually paid into the system to manage the large rate changes that can occur every two years. The change made by the legislature in 2013 will allow the City's internally billed PERS rates to stay the same between Fiscal 2014 and at least Fiscal 2018 without having a large effect on the PERS reserves that have been established over the last ten years. Therefore, while large potential increases in PERS rates are still pending in the future, the City's PERS reserves will allow internally billed rates that are accounted for in the operating budgets to stay the same for at least the next three years.

There were some legal challenges pending in early 2015 for the PERS changes made by the state legislature in 2013-2014. In the end, a large portion of the cost savings measures implemented by the legislature were overturned by the Supreme Court, meaning the increases in PERS rates in the next two rate setting cycles will be even higher than they would have been otherwise (and actuarial PERS liabilities will be higher). In addition, December 31, 2015 was the measurement date for the next PERS rate cycle and the PERS portfolio returned far less than assumed returns in 2015. This means the PERS unfunded liability amounts are greater than the previous year and there will be a large rate increase on July 1, 2017.

Total costs billed to departments and costs by major operating divisions are presented below and on the following pages. The total cost for PERS by the major categories is provided below to provide insight into the changes over time. Remember that "Budget" will appear to jump in comparison to "Actual" given that the City frequently has unfilled positions at different times throughout the year that result in temporary expenditure savings. PERS rates are assessed as a percentage of current gross salaries.

	FY'14 Actual	FY'15 Actual	FY'16 Budget	FY'17 Budget	FY'18 Projected
PERS/OPSRP-Employee 6%	771,419	772,893	878,405	903,780	929,691
PERS/OPSRP-Employer	2,452,920	2,445,407	2,691,863	2,750,271	2,830,164

Total PERS Expenditures by Program Area					
	FY'14 Actual	FY'15 Actual	FY'16 Budget	FY'17 Budget	FY'18 Projected
Public Safety	2,131,211	2,108,694	2,312,946	2,361,613	2,441,964
Parks	71,044	68,748	77,992	79,483	81,416
Development	108,461	100,093	125,480	121,550	123,473
Transportation	65,703	73,766	80,062	88,072	91,877
Storm Water/Open Space	728	607	0	0	0
Water	153,603	159,193	188,639	187,949	191,191
Wastewater	159,812	154,818	172,673	180,721	181,177
Solid Waste	1,614	2,607	2,598	2,562	2,629
Administrative Services	260,073	262,575	285,783	290,553	297,449
Support Services	272,086	285,988	323,818	341,548	348,679
Lands & Building	4	1,211	0	0	0
TOTAL	**3,224,339**	**3,218,300**	**3,569,991**	**3,654,051**	**3,759,855**

Department	FY14 Actual	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommend	FY18 Projected
Public Safety						
PS-FIRE RESCUE DIVISION	703,418	724,663	728,976	728,976	720,542	738,436
PS-POLICE DIVISION	1,099,448	1,089,621	1,205,640	1,205,640	1,259,949	1,308,303
PS-SUPPORT DIVISION	328,345	294,409	378,330	378,330	381,122	395,225
	2,131,211	***2,108,694***	***2,312,946***	***2,312,946***	***2,361,613***	***2,441,964***
Parks						
PARKS MAINTENANCE SERVICE	65,409	63,020	71,159	71,159	73,098	74,942
RECREATION SERVICES	2,050	2,456	2,548	2,548	2,633	2,633
AQUATIC SERVICES	3,585	3,272	4,285	4,285	3,752	3,841
	71,044	***68,748***	***77,992***	***77,992***	***79,483***	***81,416***
Development						
BUILDING AND SAFETY	30,701	30,822	33,928	33,928	35,025	35,108
PLANNING	40,735	49,249	58,283	58,283	53,092	53,742
ECONOMIC DEVELOPMENT	480	3,180	12,084	12,084	11,590	12,007
TOURISM PROMOTION SERVICE	18,675	1,016	1,075	1,075	992	1,008
DOWNTOWN DEVELOPMENT	17,870	15,826	20,110	20,110	20,851	21,608
	108,461	***100,093***	***125,480***	***125,480***	***121,550***	***123,473***
Transportation						
STREET & DRAINAGE MAINT	61,821	69,935	75,762	75,762	83,790	87,570
TRANSPORTATION PROJECTS	3,881	3,831	4,300	4,300	4,282	4,307
	65,703	***73,766***	***80,062***	***80,062***	***88,072***	***91,877***
Storm Water & Open Space						
STORM DRAIN SDCs	***728***	***607***	***0***	***0***	***0***	***0***
Water						
WATER TREATMENT	75,673	82,705	90,387	90,387	85,188	87,192
WATER DISTRIBUTION	72,441	72,938	94,078	94,078	98,605	99,817
WATER PROJECTS	5,489	3,550	4,174	4,174	4,156	4,182
	153,603	***159,193***	***188,639***	***188,639***	***187,949***	***191,191***
Wastewater						
WASTEWATER COLLECTION	58,590	60,892	64,928	64,928	69,282	68,999
WASTEWATER TREATMENT	84,645	89,961	103,571	103,571	107,283	107,996
JO GRO	14,218	0	0	0	0	0
WASTEWATER PROJECTS	2,360	3,965	4,174	4,174	4,156	4,182
	159,812	***154,818***	***172,673***	***172,673***	***180,721***	***181,177***
Solid Waste						
SOLID WASTE OPERATIONS	1,472	2,196	2,598	2,598	2,562	2,629
SOLID WASTE CONSTRUCTION	142	412	0	0	0	0
	1,614	***2,607***	***2,598***	***2,598***	***2,562***	***2,629***
Administrative Services						
HUMAN RESOURCES	46,558	41,219	42,044	42,044	38,955	40,918
MANAGEMENT SERVICES	75,242	73,693	78,147	78,147	79,954	80,891
LEGAL SERVICES	327	381	3,627	3,627	3,957	3,995
FINANCE	137,947	147,282	161,965	161,965	167,687	171,645
	260,073	***262,575***	***285,783***	***285,783***	***290,553***	***297,449***
Support Services						
GARAGE OPERATIONS	28,638	31,603	42,228	42,228	44,158	45,000
EQUIPMENT REPLACEMENT	7,696	7,252	0	0	0	0
INFORMATION TECHNOLOGY	60,487	71,961	77,371	77,371	80,597	82,432
PROPERTY MANAGEMENT	22,943	22,901	24,268	24,268	24,924	25,232
ENGINEERING	44,704	45,096	72,243	72,243	79,325	80,234
PARKS & CD MGMT SERVICES	100,222	99,368	98,025	98,025	101,026	103,776
WORKERS COMP INSURANCE	4,824	5,073	6,947	6,947	7,586	7,921
GENERAL INSURANCE	2,572	2,733	2,736	2,736	3,932	4,084
	272,086	***285,988***	***323,818***	***323,818***	***341,548***	***348,679***
Lands & Buildings						
LANDS AND BLDGS PROJECTS	***4***	***1,211***	***0***	***0***	***0***	***0***
	3,224,339	3,218,300	3,569,991	3,569,991	3,654,051	3,759,855

The 6% "Pick-Up"

PERS currently requires a payment of 6% of a public employee's gross wages into the system, paid either by the employee or by the employer. Most public employers, such as the City of Grants Pass, have elected to pay the 6% on behalf of the employee as part of the overall compensation package. This allows payroll taxes to be minimized (all things being equal in terms of the total compensation package). The costs shown above include both the main PERS rate and the 6% portion.

Rate Drivers & PERS Reserve Impact

PERS rate changes are largely and directly correlated to the broad performance of financial markets, and rate changes tend to lag the actual performance of financial markets by at least two years. The FY'10 and FY'11 rates billed by PERS were reduced because of financial market performance that was healthy prior to 2008. However, knowing that 2008 was one of the worst financial market performances in many years, the City billed all departments at the same PERS rates as the previous two-year cycle and set aside additional reserves in the Benefits Administration program. Reserves have been set aside for many years by charging slightly different rates to operating departments as compared to the PERS system payment requirements, and at the peak of the PERS rate setting cycle these reserves will be used to lessen the impact of higher rates.

The State PERS Board made a policy decision to spread unfunded liabilities, largely the result of retirement benefits for Tier 1/Tier 2 employees, to all groups. As the current employee membership in Tier 1/Tier 2 has declined due to retirements, the financial impact of liabilities and financial market losses in 2008 produced staggering rate projections for these remaining Tier 1/2 employees. Government agencies have found these impacts more manageable by allocating a portion of the liabilities across all groups of employees, and so under the State's rate setting rules the liabilities are spread across all categories of PERS employees. It is also noteworthy that the State has addressed the issue of Tier1/Tier2 benefits in that since 2003 new public employees do not have the same defined benefits. However, the system remains to be partially a defined benefit plan that sets retirement benefits based on time of service rather than by how much is earned in an employee's individual retirement account and how well investments perform. This type of retirement plan is challenging to manage when retirement portfolio returns come in well under average long-term expectations, as was the case in 2008.

Due to the historic losses in financial markets in 2008 and limited recovery of those losses in recent years, it is currently expected that <u>at least</u> 3% increases will be implemented by the state PERS program every two years starting again on July 1, 2017 and for the next couple rate cycles unless the losses are recovered in that time. Investments must return well over the assumed returns of slightly less than 8% in order for the unfunded liability to decrease in a given year. Over the year, the City will bill all departments at rates slightly higher than what is paid into the system. The PERS reserve will grow slightly and be used to offset future rate increases. The financial plan at this time is to stop growing the reserve after FY'17 and use the reserve to help offset future increases starting in FY'18.

Actuarial liabilities compared to growth in assets for the State operated PERS system will have to be monitored to predict the impact of future rate setting cycles. Ultimately the move to create PERS reserves will lessen the future impact of PERS rate hikes towards the end of the rate increase cycle and

will help smooth the potential volatility of City personnel and related benefit costs. While the City cannot control these rates and must follow the rules of the State's system, the City has taken steps to prepare for future PERS cost increases.

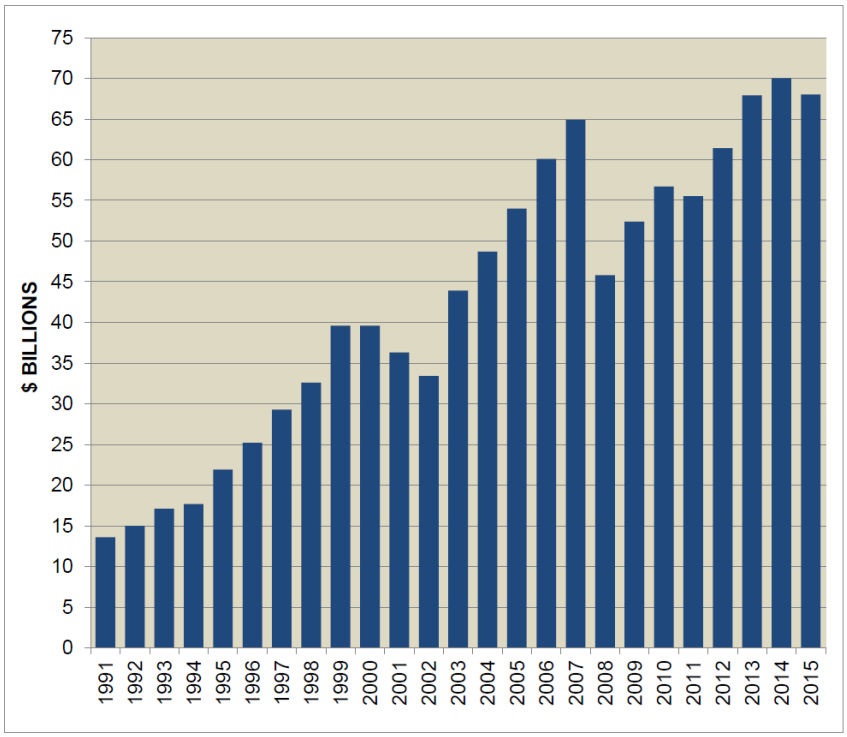
The rate increases that the City experienced starting July 1, 2015, were less than previous expectations. This is due in part to the City now being part of the State & Local Government Rate Pool for its Tier 1 and Tier 2 liabilities for the first time. Grants Pass is no longer an independent employer for the calculated liabilities for the PERS Tiers previous to OPSRP (2003), and the difference between the funded status of Grants Pass and the pool at the point where Grants Pass joined the rate pool recently, is set to be amortized over many years into the future. PERS rate changes every two years might be slightly less volatile in the future due to this change that was made in the last cycle.

Absent above average investment returns, the City of Grants Pass and almost all other public agencies in Oregon currently have an actuarial unfunded liability related to participation in PERS. Each year, PERS engages an actuary to determine the proper measure of actuarial assets, actuarial liabilities, the system's funded status, and each employer's share of assets and liabilities. Below is some information directly from PERS for a better understanding of this retirement system.

Information directly from Oregon PERS

The following charts and data points about Oregon PERS were copied from a presentation created by PERS dated April 1, 2015, titled "PERS by the Numbers." The charts that follow highlight the importance of portfolio returns to the rate setting cycle for public agencies in Oregon.

PERS fund value (calendar years ending December 31)



3. *System Funding Level and Status (continued)*

Unfunded actuarial liability history and funded ratio*

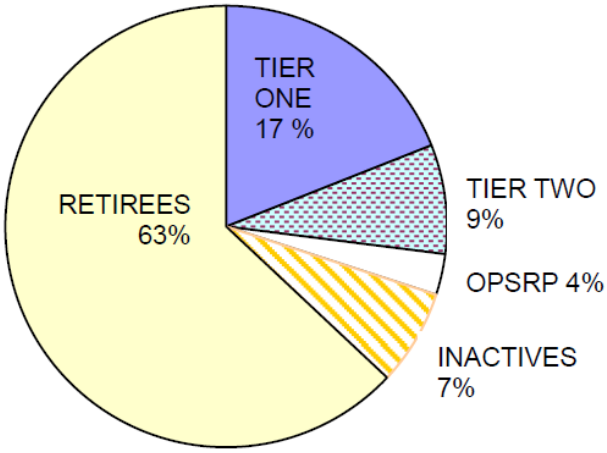
Valuation** Date	With Side Accounts*** (starting in 2002)		Without Side Accounts	
	UAL ($M)	Funded Ratio (%)	UAL ($M)	Funded Ratio (%)
2000	1,545	96.4	1,545	96.4
2001	-2,031	105.4	-2,031	105.4
2002	3,204	92.0	3,983	89.9
2003	1,751	96.1	6,227	86.0
2004	2,122	95.6	7,678	84.0
2005	-1,751	104.0	4,919	91.0
2006	-5,019	109.7	2,229	95.7
2007	-6,120	111.5	1,538	97.1
2008	10,998	80.0	16,133	70.4
2009	8,108	86.0	13,598	76.0
2010****	7,700	87.0	13,300	78.0
2011	11,030	82.0	16,255	73.0
2012*****	5,600	91.0	11,100	82.0
2013	2,600	96.0	8,500	86.0
2014******	12,100	84.0	18,000	76.0
2015 (estimated)	------	------	21-22	71.0-72.0

* Includes RHIA/RHIPA.
** 2000-2003 UALs were calculated using actuarial value of assets (AVA) based on year-to-year changes in asset values smoothed over four-year periods. All other UALs since 1997 were calculated using an AVA based on fair market value.
*** The official PERS valuation UAL and funded ratio are based on accepted actuarial standards and methodologies. These methodologies are subject to review and revision every two years. A negative UAL amount represents a surplus.
**** 2010 and after includes the OPSRP Pension Program, 2000-2009 reflects only Tier One/Tier Two.
***** Includes liability reductions from Senate Bills 822 & 861 and new Board-adopted actuarial assumptions and methods from the 2012 Experience Study.
****** Includes the *Moro* decision and new Board-adopted actuarial assumptions and methods from the 2014 Experience Study.

Actuarial accrued liabilities

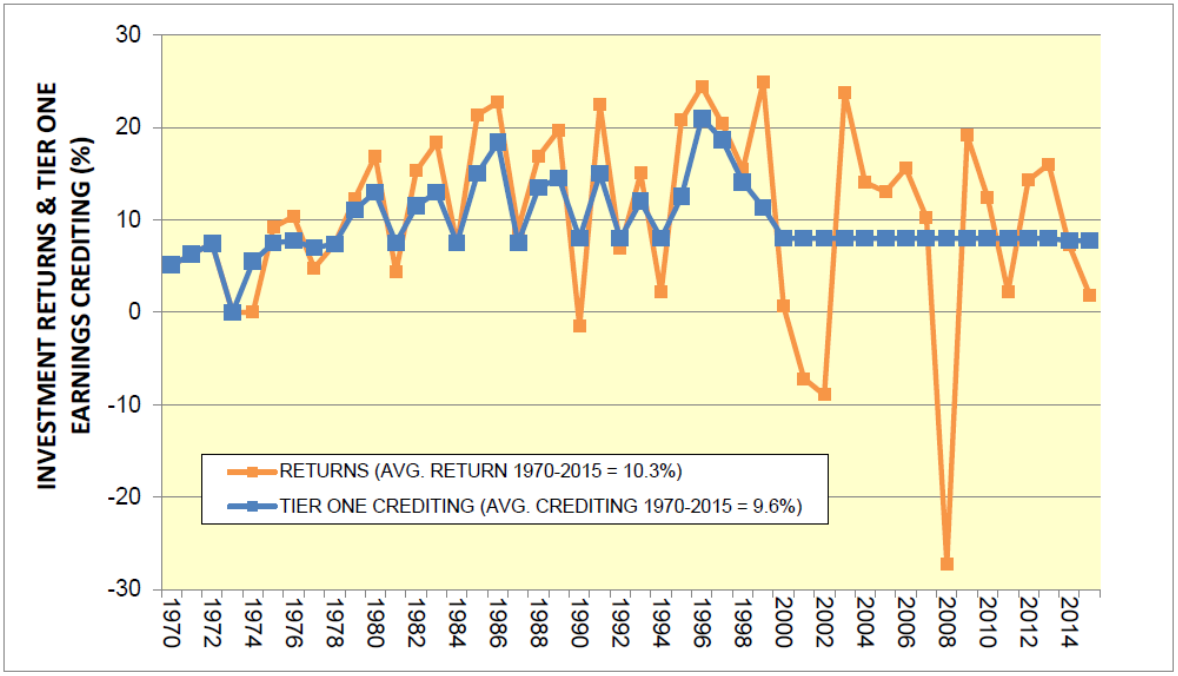
Before PERS reform in 2003, PERS' liabilities were growing by about 12% annually. Reform reduced liability growth to an expected average of 3 to 4% annually over the long-term, which is close to the system's annual inflation rate assumption of 2.5% (for the December 31, 2014 and December 31, 2015 valuations).

Approximately 70% of PERS' total accrued liability is for members who are no longer working in PERS-covered employment (retirees and inactives). As a result, more than 40% of an employer's total contribution rate is associated with these groups.



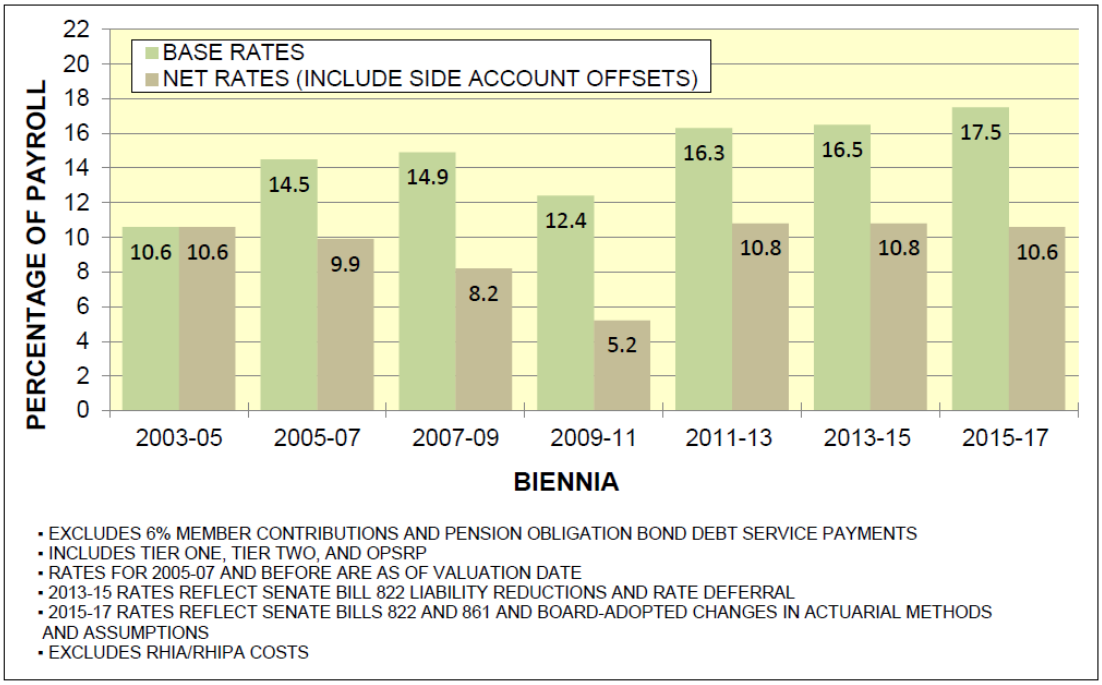
4. *System Revenue (continued)*

Regular account earnings available for crediting and actual distributions to Tier One member regular accounts based on 2015 earnings



4. *System Revenue (continued)*

System-wide average employer contribution rates as a percent of covered salary (net rates include side account offsets).



2017-2019 employer contribution rate increase projections

($ millions)	Projected 2015-17 Payroll*	(A) Projected 2015-17 Contribution	Projected 2017-19 Payroll*	(B) Projected 2017-19 Contribution	(B) - (A) Projected Contribution Increase
State Agencies	$5,580	$575	$5,980	$800	$225
School Districts	$5,950	$560	$6,370	$850	$290
All Others	$7,350	$870	$7,870	$1,155	$285
Total	**$18,880**	**$2,005**	**$20,220**	**$2,805**	**$800**

- Projected 2017-19 contributions are determined by applying collared net advisory rates calculated in the 12/31/2014 valuation
- Projections do not reflect the effects of actual 2015 investment returns

Investment income provided 73.8% of total PERS' revenues from 1970-2014, with member contributions providing 5.6% and employer contributions providing 20.6%.

Money for PERS benefit payments comes from three sources (1970-2014)

Further information about Oregon PERS can be found on the State's website at the following address:

http://www.oregon.gov/pers/Pages/index.aspx

APPENDIX

Summary of Resources by Fund & Source for Fiscal Year 2018 Projected

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Funds	Total
Property Taxes	17,755,988	0	1,167,100	0	0	0	0	18,923,088
Taxes Other than Property	4,041,600	1,506,500	0	0	0	0	0	5,548,100
Licenses & Permits	363,500	12,500	0	0	0	0	0	376,000
Fines & Forfeitures	141,000	0	0	0	0	0	0	141,000
Revenue From Other Agencies	1,666,300	2,424,865	0	1,310,095	0	4,500	0	5,405,760
Use of Assets	86,000	7,450	2,500	30,500	30,500	59,000	22,000	237,950
Fees & Charges	1,251,350	1,119,952	0	262,000	13,545,390	51,200	0	16,229,892
Other Revenue	183,925	188,600	660,000	40,000	50,187	100,832	348,497	1,572,041
Direct Charges for Service	0	0	0	0	20,000	4,917,099	0	4,937,099
Administrative Charges	0	0	0	0	0	4,521,613	0	4,521,613
Transfers In	1,249,700	390,500	0	2,374,900	4,935,000	0	0	8,950,100
Total Current Revenues	26,739,363	5,650,367	1,829,600	4,017,495	18,581,077	9,654,244	370,497	66,842,643
Beginning Resources	9,924,959	2,746,755	65,350	3,208,232	2,914,911	9,063,105	188,290	28,111,602
Total Resources	**36,664,322**	**8,397,122**	**1,894,950**	**7,225,727**	**21,495,988**	**18,717,349**	**558,787**	**94,954,245**

Summary of Requirements by Fund & Major Object for Fiscal Year 2018 Projected

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	17,476,677	806,850	0	0	2,897,983	5,152,300	0	26,333,810
Materials and Supplies	602,025	86,120	0	0	937,297	505,945	0	2,131,387
Contractual Services	5,593,131	1,905,772	8,000	0	2,313,892	2,902,779	373,497	13,097,071
Direct Charges for Services	869,637	468,887	10,000	0	937,396	549,600	12,500	2,848,020
Capital Outlay	27,000	1,453,754	0	7,225,727	6,028,909	658,000	0	15,393,390
Indirect Charges	2,301,500	209,900	0	0	738,000	302,000	0	3,551,400
Operating Expenditures	**26,869,970**	**4,931,283**	**18,000**	**7,225,727**	**13,853,477**	**10,070,624**	**385,997**	**63,355,078**
Other Requirements								
Debt Service	0	0	1,319,600	0	992,583	0	0	2,312,183
Transfers Out	1,110,500	2,439,600	500,000	0	4,900,000	0	0	8,950,100
Total Other Expenditures	**1,110,500**	**2,439,600**	**1,819,600**	**0**	**5,892,583**	**0**	**0**	**11,262,283**
Contingencies	2,828,201	1,026,239	7,350	0	1,749,928	2,554,701	0	8,166,419
Ending Balance	5,855,651	0	50,000	0	0	6,092,024	172,790	12,170,465
Total Requirements	**36,664,322**	**8,397,122**	**1,894,950**	**7,225,727**	**21,495,988**	**18,717,349**	**558,787**	**94,954,245**

Summary of Resources by Fund & Source for Fiscal Year 2017 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	17,312,215	0	1,129,100	0	0	0	0	18,441,315
Taxes Other than Property	3,968,530	1,464,200	0	0	0	0	0	5,432,730
Licenses & Permits	363,500	12,500	0	0	0	0	0	376,000
Fines & Forfeitures	141,000	0	0	0	0	0	0	141,000
Revenue From Other Agencies	1,730,300	2,510,643	0	2,406,750	0	4,500	0	6,652,193
Use of Assets	86,000	22,200	2,500	1,519,626	35,500	59,900	22,000	1,747,726
Fees & Charges	1,251,350	1,105,741	0	267,000	13,086,364	51,200	0	15,761,655
Other Revenue	183,925	188,600	2,160,000	3,099,500	50,050	654,832	328,770	6,665,677
Direct Charges for Service	0	0	0	0	19,000	5,049,573	0	5,068,573
Administrative Charges	0	0	0	0	0	4,402,937	0	4,402,937
Transfers In	1,356,300	390,500	0	6,113,500	6,903,300	0	0	14,763,600
Total Current Revenues	26,393,120	5,694,384	3,291,600	13,406,376	20,094,214	10,222,942	350,770	79,453,406
Beginning Resources	11,568,670	3,980,056	76,850	7,782,210	15,471,110	10,130,196	216,070	49,225,162
Total Resources	**37,961,790**	**9,674,440**	**3,368,450**	**21,188,586**	**35,565,324**	**20,353,138**	**566,840**	**128,678,568**

Summary of Requirements by Fund & Major Object for Fiscal Year 2017 Adopted

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	16,611,906	720,191	0	0	2,889,298	4,927,796	0	25,149,191
Materials and Supplies	645,328	84,862	0	0	948,107	520,995	0	2,199,292
Contractual Services	5,543,633	1,998,404	8,000	0	2,368,525	3,443,623	366,050	13,728,235
Direct Charges for Services	862,364	463,528	10,000	0	920,213	547,696	12,500	2,816,301
Capital Outlay	47,000	1,477,754	0	19,698,586	17,772,196	862,500	0	39,858,036
Indirect Charges	2,216,100	199,900	0	0	742,200	296,200	0	3,454,400
Operating Expenditures	**25,926,331**	**4,944,639**	**18,000**	**19,698,586**	**25,640,539**	**10,598,810**	**378,550**	**87,205,455**
Other Requirements								
Debt Service	0	0	1,285,100	1,460,000	995,483	0	0	3,740,583
Transfers Out	2,110,500	3,265,800	2,000,000	30,000	6,703,300	654,000	0	14,763,600
Total Other Expenditures	**2,110,500**	**3,265,800**	**3,285,100**	**1,490,000**	**7,698,783**	**654,000**	**0**	**18,504,183**
Contingencies	2,914,971	1,464,001	15,350	0	2,226,002	2,878,716	0	9,499,040
Ending Balance	7,009,988	0	50,000	0	0	6,221,612	188,290	13,469,890
Total Requirements	**37,961,790**	**9,674,440**	**3,368,450**	**21,188,586**	**35,565,324**	**20,353,138**	**566,840**	**128,678,568**

Summary of Resources by Fund & Source for Fiscal Year 2017 Recommended

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	17,312,215	0	1,129,100	0	0	0	0	18,441,315
Taxes Other than Property	3,968,530	1,464,200	0	0	0	0	0	5,432,730
Licenses & Permits	363,500	12,500	0	0	0	0	0	376,000
Fines & Forfeitures	141,000	0	0	0	0	0	0	141,000
Revenue From Other Agencies	1,730,300	2,510,643	0	2,406,750	0	4,500	0	6,652,193
Use of Assets	86,000	22,200	2,500	1,519,626	35,500	59,900	22,000	1,747,726
Fees & Charges	1,251,350	1,105,741	0	267,000	13,086,364	51,200	0	15,761,655
Other Revenue	183,925	188,600	2,160,000	3,099,500	50,050	654,832	328,770	6,665,677
Direct Charges for Service	0	0	0	0	19,000	5,049,573	0	5,068,573
Administrative Charges	0	0	0	0	0	4,402,937	0	4,402,937
Transfers In	1,356,300	390,500	0	6,113,500	6,903,300	0	0	14,763,600
Total Current Revenues	26,393,120	5,694,384	3,291,600	13,406,376	20,094,214	10,222,942	350,770	79,453,406
Beginning Resources	11,568,670	3,980,056	76,850	7,782,210	15,471,110	10,130,196	216,070	49,225,162
Total Resources	**37,961,790**	**9,674,440**	**3,368,450**	**21,188,586**	**35,565,324**	**20,353,138**	**566,840**	**128,678,568**

Summary of Requirements by Fund & Major Object for Fiscal Year 2017 Recommended

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	16,611,906	720,191	0	0	2,889,298	4,927,796	0	25,149,191
Materials and Supplies	645,328	84,862	0	0	948,107	520,995	0	2,199,292
Contractual Services	5,543,633	1,998,404	8,000	0	2,368,525	3,443,623	366,050	13,728,235
Direct Charges for Services	862,364	463,528	10,000	0	920,213	547,696	12,500	2,816,301
Capital Outlay	47,000	1,477,754	0	19,698,586	17,772,196	862,500	0	39,858,036
Indirect Charges	2,216,100	199,900	0	0	742,200	296,200	0	3,454,400
Operating Expenditures	**25,926,331**	**4,944,639**	**18,000**	**19,698,586**	**25,640,539**	**10,598,810**	**378,550**	**87,205,455**
Other Requirements								
Debt Service	0	0	1,285,100	1,460,000	995,483	0	0	3,740,583
Transfers Out	2,110,500	3,265,800	2,000,000	30,000	6,703,300	654,000	0	14,763,600
Total Other Expenditures	**2,110,500**	**3,265,800**	**3,285,100**	**1,490,000**	**7,698,783**	**654,000**	**0**	**18,504,183**
Contingencies	2,914,971	1,464,001	15,350	0	2,226,002	2,878,716	0	9,499,040
Ending Balance	7,009,988	0	50,000	0	0	6,221,612	188,290	13,469,890
Total Requirements	**37,961,790**	**9,674,440**	**3,368,450**	**21,188,586**	**35,565,324**	**20,353,138**	**566,840**	**128,678,568**

Summary of Resources by Fund & Source for Fiscal Year 2016 Budget

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	16,494,350	0	1,096,700	0	0	0	0	17,591,050
Taxes Other than Property	3,924,988	1,254,500	0	0	0	0	0	5,179,488
Licenses & Permits	290,960	12,500	0	0	0	0	0	303,460
Fines & Forfeitures	141,000	0	0	0	0	0	0	141,000
Revenue From Other Agencies	1,660,303	2,460,600	0	3,406,750	0	3,600	0	7,531,253
Use of Assets	72,750	25,165	1,500	1,532,536	37,500	56,100	22,000	1,747,551
Fees & Charges	1,008,470	1,091,290	0	267,000	13,052,350	27,800	0	15,446,910
Other Revenue	174,225	196,600	660,000	3,787,000	81,900	686,932	281,000	5,867,657
Direct Charges for Service	0	0	0	0	22,900	4,821,819	0	4,844,719
Administrative Charges	0	0	0	0	0	4,236,945	0	4,236,945
Transfers In	1,041,900	390,500	0	4,721,700	5,287,000	0	0	11,441,100
Total Current Revenues	24,808,946	5,431,155	1,758,200	13,714,986	18,481,650	9,833,196	303,000	74,331,133
Beginning Resources	10,899,226	3,313,414	152,880	10,208,957	11,373,185	9,387,691	182,318	45,517,671
Total Resources	**35,708,172**	**8,744,569**	**1,911,080**	**23,923,943**	**29,854,835**	**19,220,887**	**485,318**	**119,848,804**

Summary of Requirements by Fund & Major Object for Fiscal Year 2016 Budget

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	16,277,871	742,463	0	0	2,881,145	4,949,284	0	24,850,763
Materials and Supplies	675,111	80,882	0	0	870,307	520,150	0	2,146,450
Contractual Services	5,307,999	1,746,104	8,000	0	2,314,060	3,474,810	306,000	13,156,973
Direct Charges for Services	834,324	441,004	10,000	0	854,977	567,574	12,500	2,720,379
Capital Outlay	47,000	1,438,848	0	22,373,943	13,227,264	966,800	0	38,053,855
Indirect Charges	2,153,864	195,250	0	0	728,350	290,830	0	3,368,294
Operating Expenditures	**25,296,169**	**4,644,551**	**18,000**	**22,373,943**	**20,876,103**	**10,769,448**	**318,500**	**84,296,714**
Other Requirements								
Debt Service	0	0	1,251,600	1,460,000	1,440,883	0	0	4,152,483
Transfers Out	2,185,500	2,743,600	500,000	90,000	5,132,000	790,000	0	11,441,100
Total Other Expenditures	**2,185,500**	**2,743,600**	**1,751,600**	**1,550,000**	**6,572,883**	**790,000**	**0**	**15,593,583**
Contingencies	2,342,115	1,356,418	91,480	0	2,405,849	2,228,768	0	8,424,630
Ending Balance	5,884,388	0	50,000	0	0	5,432,671	166,818	11,533,877
Total Requirements	**35,708,172**	**8,744,569**	**1,911,080**	**23,923,943**	**29,854,835**	**19,220,887**	**485,318**	**119,848,804**

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

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	15,745,504	0	1,062,136	0	0	0	0	16,807,640
Taxes Other than Property	3,870,413	1,203,544	0	0	0	0	0	5,073,957
Licenses & Permits	392,698	10,234	0	0	0	0	0	402,932
Fines & Forfeitures	162,809	0	0	0	0	0	0	162,809
Revenue From Other Agencies	1,599,167	2,093,660	0	2,210,119	0	1,684	0	5,904,630
Use of Assets	87,244	49,745	4,190	130,425	106,929	66,862	9,972	455,367
Fees & Charges	1,566,623	1,037,047	0	169,360	12,751,348	92,925	0	15,617,303
Other Revenue	252,962	221,606	202,894	418,047	147,318	314,061	294,549	1,851,437
Direct Charges for Service	0	0	0	0	15,730	4,630,331	0	4,646,061
Administrative Charges	0	0	0	0	0	3,799,368	0	3,799,368
Transfers In	1,127,704	444,676	0	2,563,495	4,806,569	0	0	8,942,444
Total Current Revenues	24,805,124	5,060,512	1,269,220	5,491,446	17,827,894	8,905,231	304,521	63,663,948
Beginning Resources	11,799,811	3,801,928	138,645	13,707,294	12,699,615	10,624,258	199,098	52,970,649
Total Resources	**36,604,935**	**8,862,440**	**1,407,865**	**19,198,740**	**30,527,509**	**19,529,489**	**503,619**	**116,634,597**

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

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	14,411,815	629,692	0	0	2,336,273	4,453,381	0	21,831,161
Materials and Supplies	489,613	91,841	0	0	782,872	421,168	0	1,785,494
Contractual Services	4,599,120	997,276	5,421	0	2,036,866	2,014,479	294,549	9,947,711
Direct Charges for Services	703,539	394,120	10,000	0	808,531	583,348	12,500	2,512,038
Capital Outlay	2,818	96,379	0	9,073,950	2,255,742	290,067	0	11,718,956
Indirect Charges	1,835,723	174,759	0	0	625,623	223,553	0	2,859,658
Operating Expenditures	**22,042,628**	**2,384,067**	**15,421**	**9,073,950**	**8,845,907**	**7,985,996**	**307,049**	**50,655,018**
Other Requirements								
Debt Service	0	146,205	1,221,200	0	1,444,255	0	0	2,811,660
Transfers Out	1,941,634	2,312,240	0	112,000	4,006,569	570,000	0	8,942,443
Total Other Expenditures	**1,941,634**	**2,458,445**	**1,221,200**	**112,000**	**5,450,824**	**570,000**	**0**	**11,754,103**
Contingencies	0	0	0	0	0	0	0	0
Ending Balance	12,620,673	4,019,928	171,244	10,012,790	16,230,778	10,973,493	196,570	54,225,476
Total Requirements	**36,604,935**	**8,862,440**	**1,407,865**	**19,198,740**	**30,527,509**	**19,529,489**	**503,619**	**116,634,597**

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

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Property Taxes	15,100,860	0	985,031	0	0	0	0	16,085,891
Taxes Other than Property	3,809,691	1,110,907	0	0	0	0	0	4,920,598
Licenses & Permits	364,797	11,435	0	0	0	0	0	376,232
Fines & Forfeitures	223,923	0	0	0	0	0	0	223,923
Revenue From Other Agencies	1,534,925	2,084,419	0	792,484	0	(4,287)	0	4,407,541
Use of Assets	82,721	32,676	3,249	148,019	105,816	64,145	8,811	445,437
Fees & Charges	510,746	981,482	0	369,253	12,047,977	24,908	0	13,934,366
Other Revenue	161,708	144,435	78,853	82,619	103,316	188,740	269,403	1,029,074
Direct Charges for Service	0	0	0	0	23,102	4,788,596	0	4,811,698
Administrative Charges	0	0	0	0	0	3,676,662	0	3,676,662
Transfers In	884,182	5,000	0	3,130,286	2,377,204	5,000	0	6,401,672
Total Current Revenues	22,673,553	4,370,354	1,067,133	4,522,661	14,657,415	8,743,764	278,214	56,313,094
Beginning Resources	12,401,350	4,008,410	227,942	12,912,862	13,178,244	9,771,913	202,789	52,703,510
Total Resources	**35,074,903**	**8,378,764**	**1,295,075**	**17,435,523**	**27,835,659**	**18,515,677**	**481,003**	**109,016,604**

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

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Construction Funds	Enterprise Funds	Intergov. Service Funds	Trust Fund	Total
Personnel Services	14,656,383	571,722	0	0	2,443,831	4,274,860	0	21,946,796
Materials and Supplies	482,870	67,500	0	0	804,794	456,416	0	1,811,580
Contractual Services	4,391,604	585,612	6,230	0	2,145,321	1,895,468	269,405	9,293,640
Direct Charges for Services	659,478	405,936	10,000	0	819,562	576,240	12,500	2,483,716
Capital Outlay	13,489	81,176	0	3,647,239	4,454,909	500,584	0	8,697,397
Indirect Charges	1,884,930	161,951	0	0	654,641	122,850	0	2,824,372
Operating Expenditures	**22,088,754**	**1,873,897**	**16,230**	**3,647,239**	**11,323,058**	**7,826,418**	**281,905**	**47,057,501**
Other Requirements								
Debt Service	0	801	1,140,200	0	1,445,986	0	0	2,586,987
Transfers Out	1,186,339	2,702,138	0	80,990	2,367,000	65,000	0	6,401,467
Total Other Expenditures	**1,186,339**	**2,702,939**	**1,140,200**	**80,990**	**3,812,986**	**65,000**	**0**	**8,988,454**
Contingencies	0	0	0	0	0	0	0	0
Ending Balance	11,799,810	3,801,928	138,645	13,707,294	12,699,615	10,624,259	199,098	52,970,649
Total Requirements	**35,074,903**	**8,378,764**	**1,295,075**	**17,435,523**	**27,835,659**	**18,515,677**	**481,003**	**109,016,604**

OVERVIEW OF FUND BALANCES

Governmental Type Funds				
Fund Name	*FY'16 Actual Beginning Fund Balance*	*FY'17 Estimated Beginning Fund Balance **	*FY'17 Estimated Ending Fund Balance **	*Brief Explanation for Change Within Fiscal Year '17 If greater than 10%*
General Fund				
General - unrestricted	$ 11,722,740	$10,477,000	$ 6,966,538	Estimated Ending Fund Balance does not include the contingency of $2,000,000 which is appropriated as an expenditure. Additionally, Departments historically have expenditure savings that provide for higher than budgeted balances.
General - restricted	892,933	1,091,670	43,450	**See contingency footnote
Special Revenue Funds				
Transient Room Tax	0	168,500	0	All proceeds are distributed each year. Estimated beginning balance for FY'17 is the result of FY16 revenues trending above estimates.
Industrial and Downtown Loans	937,153	939,000	0	**See contingency footnote
Solid Waste	218,454	218,053	0	**See contingency footnote
Transportation Operations	1,360,714	1,310,749	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'16 Beginning Fund Balance*	*FY'17 Estimated Beginning Fund Balance ***	*FY'17 Estimated Ending Fund Balance ***	*Brief Explanation for Change Within Fiscal Year '17 If greater than 10%*
Enterprise Funds				
Water Operations	$ 3,426,377	$ 2,535,517	0	**See contingency footnote
Wastewater Operations	2,638,999	2,528,197	0	**See contingency footnote
Internal Service Funds				
Administrative Services	1,395,712	1,029,846	0	**See contingency footnote
CD Management	270,158	147,879	0	**See contingency footnote
Engineering	539,389	462,421	0	**See contingency footnote
Property Management	354,757	279,732	0	**See contingency footnote
Equipment Replacement	3,783,170	3,598,000	2,498,222	Planned vehicle & equipment replacements reduced balance.
Garage Operations	531,926	311,970	0	**See contingency footnote
General Insurance	544,743	458,237	0	**See contingency footnote
Information Technology	201,152	199,128	0	**See contingency footnote
Insurance/Benefits Administration	2,964,039	3,330,000	3,723,390	Change due to planned PERS reserve
Workers' Compensation Insurance	388,447	312,983	0	**See contingency footnote

*** 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

Budget FY'17

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.

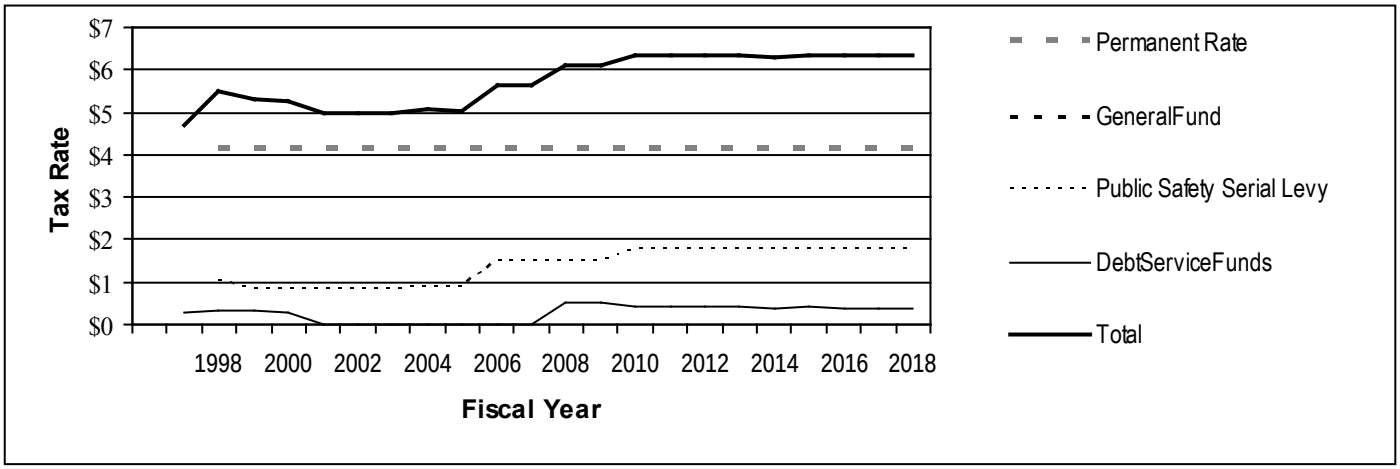
Summary of Un-appropriated Ending Fund Balances

	ACTUAL FY'14	ACTUAL FY'15	BUDGET FY'16	ADOPTED BUDGET FY'17	PROJECTED FY'18
General Fund	11,799,810	12,620,674	5,884,388	7,009,988	5,855,651
Street Utility Fund	890,671	1,360,714	0	0	0
Community Development Block Grant Fund	440,147	205,562	0	0	0
Housing & Economic Development Fund	928,851	937,153	0	0	0
Transient Room Tax Fund	101,289	0	0	0	0
General Obligation Bond Fund	62,495	56,894	50,000	50,000	50,000
Bancroft Bond Fund	76,150	114,350	0	0	0
Storm Water Utility Fund	10,563	0	0	0	0
Wastewater Fund	2,234,575	2,638,999	0	0	0
Solid Waste Fund	149,259	185,445	0	0	0
Water Fund	2,978,470	3,426,377	0	0	0
Fleet Operations Fund	4,279,597	4,315,096	2,086,083	2,498,222	2,456,944
Support Services Fund	777,804	1,365,456	0	0	0
Insurance Services Fund	3,844,068	3,897,230	3,261,124	3,723,390	3,635,080
Administrative Services Fund	868,098	1,395,712	85,464	0	0
Trust Funds	186,818	184,290	166,818	188,290	172,790
Total Un-appropriated Balances	**29,628,665**	**32,703,952**	**11,533,877**	**13,469,890**	**12,170,465**

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*
1997		4.09		0.29	4.38
1998	4.14		1.03	0.32	5.49
1999	4.13		0.85	0.31	5.29
2000	4.13		0.85	0.30	5.28
2001	4.13		0.85	0.00	4.98
2002	4.13		0.85	0.00	4.98
2003	4.13		0.85	0.00	4.98
2004	4.13		0.89	0.00	5.02
2005	4.13		0.89	0.00	5.02
2006	4.13		1.49	0.00	5.62
2007	4.13		1.49	0.00	5.62
2008	4.13		1.49	0.51	6.13
2009	4.13		1.49	0.50	6.12
2010	4.13		1.79	0.40	6.32
2011	4.13		1.79	0.41	6.33
2012	4.13		1.79	0.41	6.33
2013	4.13		1.79	0.40	6.32
2014	4.13		1.79	0.39	6.31
2015	4.13		1.79	0.40	6.32
2016	4.13		1.79	0.39	6.31
2017	4.13		1.79 est.	0.39 est.	6.31 est.
2018	4.13		1.79 est.	0.39 est.	6.31 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*
2006	1,728,922,043	6,592,207	2,576,094	0
2007	2,065,307,699	7,931,607	3,077,307	0
2008	2,207,029,376	8,478,617	3,288,475	1,124,923
2009	2,318,499,838	9,583,520	3,454,566	1,159,947
2010	2,409,615,099	9,960,144	4,313,211	961,436
2011	2,478,664,959	10,245,487	4,436,778	1,007,818
2012	2,508,735,657	10,369,859	4,490,637	1,016,791
2013	2,560,620,153	10,584,705	4,583,512	1,028,089
2014	2,624,936,968	10,852,957	4,698,638	1,012,439
2015	2,720,898,957	11,246,836	4,870,411	1,087,544
2016	2,901,485,719	11,995,936	5,193,661	1,131,580
2017 est.	3,008,359,000	12,435,053	5,384,963	1,163,102
2018 est.	3,088,485,000	12,766,251	5,528,388	1,203,743

HISTORY OF GENERAL SUPPORT RESOURCES

	ACTUAL *FY'14*	*ACTUAL* *FY'15*	*BUDGET* *FY'16*	*BUDGET* *FY'17*	*PROJECTED* *FY'18*
Beg. Fund Balance	$11,807,366	$11,121,548	$10,309,254	$10,477,000	$8,966,538
Business Taxes	279,291	281,968	277,300	279,700	279,700
Franchise Taxes:					
PP&L	1,688,672	1,723,657	1,796,748	1,781,700	1,817,400
Century Link	103,241	89,966	88,700	82,720	79,420
Charter	404,915	408,249	372,400	408,000	408,000
Avista	424,178	405,850	466,596	444,900	453,800
Republic	207,747	201,320	207,000	201,000	201,000
So. Or. Sanitation	75,583	94,281	75,000	94,300	94,300
Solid Waste Transfer	21,211	25,382	20,400	29,410	31,180
Other Telecom.	45,462	49,113	46,800	46,800	46,800
Fees in Lieu of Franchise	558,902	590,627	573,444	600,000	630,000
Licenses	8,915	10,875	6,940	8,200	8,200
State Rev. Sharing	333,087	345,212	358,573	350,500	357,500
State Cigarette Tax	46,823	46,662	42,524	44,400	43,200
State Liquor Tax	487,519	510,257	524,822	520,500	530,700
Jail Services Utility Fee	0	952,721	772,000	972,000	972,000
Other Misc.	5,828	16,031	5,600	5,000	5,000
Investment Interest	79,438	84,278	70,500	83,000	83,000
TOTAL	**$16,578,178**	**$16,957,997**	**$16,014,601**	**$16,429,130**	**$15,007,738**

MONTHLY SALARY SCHEDULE

Positions (Salary as of January 1, 2016 and may be subject to change pending labor negotiations.)	***Entry***	***Top***
Reserve Police Officer (Volunteer), Fire Interns	N/A	N/A
Office Assistant Level	$2,296	$3,267
Accounting Technician	$2,661	$3,367
Prevention Program Office Assistant	$2,891	$3,690
Municipal Services Worker (Parks, Streets, Maintenance) Utility Worker I	$2,892	$3,659
Technician, (Department Support), Lead Accounting Tech	$2,926	$3,703
Public Safety Clerk	$3,016	$3,849
Specialist (Administrative,), Webmaster	$3,102	$3,926
Municipal Services Specialist (Parks, Streets, Maintenance, Utility Worker II)	$3,109	$3,934
Community Service Officer	$3,116	$3,977
Treatment Plant Specialist I	$3,221	$4,075
Specialist (Finance) Mechanic	$3,226	$4,081
Database Tech	$3,323	$4,205
Public Safety Executive Assistant	$3,330	$4,213
Property Specialist	$3,338	$4,261
Utility Worker III	$3,389	$4,288
Engineering Technician, Assistant Planner	$3,440	$4,352
Treatment Plant Specialist II	$3,462	$4,381
Personnel Technician	$3,475	$4,396
Public Safety Dispatcher	$3,476	$4,758
Computer Services Technician, Public Works Project Specialist	$3,611	$4,569
Lead Public Safety Dispatcher	$3,650	$4,991
Business Operations Supervisor	$3,718	$4,704
Treatment Plant Specialist III	$3,774	$4,775
GIS Coordinator	$3,828	$4,844
Building Inspector/Plans Examiner, Grants Specialist, Associate Planner	$3,943	$4,989
Accountant	$4,099	$5,187
Civilian Public Safety Records Supervisor	$4,166	$5,271
Crime Analyst	$4,197	$5,357
Engineering Project Sup, Business Advocate, Mechanic Lead, H R Analyst, Property Mgmt Coordinator	$4,304	$5,446
Firefighter	$4,388	$5,600
Police Officer	$4,428	$6,034
City Surveyor, Network Administrator, Systems Administrator	$4,508	$5,704
City Recorder	$4,519	$5,718
Police Corporal	$4,664	$6,350
Senior Planner, Supervisor (Customer Service, Accounting Services)	$4,745	$6,004
Fire Engineer	$4,771	$6,090
Fire Inspector	$4,788	$6,110
Civilian Public Safety Communications Supervisor	$4,941	$6,252
Superintendent (Parks & Streets)	$4,982	$6,304
Fire Lieutenant	$4,998	$6,379
Superintendent (D&C, Wastewater, Water)	$5,232	$6,620
Battalion Chief, Fire Marshal, Public Safety Sergeant	$5,720	$7,238
Building Official	$5,878	$7,437
Information Technology Manager, Assistant Parks & Community Dev. Director	$6,025	$7,623
City Engineer	$6,175	$7,814
Public Safety Lieutenant	$6,578	$8,323
Department Director (Human Resources)	$7,007	$8,866
Deputy Chief	$7,038	$8,906
Department Director (Finance)	$7,182	$9,088
Department Director (Parks & Comm. Dev.)	$7,454	$9,431
Department Director (Public Works)	$7,640	$9,667
Department Director (Public Safety)	$8,094	$10,242
Assistant City Manager	$8,301	$10,503

REPRESENTATIVE ANNUAL SALARY AND FRINGE BENEFITS

As of January 1, 2016

	Office Assistant II	*Municipal Services Worker*	*Utility Worker*	*Treatment Plant Specialist*	*Fire Engineer*	*Police Officer*
Salary (top step)	39,224	43,912	49,475	57,303	73,091	72,405
Certification +	0	0	0	1,810	3,640	7,696
Sub-Total Salary	**39,224**	**43,912**	**49,475**	**59,113**	**76,731**	**80,101**
Legislated Benefits:						
Workers Comp	47	1,208	1,361	1,401	2,478	1,906
City Portion PERS/OPSRP	6,033	7,311	8,238	9,092	19,728	20,594
City Portion FICA Tax 7.65%	3,001	3,359	3,785	4,522	5,870	6,128
Subtotal Legislated Benefits	*9,081*	*11,878*	*13,384*	*15,015*	*28,076*	*28,628*
Negotiated Benefits:						
Employee 6% PERS/OPSRP	2,353	2,635	2,969	3,547	4,604	4,806
Health/Dental Insurance	18,936	15,240	15,240	15,240	18,936	18,936
Wellness Program	180	180	180	180	180	180
Life Ins.	77	84	92	109	160	171
Long Term Dis. Ins.	133	149	162	193	253	272
Subtotal Negotiated Benefits	*21,679*	*18,288*	*18,643*	*19,269*	*24,133*	*24,365*
Sub-Total Benefits	**30,760**	**30,166**	**32,027**	**34,284**	**52,209**	**52,993**
Total Salary & Benefits	**69,984**	**74,078**	**81,502**	**93,397**	**128,940**	**133,094**
% Ratio of Benefits/Salary	78%	69%	65%	58%	68%	66%

+ Varies with the individual.

BENEFIT DETAILS

Employee related benefits are a key expenditure detail. Details on the significant benefits expenditures are presented below along with additional detail on the largest two benefits related expenditures: the Oregon Public Employees Retirement System (PERS) and Employee Health Insurance.

The total cost for benefits by the major categories is provided below to provide insight into the changes over time. Remember that "Budget" will appear to jump in comparison to "Actual" given that the City frequently has unfilled positions at different times throughout the year that result in temporary expenditure savings.

	FY'14 Actual	FY'15 Actual	FY'16 Budget	FY'17 Budget	FY'18 Projected
FICA/Medicare	1,011,109	1,013,446	1,121,029	1,129,190	1,160,701
Workers Comp*	268,751	640	302,247	311,712	319,559
Insurance (Health & Life)	3,433,643	3,514,212	4,266,340	4,345,417	4,710,056
Retiree Insurance	208,728	222,486	300,499	251,890	245,170
PERS/OPSRP-Employee 6%	771,419	772,893	878,405	903,780	929,691
PERS/OPSRP-Employer	2,452,920	2,445,407	2,691,863	2,750,271	2,830,164

**Note FY'15 actual results were due to fund balance credit distribution from change in self-insurance plan.*

Fica/Medicare: These are the mandatory federal payroll taxes required to be paid by all public and private employers.

Workers Compensation: The City participates in the City County Insurance Services self-insured pool for workers compensation claims. Charges to departments fluctuate with changing worker's comp rates and employer experience modification.

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'14 Actual	**FY'15 Actual**	**FY'16 Budget**	**FY'17 Budget**	**FY'18 Projected**
Public Safety	2,131,211	2,108,694	2,312,946	2,361,613	2,441,964
Parks	71,044	68,748	77,992	79,483	81,416
Development	108,461	100,093	125,480	121,550	123,473
Transportation	65,703	73,766	80,062	88,072	91,877
Storm Water/Open Space	728	607	0	0	0
Water	153,603	159,193	188,639	187,949	191,191
Wastewater	159,812	154,818	172,673	180,721	181,177
Solid Waste	1,614	2,607	2,598	2,562	2,629
Administrative Services	260,073	262,575	285,783	290,553	297,449
Support Services	272,086	285,988	323,818	341,548	348,679
Lands & Building	4	1,211	0	0	0
TOTAL	**3,224,339**	**3,218,300**	**3,569,991**	**3,654,051**	**3,759,855**

Total Insurance Expenditures by Program Area					
	FY'14 Actual	**FY'15 Actual**	**FY'16 Budget**	**FY'17 Budget**	**FY'18 Projected**
Public Safety	1,856,463	1,930,897	2,369,287	2,423,369	2,630,614
Parks	106,142	97,424	116,075	118,805	128,940
Development	160,179	143,666	181,011	183,173	197,994
Transportation	100,313	114,260	133,377	136,098	147,591
Storm Water/Open Space	1,188	881	0	0	0
Water	222,502	225,915	260,213	264,633	287,323
Wastewater	229,037	212,659	255,335	246,968	267,883
Solid Waste	1,802	3,465	3,291	3,289	3,543
Administrative Services	359,860	368,248	444,984	441,459	476,045
Support Services	396,156	416,294	502,767	527,623	570,123
Lands & Building	0	504	0	0	0
TOTAL	**3,433,642**	**3,514,213**	**4,266,340**	**4,345,417**	**4,710,056**

COMPUTATION OF LEGAL DEBT MARGIN

As of June 30, 2016

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, 2016 *est.*			$ 3,008,359,000
Less Non-Profit Housing			- 2,031,900
**Total			$ 3,006,327,100
Debt limit, 3% of total real market value - ORS 287.004(2)			$ 90,189,813
Amount of debt applicable to debt limit			
Total bonded debt, including special assessments bond and public safety general obligation bonds		$ 9,275,000	
Less:			
Assets in debt service funds available for payment of principal	$ 0		
Other deduction allowed by law	0		
Special assessment and revenue bonds	6,400,000		
Total Deductions		$ 6,400,000	
Total amount of debt applicable to debt limit			$ 2,875,000
Legal debt margin			$ 87,314,813

* 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*
2016-2017	1,010,000	125,100	375,000	116,063	390,000	114,420
2017-2018	1,095,000	74,600	385,000	101,063	400,000	106,520
2018-2019	770,000	30,800	400,000	85,663	410,000	96,360
2019-2020	0	0	415,000	69,663	425,000	81,700
2020-2021	0	0	430,000	53,400	440,000	65,100
2021-2022	0	0	445,000	36,200	455,000	47,900
2022-2023	0	0	460,000	18,400	475,000	29,300
2023-2024	0	0	0	0	495,000	9,900
Totals	**$2,875,000**	**$230,500**	**$2,910,000**	**$480,452**	**$3,490,000**	**$551,200**

INTERFUND LOANS

As of June 30, 2016 est.

Municipal governments are authorized to make interfund loans. Generally this occurs when it is advantageous (e.g. short-term financing needs) and occasionally as a result of an unexpected temporary resource shortage. Interfund loan payments are recognized as revenues and expenditures as appropriate when they occur and thus affect the budgetary balance of each fund.

The borrowing fund pays interest to the loaning fund at the rate earned at the Local Government Investment Pool. This ensures the fund that loaned the money continues to earn fair and appropriate interest, and usually means the fund in need of short-term financing receives a more advantageous interest rate than external borrowing rates.

Currently the City has the following interfund loans outstanding:

From	To	Balance	Last Payment	Scheduled Payment
General Fund[1]	Lands & Buildings Capital Projects	$1,460,000	May 2013	June 2016
Solid Waste Fund[2]	Bancroft Bond Fund	$1,044,200	June 2015	June 2016

[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. Loan was reaffirmed by resolution 13-6091 in June 2013.

[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. Loan was last reaffirmed by resolution 13-6091 in June 2013.

TEN LARGEST TAXPAYERS WITHIN CITY LIMITS

Name	*Type of Business*	*City Taxable Base Value*	*Percentage of Total Assessed Value*
Charter Communications	Utility	$28,779,300	0.99%
S-H Forty-Nine Properties	Commercial	25,001,230	0.86%
Masterbrand Cabinets Inc.	Industrial	23,702,500	0.82%
Auerbach Grants Pass & Freeman Grants Pass LLC	Commercial	19,249,720	0.66%
Asante Health	Medical	15,619,527	0.54%
Avista Corp. dba Avista Utilities	Utility	14,589,000	0.50%
Fred Meyer Stores Inc.	Commercial	14,194,640	0.49%
PacifiCorp (PP&L)	Utility	14,002,000	0.48%
Johnson Trust, Carl D	Commercial	13,381,390	0.46%
Lynn-Ann Development LLC	Developer	13,566,951	0.47%
Sub-total of top taxpayers:		$ 182,086,258	6.27%
Other taxpayers:		$2,717,367,561	93.73%
Total all taxpayers:		$2,899,453,819	100.00%

Source: Josephine County Assessor - October 2015

SYSTEM DEVELOPMENT CHARGE REVENUES

FY'17 System Development Charge Revenues

Capital Improvement Type	*SDC Fund Number*	*Est. Balance July 1, 2016*	*FY'17 SDC Revenue Budget*	*FY'17 Allocations*	*Est. Balance June 30, 2017*
Parks Land Acquisition	692	72,525	40,000	68,900	43,625
Parks Development	694	85,007	35,000	69,868	60,139
Storm Water & Open Space	642	107,951	25,500	40,000	93,451
Transportation	614	138,219	150,000	150,000	138,219
Water	752	401,436	154,000	400,000	155,436
Wastewater	722	538,708	200,000	575,000	163,708

FY'17 Budgeted Allocation of System Development Charge Revenues To Capital Projects

Project #	*Project Name*	*Description*	*$ Allocated*
	Parks Land Acquisition SDC to Capital Projects		
LB4539	Allen Creek Park Property Purchase	Park land acquisition	25,000
LB4710	Overland Park Reserve	Park land acquisition	25,000
LB4955	Allen Creek Trail/Ramsey to Hwy 199	Park land acquisition	18,900
		Total	**$68,900**
	Parks Land Development SDC to Capital Projects		
LB6227	Reinhart Park Irrigation System Convert	Parks Development	59,868
LB6281	Fruitdale Park Restroom	Parks Development	10,000
		Total	**$69,868**
	Storm Water and Open Space SDC to Capital Projects		
DO6169	Storm Water Master Plan Update	Update capital improvement plan & resources	40,000
		Total	**$40,000**
	Transportation SDC to Capital Projects		
TR6116	Allen Creek Rd. Improve W. Harbeck to Denton Trail.	Connect Allen Creek Rd. between W. Harbeck & Denton Trail	150,000
		Total	**$150,000**
	Water SDC to Capital Projects		
WA6207	WTP Upgrade	Water Treatment Plant upgrade	400,000
		Total	**$400,000**
	Wastewater SDC to Capital Projects		
SE4964	WRP Phase 2 Expansion	Expand aeration basin capacity, etc.	350,000
SE6012	Western Ave. Sewer Replacement	Replace deteriorated sewer pipe	225,000
		Total	**$575,000**

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.

Budget: A written report of the local government's comprehensive financial plan for one budget period. It must include a balanced statement of actual revenues and expenditures during each of the last two budget periods and estimated revenues and expenditures for the current and upcoming budget periods.

Budget Committee: The budget planning board of the City, consisting of eight Councilors and eight community members appointed by the Council to serve three-year terms.

GLOSSARY

Budget Phases: Local budget law and City procedures require that the adopted budget for each fiscal year be the result of a process that requires input by the City Council, management and citizens before final appropriations are authorized. These steps include:

- *Proposed Budget* – The document developed by City management based on requests for programs and appropriations from staff, and reviewed by the Budget Committee in a public hearing.
- *Approved Budget* – The Proposed Budget is reviewed, modified and developed into the Approved Budget that is then submitted to the City for adoption following additional public hearing(s).
- *Adopted Budget* – The acceptance of the Approved Budget which includes authorized actual appropriations. In addition to the Budget Resolution, the Council adopts (in separate Resolutions) rates, charges and other actions relating to City operations.

C.D.B.G.: Community Development Block Grant providing low interest or no interest loans for housing.

Capacity depletion reserve: A special reserve account that includes funds collected through new service charges and surcharges to customers that will be used to expand the sewer system to accommodate additional customers.

Capital Improvement Projects: The plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.) with estimated costs, sources of funding and timing of work, over a fixed period of several future years.

Capital Outlay: Expenditures which result in the acquisition of, or addition to, fixed assets.

Charges for services: A charge from a city activity for services directly delivered to another activity.

Community Development Block Grant (CDBG): Funds originating with the federal government and distributed by the state, used to improve urban areas.

Contingency: An appropriation amount in a given fund to cover unforeseen events that occur during the budget year. Expenditure of the contingency fund does not require a supplemental budget or public hearing. However, it does require City Council action by resolution to transfer the contingency to an appropriation level.

Contractual services: Services that the City hires from outside the City organization.

Customer: The recipient of a product or service provided by the City. Internal customers are usually City departments, employees, or officials who receive products or services provided by another City Department. External customers are usually citizens, neighborhoods, community organizations, businesses, or other public entities that receive products or services provided by a City Department.

D.A.R.E.: Drug Awareness Resistance Education.

Debt service: Expenses for interest and principal payment on borrowed funds.

GLOSSARY

Debt Service Reserve: Funds mandated to be set aside for the term of the obligation as stipulated by loan agreements or bond covenants at the onset of incurred debt. These monies serve as a reserve for principal payments, should other revenues be insufficient.

Direct charges: Charges for supervision, space rental, utility charges and finance services that are used by the activity.

DEQ: Department of Environmental Quality.

Employee Benefits: The non-salary part of an employee's total compensation. A typical benefit package includes such things as Social Security taxes, health insurance, retirement and worker's compensation insurance.

Ending balance: The excess of the fund's assets and estimated revenues for the period over its liabilities and appropriations for the period, available for appropriation in the following year.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise funds are self-supporting.

Enterprise Zone: State-designated area within the City in which businesses can qualify for three to five years of property tax abatement on significant new plant and equipment investments.

Expenditures: The spending of money by the City for the programs and projects included within the adopted budget.

Fiduciary funds: Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

Fiscal year: The twelve-month period from July 1 to June 30 for which the annual budget of the City is prepared and adopted.

Fixed assets: Assets with a long-term character, such as land, buildings, furniture and other equipment.

FOG: Fats, Oils and Grease education/enforcement program.

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.

GLOSSARY

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 designated fund.

General Obligation Debt: Long-term debt that is backed by the full faith and credit of the City's ratepayers based on the assessed value of real property.

Goal: A long-range desirable development attained by time phased objectives as outlined in the Strategic Plan, designed to carry out a strategy.

Grant: A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function (for example wastewater plant expansion), but it is sometimes also for general purposes.

Harbeck-Fruitdale Sewer Service District: This district, an independent entity, is responsible for the collection of deferred assessment liens for the initial hook-up to sewer services. All infrastructures serving the area is owned and maintained by the City.

ISTEA: Intermodal Surface Transportation Efficiency Act is a grant to encourage various types of transportation.

Indirect Charges: General administrative charges that cover overall management, personnel and legal services.

GLOSSARY

K-9: Police Officer assisted by a canine (Police Service dog).

Local Improvement District (LID): A funding district, initiated by property owners within an area, used to distribute costs for capital projects, which are deemed to primarily benefit those properties, evenly for all owners in the district.
Local Option Levy: A short-term levy (up to five years for operating purposes and up to ten years for capital improvements) outside of the permanent tax rate limit, which must be approved by the voters in a manner consistent with Measure 50 requirements.

Major fund: Ideally, governments would report a separate column for each individual governmental or proprietary fund in their basic financial statements. (Note only governmental and proprietary funds may be designated as major. Internal Service Funds by definition are nonmajor.) For most governments however this is infeasible given the number of funds so authoritative accounting standards mandate the presentation of a separate column only for major funds while data from all of the nonmajor funds are aggregated into a single column.

The Governmental Accounting Standards Board provides a series of tests to determine a major fund based on relative size (at least 10% of the total for governmental or enterprise funds and 5% of the total for governmental and enterprise funds) or qualitative factors (when government officials believe it is particularly important to financial statement users.)

Measure 5: A ballot measure approved by Oregon voters on November 6, 1990. The measure placed a declining rate limit on taxes for schools and a rate limit of $10.00 per $1,000 assessed valuation on the consolidated taxes of all other governments.

Measure 50: A ballot measure approved by Oregon voters at the special election held on May 20, 1997 and contained in Article XI, Section 11 of the Oregon Constitution. Measure 50 repeals a previously approved property tax reduction measure known as Measure 47 and replaces it with a new ad valorem property tax limitation. In short, Measure 50 cuts district levies, rolls back assessed values, limits future taxable value increases, establishes permanent tax rate limits, allows for local option levies and retains Measure 5 limits.

Modified accrual basis of accounting: Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for the unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

O.E.D.D. Grant: A grant from the Oregon Economic Development Department.

OMEP: Oregon Manufacturing Extension Partnership.

Operating budget: That part of the budget that includes the main services of the City; public safety, policy, parks, development, transportation, water, wastewater and solid waste. The means by which the financing of acquisitions, spending and service delivery activities of a government are controlled.

Oregon Revised Statute (ORS): Oregon laws established by the legislature.

GLOSSARY

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.

PAVE: Performance Audit, Visioning & Enhancement Committee.

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 include the estimated balances on hand at the beginning of the fiscal year, plus all revenues, anticipated being collected during the year.

Revenue: Monies received or anticipated during the year through such sources as taxes, fines, fees, grants or service charges, which can be used to finance City services.

Revenue bonds: A type of bond for which the payments (principal and interest) are made from the earnings of the enterprise for which the bonds were issued.

Solid Waste Fund: A special revenue fund used to account for the proceeds and expenditures of the landfill general operation in addition to the reserves for closure and post-closure costs.

SOREDI: Southern Oregon Regional Economic Development Inc.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are restricted to expenditures for a specific purpose.

State Revolving Fund (SRF): A source of borrowing from the Oregon Department of Environmental Quality at interest rates lower than the open market, specifically for water and wastewater facility enhancements and improvements.

GLOSSARY

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.

WERT: Water Emergency Response Trailer.

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